POLICYMAKERS DIGEST REPORT

Key recommendations for strengthening capacities to protect people and livelihoods from disaster and climate change impact

2023

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The CADRI Partnership (CADRI) is a UN led global initiative that works to build the capacity of countries to find integrated and coherent solutions to disaster risk reduction and climate change as part of the Sustainable Development Goals (SDGs).

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Designed by Sandra Kanagwa Nyangoma

In October 2022, a comprehensive analysis was conducted to diagnose the national capacities for managing disaster and climate risk in the United Republic of Tanzania. This report presents the findings and recommendations resulting from the assessment. The Disaster Management Department of the Prime Minister's Office in Tanzania and the Disaster Management Commission of the Second Vice-President's Office in the Revolutionary Republic of Zanzibar led the capacity diagnosis, working closely with the Office of the United Nations Resident Coordinator. The CADRI Partnership provided valuable support throughout the process.



FOREWORD

This Disaster and Climate Risk Management Capacity Diagnosis Report was produced through collaboration among the Government of the United Republic of Tanzania, the Government of Zanzibar, and international and local cooperation of stakeholders in disaster and climate risk management. It reflects the government's commitment to developing and strengthening capacities that foster resilient development. Disaster and climate risk management is a national priority, and significant strides have been made in establishing regulatory frameworks and operational instruments at national and subnational levels as well as at sectoral level.

As disaster risks continually evolve and challenge our development objectives, maintaining a proactive stance and enhancing our capabilities to protect our communities become paramount. This report seeks to contribute to these efforts. The recommendations derived from the consultation process will bolster our daily work and foster improved collaboration and coordination among all stakeholders operating at national and local levels.

We would like to sincerely acknowledge the coordination roles played by the Disaster Management Department of the Prime Minister's Office in Mainland Tanzania and the Disaster Management Commission of the Second Vice President's Office in Zanzibar. We would also like to thank all the government ministries, departments and agencies, the United Nations system, local and international non-governmental organizations, civil societies and the private sector for their invaluable contributions. We appreciate the generosity of all partners who funded the diagnostic mission and made this report a reality.

Dr. Jim James Yonazi Permanent Secretary Prime Minister's Office Policy, Parliament and Coordination DODOMA

Dr. Islam Seif Salum Principal Secretary Second Vice President's Office ZANZIBAR

In July 2022, the Capacity for Disaster Reduction Initiative (CADRI) partnership assisted in conducting a comprehensive analysis of disaster and climate risk management capacities in response to a request from the Government of the United Republic of Tanzania. This analysis involved multiple sectors in both Mainland Tanzania and Zanzibar. Aligned with the Sendai Framework for Disaster Risk Reduction 2015–2030, the diagnosis focused on four priority areas:

- I. Governance
- 2. Understanding risk
- 3. Investment in disaster and climate risk resilience
- 4. Disaster preparedness and response capacity

The comprehensive analysis encompassed key socio-economic sectors:

- Agriculture and food security
- Health
- Education
- Social protection
- Water, sanitation and hygiene

THE PRIMARY OBJECTIVE OF THE CAPACITY DIAGNOSIS WAS TO:

- Highlight existing capacities
- Identify challenges and gapsPropose recommendations
- to address them

A group of experts from various sectors, including the government (both Mainland Tanzania and Zanzibar), the United Nations system and non-governmental organizations (NGOs) conducted the assessment in the country. The capacity diagnosis involved consultations with relevant stakeholders and thoroughly reviewed government documents related to disaster risk management (DRM) policies, programmes and plans.

In Mainland Tanzania and Zanzibar, the placement of disaster management is at a high political level. The Prime Minister's Office – Disaster Management Department (PMO-DMD) in Mainland Tanzania and the Second Vice President's Office - Disaster Management Commission (SVPO-DMC) in Zanzibar have developed a well-defined policy as well as an institutional and operational framework for disaster and climate risk management. In 2022, the PMO-DMD in Mainland Tanzania took steps to improve the regulatory and operational framework for disaster management. They introduced the Disaster Management Act (Act No. 6 of 2022) and the National Disaster Management Strategy 2022–2027. They also reviewed three previous documents and created the National Disaster Preparedness and Response Plan 2022, National Disaster Communication Strategy 2022 and National One Health Strategic Plan 2022–2027. In Zanzibar, the SVPO-DMC will be conducting a review of the Zanzibar Disaster Management Policy of 2011 in early 2024.

While acknowledging the significant progress achieved, the capacity diagnosis has highlighted specific areas that could be improved to enhance the effectiveness of the disaster and climate risk management system.



DISASTER AND CLIMATE RISK MANAGEMENT INSTITUTIONAL FRAMEWORK

opportunity to enhance There is an integration between the Ministry of Finance and Planning (MoF) guidelines for risk reduction and the PMO-DMD/SVPO-DMC for disaster and climate risk management. Emphasizing the complementary nature of these approaches within institutions, including well-defined institutional arrangements (roles and responsibilities), effective planning and appropriate budget allocation, would significantly contribute to fostering greater coherence.

Ensuring seamless integration with climate change adaptation (CCA) interventions would be valuable. The current guidelines would benefit from greater clarity on how government ministries, departments and agencies (MDAs), and regional secretariats/local government authorities (RSs/LGAs) can determine risk treatment options, including the preparedness and response capacity requirements. This involves answering the question of what level of risk should be considered when planning and budgeting for mitigation measures. Increasing risk management accountability requires an agreement on risk tolerance, i.e. defining the government's and communities' willingness to accept or reject a given level of residual risk. Cross-sectoral perspectives are essential. Greater emphasis could be placed on promoting coordination and collaboration across sectors and with RSs/LGAs in implementing risk management policies.

Equally important is enhancing social protection systems to incorporate shock-responsive and adaptive measures. Gender equality and women's economic empowerment are key priorities in Tanzania's 2021–2026 development strategy. Disaster management policies and strategies consider gender in formulating plans and programmes. However, these latest documents do not explicitly reference the principle of gender equality to guide the design of DRM interventions. This approach could be strengthened.



UNDERSTANDING DISASTER AND CLIMATE RISK

Understanding disaster and climate risk requires addressing several crucial aspects. The existing regulatory framework outlines responsibilities for generating risk information. However, to enhance this process, developing technical guidelines describing the attributes of the required information is necessary. This includes considerations like reliability, spatial/temporal resolution and formats for risk-informed decision-making at the national and local levels.

Moreover, national institutions are responsible for identifying risks and planning mitigation measures. Yet, the lack of clarity in determining risk categories and treatment options poses challenges. A national consensus involving MDAs/RSs/LGAs and communities is vital for informed risk reduction and preparedness decisions.

The availability and accessibility of disaster and climate risk information have long been recognized as challenges by the government and stakeholders. Addressing this, developing protocols and procedures to facilitate information storage, discovery and exchange is critical for cross-sector collaboration in effective risk management interventions. Connecting risk information to risk reduction, preparedness and response plans is a notable challenge requiring technical expertise and political support. It is not merely about the existence of integrated data platforms; success lies in utilizing this information to identify solutions and allocate resources for implementation. Strengthening the link between climate forecasts and their seamless integration into local preparedness and response plans is an area of improvement that can enhance the overall effectiveness and impact of disaster and climate risk management efforts.

Lastly, while sufficient technical and human expertise exists to produce sector-specific information, conducting risk analyses remains challenging. Current reports focus primarily on hazard identification rather than assessing potential risks in terms of probability and impacts (qualitatively or quantitively) – for instance, evaluating the long-term implications of drought on food or energy security at national and community levels. To address this, it is recommended to assess the existing human capacity for qualitative and quantitative risk assessments, and develop strategies to enhance and maintain this expertise accordingly.

Photo: UN WHO

INVESTING IN DISASTER AND CLIMATE RISK RESILIENCE

Greater clarity on how entities can determine priority risks could enhance effectiveness in allocating resources to reduce risk and prepare for response and recovery. This is related to what was previously mentioned about the classification of risks. It would be important to determine risk thresholds and criteria to trigger interventions.

Cross-sectoral collaboration for effective and efficient disaster risk financing management could be improved. The existing MoF guidelines for the design of programmes and plans could explicitly require that MDAs/RSs/LGAs conduct risk analyses collaboratively. Similarly, the PMO-DMD/SVPO-DMC guidelines could ask to ensure that the sector's disaster management plans are complementary.

Developing clear guidelines to link risk mitigation interventions with those to build preparedness for response and recovery capacities is recommended. Without clear guidelines, there is a risk of disjointed efforts and fragmented approaches in addressing risks and building resilience. A coherent framework integrating these measures is essential for comprehensive and effective disaster and climate risk management, ensuring coordinated actions, consistent implementation and optimal resource utilization.

Considering that the MoF estimates that the occurrence of disasters could result in impacts equivalent to 3% of the national gross domestic product, it is important to expedite the development of a disaster risk financing strategy. The National Disaster Management Fund (NDMF) mechanism may not provide sufficient protection in this regard. The National Disaster Management Strategy 2022– 2027 targets establishing a national disaster risk reduction (DRR) financing framework.



DISASTER PREPAREDNESS AND RESPONSE CAPACITY

The preparedness and response coordination system relies on personnel from MDAs and RSs/LGAs who may not possess specialized expertise in DRM. Enhancing technical skills among staff and maintaining adequate resources would be essential for effectively implementing disaster management functions. Standardizing the appointment of disaster focal points across MDAs and RSs/LGAs could promote collaboration and comprehensive disaster preparedness and response.

Under current regulations, National Disaster Preparedness and Response Plans must undergo annual testing. However, interview feedback indicates that national-level simulation exercises (SimExes) are not conducted regularly. Standardizing this practice and including scenarios challenging resources, coordination and operational capacities could help prevent *ad hoc* measures during situations that overwhelm existing capabilities.

International cooperation has a strong presence in Tanzania in supporting the implementation of projects to strengthen capacities in DRM. Improving coordination and collaboration between international cooperation actors and the government enhances capacitybuilding interventions. Creating a map of recent and ongoing initiatives will help identify stakeholders, resources and investments, enhancing effectiveness and efficiency. Enhancing capacities regarding experts, equipment and facilities for search and rescue operations is key. Adequate resources and trained personnel are vital to ensuring timely and effective disaster responses. It is crucial to have certified and credentialed personnel with the necessary skills and knowledge to conduct emergency response operations effectively.

Establishing robust emergency communication arrangements and capacity for response personnel, as indicated in the current National Disaster Preparedness and Response Plan for Mainland Tanzania and Zanzibar, is vital. Efficient communication systems enable effective coordination and information sharing, facilitating timely response and decision-making during emergencies. This includes strengthening collaboration in coordination of disaster and sharing of information between Zanzibar and Mainland Tanzania.

Lastly, implementing multi-hazard early warning systems is crucial for early and anticipatory action across sectors and communities. MDAs and RSs/LGAs could collaborate to ensure rapid and accurate dissemination of real-time information to communities, enabling them to take necessary precautions and actions in the face of potential hazards.



1.1 Develop guidelines clarifying how MDAs and LGAs should integrate the risk and DRM process at the institutional level. The MoF and PMO-DMD/SVPO-DMC can specify whether the DRM coordination mechanisms established by law should also assume the coordination of the overall risk management process. Accountability instruments, technical guidelines and training would be adjusted accordingly.

1.2 To effectively bolster the coordination capacity of the PMO-DMD and SVPO-DMC, it is crucial to prioritize enhancing their human resources' managerial and technical skills through tailored DRM training, exchange programmes and the provision of working tools. Simultaneously, recognizing the significance of a well-equipped workforce, the emphasis should be placed on recruiting and retaining sufficient permanent staff with diverse technical capabilities, particularly in various aspects of DRR-related matters. By combining these efforts, the government can optimize its capabilities to effectively address DRM and build resilience.

I.4 Strengthen multisectoral coordination and collaboration for climate and DRM interventions between MDAs and LGAs. The MoF annual budget guidelines can encourage/require institutions to develop joint programmes and plans integrating provisions to address identified climate and disaster risks. The MoF, in coordination with the national DRM authorities, can accelerate and incentivize DRR through coordinated funding mechanisms and innovative financing tools.

1.5 Strengthen coordination and collaboration with non-governmental stakeholders (civil society, the United Nations, the private sector, etc.) at all administrative/territorial levels, particularly in ensuring joint service delivery capability and local government capacity augmentation during a crisis. Existing coordination mechanisms such as the National Council of NGOs include the presence of non-governmental stakeholders. However, the PMO-DMD/SVPO-DMC could develop specific strategies for each stakeholder. This could include clear guidelines on collaboration during crisis response, including communication, reporting, roles, responsibilities and support for planning and implementing SimExes.

1.6 Give greater visibility to interventions at the sectoral and territorial level aimed at reducing disaster risk. The PMO-DMD/SVPO-DMC can develop communications products to showcase the impact of investments in climate and DRM, targeting decision-makers and the population in general. This is important to maintain political support and community awareness.

1.7 Strengthen accountability mechanisms by making DRM indicators publicly available. The national report on the Sendai Indicators (by the MoF) and related indicators described in national policy documents (national development plan/national DRR strategies) could be published through existing platforms such as the Tanzania Socio-Economic Database's dashboard for socio-economic indicators, which is maintained by the National Bureau of Statistics.

1.9 Integrate explicitly the principle of gender equality in disaster management policies and strategies. This will ensure a more robust and inclusive approach that addresses gender disparities and promotes equal opportunities for all genders in disaster preparedness, response and recovery efforts.

MAINLAND TANZANIA: CLIMATE AND DISASTER RISK GOVERNANCE

HIGH-PRIORITY RECOMMENDATIONS

1.1 Develop guidelines clarifying how MDAs and LGAs should integrate the risk and DRM process at the institutional level. The MoF and PMO-DMD/SVPO-DMC can specify whether the DRM coordination mechanisms established by law should also assume the coordination of the overall risk management process. Accountability instruments, technical guidelines and training would be adjusted accordingly.

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1.8 Considering the high turnover across government institutions, the PMO-DMD and SVPO-DMC could consider the creation of a training division to develop a programme for continuous cross-sectoral capacity-building on DRR and CCA. This includes developing specific training for the President's Office – Regional Administration and Local Government (PO-RALG) and LGA staff responsible for planning, coordinating and implementing DRR activities at the subnational level. The MoF could ensure sufficient funding to support this activity, including investments in technical professional competencies and training needed to support what is outlined in current frameworks and policies. The new DRM strategy for Mainland Tanzania already includes as one of its objectives the development of capacity-building programmes on DRM governance.

Photo: UN WHO

ZANZIBAR: UNDERSTANDING CLIMATE AND DISASTER RISK

HIGH-PRIORITY RECOMMENDATIONS

2.1 Define, through a broad consultation process, the criteria for developing a standard risk assessment matrix for use at the national and local levels. The PMO-DMD and SVPO-DMC could facilitate the consultation process. The matrix will:

- Facilitate the prioritization of risks
- Facilitate the prioritization of risksDefine targeted risk management strategies
- Monitor progress
- Assess the impact of interventions

This is also an opportunity to raise risk awareness at all levels of the institutions.

2.2 Considering the issue of limited understanding of disaster and climate risk management within the lower levels of LGAs, actions to improve their understanding and capacities could include:

- Incrementally build upon existing government structures by empowering local-level governments (LLGs) with alternative knowledge and skills to effectively address disaster emergencies at the lower levels.
- Enhance the capacity of LLGs in integrating DRR or CCA into budgeting and planning processes.

2.3 Develop a comprehensive (minimum) set of standard operating procedures (SOPs) to regulate/support the institutionalization of a disaster and climate risk data management system at national and subnational levels. The PMO-DMD/ SVPO-DMC, working in coordination with MDAs and LGAs, would specify the technical requirements of the data and information needed to support the design of DRR interventions, and preparedness and response plans. This includes standards that enable the exchange of data and information across government institutions.

2.4 Establish an information management unit under the PMO-DMD/SVPO-DMC.

The unit would promote and coordinate the development of disaster and climate risk management information products and services by line ministries and other relevant stakeholders. This could include the design of research and capacity-building programmes to fill the gaps in all areas and levels of government.

2.5 Develop a catalogue of all stakeholders' existing information management capacities (the multisector risk information ecosystem) and touch points to identify bottlenecks and design a plan for building a DRM information system (DMIS) connected to this ecosystem.

Before moving on to complex digital systems, the PMO-DMD/SVPO-DMC could develop a simple low-technology system of a data catalogue to audit what data would suit a DMIS, who the owners are and what (if any) are the barriers to use. A simple cloud file-based data repository could then be built to facilitate a single source of truth for disaster-related information, ready to use.

MAINLAND TANZANIA: UNDERSTANDING CLIMATE AND DISASTER RISK

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2.6 Per the National Emergency Telecommunication Plan 2022, operationalize public-private partnerships, especially with media houses and telecommunication authorities, for disaster and climate risk information dissemination and education. For example, the PMO-DMD/SVPO-DMC/Tanzania Meteorological Authority alongside multiple media platforms to educate and communicate with communities on disaster and climate risk management.



ZANZIBAR: INVESTMENT IN DISASTER AND CLIMATE RISK

HIGH-PRIORITY RECOMMENDATIONS

3.1 To clarify how DRR is funded, **funding for DRR to MDAs**, **RSs and LGAs through the national budget could be explicitly earmarked from the national budget to address sectoral or local programmes/policies and priorities.** While **the NDMF**, **on the other hand, could be allocated for intersectoral DRR programmes/projects** that require collaboration between different ministries or levels of government, and for emergent DRR/CCA issues identified as national priorities.

Besides having the necessary skills and capacities for disaster and climate risk management, allocating a specific amount of funds for regional access would be advisable. At the regional level, the responsibility for managing disaster issues is delegated to the Regional Security Committee. Additionally, considering the allocation and segregation of the NDMF on a regional basis would ensure easy accessibility during disasters, eliminating the need for LGAs to request funds from the national level.

3.4 To help support DRR across ministries, the MoF or PMO-DMD/SVPO-DMC could provide and coordinate training on developing risk-informed programmes/ policies/projects that help advance disaster resilience. The MoF could also provide templates and guidance on their existing central management budget system, and work towards stronger institutionalization of risk management approaches.

3.6 To ensure international funds for emergencies are allocated appropriately (to a ministry for a specific sectoral response, to the NDMF for a multisectoral response or some combination), the PMO-DMD/SVPO-DMC could develop clear guidelines and triggers for the National Debt Management Committee (and the MoF) for how money should flow once received by the Government of Tanzania.

3.7 The MoF is advised to develop an internal mechanism within the budget process for tracking direct and indirect DRR and CCA activities within line ministries' annual budgets. This would enable Tanzania to develop indicators and targets for measuring progress and tracking outcomes of DRR/CCA investments and activities.

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Photo: UN WHO

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MAINLAND TANZANIA: INVESTMENT IN DISASTER AND CLIMATE RISK MANAGEMENT

HIGH-PRIORITY RECOMMENDATIONS

3.1 To clarify how DRR is funded, funding for DRR to MDAs, RSs and LGAs through the national budget could be explicitly earmarked from the national budget to address sectoral or local programmes/policies and priorities. While the NDMF, on the other hand, could be allocated for intersectoral DRR programmes/projects that require collaboration between different ministries or levels of government, and for emergent DRR/CCA issues identified as national priorities.

3.2 A policy or regulation is needed to articulate how the funding within the NDMF will be planned, executed and monitored. This includes specifying how it can be capitalized, the annual budget allocation, and how and to whom the fund will flow. It could also be designed to retain unused funds for subsequent years instead of returning them to the Treasury.

- The annual NDMF ex ante allocation is recommended to promote intersectoral DRR/ CCA interventions designed to target the highest-risk areas, both in terms of hazards and the most vulnerable populations. The Disaster Management Regulations of 2022 for Mainland Tanzania has earmarked 25% of funds allocated in the NDMF in the annual budget to be used in ex ante measures for prevention and mitigation activities.
- If funds within the NDMF accumulate yearly, triggers could be identified for when some of this can be used for DRR, perhaps to fund larger DRR/CCA projects. Suitability of the NDMF to provide resources for multisector risk reduction/mitigation interventions would be discussed in light of the development of a comprehensive disaster risk financing strategy.

Besides having the necessary skills and capacities for disaster and climate risk management, allocating a specific amount of funds for regional access would be advisable. At the regional level, the responsibility for managing disaster issues is delegated to the Regional Security Committee. Additionally, considering the allocation and segregation of the NDMF on a regional basis would ensure easy accessibility during disasters, eliminating the need for LGAs to request funds from the national level.

3.3 Enhance the existing guidance frameworks/policies of **the MoF budgeting guidelines to emphasize the importance of developing a comprehensive disaster risk financing strategy** for the Government of Tanzania. Currently, only Mainland Tanzania is considering the development of such a strategy.

3.4 To help support DRR across ministries, the MoF or PMO-DMD/SVPO-DMC could provide and coordinate training on developing risk-informed programmes/ policies/projects that help advance disaster resilience. The MoF could also provide templates and guidance on their existing central management budget system, and work towards stronger institutionalization of risk management approaches.

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4.1 Strengthening coordination and collaboration is crucial to address the existing gaps in clarity regarding roles and responsibilities in disaster preparedness and response. It is important to clarify responsibilities among staff from LGAs and sectoral institutions, ensuring a common understanding of DRM and fostering coordination with the PMO-DMD/SVPO-DMC. It is recommended to encourage the design of multisectoral preparedness and response plans that clearly define the contribution of each sector. This will promote effective collaboration and coordination among sectors and stakeholders in disaster management activities. Preparedness for response activities not only calls for SOPs, legislation and plans, but also established relationships with all stakeholders. These relationships can be forged through regular engagements.

4.2 Further develop national risk profiles included in disaster preparedness response plans using an all-hazards risk assessment methodology with clear and transparent criteria. This methodology assesses the risk of realistic disaster scenarios, examining the factors that cause and increase risk as well as the potential impact of those scenarios. This process could be carried out following the experiences of other countries, such as Canada.

4.3 The PMO-DMD/SVPO-DMC are encouraged to take measures to engage the private sector in disaster preparedness and response activities. Drawing from experiences in other countries, this could involve creating platforms for regular dialogue and cooperation between the PMO-DMD/SVPO-DMC and private sector stakeholders. These platforms can facilitate the sharing of expertise, resources and best practices. Additionally, the PMO-DMD/SVPO-DMC can explore the possibility of forming public-private partnerships to enhance disaster management capabilities. Engaging the private sector in a coordinated manner will leverage their expertise, resources and capabilities, ultimately strengthening the overall disaster preparedness and response efforts in the country.

4.4 To enhance accountability and feedback, it is recommended to establish clear guidelines and regulations for monitoring, assessing and reporting on the implementation of disaster preparedness and response actions at all levels of government. This will create a robust mechanism for monitoring the implementation of legal frameworks and policies.

4.5 Develop a Response and Recovery Framework with details on the roles of lead and support sectors, especially at the national, regional and local levels, where all operations are implemented. In addition to working with the relevant ministry's focal points, this could be done in coordination with the MoF and PO-RALG in Mainland Tanzania and the Special Department in Zanzibar.

4.6 Create a specific department for training within the PMO-DMD/SVPO-DMC. The department should train government departments on all stages of DRR and CCA. The PMO-DMD/SVPO-DMC do have a unit responsible for training. However, a monitoring and evaluation tool must be implemented to measure the effectiveness and efficiency of such training.

It would be important for the PMO-DMD/SVPO-DMC to link up with relevant academic institutions to implement DRM trainings for the staff of the PO-RALG, RSs, MDAs and LGAs and the authorities.

The SimEx function could sit within this department. Training and exercises should go hand in hand.

4.7 There is a need to focus on training/capacity-building on DRR concepts across ministries, with an initial focus on building local-level capacity to plan for and respond to disasters. The focus would be placed on building the capacity of the PO-RALG in Mainland Tanzania and Zanzibar due to their leading role during disaster response and strategic planning. The PMO-DMD/SVPO-DMC training department could develop the curriculum for such training in close collaboration with the relevant ministry focal points for DRR and CCA and other relevant stakeholders.

ZANZIBAR: PREPAREDNESS FOR RESPONSE AND RECOVERY

HIGH-PRIORITY RECOMMENDATIONS

4.8 In accordance with the provisions of the Disaster Preparedness and Response Plans, it is recommended to standardize the practice of SimExes. The PMO-DMD and SVPO-DMC could regularly conduct full-scale SimExes for the most likely hazards, either annually or once every two years. Include the local Red Cross Society and other civil society organizations/NGOs in the regular drills and exercises. It is recommended that regular simulations be held, which can initially take the form of tabletop exercises that test coordination, communication, and/or roles and responsibilities. Simulations allow for transferring knowledge and skills and sensitizing role players to their and others' responsibilities.

4.9 Develop SimEx training and modules for schools. The PMO-DMD/SVPO-DMC could, together with the Ministry of Education, develop disaster response drills training/modules to be included in the school curriculum.



MAINLAND TANZANIA: PREPAREDNESS FOR RESPONSE AND RECOVERY

HIGH-PRIORITY RECOMMENDATIONS

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Photo: UN WFP







Capacity for Disaster

