

# **SOUTHERN AFRICA DEVELOPMENT COMMUNITY (SADC) DISASTER MANAGEMENT TRAINING FINAL REPORT**

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*Submitted to:*

**USAID/OFDA  
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# **OFDA/USAID/SADC**

## **Disaster Management Training Initiative for Southern Africa**

### **PROJECT CLOSE-OUT AND FINAL INTERNAL EVALUATION REPORT**

Steve Johnson  
4 December 2002

**Report Structure**

This report has been structured with the key evaluative elements placed in the first few sections for ease of executive reading and analysis (Sections 1-5). Reports on the actual training courses completed have been placed further towards the back of the report (Sections 6-7).

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## INTRODUCTION

In response to the devastating 1999/2000 floods in southern Africa, US Congress appropriated \$135 million for the rehabilitation of transport infrastructure (roads and railroads), economic reactivation for small and medium enterprises and families displaced by the floods, and disaster preparedness and mitigation in the region (See *Congressional Southern Africa Floods Supplemental Appropriation*).<sup>1</sup>

With regard to the “disaster preparedness and mitigation in the region” component of the Congressional Supplemental, a specific project was identified to address issues of strengthening disaster management capacity in the Southern Africa Development Community (SADC) region and Madagascar. The purpose of this project was seen to be “to provide administrative and logistic support to the Office of U.S. Foreign Disaster Assistance (OFDA) to plan and conduct a number of training workshops targeted for disaster management officials in the SADC region and Madagascar.” The project was called the OFDA *Disaster Management Training Initiative for Southern Africa* or DMTISA, later to be shortened to SATI.

Through this year long project it was intended that each member state (and Madagascar) would have its senior disaster management officials trained in aspects of disaster management, providing a deeper level of knowledge and continuity within all of the nation’s disaster organizations. In its original design the project intended using existing training modules developed by OFDA in South America and other areas.

The Congressional Supplement indicated that the project would be managed from a base within the region and would cooperate and collaborate with USAID/RCSA, and the SADC Mechanism.

## PROJECT INITIATION

### STATEMENTS OF WORK

The Statement of Work for the Project was developed by OFDA and provided to Development Associates early in 2001 (See Appendix 1). Based upon this Development Associates Inc. submitted a bid and structured a Project Team to operate out of Gaborone, Botswana. Development Associates Inc. were awarded the contract for implementation in mid 2002, and set in motion start-up procedures to place the Project Team on the ground in Botswana, in August 2001. Integral to this structure was a sub-contract with Travel Wise Botswana, to organise all aspects relating to venues, accommodation and travel.

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<sup>1</sup> This paper serves as an initial report on the implementation of activities financed with the \$25 million FY 2000 Emergency Supplemental Appropriation for the Southern Africa Flood Reconstruction Program (P.L. 106-246, dated July 13, 2000).

In its original form, the Statement of Work indicated that eight training courses would be implemented in the SADC region and Madagascar, based upon three pre-packaged modules that OFDA had developed in response to other disasters globally:

- ▶ Introduction to Disaster Management
- ▶ Disaster Programme Management
- ▶ Training of Trainers in DM.

Based upon some level of resistance to these modules being implemented in the region without a Training Needs Analysis having been carried out, the SADC Secretariat negotiated a revision to the Statement of Work, to include a Training Needs Analysis Consultative Workshop, and the development of specific training modules in response to needs identified. This revised Statement of Work was adopted by Development Associates Inc. for implementation (See Appendix 2).

In the meantime civil unrest broke out in Madagascar, and project personnel were prevented from travelling there to implement the required training course until peace returned to the country.

## **PROJECT PURPOSE AND OBJECTIVES**

Although no formal objective for the DMTISA is stated in the Statements of Work, the following was crafted by the DA Team to guide the actual delivery on the ground:

### **PURPOSE**

The purpose of the project was to support the strengthening of disaster management capacity in southern Africa, where mitigative approaches are built into national disaster management policies and practices, and countries are better able to manage and respond to disaster events on an ongoing basis.

### **OBJECTIVE**

The objective of the project is ‘to enhance the *disaster risk management* skills and capacity of a critical mass of key related officials of national level disaster institutions and authorities in the SADC region in southern Africa and Madagascar, thereby strengthening their capacity to build mitigative approaches into national disaster management policies thus improving their ability to manage disasters on an ongoing basis.’

## **OFDA PROJECT OVERSIGHT**

Mrs. Liz Lukasavich was contracted by OFDA to provide management oversight to the project, working with OFDA-USAID in Washington, Development Associates Inc., and with the Project Team in Gaborone. Mrs. Patrice Zmitrovic (OFDA Washington) was also tasked by OFDA to provide technical training support to the project.

## **LIAISON WITH USAID/RCSA AND HOST COUNTRY PROTOCOLS**

The Development Associates Inc., Team attempted to set up operations in Gaborone in August 2001, as planned in the Statement of Work. It was however found that USAID Regional Office for Southern Africa (RCSA) and OFDA were still completing negotiations regarding the exact nature of the project, its relationship to the SADC Secretariat and the alignment of the training programme with SADC disaster management training needs, and the subsequent approval of the Botswana Government for the project to be housed in the country. The Development Associates Inc., (DA) Team were therefore not able to officially enter Botswana until all the negotiations and protocols had been completed.

In mid December 2001, the DA Team were informed that they could set up operations in Gaborone from 1<sup>st</sup> January 2002. Early in January 2002 Mr. Steve Johnson and Ms. Lynda Mujakachi initiated all of the necessary processes to obtain work and residence permits, establish an office, complete the hiring of local persons into supporting posts, purchase all necessary furniture and equipment, and to establish formal contacts with the SADC Secretariat Disaster Management focal point, Mr. Joao Ndlovu.

## **HIRE AND PLACEMENT OF PERSONNEL**

The following persons were contracted to implement the project:

- Mr. Steve Johnson                      Chief of Party
- Ms. Lynda Mujakachi                  Conference Facilitator
- Mrs. Margaret McDonald              Conference Organiser (Travel Wise, Botswana)
- Mr. Martin Kapami                      Accountant
- Mrs. Eunice Mguni                      Administrator
- Mr. Daly Madumela                    Driver / Messenger
- Mrs. Tessa Newey                      Production Specialist (Part time)

## **ACQUISITION OF OFFICES, FURNITURE AND EQUIPMENT**

Adequate office space was leased in Sefelana House, Dennis Todd Office Park, Gaborone, to accommodate the complete team.

All necessary office furniture and equipment was purchased according to USAID Regulations, to meet the needs of the staff and project activities. A vehicle was hired from AVIS rental car company rather than purchasing a new vehicle, as a means of saving costs.

## **SYSTEMS AND PROCEDURES**

At the outset of the programme, Mr. Johnson and Mr. Kapami developed and implemented relevant financial and administration procedures to ensure the safekeeping and responsible use of USAID funds. Bank accounts were opened with First National Bank, Gaborone, to facilitate the transfer and management of funds channelled through Development Associates' Head Office in Virginia. All assets were recorded in an Assets Register.

## LIAISON WITH SADC SECRETARIAT

Numerous attempts were made to contact Mr. Jaoa Ndlovu, Special Projects Officer, SADC Secretariat, Gaborone, during January 2002, to establish how the DMTISA could best collaborate with SADC in achieving common objectives. The first meeting with him was only arranged in early February 2002, where it was immediately realised that there was a level of sensitivity or resistance regarding the project. It was eventually established that OFDA's intention to implement pre-developed courses in the region, without adequate consultation and consideration of local needs had caused a great deal of sensitivity, resulting in the lack of cooperation from the SADC Secretariat.

Despite attempts to make contact with the specific SADC Member State Disaster Management Units, Mr. Ndlovu insisted that all communication with SADC member states regarding the planning and implementation of any training activities should be carried out through his office. It was found that this complicated matters, as Mr. Ndlovu travelled frequently and was unavailable for extended periods. It was subsequently found that Mr. Ndlovu had not actually briefed the SADC Disaster Management Technical Committee<sup>2</sup> members and that they knew nothing of the OFDA-USAID DMTISA (See Section 3.2 below).

Eventually, after forcing the issue and meeting with a group of the more influential members of the SADC DMTC, it was agreed that the DMTISA could work directly with the member states, and merely keep the SADC Secretariat informed of progress. As a result of this it was decided to plan and implement an urgent training course, as a show of good faith and to ensure that there was some level of momentum in the overall project – despite this not having been developed as an integral part of a Training Needs Analysis. Based upon discussions with various DM role-players in the region it was decided that a training course covering “The Role of Leadership in Disaster Management” would be developed and implemented (See Appendix 4A).

## PLANNING AND ORGANISATION OF TRAINING COURSES

### TERTIARY TRAINING INSTITUTIONS IN SOUTHERN AFRICA

In developing the training courses to meet the identified training needs of the region the following Tertiary Training Institutions were engaged in developing concepts and approaches to be used in training courses, or to become actively involved in the delivery of the training courses:

- University of Cape Town's *Disaster Mitigation for Sustainable Livelihoods Programme (DiMP)*:
  - Dr. Ailsa Holloway (Hazard and Vulnerability Assessment)
  - Mrs. Christina Nomdo (Hazard and Vulnerability Assessment)
- National College for Management and Development Studies, Kabwe, Zambia

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<sup>2</sup> It should be noted that the Southern Africa Development Community (SADC) is a regional governance mechanism, in which each member state retains full national sovereignty. The centralised SADC Secretariat has a coordination role, and no executive powers over nation states – in fact the various SADC Sector Technical Committees provide guidance to the SADC Secretariat and support and direct their coordination functions. The implications of this are that in reality it is the Technical Committees that have a level of executive authority in that they collectively represent the interests of their respective governments, and make recommendations to them relating to intended ways forward.

- University of Witwatersrand's *School of Business Management*, Johannesburg.
  - Dr. Jonathan Cook (Leadership)
- University of Witwatersrand's *School of Geography, Archaeology and Environmental Studies*, Johannesburg.
  - Professor Coleen Vogel (Hazard and Vulnerability Assessment)
  - Dr. James Smith (Hazard and Vulnerability Assessment)
- University of Witwatersrand's *School of Development Studies*, Johannesburg.
  - Dr. Masimba Manyanya (Economics of Disaster Management)
- Technikon RSA's *Department of Disaster Management*, Johannesburg.
  - Dina Burger
- Potchefstroom University for Christian Higher Education's *African Centre for Disaster Studies*, School for Social and Government Studies, Potchefstroom.
  - Mr. DeWalt Van Niekerk (Policy Development)
- Rhodes University's *Geography Department*
  - Prof. Roddy Fox

## **PROFESSIONAL CONSULTANTS**

A number of private sector professional consultants were also engaged in conceptualising and developing the courses, or in actively delivering various modules of the courses:

- ▶ Dr. Sid Cohn, Business Leadership Specialist
- ▶ Dr. Jeremy Jackson, Development Specialist (Hazards and Vulnerability Assessment)
- ▶ Mr. Gray Munthali, Malawi Dept. Meteorology (El Nino)
- ▶ Mrs. Liz Lukasavich, OFDA (Data Collection for Situation Assessment)
- ▶ Mrs. Phumzile Mdladla, FANR (Vulnerability Assessment in the SADC Region)
- ▶ Mr. Sam Chimwaza, Malawi FEWSNET (The Vulnerability Assessment Process in Malawi)

## **ALLIED NGOS AND ORGANISATIONS**

The following NGOs and organisations were also engaged in planning, developing and conceptualizing courses:

- ▶ CARE
- ▶ WFP
- ▶ Oxfam
- ▶ SCF
- ▶ Red Cross
- ▶ UNDP-DMTP
- ▶ IUCN ROSA
- ▶ SADC FANR

## **TRAINING NEEDS ANALYSIS**

At the beginning of the DMTISA it was noted that the planned modules that were to be delivered to the SADC member states were potentially unsuitable for the exact DRM training needs of the region. A Preliminary Training Needs Analysis was therefore carried out to determine the most immediate training needs in the member states (See Section 4.1 below).

## PROJECT DELIVERY

Despite the original intention of delivering the eight planned courses, it was agreed that this programme would be revised. In the end, four training courses were planned, organised and delivered during the life of the project:

- ▶ The Role of Leadership in Disaster Risk Management
- ▶ Hazard and Vulnerability Assessment in Disaster Risk Management
- ▶ Policy Analysis and Development in Disaster Risk Management
- ▶ Strategic Planning in Disaster Risk Management

However, in order to optimise on the use of the funds available, a training Needs Analysis was carried out in the beginning stages of the project.

### TRAINING NEEDS ANALYSIS – DISASTER RISK MANAGEMENT IN SOUTHERN AFRICA

As mentioned in 2.6 above, initial attempts to work with the SADC Secretariat resulted in delaying and avoidance tactics being used to frustrate the development and implementation of training courses. As negotiated in the revised Statement of Work, it was agreed that a Training Needs analysis would be carried out to determine the types of training courses to best meet the needs of SADC disaster management personnel.

Over the period, January to March 2002, Mr. Johnson repeatedly attempted to get the SADC Secretariat to commit to dates for a Training Needs Consultative Workshop. Eventually in early March 2002, Mr. Ndlovu indicated that the SADC Disaster Management Technical Committee (SADC DMTC) had met in Maseru and agreed that enough research had been done regarding disaster management training needs, and that reports from these activities should be used to determine what training should take place.

A review of the reports made available indicated only one piece of research had been carried out, which was an evaluation of the status of disaster management units or mechanisms in the SADC countries by UNDP. The report contained very little information on training needs. After discussing this with Mr. Ndlovu he indicated that the SADC DMTC had further indicated that they wanted to see some urgent progress in the area of DM capacity building in their countries. Mr. Johnson then negotiated with Ndlovu to plan and implement a training course relating to “The Role of Leadership in Disaster Risk Management.” It was agreed that this would be held in Gaborone during April 2002 (See Appendix 3).

Despite the SADC Secretariat’s feeling that adequate information was available in existing reports, it was found that it would have been irresponsible to develop training courses based upon the sparse information at hand. It was therefore decided that a preliminary Training Needs Analysis should be carried out as an integral component of “The Role of Leadership in Disaster Risk Management” training course.

To this end research was carried out on the Core Competencies and Skills areas that are generally found in disaster risk management processes in a country. A list of these competencies and skills was drawn up and a questionnaire developed (See Appendix 4B). It should be noted that *disaster*

*risk management*<sup>3</sup> was divided into three overall categories of organisational-management functioning: i) Strategic Management; ii) Mitigative Aspects of Operations; iii) Emergency Response Aspects of Operations.

This questionnaire was administered on the last day of the Leadership Course, to the 24 participants. In addition to this a separate workshop session was carried out on the last afternoon of the Leadership Course, to discuss what the participants felt were areas of need with regard to training. This was done in an attempt to fast track the development of subsequent training courses over the following few months. The participants indicated that there were four areas of immediate training need within their countries and across the region as a whole. Of these three were functional Core Competencies:

- ▶ Hazard and Vulnerability Assessment in Disaster Risk Management
- ▶ Policy Analysis and Development in Disaster Risk Management
- ▶ Strategic Planning for Disaster Risk Management.

The fourth area of need was for Training of Trainers. The participants agreed that this aspect could be incorporated into the implementation of the other three training courses.

The results of the questionnaire were analysed and reported to relevant project stakeholders (See Appendix 4C). Of greatest importance were the areas seen to have immediate need:

- Strategic Level Needs
  - Using disasters and emergencies to inform and influence policy development
  - Reduction of disaster risk and national development planning (an integrated approach)
  - Strategic Leadership
- Operational Mitigation Needs
  - Hazard Assessment and Vulnerability Assessment in all its aspects
  - Risk Assessment and Risk Reduction.
  - Emergency Preparedness and Management:
    - Using data to predict potential disaster situations
    - Planning for food security
  - Training of Trainers (TOT) and the development of training programmes
- Operational Emergency Response Needs
  - Disaster Relief and Response: Contingency Planning
  - Emergency Management: especially Logistics management – mobilization of resources (people, equipment, material, supplies, infrastructure, transport)
  - District Institutional Development (Emergency Response Mechanisms) scored relatively equally across all categories, highlighting its overall importance.

After the administration of two further sets of Training Needs Assessment questionnaires during the Hazards and Vulnerability Assessment Course in Malawi, and the Combined Policy Analysis

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<sup>3</sup> Although the term disaster management is more commonly used internationally, the DMTISA purposefully used the broadest or more holistic and humanistic perspective of *disaster risk management* – an approach that places greater emphasis upon the mitigation and preparedness aspects of disaster management, whilst also accommodating the more traditional emergency response approaches usually used within the region.

– Strategic Planning Courses in Johannesburg, it was found that as far as the most urgent areas of need seen, the following areas correlated most closely:

- Strategic Arena
  - Policy Analysis and Development
  - Strategic Leadership
- Operational – Mitigation
  - Disaster Preparedness and Contingency Planning
  - Public Awareness and Education
- Operational – Emergency Response
  - Hazard and Vulnerability Assessment

## **OFDA ARO TRAINING NEEDS ASSESSMENT**

Staff of the DMTISA worked with the OFDA Africa Regional Office (ARO) in providing information and insights relating to training needs in Southern Africa, as a contribution to their overall Africa-wide Training Needs Analysis, which is to be used to develop a disaster management training strategy for Africa as a whole.

## **IMPLEMENTATION OF TRAINING COURSES**

Details of the delivery of each of the four courses were:

### **THE ROLE OF LEADERSHIP IN DISASTER RISK MANAGEMENT TRAINING COURSE**

This course was carried out at The Grand Palm Hotel, Gaborone, Botswana, from 22 – 26 April 2002 (See Programme – Appendix 5A). Twenty-five participants from twelve of the fourteen SADC Countries attended, with four participants from related SADC Sectors also attending.

The course was successfully implemented (See Evaluation Assessments – Appendix 6A). (See Appendix 7A for Participants List).

### **HAZARD AND VULNERABILITY ASSESSMENT IN DISASTER RISK MANAGEMENT TRAINING COURSE**

This course was carried out at the Club Makokola Hotel, Mangochi, Malawi, from 9 – 13 September 2002 (See Programme – Appendix 5B). Seventeen participants from nine of the fourteen SADC Countries attended, with three participants from related SADC Sectors also attending.

The course was successfully implemented (See Evaluation Assessments – Appendix 6B). (See Appendix 7B for Participants List).

## **POLICY ANALYSIS AND DEVELOPMENT IN DISASTER RISK MANAGEMENT TRAINING COURSE**

This course was carried out at the Indaba Conference Centre, Johannesburg, South Africa, from 20 – 22 November 2002 (See Programme – Appendix 5C). Twenty-one participants from ten of the fourteen SADC Countries attended, with one participant from a related SADC Sector also attending.

The course was successfully implemented (See Evaluation Assessments – Appendix 6C). (See Appendix 7C for Participants List).

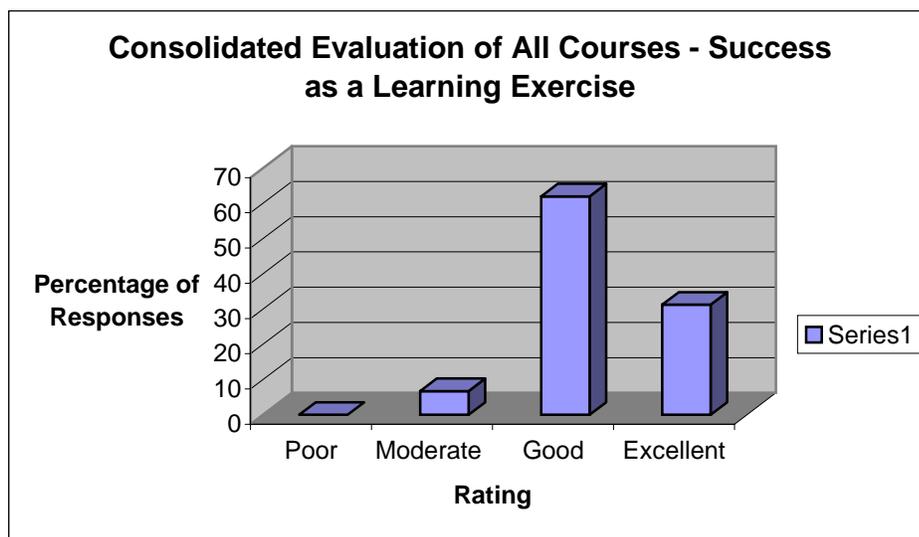
## **STRATEGIC PLANNING IN DISASTER RISK MANAGEMENT TRAINING COURSE**

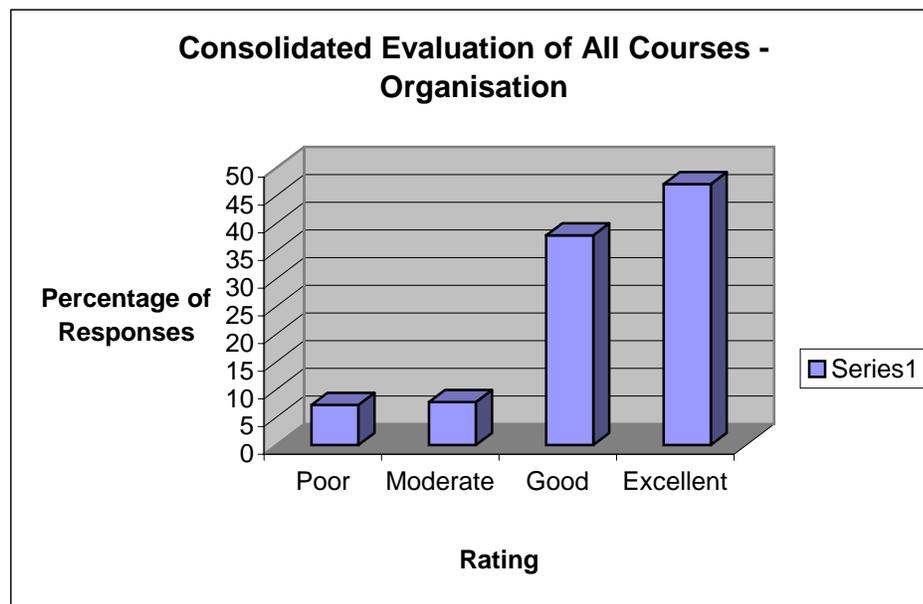
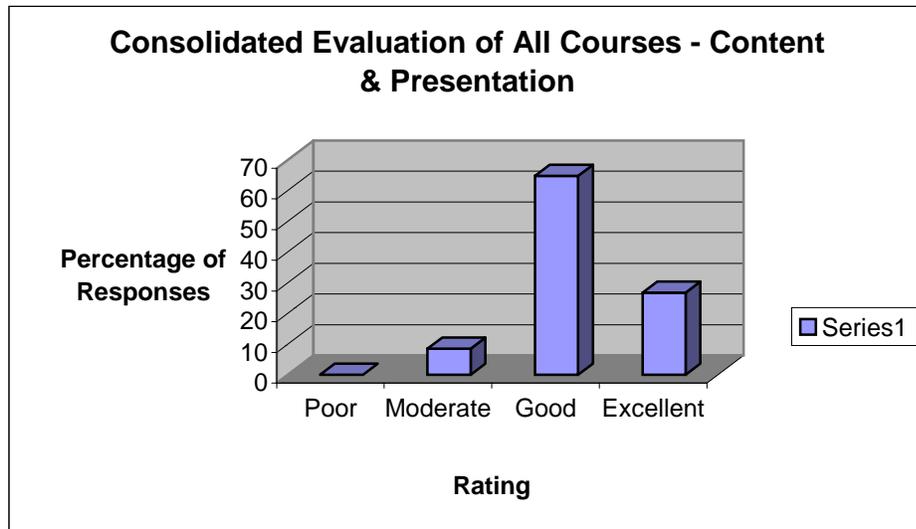
This course was carried out at the Indaba Conference Centre, Johannesburg, South Africa, from 25 – 27 November 2002 (See Programme – Appendix 5D). Nineteen participants from ten of the fourteen SADC Countries attended, with one participant from a related SADC Sector also attending.

The course was successfully implemented (See Evaluation Assessments – Appendix 6D). (See Appendix 7D for Participants List).

## **LEVELS OF ACHIEVEMENT**

The following levels of achievement against project objectives were noted after reflection and evaluation:





Reflection on the results outlined in the graphs indicate that:

- 93.25% of the overall responses show that the *Success* of the courses as a learning exercise ranged from Good to Excellent.
- 91.5% of the overall respondents felt that the *Content and Presentation* of the courses ranged from Good to Excellent.
- 84.95% of the overall respondents felt that the *Organisation* of the courses ranged from Good to Excellent.

## CONSTRAINTS ON DELIVERY AND ACHIEVEMENT

A number of factors constrained the more efficient implementation of the project:

## **LACK OF SADC ENDORSEMENT OF THE OFDA DMTISA PRIOR TO PROJECT INITIATION**

The lack of formal endorsement of the OFDA DMTISA prior to project implementation is seen to have been one of the key constraining factors in enabling the project to move forward as efficiently and effectively as required.

## **LACK OF CONGRUENCE BETWEEN OFDA IMPLEMENTATION APPROACH AND SADC NEEDS**

It was found that the intended implementation of OFDA's pre-developed training modules caused intense sensitivity within the SADC Secretariat, resulting in protracted project implementation delays (August 2001 through to December 2001).

## **LACK OF PRE-DEFINED FRAMEWORK OF RELATIONSHIPS FOR PROJECT**

The development of an "official" framework of protocol relationships prior to project initiation would have allowed the DA team to "hit the ground running" – understanding who the stakeholders were, what role they each played, who had what agendas, who had authoritative status, who needed to be part of the "core approval process" (i.e., who truly needed to be included in decision making and who did not - see footnote 1 of 2.8 above).

## **SADC SECRETARIAT VS. SADC DM TECHNICAL COMMITTEE**

Linked to 3.2.3 above, the true nature of the "executive" powers of the SADC Secretariat had not been adequately defined, causing confusion as to channels of communication and levels of authority. This allowed the SADC Secretariat's Special Projects Officer (SPO - Jaoa Ndlovu to exercise controlling powers over the protocols that the OFDA DMTISA needed to follow for implementation. Given the sensitivities in this relationship, he was effectively able to block initial progress of the implementation of the Training Needs Consultative Workshop, and eventually decided unilaterally that it was not needed.

It was eventually established by the DA Team that the SADC DMTC had in fact found that the SPO had on numerous occasions not briefed the committee on various important issues, and that this was a source of major tension between the DMTC and the SADC Secretariat. In fact, over the period July 2001 to February 2002, the SPO had not informed the DMTC that the OFDA DMTISA was to be implemented out of Botswana, and therefore had not been able to provide guidance to OFDA or RCSA on the implementation of the project. After the DA Team established direct contact with the DMTC, they were given the approval to liaise directly with the SADC member states. The DMTC subsequently wrote an official letter of complaint about the SPO to the Executive Secretary of the SADC Secretariat.

## **LACK OF OFDA – USAID CONGRUENCE**

At various stages of implementation of the project the DA team felt that the level of congruence between the USAID RCSA and OFDA was not optimal and that higher levels of integration would have assisted the project to move forward more effectively.

## **USAID/RCSA LACK OF DISASTER MANAGEMENT STRATEGIC OBJECTIVE**

Linked to 3.2.5 above, it was felt that as USAID/RCSA did not have disaster management as an “official” strategic objective, the function was appended to the functions of another RCSA Strategic Objective. This not only added to the work load of that section, but detracted from the attention that disaster management may have been afforded, given that RCSA was (and will be) drawn into disasters within the region. If disaster management had been made a Strategic Objective of the Mission, it would have allowed for the Mission to track the management of disaster risk management in the region more closely, enabling it to be prepared for any support and intervention that it may be called upon to provide, instead of having to react to events after the fact.

## **ACCOMMODATION OF SADC/USAID/OFDA EMERGENCY RESPONSE NEEDS**

Despite the DA Team having developed a full programme of training activities early in the project life span, and having set firm dates for each training course to be implemented, they were forced to change the dates of the last two training courses to accommodate urgent meetings called by the World Food Programme and FEWSNET who were coordinating the emergency response to the emerging food crisis in the central-southern Africa region. This caused DA to have to send out letters of postponement that caused tension with the member state DM Units, as well as having to truncate both remaining training courses and hold them back-to-back towards the end of the project life span. This was eventually found to be problematic in that the two training courses were too short to cover the required training material – a fact that was borne out in the participant’s evaluation comments (See Appendices 6A, 6B, 6C and 6D).

## **SHORT PROJECT LIFESPAN**

Upon reflection, it was found that the effectiveness of the project was severely constrained in that although the initial intention was to merely carry out a surgical “in-and-out” training process, with 8 pre-packaged modules, in reality the situation required:

- That key stakeholders in the region needed to develop some degree of acceptance (ownership) of what capacity was being provided to their officials;
- That the process have some level of credibility among the member states’ DM Units;
- Relationships and networks be established, fostered and nurtured;
- Training needs should have been formally (professionally) established;
- Training courses developed needed to be trailed and tested;
- A register of DRM related training professionals should be compiled for the region;
- Proper “post-course” evaluative tracking of trainees being carried out.

All the above take time, and contribute to a more meaningful training programme being implemented, with more sustainable results being obtained.

## **OPPORTUNITIES TAPPING INTO THE POTENTIAL OF THE REGION**

It has been shown that the Southern Africa region has demonstrated great initiative in moving forward progressively with DRM processes and concepts – showing a high degree of leadership on the African continent. This progressiveness could be used to create a model for the rest of the

continent, using the existing expertise and professionalism to develop and spearhead innovative training programmes and approaches. USAID-OFDA could be seen as the “lead agency” for DRM in Africa.

### **INFLUENCING SADC SECRETARIAT TO PLAY A GREATER LEADERSHIP ROLE**

Great opportunities exist to reinforce the USAID/RCSA and OFDA intention to have SADC as a key development partner in southern Africa, and assist the SADC Secretariat to play a greater leadership role in the context of DRM. It would be most beneficial to get them to drive a programme that promotes the development of more mitigative policies in member states – encouraging the integration of DRM into existing development plans and processes in each country and on a regional level. *The exact nature of this support lies in the leverage that OFDA-USAID RCSA has in indicating possible future support based upon the need to develop a fully fledged DRM Unit within the secretariat, having a dedicated head of the unit assigned only to DRM and not to a broader suite of functions.*

### **INTEGRATING USAID/RCSA’S STRATEGIC OBJECTIVES**

It has been the experience of this project that by promoting a more mitigative, cross-sectoral approach in the SADC member states, a wider suite of development objectives may be achieved i.e., integration of DRM in development processes; linking in with the RCSA Strategic Objective on Agriculture and approaching the issue of persistent drought in the region from a number of fronts; linking in with the RCSA Strategic Objective on Trade and Economic Issues and relating this to the livelihoods elements of DRM, again approaching the issue from two fronts.

### **REDUCING DEPENDENCY ON DONOR AGENCIES IN DRM PROCESSES**

Implementing very focussed training and capacity building exercises within SADC member states, based upon the training needs analysis, has the potential to reduce dependency upon USAID and OFDA for emergency disaster management support.

### **CREATING SYNERGY WITH THE SOUTH AFRICAN NATIONAL DISASTER MANAGEMENT CENTRE**

The South African National Disaster Management Centre, in Pretoria, has a sophisticated information management system based upon the innovative inter-connection of internet web-sites relating to various database elements of disaster management globally i.e., NASA, meteorological stations etc. This system could be used as the basis for developing a regional system building upon the existing framework.

### **DEVELOPING TERTIARY EDUCATION INSTITUTIONS CAPACITY FOR DRM IN SOUTHERN AFRICA**

There is a wealth of DRM training and education capacity in southern Africa – unfortunately it has not been coordinated and coalesced into a feasible DRM training machine. This potential can be unlocked through a concerted and focused programme of bringing the relevant institutions, organisations and partners together to agree on a regional capacity building strategy, and plan a way forward – possibly developing a more formal institution to make this happen.

## **DEVELOPING PARTNERSHIPS**

Linked to 3.3.6 above, there is a great potential to develop synergistic partnerships among the key DRM role-players in the region to develop a range of partnerships to reinforce the DRM capacity in the region. These possibilities lie in the areas of:

- Information Management, Information Dissemination and Information Technology
- Capacity Building
- Regional Response

## **THREATS OR POTENTIAL FUTURE PROBLEMS FOR OFDA-USAID AND DRM IN AFRICA**

### **PERSISTING DONOR DEPENDENCY**

Without being proactive with regard to DRM, USAID-OFDA will always be called upon to provide financial and physical support in emergencies, as happened in the year 2000 Mozambique floods (in excess of \$135 million). Adequate and effective capacity building for DRM – especially focussing on the mitigative aspects – could reduce this threat significantly.

### **LACK OF ADEQUATE DRM LEADERSHIP IN SADC SECRETARIAT**

The continued “status quo” of the SADC Secretariat in having the Special Projects Office manage the DRM function will perpetuate the current hiatus and irregular relationship between the SADC Secretariat, OFDA and the USAID RCSA triangle. Given that the SADC DM Technical Committee itself is dissatisfied with the performance of the Special Projects Office, this threat becomes an opportunity to change the situation to a more positive one, through negotiation and the promise of support.

### **LOSS OF CREDIBILITY – UNCLEAR INDICATIONS OF OFDA COMMITMENT**

OFDA have implemented a number of projects and training initiatives in southern Africa over the past decade. There has been no consistent programme in the region. This has not gone unnoticed amongst the SADC member states. Any further attempts to implement any DRM capacity building in the region needs to be on a more extended basis (minimum three years) to show commitment and intent.

### **SOUTH AFRICA’S CONTINUED INSISTENCE TO REMAIN ON THE PERIPHERY**

South Africa is one of the most influential partners in the SADC region. It would appear that it has persistently “refused” to participate in the DMTISA programme, for reasons unknown. Should this persist in further SADC programmes, it could undermine the effectiveness of the SADC disaster management related processes.

## **LESSONS LEARNED**

The following lessons from the implementation of the project were seen to be of particular significance:

### **NEED FOR WIDER PERSPECTIVE ON DISASTER MANAGEMENT - DISASTER RISK MANAGEMENT**

The origin of disaster management mechanisms or units in the SADC member states has historically been built upon emergency response perspectives. This now needs to be broadened to include greater degrees of mitigation (*Disaster Risk Management*), which incorporates the need to integrate disaster management mitigation into development processes of member states.

### **CORE BUSINESS OF DRM UNITS (MISSION – PURPOSE)**

It was found in carrying out strategic planning processes during the Strategic Planning Course, that the purpose or Core Business of DRM Units or Mechanisms in the SADC countries is Information Management and Coordination, and that the three core functions of such units are:

- DRM Related Information Management, Analysis and Dissemination on an international, national and where relevant, a local level;
- Coordination of DRM activities within countries on a regional basis;
- Advocacy for the development and integration of DRM policies that promote more active DRM mitigation and its integration in national development plans and processes across governmental sectors.

It was noted by the group that contrary to popular belief these were the core functions, and that active involvement in the day-to-day activities of Emergency Response and even Mitigation, was the responsibility of other agencies e.g., Military, Security Services, Civil Defence, International Humanitarian Aid NGOs where Emergency Response is involved; and Ministries or Departments of Rural Development, Local Government and International/National NGOs involved in development, where Mitigation is concerned.

### **NEED FOR ADEQUATE NEGOTIATION OF PROJECT-BUY IN FROM ALL KEY ROLE PLAYERS**

The success of any future OFDA-USAID related DRM activities will be heavily dependent upon the ability of programme developers to ensure that all stakeholders are adequately consulted and that their buy-in is negotiated well in advance of project implementation.

### **USING LOCAL TRAINING STAFF FROM REGION ENHANCES CREDIBILITY**

The use of local trainers and presenters from within the SADC region was found to enhance the learning processes in all the training courses, due to the use of southern African examples; the inherent acceptance of local values and cultural aspects; the recognition that the region “has capacity” for training i.e., pride and ownership.

## **A WEALTH OF SKILLS AND KNOWLEDGE REGARDING DRM EXISTS IN THE SADC REGION**

In the search to find trainers and presenters within the region, it was found that there is a large pool of appropriately trained, skilled and experienced people who can deliver training to the standard required by OFDA.

## **MEMBER STATE DRM UNITS ARE POORLY EQUIPPED AND UNDERSTAFFED**

Through interaction with the staff of the various DRM Units in the SADC member states on training courses it was found that in general almost all the DRM Units are understaffed and poorly equipped *not only to handle the current perspective of emergency response but even less equipped or staffed to include the more mitigative aspects of the new DRM paradigm.*

## **SKILLS BASE FOR DRM IN MEMBER STATES EXTREMELY POOR**

Given the level of understaffing in the member states, it has also been found that in the main, existing staff have inadequate skills and knowledge levels to handle current DM functions and even less capacity to take on the responsibility to expand the DM approaches to include DRM approaches.

## **INTERVENTION PROJECTS NEED MORE TIME TO BECOME ESTABLISHED, GAIN CREDIBILITY AND BE ACCEPTED.**

When dealing in the critical areas of incorporating new paradigms into old ways, it is necessary that projects have adequate time to carry out comprehensive training to ensure that desired change actually does take place. This is a protracted process that needs project timeframes longer than one year to complete.

## **THERE IS A GREAT WILLINGNESS FOR THE SADC MEMBER STATES TO HAVE OFDA TRAINING PROGRAMMES CONTINUE IN THE REGION**

The SADC Member States have indicated that they would prefer that OFDA continue its capacity building processes in the region. Five unsolicited letters of support from the Heads of member state DM Units were received indicating this wish.

## **PROJECT MANAGEMENT**

### **STAFFING**

#### **DA STAFF HIRE**

Two DA staff were hired into the key posts of the project:

- Mr. Steve Johnson                      Chief of Party
- Ms. Lynda Mujakachi                  Conference Facilitator and Organiser

## **LOCALLY HIRED FULL TIME STAFF.**

Three local full time staff were contracted for the full project timeframe:

- Mr. Martin Kapami                      Accountant
- Mrs Eunice Mguni                      Administrator
- Mr. Daly Madumela                    Driver/Messenger

All received the relevant staff benefits appropriate for their level and status.

## **TEMPORARY HIRE STAFF**

Two positions (Media Production/DTP; and Travel Organisation Specialist) were staffed on an “as needed” basis, covering some aspects of course organisation and material production. These individuals were paid on a daily basis, depending on the actual planning and organisation needs at that time.

## **CONTRACTUAL PARTNERSHIPS (TRAVELWISE)**

In the original stages of the project planning, it was considered appropriate to have a partnership contract with a local travel agency – Travel Wise, to carry out all the travel and accommodation arrangements, as per the scope of work. In this agreement it was stated that Travel Wise would provide the services of a full time travel specialist. Due to the frequent delays caused by the SADC Secretariat and other factors it was eventually seen that all the front-line travel arrangements were more efficiently carried out in-house due to the need to meet certain protocol requirements. Travel Wise agreed that their role should be contained to that of making hard travel arrangements i.e., booking and issuing tickets.

## **DA HEAD OFFICE PROJECT SUPERVISION AND SUPPORT**

Project supervision and support was supplied by the DA Home Office in Washington DC. At all stages this support and supervision was found to be of the highest level. All communications and queries were answered promptly and fully. Excellent guidance was given to the project by Mr. John Garcia, who acted as the intermediary between the project and OFDA, facilitating the timeous resolution of any problems or issues.

The transfer and management of funds were handled efficiently by DA in Washington DC, where advice and support was given as to the appropriate mode of fund allocation, reporting and reconciliation. The transfer of funds was carried out timeously, on an “as needed” basis. At no stage was the integrity of the project prejudiced by the lack of funds due to DA’s fund management.

## **CONCLUSION**

## **RECOMMENDATIONS**

It is recommended that:

## **COMPREHENSIVE TRAINING NEEDS ANALYSIS FOR DRM BE CARRIED OUT IN SADC REGION**

The southern Africa region (SADC) has particular climatic, development and socio economic factors and issues that determine its levels of vulnerability to disaster and its ability to manage disasters. Not least of these factors is a continuing persistence at the highest governance levels of most states, to view DRM in an emergency response mode. It is necessary to carry out in-depth training needs analyses in each of the SADC member states to determine the exact nature and level of training needed regionally, and in each member state.

## **FURTHER EXTENDED TRAINING PROGRAMME BE IMPLEMENTED IN THE REGION**

The DMTISA has developed a platform of DRM training in southern Africa, including the development of a preliminary training needs analysis. Basic training needs of the region have been established, and may be used to capitalise on the existing level of momentum that the current project has generated. Feedback from most of the participants has indicated that all of the countries have a great need to upgrade their DRM capabilities, especially in the mitigative aspects of DRM. OFDA should seriously consider the implementation of further training courses in the SADC region.

## **CORE TRAINING AREAS**

Whilst the Training Needs Analysis is being carried out a core set of training courses could be implemented that have been identified as being of critical importance to the immediate need for DRM Units in the region, to drive home the DRM approach:

- **Information Management Training**

Further training course development in the region should cover Communication and Awareness aspects of DRM seeing that this was identified in the consolidated Training Needs Analysis, and that the participants identified this as a core function of DRM Units or mechanisms in the region.

- **Policy Analysis and Development**

As many of the SADC member states are still largely operating in an emergency response mode, it is appropriate that each of the countries are supported in developing more appropriate policies and legislation that encourage or require greater levels of integration between DRM processes and related national development strategies.

- **Strategic Planning**

The training courses conducted during the DMTISA project highlighted the need for greater levels of Strategic Planning capacity across the spectrum of staff in the national DMUs. Participants at these courses indicated that the exercises carried out during the courses enabled them to see how such planning could assist them in developing more effective campaigns that promote the mitigative elements of DRM in their governance processes. This

approach is especially relevant in the countries that experience slow onset disasters such as drought (The nexus of central-southern African states: Malawi, Mozambique, Zambia, and Zimbabwe).

- **Disaster Management Community Response**

Although many of the SADC member states still require some level of Emergency Response Strategic Management training, this has been or is being to some extent, provided through SADC cooperation. What has been found to be necessary is support to governments to develop a more proactive capacity within communities that are vulnerable to rapid onset disasters such as floods and cyclones/high winds. This is a particularly difficult training challenge due to the large numbers of communities affected, and the logistics of reaching them over vast distances. However there is a need to support states in preparing these vulnerable communities so that the actual “real-time” emergency response requirements of governments are not over-burdened during disasters. This could include the development of community based early warning networks being trained and developed in such areas.

## **DEVELOP AN INTEGRATED PROGRAMME OF SUPPORT**

Although training and capacity building may be a specific option to situational needs, it is seen that in some cases a broader more comprehensive response may be needed. Often training on its own may be negated by the lack of physical support infrastructure to be able to use and implement the skills developed during training courses. In the case of DRM in southern Africa it is recommended that an integrated programme of training and institutional support may be most effective in developing DRM capacity in the region.

## **THE SADC SECRETARIAT AND DMTC BE ACCEPTED AND RELATIONSHIPS FOSTERED AS A KEY PARTNER FOR NATIONAL AND REGIONAL DRM DELIVERY**

It is recommended that with the improved relationship between USAID RCSA / OFDA and the SADC Secretariat on DRM lines, it would be beneficial to use this strategic alliance to implement more effective capacity building processes in the region. This will however require the support of dedicated staff attached to RCSA/OFDA whose role is the maintenance and management of this relationship.

## **PRESSURE BE PLACED UPON THE SADC SECRETARIAT TO DEVELOP A PROFESSIONAL DRM UNIT**

The SADC Secretariat are in the process of restructuring their institutional framework. It is an opportune time to engage with this process and assist them in developing a fully fledged DRM Unit within the Secretariat.

**THE GREAT POTENTIAL THAT EXISTS WITHIN THE TERTIARY EDUCATION AND TRAINING INSTITUTIONS OF THE MEMBER STATES BE CONSOLIDATED AND THEIR CAPACITY ENHANCED TO FOCUS ON DRM**

There are a number of tertiary institutions in the region who have the capacity to engage in DRM capacity building programmes. It is recommended that OFDA should explore how these institutions may be more effectively harnessed into a professional network of DRM service providers.

**CONTACT DATABASE**

A database of all the people involved or related to the project was developed, and put into a spreadsheet format.

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# APPENDICES

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## **APPENDIX 1**

### **Original Statement of Work for OFDA DM Training Initiative for Southern Africa**

*Solicitation Number M/OP/-01-970*

May 22, 2001

#### **Scope Of Work For Planning And Conducting A Number Of Training Courses Targeted For Disaster Management Officials In The Sadc Region And Madagascar.**

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The purpose of this contract is to provide administrative and logistic support to the Office of U.S. Foreign Disaster Assistance to plan and conduct a number of training courses targeted for disaster management officials in the Southern Africa Development Community (SADC) region and Madagascar. The SADC region as defined by this scope of work includes Angola, Botswana, Lesotho, Madagascar, Malawi, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe, and DRC (although DRC is currently inactive due to civil strife.)

The contractor will have an office located within the SADC region providing staff capable of travel throughout the region in support of this effort. Use of local staff is strongly encouraged.

#### **MANAGEMENT AND ADMINISTRATIVE SUPPORT**

Contractor's management and administrative support for this effort shall consist of but shall not be limited to:

- Program Management providing oversight and overall management of the effort.
- Accounting, budgetary, and fiscal support to manage resources provided under this contract in support of training events, planners, and participants.
- Procurement/contracting support to contract for venues, administrative support, equipment, travel, etc.
- Materials Production Support capable of revising, editing, producing, and distributing PAGEMAKER documents.
- Conference Manager/Conference Facilitator knowledgeable of the Region and capable of conducting analysis of the various venues appropriate and available throughout the SADC region to host training events and compiling a venue reference document. The analysis should result in recommendation(s) for a training calendar (citing venues and dates) that will be acceptable to the SADC Secretariat; will not conflict with other large SADC initiatives; and will represent the best value to the government. The Conference Facilitator will attend all training events and be the central point of contact with the venue provider. Facilitator will provide support and coordination to trainers and participants and make any necessary arrangements for registration, logistics, and administrative support, as required.
- Travel Specialists knowledgeable of the Region and capable of providing input to the Conference Manager regarding accessibility of the various SADC countries to participants as part of the analysis resulting in recommendations for training venues. Travel specialists should coordinate with planners, observers, trainers, and participants and make all travel arrangements and ensure that sufficient time is provided to ensure arrival at training events. Travel support should include appropriate transport to the SADC country (air or rail),

transport to the training site, overnight accommodations and meals for all participants (or a reasonable per diem, if appropriate and approved by BHR/OFDA). The travel specialist will also coordinate with U.S. Embassies to obtain country clearances for all trainers, the Program Manager, and others identified by BHR/OFDA as requiring country clearance.

- General Administrative Support to event planners/observers/trainers prior to and directly after training events and all necessary administrative support required to facilitate training events and ensure students and trainers can fully participate and accomplish the training objectives.

BHR/OFDA anticipates conducting eight (8) training events within the SADC region during the term of this contract. Courses will be conducted in English, French, and Portuguese. English courses will be conducted in English-speaking SADC countries except that emphasis should be placed on conducting training events in other than South Africa, Botswana, and Namibia. French courses will be taught in Madagascar. Portuguese courses will be taught in Mozambique. The following represents the schedule of courses:

<b>Training Event</b>	<b># of Days</b>	<b>English</b>	<b>French</b>	<b>Portuguese</b>	<b># of Trainers</b>	<b>Participants</b>
Disaster Program Management	5	1		1	4-5	20 max
Training for Instructors	5	1		1	4	20 max
Intro to Disaster Management	3	2	1	1	4	20 max

BHR/OFDA's first priority is to conduct the Disaster Program Management (DPM) course. The DPM course is targeted to those individuals, groups or committees, within public and private agencies and organizations, who have responsibilities to the development and management of emergency and disaster-related programs. The purpose of the training is to facilitate the acquisition and exchange of the knowledge and skills needed to develop and manage programs related to emergencies/disasters.

The two (2) DPM courses will be conducted within ninety (90) days of contract award. Contractor shall work with local US Missions, SADC Secretariat, the PeriPeri Network as well as other regional institutions and organizations to identify and pre-screen participants based on criteria provided by BHR/OFDA's Program Manager. Both DPM training events will be conducted within a four-week period. At the end of the DPM trainings, contractor and trainers will identify successful participants to be invited to the Training for Instructors course.

The second priority is to schedule and conduct the Training for Instructors (TFI) course. The Training for Instructors course is targeted at individuals who have been identified from the Disaster Program Management course as potential trainers of others as well as other potential candidates identified through national offices. The purpose of the course is to train individuals to develop, present, and manage the Introduction to Disaster Management course and other courses targeted at improving capacity to respond to and manage disasters.

Contractor will facilitate two TFI courses, one in English, and one in Portuguese. The Portuguese course will be conducted in Mozambique at a venue selected by the contractor and approved by the BHR/OFDA Program Manager in coordination with national disaster office.

The Training for Instructors courses should be completed within four (4) months of the DPM courses. At the conclusion of the TFI course(s), contractor will work with instructors and the BHR/OFDA Program Manager to identify successful candidates to be invited to participate as trainers and/or assistant instructors in the Introduction to Disaster Management courses.

Drawing on participants from the Training for Instructors course and other trainers identified by BHR/OFDA, contractor will facilitate five "Introduction to Disaster Management Courses (IDM)." Contractor shall coordinate with the BHR/OFDA Program Manager, participants from the DPM courses, Natural Disaster Emergency Units and other local/regional organizations and institutions to identify participants to attend the Introduction to Disaster Management course. BHR/OFDA will provide the criteria and targeted groups for participation.

The Introduction to Disaster Management Course is targeted at individuals who are involved in or have the potential to be more involved with the development, implementation, and delivery of disaster management programs and activities at national, provincial (or equivalent) and community levels. The purpose of the training is to provide the information and skills necessary for participants to understand and fulfil their assigned roles in disaster management.

Priority should be to conduct the French and Portuguese sessions of the IDM in Madagascar and Mozambique before December, 2001. If this cannot be accomplished, training should be postponed until after April, 2002. All IDM courses shall be completed no later than June 30, 2002.

## **TECHNICAL SUPPORT**

### **a. Pre-Event Support**

1. With guidance provided above, develop a training calendar for review/approval by the BHR/OFDA Program Manager.
2. Develop a database for tracking all participants (using Microsoft Office Suite software) identifying SADC country, contact information, position held, etc.
3. Develop a database (using Microsoft Office Suite software) for tracking all trainers both identified by BHR/OFDA and trained through the course of the contract.
4. Make and pay for all travel arrangements for trainers/observers, BHR/OFDA Program Manager, and participants. Contractor shall be responsible for coordinating with the hosting SADC country to obtain VISAs and/or other required documentation for all training participants. Make arrangements and pay for transport of trainers/observers, the BHR/OFDA Program Manager and participants from their point of arrival to the training venue and return.
5. For the five (5) day Disaster Program Management and Training for Instructors Courses, arrange and pay for one optional team-building type activity for interested participants
6. Arrange for a local SADC Secretariat member or other appropriate individual to open the training event or other appropriate USG representatives in the Region.
7. Arrange for a local SADC Secretariat member or other appropriate individual to close the training event and provide certificates of completion.
8. Receive changes, updates, and edits to course materials from the Program. Manager for each training event. Prepare a full set of course materials for each participant and transport all materials to the training event.

9. Develop course evaluation forms for trainers/observers and the Program Manager and a separate course evaluation form for participants. Contractor will be responsible to collect, compile and tabulate evaluations and provide these to the trainers/observers and BHR/OFDA Program Manager at the post-event evaluation session.

b. Event Support

1. Contractor will provide administrative staff (or arrange for such support from the conference facility) to support logistics of trainers/observers, BHR/OFDA Program Manager, and participants' arrival and departure.
2. Conduct Registration of all participants
3. Liaise with conference facility to resolve any support issues for accommodations, meals, breaks, breakout rooms, equipment, supplies, etc.
4. Provide or contract for secretariat support including telephones, fax machines, copiers, computer and printer, etc.
5. Process expenses of trainers/observers and BHR/OFDA Program Manager. It is expected that most support costs will be borne by the contractor.
6. Pay honorarium to SADC regional trainers (\$50/day of training.)
7. If approved by BHR/OFDA, pay stipends/honorariums to participants
8. Update database of participants providing an updated mailing list to all participants by the close of the training event.
9. Provide a written record of the training event to each participant documenting any significant issues that were raised and discussed and outcomes/resolutions agreed upon, if any.

c. Post Event Support

1. Support logistics of returning all participants, trainers/observers, and the Program Manager to their home countries
2. Compile and summarize both evaluations by participants and those by trainers/observers and the BHR/OFDA Program Manager and maintain these to be provided to future course planners.
3. Continue to provide secretariat support to trainers/observers and the BHR/OFDA Program Manager through post-event evaluation sessions.
4. Update databases of instructors and participants
5. Maintain a record of outstanding participants from the DPM courses that will be considered for the Training of Instructors course. Maintain a record of outstanding participants in the Training of Instructors course that would be potential trainers or assistant instructors for the IDM course.
6. Consider suggestions from participants and develop a plan to support outreach with participants back in their home offices to garner feedback on training looking at impact on effectiveness, skill improvement, changed behavior, and application of lessons learned in the training courses.
7. Develop a plan to support technical coordination efforts including the University of Cape Town through the PeriPeri Network and others, as appropriate.
8. Explore mechanisms for continuing a dialog with course participants providing additional information such as articles, other courses/workshops, university degrees, periodicals, etc.

## **TRAINING MATERIALS**

Disaster Program Management consisting of 412 pages including the cover for the instructor guide plus about 150 for the participant workbook for a total of approximately 462 pages.

Training for Instructors consisting of 492 pages including the cover for the instructor guide plus about 150 for the participant workbook for a total of approximately 642 pages.

Introduction to Disaster Management consisting of 128 pages without cover for the instructor guide plus about 150 for the participant workbook for a total of approximately 278 pages.

## **APPENDIX 2**

### **Modified Statement of Work: OFDA DM Training Initiative for Southern Africa**

#### **Scope Of Work For Planning And Conducting A Number Of Training Courses Targeted For Disaster Management Officials In The SADC Region And Madagascar.**

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### **1. Introduction**

The purpose of this contract is to provide administrative and logistic support to the Office of U.S. Foreign Disaster Assistance to support the Southern Africa Development Community (SADC) and Madagascar in developing capacity in Disaster Risk Management (DRM)<sup>4</sup>. This will initially include assisting SADC in identifying its DRM capacity building needs, and to then further assist SADC and its member states, as well as Madagascar, in planning and conducting a number of training courses targeted at disaster management officials in those countries. The SADC region as defined by this scope of work includes Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe, and DRC (although DRC is currently inactive due to civil strife.) with Madagascar, which is not a SADC member state, as an additional target for support.

The contractor will have an office located in Botswana, alongside the SADC Secretariat, providing staff capable of travel throughout the region in support of this effort. An illustrative level of effort chart is contained at Attachment 1. Use of local staff is strongly encouraged.

### **2. Management and Administrative Support**

Contractor's management and administrative support for this effort shall consist of but shall not be limited to:

- Program Management providing oversight and overall management of the effort.
- Accounting, budgetary, and fiscal support to manage resources provided under this contract in support of training events, planners, and participants.
- Procurement/contracting support to contract for venues, administrative support, equipment, travel, etc.
- Materials Production Support capable of preparing, revising, editing, producing, and distributing PAGEMAKER documents.
- Conference Management and Facilitation, including conducting analysis of the various venues appropriate and available throughout the SADC region to host training events. The analysis should result in recommendation(s) for a training calendar (citing venues and dates) that will be acceptable to the SADC Secretariat; will not conflict with other large SADC initiatives; and will represent the best value to the government. The Conference Facilitator will attend the needs analysis consultative workshop, as well as all training

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<sup>4</sup> Note: In this context Disaster Risk Management includes all aspects of and activities relating to Disaster Mitigation, Vulnerability, Disaster Preparedness, Risk Reduction and Prevention, Emergency Response, Disaster Recovery, Rehabilitation and Reconstruction.

events and be the central point of contact with the venue provider. Facilitator will provide support and coordination to trainers and participants and make any necessary arrangements for registration, logistics, and administrative support, as required.

- Support to the project in terms of all aspects of travel including providing input to the Conference Manager regarding accessibility of the various SADC countries to participants as part of the analysis resulting in recommendations for training venues. Travel specialists should coordinate with planners, observers, trainers, and participants and make all travel arrangements and ensure that sufficient time is provided to ensure arrival at training events. The travel specialist will also coordinate with U.S. Embassies to obtain country clearances for all trainers, the Program Manager, and others identified by BHR/OFDA as requiring country clearance.
- General Administrative Support to event planners / observers / trainers prior to and directly after training events and all necessary administrative support required to facilitate project management and training events and ensure students and trainers can fully participate and accomplish the training objectives.

## **2.1 Implementation**

BHR/OFDA anticipates planning and implementing two specific elements in this programme: i) support to the SADC Disaster Management Unit with regard to capacity building needs in the region, as indicated in its Disaster Management Strategy (2001); and ii) specific disaster management capacity building support to Madagascar:

### **2.2 Support to the SADC Disaster Management Unit:**

This includes:

- 2.2.1 Conducting a Training Needs Assessment Consultative Workshop for SADC member states in conjunction with the SADC Disaster Management Unit, and identify appropriate training partner institutions from within the SADC region who have the capacity to develop appropriate DRM training courses
- 2.2.2 Developing specific training courses based upon the results of the needs assessment, and that will build capacity in the areas of most immediate strategic need.
- 2.2.3 Implementing at least two training courses for senior level DRM related officials from SADC member states. These training courses will be implemented within the region. Courses will be conducted in English, with simultaneous translation into Portuguese and French if required.
- 2.2.4 Contractor shall also work with USAID RCSA, local US Missions, SADC Secretariat, the PeriPeri Network as well as other regional institutions and organizations to develop the relevant training courses and training material.

### **2.3 Support to Madagascar:**

This includes:

- 2.3.1 One training course to be conducted in Madagascar, based upon the existing OFDA Introduction to Disaster Management course. This course will be implemented in French.

The Introduction to Disaster Management Course is targeted at individuals who are involved in or have the potential to be more involved with the development, implementation, and delivery of disaster management programs and activities at national, provincial (or equivalent) and community levels. The purpose of the training is to

provide the information and skills necessary for participants to understand and fulfil their assigned roles in disaster management.

Contractor will conduct an analysis of available and appropriate venues (taking into account ease of accessibility by participants) in consultation with the SADC Secretariat and make a recommendation for locations and dates of IDM courses.

### **3. TECHNICAL SUPPORT**

#### **3.1 Pre-Event Support**

With guidance provided above, develop a training calendar for review/approval by the BHR/OFDA Program Manager. The development of the calendar should demonstrate that the contractor has considered the following:

- 3.1.1 SADC Secretariat participation, and endorsement of the process and training events;
- 3.1.2 Sufficient time to allow for identification, selection, invitation, confirmation, and travel arrangements of participants and trainers to ensure success of workshops and training events. Analysis and recommendation on an acceptable minimum number of participant/regional participation. Once minimum participation is assured, contractor shall seek to reach maximum number of participants through additional invitations to the hosting country for their enhanced participation.
- 3.1.3 Selection of an appropriate venue for each training event providing for:
  - A central training room, with break-out rooms as necessary, able to comfortably accommodate the maximum number of participants
  - Secretariat support for both trainers and participants providing access to telephone, fax, reproduction equipment, computer(s), printers, etc.
  - Audio/visual equipment available either at venue or through contractor
  - Accommodations for all participants, trainers, Program Manager and contractor staff.
- 3.1.4 Develop a database for tracking all participants (using Microsoft Office Suite software) identifying SADC country, contact information, position held, etc.
- 3.1.5 Develop a database (using Microsoft Office Suite software) for tracking all trainers both identified by BHR/OFDA and trained through the course of the contract.
- 3.1.6 Organise in conjunction with the SADC Disaster Management Unit, a Training Needs Analysis Consultative Workshop with at least 30 relevant participants from the SADC member states (at least one senior government Disaster Management official from each member state, and other NGO and other Academic or DMR related Institutions).
- 3.1.7 Contract relevant trainers or training institutions to develop appropriate training courses as necessary, in response to the needs analysis carried out.
- 3.1.8 Contract relevant trainers and institutions to implement or carry out appropriate training courses indicated in 3.1.7 above.
- 3.1.9 Make and pay for all travel arrangements for trainers / observers and participants. It is anticipated that the trainers/observers and Program Manager will remain at the training site for a minimum of two days to conduct an evaluation of the training event. Contractor shall be responsible for coordinating with the hosting SADC country to obtain VISAs and/or other required documentation for all training participants.
- 3.1.10 Arrange for a local SADC Secretariat member or other appropriate individual to open the training event or other appropriate USG representatives in the Region. Arrange for a local

SADC Secretariat member or other appropriate individual to close the training event and provide certificates of completion.

- 3.1.11 Receive changes, updates, and edits to course materials from the Program Manager for each training event. Prepare a full set of course materials for each participant and transport all materials to the training event.
- 3.1.12 Develop course evaluation forms for trainers/observers and the Program Manager and a separate course evaluation form for participants. Contractor will be responsible to collect, compile and tabulate evaluations and provide these to the trainers/observers and BHR/OFDA Program Manager at the post-event evaluation session.

### **3.2 Event Support**

- 3.2.1 Contractor will provide administrative staff (or arrange for such support from the conference facility) to support logistics of trainers/observers, BHR/OFDA Program Manager, and participants' arrival and departure.
- 3.2.2 Conduct Registration of all participants
- 3.2.3 Liaise with conference facility to resolve any support issues for accommodations, meals, breaks, breakout rooms, equipment, supplies, etc.
- 3.2.4 Provide or contract for secretariat support including telephones, fax machines, copiers, computer and printer, etc.
- 3.2.5 Process expenses of trainers or training institutions in accordance with USAID Travel Regulations. It is expected that most support costs will be borne by the contractor.
- 3.2.6 If approved by BHR/OFDA, pay stipends/honorariums to participants
- 3.2.7 Update database of participants providing an updated mailing list to all participants by the close of the workshop or training event.
- 3.2.8 Provide a written record of the workshop or training event to each participant documenting any significant issues that were raised and discussed and outcomes/resolutions agreed upon, if any.

### **3.3 Post Event Support**

- 3.3.1 Support logistics of returning all participants, trainers/observers, and the Program Manager to their home countries
- 3.3.2 Compile and summarize both evaluations by participants and those by trainers/observers and the BHR/OFDA Program Manager and maintain these to be provided to future course planners.
- 3.3.3 Continue to provide secretariat support to trainers / observers and the BHR/OFDA Program Manager through post-event evaluation sessions.
- 3.3.4 Update databases of instructors and participants
- 3.3.5 Develop a record of outstanding participants from the training courses that will be considered for future Training of Instructors courses.
- 3.3.6 Consider suggestions from participants and develop a plan to support outreach with participants back in their home offices to garner feedback on training looking at impact on effectiveness, skill improvement, changed behavior, and application of lessons learned in the training courses.
- 3.3.7 Develop a plan to support technical coordination efforts including the University of Cape Town through the PeriPeri Network and others, as appropriate.

- 3.3.8 Explore mechanisms for continuing a dialog with course participants providing additional information such as articles, other courses/workshops, university degrees, periodicals, etc.

## APPENDIX 3

### Project Implementation Progress Report No 1 24 January 2002

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#### Actions completed to date:

#### 1. PLACEMENT OF PERSONNEL

##### 1.1 *Expatriate Staff: Resident and Work permits*

As of 17h00 on Thursday 24 January 2002 all expatriate staff (Steve Johnson, Lynda Mujakachi and Martin Kapami) have their work and residence 'Exemption Certificates' that permit them to live and work in the country, and are afforded certain privileges ie. importation of household effects tax free. Our team was initially given incorrect advise regarding the processing and requirements by the USAID RCSA personnel, but after many dead-ends, contact was made with former colleagues at the Chemonics Rapid Project, and the correct procedures were identified, greatly expediting the permitting process.

##### 1.2 *Expatriate Staff: Contract – Financial Accountant (Martin Kapami)*

Martin Kapami has been issued with his contract. I have based his salary on the US\$1,200 (or BWP6,000) level we negotiated with him in May of 2001, and given the Botswana Pula's inflation against the dollar from that time (20%), I have increased his salary to BWP8,400.00 per month. All the rest of his conditions remain the same as indicated in the contract provided by John Garcia.

##### 1.3 *Expatriate Staff: Housing*

1.3.1 Steve Johnson has managed to obtain housing, although certain problems exist with the length of the lease due to the shortened period of the contract. No estate agent considers a lease of less than two years in Gaborone, due to the extreme shortage of housing. This has partially been overcome with the negotiation of a 'Diplomatic Status' break clause in the lease, but this only becomes active after the first year is completed.

1.3.2 Lynda Mujakachi is still battling to find accommodation, and is experiencing the same problem of period of lease as Steve Johnson.

##### 1.4 *In-country Nationals*

As of Thursday 24 January 2002, the following applies to the in-country nationals:

- Travel Specialist (Margaret McDonald) is in place and awaiting the initiation of the first training course. In the meantime, TravelWise have been active in processing initial travel arrangements for myself and Lynda Mujakachi in setting up the project
- Publications Specialist (Tessa Newey) is in place and has agreed to work on a part time basis. We have established that the work load for this post only warrants part time input, and Tessa has a relatively new baby and will work on a per hour basis for work completed.
- Administrative Officer: This post has not as yet been filled, but candidates have been interviewed, and the successful person will be made an offer tomorrow (Friday 25<sup>th</sup> January 2002).
- Driver: This post has not as yet been filled, but a list of candidates from a recruitment agency is being perused. Once the rental vehicle is delivered we will employ the incumbent.

## **2. PROCUREMENT**

### **2.1 OFFICE SPACE:**

- 2.1.1 Office accommodation has been negotiated but not totally concluded – we are still discussing the three month ‘notice to terminate’ clause. We will resolve this soon.
- 2.1.2 Our landlords are assisting us by allowing us access to any office equipment requirements that we need in the short term ie. photocopying, printing etc; as also working with us in establishing our computer network and internet network capacity within the building ie. computer cabling. We will use components of their cabling to establish our network.

### **2.2 Equipment, Infrastructure and Vehicle**

- 2.2.1 Quotes for equipment and furniture requested & obtained;
- 2.2.2 Furniture purchased and bulk of order received (desks, chairs etc.) and in offices;
- 2.2.3 Computers, printers and accessories purchased, with all main components received and operational in offices;
- 2.2.4 Networking for the computers is being designed, with the supplier working within the existing cabling constraints of the office building. This should be resolved by the end of the January 2002;
- 2.2.5 Photocopier and fax machines are still being negotiated with prospective suppliers;
- 2.2.6 A special medium term lease has been negotiated with AVIS, who have agree to purchase a new 4x2 Utility Vehicle on a six month lease at a reasonable rate.

## **3. Management and Communication Systems**

### **3.1 Banking**

- 3.1.1 Project accounts have been opened in the name of the project, a Foreign Currency Account and a Cheque or Current Account. Both the Financial Accountant and I are co-signatories on all cheques;
- 3.1.2 The first tranche of funding has been requested to cover the project initiation phase.

### **3.2 Telecommunications**

- 3.2.1 Problems were experienced in obtaining telecommunication lines into the offices without residence and work permits for the senior project personnel. Johnson, Mujakachi and

Kapami have all been provided with cellphones and are now readily contactable (Johnson = +267-71 455 455; Mujakachi = +267-71355 355; and Kapami = +267-71 566 566).

- 3.2.2 Land lines into the office have now been negotiated, although the connectivity mode (wireless radio link – the promoted option in Gaborone, or cable) is still being evaluated with the internet service provider, to ensure optimum quality of signal for internet communication. This will be resolved by Friday 25 January 2002, and depending on the choice may be operational by early next week.

### **3.3 *Internet & Email***

- 3.3.1 This is still being negotiated with our service provider, Interswana. The exact configuration is being evaluated to provide the cheapest but most optimal system, ie dedicated wireless connection, or ‘dial-up’ connection

## **4. Planning and Implementation of Training**

### **4.1 *Liaison with USAID RCSA***

- 4.1.1 Several meetings have been held with officials in the USAID RCSA office, including the Regional Mission Director, Mr Patrick Fleurette. The main Disaster Management contact person is Mr Madupe Broderick, and several meeting have been held with him, including one on Wednesday 23 January 2002, in which a progress report was provided to him. A number of points arose in that meeting, including:

- Madupe Broderick’s concern that the required training courses may not be completed within the reduced timeframe remaining, after the delays that have been experienced, especially given the fact that USAID RCSA and Senior Official in the SADC region usually require a three month advanced notice period for forthcoming training events, workshops and conferences. This requirement was learned through bitter experience in the USAID RCSA/SADC NRM Project. Although we are able to plan a course in a shorter timeframe, possibly by the beginning of April 2002, this protocol needs to be tested. This means that the first course/s may only be held in May 2002. Even given the April 2002 start, we will be hard pressed to plan and complete the given training schedule of 8 courses within the remaining four month period.
- The Sefalana landlords are under the impression that our project is at least of 12 months duration. I break out clause allows us to still terminate by end August 2002, but this is not the most ethical procedure;
- Lynda Mujakachi and I are both experiencing problems with our housing rental contracts, and I have been forced to sign one with a minimum of a years occupation before my ‘diplomatic status’ break out can be actioned;
- We need to meet with Juao Ndlovu urgently to plan the timing and venue choice of the training courses. He has been away recently, and we have an appointment with him for Friday 1 February 2002 to this end.
- We need to evaluate the Training Material and make any editorial or content changes necessary to contextualise it to Southern Africa.

### **4.2 *Liaison with SADC***

- 4.2.1 No contact has been made with the SADC Disaster Management Mechanism Unit to date. This meeting is scheduled for 1<sup>st</sup> February 2002.

### **4.3 *Liaison with SADC Countries***

- 4.3.1 No contact has been made with any SADC member states without first having cleared the protocols with the SADC Disaster Management Mechanism Unit.

## **APPENDIX 4**

### **COURSE PREPARATION**

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## APPENDIX 4A

### LEADERSHIP IN DISASTER MANAGEMENT COURSE RATIONALE

Steve Johnson (March 2002)

#### INTRODUCTION

Disaster Management (DM) is carried out along a continuum of activities, ranging from the more preventative or proactive approaches of mitigation or risk reduction, through to the more reactive aspects of emergency response. The new paradigm of disaster risk management (DRM) attempts to introduce a more cohesive or integrated approach to DM based upon addressing the underlying causes of risk which lead to disaster occurrence, reducing the possibility of disasters occurring or at least the magnitude of the impact of disasters should they occur, and addressing coping needs after a disaster event. All of these approaches, through the very title of ‘management’, inherently include the concept of leadership.

#### THE ROLE OF LEADERSHIP IN DISASTER MANAGEMENT

Leadership is an integral function of management. It is the ‘glue’ that binds together the other three associated functions of planning, organizing and controlling. It provides the vision, guidance and direction to the overall process, whilst also influencing the pace and energy of implementation. It champions the public acceptance of the concept, and oversees the quality of the outcome. It is an absolutely essential function for the success of achieving management objectives.

DM is no exception in requiring a high degree of leadership capacity to achieve its objectives. It is widely accepted that the success of the emergency response side of the process has always been founded upon good and strong leadership – often drawing upon the military and para-military component of society. It is relatively easy to generate enthusiasm and cohesiveness within the context of a very visible and immediate situation of stress and high emotion of an emergency situation. People’s *fight or flight* behavioural responses are invoked, and leadership emerges naturally.

With the emergence of the DRM approach, and its emphasis on the more preventative aspects of management, leadership comes to play an even greater role. In the more ethereal or less tangible arena of disaster mitigation, based upon unemotional ‘possibilities’ and assumptions, it is less easy to convince people of the need to take action and become involved. It is much harder to persuade people that some vague danger may happen at some unpredictable time in the future, when they have more pressing and important matters to attend to immediately at hand. To achieve success in the arena requires great leadership. It requires a person who has a deep understanding of all the issues involved, who has a vision of what position needs to be achieved and the consequences of failing to reach this goal, who is committed to achieving success over a protracted period of time, and who has the resilience and strength of character to experience great resistance and even repeated failure and still persevere.

## **LEADERSHIP AND THE EMERGENCE OF NEW POLICY**

It is widely recognized that the development and introduction of new policy is an extremely difficult and protracted process, yet it is the substance of good and responsible governance. Great leadership is required to champion a new approach or introduce a new concept into the national or even local policy environment. There is always an inherent resistance to change within society, despite the fact that changes being suggested might be in the best interest of most people. Often the bureaucrats involved in pushing new policy through government channels have no idea of the effects and implications of the ideas being proposed, on people's daily lives, especially with the more marginalized and remote communities. They therefore often have no enthusiasm or sense of urgency to take up the cause and facilitate the acceptance of the changes within the government system.

The experience of disasters in southern Africa over the past decade has brought the focus of DM squarely onto the new paradigm of DRM. It is urgently necessary that all of the SADC member states have adequate DRM policies and mechanisms to ensure that such approaches are integrated into national and regional governance processes – across all relevant sectors. DRM cannot be made the responsibility of only one ministry. It cannot be confined to a single sector. It has to be seen as an integral element in the planning and implementation of a variety of related sectors, each playing a role in creating a foundation for development that aims at reducing the risk of disasters occurring. This cannot happen without champions and great leadership. History has shown that there will be a natural resistance or intransigence in making this happen. Obstacles may be placed in the path of any suggested change. People will fail to see the urgency of the matter, and may even refuse to see the cross-sectoral linkages inherent in DRM.

### **The case for a course in leadership in DRM.**

Based upon the above arguments, it is seen that a case can be made that in order to accelerate the rate of development and adoption of new policies and strategies concerning DRM, within the SADC member states, it is necessary to enhance the leadership capacity of those people charged with this responsibility. To this end, it is proposed that a specific course be designed that will not only provide learning experiences relating to leadership, but will at the same time use and integrate the concepts of DRM within the learning experiences, in a practical and meaningful manner.

## APPENDIX 4B

### OFDA-USAID-SADC Disaster Management Training Initiative for Southern Africa

### Disaster Risk Management Training Needs Analysis Questionnaire

(Final Version – November 2002)

The SADC Disaster Management Technical Committee in conjunction with the OFDA-USAID Disaster Management Training Initiative for Southern Africa is attempting to gain a clearer understanding of Disaster Risk Management capacity building or training needs in the various southern African countries. This questionnaire is designed to assist in this process.

**Biographical data:**

<b>Name</b>	
<b>Country</b>	
<b>Date</b>	

The field of *Disaster Risk Management* has been divided into three arenas: i) Strategic, ii) Mitigation and iii) Emergency Response and Recovery for ease of analysis. In terms of defining training needs, it is often seen that there are certain general areas of competency that may be composed of a number of sub-categories of skill. For example, the concept of ‘management’ is classically accepted as being composed of the skills areas of planning, organising, leading, and controlling. For the purposes of this questionnaire we have termed the more encompassing level as ‘Core Competency’ and the sub-categories as ‘Skills Areas’.

**It would be appreciated if you could tick the appropriate priority box indicated against each Core Competency and against each Skills Area, using the following rating system:**

- 1 = Strategically Urgent – needs to be implemented as first priority to meet existing or imminent problems – this needs to happen in the next 12-18 months;
- 2 = Critical for building foundation of other skills areas – this needs to happen during the next 18 months to 3 years;
- 3 = Long to medium term training need, this needs to happen within the next 5 years.

**Please score the overall parent category as an individual entity, and then each of the sub-level skills areas individually as well. Please be aware of relating the scores of the skills areas to the Core Competencies ie. It would be strange to have a Core Competency scored as a 1, whilst all its Skills Areas are scored as 2’s or 3’s. Please suggest additional areas of skill seen to be missing.**

CORE COMPETENCY AREA	SKILLS AREAS	PRIORITY RATING		
		1	2	3
<b>1. STRATEGIC LEVEL</b>				
Policy Analysis and Development				

CORE COMPETENCY AREA	SKILLS AREAS	PRIORITY RATING		
		1	2	3
	Using disasters and emergencies to inform and influence policy development			
	Understanding the macro economic impacts of disasters.			
	Understanding the social impacts of disasters.			
	Understanding the health impacts of disasters.			
	Understanding the impacts of disasters.			
	Understanding the concept of 'human security'.			
	Understanding gender analysis, development and disaster risk management			
	Development of appropriate policies, legislation and regulations			
	Understanding the roles and responsibilities of the public sector and government			
	Developing Minimum Standards in Disaster Response – codes of conduct, best practices, minimum acceptable levels of response.			
	Capacity Building and Development			
<b>Strategic Planning</b>				
	Reduction of disaster risk and national development planning (an integrated approach)			
	Assessing the economic implications of disasters			
	Integrating disaster risk management into all governmental sectors as a development approach or strategy.			
	Development of National DRM Units			
	Facilitating the development of DRM institutions, systems and mechanisms within society at all levels <ul style="list-style-type: none"> <li>• Standard Operating Procedures</li> <li>• Organisational Response and Preparedness Plans</li> <li>• District and Community Plans</li> </ul>			
<b>Strategic Leadership</b>				
	Aquiring and developing knowledge on disaster risk management processes – data gathering			
	Analyzing and synthesizing information			
	Identifying problems and opportunities			

CORE COMPETENCY AREA	SKILLS AREAS	PRIORITY RATING		
		1	2	3
	Decision making			
	Understanding the ‘big picture’ <sup>5</sup>			
	Developing innovative responses to problems and opportunities			
	Generating innovative ideas and future scenarios - visioning			
	Selling the ideas and possibilities to others – generating enthusiasm and acceptance			
	Understanding and influencing people			
	Self management			
	Managing people			
	Managing performance (standards, motivation etc.)			
	Team building			
<b>Project Management</b>				
	Project planning and development			
	Organisation of resources and infrastructure			
	Implementation of plans			
	Monitoring and control of systems and processes			
<b>Data Management</b>				
	Data collection and storage			
	Data analysis and interpretation			
	Report production			
<b>Communication</b>				
	Planning (identifying target groups, messages etc)			
	Identifying strategic messages and content			
	Identifying media for communication channels			
	Advocacy			
	Assessing operational communication requirements (radio systems, computer tracking)			
<b>Early Warning</b>				
	Climate monitoring and prediction techniques			
	Data interpretation and usage			

<sup>5</sup> The ‘big picture’ in this case will include understanding the role of international relations in disaster risk management, especially understanding how cooperation takes place within a frame of reference that depends heavily upon perceptions and agendas – reality is often a negotiated concept. The ‘big picture’ therefore requires everyone thinking within the same frame of reference, and developing a shared or common vision. It also requires an understanding of how successful relationships are formed and agendas integrated so that all parties may act as agents for change in a concerted approach.

CORE COMPETENCY AREA	SKILLS AREAS	PRIORITY RATING		
		1	2	3
	Cyclone tracking			
	Agro-meteorology and remote sensing			
	Use of satellite imagery products			
	Introduction to normalized difference vegetation index			
	Understanding cold cloud duration images			
	Using satellite images for disaster risk reduction per specific hazards			
	Using GIS assisted hazard monitoring data for early warning			
	Interpreting Cold Cloud Duration (CCD)			
<b>International relations</b>				
	Public Relations			
	Preparing Project Proposals			
	Cooperation and coordination with international organisations ie. UN, Donor Agencies, NGOs			
<b>Other skills not shown:</b>				

<b>2. OPERATIONAL LEVEL (Disaster Mitigation)</b>		<b>1</b>	<b>2</b>	<b>3</b>
<b>Disaster Preparedness and Contingency Planning</b>				
	Using data to predict potential disaster situations - observing and analysing indicators			
	Planning for food security			
	Planning responses to disasters (EPR) – systems, mechanisms, institutions, roles, responsibilities, accountabilities – Standard Operating Procedures			
	Facilitating the implementation of EPR systems			
	Facilitating the procurement and storage of emergency response supplies, equipment, and infrastructure			
	Capacity building and development of institutions, committees, teams etc.			
	Developing and establishing emergency communications channels and procedures			
<b>Hazard Assessment &amp; Vulnerability Analysis before</b>				

CORE COMPETENCY AREA	SKILLS AREAS	PRIORITY RATING		
		1	2	3
potential events.				
	Identifying indicators of vulnerability ie. <ul style="list-style-type: none"> <li>• Tangible: people, property, economic, environmental</li> <li>• Intangible: social structures, cultural practices, cohesion, motivation</li> </ul>			
	Identifying factors contributing to vulnerability ie. Poverty, population growth, rapid urbanisation, transition in cultural practices, environmental degradation etc.			
	Using data to identify potential hazards ie. Frequency, severity, location, time period and duration, as well as speed of onset			
	Identifying coping resources, capacities and strategies			
	Developing Time Trends			
	Mapping			
	Understanding gender and vulnerability			
	Understanding coping mechanisms			
	Understanding of Indigenous Knowledge in DRM.			
Risk Analysis and Assessment				
	Capacities and Vulnerabilities Assessment Frameworks (Physical/Material; Social/Organisational, and Motivational/Attitudinal			
	Community Based Approaches (CBA) – risk, hazard and capacity mapping			
	CBA – Participatory Rural Appraisal			
	Understanding causal linkages of risk, hazard, vulnerability and disaster.			
	Calculating and modelling risk			
Risk Reduction				
	Identifying and mobilising resources available to reduce risk			
	Advocacy - using national cross sectoral approaches			
	Developing legislation and regulations			
	Enforcing legislation and regulations in collaboration with multi-sector agencies.			
Information and data base management				
	Developing mechanisms and instruments to collect data			

CORE COMPETENCY AREA	SKILLS AREAS	PRIORITY RATING		
		1	2	3
	Populating data bases systematically and regularly			
	Analysing and synthesising data systematically and regularly into management-friendly format			
	Interpreting, analysing and evaluating data and information provided by other agencies ie. Governments, UN Agencies, Donors, NGOs			
	Disseminating analysed information in format that supports and enhances decision making.			
<b>Public awareness and education</b>				
	Identify important sectors of population that need to have information on disaster risk management.			
	Developing messages and campaigns that educate and inform population of disaster risk management issues.			
	Promote Sustainable Community Preparedness processes.			
<b>Environmental management in relation to disasters</b>				
	Identify key environmental processes that may become hazards or enhance levels of vulnerability.			
	Promote responsible and sustainable land-use management practices.			
	Integrating environmental management into disaster risk management processes.			
<b>Training of Trainers (TOT) and the development of training programmes</b>				
	Carry out DRM training needs analyses on ongoing basis.			
	Development of training programmes and courses in the region.			
	Enhance the training skills of identified DRM specialists within the region.			
<b>Other skills not shown:</b>				

CORE COMPETENCY AREA	SKILLS AREAS	PRIORITY RATING		
		1	2	3
<b>3. OPERATIONAL Emergency Response and Recovery</b>		<b>1</b>	<b>2</b>	<b>3</b>
Disaster Relief and Response				
	Operational Leadership			
	Contingency Planning <ul style="list-style-type: none"> <li>• Standard Operating Procedures</li> <li>• Organisational Response and Preparedness Plans</li> <li>• District and Community Plans</li> </ul>			
	Institutional Development (Emergency Response Mechanisms)			
Hazard Assessment & Vulnerability Analysis during event.				
	Identifying indicators and levels of vulnerability ie. <ul style="list-style-type: none"> <li>• Tangible: people, property, economic, environmental</li> <li>• Intangible: social structures, cultural practices, cohesion, motivation</li> </ul>			
	Identifying factors contributing to levels of vulnerability ie. Poverty, population growth, rapid urbanisation, transition in cultural practices, environmental degradation etc.			
	Using data to identify severity of hazards ie. Frequency, severity, location, time period and duration, as well as speed of onset			
	Identifying coping resources, capacities and strategies			
Emergency management				
	Situational Assessment, Analysis and Evaluation			
	Response planning			
	Organisational command and control			
	Coordinating agencies involved in response activities.			
	Logistics management - mobilisation of resources (people, equipment, material, supplies, infrastructure, transport)			
	Post-event evaluation			
	Monitoring and feedback systems			
	IDPs and Refugee planning and management			
Disaster Recovery				
	Damage and trauma assessment			

<b>CORE COMPETENCY AREA</b>	<b>SKILLS AREAS</b>	<b>PRIORITY RATING</b>		
		<b>1</b>	<b>2</b>	<b>3</b>
	Facilitating the development of interim recovery institutions			
	Facilitating the restoration of essential services ie. Water, electricity			
	Facilitating access to 'human security' provisions (food, shelter etc.)			
	Facilitating the development of community-based self-help recovery mechanisms			
<b>Disaster Rehabilitation</b>				
	Managing the physical rearrangement of communities			
	Managing restoration of permanent infrastructure ie. Housing, roads			
	Managing restoration of food security ie. Establishing agricultural processes			

## **APPENDIX 4C**

# **ANALYSIS OF RESULTS : CORE COMPETENCIES DISASTER RISK MANAGEMENT IN SOUTHERN AFRICA TRAINING NEEDS ANALYSIS AUGUST 2002**

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### **CORE COMPETENCIES**

#### **STRATEGIC ARENA OF DISASTER RISK MANAGEMENT**

##### **URGENT AREAS: NEEDING IMMEDIATE & URGENT CAPACITY DEVELOPMENT**

- Using disasters & emergencies to inform & influence policy development
- Reduction of disaster risk & national development planning (an integrated approach)
- Strategic Leadership

##### **FOUNDATIONAL AREAS: CRITICAL FOR FOUNDATION OF FUTURE IMPLEMENTATION**

- Policy Analysis & Development
- Strategic Planning (National Contingency Plans)
- Project Management
- Data Management
- Communication
- Early Warning
- International Relations

##### **LONG-TERM NEEDS: CAPACITY BUILDING**

Areas of Early Warning:

- Introduction to normalized difference vegetation index

### **OPERATIONAL ARENA**

##### **URGENT AREAS: NEEDING IMMEDIATE & URGENT CAPACITY DEVELOPMENT**

- Hazard Assessment & Vulnerability Assessment in all its aspects
- Risk Assessment and Risk Reduction.
- Emergency Preparedness & Management:
  - Using data to predict potential disaster situations
  - Planning for food security
- Training of Trainers (TOT) & the development of training programme

The following were seen to be of relative importance by a number of countries (40-60%)

- Disaster Preparedness & Contingency Planning
- Public Awareness & Education
- Institution capacity building & development

## **FOUNDATIONAL AREAS: CRITICAL FOR FOUNDATION OF FUTURE IMPLEMENTATION**

Some areas of Risk Assessment and Risk Reduction are seen to be fundamental to the long-term development of DRM capacity in the region.

- Emergency Preparedness & Management
- Disaster Prevention
- Information & data base management
- Public Awareness & Education
- Institution capacity building & development (this area was also seen to be relatively important, and was included in the Urgent Category)

## **LONG-TERM NEEDS: CAPACITY BUILDING**

- Sustainable Community Preparedness
- Environmental management in relation to disasters
- Disaster Prevention
- Risk Reduction:
  - Understanding gender & vulnerability
  - Seasonality mapping

## **EMERGENCY RESPONSE, RECOVERY AND REHABILITATION**

### **URGENT AREAS: NEEDING IMMEDIATE & URGENT CAPACITY DEVELOPMENT**

- Disaster Relief & Response: Contingency Planning
- Emergency Management: especially Logistics management – mobilization of resources (people, equipment, material, supplies, infrastructure, transport)
- District Institutional Development (Emergency Response Mechanisms) scored relatively equally across all categories, highlighting its overall importance.

## **FOUNDATIONAL AREAS: CRITICAL FOR FOUNDATION OF FUTURE IMPLEMENTATION**

- Facilitating the development of interim recovery institutions
- Facilitating the development of community-based self-help recovery mechanisms

A number of areas scored relatively equivalent scores across all three categories of urgency:

- Situational Assessment, Analysis & Evaluation
- Response Planning
- Organisational command & control
- Post-event evaluation
- Monitoring & feedback systems
- Damage & trauma assessment
- Disaster Rehabilitation

## **LONG-TERM NEEDS: CAPACITY BUILDING**

Few of the areas under this function scored in the long-term needs category, showing that such issues need to be addressed in the short to medium term.

Steve Johnson  
Chief of Party  
Development Associates  
August 2002

## **APPENDIX 4D**

# **CONSOLIDATED ANALYSIS OF RESULTS : CORE COMPETENCIES DISASTER RISK MANAGEMENT IN SOUTHERN AFRICA TRAINING NEEDS ANALYSIS NOVEMBER 2002**

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## **CORE COMPETENCIES**

### **STRATEGIC ARENA OF DISASTER RISK MANAGEMENT**

#### **URGENT AREAS: NEEDING IMMEDIATE & URGENT CAPACITY DEVELOPMENT**

- Policy Analysis and Development
- Strategic Planning
- Strategic Leadership

#### **FOUNDATIONAL AREAS: CRITICAL FOR FOUNDATION OF FUTURE IMPLEMENTATION**

- Policy Analysis & Development
- Strategic Planning (National Contingency Plans)
- Project Management
- Data Management
- Communication
- Early Warning
- International Relations

#### **LONG-TERM NEEDS: CAPACITY BUILDING**

Areas of Early Warning:

- Introduction to normalized difference vegetation index

## **OPERATIONAL ARENA**

#### **URGENT AREAS: NEEDING IMMEDIATE & URGENT CAPACITY DEVELOPMENT**

- Hazard Assessment & Vulnerability Assessment in all its aspects
- Risk Assessment and Risk Reduction.
- Disaster Preparedness & Management:
  - Using data to predict potential disaster situations
  - Planning for food security
- Training of Trainers (TOT) & the development of training programme
- Public Awareness & Education

The following were seen to be of relative importance by a number of countries (40-60%)

- Disaster Preparedness & Contingency Planning
- Institution capacity building & development

## **FOUNDATIONAL AREAS: CRITICAL FOR FOUNDATION OF FUTURE IMPLEMENTATION**

Some areas of Risk Assessment and Risk Reduction are seen to be fundamental to the long-term development of DRM capacity in the region.

- Emergency Preparedness & Management
- Disaster Prevention
- Information & data base management
- Public Awareness & Education
- Institution capacity building & development (this area was also seen to be relatively important, and was included in the Urgent Category)

## **LONG-TERM NEEDS: CAPACITY BUILDING**

- Sustainable Community Preparedness
- Environmental management in relation to disasters
- Disaster Prevention
- Risk Reduction:
  - Understanding gender & vulnerability
  - Seasonality mapping

## **EMERGENCY RESPONSE, RECOVERY AND REHABILITATION**

### **URGENT AREAS: NEEDING IMMEDIATE & URGENT CAPACITY**

#### **DEVELOPMENT**

- Disaster Relief & Response: Contingency Planning
- Hazard and Vulnerability Assessment
- Emergency Management: especially Logistics management – mobilization of resources (people, equipment, material, supplies, infrastructure, transport)
- District Institutional Development (Emergency Response Mechanisms) scored relatively equally across all categories, highlighting its overall importance.

## **FOUNDATIONAL AREAS: CRITICAL FOR FOUNDATION OF FUTURE IMPLEMENTATION**

- Facilitating the development of interim recovery institutions
- Facilitating the development of community-based self-help recovery mechanisms

A number of areas scored relatively equivalent scores across all three categories of urgency:

- Situational Assessment, Analysis & Evaluation
- Response Planning
- Organisational command & control
- Post-event evaluation
- Monitoring & feedback systems

- Damage & trauma assessment
- Disaster Rehabilitation

### **LONG-TERM NEEDS: CAPACITY BUILDING**

Few of the areas under this function scored in the long-term needs category, showing that such issues need to be addressed in the short to medium term.

**APPENDIX 5**  
**COURSE OUTLINES**

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The Role of Leadership in Disaster Management — Champions of Safety.....	5-2
Hazard and Vulnerability Assessment for Disaster Risk Management.....	5-5
Policy Analysis and Development in Disaster Risk Management.....	5-12
Strategic Planning in Disaster Management.....	5-16

## APPENDIX 5A

### THE ROLE OF LEADERSHIP IN DISASTER MANAGEMENT CHAMPIONS OF SAFETY

*Proposed Course Outline For The Training Course  
22-26 April 2002, The Grand Palm Hotel, Gaborone, Botswana*

#### *Day 1 – Sunday, 21 April 2002*

<i>Time</i>	<i>Activity</i>	<i>Facilitator</i>
<b>08:00 to 17:00</b>	Registration	Secretariat
<b>18:00</b>	Social Function Welcome address by Patrick Fleuret, Regional Mission Director, USAID RCSA	OFDA/USAID
	<b>End of day</b>	

#### *Day 2 – Monday, 22 April 2002*

##### **THE CONTEXT OF LEADERSHIP IN DM**

<b>A.M.</b>	Welcome & Gen. Intro.	Lynda Mujakachi
	Group Intro.	Jonathan Cook
	Case study: Bots. floods in 1999/2000 ✓ <i>Identification of stakeholders</i> ✓ <i>Issues to be considered in DRM</i> ✓ <i>Demands of leadership in DRM</i> ( <i>What is Leadership? – 3H approach</i> ) What does a leader need to be effective in this role? Determining leadership competencies required.	Jonathan Cook
	<b>LUNCH</b>	
<b>P.M.</b>	Group exercise: “ <i>Green Revolution</i> ”/ Steve Johnson	Roddy Fox/ Exaction
	<b>End of day</b>	

*Day 2 – Tuesday, 23 April 2002*

**THE HUMAN SIDE OF LEADERSHIP DM**

<i>Time</i>	<i>Activity</i>	<i>Facilitator</i>
0815	Riviera Negotiation Exercise negotiations (Video) Review in plenary Feedback in Leadership Development Tea Review of Riviera Exercise in groups Personal Learning Objectives	Jonathan Cook
1230	Lunch Belbin Team Roles Inventory & Interpersonal Effectiveness Tea	
1530	Leadership Practices Inventory	
1700	Close for day	

*Day 3 – Wednesday, 24 April 2002*

**THE STRATEGIC SIDE OF LEADERSHIP DM – “STAKEHOLDER OUTREACH”**

<b>A.M.</b>	Negotiating roles in DRM (role playing)	Ailsa Holloway
	Reflection and discussion	Ailsa Holloway

**LUNCH**

<b>11:00</b>	Competitive positioning of ideas  Community value proposition  Influencing side of leadership (Equipment for Sid – flip charts, OHT, round tables for groups of six (6))	Sid Cohn
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**End of day**

*Day 4 – Thursday, 25 April 2002*

**THE PRACTICAL SIDE OF LEADERSHIP IN DM (cont.)**

<i>Time</i>	<i>Activity</i>	<i>Facilitator</i>
0815	Exercise – “Myers Briggs” Type Indicator	Jonathan Cook
0915	Empowerment of people	Jonathan Cook
1030	Tea	
1045	Leadership agenda (visual presentation)	Jonathan Cook
1230	Lunch	
1400	Multi-sectoral team planning exercise for threats	Christina Nomdo unexpected
	Reflection and discussion	Christina Nomdo
	<b>End of day</b>	

**Day 5 – Friday, 26 April 2002**

**“MAKING IT ALL HAPPEN” IN DM**

**A.M.**

**A.M.**

Creating capacity back home (institutions, systems, people [*training needs assessment*])

Lynda Mujakachi/  
Steve Johnson

The way forward (capacity building, synergy and collaboration)

Lynda Mujakachi/  
Steve Johnson

- ✓ One way of thinking differently
- ✓ One way of doing things differently
- ✓ How to support a colleague from another country?
- ✓ How can the region support me in my role?

**LUNCH**

**PM**

Consolidation of course material.

**17:00**

Closing ceremony and awarding of Certificates & Social Function

USAID Official

**End of Training Course and Participants Depart**

## APPENDIX 5B

### HAZARD AND VULNERABILITY ASSESSMENT FOR DISASTER RISK MANAGEMENT

*Working Programme For The Training Workshop  
9 – 13 September 2002, Club Makokola, Mangochi District, Malawi*

*Sunday, 8 September 2002*

<i>Time</i>	<i>Activity</i>	<i>Facilitator</i>
14:00 to 17:00	Arrival & Registration	<i>Secretariat</i>
19:00 to 20:00	Opening & Social Function <i>Guest of Honour – Hon. Lee S. Mlangi, M.P. Minister of State in the President's Office Responsible for Poverty Alleviation</i>	

*End of Day 1*

*Day 1 – Monday, 9 September 2002*

**THEME: OVERVIEW OF HAZARDS AND VULNERABILITIES IN DRM IN  
SOUTHERN AFRICA**

<i>Time</i>	<i>Activity</i>	<i>Facilitator</i>
08:30	Welcome & Introductions Overview of the programme <i>(To enable participants to develop an understanding of the elements of the training workshop and how they inter-relate, leading to a comprehensive perspective of H &amp; V Assessment)</i>	<i>Lynda Mujakachi</i>
09:00	Overview of key concepts in Disaster Risk Management (DRM) <i>(To refresh participant's general understanding of the key concepts &amp; terminology in the field of DRM – ref. materials from AH)</i>	<i>Steve Johnson</i>

*Day 1 – (cont.)*

<i>Time</i>	<i>Activity</i>	<i>Facilitator</i>
09:30	Orientation to hazards & vulnerabilities and regional profile and linkage between development & disasters <i>(Setting the scene, i.e. definition of hazards &amp; vulnerabilities &amp; overview of the situation in Southern African region; also need to emphasise the “development-disaster continuum”, i.e. issues of poverty, environment, economics, governance, policy, etc.)</i>	<i>Jeremy Jackson</i>
10:30	<b>TEA</b>	
11:00	Discussion	<i>Steve Johnson</i>
11:30	Country reports <i>(To enable participants to share information &amp; experiences as well draw up information that will be relevant during discussions; i.e. each country to focus on specific hazard(s) and vulnerability(ies), patterns, source of information, resources to manage and/or mitigate, etc. [presentation can be in point form, etc.]):-</i> <ul style="list-style-type: none"> <li>▪ Botswana (<i>floods</i>)</li> <li>▪ Lesotho (<i>drought &amp; snow</i>)</li> <li>▪ Malawi (<i>epidemics</i>)</li> <li>▪ Mauritius (<i>cyclones</i>)</li> </ul>	<i>Phumzile Mdladla/ Steve Johnson</i>
	Discussion	
12:45	<b>LUNCH</b>	
14:00	Country reports (cont.) <ul style="list-style-type: none"> <li>▪ Mozambique (<i>floods</i>)</li> <li>▪ Namibia (<i>drought/water insecurity</i>)</li> <li>▪ South Africa (<i>technological</i>)</li> <li>▪ Swaziland (<i>drought</i>)</li> </ul>	
	Discussion	
15:30	<b>TEA</b>	
<i>Day 1 – (cont.)</i>		
<i>Time</i>	<i>Activity</i>	<i>Facilitator</i>

15:45	Country reports (cont.) <ul style="list-style-type: none"> <li>▪ Tanzania (<i>floods</i>)</li> <li>▪ Zambia (<i>drought &amp; refugees</i>)</li> <li>▪ Zimbabwe (<i>drought</i>)</li> </ul>	<i>Phumzile Mdladla/ Steve Johnson</i>
17:00	<i>End of Day 1</i>	

**Day2 – Tuesday 10 September 2002**

**THEME: METHODOLOGY OF ASSESSING HAZARDS AND VULNERABILITY IN DRM: A MULTI-SECTORAL APPROACH**  
*(i.e. this session will discuss specific hazards (e.g. drought/desertification, floods, epidemics, markets/prices, etc.) & conditions of vulnerability (e.g. land degradation, poverty, unemployment, etc.), and some approaches/methodologies of assessment; and the “Development/Disaster” link; etc. & linking the information to decision-making<sup>6</sup>. This session is intended to empower participants to critically appraise/evaluate/analyse the different methodologies & how they can assist in decision-making)*

<i>Time</i>	<i>Activity</i>	<i>Facilitator</i>
08:00	Review: Causal factors of disasters <i>(i.e. hazard + vulnerability = disaster risk – ref. chart)</i>	<i>Steve Johnson</i>
08:30	Overview of Hazard Assessment Tools/ Methodologies: <i>(i.e. Floods, War &amp; Civil conflict, Technological accidents, Epidemics, Cyclones, Drought/Water insecurity)</i>	<i>Jeremy Jackson</i>
10:00	<b>TEA</b>	
10:30	Presentation on the El Nino & its impact on southern Africa	<i>Brad Garanganga</i>

**Day 2 – (cont.)**

<i>Time</i>	<i>Activity</i>	<i>Facilitator</i>
11:15	Practical exercise & Discussion	<i>Jeremy Jackson</i>

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<sup>6</sup> “In the FEWS experience in USAID, the instances where there has been a clear demand from decision-makers for the information contained in a Vulnerability Assessment (VA), **are very limited**. Even less numerous are the times that a USAID decision-maker has indicated that a FEWS VA has played a part in facilitating his/her decision-making. **In the face of this limited demand, why have VAs continued to be produced through Phases II & III of the FEWS Project?**” - Quote from Gary Eilerts, FEWS Consultant (July 2000): Status of the Food Security & Vulnerability Profile (FSVP) in the FEWS Project, Phase III.

12:00	Overview of Vulnerability Assessment Tools/ Methodologies: <i>(Intro.: What is vulnerability? Livelihoods – five types of capital; Vulnerability, coping &amp; livelihoods; ‘Internal’ vs. ‘External’ vulnerability; Vulnerability in Southern Africa: the regional context: environmental, political, economic &amp; social)</i>	<i>James Smith</i>
12:45	<b>LUNCH</b>	
14:00	Overview of Vulnerability Assessment Tools/ Methodologies (cont.)	<i>James Smith</i>
15:30	<b>TEA</b>	
15:45	Practical exercise & Discussion <i>(Understanding the interface between internal &amp; external vulnerability {external impacts on livelihoods &amp; feedbacks using case study of current Malawian food crisis. Deconstructing southern African case studies, e.g. {rural, urban, flooding, drought, HIV-AIDS, gender, etc. Where is the vulnerability in the system? Is vulnerability inherent to southern Africa? Where to intervene, i.e. vulnerability leads to recommendations – how are these constructed &amp; how the process of decision-making is done, &amp; how this process can gain legitimacy in Govts.?; Perception of knowledge, ITK, Political &amp; technical connotations of emergency/vulnerability; etc.)</i>	<i>James Smith</i>
16:30	Synthesis on Hazard & Vulnerability Assessments in DRM	<i>Steve Johnson</i>
17:00	<i>End of Day 2</i>	

**Day 3 – Wednesday 11 September 2002**

**THEME:        **METHODOLOGY OF ASSESSING HAZARDS AND VULNERABILITY**  
**IN DRM:        **A MULTI-SECTORAL APPROACH (cont.)******

<i>Time</i>	<i>Activity</i>	<i>Facilitator</i>
08:30	Hazard Assessment: In-depth review of Flood Assessment Methodology	<b>Jeremy Jackson</b>
10:00	<b>TEA</b>	
10:30	Vulnerability Assessment: In-depth review of Food Economy or Livelihoods Approach – regional ( <i>summary of various approaches: Food economy, DfID, USAID, CARE &amp; UNDP; pros &amp; cons of each; diversification of food, poverty assessments, Exercise: Which approach is most useful in which context? Examination of regional case studies. Vulnerability, disasters &amp; mitigation: Vulnerability &amp; cycles of disasters, building resilience in southern Africa. Exercise: working the “pentagon of livelihood capitals (how to “increase” the area of the pentagon) Conclusion: Building resilience in southern Africa – discussion, questions &amp; wrap-up</i> ) Presentation on Vulnerability Assessments in Malawi (general) and Mangochi District (specific)	<b>Phumzile Mdladla/ James Smith</b>          <b>Sam Chimwaza/ James Chiusiwa</b>
12:45	<b>LUNCH</b>	
14:00	Presentation by the District Commissioner of Mangochi District	<b>Jack Nguluwe</b>
14:30	Group Exercise ( <i>A case study, based on Mangochi District that gives the participants the opportunity to work through an exercise that looks at hazard &amp; vulnerability assessments/ methodologies/approaches &amp; the decisions made based on the information generated from these assessments – visit to two villages Makawa &amp; Nsaka</i> )	<b>Steve Johnson/ Jeremy Jackson/ James Smith</b>

***Day 3 – cont.***

<b><i>Time</i></b>	<b><i>Activity</i></b>	<b><i>Facilitator</i></b>
15:30	<b>TEA</b>	
15:45	Group Exercise (cont.)	
16:30	Briefing about the field trip <i>(Field study to give opportunity to ground-truth information from the case study - hand-outs &amp; specific programme for the field trip)</i>	<b><i>Steve Johnson/ Lynda Mujakachi</i></b>
17:00	<b><i>End of Day 3</i></b>	

***Day 4 – Thursday 12 September 2002***

**THEME:      METHODODOLOGY OF ASSESSING HAZARDS AND VULNERABILITY  
IN DRM:      A MULTI-SECTORAL APPROACH (cont.)**

<b><i>Time</i></b>	<b><i>Activity</i></b>	<b><i>Facilitator</i></b>
07:00 to 17:00	Field Trip	<b><i>Steve Johnson/ Lynda Mujakachi/ SADC Sectors</i></b>
17:00	<b><i>End of Day 4</i></b>	

***Day 5 – Friday 13 September 2002***

**THEME:      METHODODOLOGY OF ASSESSING HAZARDS AND  
VULNERABILITY IN DRM: A MULTI-SECTORAL  
APPROACH (cont.)**

<b><i>Time</i></b>	<b><i>Activity</i></b>	<b><i>Facilitator</i></b>
08:30	Finalising Group Work	<b><i>Phumzile Mdladla</i></b>
10:00	<b>TEA</b>	
10:30	Presentation of Group Work reports	<b><i>Phumzile Mdladla</i></b>

**Day 5 – cont.**

<b>Time</b>	<b>Activity</b>	<b>Facilitator</b>
12:45	<b>LUNCH</b>	
14:00	Risk Assessment, Information Dissemination & Decision-Making	<b>Jeremy Jackson</b>
15:30	<b>TEA</b>	
15:45	Discussion <i>(In this discussion session, participants are encouraged to discuss actual experiences as regards information dissemination &amp; decision-making, especially as they relate to the current crisis in the region). SADC Technical Units representatives also required to make an input.</i>	<b>SADC Sector Units</b>
16:30	Consolidation & Training Workshop Evaluation	<b>Steve Johnson/ Lynda Mujakachi</b>
18:00	Certificate presentation & social function	

***End of Training Workshop***

## APPENDIX 5C

### POLICY ANALYSIS AND DEVELOPMENT IN DISASTER RISK MANAGEMENT

*Draft Programme For The Training Course  
20-22 November 2002,  
Indaba Hotel, Johannesburg, South Africa*

*Tuesday 19 November 2002, arrival of delegates*

*18:00 to 20:00 - Official Opening/Social Event*

*Day 1 – Wednesday, 20 November 2002*

#### **Module 1: Policy Development as a Process**

08h30 Welcome & General Introduction.

08h45 Overview of Course and Introduction to Concepts.

**Learning Objective:**

To provide participants with an overview of the systematic progression of thinking behind the course structure.

09h00 Presentation: What is policy? Who makes policy?

**(Dr. Yemi Katerere, IUCN-ROSA)**

*Covers: Conceptual foundations of policy formulation; roles of civil society & government in policy making processes; power relations amongst various policy actors; role of information systems in policy formulation, etc.*

**Learning Objective:**

To enable participants to gain insights into various approaches of policy development, and the implications these courses of action.

09h45 Discussion

10h00 TEA

10h30 Analysis of Disaster Risk Management and Policy Formulation **(Dr. James Smith & Dr Coleen Vogel, University of Witwatersrand)**  
*Covers: An overview of international & regional issues to be considered in DRM policy development; & an overview of the process of DRM policy development*

**Learning Objectives:**

To enable participants to gain an understanding of the pertinent issues that relate to international & Southern African DRM policy development.  
To enable participants to gain an understanding of how the development of policy should be approached & what principles should be incorporated to make policies effective.

11h30 Discussion

#### **Module 2: Thinking Critically – The Dynamics of Growing and Evolving**

11h45 **Critical Thinking** (Prof. Yusef Waghid, Stellenbosch University)  
*Covers: Interdisciplinary holistic thinking and its application to DRM –  
1. Paradigms/theoretical frameworks of critical*

*Learning Objective:*

Participants would be able to understand and apply theoretical frameworks of thinking such as positivism, interpretivism, criticism and

	<i>thinking (including application) &amp; discussion.</i>	(de)construction in relation to ways of knowing and DRM.
13h00	<b>LUNCH</b>	
14h00	<i>Session on Critical Thinking (cont.) – 2. Conceptual analysis of policy (including application &amp; discussion.</i>	<i>Learning Objective:</i> Participants would be able to (1) identify logically necessary conditions (guiding principles) which constitute concepts; and (2) construct, analyse and reconstruct patterns of meanings in a critical, consistent logically justifiable and coherent manner in relation to DRM.
15h30	<b>TEA</b>	
15h45	<i>Session on Critical Thinking (cont.) – 3. Critical thinking &amp; rationality (including application) &amp; discussion.</i>	<i>Learning Objective:</i> Participants would be able to use notions of practical reasoning such as caring, conversational justice and political reasoning to explore analytical meanings of concepts involving DRM.
16h30	Review and consolidation of day's sessions	
17h00	<b>End of day</b>	

**Day 2 – Thursday, 21 November 2002**

**MODULE 3: CRITICAL COMPONENTS OF DISASTER RISK MANAGEMENT POLICY**

08h15	Policy perspectives on ENSO, science of forecasts, Early Warning Systems and integrating DRM with environmental management ( <b>Dr. Coleen Vogel, University of Witswatersrand</b> ) Covers:	<b>Learning Objective:</b> To enable participants to gain an understanding of the context of risk reduction approaches based upon forecasting techniques, and how these should be built into Disaster Risk Management policies.
09h15	Discussion	
09h30	Analysis of Disaster Risk Management and Development Processes ( <b>Dr. James Smith, University of Witswatersrand</b> ) Covers:	<b>Learning Objective:</b> To enable participants to gain an understanding of the relationship between Disaster Risk Management and Development processes, so as to integrate them into policy issues.
10h30	Discussion	
10h45	TEA	
11h00	The Economics of Disaster Risk Management: Mitigation versus Response ( <b>Mr. Masimba Manyanya, University of Witswatersrand/WFP</b> ) <i>Covers: Overview of economic analysis &amp; its application to DRM so as to assist policy-makers in identifying optimal decisions for</i>	<b>Learning Objective:</b> To enable participants to gain a greater understanding of how macro-economic processes influence and impact upon disaster risk management, highlighting the dynamics of 'cause and effect'.

11h30	<i>DRM.</i> <b>Practical Exercise: Economic Elements of Cause and Effect</b> <i>Covers: An experiential learning experience in which participants will complete an exercise, reinforcing the contents of the theoretical session.</i>	<b>Learning Objective:</b> To enable participants to develop skills in the <i>general</i> use of economic analysis as a means of predicting possible future outcomes of macro-economic policies in DRM.
12h30	Discussion	
12h45	<b>LUNCH</b>	
14h00	<b>The Economics of Disaster Risk Management (cont.): Cost Benefit Analysis in Disaster Risk Management</b> <i>Covers: Various tools that are available for decision-making and focus on cost-benefit analysis.</i>	<b>Learning Objective:</b> To enable participants to gain a basic understanding of ‘cost-benefit’ analysis as a decision making tool in DRM.
15h00	Discussion	
15h15	<b>The Economics of Disaster Risk Management (cont.): Financing options for DRM.</b> <i>Covers: This session looks at the possibilities of developing various options for “disaster-related financing”.</i>	<b>Learning Objective:</b> To introduce participants to different types of financing tools for DRM.
15h30	<b>TEA</b>	
15h45	<b>The Economics of Disaster Risk Management (cont.): Financing options for DRM (cont.)</b>	
16h30	Discussion	
16h45	Review & consolidation of day’s sessions	
17h00	<b>End of day</b>	

**Day 3 –Friday, 22 November 2002**

**Module 4: Disaster Risk Management Policy – Best Practices**

08h15	<b>Law and Disaster Risk Management (Mrs. Jennifer Mohamed Katerere –Consultant Lawyer)</b> <i>Covers: Concept of law; approaches to and principles of law; review of international law/agreements &amp; how impact on national law; etc.</i>	<b>Learning Objective:</b> To expose participants to law on disaster risk management as a means of providing them with benchmarks against which to assess their own DRM legislation.
10h00	<b>Group Work: Analysis of DRM policies, legislation and plans in southern Africa – revisiting “best practices”. (Steve Johnson &amp; Lynda Mujakachi – OFDA/USAID)</b>	<b>Learning Objective:</b> To enable participants to analyse DRM-related policies, legislation and plans from the SADC region, as a means of identifying ‘best practices’ that could be incorporated into national policies among the member states.

10h30 TEA  
10h45 Group Work (cont.)  
11h45 Group presentations in Plenary  
13h00 LUNCH

#### **Module 5: Disaster Risk Management Policy – Promoting Change**

14h00 Advocacy: Promoting Disaster Risk Management  
(**Ms. Shenilla Mohamed - OXFAM**)  
*Covers: Advocacy process and how it is applied to DRM.*

**Learning Objective:**  
To help participants to understand the principles and practices of effective communication that influences a change of behaviour in the target group, aligned to the original objectives of the communication.

15h30 TEA  
15h45 Role Play: Video Sessions of Advocacy Techniques

**Learning Objective:**  
To help participants to gain practical skills in effective communication which will have the greatest potential of influencing people to adopt or accept information received.

#### **Module 6: A Holistic Perspective of Disaster Risk Management Policy**

16h30 Consolidating learning experiences in Policy Analysis and Development (**Steve Johnson & Lynda Mujakachi**)  
17h00 Linking the Policy analysis Course to the Strategic Planning Course (**Steve Johnson & Lynda Mujakachi**)  
17h15 Training workshop evaluation  
17h30 Introducing arrangements for the Field Trip on Saturday (**Steve Johnson & Lynda Mujakachi**)  
18h00 *End of Day*

#### **Saturday, 23 November 2002 – Field Day**

09h00 Field Day  
to i. Visit to SA Disaster Management Centre,  
16h00 Pretoria  
ii. Visit to Alexandra Township, Johannesburg

#### **Sunday, 24 November 2002 – Free day**

## APPENDIX 5 D

### STRATEGIC PLANNING IN DISASTER MANAGEMENT

#### *PROPOSED OUTLINE FOR THE TRAINING COURSE 25-27 NOVEMBER 2002, INDABA HOTEL, JOHANNESBURG, SOUTH AFRICA*

##### *Day 1 – Monday, 25 November 2002*

##### **Session 1: Understanding Strategic Planning And Strategic Management**

08h30 Welcome & General Introduction.

08h45 **Overview of Course and Introduction to Concepts** . Presentation: What is Strategic Planning & Strategic Management  
*Cover: Outline difference between Strategic Management (including implementation) – Strategic Planning (merely an exercise) and how this helps an organization become successful. Showing where Strategic Management fits into the overall management of an organization – levels of strategy. Showing how Programme Management differs from Project Management (ie. Programme Management = Managing an organization and its various ‘programmes’ – DMUs; Project Management is short term, specific, time-bound = Emergency Response type processes.*

**Learning Objective:**

To enable participants to better understand how Strategic Planning fits into the overall management of an organization, and how it enhances an organization’s potential of being effective and meeting its goals.

09h30 Overview of Strategic Planning Approaches  
*Cover: Classical Approach, Scenario Planning, Manning’s Holistic Model – Strengths and weaknesses of each?*

**Learning Objective:**

To enable participants to compare strategic planning approaches by appreciating the strengths and weaknesses of each.

10h00 TEA

##### **Session 2: Strategic Planning at the Organisation or Program Level**

10h30 **Defining your challenge!**  
Know who you are, what your purpose is, where you need to get to, and what things you need to consider about your journey.  
*Cover: Developing a Mission, Vision and*

**Learning Objective:**

To enable participants to better understand their organization and its purpose, as well as how external and internal processes

*Environmental Scan (Assessment) – Situational Analysis – Stakeholder Analysis – Identifying Strategic Issues – Consulting Stakeholders. Identifying who your primary clients are.*

either constrain or assist it in fulfilling its purpose.

11h30 Practical Exercise: Visioning etc. (Role play, simulation or case study – or mixture of all)  
*Covers: Exercise in creative/innovative thinking*

**Learning Objective:**  
To enable participants to develop skills in identifying and clarifying the vision of an organization.

13h00 *LUNCH*

14h00 Group exercise: Understanding your environment and organisational choices - Situational Analysis  
*Covers: Practical exercise where participants in groups actually do an environmental scan, and then evaluate what the implications of the issues identified are for their 'theoretical' organization.*

**Learning Objective:**  
To enable participants to develop skills in environmental scanning and identifying factors that influences the effective operation of an organization.

**End of day**

*Day 2 – Tuesday, 26 November 2002*

**SESSION 3: THINKING STRATEGICALLY, PLANNING SYSTEMATICALLY, IMPLEMENTING FLEXIBLY**

08h30 **Setting your course! Developing the Strategic Plan**  
Practical Exercise: SWOT Analysis - Identifying Strategic Issues  
*Cover: Methods or tools that can be used to identify issues (problems?) that are critical to the future well-being of the organization – Problem Trees, SWOT, Force Field Analysis, Nominal Group Technique etc.*

**Learning Objective:**  
To enable participants to gain an understanding of innovative or creative tools that can be used to analyse organizational environments, and what forces or factors influence the effective operation of the organization.

10h30 *Identifying priorities from the strategic issues and identifying ways to achieve your vision.*  
Cover: Methods of prioritising issues – SWOT Grid, MacMillan Matrix, Criteria Selection Grids.

**Learning Objective:**  
To enable participants to see how strategic issues may be prioritized as a means of addressing the most critical ones with limited resources available.

11h30 Practical Exercise: Identifying Core Strategies

**Learning Objective:**

*Covers: Practical exercise where participants in groups actually use various tools to focus in on critical issues, and use these to actually develop core strategies.*

To enable participants to develop skills in identifying critical issues, and from these developing 'core' strategies or ways of addressing the issues identified and moving towards the vision.

### LUNCH

14h00 Making Core Strategies Operational – Developing Program Goals & Objectives  
*Cover: Using the core strategies identified, participants will in their groups use the processes given to actually construct goals and objectives, and use tests to verify if they meet required criteria.*

**Learning Objective:**  
To enable participants to gain an understanding how strategies are converted into goals and objectives as a means of facilitating optimal performance and meeting standards.

### TEA

15h30 Ways to help you achieve your Program Goals & Objectives.  
*Cover: A range of tools and approaches that will enable participants to make their work more acceptable to target audiences, including basic planning structures as the Brinkerhoff Matrix.*

**Learning Objective:**  
To enable participants to gain an insights into improving ways of optimizing chances of successfully achieving organizational objectives, by advocacy and education.

## Day 3 – Wednesday, 27 November 2002

### Session 4: Systematic Project Planning

08h30 **Project Strategic Planning (Emergency Response Mode)**

- Organisational Strategic Planning versus Project Strategic Planning - Planning for specific, short-term situations

*Cover: Carry out an exercise that will enable the participants to identify the differences between the two processes, as well as understanding when each is applicable.*

**Learning Objective:**  
To enable participants to understand the difference between Organizational Strategic Planning and Project Strategic Planning, and understanding the processes involved.

09h30 Identifying the problem or challenge and deciding what short term objectives need to be achieved and deciding on how to get results  
*Cover: Methods of problem solving, choice of critical issues, key success factors etc. Also cover some aspects of critical path analysis*

**Learning Objective:**  
To enable participants to concisely and clearly identify problems, and outline specific 'key success factors' necessary for completion of the overall project purpose, and identifying the most effective and

*ie, PERT.*

efficient paths to meet the objectives.

*TEA*

10h30 Using Project Planning tools and approaches to identify the means of organising and coordinating tasks to be carried out, as well as monitoring progress.

*Cover: Carry out an exercise that will enable the participants to actually construct PERT diagrams etc.*

**Learning Objective:**  
To enable participants to gain skills in the methodology and systematic approaches of organizing work flow and coordinating work streams to achieve a desired outcome in the most optimal way.

*LUNCH*

14h00 Consolidating Strategic Organisational Management and Strategic Project Management

*Cover: Carry out an exercise that will enable the participants to bring together the various learning elements given over the course, as an integrated approach to planning and managing.*

**Learning Objective:**  
To enable participants to develop a broad perspective of how strategic approaches to organizational management and project management relate to one another, and where each may be used in the most effective way.

16h00 Closure

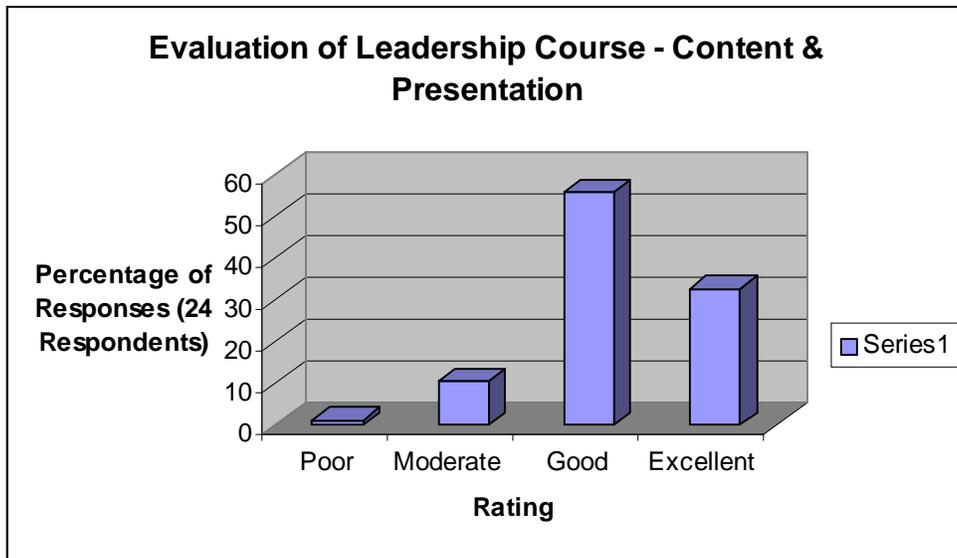
**APPENDIX 6**  
**COURSE EVALUATION**

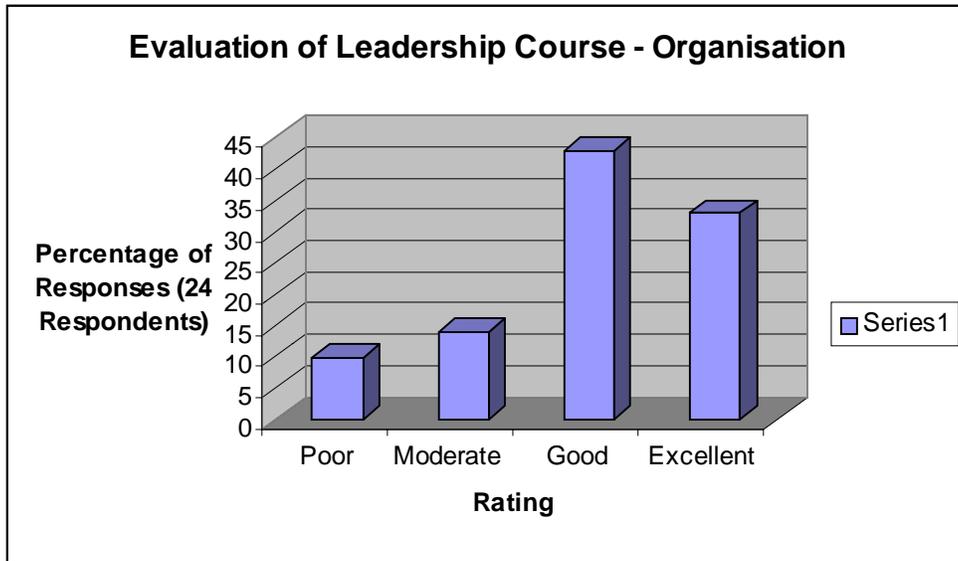
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## APPENDIX 6A

### Evaluation of Leadership Training Course



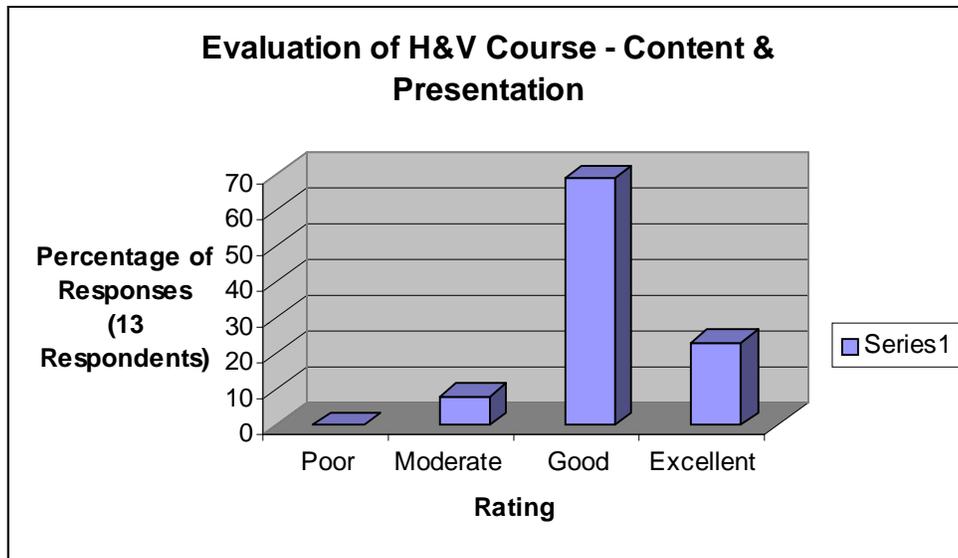
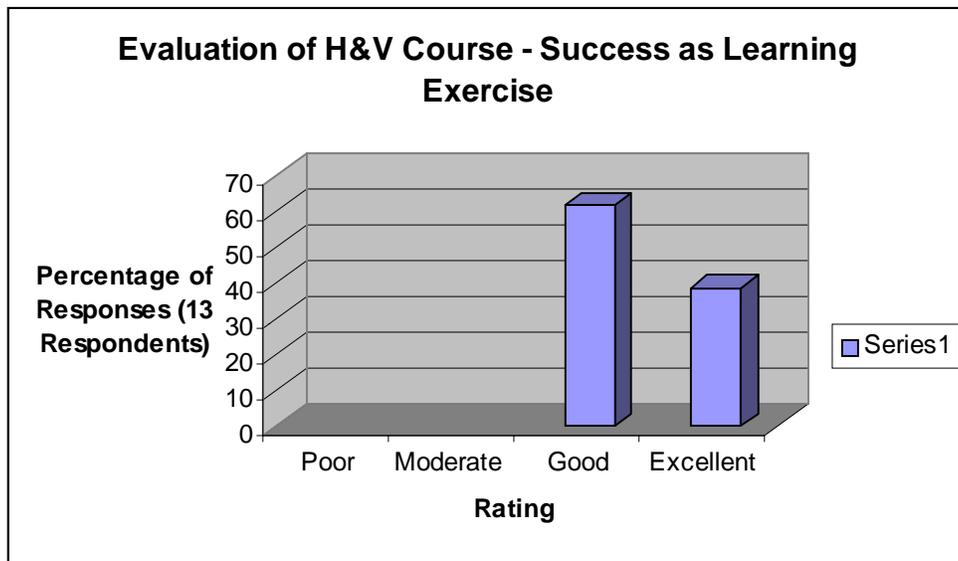


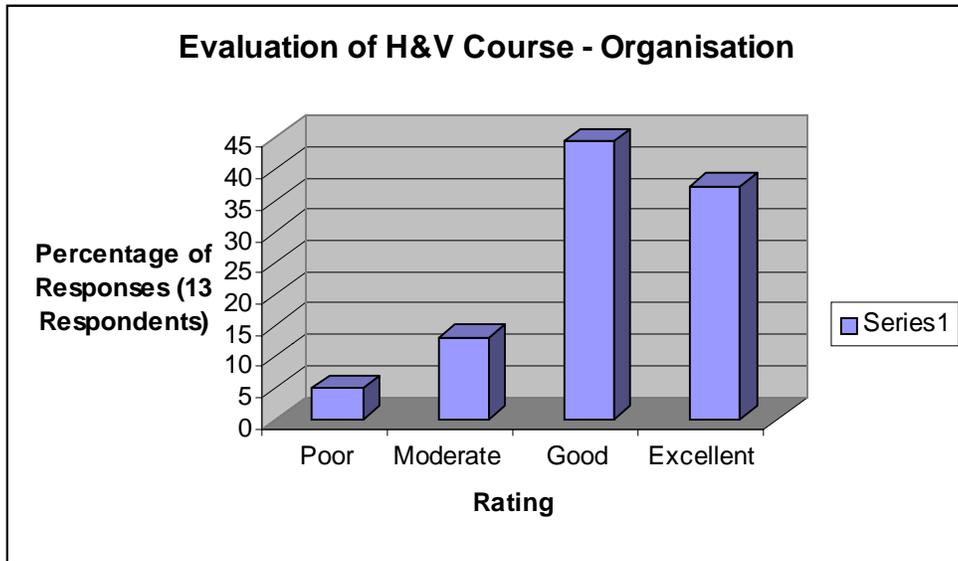
## **LEADERSHIP COURSE PARTICIPANT'S COMMENTS**

- Everything was First Class - Excellent. Keep it up and well done by everybody who participated. Please let us all network the region! An important message of Real Empowerment from Steven Covey "You give a man a fish you feed him for a day. You teach him how to fish, YOU FEED HIM AS LONG AS HE IS LIVING". That is real empowerment in Disaster Risk Management - I enjoyed everything. Regards, Dr Edson Selaselo
- The atmosphere of the workshop was good, however, the week did not give room for studying the handouts in advance. One had to sacrifice late hours should you want to page through the file.
- Generally this was excellent and has helped me realise loopholes in my leadership
- The course was interesting. Presentation methods were also very interesting and informative. Resource persons were also innovative and friendly and they did their work well.
- The workshop has been well organised, and I sincerely wish you to keep it up. THANK YOU. As regard to meals, the restaurant should know that some participants could be diabetics/vegetarians, and separate spoons and materials (equipment) be used.
- Please do implement our training needs in the region.
- Consider providing more information (updated information) on Disaster Risk Management to participants as one source of capacity building.
- Need to define better participant profile
- There is need to improve on travel arrangements, tickets were available at the last minute. It should be clear from the start who is the contact person.
- All the resource persons and lecturers should be at the workshop when it starts until it ends, so there can be a link in their lectures. N.B. Nomdo repeated Ailsa's lecture
- Workshops of this nature need to be held in areas where local participants could take part full time, say outside the capital city.
- The course did not end at corresponding official times
- Travelling arrangements were not satisfactory as we stayed at Johannesburg for more than 4 hours.
- Make provisions for long waits at the airport. Send the big file before the course, for better preparedness. Course extremely useful for mitigation of disaster risk management.
- The group needed to have leadership - Chairperson. Also review for the past day was supposed to be done.
- The venue was good except that it was too far from town, where delegates would have loved to have some form of better entertainment. Exchange of currencies was quite expensive. There was need for one outing day related to the Programme
- The display for the workshop should show SADC too - not just USAID/RCSA, etc.

## APPENDIX 6B

### Evaluation of H&V Training Course



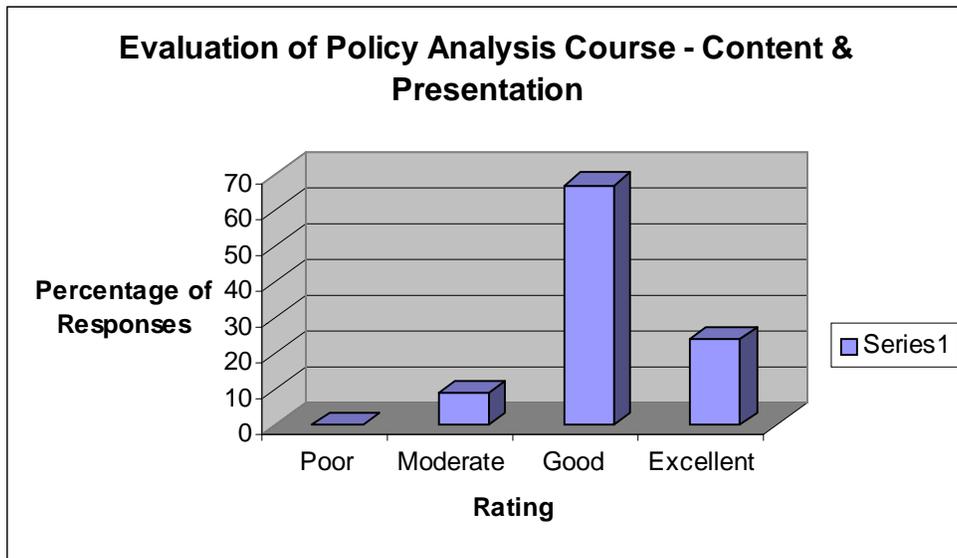
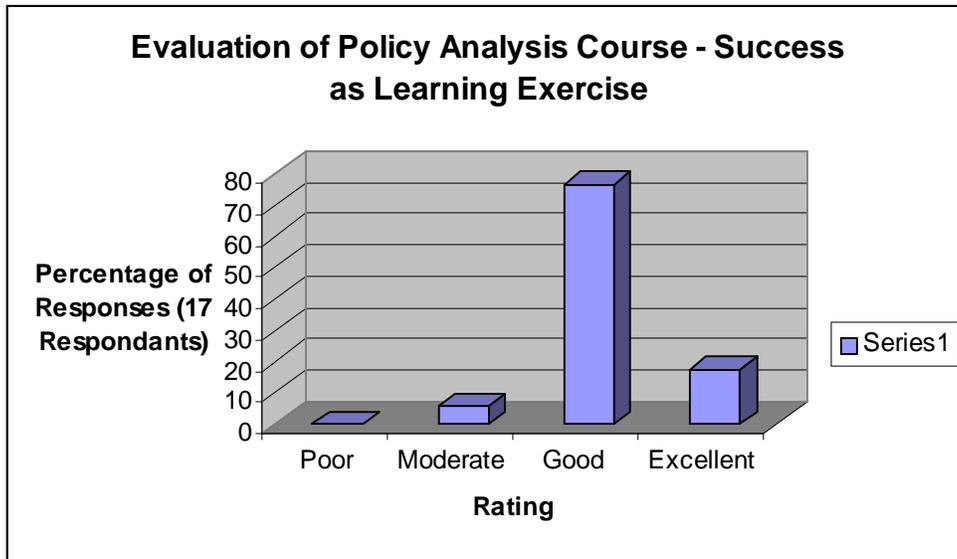


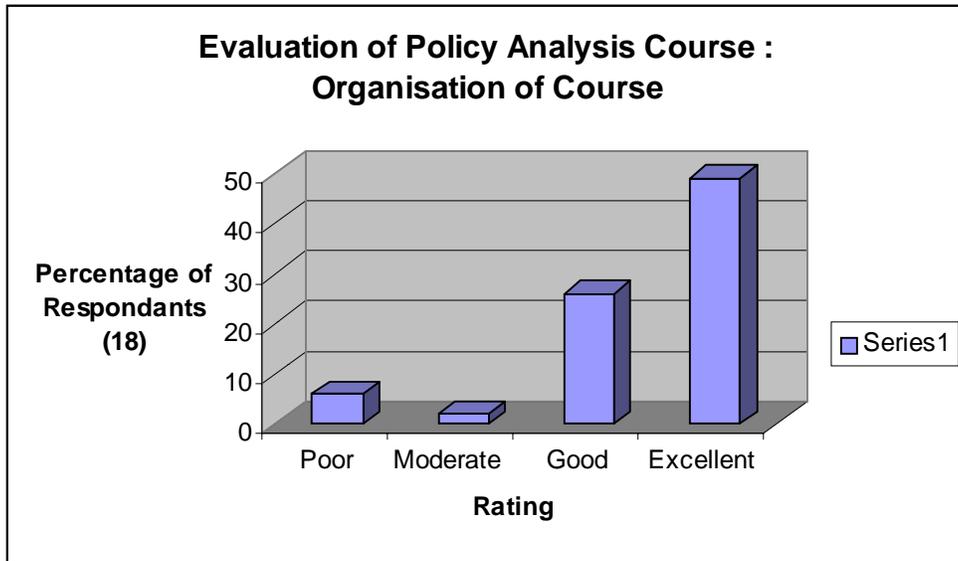
## **HAZARD AND VUNERABILITY ASSESSMENT COURSE – PARTICIPANT’S COMMENTS**

- On the whole a highly successful workshop in terms of learning and knowledge, sharing of experiences and ground contacts. Less classroom lessons and more outside experiences.
- CONGRATULATIONS!
- This course was a learning experience to me, but it had so much information that needed to be done step by step.
- Course was a relevant "eye-opener" for some of us who have been conducting ad hoc assessments. A vital tool to plan one's way forward
- Perhaps we should try in the future, to take this course step by step, to help the students absorb the information.
- Thank you
- A very informative, though rigorous workshop. More short breaks or stretching periods should have been incorporated in the lectures, to keep energy levels high. Depending on the locality of future workshops, more participants from other relevant sectors of the host country should be included.
- Some participants were not audible enough. Therefore, a Public Address System (PA) was a necessity. However, all facilitators had a lion's voice so it was fine
- Any follow-up workshop?
- Weighting could have included 'very good'
- Emphasis on drought and floods or natural hazards acceptable as trends indicate them as serious problems, but the complete absence on vulnerability or hazard assessments on technological hazards means the overall topic has not been comprehensively addressed. Otherwise beneficial.
- More outings to be organised for group by organisers in view of distances to other entertainment places. Otherwise the boat cruise was an excellent idea!
- For the following workshop if possible, try to have the same group because this empowers knowledge and while contacting the disaster management unit, gives CCs to the possible participants.
- Try to have connecting flights with non stops
- Since road from Blantyre to Club Makokola is poor, it is better if there are resources. Participants should be brought in by air. Rooms at Club Makokola should have TVs to ease on communication and entertainment. Otherwise, course was okay as training staff were well focussed.
- Too far!! The rooms need to have TVs so people are not cut-off from the rest of the world (events) news/entertainment
- The boat-trip was perfect!!
- Accommodation - the absense of TV in the room should be looked at in future
- Transport used to transport participants should be seriously taken into consideration in future, ie condition.
- There should always be a reliable programme of the workshop during the proceedings, as opposed to uninformed sudden changes every day.

## APPENDIX 6C

### Evaluation of Policy Analysis Training Course



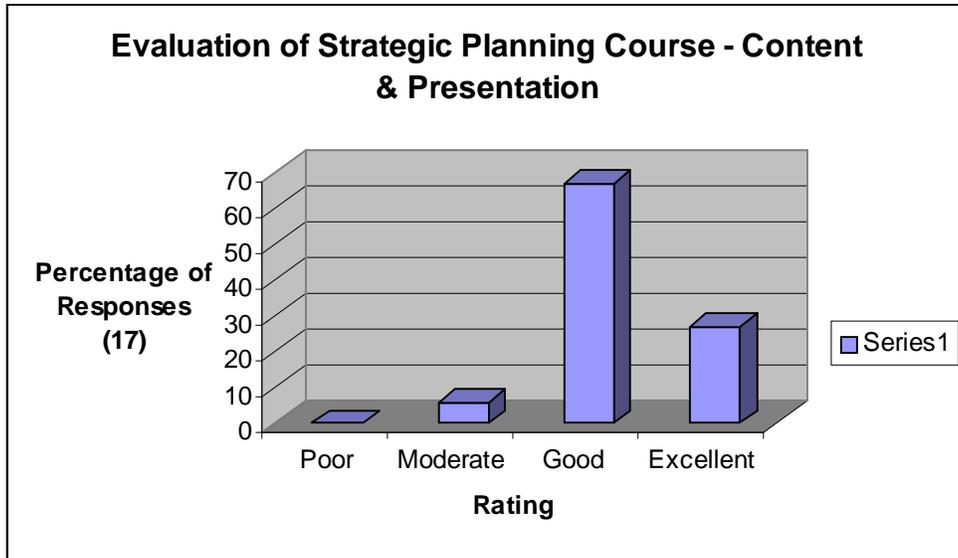


## **POLICY COURSE PARTICIPANTS COMMENTS**

- This was a very exciting workshop, second to none. Please keep it up and let us have more of such workshops. I would like to congratulate the organizers, the resource persons and everyone else. Thank you.
- An excellent programme. Delivery fairly informative with few exceptions. Sections on critical thinking, economics and law were particularly informative and beneficial. Very comprehensive reading material. More effort should be made to integrate the readouts into the presentations. Overall an excellent workshop.
- An excellent workshop addressing an important challenge. Course content good. Dr Colleen's approach commendable. Course should be directed on parliamentarians and cabinet members, too. Admin support staff needs public relations training. Ms Mguni's follow up excellent.
- Generally the workshop was an eye opener. It was fascinating to realise the importance of multi discipline in Disaster Risk Management and how encompassing it can be. It is essential that presenters handout their presentations before hand. I congratulate Jennifer for that - one was able to take notes as she was expanding on the points.
- A very good learning experience - very relevant to my job. I believe there would have been better assimilation of the course content if there had been more time.
- A useful workshop. It brings clearly to the forefront the centrality of DRM in Development Planning. Reading materials provided very useful.
- Although the 3 days work was intense, it was fruitful and has given me the chance to understand policy/economic/advocacy/law more and the knowledge gained will surely help me a lot. Thank you (Seychelles)
- Overall, the sessions were an eye opener. The reading materials are great, but it would have been worthwhile to send them to participants in advance. The sessions were too long - participants need a few minutes to stretch.
- The workshop was well organised and qualified or suitable presenters were well prepared
- On the whole course was good - but very tiresome. More time should have been allocated for practical work, with participants allowed to make comments, critique and discuss issues in depth rather than rushing through the topics.
- I strongly suggest use of really prevailing information and data in the course exercises rather than to rely on theoretical concepts and quotes from writers. We do not need academic solutions, but rather practical ones.
- Facilitators should try as much as possible to link their topics to DRM in practice where possible - use practical examples to shade more light.
- Seats uncomfortable. Dietary requirements a problem. No provision made for converting currency for shopping. Daily sessions too long - headaches. Materials in kit not meant to be used in training - should have been sent in advance.
- The chairs were uncomfortable
- Classes took too long continuously 0800-1800 is rather too much for normal endurance

## APPENDIX 6D

### Evaluation of Strategic Planning Training Course





## **STRATEGIC PLANNING COURSE PARTICIPANT'S COMMENTS**

- The course was excellent and well presented!
- Congratulations! A worthwhile venture. More time needed for workshop. Field trip should be more 'field-like' - opportunity to inspect site physically to make proper assessments. Workshop should allow for time for tours, shopping, etc. Hotel lunch should be optional.
- Compared to the Policy Planning workshop, this one was much better, there was no rush and the objectives were clear and attainable. Thank you
- This course/training should be replicated to include people outside Governments, e.g. NGO and CBO representatives
- Enthusiasm was excellent
- Strategic management and planning were given adequate time for group exercise. Generally the workshop needed more time. Food monotonous. No allocated free time to attend to personal issues. Treating participants like kindergartens.
- The case study assisted in consolidating the 3-day session, if only we could have had more time on it.
- I wish I had more case studies from SADC countries rather than more theory
- Courses should be time bound
- Should as much as possible, try and follow the programme. Programme a bit over loaded.
- Clear information on payment of lunch for 19/11 and 24/11 not given to participants. Program ro schedule on topics not followed may have caused confusion among some participants and even lowered morale.
- Too many exercises

**APPENDIX 7**  
**PARTICIPATION LISTS**

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## APPENDIX 7A

**THE ROLE OF LEADERSHIP IN DISASTER RISK MANAGEMENT**  
**22 – 26 APRIL 2002**  
**THE GRAND PALM HOTEL, GABORONE, BOTSWANA**

*Participants*

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## APPENDIX 7B

**THE HAZARD & VULNERABILITY ASSESSMENT IN DISASTER RISK  
MANAGEMENT TRAINING WORKSHOP  
9 – 13 SEPTEMBER, 2002  
CLUB MAKOKOLA – MANGOCHI DISTRICT – MALAWI**

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**APPENDIX 7C**  
**PARTICIPANTS' LIST POLICY ANALYSIS & DEVELOPMENT**  
**AND**  
**STRATEGIC PLANNING IN DISASTER RISK MANAGEMENT**  
**20 TO 27 NOVEMBER 2002, INDABA HOTEL, JOHANNESBURG, SOUTH AFRICA**

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