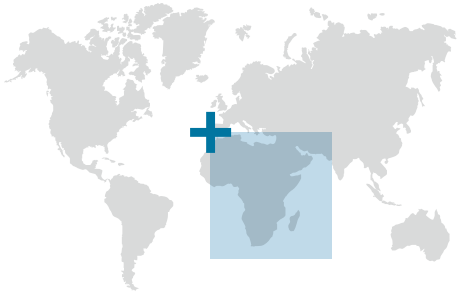
INFOCUS

# DEVELOPING A CONTINGENCY PLAN - DROUGHT



## SUBJECT

**"Contingency Plan is a course of action designed to help an organization respond effectively to a significant future event or situation that may or may not happen"** [1]

The creation of a contingency plan is one of the prerequisites to participate in the African Risk Capacity (ARC) as this pre-planning process ensures that countries are able to deploy ARC funds quickly and efficiently in case of weather shocks.

Contingency plans should take into account existing national risk management structures and the needs of potential beneficiaries. The reason for this is that the benefit of contingency plans is larger when the plans involve scaling up existing programs.

[1] https://whatis.techtarget.com/definition/contingency-plan

An ARC contingency plan consists of two parts:

- An operations plan, gives the country's natural disaster risk profile, risk transfer parameters, planned interventions, and draft implementation plans.
- A final implementation plan (FIP), gives detailed information on how the ARC payout would be deployed given a specific situation.

ARC offers, or will soon offer, insurance coverage for drought, cyclone and flood. Although many of the ARC requirements and standards are consistent across different categories of natural disasters, there are important differences in the preparation for each of them. Therefore, each natural disaster category has its own capacity building workstream and a country must enter into separate insurance contracts for each peril.

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On behalf of:
Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
of the Federal Republic of Germany

NADMO GHANA

# SITUATION IN GHANA

To meet the ARC accession process prerequisites, the National Disaster Management Organization (NADMO) requested support from the "Integrated Mechanisms for Climate Risk Management and Transfer" (ICRM) GIZ project to develop a National Drought Management Plan. This comprehensive plan was completed in June 2018 and encompasses, amongst other things, a Contingency Plan – as required by ARC.

A clear focus is put on the management of the risk of hydrological droughts in the agricultural sector and to highlight how drought risks shall be reduced comprehensively in Ghana.

**The following methodologies and/or approached were used to develop the plan.**

- Setting the background. Analysis of research documents, policies, strategies and plans with regards to drought risk and drought risk management in Ghana to better inform contingency plan development.
- Semi-structured interviews. A survey of institutions and households was conducted to inform (i) the institutional engagement in drought (risk) management activities both at the national and sub national levels and (ii) to assess the drought vulnerability and resilience of farmers at the community level.
- Field visits to farmer villages in the North of Ghana provided first-hand insights to the intensity of the drought problem, other challenges, and community views on drought and drought risk management activities.

# CHALLENGES IN GHANA

1. Poor institutional arrangement for dealing with drought. The institutions involved in drought issues are guided by their own policies and guidelines since there is no national drought risk management strategy and/or policy. This situation has led to the fact that even though data and information on drought risks and management exist it is not coordinated, shared or widely used by most of the institutions.
2. No consistent definition of drought in place. Drought is defined based on institutional mandates and interests, which leads to a discrepancy on the definition of drought by each institution.
3. Barriers to capacity building. Lack of a comprehensive and effective approach for capacity building is seen, especially at the district and local level..
4. Drought is not perceived as a risk. Drought has not been considered a major risk by Ghana´s stakeholders. Consequently, plans for addressing disasters have thus far not included drought, despite historical records of drought impacts affecting food security for nearly the entire population. Drought response has typically predominantly involved reactionary measures such as relief distribution. This relief distribution approach has, however, proven not to be effective in comprehensively addressing drought risks and impacts.

# SOLUTIONS

1. Development of a roadmap. A national level roadmap workshop took place to determine the necessary elements and scope for an effective and comprehensive National Drought Management Plan. The workshop resulted in the production of a clear roadmap with responsibilities and timelines for next steps in implementation.
2. Stakeholder mapping of roles and responsibilities in drought risk management as well as a mapping of enabling factors was conducted in order to identify pathways for effective and efficient implementation of the plan. This mapping exercise was used to 1) support the development of drought Early Warning Systems, 2) structure a results-based monitoring system, 3) identify funding sources, 4) better target capacity building, 5) better monitor drought parameters, policy issues and enforcement of regulations, and 6) coordinate stakeholder action.

## LESSONS LEARNED

Better coordination in drought risk management is key to avoid duplication of activities. For effective coordination of drought risk management activities and development support, there must be a clear definition of roles and responsibilities of institutions. In order to implement a holistic approach in drought risk management, the government (and other stakeholders) should provide financial resources to support such a holistic drought risk management approach. One precondition for a comprehensive and effective approach is capacity building, especially at the district and local level. Additionally, institutions recognize the need for a clear definition of drought to guide a comprehensive drought risk management plan.

# RECOMMENDATIONS TO FACILITATE PROCESS

- As soon as the process, timelines and available resources are determined and agreed upon within national institutions responsible for disasters, an operational plan with indicators (milestones) shall be drafted which should detail specific activities, responsibilities, and timelines for action. Furthermore, a steering committee and technical working group should be established with clearly identified roles and functions.

- The support of external agencies and development partners shall be specified, justified and costed by the responsible institution. The document shall be discussed with and approved by the external agencies before the first steering committee meeting.

- A first steering committee meeting shall approve the objective, process and further steps as well as the proposed management structure in order to ensure the political buy-in of relevant decision-makers. A mid-term review meeting of the steering committee shall inform on the progress and drawbacks, and the proposed process-wise or content-wise adjustments. Finally, a last meeting of the steering committee shall present the final product, collect feedback on the document and pave the way for its endorsement.

- The technical working group shall only meet once for the adjustment and approval of the operational plan and their respective inputs.

- The two officers from the responsible institution shall be set as a focal point with specified ToRs for the development of the plan. They shall manage the various inputs of the institutions and cooperation networks, draft and edit the document, monitor the operational plan, liaise with other sectors, and facilitate the meetings of the steering committee and technical working group.

- The plan shall be embedded in wider processes such as public awareness raising on the topic and plan, capacity building activities, educational programmes, as well as structural and political reforms to support the effective implementation of the plan.

**Name of programme:**
Promoting Integrated Climate Risk Management and Transfer (ICRM)

**Duration:**
October 2015 – June 2019

**Programme area:**
Ghana (countrywide)

**Local partner:**
National Disaster Management Organization (NADMO) and Ministry of Food and Agriculture (MoFA)

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