



DRAFT TERMS OF REFERENCE

THE DEVELOPMENT OF THE REGIONAL VULNERABILITY ASSESSMENT AND ANALYSIS PROGRAMME SUSTAINABILITY PLAN 2022-2030

1. BACKGROUND

Despite economic progress in many sectors and parts of the SADC Region, livelihood vulnerability and food insecurity have continued to be prominent features of the poverty that afflicts much of its population.

In view of the SADC commitment to tackling these problems and recognizing the need to develop strategies based on accurate data and analysis for short-term and longer-term chronic conditions, SADC developed the Regional Vulnerability Assessment and Analysis (RVAA) Programme that is concerned with monitoring of Member States', households' and individuals' capacity to deal with external hazards such as drought, economic crises, and climate change. Critical elements include meteorological and crop projections, household economic analysis, and food and nutrition security surveys, leading to recommendations for short term and long-term interventions.

The programme is currently in its final phase with the Donor support ending in 2021. One of the activities under the current phase of the programme was to facilitate institutionalisation of VAA in national systems to contribute towards the sustainability of the programme at the national level. However, it is also recognised that there are a number of

activities that require to be sustained both at the national and regional levels to ensure the sustainability of this programme beyond donor financing.

Further, the Regional Vulnerability Assessment and Analysis (RVAA) Programme's MidTerm Review (MTR), approved by the Programme Steering Committee in March 2020, calls for the development of the programme Phase-out Plan including the development of the Sustainability Plan. This planning process is to enable the SADC Secretariat develop a blueprint for a course of action to operationalize the implementation of the handed over RVAA programme post- financial and technical support of service providers in March 2022.

It is in view of the above that the Secretariat is looking for the services of a group of consultants to develop the Sustainability Plan for the SADC Regional Vulnerability Assessment and Analysis (RVAA) Programme.

1.1 CONTEXT

The importance of agriculture to social and economic growth, poverty reduction, as well as food and nutrition security is unequivocal, making it central to the region's overall developmental agenda. Food insecurity and livelihood vulnerability remain perturbations closely associated with poverty and vulnerabilities affecting a significant portion of the population in the SADC region. The regional vulnerability assessment and analysis data shows an upward trend in the food insecure people in the region in 2019/2020 the figure was at 42.6 million. The immediate impact of COVID-19 imposed restrictions, resulted in the projected number of the food insecure people in the region at 43 million with an estimated 12 million need immediate food assistance.

As a result of hydrometeorological related hazards in prolonged droughts and flooding interchangeably affect the region leading to crop production failure, destruction of livelihoods and loss of income and lives. In the long term the impacts unfold into unemployment, spikes in food commodity prices due to malfunctioning markets and economic downturn in Member States. The low recovery capacities and chronic food insecurity escalates malnutrition and stunting level that average to: over 25% of children under age 5 is stunted; high HIV prevalence (over 12%) of those between the 15-49 age bracket; and increasing levels of violence, in particular towards elderly, women and children.

The Regional Vulnerability Assessment and Analysis (RVAA) Programme emerged from the need to develop the necessary strategies based on accurate data and analysis of short-term and chronic conditions to inform policy and programming on food security in the region.

1.2 THE REGIONAL VULNERABILITY ASSESSMENT AND ANALYSIS PROGRAMME

Established in 1999 the Vulnerability Assessment and Analysis (VAA) mechanism has worked towards addressing food insecurity in the context of poverty and livelihood vulnerability. Established in 2005, the RVAA was primarily to coordinate the development of vulnerability assessments working with National Vulnerability and Assessment Committees (NVACs). The NVACs, currently in 14 out of the 16 Member States are multisectoral institutions, (in many cases standing committees), with a broad set of representatives from several Government ministries, central statistics offices, NonGovernmental Organizations (NGOs), and international cooperating partners (ICPs) including UN agencies and others. To date the RVAA Programme has been implemented through three (3) phases with a mandate to strengthen capacity of Member States to undertake and utilize vulnerability assessments and analysis for the purposes of food security programming and inform policy formulation.

In the RVAA Programme coordination the SADC Secretariat has been financially supported through two streams of funding: The United Kingdom (UK) Department for International Development DFID UK and the Swiss Agency for Development and Cooperation (SDC), while technical support has been provided mainly by two service providers United Nations World Food Programme (WFP) and Landell Mills Ltd. Reinforced regional partnerships has been rendered to the programme from other UN agencies and NGOs at various levels.

- (i) **RVAA Phase 1 (2005-2011):** The focus was a shift from food aid as a 'one size fits all' response to hunger and vulnerability. The Programme sought to inform broader approaches to tackling food insecurity including safety nets and social protection. During this period, progress was made in terms of establishing VACs in Member States and developing VAA tools at regional and national levels. However, less progress was made in the VAA analysis influencing policies and programmes and in institutionalizing the VAA system.
- (ii) **RVAA Phase 2 (2012-2016):** To consolidate the gains of the first phase of the RVAA Programme and address its shortfalls, a second phase was implemented from 2012 to 2016. During this phase, progress was made on expanding the scope of VAA to urban areas and chronic poverty issues (including gender, HIV and AIDS and climate change), and on influencing policies and programmes. The programme was also effective in creating institutions and providing information for decision makers to address acute food insecurity at the national level. A total of 14 NVACs were established and were able to develop policies options for humanitarian responses.

Guidelines for integrating urban vulnerability; nutrition, gender and HIV; and markets in VAA were developed and piloted in a few countries. Member State governments and their development partners also responded adequately to the needs of the most affected households and managed to avert disasters due to timely vulnerability assessments. However, institutionalization of vulnerability

assessments in SADC and national government structures remained largely not achieved for all Member States. Therefore, more work needed to improve the ability of VACs to influence wider poverty reduction and other sectoral policies.

- (iii) **RVAA Phase 3 (2017-2021):** To sustain both the quality of acute vulnerability assessment and broadening the remit of NVACs to look at the causes of chronic vulnerability and address the challenges of institutionalization, capacity development of NVACs, and protect the gains of the previous phases, especially in: assessing acute hunger; broaden the scope of assessments to provide an analysis of the causes of chronic vulnerability and poverty, especially climate change/adaptation; strengthen the existing VAA process; and, further institutionalize VAA systems into the administrative and financial structures of Member States and the SADC Secretariat. This phase will focus on assessing and responding to chronic vulnerability and contributing to climate resilient livelihoods and institutionalization of the VAA process.

1.3 COORDINATION OF THE REGIONAL VULNERABILITY ASSESSMENT AND ANALYSIS PROGRAMME

The vision for SADC is a future in a regional community that will ensure economic wellbeing and improve the standards of living and quality of life for the peoples of Southern Africa. To attain this vision, SADC's expected specific results include the promotion of sustainable and equitable economic growth and socio-economic development that will ensure poverty alleviation with the ultimate objective of its eradication through regional integration that has been facilitated through the revised Regional Indicative Strategy for Development Plan (RISDP). The RVAA Programmes operates in the context of the RISDP, and other key sectoral policies, strategies and programmes such as the Regional Agricultural Investment Plan (RAIP) and the newly approved Regional Resilience Framework 2020-2030.

The RVAA is coordinated under the SADC Secretariat, Disaster Risk Reduction Unit (DRRU) that has a mandate to coordinate disaster risk management activities in the region. The DRRU coordinates the RVAA activities ensuring structural linkages with the Secretariat; stewardship of the RVAA in managing and guiding strategic through advancing decisionmaking processes by Member States; chairing of Management Committee (MANCO) which oversees and the operational undertaking of the RVAA and NVACs; and supports activity implementation.

Similarly, in Member States the RVAA work with the NVACs coordinated in National Disaster Risk Management Agencies or Department of Agriculture or Local Government.

2. OBJECTIVES OF THE ASSIGNMENT

The objective of the assignment is to develop a plan of action to operationalize the implementation of the RVAA programme by the SADC Secretariat post donor technical

and financial support while ensuring relevance and effectiveness of the programme. Specifically, this will include:

- (i) Conducting a systematic review and analysis of the RVAA, strategic path including the Theory of Change (TOC), institutionalisation approaches, coordination mechanism and their effectiveness in influencing food security policy and programming in the region.
- (ii) Review and develop institutional structures and linkages to embed the RVAA in the SADC Secretariat and NVAC Member States, International Cooperating Partners (ICP) and the general order of authority and responsibilities of the various institutions – organogram with management arrangements.
- (iii) Assess the financial ability of SADC to meet the strategic objectives and targets for the RVAA. Identify the financial needs and develop a financial sustainability plan for capitalisation and long-term financial requirements, including the obligations and accountability by the Member States, NVAC.
- (iv) Develop a roadmap to operationalize the implementation of the RVAA programme in SADC, including the processes and structures to manage the programme post donor support. The Consultants will reflect on the lessons learned and gains made in implementing the programme to date as well as conduct discussions with the RVAA MANCO, current RVAA programme service providers (RIST and RTST), SADC Secretariat Directorates and Units, regional stakeholders and donors (DFID and SDC).

3. METHODOLOGY

The following methodology is suggested:

(i) In-depth Analysis

Review the RVAA Programme three phases Theory of Change (ToC), outcomes and achievements and how these have advanced the food security assessment with an analysis in the context of regional integration. Conduct an in-depth desk assessment and analysis of the RVAA documentation, experiences drawing lessons from similar initiatives at various levels. The analysis should include an assessment of the institutionalisation of the RVAA Programme into existing SADC corporate structures and systems, the capacities and capabilities required for the programme to meet maintain and improve on its outcomes in the long-term, including the financial analysis implications to the Secretariat.

(ii) Institutional, Operational and Governance Structures

Through desk work and based on global, regional and national experiences for similar programs, develop recommendations for appropriate institutional,

operational and governance structures for the RVAA and develop an organigram with procedures and roles and responsibilities for the institutionalisation of the RVAA in the SADC Secretariat.

(iii) **Funding and Long-Term Sustainability**

Through desk work, prepare a Sustainability Plan for the full operationalization of the RVAA Programme. The Plan will identify RVAA governance within the SADC Secretariat, coordination mechanism and financial and technical support to enable adequate implementation and meeting of the programme resource and technical requirements, including partnerships; structural roles and responsibilities, and accountability measures including Member States contributions towards long-term sustainability of the programme.

(iv) **Findings and Recommendations**

Present the roadmap of the planning process and recommendations at a workshop of MANCO for technical reviews with the aim of further strengthening the work before it is ultimately presented to Member States for validation and approval.

4. ACTIVITIES AND TIMELINES

The assignment will be home based with virtual meetings on the subject matter.

Table 1: Indicative Timetable for the Assignment

Activity
Phase I: Inception Report Develop a draft Inception Report with a Work Plan and submit to SADC for consideration towards the development of the RVAA Sustainability Plan. <ul style="list-style-type: none"> (i) In-depth desk review and analysis of RVAA programme based on existing documents, experiences in the region and Member States preparation and submission of the Inception Report. (ii) (Virtual) presentation of the Inception Report to the RVAA Programme management committee (MANCO) for approval.
Phase II: Situational Analysis and Lessons of the RVAA and similar programmes Virtual consultations of RVAA stakeholders: SADC Secretariat (DRR, FANR), RVAA RIST and RSTS Teams, WFP, UNICEF, DFID UK, SDC, to assess experiences and lessons learnt; evaluations of structural and technical modalities, processes and systems. This investigation should interrogate the strategic and operational planning, management and reporting components and programme performance at both Member States (NVACs) and Regional levels (RVAC).
Phase III: Draft Reports <ul style="list-style-type: none"> a. Prepare the draft Sustainability Plan and monitoring system for consideration MANCO and SADC Secretariat.

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| b. Preparation of the draft situational, gap and sustainability analysis with technical annexes and present the draft report on the RVAA Sustainability to selected Stakeholders/MANCO workshop/meeting/virtual conference organised by Secretariat. c. |
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Phase IV: Towards Final Report

Prepare and submit Final Draft of the RVAA Sustainability Plan and technical annexes including monitoring and evaluation system.
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5. REQUIRED OUTPUTS

The specific and measurable outputs expected of the assignment are:

- (i) **Inception Report:** Illustrating the how the Team of two or more Consultants' understanding of these terms of reference with a detailed approach and methodology for implementing the assignment split of functions and duties between the two experts towards a cohesive and comprehensive single RVAA Sustainability Plan including the proposed institutions / country visits giving rationale for choice of Member States, regional stakeholders possible visits; and timelines, deadlines and deliverables towards the attainment of these TORs which must be completed in accordance with timelines outlined in Section 4 above.

The Inception Report shall be in Word format with a supporting PowerPoint **presentation to be made to the MANCO and SADC Secretariat** for technical consideration for submission to the SADC Secretariat Deputy Executive Secretary for Regional Integration (DES-RI) for approval. To be submitted by 2 November 2020

- (ii) **Situational Analysis Report:** that will, inter alia, provide an assessment of the existing documentation and highlight success factors for effective and efficient operationalization of the RVAA over the three (3) phases. It will illustrate an investigation on the programs formulation, establishment and milestones towards achieving the short-term and long term outcomes (Theory of Change/Goals); The structural and non-structural organisation, in particular institutionalisation; regional and national stakeholders' roles and responsibilities such as UN Agencies and International/nation non-governmental organisations, with particular scrutiny on WFP and Landell Mills and DFID and SDC on the financial support value for money. The analysis is expected to highlight gaps to be addressed in the development of the Sustainability Plan. **Presentation of the report** to the MANCO for consideration. To be submitted by 19 November 2020.

- (iii) **Draft Regional Vulnerability Assessment Programme Sustainability Plan:** Indicating the institutionalisation of the RVAA programme in the SADC Secretariat structurally, management arrangements and organisational linkages

with the Members States. The plan will further outline the inputs both technical and financial to sustain the RVAA at both regional and Member States levels, including its operationalisation timelines. Presentation of the RVAA Sustainability Plan to the MANCO for consideration for tabling at the RVAA Programme Steering Committee and DES-RI approval. Final draft to be submitted by 29 December 2020.

6. TECHNICAL EXPERTISE REQUIREMENT

In order to respond to the short time frame, the assignment is expected to be undertaken by a team of consultants with the following qualifications, experience and skills.

Qualifications and Experience

- a. Advanced university degree in the field of economics, strategic planning public policy or related field. Professional qualification in an area related to strategy development and or public finance and planning or related field will be an added advantage;
- b. At least 15 years' post-graduate experience working on issues related to regional economic integration and development banking and finance;
- c. Experience in organisational change management and institutional strengthening, as well as, demonstrated of work experience in structural reengineering and institutionalisation processes;
- d. At least 5 years in food security vulnerability assessment and analysis;
- e. At least 10 years' experience working in a developing country or countries;
- f. Experience in the assessment and formulation of financial sustainability options will be a requirement;
- g. Experience in the establishment and operations of development finance / fund systems will also be a requirement; and
- h. Experience working with development partners and financial institutions in the SADC region would be an asset.

Other Skills

- a. Excellent report writing capability;
- b. Fluent in spoken and written English;
- c. Working knowledge of French and/or Portuguese is an added advantage;
- d. Excellent report writing capability;
- e. Fluent in spoken and written English. Working knowledge of French and/or Portuguese is an added advantage;
- f. Computer literate with good working knowledge of the standard Microsoft

- Office suite of programmes; and
- g. Proven experience with virtual conferencing systems (ZOOM, WEBEX, etc)

(i) Selection Criteria

No	Category	Score
1.	Qualifications (education and professional skills)	20
2.	General Professional Experience	40
3.	Specific Professional Experience	40

(ii) Eligibility

In addition to fulfilling the qualifications and experience requirements, female candidates are encouraged to apply for the consultancy, however any other candidates interested and also qualify, can apply.

7. REPORTING

The consulting team will report to TUPNR Programme Manager and the SADC Deputy Executive Secretary for Regional Integration (DES-RI) through the Disaster Risk Reduction Unit Senior Programme Officer, who will coordinate and act as a focal point at the SADC Secretariat. All reports shall be provided in English.

8. DURATION AND TIMING

The team of consultants shall not exceed in total a maximum of 60 man working days spread over the period 26 October to 30 November 2020 to produce the outputs. Payment will be made based on the actual tasks (against Time sheet) and travels undertaken.