**Draft Results framework – DRM Project in Liberia**

In Liberia, the National Disaster Relief Commission (NDRC), a unit within the Ministry of Internal Affairs (MIA), is the organization in charge of Disaster Risk Management issues. Until 2007 this unit was a purely emergency response/relief oriented organization, providing assistance to victims of disasters. In 2007, influenced by an increased frequency of disasters and by the international paradigm shift from response to prevention, the NDRC started to focus its attention on Disaster Risk Reduction (DRR).

UNDP, through a BCPR funded project, provided support to the Government of Liberia (GOL) and the NDRC to assist them in this shift from disaster response to risk reduction. During this project, specific key documents have been produced, including (i) a capacity needs assessment; (ii) a National Action Plan for Disaster Risk Reduction, and; (iii) the National Disaster Management Policy.

Although, this support enabled the GOL to have clear and comprehensive vision on Disaster risk management (DRM) in the country, the capacities of the NDRC and decentralized DRM committees remain extremely low or non-existent. The recent Ebola crisis has highlighted this lack of capacity and raised the interest of the GOL and its international partners to move forward in establishing a national disaster risk management system capable of not only managing effectively disaster response, but also to be pro-active in disaster preparedness and risk prevention/reduction at administrative level of the country (National, County, District, Community) and in all sectors.

As a result of this interest, a Disaster risk management Act establishing a new DRM institution is being discussed by the Liberia parliament. The text has been approved by the lower house and is now in the Senate for approbation. The new institution, the National Disaster Management Agency, will be an autonomous agency and will replace the NDRC. Its mandate is much broader than NDRC and it focuses on the entire scope of Disaster Risk Reduction, including Coordination, Knowledge Management, Risk Identification, Preparedness and Response, and Risk Reduction.

In this context, the UNDP project proposal has been designed as a first step of a long-term engagement and support to the GOL in the field of DRM (even though UNDP is already engaged in the Strengthening Climate Information and Early Warning System and has provided significant DRM support in the past). As a first step, the overall objective of the project will be to establish/stabilize the National and County DRM structures by strengthening their coordination and knowledge management capacities. Coordination and knowledge management are seen as essential functions of DRM institutions and developing capacities for these functions should be the priority at this moment.

The proposed project duration will be 3 years.

**Result 1 – National authorities have the capacities to lead and effectively coordinate Disaster Risk Management related programs and activities**

Under this result, the NDMA will be recognized by all DRM actors (international, national and local) as the leading national institution for DRM. The NDMA will be able to provide key information about the risks across the country; it will guide and monitor the action of national, local and international DRM partners, and; it will interact with neighboring countries and promote the DRM experience of Liberia abroad.

At the end of the project, NDMA will also be capable of providing assistance to other national agencies and sector ministries in mainstreaming DRM activities within sector plans, programs and projects.

* 1. *Developing planning and coordinating tools for disaster preparedness*

In order to effectively coordinate the national DRM strategy and all DRM actors, NDMA must have strong planning tools for disaster preparedness. Given the current weakness of national DRM institutions and the absence of planning tools, emphasis should first be put on the development of disaster preparedness and disaster management plans. Once these plans exist, NDMA will be in a position to focus on risk reduction/prevention plans, but this will not be done through this project.

* + 1. Risk Assessment and Development of National multi-hazard mapping

Prior to any action on disaster preparedness and risk reduction, there must be a proper knowledge of the hazards and their potential impact in the country. To do so, the project will conduct a detailed analysis and mapping of the multi-hazards and risks that the country faces. The analysis and mapping will be scientific and will be conducted with the participation of national authorities and technical experts. The scale of the analysis will remain large and the mapping should be at a scale around 1/800000. The purpose here is to inform national planning and programming, not hazard/risk mitigation measures, which require much precise risk mapping/analysis.

* + 1. Updating guidelines for Emergency Operation Center Management and intervention protocols

ECOWAS, with support from the US Department of Defense/AFRICOM has provided training to national and county level authorities in developing Standard Operation Procedures for Emergency Operation Centers. The project will build on these procedures and will make sure that they fit their purpose and that they are updated and improved on a regular basis. The project will also make sure that the SOPs are printed and disseminated to the right actors responsible for their implementing.

* + 1. Development of database management tools including emergency stocks (food and NFIs), equipment, human capacity, DesInventar, etc.

Database management is a key element for an effective planning and coordinating system. The NDMA must know in real time its capacity to respond to a disaster. In this regard, the project will develop interactive databases for emergency stocks both food and non-food items and response equipment (transportation, communication, etc.). In terms of human resources, the project will establish a database that will provide precise information (age, gender, education/training, location, etc.) on each individual involved with disaster management. The last database will be about the historicity of disasters (nature, date, location, impact, etc.) and will use DesInventar as the platform to upload disasters related information.

* + 1. Development of a National multi-hazard contingency plan

A national contingency plan is the main tool for disaster preparedness planning at national level. It provides in-depth information about (i) the context/risks analysis and impact scenarios; (ii) the description of the coordination framework, the operation procedures, the chain of command and communication system; (iii) for each actor, the current response capacities, including human capacities, equipment, stocks of food and Non Food Items, etc.; (iv) an analysis of the gaps and resource mobilization opportunities.

The development of the National contingency plan requires that the other tools described in section 1.1.1 (Risk mapping), 1.1.2 (EOC management), and 1.1.3 (Database management) have been developed and are properly used by the NDMA.

Under this activity, a first National contingency plan will be developed and this plan will then be updated at least on a yearly basis.

* 1. *Training National Authorities on coordinating tools*

In order to be effective, the different planning tools described in the previous section need to be fully assimilated by national NDMA and other national organizations’ staff, and partners.

* + 1. Training on EOC management

This activity will be based on the training organized by the ECOWAS and AFRICOM in the last quarter of 2015. Participants will be trained on the EOC SOPs and EOC management. It is expected that at least 30 persons at national level will be trained on EOC management.

* + 1. Training on development and updating of the national contingency plan and organization of a simulation exercise

The national contingency plan is a document that should be updated on a yearly basis. To do so, one training per year will be provided to NDMA staffs on contingency planning design and updating. A Simulation Exercise (SIMEX) will be organized upon completion of the training. It is expected that at least 30 persons at national level will be trained on contingency plan management/update.

* + 1. Training in Risk Assessment, PDNA tools and resources

The project will organize training on Risk Assessment and Post Disaster Needs Assessment (PDNA) methodology. These trainings will be more specific and less generalist than the ones on contingency planning and EOC management. They will target specific technical experts from the institutions that are particularly involved in these 2 areas such as the EPA or Ministry of Transport for risk assessment and Ministry of Finance and Development Planning for the PDNA methodology. 15 participants are expected to participate in both trainings.

* 1. *Developing a program planning, monitoring and evaluation capacity*

Program planning, monitoring and evaluation are key functions for any type of government institution. The activities that will be conducted are not necessarily linked to DRM. The objective is to provide basic program management tools so that the NDMA has a good knowledge of which institution is doing what, where, and how that contributes to a common investment program.

* + 1. Refine, update, and develop a 5 years investment program

The Government of Liberia, with support of ECOWAS and AFRICOM, has initiated the development of an investment program. At this moment, the program is still at a very early stage and it focuses mostly on the response, with categories that reflect the different EOCs function areas. This program requires to be refined, to enlarge its scope to preparedness, prevention, recovery, knowledge management, and to extend it to line ministries key to disaster risk management such as agriculture, infrastructures, etc.

This activity will use participatory approaches in order to encourage ownership from the different stakeholders. The development of the program will be guided by the SMART methodology: the investments and activities proposed in the program will be (i) specific, (ii) measurable, (iii) attainable, (iv) realistic, and (v) time-related.

* + 1. Development of a Stakeholder and Activity Mapping

In order to coordinate effectively the implementation of the DRM national strategy, the NDMA must have precise information about who is doing what, where, when and how they are contributing to the investment program.

The project will develop a database and interactive mapping of all actors involved in DRM/DRR activities. This database will be key tool to make sure that partner organizations are doing what is in their mandate and what has been agreed in the investment program. It will also be used for resource mobilization.

* + 1. Development of monitoring database, tools (baselines, expected results, indicators, targets, etc.) and framework (reporting processes between local and national level, between national authorities and international community, etc.)

The project will develop a monitoring database, tools and framework for NDMA and the GoL so that precise information about the implementation of the program is available and known by the key stakeholders.

* + 1. Training of national authorities on programming and monitoring

National staff from NDMA and major stakeholders will be trained on programming and monitoring tools previously presented in section 1.3.1, 1.3.2, and 1.3.3 and developed during the course of the project.

* 1. *National authorities have adequate resources to organize coordination meetings at national level and participate/contribute to Regional and International DRM related events*

In order to coordinate and lead effectively the national DRM agenda, NDMA will need (i) to be properly equipped with basic physical and online communication tools; (ii) to have sufficient resources to organize coordination meeting or workshops, and; (iii) to have sufficient resources to attend other relevant events organized by other actors.

* + 1. Equipment of the National DRM Authority with adequate communication tools (mobile phones, internet, computers, printers, conference room, etc.)

Under this activity, the project will equip NDMA with basic communication tools including (i) mobile phones for its technical staff; (ii) a strong and stable Internet connection; (iii) computers and printers to technical staff; (iv) a comfortable conference room; (v) basic stationaries for the duration of the project.

* + 1. Development of a proper National DRM Authority website, that contains information, knowledge and host knowledge management tools

The NDMA website will be the main tool to access information about DRR in Liberia. It will be a reference hub for all DRR actors and stakeholders in the country and beyond.

The project will support the development of an attractive and interactive website for NDMA. This website will contain (i) scientific and technical documentation about the hazards, vulnerabilities, exposure of the country; (ii) the main strategic documents of the country; (iii) information about the main DRR actors in the country; (iv) various knowledge products such as basic concepts, international conventions, projects, lessons learned etc. The website will also link to the National Early Warning System and will disseminate warnings.

* + 1. Organization of regular coordination meetings with multiple organizations (UN agencies, donors, NGOs, Civil Society, etc.) to ensure proper functioning of National coordination mechanisms and platforms

The project will make available basic provisions so that NDMA is capable of organizing coordination meetings or workshops. This will include basic (i) training for note taking and meeting reports writing; (ii) resources for collations.

* + 1. Participation and contribution to international events (Air tickets, DSA, etc.)

Participation to regional or international events is very important for the sustainability of the national DRM institutions.

Interaction with other countries stimulates knowledge and innovation, and it can increase the visibility of Liberia’s action on DRM. It can also contribute to building partnership, mobilizing resources and therefore strengthening the capacities of the national DRM organizations. Such participation also ensures that Liberia’s vision; constraints and experiences are taken into account in international events and agreements that may result from these events.

The project will support the participation of the equivalent of 5 staff to 2 international events per year for the duration of the project.

**Result 2 – Risk awareness among the population and authorities is enhanced**

Public awareness, as defined by UNISDR, is the process of informing the general population, increasing levels of consciousness about risk and how people can act to reduce their exposure to hazards. Awareness allows people to protect themselves in their everyday lives and through their professional responsibilities. Understanding of disaster risks also increases the effectiveness of early warning and policy implementation.

Public awareness activities foster changes in behavior leading towards a culture of risk reduction. This involves public information, dissemination, education, radio and television broadcasting, use of social and printed media, as well as establishment of information/communication networks and community participation.

* 1. *Communication and public sensitization products are developed and disseminated*

This target output consists of organizing a long-term general public sensitization campaigns that will rely on the production and dissemination of educational, didactic and diverse communication products. This campaign will require the commitment of various actors including national and local authorities, UN agencies, NGOs and the civil society; this will therefore require a strong coordination capacity.

* + 1. A working group on Education and Public Sensitization is established and coordinated by NDMA

This activity will support the establishment of a technical working group focusing on education and public sensitization. The objective of the group will be to technically lead and coordinate the public sensitization campaign by (i) defining a public sensitization strategy and action plan; (ii) bring together the major actors of DRR education and public sensitization in the country, including NGOs, UN agencies, national and local authorities, and the civil society; (iii) supervise the development of general public sensitization and specific public targeted (school curriculum, journalist training, etc.) products; (iv) ensure these products are disseminate to the public, and; (v) review the impact of the sensitization campaign on the general public

* + 1. Production of audio, video and paper based communication products on risks and risks prevention

This activity focuses on developing various audio, video and paper-based communication products such as drama, advertisements, publications, comics, etc., that will target a broad public and the population in general.

* + 1. Dissemination of the communication products through a communication campaign in the medias (including mass and social media) and during specific mass events

This activity will disseminate the communication products presented in activity 2.1.2 through multiple types of media, including national television channels and radios, community radios, social media, print media (newspapers, books, etc.), and advertisement channels.

Population sensitization will also take place during public events such as fairs, concerts, etc.

* + 1. Impact assessment of the communication campaign

The impact of public sensitization is often difficult to determine. This activity will assess the effect of the communication campaign so that public sensitization can be improved and better targeted in the future.

* 1. *Specific target group are trained on DRR*

This target output will provide tailor-made trainings to specific target groups of people that are key actors for a broader dissemination of information about risks and risk reduction. Journalists, media owners, Women group leaders and Schoolteachers have been targeted to benefit from this output in priority.

* + 1. Development of curriculum to specific target groups (journalists, media owners, Women groups leaders and school teachers)

Under this activity, 4 specific training modules on DRR will be produced for journalists, media owners, women group leaders and schoolteachers.

* + 1. Organization of training for specific target groups

This activity will focus on organizing training for specific target groups, using the curriculums developed in activity 2.2.1. Training will take place at national and county levels.

* + 1. Organization of a communication campaign in the schools

This activity will target primary and secondary schools and will disseminate risk reduction awareness to the students. It will involve bringing some of the communication products developed in activity 2.1.2 into the schools and organizing communication events in at least one school per county and 5 schools in the metropolitan area of Monrovia.

* 1. *Advocacy to National and County Authorities*

This target output will ensure that DRR is a national and local priority with strong political commitment from the national, the local and the international organizations. This should facilitate resources mobilization from national and county budgets as well as from the international community. It should also result in the mainstreaming of DRR into line ministries and other development sectors.

* + 1. Organization of specific events with Cabinet members, parliament members, and representatives of the diplomatic corps

This activity will involve organizing specific events with top-level authorities from the government and the parliament. 3 events will be organized per year. The nature of these events still remains to be decided but it could be a dinner, a meeting, training, or any other relevant type of event.

* + 1. Organization of specific events for County authorities

This activity is similar to 2.3.1 but target County authorities. 3 events per year will be organized in each of the 15 countries. The nature of these events still remains to be decided.

**Result 3 –** **County authorities have the capacities to coordinate effectively Disaster Risk Management related programs and activities**

In order to address the impacts of disasters and vulnerabilities on counties prone to different hazards, the National Disaster Relief Commission of Liberia, has reactivated the County Disaster Management Committees (CDMC) as a key structure to coordinate and operate an effective, comprehensive and sustainable disaster risk management and emergency preparedness response system at the county level. The CDMC is mandated to coordinate DRM actions and actors at the County level while providing support to the District and Clan level Disaster Risk Management systems. The CDMC aims to build or strengthen the emergency preparedness and response capacities of the community at county level and form the hub for information sharing on identified hazards and risks across the county and coordination of all stakeholders including representative government agencies, NGOs, International organizations at the county level to work together and be aware of their respective roles and responsibilities for disaster risk management. The CDMC will guide and monitor the action of County, District and local DRM partners in Disaster preparedness and responding to potential disasters that may affect the county.

At the end of the project, the CDMCs will have built their capacities to effectively coordinate Disaster Risk Management related programs and activities and able to support county development planning and budgeting in mainstreaming DRR activities within the County plans, programs and projects. The CDMC will require capacities to be built to have a strong coordinating system, adequate budget and the authority to act. It will also need capacities in disaster risk management knowledge and awareness raising among all the stakeholders, including at household / individual levels.

* 1. *County authorities have adequate resources to organize coordination meeting at County level*

In order to coordinate and lead effectively the County DRM coordination and action plans, the CDMC will need (i) to be properly equipped with basic physical and online communication tools; (ii) to have sufficient resources to organize and coordination meeting or workshops, and; (iii) to have sufficient resources to attend other relevant events organized by other actors on DRM at country level.

* + 1. Equipping of the County DRM Committee/Authorities with adequate communication tools (mobile phones, UHF Radios, internet, computers, printers, conference room, etc.)

Communication is critical to DRM. This requires adequate and appropriate communication equipment and tools to enable effective and efficient communication between the disaster management office and emergency personnel, as well as with members of the public, the media, and the Central government. Information and Communication Technologies (ICTs) can is useful in supporting disaster risk management in times of crisis, as well as in times of planning and in times of reconstruction. The revolutionary potential of ICTs lies in their ability to instantaneously connect vast networks of individuals and organizations across great geographic distances, and to facilitate fast flows of information, capital, ideas, people and products. The project will work on ensuring that the CDMCs are equipped with ICT tools and facilities to be effective in disaster risk management. The project will support setting up of functioning County web sites with links to the NDMC website with information on the identified hazards and risks in each county and awareness and knowledge information specific to each county. UHF radio systems for inter-county communication s will Mobile Phones for SMS messaging and Cell-Broadcasting will also be provided at the CDMC operating centers. Enhanced collaboration with community Radio stations to raise awareness and strengthen communications on DRM issues will also be promoted by the project.

* + 1. Equipment of the County DRM Committee/Authorities with basic transportation vehicle (motorcycle)

Transportation is critical for in disaster risk management for smooth movement of personnel, supplies, and emergency operation equipment and tools. Given that most of the CDMC have limited or no transport at all, the project will provide basic transport to facilitate the risk surveillance and coordination work of the committees.

* + 1. Organization of regular coordination meetings

The project will provide basic provisions so that the CDMCs can have the basic capacities to organize and hold regular coordination meetings of the committee and hold workshops at county, district and clan levels. This will include basic (i) training for note taking, rewriting of meeting minutes and hazard profiling; (ii) resources for effective collaboration among disaster risk management agencies.

* 1. *Developing planning and coordinating tools for disaster preparedness*

The CDMC need to develop county planning and coordinating tools to be effective in DRM. The project will support the CDMC in developing the capacities for developing County multi-hazard contingency plans that will be updated regularly. The County contingency plan will provide detailed information on the identified hazards and risks, County DRM coordination frameworks and operating procedures, roles and responsibilities of various actors and mechanisms for resource mobilization

* + 1. Development of a County multi-hazard contingency plan

County contingency will be developed as a key tool for disaster preparedness planning at the county level. The plans will be developed to provide county information about (i) the context/risks analysis and impact scenarios; (ii) the description of the coordination frameworks, the operation procedures, information management and communication systems, stakeholder mapping and response partnerships and responsibilities, the chain of command and communication system; (iii) for each actor, the current response capacities, including human capacities, equipment, stocks of food and Non Food Items, etc.; (iv) an analysis of the gaps and resource mobilization opportunities. The project will support the drafting, updating and implementation of the County Contingency Plans.

The County Contingency Plans will build be based on information from hazard identification and risk mapping and capacities developed for effective coordination. The development of the National contingency plan requires that the other tools described in section 1.1.1 (Risk mapping), 1.1.2 (EOC management), and 1.1.3 (Database management) have been developed and are properly used by the NDMA.

Under this activity, a first National contingency plan will be developed and this plan will then be updated at least on a yearly basis.

* + 1. Establish and mechanisms for guidelines for County Emergency Operation Center Management and intervention protocols and schedules for regular updating

The project will support establishment of County Emergency Operation systems and facilitate development of the County emergency operating guidelines to be approved by the NDRC for institutionalization and updating.

* + 1. Development of County multi-hazard/risk mapping

A prerequisite to effective disaster preparedness and risk reduction at the county level is having detailed site-specific information and knowledge on the main hazards and their potential risks and impacts in each county. The project will facilitate the CDMC to conduct detailed analyses and mapping of the multi-hazards and risks that each county faces. The analysis and mapping will be scientific and will be conducted with the participation of national authorities and technical experts. The scale of the analysis will be a scale of 1/50000 or less to inform precise hazard/risk mitigation measures planning.

* + 1. Development of database management tools including emergency stock (food and NFIs), human capacity, DesInventar, etc.

This activity will focus on developing the capacities of the CDMC in responding to disasters. The project will develop County interactive databases for emergency stocks for both food and non-food items and response equipment (transportation, communication, etc.). It will also facilitate establishment of a database that will have precise information (age, gender, education/training, location, etc.) on each individual involved with disaster management. Knowing the past disaster situations in each county is important for preparedness for address future similar disasters. As such databases will also include the past occurrences of disasters (nature, date, location, impact, etc.) and the project will train the CDMC on how to use DesInventar as the platform to upload disasters related information.

* 1. *Training County Authorities and technical staff on coordination tools*

This activity will focus on provision of the appropriate training to the CDMC on various tools for effective coordination. This will include training on operations of Emergency Operation Centers and development of contingency plans. The training methods will include Simulation exercises and peer-to-peer exchanges.

* + 1. Training on EOC management

This activity will be based on the training organized by the ECOWAS and AFRICOM in the last quarter of 2015. The project will facilitate participants trained during these trainings to train others at County level with support from the National level. The training will include EOC SOPs and EOC management. It is expected that all the CDMC members will be trained and selected participants from the District level will also be included.

* + 1. Training on updating Contingency plans while taking into account crosscutting issues (gender, environment, disabled, elderly, human rights)

This activity will provide training to the CDMC and Sector Agency representatives at County level to understand how to develop; implement and update the County Contingency Plans. The importance of mainstreaming crosscutting issues of gender, environment, disabled, the elderly and human rights aspects into the Plans will be emphasized.

* + 1. Organization of Simulation exercises

Simulation exercises are important in testing the effectiveness of the Contingency Plan. Once the County Contingency Plans are developed, scenarios will be drawn and the project will facilitate conducting of Simulation Exercises (SIMEX) in each County.

* + 1. Facilitation and promotion of enabling peer to peer learning with neighboring counties and countries

The project will promote people to people learning through exchange visits between and among counties to share experiences and lessons on DRM.

* 1. *Developing a program planning, monitoring and evaluation capacity*
     1. Development of a 5 years program linked to the county program

Under this activity, the project will facilitate development of a 5 year DRM program linked to the County development Plans. The purpose of this activity will be to ensure that development plans and budgets integrate DRR and DRM activities

* + 1. Development of a stakeholder mapping (who does what, where)

This will involve a mapping of all the actors in the County for effective DRM and assign specific roles and responsibilities of different stakeholders in the implementation of the county contingency plans

* + 1. Development of monitoring database, tools (baselines, expected results, indicators, targets, etc.) and framework (reporting processes between local and national level, between national authorities and international community, etc.)

To ensure effective coordination and support from the NDMA, the CDMC will develop and undertake to monitor and document information on the implementation of the County DRM Plan and include DRM aspects in the County progress reports for discussion in the County meetings and for presentation to the updates to the national level authorities on disaster preparedness of each county and on an disaster event management over specified reporting periods

* + 1. Training of county authorities on programming and monitoring

To ensure effective implementation of activity 3.4.3 above, the project will provide training to the CDMC and County authorities on programming and monitoring procedures and protocols specific to DRM and on development planning broadly.