

ANNUAL REPORT 2011:
NATIONAL DISASTER MANAGEMENT ORGANISATION (NADMO)

Part 1:
TABLE OF CONTENTS AND EXECUTIVE SUMMARY

i) TABLE OF CONTENTS

<u>Page</u>	<u>Topic</u>
1	PART 1: TABLE OF CONTENTS AND EXECUTIVE SUMMARY
1	Table of Contents
4	Executive Summary
7	PART 2: GENERAL PROFILE OF THE ORGANISATION
7	Vision
7	Mission Statement
8	OBJECTIVES
8	Strategic Objectives
8	General Objectives
9	<i>Disaster Management Objectives</i>
9	<i>Social Mobilisation Objectives</i>
9	FUNCTIONS
10	STRUCTURE OF THE ORGANISATION
10	Spatial Structure
10	The Command Structure
11	HUMAN RESOURCE ANALYSES
11	Human Resource Data
12	Personnel Training and development
12	ADMINISTRATION
12	Administrative and Managerial Changes
12	On-Going Legal/Policy Reforms
14	PART 3: PROGRAMME DELIVERY/ACHIEVEMENTS, 2011
14	ADMINISTRATION/HUMAN RESOURCE
14	Employment /Recruitment

14	<i>MONITORING, EVALUATION, RESEARCH, INFORMATION AND TRAINING</i>
14	Public Awareness Creation/Sensitization
14	Publications
15	<i>TRAINING/HUMAN CAPACITY BUILDING</i>
15	Training/Human Resource Development
16	<i>DISASTER FIELD OPERATIONS</i>
16	Pre-flood Activities
16	Response to the 26 th October Floods
17	Disease Epidemics
18	National and Regional Platforms for DRR and CCA
18	Meetings of the Technical Advisory Committees
18	Validation of Draft Documents
18	<i>RELIEF/REFUGEE/RETURNEE ADMINISTRATION</i>
18	Relief Administration
19	Refugee/Returnee Administration
19	Rapid Response Team: Search and Rescue, and Evacuation
20	Integration of Disaster Risk Reduction (DRRD) AND Climate Change Adaptation (CCA) in District Planning
21	<i>DISASTER VOLUNTEER GROUPS (DVGs) AND CLUBS OPERATIONS</i>
21	Job Creation/Livelihoods Support
22	<i>INTERNATIONAL RELATIONS AND CO-OPERATION</i>
22	<i>INTERNAL AUDITING</i>
23	PART 4: FINANCIAL PERFORMANCE
24	Challenges in Financial Performance
24	PART 5: CHALLENGES AND STRATEGIES FOR OVERCOMING CHALLENGES AND THE FORWARD OUTLOOK FOR 2011
24	<i>THE CHALLENGES</i>
24	<i>GENERAL CHALLENGES</i>
25	<i>DEPARTMENTAL CHALLENGES</i>
26	<i>STRATEGIES FOR OVERCOMING CHALLENGES</i>
27	<i>THE FORWARD OUTLOOK FOR 2012</i>
	APPENDIX: NADMO ORGANOGRAM

EXECUTIVE SUMMARY

ii) EXECUTIVE SUMMARY

Introduction

In the year under review, 2011, the Organisation pursued its responsibility, which is the management of areas affected by disasters and providing for related matters as mandated by Act 517 of 1996, which established NADMO. The Organisation also undertook social mobilization of the communities through the Disaster Volunteer Groups (DVGs) for disaster management, employment generation, poverty reduction, and community development as an added function.

Achievements/Activities In The Year 2011

Awareness creation was part of our core functions and centered on the various hazard/disaster types, training/human resource development, hazard monitoring/surveillance, social mobilization; non-human capacity building, relief, refuge and returnee administration, strengthening of international co-operation through the celebration of UN/ISDR World Disaster Day, and attendance of international meetings/conferences on disaster management and climate change adaptation.

With the guidance and support of its National Platform for Disaster Risk Reduction and Climate Change Adaptation, as well as the National Advisory Technical Committees and collaborating agencies, the Organisation successfully carried out some of its planned programmes for the year, including the review of the National Disaster Management Bill 2010 to replace Act 517 of 1996, public education/sensitization, hazard monitoring, the completion of the launch of all the Regional Platforms for Disaster Risk Reduction and

Climate Change; vulnerability analysis of flood prone areas, pre-flood cleaning exercise, simulation exercise, emergency response or evacuation of flood disaster victims to safer grounds, relief operations, receipt and resettlement of Ghanaian returnees.

Highlight/Summary of Achievements in 2011

- **Seventy (70) Participants attended the Launch of the Building guide for Lightly Loaded structures in Disaster Prone areas on 24th November, 2011.** Subsequent ones were carried out in the various MMDA's in the Greater Accra Region.
- *Fifty one (51) participants made up of Regional and District Co-ordinator from the Northern, Upper East and Upper West Regions were given training in Data Management, Disaster Management and Minimum Initial Service Package for Reproductive Health in crisis situations from 27th to 30th April, 2011 at Modern City Hotel in Tamale. This was sponsored by UNFPA and done to equip the participants in data handling.*
- *Ten (10) Regional Coordinators and eight NADMO Headquarters staff attended a Rapid Assessment Training organised by UNICEF and NADMO at Angie Hill Hotel from 11th to 14th April, 2011 to build the capacity of the participants. Stakeholders like the Ghana Armed Forces, Ghana Police, Ghana National Fire Service, Ghana Health Service, UN System and the Media were brought together.*
- *NADMO organised a simulation exercise on 3rd and 4th May, 2011 at NADMO headquarters with UN governing agencies in Ghana, National Security members and all staff of NADMO headquarters and NADMO participated in another simulation exercise organised by Civil Aviation Authority.*
- **A National Bush Fire Prevention Campaign for 2011/2012 was launched from 9th to 16th December, 2011.** Training of DVGs on Anti-Bush Fire Campaign was organised at Adaklu-Helekpe in the Volta Region.
- **Employment/Recruitment of One Thousand, Two hundred and ten (1210) persons.**
- **Information brochures on the Pandemic Influenza, H1N1 and other types of disasters** were printed and distributed throughout the country to enhance Public Awareness Creation/sensitisation. Disaster Prevention song was produced and played on some Television stations.
- **Flood Vulnerability Analyses/Studies** were conducted of all major rivers countrywide and their tributaries/channels to identify the number of communities and persons likely to be affected by flooding, and those likely to be displaced.

- A **National Pre-Flood Clean-Up Campaign was launched on 8th October, 2011** to ensure cleaning up of filth and de-silting of drains and culverts to effect free-flow of water to prevent and mitigate the effects of flooding. A post flood clean up exercise was also carried out on 5th November, 2011 after the 26th October flood to clean up the debris resulting from the flood.
- **Part of the USA \$ 7.5 m Japanese grant** for Flood Mitigation Equipment for flood prevention and mitigation had been received.
- NADMO responded to various disasters/ emergencies including Bushfires and Domestic/Industrial Fires nationwide (especially Upper West, Upper East, Northern, Volta and Brong Ahafo), Anthrax (Upper East, Upper West and Northern Region) ,Army worms (Volta), countrywide windstorms and **a national flooding, which displaced 62,084 persons with the death of 16 persons.**
- 35 farm groups (500 individual farmers) of flood victims in the three(3) Northern regions were assisted with water pumps, seeds, agrochemicals and knapsack spraying machines to cultivate at least two(2) acres of vegetable farm.
- **3,096 DVGs formed** with a total national membership of **63,169.**
- **A total of GH¢ 7,546,859.47** budgetary releases for item 2 (**GH¢ 7,253,791.47**) and item 3 (**GH¢ 293,068.00**).

Challenges

Several challenges and constraints, which confronted the Organisation included lack of adequate funding, low and unattractive remunerations, and unsatisfactory conditions of work. These, among other factors, lowered staff morale and led to a lot of resignations and vacations of post, which in turn negatively affected performance and productivity. To overcome these challenges, NADMO seeks to use available resources more judiciously, and to seek extra-budgetary governmental, as well as bilateral and multilateral financial support and technical assistance.

FORWARD OUTLOOK FOR 2012

Recruit **three thousand, one hundred and twenty (3,120)** additional staff; Organize training for **two thousand (2,000) Rapid Response** personnel at the national, regional and district levels; Organize **two (2) full-scale simulation exercises** on oil and chemical spillage, earthquake and fires in collaboration with Tullow Oil Company; Support **thirteen thousand (13,000) farmers** in dry season gardening, livestock production, etc; Create **twenty-one thousand (21,000) jobs** for DVGs in plantation development programmes; Assist **seven thousand, three and twenty-five (7,325) households** in the southern sector with emergency agricultural inputs with support by FAO.

The proposal to support **6,500 DVGs** members and victims of recent disasters such as floods, tidal waves, fires and pest and insects in communities most severely hit with disasters. The project seeks to support beneficiaries with seeds, fertilizers to undertake maize crop production and the cultivation of soya bean as seed mitigation project for drought communities. Other alternative livelihood support

include skill training and micro credit support for beneficiaries to undertake activities such as animal rearing, guinea fowl production, bee-keeping, grasscutter production etc.

Part 2:

GENERAL PROFILE OF THE ORGANISATION

1. VISION

NADMO seeks to enhance the capacity of society to prevent and manage disasters and to improve the livelihood of the poor and vulnerable in rural communities through effective disaster management, social mobilisation and employment generation.

2. MISSION STATEMENT

The Mission of the Organisation is: “To manage disasters by co-ordinating the resources of government institutions and non-governmental agencies, and developing the capacity of communities to respond effectively to disasters and improve their livelihood through social mobilization, employment generation and poverty reduction projects.”

This is done by:

- a. Reviewing of the National, Regional and District Disaster Management Plans (DDMPs) for effective implementation.
- b. Linking Disaster Management Programmes to the Ghana Poverty Reduction Strategy (GPRS), and re-afforestation.
- c. Building capacity of staff and stakeholders.
- d. Promoting Disaster Risk Reduction (DRR) and Climate Change Risk Management countrywide.
- e. Public awareness creation through media discussions, public education and training of community members and Disaster Volunteer Groups (DVGs).
- f. Provision of skills and inputs for Disaster Volunteer Groups for employment generation and poverty reduction.

- g. Rehabilitation and reconstruction of educational and other social facilities destroyed by fire, floods rainstorms and other disasters.

NADMO is committed to rendering selfless and dedicated service to all manner of persons irrespective of geographical location, religion, sex, age, political or tribal affiliation and to creating a natural capacity for effective disaster management and response to ensure sustainable development.

3. **OBJECTIVES**

Strategic Objectives

The strategic objectives of the Organisation are:

- a. To improve Human and Institutional Capacity.
- b. To promote Disaster Risk Reduction (DRR) and Climate Change Risk Management through the establishment of National and Regional Platforms for all Stakeholders.
- c. To strengthen Disaster Prevention and Response Mechanisms.
- d. To link NADMO's Disaster Prevention and Management Programmes to the GPRS and re-afforestation through effective social mobilisation for disaster prevention and poverty reduction.

General Objectives:

In 2009, re-structured NADMO pursued both disaster management and social mobilization objectives.

a) **Disaster Management Objectives:**

The Organisation pursued programmes and activities to achieve the under listed objectives with the guidance of its Technical Advisory Committees and Disaster Management Plans (DMPs), Annual Action Plans (AAPs), Standard Operating Procedures (SOPs).

- To equip the Organisation to handle all aspects of disasters in Ghana;
- To create awareness on disasters through intensive public education;

- To ensure disaster prevention, risk and vulnerability reduction, as a means of reducing the impact of disasters on society;
- To be in a position to provide the first line response in times of disaster;
- To assist in post-emergency rehabilitation and reconstruction effort;
- To assist and motivate community-based organizations to serve as the credible voluntary organizations to assist in the prevention and management of disasters at the local level;
- To set up monitoring and early warning systems to aid the identification of disasters in their formative stages, to disseminate timely information and warning, and hazard/disaster awareness creation;
- To enforce laws to prevent and mitigate disasters;
- To provide good conditions and scheme of service to raise morale, performance; and productivity;
- To raise human capacity and development of staff.

Social Mobilisation and Employment Objectives:

The social mobilization objectives for the year 2009 still remained:

- To harness human and material resources of communities to develop their potentials and strengths especially in re-forestation and agricultural development;
- To organize, train, and resource volunteers, especially the youth, to assist in managing disasters, and to assist them undertake economic activities by mobilizing, training, and equipping them with the necessary technical know-how; for disaster management and income generation
- To assist communities to understand and participate in Government programmes and activities;
- To sensitize communities to contribute towards the provision of social amenities.

4. **FUNCTIONS**

The current expanded functions of re-structured NADMO include, to:

- (a) Prepare National, Regional and District Disaster Management Plans for preventing and mitigating the consequences of disasters;

- (b) Monitor, evaluate and update National Disaster Plans;
- (c) Ensure the establishment of adequate facilities for technical training and the institution of educational programmes to provide public awareness, early warning systems and general preparedness for its staff and the public;
- (d) Ensure that there are appropriate and adequate facilities for the provision of relief, rehabilitation and re-construction after any disaster;
- (e) Co-ordinate local and international support for disaster or emergency control relief services and reconstruction;
- (f) Engage in social mobilization for employment generation and poverty reduction; and
- (g) Perform any other functions that are incidental to the functions specified.

5. **STRUCTURE OF THE ORGANISATION**

i. **Spatial Structure:**

The Organisation operated at the National, Regional, District and Zonal levels: in all the ten (10) regions, one hundred and seventy (170) Metropolitan, Municipal and District offices, and in about nine hundred (900) zones throughout the country.

ii. **The Command Structure:**

- The National Security Council (Headed by H.E., the President of the Republic of Ghana).
- The National Disaster Management Committee (Chaired by the Minister for the Interior), with NADMO national headquarters as its national secretariat.
- The Regional Disaster Management Committees (Chaired by the Regional Ministers) with the NADMO regional offices as their secretariats.
- The District/Metropolitan/Municipal Disaster Management Committees (Chaired by the District/Metropolitan/Municipal Chief Executives) with the corresponding NADMO District/Metropolitan/Municipal offices as their secretariats.
- The Zonal Offices (supervised by the Metropolitan, Municipal and District Co-ordinators)

(Please see APPENDIX 'A 1' for the 'Organisational Chart')

At the national and regional levels, NADMO currently enjoys advocacy by the National and Regional Platforms for Disaster Risk Reduction and Climate Change Adaptation, and is guided and assisted by Technical Advisory Committees, which provide relevant technical advice and programme implementation support.

6. **2011 HUMAN RESOURCE ANALYSES**

i) **Human Resource Data**

a) **Total Staff Strength (as at 1st January, 2011)**

On Payroll	= 2193
Not on payroll	= <u>1990</u>

4183

b) **Recruitment during the year 2011** = **1210**

c) **Cessations/Separated Staff** = **330**

d) **Staff Strength (as at 31st December, 2011)** = **5063**

CESSATIONS

Terminations	=	62
Vacation of Post	=	249
Dismissal	=	1
Deceased	=	3
Retired	=	<u>15</u>
	=	<u>330</u>

Gender Analysis

Male	=	3961
------	---	------

Female = 1102
= 5063

No of staff granted study leave with pay = 4
Staff on secondment (to NADMO) = 8
Staff on secondment (from NADMO) = NIL
Number of contract appointment granted within the year = 5
Staff on contract = 10

ii) **Personnel Training and Development**

NADMO trained one hundred and thirty eight (**138**) of its own personnel and stakeholders in disaster management related subjects. Courses of study included Conflict and Crisis Management, Auditing, Stores Management, and Civil and Military Co-operation during Crisis. Institutions, such as the Ghana Institute of Management and Public Administration, the North Dakota National Guards of the United States of America, the Ghana Armed Forces Staff and Command College, and the Civil - Military Co-operation Group of the British Army.

7 ADMINISTRATION

i) **Administrative and Management Changes**

The leadership of the Organisation remained the same with three deputies assisting the National Coordinator.

ii) **Ongoing Legal/ Policy Reforms**

a) **Legal Review**

The draft National Disaster Management Service Bill 2010, to replace the existing National Disaster Management Act 517, of 1996 was reviewed, to include ministerial comments by the Hon. Minister for the Interior to retain the National Security Council as the Governing Council of the Organisation.

b) **Policy Reforms**

New policy reform objectives still remained, to:

- devolve disaster risk reduction and climate change management to the communities by increasing General staff by four thousand, two hundred and thirty (4,230),
- enhance Emergency Response by recruiting and training NADMO Rapid Response Teams by two thousand (2000) personnel,
- intensify income generation and poverty alleviation programmes through community based disaster volunteer groups, DVGS,
- create 100,000 jobs in alternative livelihood programmes for the Disaster Volunteer Groups and vulnerable communities with the support of the World Bank,
- support 13,000 farmers in dry season gardening, livestock production, etc,
- assist 7,325 households in the southern sector with emergency agricultural inputs with support by FAO and in collaboration with the Ministry of Food and Agriculture,
- create 21,000 jobs for DVG's in plantation development, re-forestation and youth-in-agriculture programmes, in collaboration with the Ministry of Lands and Forestry and the Forestry Commission,
- activate the National and Regional Platforms for Disaster Risk Reduction and Climate Change Risk Management.

The policy reforms/ reviews are in line with the ruling NDC's manifesto/policy of ensuring safety and security for all, jobs for the youth in poor urban and rural communities, and of ensuring adequate safety of life, property and the environment for development through effective disaster prevention, mitigation, and livelihoods restoration, towards achieving a 'Better Ghana Agenda'.

Part 3:

PROGRAMME DELIVERY/ ACHIEVEMENTS, 2011

1: ADMINISTRATION/HUMAN RESOURCE

i) Employment/Recruitment

One thousand, two hundred and ten (1,210) persons were engaged during the year 2011.

2: MONITORING, EVALUATION, RESEARCH, INFORMATION AND TRAINING

i) Public Awareness Creation/Sensitization

Several information brochures on the Pandemic Influenza, H1N1 and other forms of disasters were printed and distributed throughout the country, especially in communities, health facilities, market areas, religious premises and academic institutions. There were series of public education on the Radio and Television to sensitise the public on disaster risk reduction and Climate change. During the year the organization produced a song with emphasis on Disaster Prevention.

Publications

The following national Documents for effective disaster management were also distributed:

- Revised National Disaster Management Plan
- National Standard Operating Procedures for Disaster Response
- Revised National Contingency Plan
- Draft National Policy on Disaster Risk Reduction

Effective work had been carried out in the various regions and Districts as a result of the distribution of the above National documents.

NADMO also created awareness, through radio and television discussions and press conferences on the Pandemic Influenza, H1N1; Cerebrospinal Meningitis (CSM), bush and domestic fires, windstorm and flooding. These were to highlight on the causes, effects, prevention and mitigation of the various disasters, and to help institutions and communities to create resilience against the various disasters.

The NADMO News, Media Monitoring, and Coverage of Activities

The Unit, with the assistance of the Editorial Board, collated, edited and prepared material for the publication of the NADMO News bulletin, undertook media monitoring for management decisions, as well as conduct own and media coverage of NADMO activities (conferences, workshops, seminars, disaster risk reduction operations, relief donations and distributions).

3: TRAINING/ HUMAN CAPACITY BUILDING

i) Training/Human Resource Development

Fifty nine (59) personnel of the NADMO Rapid Response Team and other Headquarters staff were trained in basic military drill, physical training, first aid, watermanship and disaster management; at the Whistler Barracks, Teshie of 48 Engineer Regiment of the Ghana Army. The training was to sharpen the physical and intellectual alertness of the RRT personnel.

NADMO in collaboration with the Institute of Commercial Management(ICM) organised a five(5) day training programme on Occupational Health and Safety Management at the GNAT Hall from 17th to 21st October,2011.Twenty three(23) participants from 10 MMDA's in the Greater Accra Region and some staff from other public agencies.

Sensitization workshops on the Building Guide in the 10 MMDA's in the Greater Accra Region. Fifty (50) participants from each Municipal/District attended the workshop.

Thirty (30) NADMO personnel from Headquarters and the regions participated in a Disaster Management Certificate Course organised by the Ghana Institute for Management and Public Administration (GIMPA) from 7th to 18th November 2011 with collaboration from NADMO and the North Dakota State University to build the capacity of the participants.

Twelve (12) directors attended an International Disaster Management Course from 9th to 20th May, 2011 at Ghana Armed Forces Command and Staff College, Accra to build their capacity in Disaster Management. **Also Ten (10) senior staff** participated in a three-week Conflict and Crisis Management Course organised at the Ghana Armed Forces Command and Staff College, Accra, in May/June.

4: DISASTER FIELD OPERATIONS

i) Pre-Flood Activities

Flood Vulnerability Analysis: The National Platform on Disaster Risk and Climate Change Adaption put in place measures to prepare the citizenry for the 2011 rainy season. The nationwide Pre-flood measures and activities were aimed at identifying the causes of flooding, alert the communities likely to be affected, and to plan for their timely and effective search and rescue, evacuation, and relief operations during flood emergencies. Some of the measures are recounted below.

Flood Risk Identification: The National Hydrometeorological Technical Committee of the National Platform continued its assessment of all flood prone areas countrywide, and identified the causes of flooding in Accra and other towns and cities.

Flood Vulnerability Analysis: Studies were made of all major rivers countrywide and their tributaries/channels to identify the number of communities and persons likely to be affected by flooding, and those likely to be displaced. Proactive interventions taken by the organization had mitigated the impact of the floods as a result minimum casualty was recorded.

A **National Pre-Flood Clean-Up exercise was embarked on** to ensure cleaning up of filth and de-silting of drains and culverts to effect free-flow of water to prevent and mitigate the effects of flooding. The exercise was replicated in all the regions.

Flood Mitigation Equipment: NADMO received the following equipment (4 bulldozers,40ft container of knock-down parts of trucks,2 graders) being part of the Japanese Government *grant* of **US \$ 7.5 m**. *The rest will be duly received in the coming year 2012.*

ii) Response to the 2011 Floods

NADMO and its Collaborators responded to the widespread and serious flooding that hit southern Ghana. The 26th October 2011 floods affected Greater Accra and some areas in the Volta, Central and Eastern Regions with sixty-two thousand and eighty-four (62,084) persons affected with sixteen fatalities recorded. Also the 18th and 21st July Flood that hit the Eastern and Volta Region saw several damages to properties and loss of

lives. There were teams from Headquarters dispatched to assess the extent of damage and what measures can be put in place to assist affected victims.

iii) **Disease Epidemics**

In April 2011, three IEC sessions were held for Management and staff of Ghana Prisons Service, Ghana Revenue Authority and Ghana Police Service to raise awareness for pandemic preparedness among beneficiaries and to develop capacity to respond effectively to any possible outbreak through development of business continuity plans. In August 2011, four regional pandemic preparedness awareness durbars were held in Kumasi (Ashanti Region), Sunyani (Brong Ahafo Region), Koforidua (Eastern Region) and Tamale Northern Region.

Three (3) training workshops were held for Peer Educators from seven regions in Ghana, (May to July, 2011). Sixty-four (64) participants were educated on the general knowledge of pandemics and their impact on socio-economic development, mode of transmission, symptoms, preventive measures of Influenza A H1N1 and other personal hygiene measures. Also importance of business continuity plans, guidelines for development of BCP and pandemic Influenza communication strategies were covered in the training sessions.

In May, 2011 a Peer Review of the Disaster Management Systems of Ghana was conducted by USAFRICOM in partnership with Experts from the Emergency Management Assessment Programme (EMAP) with a view to assess the strengths and weakness, which will provide basis for support in capacity building. This was followed up with a validation workshop with all our collaborators. This was done to validate review findings, develop action plan which will be used as a tool for raising funds to support capacity building in disaster preparedness and response.

In November, 2011 a multi-sectoral Pandemic Preparedness Planning (whole of society Approach) workshop was held in partnership with International Medical Corps of PREPARE project to strengthen Public-Private partnership in Pandemic Preparedness. It was aim at providing technical assistance for development of Institutional Business Continuity Plans, which will ensure development of Institutional capacity for preparedness and response.

iv) **National and Regional Platforms for Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA)**

The launch and Inauguration of the Greater Accra Regional Platform was held at Cleaver House, Accra on 28th June, 2011. The inauguration was done by the Regional Minister Hon. Nii Armah Ashitey with Sixty (60) invited guests.

Two Hundred Participants attended the National Platform Meeting on 30th June, 2011 in Accra. This was to create an avenue for knowledge sharing on the forward outlook in the quest for Disaster Risk Reduction.

Capacity Building for Regional Platform members was held at Akroma Plaza Hotel, Takoradi from 20th to 21st December, 2011 with 45 participants attending.

v) **Meetings of The Technical Advisory Committees**

The ***eight (8) National Technical Advisory Committees*** also held bi-monthly and other emergency meetings throughout the year to adopt and implement their respective disaster management programmes. As well, they undertook field operations including hazard/disaster monitoring and assessments. For instance, on January 17th, 2011 a meeting was held to decide on a field trip to the affected areas to investigate caterpillar invasion in some parts of the Keta District in the Volta Region.

vi) **Validation of Draft Documents**

During the year under review, the following documents were validated at workshops:

- Building Guide for Lightly loaded Structures in Disaster Prone Areas.

5: **RELIEF/REFUGEE/RETURNEE ADMINISTRATION**

i) **Relief Administration**

Relief Projection: During the year extensive assessment was undertaken in the regions and districts to project emergency relief needs (food and non-food) of likely victims during emergencies. Items for relief, rehabilitation and reconstruction were stockpiled for timely and effective response to disasters. Relief items were also distributed to the regions/districts as part of their strategic stocks.

Stockpile and Distribution of Relief Items

27,978,870.70 Ghana Cedi worth of assorted food and non-food relief items (rice, cooking oil, dried beans, treated maize, alluzinc roofing sheet, student mattresses, used clothing, blankets, bathing and washing soaps, plastic plates and cups, etc) were procured and distributed during 2011 for victims of various disasters. Part of this stock was distributed in the Greater Accra, Central, Eastern, Volta Regions and three northern regions, in response to flood disasters.

ii) Refugee/Returnee Administration

Refugee Administration: NADMO continued to administer the Buduburam (Central Region) and the Krisan/Sanzule (Western Region) Refugee Camps throughout the year. Assessment visits were made to the 2 Refugee Camps to learn at first hand the situation there and to encourage the inmates to undertake voluntary repatriation into their home countries. Three new camps; Egyeikrom (Central Region), Ampain (Western Region), Fatentaa (Brong Ahafo Region) were established in 2011.

Reception and Resettlement of Ghanaian Returnees: Eighteen Thousand, One hundred and Fifteen (18,115) Ghanaians were received and dispatched to their home regions/districts after they had been deported from Libya during the year. Due to Ivorian Crisis, 10,091 Ivorian asylum seekers and 18,319 returnees were received into the country. Three hundred and sixty three (363) Ghanaian returnees who passed through Liberia from Cote D'ivoire were also received into the country.

The Relief and Reconstruction Technical Advisory Committee held discussions with both local and international NGOs to sort how best to collaborate in order to enhance effective and efficient response delivery in the country.

iii) Rapid Response Team: Search and Rescue, and Evacuation

NADMO Rapid Response Team supported the appropriate leading agencies in search and rescue, recovery and evacuation of dead bodies and victims of numerous accidents at various locations in the country. They also supported fire emergency response operations, floods in Greater Accra, Central, Volta, Eastern and the three northern regions. Their emphatic effort enable them rescued a Para glider who got stuck in the trees of the Kwahu mountains during the Kwahu Easter Celebrations.

Weija Dam Spill: NADMO constantly monitored the filling up and subsequent spilling of the Weija Dam to enable the organization alert all the communities along the channel, downstream, to avert casualties.

Evacuation of the 25th July and 26th October Flood Victims: NADMO co-ordinated the emergency response/search and rescue and evacuation of victims of the 20th June floods disasters in the Greater Accra, Central, Eastern, Western and Volta Regions. The emergency response exercise, led by the 48 Engineers Regiment of the Ghana Army rescue victims in Kade Eastern Region during the Flooding which rendered people homeless. The joint NADMO-48 Engineer Regiment Rescue Team helped with another rescue and evacuation operations in the Greater Accra Region where several communities were affected.

Integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) in District Planning

Two hundred 200 participants attended a DRR Assessment workshop organised by UNDP from 22nd May to 7th June, 2011 in five districts in five Regions to collate responses on the feasibility of Incorporating DRR into the School Curricula. A review workshop on DRR in School Curricula was organized by UNDP and NADMO from 30th to 31st August, 2011 at Volta Hotel, Akosombo. It was done to review a draft report on Incorporating DRR in school Curricula.

A workshop on Gender responsiveness to Disaster Risk Reduction was organised in fifteen (15) districts in the Upper East, Upper West and Northern Region from 18th September to 28th October, 2011. This was organised by UNDP to develop participants capacities in addressing gender issues relating to disaster risk reduction.

Workshops on DRR and CCA were organised from 26th September to 29th September, 2011 for Hon. Ministers of State, Metropolitan/Municipal and District Chief Executives (MMDCEs). It was done to raise awareness as well as seek the views of the different sectors as a way of building National Consensus on DRR and CCA with 227 participants attending.

The Africa Adaptation Programme is a strategic capacity building Initiative with key objective of designing, launching, and implementing breakthrough projects that contribute to more effective organizational and National climate Change Adaptation. A workshop was organized in Ho to empower high risk rural communities in taking proactive action in response to perennial flood disasters.

A two day Mentoring and Coaching workshop for Climate Change Adaptation was organized in Kumasi to equip participants with essential skills to be effective mentor/mentee.

6. DISASTER VOLUNTEER GROUPS (DVGs) OPERATIONS

Job Creation/ Livelihoods Support

Formation, Education and Training of DVGs: As at end of the year, there existed **3,096 DVGs with a total national membership of 63,169**. Some of the DVGs were educated and trained on the causes, control and effects of bushfires and other forms of disasters that may occur within their communities. This was done to encourage community participation in disaster Management at the grassroots level in the various communities. The DVGs participated actively in the various pre-flood clean-up exercises during the year.

Sustainable Livelihood Support: NADMO supervised and monitored the UNDP Northern recovery project in the Northern, Upper East and Upper West region. This project which started in 2010 provided technical, material support to on-farm income generating and alternative income generating activities on pilot. This project is to restore the productive capacity of beneficiaries, generate income and improve their livelihood.

- The dry season vegetable crop production which ended April 2011. Under this activity 35 farm groups (500 individual farmers) of flood victims in the three(3) Northern regions were assisted with water pumps, seeds, agrochemicals and knapsack spraying machines to cultivate at least two(2) acres of vegetable farm; Pepper , Tomato, Onions, Water Melon etc.
- NADMO also monitored the implementation of the Guinea Fowl project, which is on going, in the Zabzugu Tatale and Bawku West Districts.
- The organisation also served as the focal point for the UNDP and facilitated the work of two consultants in the implementation of two (2) activities for Ghanaian returnees from Libya in the Brong Ahafo region.

- A detailed assessment of the situation of the Ghanaian returnees and selected host communities in the Brong Ahafo region. The assessment of the Ghanaian returnees from Libya was to enable UNDP support them with sustainable livelihood activities in the short to medium term.
- Build capacity of **50 NADMO staff** in emergency management, particular in evacuation and reception of returnees for staff of the Headquarters, all NADMO Districts Coordinators in the Brong Ahafo region, representatives from the Northern, Upper East, and the Upper West regions.

7. INTERNATIONAL RELATIONS AND CO-OPERATION

Officials of the Ministry for the Interior, NADMO, and collaborating agencies attended ***30 disaster management and climate change adaption related consultative meetings, conferences, workshops and seminars. These travels were aimed at*** establishing, sustaining and strengthening relationships/ links with other Disaster Management Organisations throughout the world, and as a means of enhancing Disaster Management skill and knowledge in the country.

8. INTERNAL AUDITING

During the year the Internal Audit Unit undertook auditing of payroll and procurement activities in order to ensure complete and accurate disclosure of all transactions and proper utilisation of assets, and to ensure that procurement is carried out in line with the Public Procurement Act.

PART 4:

FINANCIAL PERFORMANCE

Item I: PERSONNEL EMOLUMENTS

The Organisation has migrated unto the Single Spine Salary Scheme with a few arrears been owed and with the final amount paid in July, 2012. *Salaries of some personnel have not been paid due to few challenges from Controller and Accountant General's Department.*

Item II: ADMINISTRATIVE EXPENDITURE

During the year, 2011, a total of **8,285,050.48 Ghana Cedi** was released to the Organisation and expended for administrative purposes including publications, maintenance of vehicles, communication and office equipment and offices; as well as enhancement of international relations.

Item III: SERVICE ACTIVITIES

An amount of **2,459,069.39 Ghana Cedi** was released and spent for core activities including hazard/disaster monitoring, vulnerability/risk assessment and emergency/disaster response; disaster relief administration; public education and sensitization about diverse disasters/emergencies through the print and electronic media, outreaches, seminars/ workshops; personnel training and development.

It should be observed that the budgetary allocations for training/human resource development and strategic stock/relief items were woefully inadequate.

Item IV: INVESTMENT

The Organisation received and expended an amount of **GH¢1,627,964.59** on budgetary allocation on investment activities. An amount of **GH¢15,000,000.00** was spent on Relief Items for flood victims.

TABULAR PRESENTATIONS OF 2010 BUDGET PERFORMANCE: BUDGET RELEASES AND EXPENDITURES - ITEMS 1- 4

Items	1	2	3	4
Budget Releases	IPPD (Controller and Account General)	8,285,050.48	2,459,069.39	1,627,964.59
Expenditure	IPPD (Controller and Account General)	8,285,050.48	2,459,069.39	1,627,964.59
Total Release / Expenditure = <u>GH¢12,372,084.46</u>				

Challenges in Financial Performance

Some of the challenges faced in financial performance included:

- Inadequate budgetary allocations for the Organisation: this made it difficult to implement all programmes and activities during the period under review.
- Responses to unpredicted disasters and emergencies, demand urgent attention and therefore diversion of scarce resources from planned activities and programmes

Part 5:

CHALLENGES AND STRATEGIES FOR OVERCOMING THE CHALLENGES AND THE FORWARD OUTLOOK FOR 2012

1: THE CHALLENGES

i) GENERAL CHALLENGES

Some of the critical challenges that confronted the Organisation during the year in the performance of its mandated functions included the following:

- **Late release and inadequate budgetary allocations/funding** of core functions or activities/programmes
- Inadequate **strategic stocks for emergency response/relief administration** of disaster victims, especially flood impacted communities
- **Lack of haulage trucks** to cart bulk emergency relief items into the regions, districts and communities
- **Inadequate vehicles** for general administration and supervision, hazard monitoring, as well as emergency (assessment
- **Inadequate equipment** for search and rescue, and communication

i) DEPARTMENTAL CHALLENGES

The challenges of the Organisation have been treated in detail under the various departments.

a) Administration/Human Resource

- several vacancies (due to creation of new districts, resignations, etc)
- Lack of office accommodation (Headquarters, Regional and District levels)
- Lack of office equipment and furniture
- Low remuneration and non-payment of risk allowance (leading in low morale, . resignations, desertion of post, etc)
- Inadequate vehicles for day-to-day operations and activities of the Organisation (hazard monitoring, early warning, etc)
- The personnel situation worsened with the creation of forty (40) new districts

b) Financial

- Inadequate budgetary allocations
- Late releases of funds
- Lack of adequate multilateral and bilateral support (due to perception of the Organisation as an appendage of ruling political party rather than an independent humanitarian service provider)

c) Disaster / Operations

- Regional and District Disaster Management Committees unable to meet and operate (due to lack of funding)

- Insufficient and ineffective hazard monitoring and early warning (Due to inadequate funding and non-budgetary bi-lateral and multilateral support)
- Broken down communications equipment
- Operations Room not up to required standard
- Inadequate Rapid Response Teams and training for them
- Disaster Volunteer Groups (DVGs), and professional volunteer groups are not active (due to lack of support and involvement in NADMO activities)

d. **Relief Administration**

- Insufficient Strategic Stock to meet increasing occurrences of disasters and the demand for relief items by disaster victims
- Inadequate haulage trucks to transport relief items to disaster affected areas
- Lack of warehouses for the storage of relief items in the regions and districts

e. **Monitoring, Information and Training**

- Insufficient managerial and professional training for staff, collaborators and the general public
- Inadequate information and public education / sensitization of the general public about hazards/disasters
- Lack of research and monitoring of performance of programmes and activities

2. **STRATEGIES FOR OVERCOMING CHALLENGES**

To overcome challenges/difficulties, the Organisation will:

- Improve efficiency in the use of available human, material and financial resources
- Seek more financial support from Government
- Increase efforts to seek bilateral and multilateral donor support for the effective performance of its core activities/functions
- Improve conditions of service and service environment to enhance efficiency and productivity

- Improve morale of personnel through training, promotions, upgrading, rewards, awards, etc.

3. THE FORWARD OUTLOOK FOR 2012

The 2011 activities and programmes, with medium and long term objectives, continue into and beyond 2012, especially in the areas of the establishment of Public education/Sensitization about the various disaster types, Disaster Risk Reduction and Climate Change Adaptation, livelihoods support and poverty alleviation programmes within the disaster affected or vulnerable and poor communities; human and institutional capacity building, and mechanisms to reduce weaknesses and threats as well as improve on the strengths and opportunities of the Organisation.

i) Recruitment/Expansion in Staff Strength

- Recruit three thousand, one hundred and twenty (3,120) additional staff to strengthen Rapid Response in particular and disaster management in general.

ii) Human Capacity Building

- Organize training in Disaster Management for staff and stakeholders
- Organize administrative/Management courses for senior staff
- Organize training in bushfire prevention and fighting for Disaster Volunteers Groups/ fire volunteers.
- Organize training for **two thousand (2,000) Rapid Response** personnel at the national, regional and district levels
- Organize **two (2) full-scale simulation exercises** on oil and chemical spillage, earthquake and fires in collaboration with Tullow Oil Company.
- Organise Trainer of trainers in Disaster Risk Reduction and Climate Change.
- Review and Adopt Contingency Plan for Flood Management.

iii) Disaster Volunteer Groups: Income Generation and Job Creation Support Programmes

- Support **thirteen thousand (13,000) farmers** in dry season gardening, livestock production, etc.
- Create **twenty-one thousand (21,000) jobs** for DVGs in plantation development programmes.

- Assist ***seven thousand, three and twenty-five (7,325) households*** in the southern sector with emergency agricultural inputs with support by FAO.

iv) **Vulnerability and Risk Assessments/Analyses**

- Conduct vulnerability/ risk analyses with the view to planning for effective Disaster risk reduction, disaster mitigation and effective response to the various disasters especially floods.

v) **Monitoring and Assessment of Hazards**

- Monitor, warn and educate the public and private institutions on natural and man-made hazards.

vi) **Disaster Risk Reduction/Nationwide Pre-flood Cleaning Campaign**

- The pre-flood cleaning exercise will be undertaken nationwide to prevent and mitigate the effects of flooding in 2012.

vii) **International Co-operation and Collaboration**

- Enhance International, African Regional and ECOWAS sub-regional co-operation in Disaster Management and Climate Change Adaption.

viii) **Enactment of the National Disaster Management Service Bill**

Hasten processes to have the National Disaster Management Service Bill enacted during the year 2012 by Parliament.