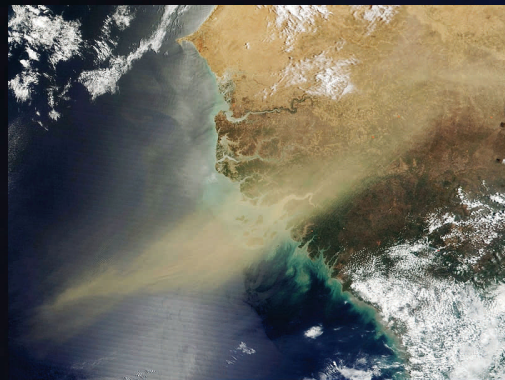# HUMANITARIAN FUTURES PROGRAMME

planning from the future

FOREWARN initiative:

Facilitating Enhanced Organisational Responsiveness for Effective West African Risk Reduction

Humanitarian Futures Programme
King's College, London

I. THE ACTION

DESCRIPTION

1.1. Title

FOREWARN initiative: *Facilitating Enhanced Organisational Responsiveness for Effective West African Risk Reduction*

1.2. Summary

Objectives of the action	**Overall objective:** Contribute to the enhancement of effective disaster risk reduction in the West Africa region by strengthening organisations' capacities in anticipation, adaptation, collaboration, innovation and strategic leadership to reduce vulnerability to emerging and evolving threats related to both natural hazards and conflict. **Specific Objectives:** i. support capacity building of a range of ECOWAS departments to integrate and mainstream disaster risk reduction (DRR) planning into departmental strategy; ii. promote a robust link between the strategic functions of the ECOWAS implementation of DRR strategies by Member States and communities; iii. support an enabling environment within ECOWAS for enhanced leadership of DRR, preparedness, response and recovery; iv. stimulate cross-sectoral engagement in the identification of, and planning for, new and evolving crisis drivers; v. facilitate the use of innovative approaches utilising new technologies and new types of partnerships, and; vi. strengthen the exchange of learning both within the African region, as well as supporting a dialogue between West Africa and the Asian region.
Partner(s)	1. ECOWAS Commission 2. Humanitarian Futures Programme, King's College London 3. African Leadership Centre, King's College London 4. DARA
Target group(s)	**Primary target groups:** Staff in key Offices and Departments of ECOWAS; national platforms for DRR in Nigeria, Guinea Bissau, Ghana and Senegal; and the regional parliamentary network for DRR; **Secondary target groups:** Relevant ECOWAS Offices and Departments; civil society organisations involved in DRR; the military, corporate and scientific communities; the Diaspora
Final beneficiaries	Vulnerable communities within the four focus member States: Nigeria, Guinea Bissau, Senegal and Ghana with special attention to women's vulnerability to economic and social hardship.
Estimated results	**Expected Result 1:** An increased capacity and leadership for a systematic approach to implementing DRR and CCA strategies across ECOWAS departments –particularly Early Warning; Humanitarian and Social Affairs; and Environment and Water Resources – and the promotion of integrated implementation plans at regional, national and sub-national levels with a focus on Nigeria, Guinea Bissau, Senegal and Ghana. **Expected Result 2:** Increased ability to better anticipate new forms of hazards and understand their complex inter-relationships and dynamics, as well as the capacity to respond effectively through the adoption of new technologies, new forms of collaboration, longer-term timeframes, and speculative methodologies that

	acknowledge critical uncertainties.
Main activities	**A. Capacity Building for key ECOWAS departments and focus Member States:** - Project mapping for DRR, planning, response and recovery, CCA and conflict - Organisational Self Assessment Tool - E-learning package for strategy formulation in future crises - Capacity building mentoring programme **B. Strengthening the linkages between ECOWAS, Member States and communities:** - Vulnerability mapping and the identification of key informants - Presentation and validation of RTU profiles - Integration of National Action Plans into regional strategies - Integration of DRR parliamentary network into regional DRR strategy **C. Supporting an enabling environment for leadership:** - DRR leadership modules - Leadership peer network - Leadership mentoring for key ECOWAS staff **D. Cross-sectoral engagement in new and evolving crises:** - Future crises unit - Science-humanitarian policy dialogue - Climate change adaptation country studies - Supporting distributed intelligence networks **E. Innovative approaches, new technologies and partnerships:** - On-line distributed intelligence networks - Understanding the contribution of diverse actors **F. Exchange of learning:** - Asia exchange programme - Regional exchange programme **G. Project working group:** - Strengthening regional and national partnerships - Adapting tools and approaches to the West Africa region - Preparation and planning processes - Inception, mid-term and final project meetings - Final evaluation - Dissemination and sharing of lessons learned

1.3. Objectives & overview

The **overall objective** of this action is to:

Contribute to the enhancement of effective disaster risk reduction in the West Africa region by strengthening organisations' capacities in anticipation, adaptation, collaboration, innovation and strategic leadership to reduce vulnerability to emerging and evolving threats related to both natural hazards and conflict.

Specific objectives include:

i.   support capacity building of key ECOWAS Departments to integrate and mainstream disaster risk reduction (DRR) planning into Departmental strategy;
ii. promote a robust link between the strategic functions of the ECOWAS Commission, implementation of DRR strategies by Member States and communities;
iii. support an enabling environment within ECOWAS for enhanced leadership of DRR, preparedness, response and recovery;
iv. stimulate cross-sectoral engagement in the identification of, and planning for, new and evolving crisis drivers;
v.   facilitate the use of innovative approaches utilising new technologies and new types of partnerships, and;
vi. strengthen the exchange of learning within the region and between West Africa and the Asian region.

This action will complement ECOWAS disaster risk reduction strategy as outlined in *Programme of Action for the Implementation of the ECOWAS Policy for DRR 2010-2014*, and will work within existing frameworks including the *ECOWAS Conflict Prevention Framework*. In particular, the action will support ECOWAS's three strategic priorities to:

i.   mainstream disaster risk reduction through relevant departments of the ECOWAS Commission;
ii. taking inventory of existing national platforms in Member States and developing their capacities, and;
iii. develop the capacity to manage regional risks, especially multi-country risks.

The action will be led by the **Humanitarian Futures Programme** (HFP), King's College London and will primarily work through and engage with the **ECOWAS Commission** and a sample of Member States in the region, namely, **Ghana, Guinea Bissau, Nigeria** and **Senegal.** The action will build on the experience and previous actions in the region of HFP and the main implementing partners, namely, the **African Leadership Centre** (ALC), King's College London; and **DARA**. The action will further engage with a range of associate organisations to deliver specific objectives and outcomes, namely, the **International Federation of the Red Cross** (IFRC) in the West Africa region; the **United Nations' International Strategy for Disaster Risk Reduction** (UNISDR); **Mercy Malaysia** and; the **Asian Disaster Reduction and Response Network** (ADRRN).

Specifically, the action will follow-up and build on the work HFP undertook with ECOWAS in 2008-2009 during the DfID funded *ECOWAS Conflict Prevention Activities Project*[1]. This project undertook initial work to identify regional level crisis drivers and the humanitarian impacts that could instigate or exacerbate conflict in the region and assessed ECOWAS strategy formulation processes and their operational relevance. The aim of the current action is to work with ECOWAS, Member States and other relevant organisations to implement the recommendations from this project (as reflected in the specific objectives above) and to focus more broadly on vulnerability (rather than conflict) within the region. This will include building the capacity for more effective anticipatory mechanisms for a range of crisis drivers including **demographic change** and **urbanization**, **climate change adaptation, food security** and a range of **economic and political crisis drivers** including the emergence of **'para-state' violence**.

This focus on vulnerability and the crisis drivers that affect vulnerable communities need to be informed by effective community engage to ensure that there is strong, bottom up policy formulation at both the national and regional levels. This focus will be supported by the work of DARA, based on the extensive work they have carried out, particularly in Central America, utilising methodologies that emphasise a deeper understanding of vulnerability and risk through community engagement and strengthen community voice in policy making processes. The African Leadership Centre will also make a vital contribution, drawing on an extensive network of *Fellows* within the region, including in key roles within ECOWAS and a range of tools and approaches to facilitate opportunities for innovative thinking and an enabling environment for entrepreneurial and creative leadership[2].

This action will complement Australia's development assistance priorities in the West Africa region by contributing to the Millennium Development Goals – specifically goals one, three, seven and eight. It will build skills and capacities through training, technical assistance and the sharing of learning within and beyond the region. And it will contribute to timely and effective humanitarian assistance, increase community resilience and reduce vulnerability to disasters. For further details please see Section 1.4.4.

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[1] See Annex II: *Report to ECOWAS – Beyond 2020: Crisis Drivers in West Africa's Future* and Annex III *Strategic Capacities for Meeting the Challenges of the Future: A Preliminary Assessment of ECOWAS*, Humanitarian Futures Programme, KCL 2009

[2] For further information, see http://www.securityanddevelopment.org/index.php?option=com_content&view=article&id=180&catid=49&Itemid=83 , Conflict, Security and Development Group, KCL 2010

1.4. Relevance of the action

1.4.1 Analysis of the problems and their interrelation at all levels

West Africa is home to around 300 million people and, while the region has seen a number of positive developments in the past ten years – including the historic shift from military regimes to constitutional rule, cessation of civil wars in Sierra Leone and Liberia, and renewed regional economic integration – the region nevertheless faces considerable uncertainties in coming decades. In particular, factors relating to demographic change and urbanisation, climatic and environmental change and 'para-state' violence are likely to generate a range of complex and interrelated crisis drivers.

West Africa today has arguably the fastest growing population and the most rapid rate of urbanization in the world, with these pressures barely expected to moderate before the 2030s. Not only will this place enormous pressure on an already stressed physical environment but will also perpetuate the youth bulge, generating likely political, social and economic challenges and further exacerbating stresses on urban infrastructure. The population is expected to grow at more than 2% annually until 2020, leading to a 50% expansion of the current population within the next 20 years. The UN's Population Division estimates the regional population will reach 610 million by 2050, with faster rates of growth in the poorest countries – Nigeria, Guinea-Bissau, Liberia, Mali and Burkina Faso. This will entail significant pressures on health, education and employment. The combination of urbanization and significant internal migration has the potential to generate conflict, in particular relating to competing economic interests, land disputes and the promotion of exclusive identities, generating increased potential for ethnically-based violence.

Similarly, climate change is expected to have greater impacts in West Africa than in any other populous region. Over the course of the century, mean temperatures across almost all of West Africa are predicted to rise by between 1.9% and 4.5%. The Sahel and Saharan regions are likely to see the greatest temperature increase, projected to range above 5 degrees Celsius. Best case projections foresee average temperature rises of 0.3 Celsius to 1.3 Celsius by 2030. The complexity of the problem lies in the unpredictable impacts of climate change, as scientists do not expect temperature changes to progress in a linear fashion. Predictions, rather, focus on greater climatic variation, including unprecedented winter low temperatures. Across the region and particularly in the Northern Sahel belt, it is likely that altered temperatures and rainfall patterns will lead to changes in the epidemiological environment for both humans and animals, with some areas likely to become more susceptible to malaria, sleeping sickness and rift valley fever. Unseasonal rainfall could also lead to outbreaks of agricultural pests, including locusts and army worms. Climate change is further likely to threaten food security, as the sudden changes of temperature are likely to increase rates of desertification, which will be exacerbated by changing migration patterns and the overuse of agricultural land. It is also likely to affect fish stocks, which are becoming vulnerable to pollution and changing usage patterns. Food scarcity has already proven to be a significant crisis driver in the region, acting as one of the major drivers towards Liberia's destabilization in 1979-1980 and the military coups in Mauritania and Guinea in 2008.

These significant climate changes do not merely threaten health, water and food security, they also increase the region's vulnerability to conflict due to the displacement or migration of significant numbers of people and the likelihood of increased competition over scarce resources in some areas and a relative increase in prosperity in other parts of the region. The recent 2006 conflict between Malian and Tuareg insurgents demonstrates how water and food insecurity can trigger conflict; while in Cape Verde, one of the region's most culturally homogenous states, there are increasing tensions as a result of a relative increase in economic productivity in comparison to the rest of the region.

While inter-state conflict is likely to continue to decrease within the region, emergent trends suggest that 'para-state' violence including intra-state violence, increased cross-border criminal violence, and inter-state communal violence are all likely to increase. This may be exacerbated by weak security infrastructure in the West African region which is likely to further weaken as police forces have failed to keep up with population growth – police to population ratios have already fallen to less than 1:1000, which is twice the international average. Police forces are also lacking capacity and resources with insufficient vehicles, fuel, and equipment to maintain mobility and operational readiness. Several areas within the region are already at a very high risk such as the Lagos-Accra coastal strip, southwest Nigeria and Senegal's semi arid Cap-Vert peninsula.

Vulnerability to this range of complex and interrelated crisis drivers is likely to have a greater impact upon women, who already face significant degrees of inequality within the region. Women in the West African region have high rates of marginalization due to the effect of discriminatory traditional practices, low levels of education and relatively few opportunities to participate in decision making processes. As a result, many are trapped in the cultivation of low value-added food cultivation – and an estimated 70% of the agriculture labour force in the region is comprised of women. In the case of climate change, which will mostly threaten food crops, women may be forced to abandon agricultural practice. This may exacerbate women's economic and social vulnerability, as there are few alternate sources for livelihood due to their lack of skills.

1.4.2 Target groups and final beneficiaries

Target groups:
The direct target groups of this action include staff within:
- key ECOWAS Departments, namely: Early Warning; Humanitarian and Social Affairs and; Environment and Water Resources;
- ECOWAS Offices of Political Affairs, Peace and Security; Human Development and Gender; and Agriculture, Environment and Water
- national platforms for DRR in the focus Member States: the National Emergency Management Agency, Nigeria; the Instituto Nacional de Estatistica e Censos, Guinea Bissau; Direction de la Protection Civile, Ministère de l'Intérieur, Senegal; and the National Disaster Management Organization, Ghana;
- the Parliamentary Network for DRR in West Africa;

Indirect target groups include:
- other relevant ECOWAS Offices and Departments including the Office of the President and the Vice President; Infrastructure; and Macro-economic Policy;
- Civil society organisations involved in DRR or disaster preparedness, planning, response and recovery;
- Military, corporate and scientific sectors within the region
- West African Diaspora

Final Beneficiaries:
The results of this action are focused broadly on the population of the West Africa region. More specifically, the action aims to benefit the estimated 40% of the population that is vulnerable to the impacts of natural hazards and conflict and in particular, vulnerable communities within the four focus member States: Nigeria, Guinea Bissau, Senegal and Ghana. Special attention will be given to women's vulnerability to economic and social hardship.

1.4.3 Relevance of action to region and focus countries

Within the context of increasing uncertainties and growing vulnerabilities in the West Africa region, the Africa Regional Platform for Disaster Risk Reduction has recently revised the Programme of Action for the Implementation of the Africa Regional Strategy for Disaster Risk Reduction (2000-2015). Among its goal and objectives are the mainstreaming of disaster risk reduction (DRR) and climate change adaptation (CCA) as an integral part of sustainable development, the strengthening of regional and sub-regional capacities, national mechanisms, legislative frameworks, and most importantly for the proposed action, the translation of policies and strategies into practical tools for decision-makers and practitioners to facilitate implementation of the Programme of Action and the Hyogo Framework for Action (HFA) 2005-2015.

Regional entities, such as ECOWAS, are envisioned to play a significant role in providing strategic guidance to member states in order to facilitate implementation of strategies and programmes as well as coordination of inter-state initiatives. However, in the West Africa region, several gaps have been identified for regional and national actors in order to improve their DRR and CCA programmes and plans. Apart from shortages in capacities to implement programmes, there is also a need to strengthen risk identification, vulnerability analyses by specific sector and more integrated approaches that include sectoral plans (i.e. health, education, environment, etc.) along with governance and planning issues.

In order to achieve the Programme of Action for the Implementation of the Regional Strategy for Disaster Risk Reduction, there is a need to identify existing *capacities* that can operationalise strategies and plans, as well as the *conditions* in place that either contribute to or impede DRR and CCA planning and implementation. As such, this action will focus on both the capacities and conditions, in particular leadership, to ensure DRR and CCA activities can be effectively implemented at regional, national and sub-national levels. The action will also strengthen risk identification and vulnerability analysis by increasing abilities to anticipate new forms of hazards and understand their complex inter-relationships and dynamics.

A key finding of HFP's previous engagement with ECOWAS was the need to strengthen the relationship between ECOWAS and Member States to better integrate DRR and ensure that policies and frameworks are complementary and can be operationalised at the national level. This action will model effective ways of strengthening that engagement and will focus on the interaction between ECOWAS and four Member States: Nigeria, Guinea Bissau, Senegal and Ghana. These countries have been selected on the basis of multiple criteria, namely:
- Consultations with ECOWAS;
- Political and linguistic balance, comprising representative states from the anglophone, francophone and lusophone communities within the region;
- Representation of a diverse range of crisis drivers and vulnerabilities;

- An assessment of available entry points and the potential for effective partnerships, building upon HFP, DARA and the African Leadership Centre's networks.

A detailed description of the action and associated activities is included in Section 1.5.

1.4.4 Relevance of the action to Australia's objectives and priorities

This action will complement both Australia's development assistance priorities in the West Africa region and the agency's goal and expected outcomes in supporting disaster risk reduction.

The Australian Government is committed to broadening and deepening its engagement with African countries and institutions. This engagement includes supporting progress against meeting the MDGs; building African countries' and institutions' human resource capacity; strengthening natural resource management; and continuing to be responsive to humanitarian crises[3]. In West Africa, this includes a specific focus on food security.

Australia's goal in disaster risk reduction is to reduce vulnerability and enhance the resilience of countries and communities to disasters. This includes integrating disaster risk reduction into Australia's aid programme; strengthening the capacity of partner countries to reduce disaster risks in line with the Hyogo Framework for Action; supporting and enhancing leadership and advocacy on disaster risk reduction; and ensuring policies and programming for disaster risk reduction and climate change adaptation are coherent and coordinated[4].

This action complements Australia's objectives and priorities by contributing to the Millennium Development Goals (MDGs). The link between disaster risk reduction and the MDGs is increasingly recognised, with the *The Millennium Development Goals Report, 2010* stating 'investments in disaster risk reduction can yield long-term benefits, including progress on the MDGs'; while Ban Ki-moon, Secretary General of the United Nations, recently declared that 'reducing disaster risk and increasing resilience to natural hazards in different development sectors can have multiplier effects and accelerate achievement of the Millennium Development Goals.' With a focus on food security, the gendered dimensions of vulnerability, climate change adaptation and innovation and the adoption of new technologies in least developing countries, this action directly addresses MDGs: 1, the eradication of extreme poverty and hunger; 3 gender equality; 7, environmental sustainability and the loss of environmental resources; and 8, global partnership, the needs of least developed countries and the availability of new technologies.

The action also directly addresses human and institutional capacity building needs in the region, with its focus on strengthening capacities at both a regional and national levels. Finally, a significant component of the action focuses on enhancing leadership and advocacy on disaster risk reduction and integrating climate change adaptation and natural resource management with coherent and effective DRR strategies.

Finally, the action complements ISDR and partners' (this includes DARA) monitoring efforts with regards to Hyogo Framework for Action signatories' progresses in terms of saving lives, reducing risks and vulnerabilities globally. This project's findings will feed into ISDR's next Global Assessment Report (2013). Similar findings from risk reduction actions in Central America are included in the upcoming 2011 Global Assessment Report, to be launched in May.

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[3] Looking West: Australia's strategic approach to aid in Africa 2011-2015, AusAID, December 2010

[4] Ausaid Update: ISDR Partnership Meeting, AusAID, March 2010

1.5. Description of the action

1.5.1 Description of the proposed action

The West Africa region is vulnerable to a range of actual, emerging and potential threats and, over the coming decades, the complexities, interrelationships and dimensions of those threats will require an approach for anticipating and responding to crises that is significantly different from that of the present. In particular because the region is likely to experience the impacts of climatic, demographic and environmental change faster than almost any other world region.

Within this context, there has been tremendous progress in developing disaster risk reduction policies and early response systems, with a strong normative framework that includes, but is not limited to: *ECOWAS Policy for Disaster Risk Reduction 2010-2014*; the *ECOWAS Conflict Prevention Framework; ECOWAS Early Warning and Response Network;* and the *Sub-regional Action Programme to Reduce Vulnerability to Climate Change in West Africa.* The challenge, therefore, lies not in further strategic planning, but in supporting ECOWAS to 'bring these frameworks to life' in terms of embedding them within the culture of the organisation, supporting leadership for a more transformative agenda and building a systematic approach to the implementation of these strategies at regional, national and sub-national levels. There is also the need to ensure that the existing frameworks and policies are complementary and inform approaches across ECOWAS and Members States and do not remain compartmentalised within the various Departments of the Commission.

These demands inform specific objectives (i), (ii) and (iii) of this action. This will involve engaging across several Offices within ECOWAS, with a particular focus on: Political Affairs, Peace and Security; Human Development and Gender; and Agriculture, Environment and Water and their relevant Departments: Early Warning; Humanitarian and Social Affairs; and Environment and Water Resources. Through these engagements, the action will also work with a number of other relevant Offices and Departments including the Office of the President and the Vice President; Infrastructure; and Macro-economic Policy. The action will also focus on developing 'champions' at both a national and sub-national level to strengthen linkages between DRR strategies at all levels. This will be done in selected Member States as demonstration case studies that can inform effective approaches to engagement across the region. The specific activities are detailed in Section 1.5.3.

In addition to the need to further embed, integrate and operationalise the various relevant ECOWAS policies and frameworks, ECOWAS also needs to develop the capacity to deal with new forms of complexity and greater degrees of uncertainty. This will involve the ability to better anticipate new forms of hazards and understand their complex inter-relationships and dynamics. The impact of complex inter-related crises are increasingly evident at national, regional and global levels – from the multiple Japanese crises of earthquake, tsunami, radiation and associated economic impacts; or the Russian heat wave and brushfires that affected wheat exports and ultimately contributed to food riots in Mozambique; to the anticipated drought in China posing a major threat to Africa's food security. This is particularly relevant in the West Africa region, where there is significant vulnerability to regional and global change. The capacity to manage this complexity and effectively anticipate the impact of inter-related crisis drivers will require cross-sectoral engagement, openness to innovative solutions and technologies and new forms of collaboration. It will also involve longer-term timeframes and speculative methodologies that acknowledge critical uncertainties.

Specific objectives (iv), (v) and (vi) of this action will address these needs. This will incorporate a range of tools and approaches utilised both in the previous phase of work with ECOWAS and tested with a range of organisations including UN Country Teams, the Inter Agency Standing Committee, USAID, WHO and international non-governmental agencies. Specifically, the action will build on previous work to support the establishment of a multi-sector *Future Crises Unit* that can forecast crisis drivers according to seven priority dimensions – political, community, personal, environmental, food, economic and health security. The action will also integrate climate vulnerability into risk and conflict mapping and facilitate an effective climate science-humanitarian policy dialogue at a regional level. This cross-sectoral engagement will be based on new forms of systematic engagement at a strategic level and will make use of innovative communications technologies such as on-line collaborative networks and e-learning modules such as those piloted in the first phase of this work. Finally innovation and collaboration will be further strengthened by the exchange of experience and learning both within Africa through the African Leadership Programme in Nairobi and their linkages with the African Union and other sub-regional inter-governmental organisations, as well as through an exchange programme with the Asian Disaster Risk Reduction Network, facilitated through Mercy Malaysia.

The formulation of this action and the expected results and activities below have been developed on the basis of the learning and recommendations from the first phase of work with ECOWAS between 2008-09 and in consultation with the ECOWAS Commission, programme partners and associates.

1.5.2 Expected results

The broad results below are expected to meet the overall objective of this action and the specific objectives listed in Section 1.3. These results will be achieved through a range of activities and outputs outlined in Section 1.5.3.

Expected Result 1:
An increased capacity and leadership for a systematic approach to implementing DRR and CCA strategies across ECOWAS Departments –particularly Early Warning; Humanitarian and Social Affairs; and Environment and Water Resources – and the promotion of integrated implementation plans at regional, national and sub-national levels with a focus on Nigeria, Guinea Bissau, Senegal and Ghana.

Expected Result 2:
Increased ability to better anticipate new forms of hazards and understand their complex inter-relationships and dynamics, as well as the capacity to respond effectively through the adoption of new technologies, new forms of collaboration, and longer-term timeframes and speculative methodologies that acknowledge critical uncertainties.

Publications to be produced:
   i.   Mapping report on support for DRR, CAA and disaster prevention, planning, response and recovery programmes in West Africa
   ii. Seven organisational assessment reports for key ECOWAS Departments and relevant member state Ministries concerned with DRR and disaster management and response.
   iii. E-learning package on strategy development for crisis issues
   iv. Quarterly Fellows' reports
   v.   RTU profiles and report
   vi. National Action Plans for focus Member States
   vii. Regional outcomes paper incorporating National Action Plans
   viii. Two leadership training modules
   ix. In-depth climate country study report
   x.   Research paper on the role of diverse actors in DRR in the West Africa region
   xi. Inception report
   xii. Four project progress reports
   xiii. Final evaluation report
   xiv. Financial report
   xv. Final report

1.5.3 Proposed activities and their effectiveness

The following activities will support the expected results outlined in Section 1.5.2 and they have been grouped according to the specific objectives detailed in Section 1.3. While the project will be overall managed by HFP, the activities draw on the experience of the three main implementing partners: HFP, DARA and the African Leadership Centre and, as such, individual activities will be led by the relevant organisation.

The action has been designed as an integrated project and each of the activities below will inform and interact with other activities across the project. The main focus of the activities is on building the organisational and human capacity of ECOWAS and supporting more effective leadership, cross-sectoral engagement, innovation and learning at this level. However, within all of these activities, the action will also aim to 'mainstream' the involvement of the four focus Member States. The approach aims to model regional-national engagement in a way that can be scaled up and applied across the West Africa region and is based on the findings from HFP's previous engagement with ECOWAS which found that an important aspect of strengthening the linkages involves bringing Member State and ECOWAS representatives together in common fora. This was particularly apparent when we piloted the Futures Group during the previous phase of work. As such, many of the activities aim to do just that (A2, A3, B2, B3, B4, C2, D1, E1, F1, F2), even though they may focus on different aspects of strengthening DRR and CCA - from increasing organisational capacities and effective leadership, through to building awareness of risk drivers and facilitating better integration of strategies at the regional and national levels.

In addition to modeling more effective engagement between ECOWAS and Member States, this action will also demonstrate new approaches to community engagement to ensure that communities are integral partners in identifying and anticipating crisis drivers, designing and carrying out actions, and defining what plans, programs and policies are needed.

A. Strengthen the capacity of a range of ECOWAS departments and focus Member States to integrate and mainstream DRR and effective humanitarian response:

The following activities are integrated to provide a baseline understanding of existing capacities and a needs assessment of the capacity building requirements. This will inform the development of the specific capacity building 'tools', namely, an e-learning package and mentoring for key ECOWAS staff. Focus Member States will be included both in the baseline and needs assessment to provide the necessary understanding of the capacities across the region and will also be included in e-learning workshops to ensure that there is a common understanding of strategy formulation and scenario development.

Activity A1: Project mapping to facilitate the prioritisation and integration of planning within the region
There are a range of initiatives that have been, and are being, undertaken in the West Africa region at both regional and national levels to strengthen disaster prevention, planning, response and recovery, climate change adaptation and conflict prevention. These include initiatives undertaken by UNISDR, UNOCHA, UNOPS, UNDP, the World Bank's Global Facility for Disaster Risk Reduction and a number of bilateral and non-governmental agencies. This action will map these activities to assess the inter-relationships between different initiatives, the extent to which they are integrated and complementary and as a means of identifying a baseline of regional capacities, potential 'champions' at both the national and regional levels and to ensure that DRR and CCA strategies are being implemented in a systematic way across different levels within the region.

Output: - Increased understanding of the range of initiatives focussed on DRR and CAA, the inter-relation between these initiatives and the remaining gaps;
- Report mapping initiatives supporting DRR, CCA and disaster prevention, planning, response and recovery activities in the West Africa region.

Activity A2: Organisational Self Assessment Tool
During the first phase of HFP's work with ECOWAS, interviews were held with a wide range of stakeholders to make a preliminary assessment of the strengths and weaknesses of the organisation. Overall, respondents found ECOWAS to have been adaptive and innovative in restructuring itself to address contingent security challenges, open to engagement with civil society, effective in crisis response and early warning, primarily in the short-term, and proactive in its strategic, but partially implemented, policies on conflict prevention and DRR. Weaknesses include short-term planning as a result of a crisis-driven agenda, sovereignty constraints that militate against proactive operationalisation of conflict prevention and DRR strategies at the Member State level, increased compartmentalisation of conflict and humanitarian crisis management bodies within the expanded Commission structure, and severe capacity restraints within ECOWAS' emergent humanitarian response mechanisms.

Using this data as a baseline, this action will initiate a follow-up assessment to determine changes in organisational capacities using HFP's Organisational Self-Assessment Tool (OSAT). The tool will be administered, initially for the three key departments in ECOWAS: Early Warning; Humanitarian and Social Affairs; and Environment and Water Resources. The tool will also be used to assess the capacities of relevant Ministries within the focus Member States to determine respondents' perceptions of future humanitarian crises, as well as their views on their organisation's current capacities for strategic leadership and to be anticipatory, adaptive, innovative and collaborative. This will be followed by organisational assessment workshops for each of the Member States and for ECOWAS to prioritise organisational capacity needs and identify any common requirements.

Output: - Increased understanding of changes in organisational capacities within ECOWAS and remaining organisational capacity building needs within ECOWAS and relevant Member State Departments
- Seven organisational assessment reports for three key ECOWAS Departments and relevant Member State Ministries concerned with DRR and disaster management and response;
- Five organisational assessment workshops for, respectively, ECOWAS and four focus Member States.

Activity A3: e-learning package follow-up and update
HFP piloted an e-learning package tailored for ECOWAS during the first phase of capacity building support to the Commission. This product was designed to provide senior and mid-level Commission staff with training in future humanitarian crisis issues, the importance of strategy formulation and how and why to organise scenario development exercises to test organisational strategy against future disaster scenarios. The e-learning package comprises nine modules: Introduction to future crises; reflections on future crisis drivers in West Africa; the changing nature of conflicts and disasters in West Africa; strategy formulation for humanitarian organisations; humanitarian networking in a changing world; introduction to strategic resilience; purpose of strategic resilience, and; organising a strategic scenario.

The e-learning package will be updated, incorporating the findings from the follow-up OSAT and specific emerging crisis drivers: demographic change and urbanization, climate change adaptation, food security and a range of economic and political crisis drivers including the emergence of 'para-state' violence. HFP will conduct training for ECOWAS staff and relevant Member States on use of the e-learning module, as well as follow-up assessments to share staff experiences on utilising the package.

Output: - Updated e-learning package for ECOWAS Commission staff and relevant Member State Ministries*;*
                - E-learning training workshop;
                - Regional workshop to share e-learning experience and demonstrate strategy formulation and strategic scenario development skills.

Activity A4: Capacity building mentoring programme within ECOWAS
Utilizing the data from the OSAT and the learning from the e-learning package, African Leadership Centre Fellows with an expertise in DRR will be embedded within the three key ECOWAS Departments to provide focused mentoring support for capacity development, DRR mainstreaming and leadership. Each Fellow will be embedded for a period of 12 months, following a six-month placement with ALC/HFP at King's College, London.

Output: - One to one mentoring and small group workshops within each of the three key ECOWAS Departments;
                - Quarterly Fellow's reports on capacity building and mentoring activities within each of the three key ECOWAS Departments.

B. Strengthen the linkages between ECOWAS, Member States and vulnerable communities:

A key finding of HFP's previous engagement with ECOWAS found that 'sovereignty constraints' are an impediment to longer-term planning and strategy for DRR in the West Africa region – that is, that Member States can obstruct the development and implementation of necessary DRR frameworks and policies and encourage a reactive response to a range of crisis drivers. The following activities address these challenges by strengthening commitment to ECOWAS at the national level through increased understanding of the range of complex crisis drivers affecting Member States and the vital role of ECOWAS in coordinating risk reduction strategies, planning and response. Support for the emerging parliamentary network is a key aspect of ensuring that this commitment is sustained through the identification of and support for national 'champions' in the focus Member States. These activities also focus on ensuring the strengthened linkages between ECOWAS and Member States is informed by strong community engagement and the modelling of more effective engagement methodologies that incorporates communities as integral partners in identifying and anticipating crisis drivers, and in designing and implementing appropriate actions.

Activity B1: Vulnerability mapping and identification of key informants
DARA will manage a mapping exercise to identify populations living in vulnerable areas in selected pre-defined geographical areas –so-called representative territorial units (RTUs). The selection of RTUs will be on the basis of specifically designed selection criteria related to vulnerability, in particular focusing on demographic change and urbanization, climate change adaptation, food security and a range of economic and political crisis drivers using a 'bottom up' methodology. This will include the identification of between 20 and 50 key informants within the RTUs, representing different sectors, who will participate in the identification process of crisis drivers and map a range of risks and vulnerabilities. Workshops will be conducted in order to present and validate key drivers identified by key informants and identify key action points to be taken by local stakeholders.

Output: - Report on Selected RTUs and key informants per RTU;
                - RTU profile for each of the selected areas.

Activity B2: Presentation and validation of RTU-profiles at national level workshops
In order to promote holistic measures in addressing underlying risk factors, the action will organise national level workshops where findings will be presented and discussed. The purpose of the workshops is to build an increased awareness of effective community engagement methodologies and to raise awareness of drivers identified within the RTU areas and ensure that actions are taken at the national level to remedy the negative effects they may generate. ECOWAS experts will participate in the workshops at this level. Findings will be summarised in National Action Plans.

Output: - Increased awareness of effective community engagement methodologies;
                - National Action Plans for addressing risk drivers.

Activity B3: Regional workshop for dissemination of National Action Plans and integration with regional strategies
The regional workshop is an opportunity for selected Member States to present findings from RTU processes and for ECOWAS to engage in action plans from a regional perspective, and, if necessary, in the design of cross-national strategies. The activities will be implemented within the *Programme of Action for the Implementation of the ECOWAS Policy for Disaster Risk Reduction 2010-2014.*

Output: - Workshop outcome paper with specific action points at the regional level;
                - Increased awareness of the role of ECOWAS among Member States in supporting effective DRR planning.

Activity B4: Supporting the integration of the DRR parliamentary network with ECOWAS' regional DRR strategy
The United Nations International Strategy for Disaster Reduction (UNISDR) has been supporting a parliamentary network for DRR in West Africa since 2009. This network has focused on increasing knowledge of disaster risk reduction and climate change with the overall goal of making disaster risk reduction a national and community priority, in order to increase disaster resilience and protect development gains. This activity will work with the parliamentary network to develop closer linkages between the network and key departments within ECOWAS – both to ensure that national priorities effectively inform regional DRR planning, as well as to ensure that regional strategy and capacities strengthen national planning. This will be done through the establishment of working groups that will meet in two interactive workshops and will be supported through the establishment of a follow-up 'virtual network'. A secondary focus of these working groups will be to facilitate a peer network throughout the region that encourages networking and strengthened relationships between DRR 'champions' at the national and regional levels (See Activity C2 below).

Output: - Two interactive workshops, one in Abuja and one in another location, possibly Accra;
               - Strengthened commitment to a sustained engagement between ECOWAS and Member States through the identification of and support for national 'champions'.

C. Support an enabling environment for enhanced leadership:

Increasing complexity and the emergence of new forms of disbursed networks and engagement mean that conventional authority structures and the means by which authority is projected is becoming less certain and more fluid. This presents significant challenges for inter-governmental organisations such as ECOWAS. The following set of activities aim to address this changing context and support the development of knowledge and skills amongst key ECOWAS staff to ensure that the organisation can play a central leadership role in the region going forward and thereby ensure DRR can be effectively operationalised throughout the region.

Activity C1: DRR leadership module
While the West Africa region has made significant progress in developing risk reduction strategies and policies, a key finding from Phase I of HFP's work with the Commission is that there needs to be more focus on supporting 'transformative leadership' to effectively operationalise these policies. Supporting such leadership requires both a range of tools to ensure key staff have the knowledge and skills to manage a complex change agenda. Peer networks can also provide mutual support and learning to allow 'champions' to effectively translate policies into an operational context and further the integration of DRR planning at a regional, national and sub-national levels. This activity will focus on supporting key personnel within both ECOWAS and Member States with the knowledge and skills they require through the development of leadership modules based around strategic simulations. The activity, led by the African Leadership Centre, will draw on similar approaches used in East Africa, with a focus on leadership in regional inter-governmental organisations and a further module on leadership within national contexts.

Output: - Two leadership modules, including simulation activities, designed for senior leaders.

Activity C2: Leadership peer network
As above, transformative leadership to operationalise DRR and crisis management requires the development of a peer network across the region to provide mutual support and the exchange of ideas. The African Leadership Centre will support this network through the establishment of working groups at both a regional level and national level. These working groups – for identified potential leaders within ECOWAS Commission and selected Members States – will participate in two interactive workshops to facilitate networking and identify lessons from championing the application and integration of DRR policies within the region. These working groups will incorporate the integration of the DRR parliamentary network and DRR 'champions' at a regional level.

Output: - As per output Activity B4.

Activity C3: Leadership mentoring for key ECOWAS staff
See Activity A4.

D. Stimulate cross-sectoral engagement in new and evolving crisis drivers:

Harnessing interdisciplinary methodologies means not only accessing expertise but developing intermediary bodies to interpret different types of knowledge and analysis. These activities are integrated both to support the establishment of such mechanisms through the setting up a Futures Group *to consider a wide range of evolving and emerging crises over a longer time frame, and also to model mechanisms for cross-sectoral engagement for specific crisis drivers, with a focus on climate change. The mechanisms will model new methodologies for effective community engagement through in-depth country*

studies in Ghana and Senegal and will pilot how cross-sectoral engagement can be further supported through virtual networks.

Activity D1: Future Crises Unit to support 'horizon-scanning' and cross-sectoral engagement
ECOWAS' Early Warning System has prioritised the collection and assessment of real time data on conflict and crisis drivers and their near-term consequences, however, findings from Phase I of HFP's work with ECOWAS found that there is a need for the organisation to project data and think speculatively about challenges to regional human security in the much longer term. This should consider scenarios for events from outside the region and what their consequences might be within West Africa. It should consider not only political, social, economic and environmental change but also changes to the scientific and technological bases of society. There is also the need to adopt more interdisciplinary methodologies to interpret different types of knowledge and analysis and better understand the complexity of future crises and response mechanisms. HFP will support ECOWAS to establish a cross-sectoral Future Crises Unit to address these needs with a focus on producing a rolling strategic assessment of future humanitarian challenges in the region.

Output: - Establishment of Future Crises Unit within ECOWAS' Early Warning Department;
                - Rolling strategic assessments of future humanitarian challenges in the region.

Activity D2: Science-humanitarian policy dialogue
West Africa is subject to very high average climate impacts - with an implied regional adaptation gap that is extreme when compared with other regions. Climate change is one of the fastest, most complex and most comprehensive of risks and risk-multipliers in the region. A better understanding, therefore, of the actual risks faced, the conditions responsible for generating higher risks, and the appropriateness/effectiveness of current policies in addressing these will be a crucial input towards any understanding of and response to systemic risks among populations in West Africa in the short, medium and longer-term. However, HFP research, both in the UK and in East Africa has demonstrated that there are significant gaps in both policy makers' understanding of the opportunities and limits of climate science and climate scientists' understanding of the needs of policy makers. In order to maximise the benefits of climate information, climate scientists need to understand what policy makers know about existing sources of climate information, what they need to know, and how they need it conveyed to them. This, in turn, requires that policy makers understand enough about climate science to be able to ask appropriate questions. This activity will address these needs by bringing together policy makers with regional and international climate scientists to facilitate a more effective dialogue that can then be translated into policy responses to facilitate climate change adaptation and reduce vulnerability. This will be done through national dialogue within each of the focus Member States, as well as two regional workshops drawing on the learning from the national level.

Output: - Two climate science-humanitarian policy dialogue meetings;
                - Increased understanding of the mechanisms to facilitate effective dialogue between policy makers and the scientific community

Activity D3: In-depth climate change adaptation country studies in Ghana and Senegal
This activity, led by DARA, will support Activity D2 with an in-depth country study of one of the focal Member States. The activity will model effective community engagement methodologies for climate change and will develop community-led tools such as probabilistic downscaling tools to address different key climate stresses (human health, extreme weather, human habitat, and stresses to natural resources and the economy). The study will challenge local knowledge and adaptation policy measures currently addressing climate change, and the findings will be published as an independent case study, as well as being integrated into DARA's 2012 Climate Vulnerability Monitoring Report.

Output: - Increased awareness of effective community engagement methodologies and the development of
                community-led climate change adaptation tools
                - In-depth climate country study;
                - Integration of West African CCA data into DARA's 2012 Climate Vulnerability Monitor.

Activity D4: Supporting distributed intelligence networks
See Activity E1 below.

E. Innovative approaches utilizing new technologies and new types of partnerships:

The West Africa region faces considerable uncertainties in coming decades and is vulnerable to a range of complex and interrelated crisis drivers that will require a range of capacities beyond those available within ECOWAS or the individual Member States. These activities are focused on demonstrating the need for new forms of sustained, systematic and strategic engagement with a range of diverse actors and the utilization of new technologies that will be necessary to provide the capacity needed to effectively respond to the changing dimensions and dynamics of future humanitarian threats in the region.

Activity E1: Supporting on-line distributed intelligence networks
The ECOWAS Warning and Response Network (ECOWARN) has made important progress in extending its intelligence network to Member State and civil society partners but there is much still to be done in terms of harnessing the distributed intelligence within and outside the Commission. As ECOWAS expands its human capacity this involves making greater use of distributed expertise for analysis of trends in the long as well as short term and exploiting information technology and online communities to share information with the full range of regional expertise outside ECOWAS structures, including NGOs and the corporate sector. This activity will support the establishment of an on-line network of cross-sectoral expertise both to support regional DRR policy and planning mechanisms and also strengthen ECOWAS' role as an information hub for the exchange of learning.

Output: - Establishment of an on-line DRR learning and exchange platform.

Activity E2: Understanding the contribution of diverse actors to DRR, planning, response, recovery and reconstruction
The impact of crisis drivers in the West Africa region is growing exponentially and, within this context, the traditional humanitarian sector is unlikely to have the capacity to adequately prepare or respond to existing crises, let alone to new threats and growing vulnerability. This activity will therefore assess the opportunities and constraints associated with leveraging the capacity of a diverse range of actors, including the military, the corporate sector and the Diaspora, to make a strategic contribution to addressing vulnerability and enhancing resilience. The research will focus on who these actors are likely to be; how they can best engage with, and be engaged by, traditional humanitarian actors including policy makers at national and regional levels; and how they can best promote innovation, leadership and anticipation to develop practical means to deal with emerging threats and growing vulnerability.

Output: - Research paper on the role of diverse actors in DRR, planning, response, recovery and reconstruction in the West Africa region.

F. Strengthen the exchange of learning:

All regional organizations are facing challenges of long term changes in the international system, including the rise of fluid multipolarity, economic and technological interdependence, greater competition for influence, especially within Africa, and the difficulty of balancing the interests of unequal states of waxing and waning influence and fragility. The following set of activities aim to stimulate thinking about these challenges and facilitate an exchange of learning both within Africa and with Asia to share learning on how different regional organizations are managing this change to ensure that they remain relevant in the future.

Activity F1: Asia exchange programme
ECOWAS has increasingly strengthened its interaction with civil society partners who play a vital role in DRR, recovery and response in the region and this interaction is evolving from a focus on operational collaboration to a more sustained strategic engagement on DRR and CCA issues. This activity will share learning with the Asia region, through the Asian Disaster Reduction and Response Network (ADRRN) to assess best practice and the opportunities and constraints involved in developing a closer relationship between civil society, government and inter-governmental partners. The exchange will incorporate a visit from ECOWAS and civil society representatives to the ADRRN Secretariat, hosted by Mercy Malaysia in Kuala Lumpur, followed by a reciprocal visit by ADRRN Executive Committee members to the West Africa region, along with their government counterparts. These exchanges will have a particular focus on increasing the effectiveness of community participation in disaster risk mapping and vulnerability mitigation and will explore effective mechanisms to incorporate community perspectives in policy formulation.

Output: - Reciprocal exchange programme for nine civil society, government and inter-governmental representatives from the Asian and West African regions.

Activity F2: Regional exchange programme
See Activities A3, B3, B4, C2, E1, G5, G6, G7.

G. Project working group

I Inception Phase

Activity G1: Strengthening regional and national partnerships
During the inception phase, this action will focus on strengthening the network of relationships with national and regional partners, including the relevant national focal points for DRR, key personnel within ECOWAS, non-governmental institutions,

academia and international organisations active in the region. This will build on HFP, DARA and ALC's existing networks and will focus on those organisations that support national authorities, deliver services or technical support, as well as advocacy.

Output: - Stakeholder mapping at a regional level and for each of the focus Member States and signing of relevant Memoranda of Understanding.

Activity G2: Adapting tools and concepts to the West African region
With input from ECOWAS and other organisations (See Activity G1), the action will adapt existing tools and concepts to the contextual reality of West Africa, based on their demonstrated and successful application in Central America, East Africa and the South Asia region. This will particularly focus on adapting the tools for slow on-set disasters that are characteristic of the West African region and will revise the tools and methodology for data collection for regional knowledge and experience.

Output: - Adaption of programme tools, including the RRI instruments, mentoring programme and science-humanitarian policy dialogue to the regional and national contexts.

Activity G3: Preparation and planning process
During the last part of the inception phase the action will define a list of key benchmarks against which project progress can be monitored and finalise roles, responsibilities and deliverables with input from stakeholders identified during Activity G1. Implementing partners and key stakeholders will also agree the composition of a project advisory committee to support and guide activities. These activities will inform a comprehensive Inception Report which will serve as a key reference for project implementation. It is intended that the Inception Report will be a regional reference instrument to be used by regional and national authorities and should involve AusAID input. This will be the first deliverable under the funding agreement with the Australian Government.

Output: - Inception Report;
- Establishment of project advisory committee.

II Implementation phase

Activity G4: Mid-term project advisory meeting
The project advisory committee will convene virtual meetings on a six-monthly basis and will hold a mid-term meeting in the region to review progress against key benchmarks, including actual versus planned expenditure and will recommend any revisions or amendments to the project. This will include brief project progress reports to be shared with stakeholders.

Output: - Mid-term project meetings to measure on-going progress and revise and amend project activities;
- Six-monthly project progress reports.

III Consolidation, dissemination, evaluation and learning

Activity G5: Final evaluation
An external final evaluation, including a financial audit will be carried out in the 24th month of the project. This will assess the extent to which the project has achieved its key outputs, assess the immediate outcomes from the project and evaluate the likely impacts and sustainability of the action. This activity will inform a final report to AusAID.

Output: - Evaluation report;
- Financial report;
- Final report.

Activity G6: Dissemination and sharing of lessons learned
The final activity will involve a meeting with representatives from key stakeholders at the national and regional levels to share learning from the project. This will review the tools and methodologies used during the action and will incorporate recommendations for follow-up activities and sustainability plans.

Output: - Final project meeting for partners and stakeholders to sharing learning and develop follow-up activities and sustainability plans.

1.5.4 AusAID visibility & communication plan

This action recognises the importance of acknowledging the Australian Government and AusAID's contribution to the programme. The action will ensure adherence to any required communication and visibility requirements and any reports, documents or publications produced as part of this action will acknowledge the contribution of the Australian Government,

as well as include relevant AusAID logos on the front page and text recognition in the introductory pages. All visible actions will be photographed and included in periodic progress reports submitted to AusAID. The action will also ensure King's College London and the Humanitarian Futures Programme and its partners are clear that any publications or statements for the action will not represent the views of the Australian Government.

1.6.   Methodology

1.6.1 The methods of implementation and reasons for the proposed methodology

Most strategic planning processes lack the scope and perspective needed to anticipate rapid change and complexity. Yet, the pace of scientific and technological innovation, natural resource depletion, the growing impact of globalisation and major demographic changes are all likely to contribute to the rapid intensification of human vulnerability to disasters and emergencies. That institutional planning processes often are insensitive to such trends or find it difficult to anticipate their policy consequences can be explained by a mixture of psychological and institutional factors. The net result, however, is that strategic planning fails to relate to the possible implications of complex trends. In instances where the implications of such trends are captured in strategies and policy planning processes, they too often fail to work their ways into decision-making processes, as in the case of West Africa.

This action will utilize a range of tools including organisational assessment tools (the OSAT), peer networking and learning and a bottom-up, participatory approach to identify key crisis drivers for vulnerable communities and to encourage a robust link between strategic planning processes and the operationalisation of DRR and CCA policies. The identification of crisis drivers will be based on theoretical and practical evidence and experience from the region as well as other areas prone to disasters and the impacts of climate change. The theoretical framework is based on a two-step approach: First it takes a deductive approach, considering broader experiences and theoretical discussions about risk and vulnerabilities, which guides a more specific focus on particular crisis drivers within specific areas. Once drivers of risk and vulnerability have been identified, the approach turns inductive, and attempts to take findings to a general level, based on broad-based consultation processes.

Organisational assessments will give emphasis to the development of five key capacities the HFP believes are important in identifying and preparing for future crises: anticipation, adaptation, innovation, collaboration and strategic leadership. Through our work with a range of partner organisations, HFP has developed a range of tools to assess and strengthen these five capacities.

Partnership will also be a key element to the success of the action. HFP, DARA and the African Leadership Centre bring together significant experiences in building partnerships, both at strategic as well as implementing levels. Partnerships also play a central role in disseminating findings and working with different authorities in order to ensure a two-way process of effective operationalisation and the incorporation of bottom-up findings at policy and strategic levels.

Finally, gender sensitive approaches will be utilised throughout the action to ensure that woman and men have equal opportunities to participate in and inform the processes of this action. There will also be a focus on the specific vulnerability of women to the impact of disasters, as well as the opportunities that disaster risk reduction, response and recovery can present for women: *'In countries where gender discrimination is tolerated, women and girls are particularly vulnerable… not only is the percentage of women and girls who die higher in these countries, but the incidence of gender-based violence—including rape, human trafficking and domestic abuse—is also known to increase exponentially during and after disasters. Most disasters place an undue burden on women and girls, who are responsible for unpaid work such as providing care, water and food for households. Yet, the same destructive disasters also create opportunities for women as agents of change. Disasters can also provide an opportunity to redress gender disparities. For example, during the recovery period following a disaster, longstanding biases against women can be challenged by programmes that are sensitive to their needs and that involve them as equal partners in recovery work[5].'*

1.6.2 The role and participation in the action of the various actors and stakeholders

Partners:
This action will be led by HFP in partnership with ECOWAS, DARA and the African Leadership Centre. HFP will be overall accountable for the grant and responsible for the expected results and outcomes of the action. The action has been developed in collaboration between the partners and, within this framework, partners will act as lead agency on specific Activity Groups outline in Section 1.5.3.

HFP will lead on Activities A1, A2, A3, B4, C2, D1, D2, D4, E1, E2 and F1. These activities utilise a suite of tools, including the OSAT that HFP has developed working with a range of bilateral, multilateral and non-governmental partners; and will build on HFP's previous work in the West Africa region, directly following up on the findings and recommendations of this previous action – see Annexes II and III.

ECOWAS, as both a vital partner and a key target group will inform all of the activities of this action and is expected to be at the forefront of guiding and adapting the action through the programme advisory group. ECOWAS will also be central to the identification of key informants for the action and managing effective relationships with the focal Member States of this action.

DARA will lead on activities B1, B2, B3 and D3. These activities will draw on DARA's expertise in modeling different forms of community engagement and effective mechanisms to ensure that communities are integral partners in identifying and anticipating crisis drivers, and in designing and implementing appropriate actions. These methodologies have been piloted in the Central American and Caribbean region and have demonstrated effectiveness in improving DRR by encouraging greater political commitment, facilitating the mainstreaming of DRR into development programming and support comprehensive approaches to community partnership.

The African Leadership Centre will lead on Activities A4 and C1 and C3. Since July 2008, the ALC, through its offices at King's College London and in Nairobi has been mentoring the next generation of African leaders and facilitating their participation in national, regional and international efforts to achieve transformative change in Africa. The Centre brings together African leaders, experts and academics from all over the world to work with young, talented Africans in the belief that African challenges require African solutions and that forging mutually beneficial partnerships between academia, civil society, government and regional institutions can contribute to change through entrepreneurship, innovation, creativity and leadership.

All partners will contribute to the activities within the project working group and advisory panel – Activity Group G1-G6

Associates:
Associates to this action are Mercy Malaysia & the Asia Disaster Risk Reduction Network (ADRRN), the International Federation of the Red Cross (IFRC), and the UN's International Strategy for Disaster Reduction (UNISDR). Associates will play a key role in facilitating specific activities as follows:

Mercy Malaysia is one of HFP's key stakeholders and, as host to the **ADRRN,** plays an essential convening role for the DRR and humanitarian community in Asia and internationally. HFP and Marcy Malaysia will work in close collaboration to facilitate the cross-regional exchange outlined in Activity F1 to share learning across the regions, with a particular focus on increasing the effectiveness of community participation in DRR, response and recovery.

IFRC is a key DARA partner. DARA's bottom-up participatory methodology to identify a broad range of key informants in three to four sub-national regions per country (RTUs) requires deep national reach across multiple locations. DARA will work closely with the IFRC, leveraging their grass-roots network of local Red Cross chapters to facilitate consultations across nine countries in the West Africa region (three of which are incorporated within this action).

UNISDR, as the global platform for disaster risk reduction and the focal point for the Hyogo Framework plays a central role in coordination and advocacy for DRR. Their work in the West Africa region supporting a network of parliamentarians for DRR holds considerable potential. HFP will therefore coordinate closely with UNISDR to further integrate this network with regional strategies and policies and ensure that they represent an effective voice in translating national vulnerabilities to the regional level.

1.6.3 The organisational structure and the team proposed for the implementation of the action

Project Management:
The overall management of this action will rest with HFP, King's College London. This will include significant inputs and oversight from HFP's Director, Dr. Randolph Kent and Senior Programme Coordinator, Hugh MacLeman. Day to day management and implementation of the action will rest with three full-time Project Officers appointed to directly guide and manage the programme. The action will also benefit from administrative support from HFP and King's College London.

1.6.4 The attitudes of stakeholders towards the action

The action has been developed in consultation between the four main partners: HFP, ECOWAS, DARA and the African Leadership Centre. These consultations have been based on very strong partnerships as all of the organisations have collaborated closely on previous occasions. The needs of the action have been identified both through ECOWAS and its Member States and during previous HFP actions in the region.

1.7. Duration and indicative action plan for implementing the action

The duration of the action will be 24 months.

Year 1

Activity	Semester 1						Semester 2						Lead partner
	1	2	3	4	5	6	7	8	9	10	11	12	
A. Capacity Building for key ECOWAS departments and focus Member States:													
A.1 Project mapping for DRR planning, response and recovery, CCA and conflict	▓	▓	▓										HFP
A.2 Organisational Self Assessment Tool				▓	▓								HFP
A.3 E-learning package for strategy formulation in future crises					▓	▓	▓	▓	▓	▓			HFP
A.4 Capacity building mentoring programme									▓	▓			ALC
B. Strengthening the linkages between ECOWAS and Member States:													
B.1 Vulnerability mapping and the identification of key informants					▓	▓	▓						DARA
B.2 Presentation and validation of RTU profiles										▓	▓		DARA
B.4 Integration of DRR parliamentary network into regional DRR strategy										▓	▓		HFP
C. Supporting an enabling environment for leadership:													
C.1 DRR leadership modules				▓	▓	▓	▓	▓	▓	▓	▓		ALC
C.2 Leadership peer network										▓	▓		HFP
C.3 Leadership mentoring for key ECOWAS staff										▓	▓		ALC
D. Cross-sectoral engagement in new and evolving crises:													
D.1 Future crises unit										▓	▓	▓	HFP
D.2 Science-humanitarian policy dialogue				▓	▓								HFP
D.3 Climate change adaptation country studies					▓	▓	▓	▓					DARA
E. Innovative approaches, new technologies and partnerships:													
F. Strengthen the exchange of learning													
F.1 Asia exchange programme										▓	▓		HFP
F.2 Regional exchange programme	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	All

G. Project Working Group													
G.1 Strengthening regional and national partnerships	▓	▓	▓										All
G.2 Adapting tools and approaches to the West Africa region	▓	▓	▓										All
G.3 Preparation and planning processes	▓	▓											All
G.4 Inception meeting			▓	▓									All

Year 2			
Activity	Semester 3 (*Yr2, Q1&2*)	Semester 4 (*Yr2, Q3&4*)	Lead partner
A. Capacity Building for key ECOWAS departments and focus Member States:			
A.2 Organisational Self Assessment Tool	▓		HFP
A.3 E-learning package for strategy formulation in future crises	▓	▓	HFP
A.4 Capacity building mentoring programme	▓	▓	ALC
B. Strengthening the linkages between ECOWAS and Member States:			

B.3 Integration of National Action Plans into regional strategies			DARA
B.4 Integration of DRR parliamentary network into regional DRR strategy			HFP
C. Supporting an enabling environment for leadership:			
C.1 DRR leadership modules			ALC
C.2 Leadership peer network			HFP
C.3 Leadership mentoring for key ECOWAS staff			ALC
D. Cross-sectoral engagement in new and evolving crises:			
D.1 Future crises unit			HFP
D.2 Science-humanitarian policy dialogue			HFP
D.4 Supporting distributed intelligence networks			HFP
E. Innovative approaches, new technologies and partnerships:			
E.1 On-line distributed intelligence networks			HFP
E.2 Understanding the contribution of diverse actors			HFP
F. Strengthen the exchange of learning			
F.1 Asia exchange programme			HFP
F.2 Regional exchange programme			All

G. Project Working Group			
G.5 Mid-term meeting			All
G.6 Final evaluation			External evaluator
G.7 Dissemination and sharing of lessons learned			All

1.8 Sustainability

1.8.1 Main preconditions and assumptions during and after the implementation phase

- Sustained management support within ECOWAS and an openness to engagement at Member State level
- The action will need to engage at multiple levels within both ECOWAS and Member States to mitigate against turnover of key contact points;
- Absence of significant national conflict within or between the four focal member States
- Continued cooperation and coordination between implementing partners and associates in the action
- The active participation of women in the action at local, national and regional levels

1.8.2 Detailed risk analysis and contingency plans.

Risk Type	Mitigating Action
Physical: Travel restrictions within the region as a result of conflict or the impact of natural hazards	ACL Fellows, associates and some project staff will be based in the region to continue discreet activities even in the event of travel restrictions + a 24 month time frame should allow re-scheduling of activities facilitated by the project advisory group
Political: Political instability could distract support for and engagement with the action both within ECOWAS or the focal Member States	The action is focused at various levels: regional, national and sub-national. This should allow the continuation of activities in the event of priorities changing in the region
Social: Gender-sensitive programme could generate resistance and engagement with the action; local communities may refuse to engage with activities at the sub-national level	Conflict sensitive methodologies will be used throughout the action to encourage, active non-threatening engagement. The action will also engage through regionally sensitive staff and contact points
Economic: Price shocks and/or currency fluctuations impact upon activity costings within the action; As with political instability economic shocks could reprioritise focus within the region, as well as act as a conflict driver	A greater focus on cost sharing across activities could offset some price shocks at a global or regional level and, as previously mentioned, engagement at different levels can mitigate against changing priorities or short term conflict
Environmental: The region is susceptible to the impact of natural hazards which have the potential to interrupt implementation of the action	The focus on diverse Member States within the region spreads the risk of disruption from the impact of natural hazards

1.8.3 Sustainability

The methodological approach of this action has been designed to promote sustainability. ECOWAS is at the centre of the action, ensuring ownership of, and commitment to, the action. The focus on peer networking and learning, participatory approaches and multi-level engagement also facilitate sustainability and ownership of the action. In addition, HFP and DARA have a sustained engagement and robust network in the region, allowing the action to build on previous recommendations and evidenced outcomes. In the case of ALC, the principle of emphasising local solutions to local problems through entrepreneurship, innovation, creativity and leadership is central to the organisation's approach.

Institutional sustainability:
The emphasis on capacity building, the embedding of African Fellows and support for DRR 'champions' and peer networks will ensure that there are real long-term changes in the polices, practices and behaviours of staff within key ECOWAS Departments and national platforms for DRR. This will facilitate institutional changes that are embedded beyond the framework of this action.

Financial sustainability:
This action will not establish new, financially unsustainable structures or processes and will work through existing levels of financial resourcing. There are no significant capital costs associated with the action and the emphasis will be on facilitating innovative processes, enhanced leadership and strengthened one to one networks.

Policy sustainability:
There has been tremendous progress in developing disaster risk reduction policies and early response systems in the West Africa region in recent years. This process has been locally owned and the planned action is unlikely to have an adverse effect on the sustainability of the policy environment. Rather, the focus of this action is on supporting further integration of

regional and national level policies and the effective operationalisation of these policies to reduce vulnerability in the region.

Social and cultural sustainability:
This action will be sensitive to gender and conflict issues across the region. The emphasis on strengthening peer networks both within the region and cross-regionally, as well as engagement at sub-national, national and regional levels should result in positive outcomes for greater social and cultural inclusion as key target groups will strengthen networks with a broad range of stakeholders.

Environmental Sustainability:
This action will demonstrate the use of innovative technologies including the use of virtual peer networking facilities and other environmentally sustainable approaches. In addition, the emphasis on capacity building will result in limited environmental impact as opposed to actions with significant capital investments. Publications, reports and training materials will, wherever possible, be produced in electronic format and project group and advisory meetings will largely be conducted remotely using video-conferencing facilities.