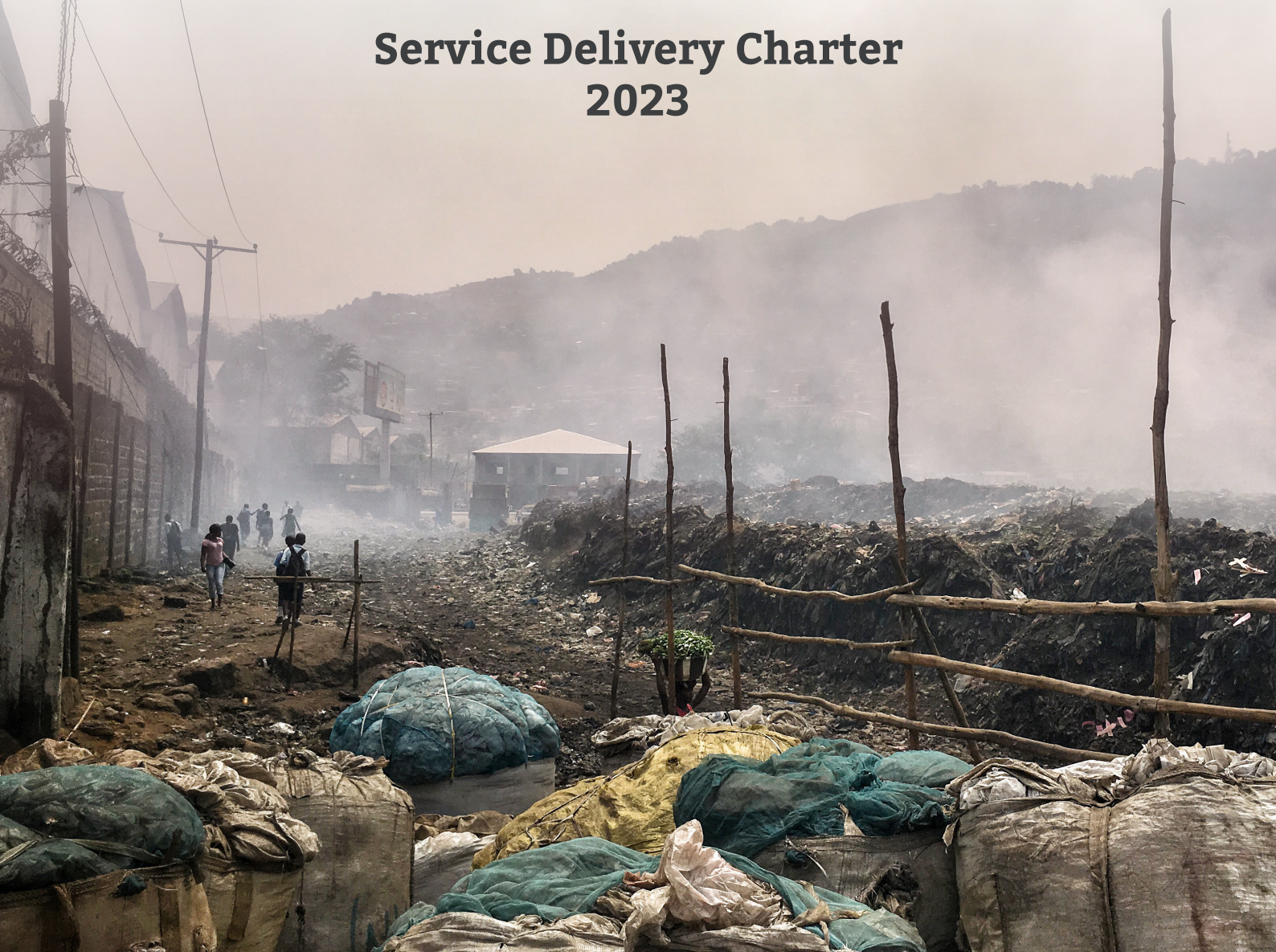




NATIONAL DISASTER MANAGEMENT AGENCY

Service Delivery Charter 2023





FOREWORD

It is with great pleasure that I present the first-ever Service Delivery Charter of the National Disaster Management Agency (NDMA) launched on 8th of May 2023, that represents another important milestone in the development of the NDMA and its relationship with citizens of Sierra Leone.

The Charter has been developed after extensive consultation across the Directorates of the Agency and with other key ministries, agencies, stakeholders and partners in Sierra Leone.

As part of this process, I would like to extend my thanks to Professor Lee Miles of Bournemouth University Disaster Management Centre (BUDMC) and the Driving African Capacity Building in Disaster Management (AFRICAB) project for dedicated evidencing and support in the development of the Charter.

The Charter represents another example of the importance of evidenced-based policy-making that can give citizens quality assurance that the Agency is working to help citizens in the best ways it can at times of emergencies and disasters.

I have no doubt that this Charter will prove to be an important document now and in the future. It will help citizens of Sierra Leone understand and appreciate the role of the Agency and when, where and how they can contact the Agency on matters of concern.

Thank you.

Lt Gen (Rtd) Brima Sesay GCOR

Director General

NDMA

Acronyms

AFRICAB	Driving African Capacity Building in Disaster Management
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
CBDRM	Community-based Disaster Risk Management
EWS	Early Warning System
HR	Human Resources
HR&A	Human Resources and Admin
MDAs	Ministries Departments and Agencies
MOUs	Memorandums of Understanding
NDMA	National Disaster Management Agency
SOPs	Standard Operating Procedures
SPOF	Single Points of Failure



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The Charter

This Charter sets out the service standards that partners, stakeholders and the public should expect from the National Disaster Management Agency (NDMA).

1.0 Introduction to the NDMA:

The National Disaster Management Agency is a statutory body established by an Act of Parliament on 8th June 2019. The Agency was launched by His Excellency the President Brig. Gen. (Rtd) Dr. Julius Maada Bio (GCRSL) on 19th November 2020.

1.1 Our Vision:

A safer, climate adaptive, and resilient nation in which the communities, the economy and the environment are better protected from negative impacts of disasters and emergencies, through appropriate and comprehensive Disaster Risk Management (DRM) strategies.

1.2. Our Mission:

To promote, develop, co-ordinate and implement a comprehensive Disaster Risk Management (DRM) approach, including risk identification, prevention, reduction, disaster preparedness, response, and recovery to enable Sierra Leone to become more resilient to, and build back better after the impact of disasters and emergencies.

1.3 Our Mandate:

The National Disaster Management Agency has a mandate to supervise, coordinate and manage matters relating to disasters and emergencies throughout Sierra Leone.

This includes:

- To create, develop, co-ordinate and manage national capacities to handle disasters and emergencies.
- To develop a regional capacity, including the establishment of offices of the Agency across the country.
- To foster effective working relationships with regions, districts, local communities and chiefdoms, including the development of National, Regional, District and Chiefdom Disaster Management Committees.
- To create and manage a National Disaster Management Fund to provide finances to support the prevention and enhance the management of disasters and emergencies, and to provide contingency for other related matters.

1.4 Our Core Values:

- Professionalism
- Integrity
- Innovativeness
- Public and Citizen Focus
- Coordination and Teamwork
- Respect for the Rule of Law
- Accountability

1.5 Our Responsibilities:

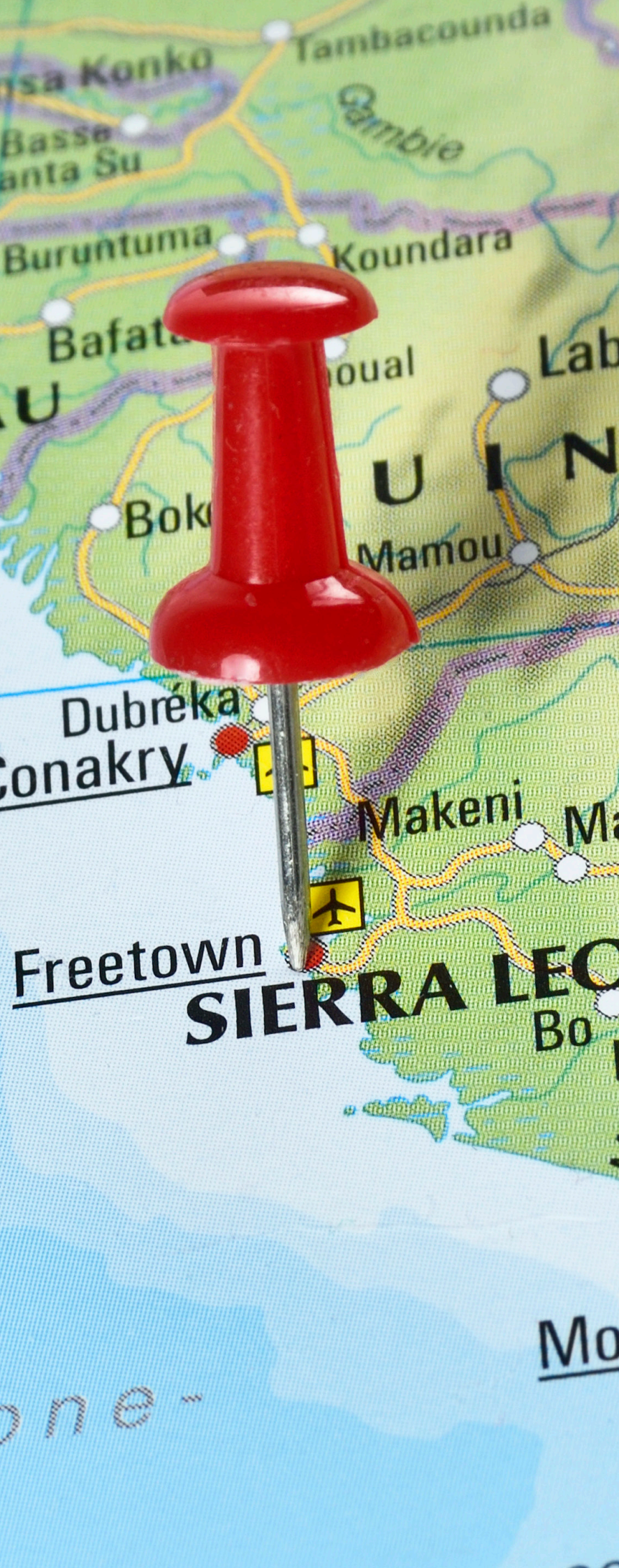
The NDMA will:

- Promote the integration/mainstreaming of Disaster Risk Management across government including Ministries, Departments and Agencies (MDAs).
- Coordinate DRM activities and efforts with local, national and international partners and stakeholders to reduce and eliminate duplication of effort and poor allocation of resources.
- Synergize Disaster Risk Management (DRM) into sustainable development programs and policies to achieve greater integration with climate change adaptive activities as part of a holistic approach to disaster risk management and climate change.
- Strengthen all aspects of disaster risk governance to enhance effective DRM.
- Promote greater Disaster Risk Reduction (DRR) across Sierra Leone.
- Reduce the underlying risk and vulnerability factors by improving disaster risk management application at all levels.

- Enhance effective disaster preparedness, coordination, response and recovery practices at all levels.
- Ensure systematic and effective identification and monitoring of national level and multi-hazard Early Warning Systems (EWS) in the most timely and efficient manner.
- Further appropriate applications and use of knowledge, research, education and training, as well as innovation and information sharing to build safe and resilient societies and communities across Sierra Leone.
- Create, manage and develop effective partnerships with stakeholder to improve disaster management across Sierra Leone.
- Ensure the well-being and development of staff/personnel in disaster management.
- Mainstream gender and social inclusivity in disaster management.
- Maintain overall accountability for effective financial management.

1.6 Our Policy Priorities:

- Maintaining disaster risk reduction in sustainable development programs.
- Strengthening disaster risk governance.
- Disaster risk management financing and investing in resilience.
- Disaster preparedness and emergency response.
- Recovery and reconstruction management.
- Disaster risk management classification.
- Disaster education and public awareness.



1.7 Establishment and Functioning of the Service Charter:

- This Service Charter is created on the 8th May 2023.
- NDMA is committed to excellent service in all aspects of disaster risk management including the coordination and delivery of national disaster preparedness response and recovery programs.
- NDMA will promote and deliver national and local capacity enhancement, coordination and resource mobilization to address national and local disaster management issues.
- This Service Charter is subject to regular review and update as may be required by and in accordance with the leadership of the Agency.

2.0 Structure and Services of the NDMA

DIRECTORATE	SERVICES OFFERED
<p>Communications</p>	<p>The Directorate will:</p> <ul style="list-style-type: none"> • Collaborate with other NDMA directorates and wider stakeholders to develop and implement an effective communications strategy for public engagement. • Produce and disseminate content, including publications, press releases, website content, annual reports, speeches, and other material that communicates the NDMA's activities, and/or services. • Draw upon and utilize sources of best practice, co-creation and research, such as the AFRICAB project, to enhance communications of the NDMA. • Manage communication with the public and stakeholders, such as, respond to media inquiries, arrange interviews, and act as a spokesperson for the NDMA. • Establish and maintain relationships with representatives of the media, such as, journalists. • Maintain a media database. • Seek opportunities to enhance the reputation of the NDMA, and coordinate publicity events as required. • Manage complaints in line with NDMA procedures, address conflicts as they arise and escalate to management as appropriate. • Disseminate NDMA information to enhance public awareness about respective hazards, vulnerabilities, and risks.
<p>Risk Reduction and Preparedness</p>	<p>The Directorate will:</p> <ul style="list-style-type: none"> • Undertake assessments and manage procedures for identifying existing and emerging risks, hazards, vulnerabilities and single points of failure. • Develop policies and initiatives aimed at promoting and enhancing disaster risk reduction (DRR) across Sierra Leone.

Risk Reduction and Preparedness

- Promote efforts, policies and procedures that will manage residual risk and contribute to strengthening of resilience and sustainable development.
- Identify, map, promote and support local capacities aimed at improving DRR, addressing single points of failure, managing local hazards and preparing for disasters.
- Draw upon and utilize sources of contemporary best practice, co-creation and research, such as the AFRICAB project, to enhance DRR approaches of the NDMA.
- Identify, assess and contribute to managing hazards, vulnerabilities, risks and single points of failure affecting local communities in their localities.
- Identify, coordinate and work with wider stakeholders to improve DRR across Sierra Leone
- Identify and implement cost-effective risk reduction measures and or strategies.

Relief and Response

The Directorate will:

- Undertake on-site and needs assessments as well as manage the completion of the List of Affected Persons during a disaster response.
- Coordinate relief efforts.
- Identify and address challenges, capacity gaps and single points of failure in the management and delivery of relief efforts.
- Draw upon and utilize sources of contemporary best practice, co-creation and research, such as the AFRICAB project, to enhance response and relief assistance.
- Provide appropriate public assistance during or immediately after a disaster order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected.
- Participate in the delivery of Search and Rescue.
- Manage the transition from Response to Recovery for the NDMA and wider stakeholders.
- Support local communities to 'bounce back' and recover from disaster.

Monitoring, Evaluation and Research

The Directorate will:

- Develop and implement an NDMA Monitoring and Evaluation Framework to ensure the implementation and evaluation of programs to gauge effectiveness and reinforce a process of continual improvement.
- Undertake evaluations to consider appropriate measures that will improve the quality of evaluations, contribute to continual improvement, disaster preparedness, response and recovery programs.
- Monitor ongoing programs to cater for emerging and continuing needs.
- Develop key indicators significant for progress on DRM programs, including identifying single points of failure (SPOF) and/or capacity gaps.
- Evaluate concluding and completed DRM programs as part of a commitment to continuous improvement.
- Develop, promote and participate in relevant research and knowledge exchange as appropriate to further the aims and effectiveness of the Agency.
- Draw upon and utilize sources of contemporary best practice, co-creation and research, such as the AFRICAB project, to enhance monitoring, evaluation and research activities of the NDMA.
- Provide appropriate and robust qualitative assessments of recovery progress.
- Review key activities performed in the reporting period.
- Consider key activities and deliverables to be performed by the next reporting period and the respective expected outcomes to be achieved
- Identify and locate where expectations have not been met and provide recommendations and actions for the future.
- Consider and report on ways local communities are engaged in recovery from disasters.

Directorate of Finance**The Directorate will:**

- Provide overall resource management, including staffing, budget preparation and expenditure reporting, cash management, accounting, and financial aspects of donor/grant management and internal controls.
- Maintain overall accountability for effective financial management of the Agency to ensure robust financial management, capacities, systems and accountability are in place.
- Provide technical support and monitor audit compliance issues.
- Oversee effective budget management of emergency response funds.
- Monitor and ensure adequate financial management systems are in place for the scale of emergency response.

Directorate of Partnership**The Directorate will:**

- Identify partners and incorporate them in the disaster planning process.
- Establish the purpose of each partnership and agree the common aims and objectives underpinning the respective partnership.
- Establish roles and responsibilities for each respective partner.
- Maintain regular communication with partners.
- Include partners in training and exercises as appropriate.

Directorate of Human Resources and Administration

The Directorate will:

- Coordinate mobilization and recruitment of personnel at all levels of the NDMA.
- Formulate, develop and implement appropriate Human Resources (HR) policies and processes.
- Participate in operational planning to help identify staffing requirements.
- Manage large-scale recruitment of national staff.
- Implement emergency HR policies and systems to meet changing operational requirements, regulations and local laws.
- Support the safety, security and well-being of emergency staff, recognizing the increased risks and pressures on staff during emergencies and disasters.
- Coordinate consultancy services.
- Provide overall administration of the Agency.

3.0 Corresponding Service Strategies and Actions

RESPONSIBLE DIRECTORATE	INDICATIVE SERVICE ACTIONS
Directorate of Communications	<p>Indicative Service Actions include:</p> <ul style="list-style-type: none"> • Measures to ensure the accessibility, accuracy and dissemination of appropriate information to the public, and, as appropriate, supporting partners, stakeholders, and cooperating agencies and organizations. • Measures to establish and maintain strong relationships with the media to enhance the propagation of NDMA’s activities and ensure consistent accurate information to public realms. • Appropriate applications and use of knowledge, research, education and training to foster understanding of and trust in NDMA communication. • Active innovation and information sharing to build safe and resilient societies and communities across Sierra Leone.

<p>Directorate of Disaster Risk Reduction and Preparedness</p>	<p>Indicative Service Actions include:</p> <ul style="list-style-type: none"> • Active measures to promote DRM and climate change adaptation in policies, strategies, plans, laws and programs of all relevant sectors, considering climate change scenarios and impacts of disaster risks in Sierra Leone. • Cross-agency collaborations in DRM mainstreaming and the development of cross-sectoral priorities and development plans to embed DRM into development agenda. • Development and review local DRM strategic plans and Standard Operating Procedures (SOPs) of Sierra Leone in accordance with the NDMA Act 2020. • Measures promoting a risk-sensitive approach in development planning and investments across local and national levels of Sierra Leone. • Contributions to investment strategies furthering DRM in especially urban areas, in coordination with existing and future investment plans for water, waste, road, energy and industrial plants. • Measures to strengthen and improve plans for land-use and/or forest management in line with Disaster Risk Assessments.
<p>Directorate of Relief and Response</p>	<p>Indicative Service Actions include:</p> <ul style="list-style-type: none"> • Conduct of comprehensive assessment during disasters, to ensure the effective provision of relief items to the respective affected population. • Coordination of emergency services, provision and public assistance during and/or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected.
<p>Directorate of Research, Monitoring and Evaluation</p>	<p>Indicative Service Actions include:</p> <ul style="list-style-type: none"> • Development of the Monitoring and Evaluation Framework to ensure implemented programs are evaluated to gauge their effectiveness. • Undertake evaluations to consider appropriate measures that will improve the quality of evaluations, contribute to continual improvement, disaster preparedness, response and recovery programs.

<p>Directorate of Finance</p>	<p>Indicative Service Actions include:</p> <ul style="list-style-type: none"> • Administration of DRM activities. • Development of financial management systems and procedures to ensure the NDMA is financially resilient to handle emergencies and disasters in accordance with the 2020 NDMA Act.
<p>Directorate of Partnership</p>	<p>Indicative Service Actions include:</p> <ul style="list-style-type: none"> • Appropriate agreements with partners and stakeholders to collaborate, communicate, respond, and support victims, during, and after an emergency/ disaster. • Memorandums of Understanding (MoUs) with partners that will enhance essential resourcing and meet the needs of those affected by emergencies and disasters in line with the objectives and policies of the NDMA. • Development and management of effective partnerships that will further best practice, co-creation, research and training that will improve disaster management across Sierra Leone.
<p>Directorate of Human Resources and Administration</p>	<p>Indicative Service Actions include:</p> <ul style="list-style-type: none"> • Measures to promote and protect the well-being and development of staff/personnel undertaking disaster management. • Active management of staff needs in preparing for/ during/after an emergency/disaster. • Development of contingency staffing plans to ensure effective service as part of the disaster and emergency planning process. • Measures to ensure effective utilization of staff.

4.0 Key NDMA Frameworks and Policies

The services of the NDMA are underpinned by key frameworks and policies of the Agency that promote disaster risk management for the benefit of Sierra Leone.

INDICATIVE SERVICE ACTIONS

- **National Disaster Preparedness Response and Recovery Plan**
that clarify the roles and responsibilities of institutions in disaster risk management across Sierra Leone.
- **National Disaster Management Policy**
that prescribes the Government's approach to dealing with emergencies and disasters across Sierra Leone.
- **National Hazard Profile**
that explains the level of risk, vulnerability and hazards faced by the country.
- **Standard Operating Procedures (SOPs)**
that provide more detail on the respective processes and procedures of the NDMA in handling emergencies and disasters.
- **Key Research, best practice and/or training publications**
involving the Agency; for example, the 2021 AFRICAB Research Report that codifies capacity gaps, single points of failure and the continued pursuit of enhanced disaster management planning, procedures and documentation.



5.0 Guidance on Complaints and Remedies

WHO WE SERVE?	CITIZENS OF SIERRA LEONE
<p>What can be expected from the NDMA?</p>	<ul style="list-style-type: none"> • The NDMA seeks to provide effective and best practice service in line with its vision, mission, values, mandate and responsibilities as outlined in this Charter. • The NDMA places strong emphasis on Community-based Disaster Risk Management (CBDRM). The NDMA seeks to actively engage communities in the identification, analysis, implementation, monitoring and evaluation of disaster risks to reduce their exposures and vulnerabilities, address single points of failure and enhance capacities.
<p>What the NDMA expects from Communities?</p>	<ul style="list-style-type: none"> • Community members should make every effort to develop their own resilience, protect their health, enhance their safety and protect personal property during emergencies and disasters. • Community members should be ready to take care of themselves and families for at least 72 hours during an emergency/disaster if they are able to remain in their homes. • Even when evacuations are expected, community members should be prepared to take care of their immediate needs for 72 hours in case of delays or unforeseen circumstances.
<p>How to contact the NDMA?</p>	<ul style="list-style-type: none"> • The NDMA can be contacted at: 64 Sir Samuel Lewis Road, Aberdeen, Freetown www.ndma.gov.sl • Twitter: @ndmasierraleone • Facebook: National Disaster Management Agency – Sierra Leone • Toll-free line on 1199 using Africell. • Email: info@ndma.gov.sl • NDMA's Regional/Provincial Offices in Freetown, Bo, Kenema, Port Loko and Makeni.

Grievance Redress Mechanisms

- The NDMA is committed to continuous improvement.
- The Agency is committed to handling complaints and providing appropriate feedback from members of the public in a timely manner.
- The Agency is committed to upholding the dignity of the disaster affected population and victims and respects their right to be heard and acknowledged.
- Feedback and complaints will be dealt with in a professional manner which in turn will ensure transparency and accountability to enhance NDMA's quality in Disaster Risk Management.

Guidance on Complaints Procedure

- Complaints can be accepted by email, or letter addressed to the NDMA. Details and the nature of the complaint need to fully and reasonably outlined in the correspondence.
- In the first instance, the complaint should be addressed to and handled by the Directorate of Human Resources and Admin (HR&A).
- Directorate of Human Resources and Admin (HR&A) will be responsible for handling all complaints. The correspondence will be used as the initial basis of decision by the Agency on whether the complaint warrants further investigation and action on the part of the Agency.
- Consultation and cooperation with other Directorates and Chief of Corporate Services and Chief of Policy and Programs of the NDMA will be undertaken as appropriate.
- Further advice on the procedure is available on the NDMA website.
- Final Decision on the validity of the complaint lies with the Director General of the NDMA.

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