

Strategic Partnership for Preparedness (SPP)

National Response Capacity Assessment For Ghana



Accra, October 2010

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Executive Summary

The West African region is characterized by recurrent natural and man-made disasters caused by several factors including socio-economic and political strife; however, the capacity to respond varies across nations due to limited or lack of adequate capacity especially in addressing large-scale emergencies. Furthermore, Climate Change has presented additional threat to the region by exacerbating the frequency and intensity of natural disasters such as floods, drought, and epidemics.

Following several United Nation Disaster Assessment and Coordination (UNDAC) reviews, it became clear that there was a need to further define and establish a holistic approach and methodology in assessing and developing national capacity for effective response; the Strategic Partnership for Preparedness (SPP) initiative was then launched in 2009. In April 2010, upon consultations with stakeholders at the regional level, Ghana was selected as the first Pilot Country for this Initiative. The SPP project aims at building on a diversified partnership at global, regional and national level, including UN agencies, NGO partners, donors, regional institutions and the concerned Government.

In July 2010, a mission consisting of partners from Global and Regional bureaus visited Ghana to familiarize themselves with the context and have an initial discussion with the Government and other stakeholders. Consequently, the team returned in October to undertake a capacity assessment which is considered as a starting point to identify areas of focus and to establish working platforms for further practical implementation of key recommendations. Bilateral meetings and workshops were held with the SPP team at national and three regional levels - Northern, Volta and Western Regions - to gather information on challenges and areas of potential improvement. Based on extensive interaction with stakeholders on all levels five main areas of recommendations were elaborated and discussed during a final workshop in Accra, as follows:

1. Legal Issues and Institutional framework

NADMO Leadership: The mission supports the current process of upgrading the position of the National Coordinator of NADMO to that of a Director General. This is likely to enhance his authority and therefore reinforcing his coordinating role.

Continuity of Staff and Defining Roles for NADMO's Operations: The management should establish a mechanism that will ensure staff retention within NADMO to reduce the high turn-over of staff. NADMO's role and responsibilities should be further defined, especially the complementarities between coordination and operation role when it comes to responding to emergencies.

Disaster Management Strategy and Emergency Preparedness/Response Framework: Enhance the current national disaster management strategy with a framework of legal provisions, plans, standard operating procedures and templates, formulated and approved through inclusive processes with all key stakeholders.

Resource Allocation: Adequate financial resources should be allocated for both first-line emergency services and disaster management programmes in the form of a common fund. Making a provision for emergency funding within key ministries and governmental agencies, especially at the Regional and District levels, should also be further explored.

2. Training Needs and Joint Simulation Exercises

National Training Strategy: One primary objective of the training strategy will be to develop the country's own trainers. A training strategy should be developed in an inclusive manner based on the gaps presented in the response capacity development strategy. The strategy should address gaps relevant to the Districts/Regions' specific hazards. To mobilize and prepare local communities, the training strategy and training programmes should be incorporated and integrated within a Community Based Disaster Risk Management (CBDRM) programmes.

Standardization of Training Content: A training manual should be developed to ensure consistency in training programmes offered across the country. Some of the immediate training priorities identified include Monitoring and Evaluation, Reporting, Rapid Needs Assessments and Post-Disaster Needs Assessments (PDNA).

Training of Trainers (ToT): ToT should be conducted in each region and on all relevant topics with an objective of establishing professional, knowledgeable and experienced personnel.

Joint Simulation Exercises: To enhance the current understanding on roles and responsibilities, assess efficiency of coordination mechanisms and information management, review operation ability of sectoral response plans, joint simulation exercises should be systematized.

3. Emergency Preparedness Workflow

Risk and Impact Analysis: This exercise has to be initiated focusing on the following risk categories with potentially high impact on an internal, and on the external environment in which actors operate. Hazards mapping should be completed with a risk analysis and mapping exercise conducted as a basis for defining response thresholds.

Emergency Preparedness and Response Package: Establish a working group composed of recognized and experienced actors from Government and non-governmental organizations at national, regional and district levels to review existing documents and mechanisms and identify gaps and areas of potential improvements.

Emergency Preparedness Tool Box: key reference documents, reports and information will be centralized in one easily accessible database regularly updated.

4. Community Preparedness

Awareness and Advocacy: It is important that national and local governments, traditional leaders, private companies, the UN and NGOs work together to raise awareness on hazards, risks and preparedness as well as response measures relevant to communities.

Public Education: Disaster preparedness needs to be incorporated into school curriculums and extra-curricular activities that should be carried out at primary and secondary schools. This should include basic simulation exercises like first aid and fire drills.

Inter-Linkages among First Responders: Community volunteers should be trained in emergency preparedness and response measures; adverse effects of development,

causing socio-economic and environmental impacts. There is a substantial potential for improving coordination of on-going preparedness activities among different volunteer groups.

5. Operational Capacities and Means

Emergency Services and Telecommunications: Ensure that there are functional central emergency call numbers for police, fire and ambulance services across all telephone networks and that rerouting to relevant region is working. There is a need to establish backup independent telecommunication networks for all emergency offices as part of a business continuity plan.

Logistical Capacity: It is recommended that partnership with private companies be strengthened and stand-by agreements formalized, where necessary. There is a need to assess logistical capacity of each organization but most important that of NADMO.

Operational Coordination: Emergency Operation Centers should be established or strengthened at regional and district levels with standard operating procedures. Relief items should be pre-positioned at local, regional and national levels, in accordance with the response thresholds defined as a result of the risk analysis and mapping

As a follow-up process, it has been proposed to establish a UN Emergency Preparedness Working Group (EPWG) chaired by the UNRC, with initial objectives to translate the SPP mission's recommendations into concrete actions/ programmes and to provide the required support to the Government's Action Plan. The UN Inter-Agency Programme Group (IPG) will review the proposed recommendations and ensure that most relevant ones will be incorporated into the United Nations Development Assistance Framework (UNDAF) for 2012-2016.

On the Government side, NADMO as the chair of DRR Mainstreaming Working Group which is part of the National Development Working Group will introduce the SPP recommendations and ensure that they are incorporated in the existing Action Plan with priority activities being implemented and supported in 2011-2012.

The Dakar-based Regional Emergency Preparedness and Response Working Group (EPRWG) will also be involved in this process and provide whenever possible the required technical expertise. The main outputs of this pilot exercise will be presented to regional actors in November 2010. In early 2011, an advocacy/ resource mobilization plan will be prepared to the Economic Community of West African States (ECOWAS) to mainstream emergency preparedness and response capacity assessment in the West African Governments' Plans.

1. Ghana, in the Context of West Africa

Populations in West Africa are confronted with a wide range of threats to their livelihoods ranging from food insecurity, political volatility, bad governance, transnational criminal activities including human trafficking, chronic poverty and longer-term impact of climate change i.e. annual flooding and epidemics. These trends have had a tremendous impact on the coping mechanisms/capacity of nations, communities and individual families presenting rising challenges to humanitarian actors with regards to respect of humanitarian principles.

While all the above present enormous challenges; incidences of flooding are very common and experienced on an annual basis. In 2010, heavy rainfall has once more presented serious implication to the region with flooding affecting over 1.8 million people with at least 425 deaths reported. Latest information provided by the National Disaster Management Organization (NADMO) in Ghana indicates that at least some 114,000 people have been affected by floods this year.

With regard to political instability and security, governments and partners in the sub-region have been struggling over the past year to minimize the impact on vulnerability of civilians caused by a succession of events, such as a *coup d'état* in Niger (February 2010), a military revolt in Guinea-Bissau (April 2010), the fragile ongoing transition process in Guinea-Conakry, the outbreaks of religious violence in Nigeria (January and March 2010) and the drawn-out electoral process in Ivory Coast with growing frustration among political contenders. In Ghana, protracted chieftaincy and land conflicts in northern part of the country caused a mass influx of some thousands into Togo in April 2010.

In summary, disasters such as floods and drought, coupled with climate change, chieftaincy conflicts, rising cost of food and fuel prices have further heightened vulnerability to food security, diseases and poverty in Ghana. Humanitarian partners should continue to support Ghana in enhancing capacities of national institutions to develop their competencies and confidence in responding to these humanitarian concerns. Reinforcement of response coordination mechanism, updating of contingency plans and other emergency strategies require continued attention to ensure adequate and timely response to humanitarian emergencies.

A recent After-Action Reviews or Post-disaster studies demonstrate that the region requires a more coordinated and coherent engagement of all relevant actors to enhance local preparedness, response capacity and mitigate the impact of such events on lives and livelihoods.

The findings of this SPP Response Capacity Assessment will contribute to the on-going efforts in strengthening the national capacity.

2. Strategic Partnership for Preparedness (SPP): Ghana

The Strategic Partnership for Preparedness (SPP) is a pilot project that promotes a comprehensive strategy for assessing national response capacity and promoting adequate capacity building activities based on the findings of comprehensive partnership, involving national, regional and global stakeholders.

Following the SPP Regional Stakeholder Workshop in April 2010 in Dakar, where three pilot countries (Ghana, Burkina Faso and Mali) were selected by the regional stakeholders, the Government of Ghana agreed to the proposal made by the SPP team. The SPP National Stakeholder Workshop was conducted in Accra in July, ensuring regional and national stakeholders' engagement and agreement on key areas of focus for the national response capacity assessment. During this first phase of the SPP process the following priority areas were identified:

- Leadership and governance, legal aspects and organizational structure at national level
- Coordination and relationship with key partners
- Preparedness activities at community level
- In-country competency development, including simulations

The SPP National Response Capacity Assessment was conducted from 3 to 20 October 2010 with the general objective to review the effectiveness of the emergency preparedness and response capacity of the Government of Ghana, including the National Disaster Management Organization (NADMO), United Nations agencies and partner institutions and to review in-country emergency response capacity development initiatives. In consultation with NADMO, taking into account hazards and vulnerability, the following four regions were selected for the assessment: Accra, to meet with national stakeholders; Northern Region; Volta Region and Western Region.

The SPP process and assessment will link up with existing programmes and capacity development activities in the selected country. At the initial stage, all key references, including policy and programme documents and reports were reviewed. The study conducted by the UK Joint Civil Military Co-operation Group, "Disaster Preparedness in Ghana" conducted in 2007, was extensively used as a reference.

This assessment mission was carried out by a multi-disciplinary team with wide ranging experiences within the area of disaster management, emergency preparedness and response and disaster risk reduction. At end of the mission, a workshop was organized with national stakeholders, to share findings and discuss next steps. Some sixty people participated in this one-day event.

The SPP methodology will be further elaborated based on this pilot project in Ghana with the SPP stakeholders.

3. National Response Capacity Assessment

3.1 Overview of Country, Main Hazards and Vulnerabilities

The main hazards in Ghana include floods, coastal erosion, epidemics and droughts. Micro seismic studies show that southern Ghana is more prone to earthquakes and that seismicity is associated with faults; notably around the coastal boundary fault and the Cote d' Ivoire fault (both along the coast. Poverty, chieftaincy disputes, as well as global food and fuel shortages may cause a significant impact on the vulnerability of people especially in the northern belt and among the urban poor.

Severe floods have been occurring in Ghana almost every nine to ten years. The worst in record was in 1968, when almost all big rivers – White Volta, Pra, Oti, Onkobra, Offin broke their banks destroying many homes, farms and cutting off people for long periods of time. In August 2007, the floods in the northern parts of the country seriously affected about 350,000 people, rendered as many as 75,000 particularly the vulnerable food insecure and caused an estimated USD130 million (not including long term losses). In 2008, 30,677 people were once more affected by floods. In 2009, the floods affected more than 100,000 people across the country. In 2010, the figure of the flood affected figure currently stands at 114,000 people and is likely to increase if the rains continue.

The 2007 severe floods in northern part of the country made the Government realise that it needed to be more proactive and serious with issues concerning disaster risk reduction. Hence support provided towards the development of a disaster risk reduction policy, contingency plans etc.

(Source: Prevention Web)

Ghana - Disaster Statistics	
Natural Disasters from 1983 - 2007	
No of events:	23
No of people killed:	1,003
Average killed per year:	40
No of people affected:	16,019,431
Average affected per year:	640,777
Economic Damage (US\$ X 1,000):	33,500
Economic Damage per year (US\$ X 1,000):	1,340

Affected People

Disaster	Date	Affected (no. of people)
Drought	1983	12,500,000
Flood	1991	2,000,000
Flood	1995	700,000
Flood	2007	332,600
Flood	1999	324,602
Flood	2001	144,025
Flood	2008	58,000
Epidemic	1996	3,757
Flood	1989	2,800
Epidemic	2005	2,248

Killed People

Disaster	Date	Killed (no. of people)
Epidemic	1996	411
Flood	1995	145
Epidemic	1984	103
Epidemic	1998	67
Flood	2007	56
Flood	1999	52
Epidemic	2005	40
Epidemic	1997	26
Epidemic	1991	20
Epidemic	1988	15

Economic Damages

Disaster	Date	Cost (US\$ X 1,000)
Flood	1999	21,000
Flood	1995	12,500
Drought	1983	0
Epidemic	1984	0
Wildfire	1985	0
Epidemic	1988	0
Epidemic	1989	0
Flood	1989	0
Flood	1991	0
Epidemic	1991	0

3.2 Legal Framework, Structure, Governance and Ownership

3.2.1 Legal Framework

The UN General Assembly's Resolution 2034 calls on all nations to establish mechanisms to manage disasters and emergencies. As a result, the National Disaster Management Organization (NADMO) was established in 1996 by an Act of Parliament (Act 517) and made responsible for the management of disasters and similar emergencies, for the rehabilitation of persons affected by disasters and for related matters. In addition, Act 517 authorizes the establishment of disaster management committees at national, regional and district levels.

A revised Bill was drafted with subsequent amendments in order to reinforce the current system. The Bill, among other provisions, aims at:

- further refining the role of NADMO, with over two pages of detailed listing of NADMO's functions, which includes *inter alia* coordination and operations
- establishing a Council as governing body of NADMO
- establishing a National Disaster Management Fund

Both legal frameworks are great steps forward for disaster management in Ghana, but there are isolated shortcomings which should be considered in a revised draft Bill or in future legislation:

- Regarding disaster response plans, no further requirements are laid down. Useful requirements would include the need to base disaster response plans on thorough risk mapping, as well as the need for a coherent cascade comprised of a written disaster response strategy, corresponding law, national response plan, sub-plans for all relevant levels and sectors, standard operating procedures, and working templates
- Responsibilities for setting up response plans at the regional and district levels are not clearly laid down, neither in Act 517 nor in the newly drafted Bill: Clauses 14 (a) and 16 (a) of Act 517 and Clauses 24 (a) and 26 (a) of the Bill speak only of the responsibilities of Regional and District Disaster Management Committees respectively for setting up prevention and mitigation plans
- The existence of disaster management plans foreseen in Clause 44 for governmental Ministries, Departments and Agencies is not prescribed for private utilities, which may make it difficult to integrate critical infrastructures into an integrated disaster response;
- Although the disaster management committees at the various levels allow for effective policy coordination and strategic coordination, there is no mechanism in place to ensure equally effective operative coordination at all levels. The disaster management committees themselves are not well-suited for this function, due to their high-ranking members (with high-level expertise in the policy and strategic fields, but not necessarily at the operational level) and unavoidably infrequent meetings (due to conflicting duties of the high-ranking members)
- NADMO being situated at the same level under the Minister of the Interior as other entities involved in disaster response, and having the National Coordinator lower in rank than the Heads of those other entities he/she should be coordinating, may make it difficult for the organization to take leadership in managing disasters. Full performance may be achieved by placing NADMO staff in the same position as other staff in the Ministry of the Interior and awarding the NADMO leadership a rank equal to those of the Heads of comparable authorities

- The NADMO National Coordinator being appointed by the President may contribute to a reduction in staff continuity, as a change of Government may entail a change of NADMO leadership and staff

Similar Acts exist for other governmental bodies, such as the Ghana Armed Forces (Act 210) and the Ghana National Fire Service (Act 537, 1997). The Act 10, (1958) established the role of the Ghana Red Cross in cases of disasters and would require revision to fit into the new framework and laid down links with NADMO. On the other hand, there is no legal basis for NGOs which only have to be registered at the Ministry of Employment and Social Affairs in order to operate in Ghana.

Generally, the legal framework for government actors (e.g. NADMO, Ghana Police, and Ghana National Fire Service, etc.) contains most important elements which allow and encourage holistic approaches, but should be further refined.

3.2.2 Legal Provisions for International Cooperation during Emergency

The President of the Republic is responsible for requesting international assistance in consultation with the National Security Council. There are informal communication lines between the presidents of neighbouring countries to exchange information regarding emergencies while ECOWAS plays a crucial role by providing this platform.

Cooperation between Ghana and Burkina Faso for sharing early warning messages about discharging water at Kompienga Dam is for example, working well and information on water flow is regularly directed to the Volta River Authority, NADMO and the northern Regional Ministers. This information is also passed through Ghana's Representative in Burkina Faso.

During emergencies, incoming international staff can acquire visa upon arrival. There is a mechanism in place for accreditation of international medical personnel in times of disaster. WHO also provides support and guidelines to both the Ministry for Health and NADMO for medical issues during disaster response. In addition, approval for medicines is usually granted through the Food and Drug Board under the Ministry of Health.

There are agreements on customs and Value Added Tax (VAT) exemption for incoming relief goods and procedures for the registration of incoming NGOs at the Ministry of Employment and Social Affairs. The Civil Aviation Authority under the Ministry of Transport can process provisions for emergency flight and landing and there are provisions for sending relief items from Ghana to other countries, i.e. through ECOWAS free movement of goods and persons agreement.

However, further provision for international aspects in cases of emergencies will be required and collaboration with the International Federation of Red Cross and Red Crescent Societies (IFRC) in this aspect is encouraged (e.g. International Disaster Regulations and Laws/IDRL).

3.2.3 Roles and Responsibilities / Structure

The National Disaster Management Committee, chaired by the Minister of Interior, manages intra-governmental coordination, and is also the main actor in advocating for funding for disaster preparedness/response activities to the National Security Council which is chaired by the President.

NADMO is responsible for the management of emergencies and performs the following functions:

- Coordination of the activities of various bodies (including international agencies) in the management of disasters
- Ensure that there are appropriate and adequate facilities for provision of relief, rehabilitation and reconstruction after any emergencies
- Social mobilization, especially at the community level to support various Government programmes, especially those aimed at the management of disasters
- Establish Disaster Management Committees at national, regional and district levels to ensure effective planning and coordination of disaster risk reduction and emergency response plans

At the national level, all authorities and actors met, including international organizations and the UN agencies, recognized that NADMO was the entity for coordinating disaster management. There is a good understanding about lines of command as well as respective roles and responsibilities among managers. Furthermore, it was evident that many individuals are highly dedicated to be part of the overall preparedness and response system.

NADMO's presence is effective from the community level up to national level making interaction effective for both information flow and early warning. It was reported that communication is functioning quite well, especially as long as individuals and organisations are committed to collaborate with other partners.

NADMO has offices in each Region (10) and in all 170 districts. In addition, there are around 900 zonal coordinators linking to the communities, where traditional leaders play a key role in mobilizing local population.

Disasters in the Regions are managed by the Regional Disaster Management Committee (RDMC) chaired by the Regional Minister with the Regional NADMO Coordinator providing the secretariat. The RDMCs are assisted by the Regional Disaster Technical Sub-committees according to the types of disasters. The Regional Minister is in charge of convening RDMC meetings to discuss any reported emergencies and formulate public statement, executive orders and directives to facilitate emergency operations.

At regional level, although there is a full recognition of the role of NADMO, there is a concern that regional authorities delegate too many tasks and responsibilities to NADMO without being fully involved in the preparedness and response decision-making process. It is encouraging to see that in Tamale, the Ghana Health Service takes the lead responsibility for coordinating all health issues in relation to emergencies.

At the district level, structures have been found to be weak. There is an over-dependency on central authorities for decisions and allocations. Knowledge of disaster preparedness and disaster risk reduction is generally low, both among political actors and disaster management personnel.

At community level, the network of volunteers representing vital and active first line of responders is impressive. Volunteers are recruited through different agencies such as NADMO as well as NGOs or the Ghana Red Cross Society. NADMO's Disaster Volunteer Groups (DVGs) are the focal groups within the communities for providing disaster relief, recovery and prevention measures. Community volunteers are co-ordinated and

managed by the local NADMO Zonal Coordinator and take charge of disease control, early warning, fire service, first aid, etc. However, limited incentives and resources would imply high turnover of volunteers and low involvement during emergencies. While there are healthcare programmes implemented with thousands of volunteers, there are no sustained community based disaster management programmes.

In Western Region, highly-dedicated DVG volunteers stated that further means and training opportunities for preparedness and response actions were required so that they can be actively engaged to support communities. At the same time, volunteers hoped to bring more volunteers into the groups, if means are provided.

3.2.4 Coordination

There is a forthright political will to decentralize the system and the implementation is in progress. As mentioned above, it is clear to the stakeholders that NADMO plays the coordinating role at all levels in regards to disaster management.

The National Disaster Management Committee (NDMC) is an advocating body chaired by the Minister of the Interior. In addition, there are Technical Sub-Committees (TAC), dealing with specific issues. These include: Fires and Lightning, Pest and Insect Infestation, Disease Epidemics, Hydrometeorological, Geological, Man-Made, Relief and Reconstruction and Nuclear & Radiological disasters. NADMO also has Rapid Response Teams who are well trained mainly by the Armed Forces.

The UN system coordinates its activities through the Inter-Agency Working Group on Disaster Preparedness and Response, while NGOs do their coordination through the NGO Consortium, to which NADMO provides meeting facilities and secretariat services.

The Regional and District Disaster Management Committees are set up at regional and district level, and include all actors such as NADMO, various authorities (Police, Armed Forces, Health Services, Ministries of Agriculture, Education), UN agencies, international organisations, NGOs, the Ghana Red Cross Society, and the private sector, such as the Volta River Authority (VRA). During emergencies these Committees meet regularly, although it was reported that in some regions, meetings are sometimes on ad-hoc basis. The Regional NGO Consortia have also not been active for a while.

There is no specific civil-military cooperation agreement, but the Armed Forces are considered supportive and efficient during emergencies and have good working relationship with NADMO. Although no formal agreement exists, at a meeting with the Western Naval Command, which has operational oversight covering coastal areas of both Central and Western Regions, the Garrison Commander confirmed NADMO's leadership role during emergencies, which has been in place since the crisis situation in 1980s (forced repatriation of nationals).

The Emergency Operation Centres (EOCs) have been established both at the national and regional levels, but not at district level. The regional ones are often not properly equipped with office space and adequate tools and equipment to adequately perform their function.

The national EOC is situated within NADMO with 24/7 team at disposition of eleven persons (at 3 shifts in 24 hours). The calling centre has staff for all types of disasters/accidents that occur in the whole country. The staffs at EOC receive training from the Armed Forces and they conduct regular simulation exercises. Equipment is tested every morning for its functioning. The EOC can be reached through the

emergency number (020 201 9090). However, there are additional emergency numbers in place such as 191 for police. Meanwhile, as observed in Tamale, Northern Region, the three-digit number has been closed due to frequent misuse.

Several stakeholders especially from the district level mentioned that operational coordination is limited and would require improvement. Although coordination efforts among key stakeholders are taking place, it is often limited to ad-hoc linkages and sometimes depends on personal relationships.

3.2.5 Contingency Planning

The quality and effectiveness of existing plans have been substantially enhanced since the last three years. However, several key processes/activities should be conducted to further reinforce them.

Although hazard mapping has been carried out at large scale for the whole country, and with some specific focus in exposed regions, no Risk Analysis or Vulnerability and Capacity Assessment have been carried out. In 2008, with the support of the Office for the Coordination of Humanitarian Affairs (OCHA) through the UN Resident Coordinator (UNRC), a multi-hazard national contingency plan was prepared addressing principally Floods, Earthquake and Conflicts. The Plan was updated in June 2010 and reviewed to include Floods, Epidemics, Earthquakes and Oil Disasters. This process has been inclusive and the document widely disseminated. However, Sectoral Response Plans are not yet operational.

NADMO has also formulated regional contingency plans revised annually by members of the Regional Disaster Management Committee. For example, there are plans in the Northern and Western Regions. However, in the case of the Western Region, relevant stakeholders were not actively involved in the planning process and their inputs were solicited after the document was drafted. Some organisations, including the NGOs, also have their own national or regional contingency plans, but these have not been shared among stakeholders.

In addition, NADMO has recently finalized an internal National Disaster Management Plan (NDMP) which aims to provide guidance before, during and after emergencies.

In terms of internal conflicts, the Police have mechanisms in place for re-establishing law and order. The Police can call on additional resources from other regions if necessary. The Police consider itself well prepared for local disturbances.

3.2.6 Resource Allocation/ Funding

NADMO provides advice to the National Security Council on immediate funding needs for timely response to relief requirements. It was noted that there is no allocated budget line for preparedness and emergency response within Ministerial budgets and that resources are only allocated to pay salaries of staff involved with the management of disasters (NADMO, Ministries).

Since budgets are linked to disaster response on special requests only, very limited resources are available for preparedness activities. The serious lack of resources and equipment at regional level is hampering emergency preparedness and response capacity and efficiency. The Health Services, however, seems to have funds for emergency preparedness (e.g. purchase of vaccines), but this is included in the budget of the Regional Health Services.

The various sources of funding are mainly from:

- Supplementary funding from governmental sources on request during a disaster
Cash and in-kind donations from international actors and national actors i.e. UN agencies, international NGOs
- ECOWAS
- Civil Society
- Private corporate (mostly in kind donations)
- At district level: Common Funds through the District Assembly

Although there was a Presidential decree to allocate five percent of the District Assembly Common Fund for disaster preparedness and response, there is no legal provision to enforce this and not often put into practice.

Some stakeholders have allocated funds to pre-finance initial response in emergencies such as the UN Central Emergency Response Fund (CERF) and the IFRC's Disaster Relief Emergency Fund (DREF).

3.3 Operational Capacities: Soft Skills

3.3.1 Competencies

There is an overall, clear understanding of disaster preparedness and response at the national level. The existing legal framework is well integrated into practical operations. It is also recognized that additional legal provisions on communication, coordination, leadership are covered in the revised Bill mentioned above (National Disaster Management Service Bill). The disaster management cycle is very well understood and linkages to Disaster Risk Reduction (DRR) clear.

Most stakeholders recognize the needs for widely disseminating national disaster response and preparedness policies and guidelines. Although efforts were made to raise such awareness to the communities through public education system, it seems that no proper curriculum on these aspects have been introduced into the system.

With regards to peace-building and conflict prevention, the National Security Council is complemented by the National Peace Council and the Regional and District Peace Advisory Councils. These are especially active in risk prone areas. Some stakeholders shared their concern about the National Refugees Board's capacity.

Governmental agencies understand that a special attention should to be paid in maintaining or quickly re-establishing livelihood in disaster-affected areas through specific support. Recognized as a difficult area to approach from a national perspective, it is also highly complex at the local level, because it is a cross-cutting issue that goes beyond disaster preparedness and response. Therefore, and in a wider context, the Post Disaster Needs Assessment (PDNA) is of a greater importance. There are some reports that NGOs and local partners have conducted such an assessment on a very small scale in order to identify concrete needs.

Most agencies, including NADMO, Police, Fire Services, Ambulance Services, are conducting specific training programmes on a regular basis. However, high turnover of staff is a serious concern as the continuity for maintaining professionalism and experiences becomes a challenge.

As expressed on many occasions, simulation exercises are important to improve coordination and communication to cover larger and cross-cutting aspects of disaster preparedness and response.

3.3.2 Early Warning Mechanisms

Expertise is available at national level for monitoring and early warning, but this capacity is not adequate at regional, and district levels.

Because most disasters in Ghana are related to hydrological events, the Ghana Meteorological Services Department plays an important role in collecting information, analysing and providing relevant data to all key stakeholders (22 stations collect and report data every hour and 150 to 200 stations report every 3 hours),

Information from the Meteorological Office was properly used in predicting rain fall for 2010 and alerted possible areas of flooding. This system is apparently functioning well in flood-prone areas but not always in areas not yet affected. There are still some procedures lacking for monitoring input over long period to get adequate input to climate change related trends. There is for example a lack of rain fall radar systems at national level to facilitate close monitoring of flood forecasts.

There are few seismographs for the monitoring of earthquakes but this expertise is not available in sensitive areas especially where the oil extraction is on-going.

With regard to food security early warning, WFP is working in partnership with the Ministry of Food and Agriculture (MoFA), Ministry of Health and UNICEF to collect, analyse and produce a monthly Food Security Bulletin which looks at key indicators such as market prices and nutrition reports from the three northern regions, seen as the most vulnerable. Two studies were also undertaken by WFP in 2008 and a review made in late 2009 with regards to the impact of global food and fuel crisis.

Possible causes of conflicts, such as land disputes or small arms trafficking, are monitored and reported through periodical meetings and workshops held by the District and Regional Peace Advisory councils, reporting to the National Peace Council.

Dissemination of Early Warning information through mass media is also not formally established though there are informal networks on disseminating information through radio, TV and press. Usually, NADMO prepare regularly press releases for the media.

At local level volunteers play an important role in dissemination of warnings within communities. For early warning within the sector of health there exist well-functioning systems with active use of community volunteers.

The translation of early warning signals into early actions remains a critical challenge.

3.3.3 Information Management

There is no overall information management system in place. Information is thus reported in various formats making it time consuming to compile data. There is no centralized knowledge management platform i.e. a shared website that would allow agencies to share relevant information in disaster management i.e. relief web model. Several institutions have established their own information management system, but these systems are not linked. Areas for potential improvement in knowledge

management and communication have been identified by the mission, but an overall strategic approach needs to be established first.

3.3.4 Public Information and Education

Public information during disasters is mainly released through the media, who in most cases collect information by themselves. NADMO also provides press releases.

Volunteers are an important source of information but often information sent to districts and regions are not properly structured and integrated into regional or national preparedness or response plans.

Several actors pointed out that awareness on disaster preparedness is not part of the school curriculum. Awareness-raising on disaster preparedness and disaster risk reduction is effectively an important step forward in building more resilient communities.

3.3.5 Monitoring and Evaluation

NADMO's Monitoring Unit mostly handles financial issues but does not deal with disaster response and preparedness activities. Monitoring and Evaluation is not yet considered as an important tool for further learning and improvement and as a key component of a functional knowledge management system. The Ministry of Interior also recognized the importance to carry out real time evaluations and enhancement of the monitoring and evaluation capacity.

Reporting procedures are in place for accounting and auditing. NADMO conducts annual audit of its management and programmes, and compiles lessons learnt for further planning. NADMO produces situation reports but there is a lack of coordinated and standardized formats.

3.4 Operational Capacities: Hardware / Operational Resources

3.4.1 Emergency Services

The NADMO Emergency phone number is too long and not widely known (020 201 90 90). Other main services three-digit numbers (191 Police, 192 Fire, 193 Ambulance) are not always reachable outside main cities.

Emergency Operations Centres (EOCs) have been set-up at central, regional and local levels but there is lack of proper hierarchically structured reporting/information management system leading very often to weak coordination. These EOCs especially at the regional level are inadequately equipped and don't have Standard Operating Procedures (SOPs). Communication between EOCs is principally carried out by mobile phones and by HF and VHF radios. However, most staff members and vehicles are not properly equipped.

The mission noticed that most emergency service providers outside the capital lack resources, which in turn affect their efficiency and capacity to respond appropriately to emergencies.

3.4.2 Relief Assistance

The government, NGOs and religious organizations mobilize and distribute relief items during disasters under the coordination of NADMO and the management of District Assemblies. Volunteers and community leaders are also involved in distributions. The mission noticed the lack of detailed inventory of stocks and exchange of information among organizations.

The United Nations Humanitarian Response Depot (UNHRD) managed by WFP is located at Accra airport and has in stock pre-positioning relief items which could be sent in West African countries to respond to disasters. There is no agreement between NADMO and the UNHRD.

3.4.3 Logistics and Telecommunication

There is no comprehensive inventory and mapping of telecommunication, logistics equipment and infrastructures capacity, which makes it difficult to mobilize resources to reinforce current capacity.

The roads and electricity networks are relatively good even though remote areas are not always easily accessible. Most actors do not have sufficient transport capacity to quickly dispatch relief items from the regional hub to districts. However, some formal and informal agreements exist with the private sector to provide transport and other logistics support during emergencies.

NADMO's equipment at district level seems insufficient and not properly maintained. There are no agreed standard radio frequencies to be used during emergency response.

4. Conclusions on Capacities and Gaps

The SPP mission acknowledged an excellent understanding of disaster management and considerably good preparedness and response capacity. Current institutional and legal frameworks demonstrate the Government's commitment; and several organizations are increasingly involved in emergency preparedness and disaster risk reduction activities. The on-going decentralization process is also a positive factor that will support community-based programmes. The UN system is in the process of preparing its new UN Development Assistance Framework (UNDAF 2012-2016) with one of the priorities devoted to issues of Disaster Risk Reduction. This would further augment the national effort.

Some of the other key strengths compiled by the mission are:

1) Legal Framework, Structure, Governance and Ownership

- The legal disaster management framework of Ghana is already comparatively comprehensive
- The coordination role of NADMO is widely respected and acknowledged
- NADMO and its partners have a good regional and local presence with a wide network of volunteers
- Reporting lines are in general well established although most of them are informal or sometimes based on individual relationship. The national contingency plan is regularly updated and regional plans are prepared although their operability is often limited
- Hazards are well known and mapped at the national, regional and district levels

2) Operational Capacities: Soft Skills

- Authorities (Armed Forces, Police, Fire Services, NGOs, INGOs, UN agencies, private sector) have a good understanding of key roles and responsibilities during crisis and are well aware of current gaps and areas of improvement
- Early warning systems are efficient especially in flood-prone areas
- For epidemics, Health Services usually provide appropriate support for preparedness and response

3) Operational Capacities: Hardware/Operational Resources

- Most actors understand the need to link disaster preparedness to disaster risk reduction and mitigation programmes

The mission also noticed important gaps and weaknesses, which should be addressed by concerned actors in order to enhance national response capacity:

1) Legal Framework, Structure, Governance and Ownership

- The legal framework and its implementation is still challenging because of unclear cascades of response strategy, laws, plans for all relevant levels and sectors
- At the regional/district levels, the decision-making process is too centralized and the leadership is often left to NADMO
- Institutionalized operational coordination remains a challenge, e. g. EOCs at the regional and district levels seem to lack required capacity
- The hazard mapping is not complemented by detailed risk analysis and mapping
- The sustainability of services is a constant challenge: There are few Business Continuity Plans in place.
- Training methodologies and tools are not standardized. Training plans for specific actors are not part of an overall training strategy making use of already existing capacities
- Funding at the district level is insufficient and often hampering required disaster preparedness initiatives (including first-line emergency services) and, as a result, disaster response

2) Operational Capacities: Soft Skills

- Longer-term awareness building on disaster preparedness and response is insufficient and should focus more on exposed communities at risk where public education can play a key role in the dissemination process
- The motivation of all stakeholders and volunteers is difficult to maintain during emergencies because of the lack of incentives and means
- Information management systems are rarely established to collect and store data. Standardized procedures as well as templates are often lacking to improve knowledge sharing

3) Operational Capacities: Hardware/Operational Resources

- Providing adequate first-line emergency services is a constant challenge

5. Recommendations and Proposals for Concrete Actions

As a result of the SPP Capacity Assessment, five different focus areas have been elaborated to address most critical gaps identified by the mission. These

recommendations are intended to be as practical as possible so that they can be translated into concrete actions.

5.1 Legal Issues and Institutional framework

Act 517, and the establishment of NADMO as well as Disaster Management Committees at national, regional and district levels, has been a crucial step forward for disaster management in Ghana. The draft National Disaster Management Services Bill, currently under revision, will further strengthen this system. The mission finds these efforts in reinforcing NADMO in its institutional capacity as very encouraging:

NADMO Leadership: The mission supports the current process of upgrading the position of the National Coordinator of NADMO to that of a Director General. This is likely to enhance his authority and therefore reinforcing his coordinating role.

Continuity of Staff and Defining Roles for NADMO's Operations: The management should establish a mechanism that will ensure staff retention within NADMO to reduce the high turn-over of staffs. NADMO's role and responsibilities should be further defined, especially the complementarities between coordination and operation role when it comes to responding to emergencies.

National Disaster Management Strategy and Emergency Preparedness/Response Framework: To enhance the current integrated national disaster management strategy with an effective framework of legal provisions, response plans, standard operating procedures and templates owned by national, regional and district level actors of all sectors. Especially at the community and district levels, staff and volunteer networks should be further empowered with a basic plan, standard operating procedures and templates, and community-based emergency preparedness programmes should be scaled-up. Environmental programmes, including risk management and climate change issues, should be closely linked to Emergency Preparedness programmes for a holistic approach, thereby reinforcing the sustainability of existing systems and activities

Resource Allocation: Adequate financial resources should be allocated for both first-line emergency services and disaster management programmes, in the form of a common fund. Making a provision for emergency funding within key ministries and governmental agencies, especially at the regional and district levels, should also be further explored.

5.2 Training Needs and Joint Simulation Exercises

Various training programmes are regularly conducted in Ghana, without a strategic approach as part of the national disaster management strategy. In addition, most of these exercises are organized separately and often take place in the capital.

National Training Strategy: A training strategy should be developed at a national workshop in an inclusive way supporting the other objectives of the general preparedness capacity development strategy. The strategy should address the gaps relevant to the Districts/Regions' specific hazards. The strategy should be widely disseminated. A bi-annual evaluation of the training programme should be carried out, shared with all stakeholders and steps taken to improve training efforts.

Standardization of Training Content: A training manual should be developed to ensure consistency with the training strategy and to ensure trainings offered across the country.

A number of methodologies and tools already exist; however, they should be adapted to the context and needs. Some of the immediate training priorities identified include Monitoring and Evaluation, Reporting, Rapid Needs Assessments and Post-Disaster Needs Assessments (PDNA). The selection of participants will also need to follow specific criteria in order to maximize the impact of training.

Training of Trainers (ToT): Resource persons will have to be identified for ToT through specific selection criteria. ToT should be conducted in each region and on all relevant topics with an objective of establishing professional, knowledgeable and experienced personnel.

Joint Training Sessions: considering the limited capacity of organizations especially at regional level, joint training sessions should be fostered.

Joint Simulation Exercises: To enhance the current understanding on roles and responsibilities, assess efficiency of coordination mechanisms and information management, to review operability of sectoral responses plans, joint simulation exercises should be systematized. Well established modules for such simulations are already available and could be easily adapted to Ghana context and requirement.

Training Programmes at Community Level: To mobilize and prepare local communities, the training strategy and training programmes should be incorporated and integrated within a Community Based Disaster Risk Management (CBDRM) programmes. NGOs and other organisations already engaged with such initiatives should be closely associated.

5.3 Emergency Preparedness Workflow

Several bilateral meetings conducted in Accra and in the field and the recent contingency plans highlighted that most documents are not yet sufficiently operational. An innovative process built on current capacity and experience will ensure that all concerned actors' emergency preparedness capacity and knowledge is maintained at agreed minimum standard and progressively reinforced. The Emergency Preparedness (EP) workflow is a way of ensuring that all critical EP activities are adequately implemented.

The objectives of this critical process are to:

- Re-conceptualize contingency planning from a stand-alone operational planning activity to an element in an integrated strategic problem-solving process conducted within an overall inter-agency framework
- Reaffirm and consolidate commitment to -- and support and accountability for emergency preparedness, including contingency planning, as and when appropriate
- Build on field experience and initiatives to update guidance material and develop skills while institutionalizing recommended revised approach
- Forge a common understanding of potential risks in a given country and their impact on operational capability and its operating environment;
- Step up emergency preparedness and readiness levels to maintain resilience and augment response capability when needed

The Risk and Impact analysis: This exercise has to be initiated focusing on risk categories with potentially high impact on an internal environment (i.e. programmes, roles and responsibilities, staffs and assets), and on the external environment in which actors

operate. Hazards mapping has been already done in Ghana and should be in coming months completed by a risk analysis and mapping exercise conducted with the support of UNDP/BCPR and ECOWAS. Socio-political indicators will also have to be incorporated. The risk analysis and mapping forms the basis for an appropriate adjustment of response plans: It allows to anticipate the impact of disasters on local populations, to define thresholds for determining when to scale up the response from local to regional and to national levels, and to pre-position relief goods accordingly.

Emergency Preparedness and Response Package: A selected working group composed of recognized and experienced actors from Government and non-governmental organizations from national, regional and district levels should be set-up in order to review existing documents and mechanisms and identify gaps and areas for potential improvements. The package will be composed of:

- Minimum Preparedness Measures (MPMs), mainstreaming of a standard of minimum emergency preparedness based on a multi-hazard
- Emergency Readiness Measures (ERMs), effort to step up the country emergency preparedness level to one of emergency readiness in view of an imminent crisis/disaster
- Standard Operating Procedures (SOPs) for First 24-48-72-hour response

Emergency Preparedness Tool Box: key reference documents, reports and information will be centralized in one easily accessible database regularly updated. The EP Tool Box should contain:

- Information management system
- Standard templates and formats
- 3 Ws (Who/What/Where)
- Inventory of sectoral stocks
- Rapid Need Assessment questionnaire and Guidelines
- Key reference documents (Sphere standard)
- Maps
- Stand-by agreements with partners/MOUs

5.4 Community Preparedness

It was observed that community volunteers are well placed and committed to respond to disasters as first responders. To enhance collective awareness on hazard and risks analysis and to ensure basic emergency response measures, taking into account that regional- and national-level actors have to support such approaches, some critical steps are recommended below to formulate a concrete and immediate action plan.

Awareness-Raising and Advocacy: Communities should have an extensive knowledge on disaster preparedness, response, mitigation, prevention, disaster risk reduction and peace-building, leading to community resilience. It is important that national and local governments, traditional leaders, private companies and NGOs work together to raise awareness on hazards, risks and preparedness and response measures relevant to communities.

Public Education: Disaster preparedness needs to be incorporated into school curriculums and extra-curricular activities (such as fire drills, evacuation exercises and first aid) should be carried out in primary and secondary schools.

Inter-Linkages among First Responders: Community volunteers should be ready to respond to disasters in the community and in neighboring ones. They should be trained

in emergency preparedness and response measures, adverse effects of development (such as oil drilling, mining or deforestation), causing socio-economic and environmental impacts. There is a substantial opportunity for improving coordination of on-going preparedness activities among different volunteer groups (e.g. Red Cross volunteers, Disaster Volunteer Groups/DVGs, Fire Response Groups).

5.5 Operational Capacities and Means

Overall, there seem to be a general lack of resources and means to reinforce emergency preparedness throughout the system.

Emergency Services and Telecommunications

- Ensure that there are functional, central emergency call numbers for police, fire and ambulance services across all telephone networks and that rerouting to relevant region is working
- Set-up a backup independent telecommunication network for NADMO, health, fire and other key partners as part of a business continuity plan
- Allocate joint VHF frequency to main operational organizations
- Carry out an Information-Communication-Technology (ICT) assessment
- Establish agreements with FM radio stations for free broadcasting of early warning and alert messages and integrate these arrangements into disaster response plans.
- Funding should be allocated not only to disaster management programmes, but also for an adequate number of first-line emergency services response units and vehicles.

Logistics Capacity

- Strengthen partnership with private companies such as the Volta River Authority, construction and transport companies and formalize whenever possible stand-by agreements, and integrate these arrangements into disaster response plans.
- Conduct with the support of the UN Humanitarian Response Depot (UNHRD) a Logistics capacity assessment and organize tailored training sessions.

Operational Coordination

- Reinforce Emergency Operation Centers at regional and districts levels with the utilization of standard operating procedures, business continuity plan among key partners and the establishment of a minimum package and facilities. Operational coordination staff should be in place supporting decision-making and coordination, including information collection and situation analysis
- Ensure that NADMO and regional and district actors have systematic access to all geographic information available at national level and also from international partners (ITHACA, UNSPIDER, etc.)
- Prepare a list of minimum set of relief items (packages) to be pre-positioned before rainy season in accordance with the response thresholds defined as a result of the risk analysis and mapping

6. Next Steps

As a follow-up process, it has been proposed to establish a UN Emergency Preparedness Working Group (EPWG) chaired by the UNRC, with initial objectives to translate the SPP mission's recommendations into concrete actions/ programmes and to provide the required support to the Government's Action Plan. The UN Inter-Agency Programme Group (IPG) will review the proposed recommendations and ensure that most relevant ones will be incorporated into the United Nations Development Assistance Framework (UNDAF) for 2012-2016.

NADMO as the chair of the DRR Mainstreaming Working Group which is part of the National Development Working Group will introduce the SPP recommendations and ensure that they are incorporated in the existing Action Plan with priority activities being implemented and supported in 2011-2012.

A Risk Assessment and Mapping exercise should be conducted, if possible before the end of this year, in order to identify priority areas and guide this process.

The Dakar-based Regional Emergency Preparedness and Response Working Group (EPRWG) will also be involved in this process and provide whenever possible the required technical expertise. The main outputs of this pilot exercise will be presented to regional actors in November 2010. In early 2011, an advocacy/ resource mobilization plan will be prepared to the Economic Community of West African States (ECOWAS) to mainstream emergency preparedness and response capacity assessment in the West African Government's Plans.

With regard to the SPP methodology, consultative meetings will be held to further enhance its tools and process, and to determine roles and responsibilities of the organizations that participated so far and others to participate in future SPP pilot projects.

7. List of Acronyms

BCPR	Bureau for Crisis Prevention and Recovery
CADRI	Capacity for Disaster Reduction Initiative
CBDRM	Community Based Disaster Risk Management
CCA	Common Country Assessment
CDG	Capacity Development Group
CERF	Central Emergency Response Fund
DP	Disaster Preparedness
DR	Disaster Response
DREF	Disaster Relief Emergency Fund
DRR	Disaster Risk Reduction
DVGs	Disaster Volunteer Groups
ECHO	European Commission – Humanitarian Aid and Civil Protection
ECOWAS	Economic Community of West African States
ERM	Emergency Readiness Measures
EOC	Emergency Operation Centre
EP	Emergency Preparedness
EPRWG	Emergency Preparedness and Response Working Group
GMET	Ghana Meteorological Services Department
GRCS	Ghana Red Cross Society
HA	Humanitarian Actors
HFA	Hyogo Framework for Action
IASC	Inter-Agency Standard Committee
IFRC	International Federation for the Red Cross and Red Crescent Societies
ISDR	International Strategy for Disaster Reduction
MPM	Minimum Preparedness Measures
MSB	Swedish Civil Contingency Agency
NADMO	National Disaster Management Organization
NDMC	National Disaster Management Committee
NDMP	National Disaster Management Plan
NSC	National Security Council
OCHA	Office for the Coordination of Humanitarian Affairs
PDNA	Post Disaster Needs Assessment
RC	Resident Coordinator
RDMC	Regional Disaster Management Committee
SOP	Standing Operating Procedures
SPHERE	Humanitarian Charter and Minimum Standards in Disaster Response
SPP	Strategic Partnership Agreement
TOT	Training of Trainers
UN	United Nations
UNCT	United Nations Country Team
UNDAC DRP	UN Disaster Assessment and Coordination Disaster Response Preparedness Missions
UNDAC	United Nations Disaster Assessment and Coordination Team
UNDAF	United Nations Development Assistance Framework
UNHRD	United Nations Humanitarian Response Depot

UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UN-SPIDER	Platform for Space based Information for Disaster Management and Emergency Response
USAID	United States Agency for International Development
WFP	World Food Programme
WHO	World Health Organization

8. SPP Mission Members

Mission Members from the Regional Emergency Preparedness and Response Working Group (Dakar)

OCHA (Laurent Dufour), Team Leader, Dakar
OCHA (Alejandro Fraile), Dakar
WFP (William Affif), Second Team Leader, Dakar
WFP (Lia Pozzi), Dakar
ECHO (Sophie Battas), Dakar

Mission Members in Ghana

OCHA Humanitarian Support Unit/HSU
(Mercy Manyala, Head of HSU, Accra)
(John Sule Mahama, National Information Officer, Accra)
(Alex Bokuma, National Information Officer, Tamale)
WHO (Dr Vincent Aho)
Ghana RC (Francis Obeng)
WorldVision (Ebenezer Okoampa)
IOM (Tony Jacquaye and Bill Lorenz)

Mission Members of Global Partners

UNDP (Hachim Badji), Geneva
UNDAC-Germany (Jens Kampelmann), Berlin
Consultant (Andreas G. Koestler), Oslo
OCHA (Ousmane Watt), Geneva
OCHA (Masayo Kondo Rossier), Geneva

NADMO Team from Accra

Joseph Ankrah
Joyceline Boateng
Ruth Arthur

9. List of Documents

- TORs for the SPP National Response Capacity Assessment in Ghana
- Ghana Country Profile by OCHA
- Ghana Country Report by Economist Intelligent Unit (EIU). September 2010
- United Nations Development Assistant Framework (UNDAF) for Ghana 2006-2010
- Mid Term Review of the Government of Ghana- UNDAF (2006-2010)
- Draft Terms of Reference. Ghana Country Analysis. (July 2010)
- Annual Work Plan 2010: Institutional support to integrate Climate Change and Disaster Risk Reduction into national development plans
- Act 517 of the Parliament of the Republic of Ghana, The National Disaster Management Organization Act, 1996
- National Disaster Management Service Bill, 200
- Inter-Agency Contingency Plan for Humanitarian Assistance, February 2009
- Ghana National Contingency Plan. June 2010
- National Disaster Management Plan, January 2010
- NADMO – organizational structure
- National Standard Operating Procedures for Emergency Response, January 2010
- National Disaster Management Policy 2011-2015. Draft Report. September 2010
- Ghana Aid Policy 2010-2015. Towards Middle Income Status, December 2009
- Report on Disaster Preparedness in Ghana, by the UK Joint Civil Military Co-Operation Group. August 2007
- Ghana Floods Flash Appeal 2007
- Post-floods situation in Northern Ghana in 2009

Documents Collected from the Regions

- Epidemic Preparedness Plan of the Volta Region
- Summary report on disaster that occurred in the Krachi West and Nkwanta North districts of the Volta Region
- Matrix on major rivers and channels likely to be flooded in Volta Region
- PowerPoint Presentation of the Volta Regional Health Directorate on Response Capacity and Preparedness for Disaster Management
- Districts that experience fire disasters, Volta Region
- Areas that experience pest infestation disasters, Volta Region
- National Plantation Development Programme: Proposal for funding on community participation on afforestation - NADMO Western Region
- Proposal on Geographical Information System (IGS) application workshop. NADMO. Sekondi-Takoradi. Western Region
- Proposal for Training Workshop for Departmental Heads, Metro and Municipal and District Coordination. NADMO. Western Region Office. February 2010
- Proposal presented to UNFPA on HIV/AIDS sensitization awareness creation and training workshop for refugees and rural dwellers in and around Krisan refugee camp

10. List of Key Persons and Organisations

Accra

Hon Northern Region Minister
Hon. Dr. Kwasi A. Apea-Kubi, Deputy Minister, Ministry of the Interior
Mr. Kofi Portuphy, National Coordinator for NADMO
Brig General DK Mishio, Director General Joint Operations, Ghana Armed Forces
Mr. Albert Brown Gaisie, Deputy Chief, Ghana Fire Service
Mr. Robert Joseph Mettle-Nunoo, Deputy Minister, Ghana Health Service
Mr. Andrew Nkansah, Director, Ghana meteorology office
Mr. Alfred Vanderpuye, Mayor of Accra
Mr. Peter A. Wiredu , Deputy Commissioner Ghana Police Service, Accra,
Mr. Samuel Kofi Addo, Ag. Secretary General, Ghana Red Cross Society, Accra
Ms. Hermandip Ruby Sandhu-Rojon, Resident Coordinator
Ghana telecom (Vodafone)
NGOs Consortium (Christian Aid, CRS, Plan Ghana, Ghana Red Cross)
Mr. Fifi Kakraba Mensa Yenyi, UNHRD Logistics Officer
Mr. Alfred K. Osei, Food Aid Specialist, Edwin Afari, M & E, Meredith Fox, Education
Officer, USAID
European Union, Accra
US Army – North Dakota

Northern Region (Tamale)

Hon Northern Region Minister
NADMO Regional Coordinator
Regional Police Commander Ghana Police Service
Volta River Authority
Municipal Chief Executive
UN Country Team (OCHA, UNDP, UNICEF, UNFPA, WFP)
CARE International
Ghana Fire Service
Ghana Air Force

Volta Region (Ho)

NADMO Regional Coordinator
Regional Director of Ghana Electricity Company
Hon. Regional Director of Volta Regional Coordinating Council
Municipal Chief Executive
Regional Director of Ghana Health Service
Regional Director of Red Cross Society
Regional Director of Ghana Water Company Limited
Regional Police Commander Ghana Police Service
Media Officer of Ghana Armed Forces
Regional Commander of Ghana Fire Service
District Coordinator of Kpando District

Western Region (Sekondi-Takoradi)

Mr. Japhet Baidoo, NADMO Regional Coordinator
Mr. Kofi Afari, Regional Manager of Ghana Electricity Company
Mr. Daniel G Muomalah, Regional Director of Ghana Water Company Limited
Regional Director of Hydrological Service

Mr. Benjamin Arthur, Operations Manager, CARE Ghana (Takoradi Office)
Mrs. Christina Blankson, ADP, World Vision Ghana, Ahanta West
Mrs. Josephine Ama Daisie, Regional Manager of Ghana Red Cross
Dr. Kwaku Karikari, Deputy Regional Director of Health Services
Cdre. Tim Appiah, and Cmdr. Sam Walker, the Western Naval Command
Supt. James Kofi Abraham, Regional Commander, Ghana Police Service
ACO Stephen Cobbina, Regional Commander, Ghana Fire Service
Municipal Chief Executive
Disaster Volunteer Groups (DVGs) in Mpohor-Wassa East and Shama Districts, Western
Region