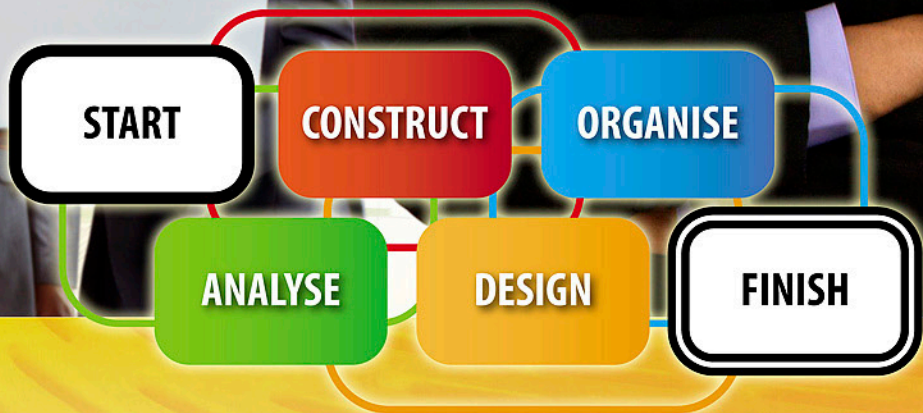
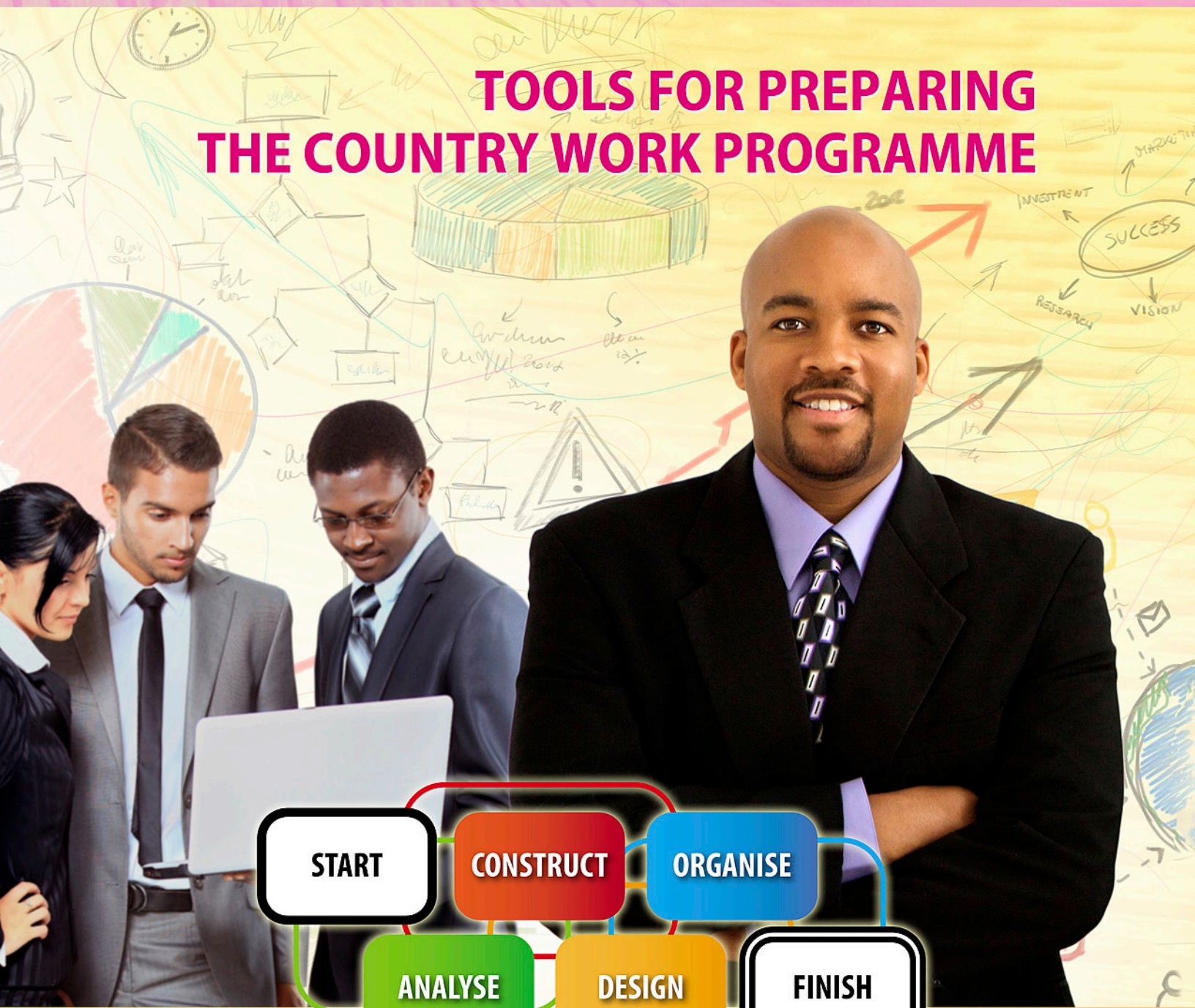


TOOLS FOR PREPARING THE COUNTRY WORK PROGRAMME



Funded by:



Supported by:



A publication of the Caribbean Disaster Emergency Management Agency (CDEMA),
Building No. 1,
Manor Lodge Complex,
Lodge Hill,
St. Michael,
Barbados.
Tel: 1 (246) 425 0386 • Fax: 1 (246) 425 8854
www.cdema.org
www.weready.org
© 2012 CDEMA

This document may be reproduced and/or adopted in whole or in part providing that there is acknowledgement of the CDEMA Coordinating Unit and no material change in the content, the procedures advocated or the policy recommended. Anyone wishing to reproduce or adopt should notify CDEMA Coordinating Unit in writing.

Disclaimer: The views expressed in this publication are those of the author (s) and do not necessarily reflect the views of the donor agencies supporting the activity or of CDEMA

ISBN 978-976-95121-7-7 (Paperback)
ISBN 978-976-8243-04-1 (E-book)
E-book version is available at www.cdema.org
Cover design and layout by Acute Vision Inc.
Printed in Barbados.

Contents

Figures	4
Tables	5
1. Model for the Formulation of Country Work Programmes for the CDEMA Participating States	7
2. Introduction	8
3. Stakeholder identification and consultation	10
4. Steps to create or revise a CWP	12
4.1 Triggering events for the development or revision of a Country Work Programme	17
4.2 Perform Situation Analysis prior to the development or revision of a Country Work Programme	19
4.2.1 Detailed activities under the step CWP1 Perform situational analysis	19
4.3 Constructing outcome and output statements for the Country Work Programme	21
4.3.1 Detailed activities under the step CWP2 Construct outcome and output statements	21
4.4 Design the Logical Framework Analysis chart for the Country Work Programme	23
4.4.1 Detailed activities under the step CWP3 Design the Logical Framework Analysis	24
4.5 Construct Performance Indicators	25
4.5.1 Detailed activities under the step CWP4 Construct Performance Indicators	26
4.6 Designing the Performance Monitoring Framework	27
4.6.1 Detailed activities under the step CWP5 Design the Performance Monitoring Framework	28
4.7 Organise CWP documentation	30
4.7.1 Detailed activities under the step CWP6 Organise CWP documentation	30

Figures

Figure 1:	CDM and Cross-Cutting Themes	8
Figure 2:	CDM and the CDM Strategy and Programming Framework	9
Figure 3:	Stakeholder group involvement in the formulation of the CWP	10
Figure 4:	Context map for the preparation of a Country Work Programme	12
Figure 5:	Business process map – Country Work Programme prepared	16
Figure 6:	Questions to determine the stage at which a CWP should be developed or reviewed and a CWP report produced	17
Figure 8:	Relationship between the main process and the detailed activities under the step CWP1	19
Figure 9:	Detailed activities under the step CWP1 Perform situational analysis	19
Figure 10:	Relationship between the main process and the detailed activities under the step CWP2	21
Figure 11:	Detailed activities under the step CWP2 Construct outcome and output statements	21
Figure 12:	Relationship between the main process and the detailed activities under the step CWP3	23
Figure 13:	Detailed activities under the step CWP3 Design the Logical Framework Analysis	24
Figure 14:	Relationship between the main process and the detailed activities under the step CWP4	25
Figure 15:	Detailed activities under the step CWP4 Prepare Performance Indicators	26
Figure 16:	Relationship between the main process and the detailed activities under the step CWP5	27
Figure 18:	Relationship between the main process and the detailed activities under the step CWP6	30
Figure 19:	Detailed activities under the step CWP6 Organise CWP documentation	30

Tables

Table 1:	Analysis of stakeholders influencing the formulation of the Country Work Programme	11
Table 2:	Definition of the requirements leading to the preparation of a Country Work Programme	13
Table 3:	Requirements for the activity CWP1.1 Assemble national level teams and define schedule	20
Table 4:	Requirements for the activity CWP1.2 Gather national hazard and DM contextual information	20
Table 5:	Requirements for the activity CWP2.1 Analyse hazard and DM information	22
Table 6:	Requirements for the activity CWP2.2 Draft outcome statements	22
Table 7:	Requirements for the activity CWP 2.3 Draft output statements	23
Table 8:	Requirements for the activity CWP3.1 Validate outcome and output statements	24
Table 9:	Requirements for the activity CWP3.2 Assemble LFA	25
Table 10:	Requirements for the activity CWP4.1 Review outcomes and outputs	26
Table 11:	Requirements for the activity CWP4.2 Draft performance indicators	27
Table 12:	Requirements for the activity CWP5.1 Validate performance indicators	28
Table 13:	Requirements for the activity CWP5.2 Assemble PMF	29
Table 14:	Requirements for the activity CWP6.1 Integrate LFA and PMF	31
Table 15:	Requirements for the activity CWP6.2 Draft CWP sections	31
Table 16:	Requirements for the activity CWP6.3 Publish CWP document	32

1. Model for the Formulation of Country Work Programmes for the CDEMA Participating States

Definition: The Caribbean Disaster Emergency Management Agency, the regional body responsible for the harmonization of work associated with disaster management, has adopted several methodologies to plan and deliver Comprehensive Disaster Management (CDM) at the national level. The Comprehensive Disaster Management Framework has been employed to rationalize all phases of the disaster management cycle, taking into account all peoples and sectors. The Results Based Management (RBM) Framework has been adopted as a planning tool to document the results required to achieve CDM. The Country Work Programme (CWP) is a programmatically-driven strategic plan, which spans 3-5 years. The process of generating a CWP requires the definition of several phases of development to derive the plan. The model describes a particular approach leading to the development of the CWP.

Scope: The model's starting point is the performance of situational analyses, which will provide contextual information and will serve to inform the determination of the outcomes and outputs. The situational analysis phase is consultative in nature and may take as inputs several stakeholders at the national and regional levels. Knowledge in the use of the RBM Approach is applied to the translation of the information gathered during the initial phase to construct outcome and output statements. These are the results which will be delivered over the programmatic period defined in the CWP. Once the results have been defined, the Logical Framework analysis is derived. Performance indicators are determined for various levels of results (Impact, Outcomes and Outputs) and are organized in the Performance Monitoring Framework, which comprises part of the RBM suite of tools. The process ends with the delivery of a CWP, which may be further refined through other processes, at the national level. Countries may engage in further consultation leading to formal approval. These steps are not identified in this model, since these are contextually-driven (i.e. country-specific) and will vary according to the national needs, requirements and processes for formal ratification of these types of plans.

Viewpoint: The model was synthesized during a workshop which took place during the week of the 17-21 of January, 2011 at the Savannah Hotel, Barbados. The workshop participants, who included members of the CDEMA Coordinating Unit (CU), aided in the determination of the steps which may be taken to develop a Country Work Programme at the national level. The model can be applied to the regional situation, if necessary.

Time Frame: Continuous

Purpose: The model synthesizes the development of a process which leads to the formulation of Country Work Programmes for the CDEMA Participating States.

Source: The initial model was developed during a week-long training exercise for the facilitation of the Results Based Framework Approach. RBM will be employed in the formulation of Country Work Programmes. The workshop took place on the 17-21 of January, 2011 at the Savanna Hotel,

Barbados. The consultant defined the parameters of the model and participants ratified various aspects of the work. The CDEMA CU performed the post-workshop validation of the process required.

2. Introduction

The Comprehensive Disaster Management Framework (CDM) is an organising unit for management of hazards and disasters in the Caribbean Region. At its core, it has been employed to programmatically define the manner in which various types of results will be delivered at the national and regional levels using the Results Based Management Approach. An understanding of the application of the Disaster Management phases to the national context can provide focus and significantly improve communication with all of the stakeholders who must be involved in the management of hazards and disasters. Climate change, gender, environmental management and Information and Communications Technology (ICT) influence the way that Caribbean nations must structure disaster management programmes, to the extent to which those particular issues will impact their ability to implement CDM (Figure 1).

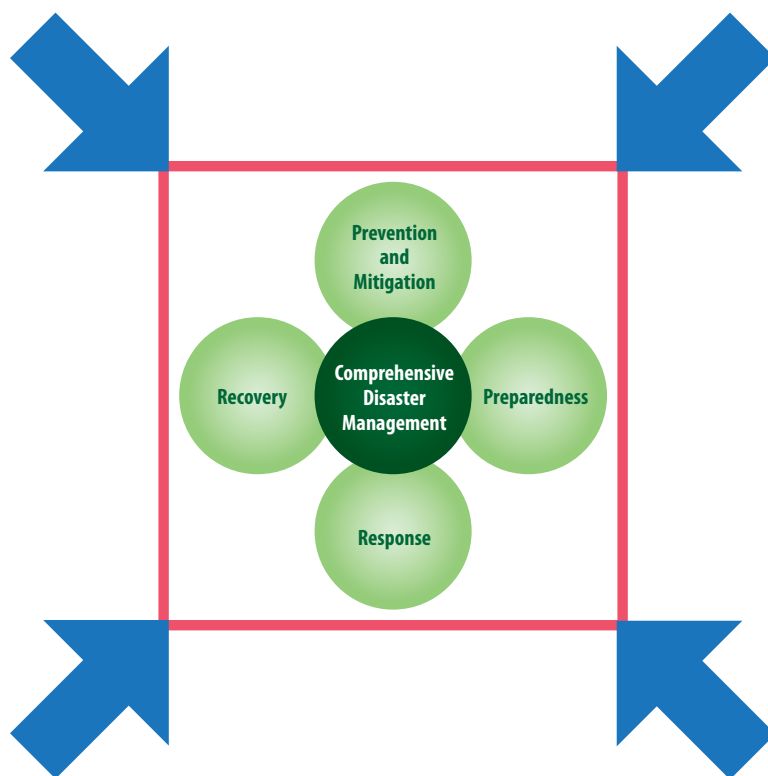


Figure 1: CDM and Cross-Cutting Themes

The Comprehensive Disaster Management Strategy and Programming Framework, 2014-2024 (CDM Strategy) is the principal harmonising tool which outlines the manner in which CDEMA Participating States can contribute towards the attainment of CDM. It is articulated using the RBM Approach and through its programmatic framework addresses all cycles related to disaster management.

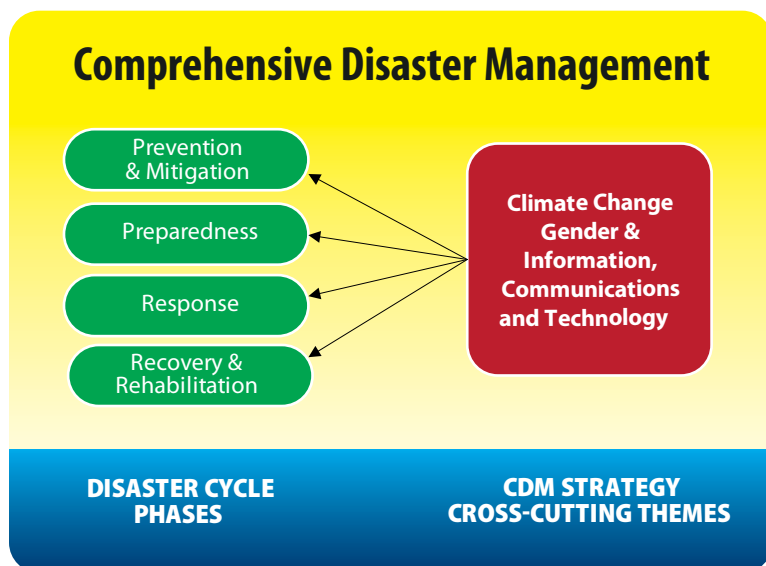


Figure 2: CDM and the CDM Strategy and Programming Framework 2007-2012

The Strategy details the phases of the disaster cycle which comprise CDM and further details how the three cross-cutting themes, which are part of the CDM Strategy, should be addressed throughout the phases of the disaster management cycle (Figure 2).

A CDM Country Work Programme (CWP) is a type of strategic plan for organizing CDM implementation at the national level. It organizes work around each of the phases of the Disaster Management Cycle, facilitates key stakeholder and sector contribution and is the national CDM road map over a 3-5 year period aimed at reducing loss and vulnerability due to hazard events. The Main Components of CDM Country Work Programmes are:

1. The Logical Framework Analysis (LFA), which specifies the short, medium and long-term results and achievements to be derived over the programmatic period. Additionally, it identifies the risks associated with the plan whilst suggesting mitigation strategies to address the same.
2. The Performance Monitoring Framework (PMF), which sets out standards for measurement of progress and achievements, provides the capacity to report on progress at any given time.

CDM Country Work Programmes present a systematic way to address loss reduction as a result of hazard events. As a tool, it enhances the National Disaster Organisation's (NDO) ability to monitor and report on a country's ability to reduce vulnerability due to hazard events. Finally, the CWP can be used to document gaps and needs which will:

1. Enhance the identification of required interventions; and
2. Improve efforts for mobilization of funding and other resources for CDM implementation.

NDOs can formulate CWPs by:

1. Identifying and consulting with key stakeholders and sectors responsible for the delivery of results;
2. Conducting Situational Analysis along the priority CDM concepts, including the cross-cutting themes;
3. Developing the CDM CWP;
4. Validating the CDM CWP; and
5. Ensuring the approval by decision makers (Cabinet, Minister, PS) at the national level.

3. Stakeholder identification and consultation

Prior to commencing the drafting exercise leading to a formulated draft CWP, NDOs need to identify those stakeholders who will directly contribute to this process. Consultation in this sense is primarily targeting the identification of those individuals or groups possessing the technical expertise to draft the plan using the RBM Approach. A clear distinction must be made between those individuals who will assist the process by writing the plan and providing information as opposed to those who will contribute in other significant ways. Technical resources and other sectors may provide information that will refine the understanding of the problems, issues and needs to be addressed during a programmatic/strategic period (3 – 5 years). Finally, other individuals may need to be aware of the plan in its broadest sense; however, these groups may indirectly influence the process of formulating a CWP, if at all. Figure 3 and Table 1 describe the relationship of various stakeholders to the process of formulating a CWP.

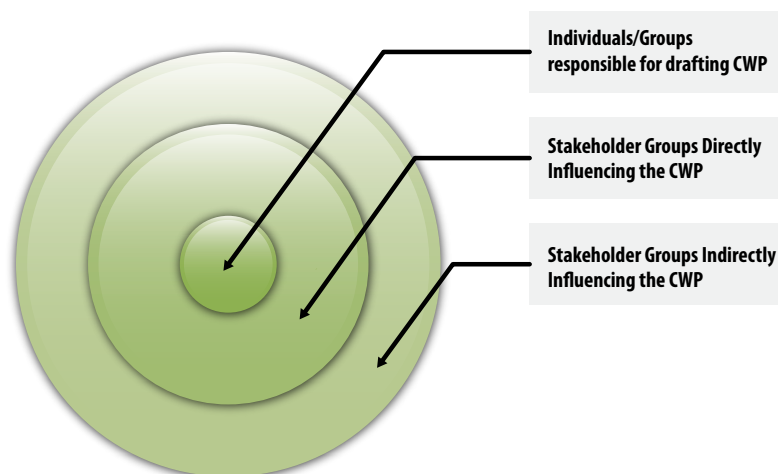


Figure 3: Stakeholder group involvement in the formulation of the CWP

Guidelines for the Preparation of Country Work Programme

HOW TO PREPARE A COUNTRY WORK PROGRAMME

Table 1: Analysis of stakeholders influencing the formulation of the Country Work Programme

Stakeholder Group	Degree of influence
Individuals/Groups responsible for drafting CWP	This group is directly responsible for the formulation of outcome and output statements, performance indicators, the Logical Framework Analysis and the Performance Monitoring Framework. These individuals will be strengthened to understand how to perform situational analyses, gather information and craft RBM-related statements.
Stakeholder groups indirectly responsible for drafting the CWP	Technical or community level groups who will directly inform the situational analysis performed early in the process of formulating the CWP, but who may not be involved in the formulation of results or measures during subsequent stages. These groups or individuals are important since they will broaden knowledge and understanding of the problems, issues and needs faced by the communities or at the national level, which must be addressed in the CWP. These groups may be strengthened to understand how to gather information, but may not necessarily be exposed to the technical aspects of crafting RBM-related statements. These groups will assist in defining the parameters of the developmental and operational needs which must be addressed through the CWP.
Stakeholder Groups Indirectly Influencing the CWP	These groups may be targeted through broad consultation or public awareness mechanisms - which may include but are not limited to, public meetings, sensitization sessions or other broad-based communication tools. The purpose of the use of the tools is to generate awareness of the plan. This role is passive and may not influence any element associated with the formulation of the CWP. These groups may subsequently refine knowledge and understanding of the national context. This may be achieved through the provision of any information/feedback derived from the broad awareness campaign launched to sensitise the public about the goal and purpose of the plan and how developmental results may be delivered at the broadest level.

4. Steps to create or revise a CWP

The preparation of a CWP can be described by the requirements which must be met in order to deliver this result. The context under which the CWP may be prepared is described in Figure 4 below.

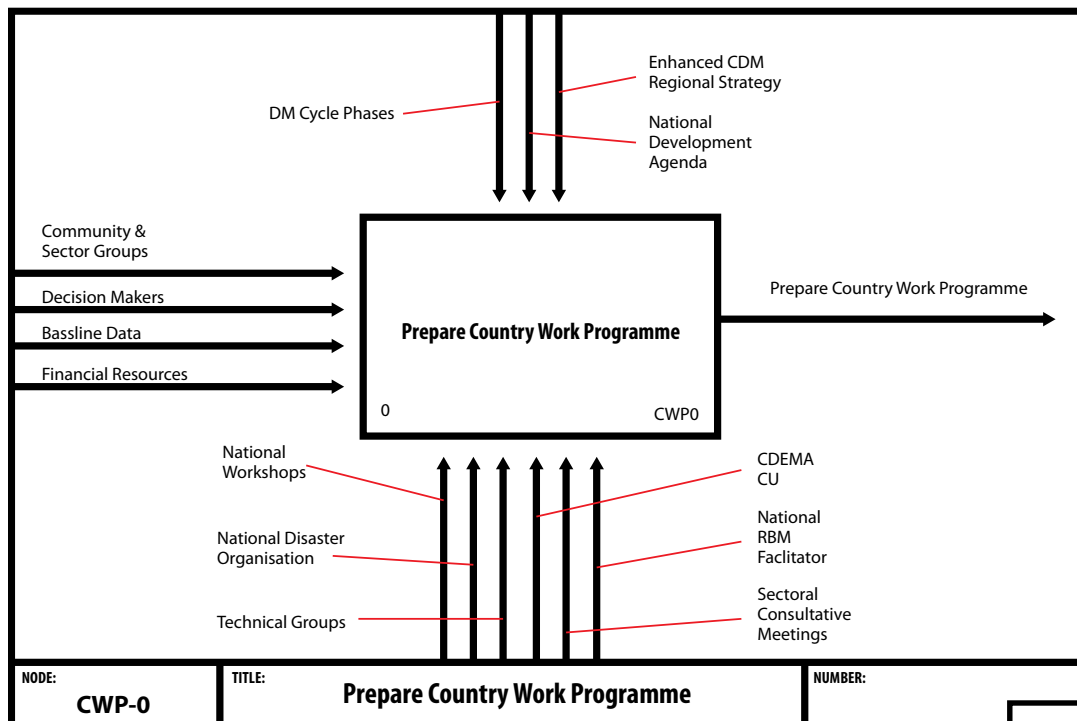


Figure 4: Context map for the preparation of a Country Work Programme

Each of the arrows represent an input, a requirement which governs the manner in which the CWP must be prepared, the output and the individuals or mechanisms which must perform the work. Table 2 defines each of the arrows which lead into the context map shown above.

Guidelines for the Preparation of Country Work Programme

HOW TO PREPARE A COUNTRY WORK PROGRAMME

Table 2: Definition of the requirements leading to the preparation of a Country Work Programme

Name	Definition
Baseline Data	Baseline data will inform the initial status of implementation of any result to be delivered under a programme. There are two possible sources of information which may inform baselines for outcomes and outputs: The National Baseline Assessment Reports and any national level documentation or anecdotally collected information.
CDEMA CU	CDEMA Coordinating Unit, which will provide regional support in the development of Country Work Programmes. Through the CDM Harmonisation Implementation Programme, the Agency aims to strengthen the national capacity to draft, implement, monitor and report against the results defined at the national level and documented in the CWP.
Community & Sector Groups	Sector and community level actors, critical to the definition and formulation of the CWP. Critical sectors which must be represented in the initial phases of programme formulation include, but may not be limited to, agriculture, health, education, and tourism. Community groups include any civic society actor such as the red cross, which is essential to any element of the planning, implementation, monitoring or reporting of any aspect of the Disaster Management Cycle phase and to integrating CDM Cross-Cutting Themes of Climate Change, Gender and ICT.
Country Work Programme	A Strategic plan for organizing CDM implementation at the national level. A CWP organizes work across the Disaster Management Cycle phases and facilitates key stakeholder and sectoral contributions. It is the national CDM road map over a 3-5 year period aimed at reducing vulnerability and loss due to hazard events.
Decision Makers	Key stakeholders responsible for informing the priorities for the programmatic period and approving the results to be delivered. Decision makers may also be responsible for financing the activities and facilitating in the delivery of key aspects of the plan. They are important stakeholders who must be accounted for during the planning phase and may be consumers of reports generated during and after the programmatic period.
DM Cycle Phases	The Disaster Management Cycle Phases are prevention and mitigation, preparedness, response and recovery and rehabilitation. The DM Cycle phases may be employed as organizing units for the CWP, as planning and implementation at the national level may be arranged under these discrete units of work.

Guidelines for the Preparation of Country Work Programme

HOW TO PREPARE A COUNTRY WORK PROGRAMME

Table 2 (continued): Definition of the requirements leading to the preparation of a Country Work Programme

Name	Definition
Enhanced Regional CDM Strategy	Regional strategy organized to assist in delivering Comprehensive Disaster Management. CDM is the management of all hazards through all phases of the disaster management cycle – prevention & mitigation, preparedness, response and recovery & rehabilitation – by all peoples – public and private sectors, all segments of civil society and the general population in hazard prone areas. CDM involves risk reduction & management and integration of vulnerability assessment into the development planning process.
Financial Resources	Monetary allocations at the national level to NDOs from country-level budgets and regional and international resources which are designed to assist in the delivery of DM or CDM-defined results.
Logical Framework Analysis	Results Based Management tool designed to articulate the logical chain of results to be delivered under the programmatically-defined period in a CWP.
National Development Agenda	Nationally-driven priorities, problems, issues and needs, defined by various stakeholders, which will inform the formulation of a CWP.
National Disaster Organisation	The organisation responsible for delivering disaster management and CDM-defined results at the national level, as articulated in the CWP. The NDO may be directly responsible for the delivery of results, or may coordinate various public and private sector stakeholders in the implementation of any phase related to the DM cycle and ultimately, the desired results under a CWP.
National RBM Facilitator	The individual(s) responsible for facilitating the formulation of a CWP at the national level.
National Workshops/ Consultations	Principal mechanism for collecting situational information which will guide the design of results or drafting the CWP at the national level.
Outcome & Output Statements	Suite of results to be delivered under a programmatic period defined under the CWP.
Performance Indicators	Suite of statements which will be employed to monitor the attainment of various results which are defined under the CWP. The Baseline Assessment Tool (BAT), generated to collect data to inform regional and national level indicators, comprehensively addresses varying degrees of implementation of the Enhanced Regional CDM Strategy. The National BAT Technical Reports can inform and refine the design of outcomes, outputs and performance indicators at varying points in the development of the CWP. National level documentation or anecdotally derived information can equally serve to inform the status of implementation of the delivery of results under a CWP.

Guidelines for the Preparation of Country Work Programme

HOW TO PREPARE A COUNTRY WORK PROGRAMME

Table 2 (Continued): Definition of the requirements leading to the preparation of a Country Work Programme

Name	Definition
Performance Monitoring Framework	Results Based Management tool designed to articulate the manner in which achievement of results will be measured under the programmatically-defined period in a CWP. It ascribes responsibility for measurement and various inputs required to effectively do so.
Sectoral Consultative Meetings (Verification Consultative Meetings)	Mechanism designed to gather information, elicit feedback or report against any CWP-defined result. Sectoral and High-Level Stakeholders consultative meetings may involve individual meetings with key individuals or groups, outside of a workshop environment, which will inform any aspect of the CWP. This mechanism can be employed to aid in the definition of the national context under which a CWP may be formulated and or validation of CWP results and measures (outcome, output and performance indicator statements) derived during any phase of the preparation of the CWP.
Situational Information	Contextual information on the problems, issues and needs which must be addressed in the CWP during subsequent sessions dedicated to drafting RBM results. These results are to be delivered over the programmatic period.
Technical Groups	Sector or subject level experts in any aspect of the Disaster Management Cycle phases, which are critical to the definition of the CWP. Technical groups may comprise one or more individuals who may directly assist in the formulation of the CWP. Technical assistance may include the drafting of RBM-related statements (outcomes, outputs and performance indicators), and may aid in organising the LFA or PMF.

A Country Work Programme can be created or revised by following six distinct stages . These are:

1. Performing the situational analysis
2. Constructing outcome and output statements
3. Designing the Logical Framework Analysis
4. Constructing the Performance Indicators
5. Constructing the Performance Monitoring Framework
6. Organising the CWP documentation

Guidelines for the Preparation of Country Work Programme

HOW TO PREPARE A COUNTRY WORK PROGRAMME

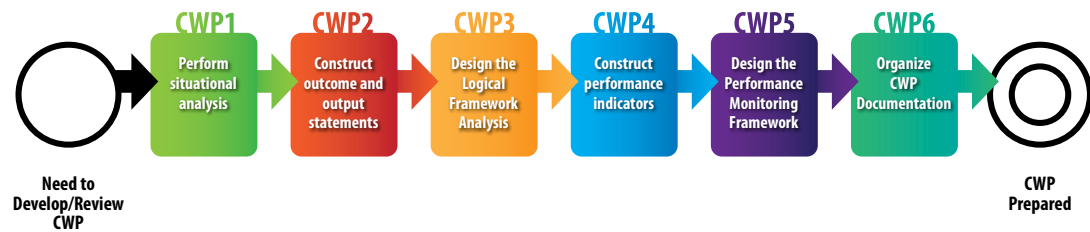


Figure 5: Business process map – Country Work Programme prepared

The business process map detailed in Figure 5 outlines the steps leading to the output called Country Work Plan prepared. The name of the business process is “Prepare Country Work Programme”. The output of the business process is “Country Work Programme prepared”.

The preparation of a CWP requires:

- information,
- individuals proficient in the formulation of RBM statements,
- conformity with the national priorities and agenda,
- individuals and institutions that will ensure that the plan is prepared and approved.

The requirements for the preparation of a CWP can therefore be defined, at each step, by answering the following questions:

1. What is needed to complete all of the identified steps?
2. What will be produced during the execution or by the end of the process?
3. What must govern the preparation or execution of the identified steps?
4. Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?

The steps leading to the completion of a Country Work Programme contain many sub-activities and detailed steps. The following tables describe the requirements for the preparation of a CWP. The following sections will use the business process detailed above.

¹The steps leading to the creation or revision of a CWP were first described in the Facilitators’ Manual for RBM instruction.

This section will elaborate further on the design and construct of the CWP.

4.1 Triggering events for the development or revision of a Country Work Programme

CDEMA Participating States (PS) need to have a CWP in place. CDEMA PS are at various stages in their development of CWP, from those who do not currently have one to those who may have them in place. Figure 6 outlines a series of questions that should aid in determining the step at which to start when creating or revising a CWP. These questions help to assess the type of triggering event that is applicable to any given country. Answers will lead to specific actions to be taken at the national level and serve as the trigger to begin the process of drafting a new or revised CWP.

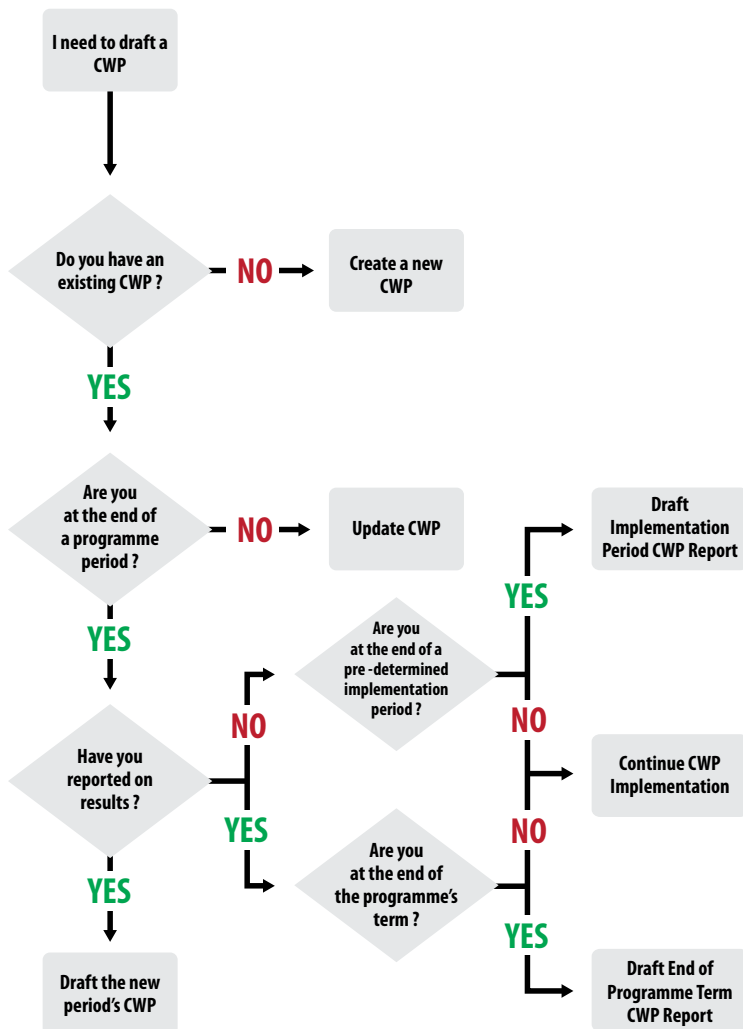


Figure 6: Questions to determine the stage at which a CWP should be developed or reviewed and a CWP report produced.

There are four types of conditions with individual triggering events:

Figure 7:

Condition	Description of Broad Action	Triggering event
The country has never drafted a CWP	Countries that are lacking a CWP and have never drafted one should create a plan and ensure that representation from various sectors is reflected in their plans. Representation should include members of the NDO, tourism, agriculture, the ministries or departments of development planning, health, as well as civil society, among others.	Need to create a new CWP for the first time.
The country has drafted a CWP and needs to revise it at a stage in implementation, but before the end of the programme's term	Countries that do have a plan and are at some stage of implementation of the programmes, but may have learnt new approaches to deliver results in the course of action, may want to revise and update their CWP. A similar approach as that previously mentioned may be used in terms of convening various stakeholders.	Need to update an existing CWP.
The country has reached the end of a period of programme implementation or the end of the programme's term but has to report on results	Countries with a CWP who are at the end of a period of implementation (for example, a quarterly, biannual or annual report) or the end of the programme's term should report their results. The end of the programme's term should trigger the preparation of the report prior to drafting a new version of the CWP. Reporting will enable the country to benefit from the experiences derived from implementing their work programmes. Those experiences will assist them in refining country work programmes during the period of programme implementation or will be invaluable in drafting the next programme period's CWP.	Need to draft an end of programme term CWP Report.
The country has reached the end of the programme's term, has reported on results and is ready to draft a new CWP for the upcoming term	Countries that have completed the entire RBM cycle are in a good position to draft the new programme term's CWP. The outcomes and outputs for the new programme's term should be detailed for the next 3 – 5 years.	Need to draft a new CWP for upcoming term.

4.2 Perform Situation Analysis prior to the development or revision of a Country Work Programme

The performance of situational analysis relies on information gathering techniques. Brainstorming maps, Cause and Effect Diagrams and Business Process Maps provide the details which will be used in the following steps. Stakeholders can share experiences, knowledge and prior learning to define the broad outline of the CWP, making use of any technique previously identified. Problem statements can be employed to define the strategic options which will be pursued by an institution and can broadly address developmental or operational issues. Situational analysis is a powerful tool that can be employed to derive consensus and focus. It can be employed to ensure that a common understanding of the problems, issues and needs will lead to the right actions which are required to provide meaningful and relevant solutions. This step can be further detailed by the activities outlined in Figure 8.

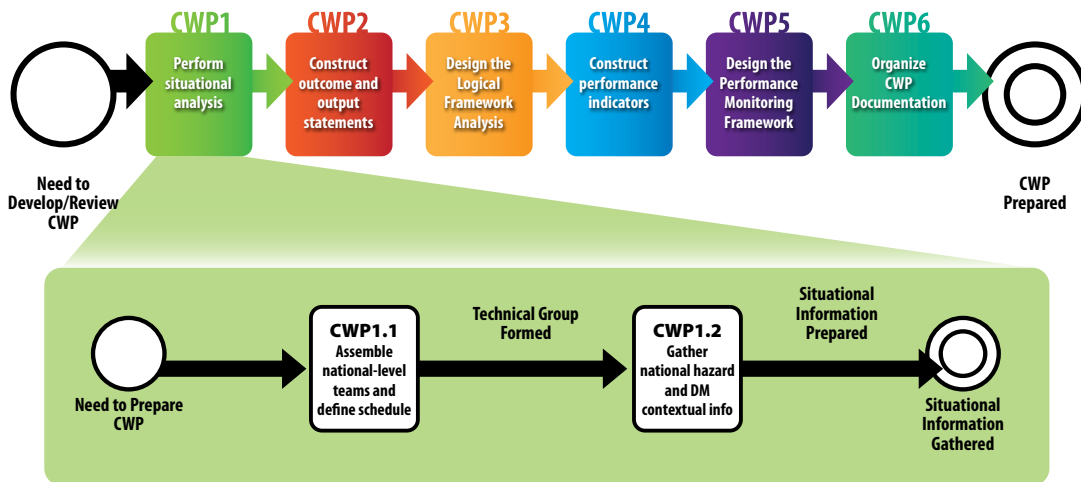


Figure 8: Relationship between the main process and the detailed activities under the step CWP1

4.2.1 Detailed activities under the step CWP1 Perform situational analysis

A brief description of the name of the activity and the requirements appear below in Figure 9 with associated tables.

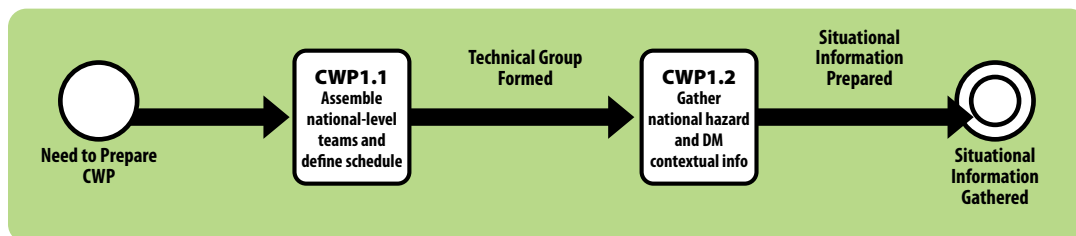


Figure 9: Detailed activities under the step CWP1 Perform situational analysis

Guidelines for the Preparation of Country Work Programme

HOW TO PREPARE A COUNTRY WORK PROGRAMME

Table 3: Requirements for the activity CWP1.1 Assemble national level teams and define schedule

Number	CWP1.1		
Name	Assemble national level teams and define schedule		
Definition	NDO defines strategic partnerships and invites direct stakeholders to assist in the CWP's drafting process or to provide technical or contextual information that will refine the results. A timeline of activities with deadlines should be prepared and approved at the relevant levels.		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Baseline Data	Technical Groups	National Development Agenda	National Disaster Organisation
Community & Sector Groups			Sectoral Consultative Meetings
			Technical Groups

Table 4: Requirements for the activity CWP1.2 Gather national hazard and DM contextual information

Number	CWP1.2		
Name	Gather national hazard and DM contextual information		
Definition	Gathering hazard and disaster management information will inform the priorities and problems, issues and needs which will be the basis for subsequent consultative sessions to derive the impact, outcome and output statements. Information can be gathered through various types of consultations such as workshops, small sectoral groups or individual meetings with stakeholders who will influence the suite of results to be delivered during the upcoming programmatic period.		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Baseline Data	Situational Information	DM Cycle Phases	National Disaster Organisation
Community & Sector Groups		Enhanced CDM Regional Strategy	National RBM Facilitator
Decision Makers		National Development Agenda	National Workshops
Financial Resources			Sectoral Consultative Meetings
National Technical Teams			Technical Groups

Guidelines for the Preparation of Country Work Programme

HOW TO PREPARE A COUNTRY WORK PROGRAMME

4.3 Constructing outcome and output statements for the Country Work Programme

Once the situational analysis is performed, stakeholders will face the task of translating the problems, issues and needs into RBM results. During this phase, it is important that the language of outcomes and outputs conform to the structure of an RBM result. This step can be further detailed by the activities outlined in Figure 10.

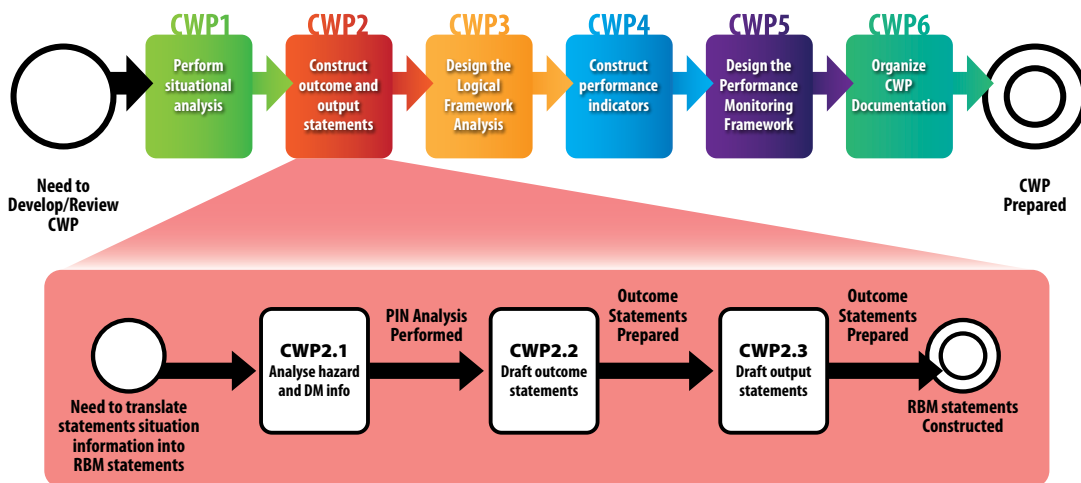


Figure 10: Relationship between the main process and the detailed activities under the step CWP2

4.3.1 Detailed activities under the step CWP2 Construct outcome and output statements

A brief description of the activity and the requirements appear below in Figure 11 with associated tables.

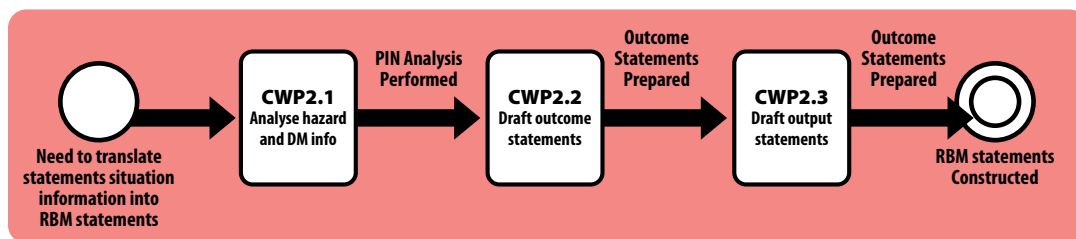


Figure 11: Detailed activities under the step CWP2 Construct outcome and output statements

Guidelines for the Preparation of Country Work Programme

HOW TO PREPARE A COUNTRY WORK PROGRAMME

Table 5: Requirements for the activity CWP2.1 Analyse hazard and DM information

Number	CWP2.1		
Name	Analyse hazard and DM info		
Definition	Situational and contextual information gathered during the initial phases of consultation is processed. A suite of main types of results to be delivered by various stakeholders will be determined at the national or local levels, if relevant. Priorities may be established during this initial phase of analysis.		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Situational Information	Problems, Issues & Needs (PIN) Analysis	DM Cycle Phases	National Disaster Organisation
Enhanced CDM Regional Strategy		Enhanced CDM Regional Strategy	Technical Teams

Table 6: Requirements for the activity CWP2.2 Draft outcome statements

Number	CWP2.2		
Name	Draft outcome statements		
Definition	Situational and contextual information, previously processed, is translated into impact (if relevant) and outcome statements. The definition of results should be performed by individuals who are proficient in drafting RBM outcome statements in consultation with other stakeholders.		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Baseline Data	Outcome Statements	DM Cycle Phases	National Disaster Organisation
Community & Sector Groups		Enhanced CDM Regional Strategy	National RBM Facilitator
			Technical Groups

Guidelines for the Preparation of Country Work Programme

HOW TO PREPARE A COUNTRY WORK PROGRAMME

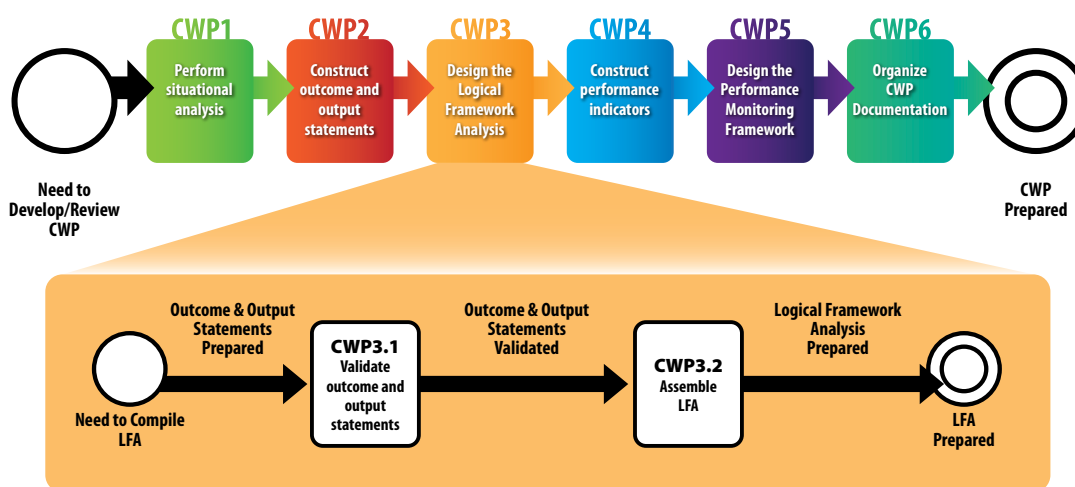
Table 7: Requirements for the activity CWP 2.3 Draft output statements

Number	CWP2.3		
Name	Draft outcome statements		
Definition	Previously defined outcome statements are translated into output statements by the team responsible for drafting the Results Chain language of the CWP.		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Baseline Data	Outcome Statements	DM Cycle Phases	National Disaster Organisation
Community & Sector Groups		Enhanced CDM Regional Strategy	National RBM Facilitator
			Technical Groups

4.4 Design the Logical Framework Analysis chart for the Country Work Programme

The formulation of outcome and output statements is an important initial phase leading to the creation of the Logical Framework Analysis. The narrative sections can be drafted from the situational analysis or baseline data. This step can be further detailed by the activities outlined in Figure 12.

Figure 12: Relationship between the main process and the detailed activities under the step CWP3



4.4.1 Detailed activities under the step CWP3 Design the Logical Framework Analysis

A brief description of the activity and the requirements appear below in Figure 13, with associated tables.

Figure 13: Detailed activities under the step CWP3 Design the Logical Framework Analysis

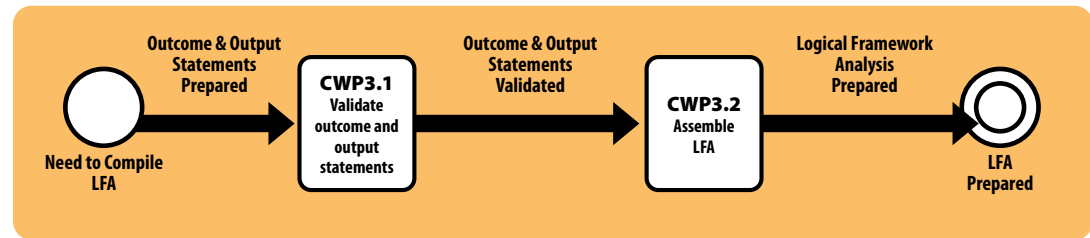


Table 8: Requirements for the activity CWP3.1 Validate outcome and output statements

Number	CWP3.1		
Name	Validate outcome and output statements		
Definition	<p>Outcome and output statements previously drafted are validated by a larger group of stakeholders beyond the individuals who constructed the RBM Results Chain. Logistically, validation may take place immediately after the outcome and output statements are constructed or they may be validated at future sessions, especially if the National Disaster Coordinator (NDC) or other key decision makers are not present during the consultative process that led to their initial formulation.</p> <p>The NDO will have to determine the best manner to validate the proposed results, based on their objective conditions and an understanding of how widely they must consult with other key stakeholders, which may be decision makers. The step of validating results may take place during the time when a national consultation may be conducted or subsequent to such a meeting. If the results are validated subsequent to a national consultation, the NDC/NDO should provide feedback on the outcomes of that process to the team responsible for defining and drafting the outcome and output statements.</p>		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Community & Sector Groups	Outcome & Output Statements		CDEMA CU
Outcome & Output Statements			National Disaster Organisation
			National RBM Facilitator
			Technical Groups

Guidelines for the Preparation of Country Work Programme

HOW TO PREPARE A COUNTRY WORK PROGRAMME

Table 9: Requirements for the activity CWP3.2 Assemble LFA

Number	CWP3.2		
Name	Assemble LFA		
Definition	Other elements of the Logical Framework Analysis are drafted once the outcome and output statements are defined. The Assumptions, Risks, Mitigation Strategies for the complement of results may be defined during a national consultation or subsequently, with technical stakeholders and those responsible for drafting the plan. Countries may also widen the consultation to include those stakeholders who may, by necessity, assist in the implementation of the CWP and will contribute to the mitigation of risks which may have been identified. The identification of the assumptions, risks and mitigation strategies will take place within the context of the national agenda and an understanding of the country's capacity to deliver the CWP over the programmatic period.		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Financial Resources	Logical Framework Analysis	DM Cycle Phases	CDEMA CU
Outcome & Output Statements		Enhanced CDM Regional Strategy	National Disaster Organisation
		National Development Strategy	National RBM Facilitator
			Technical Groups

4.5 Construct Performance Indicators

Performance indicators can be designed for outcomes and outputs previously defined at the earlier stages in the development of the CWP. This step can be further detailed by the activities outlined in Figure 14.

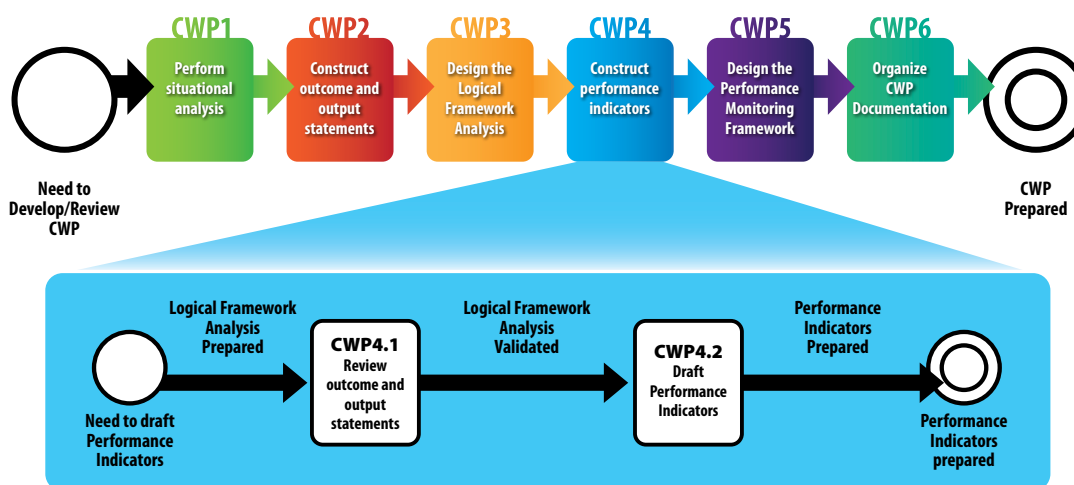


Figure 14: Relationship between the main process and the detailed activities under the step CWP4

4.5.1 Detailed activities under the step CWP4 Construct Performance Indicators

A brief description of the activity and requirements appear below with associated tables.

Figure 15: Detailed activities under the step CWP4 Prepare Performance Indicators

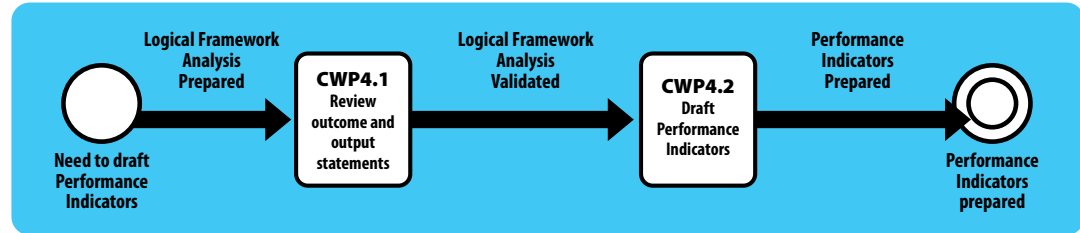


Table 10: Requirements for the activity CWP4.1 Review outcomes and outputs

Number	CWP4.1		
Name	Review outcomes and outputs		
Definition	Outcomes and outputs, which may or may not have been validated by all stakeholders, are reviewed by the team which will be responsible for defining the performance measures to be employed for monitoring and evaluating the CWP. This step may be optional if the team, which was responsible for drafting the outcome and output statements, is the same one which initially drafted the results. If the team which will subsequently be responsible for drafting performance measures differs, this step is critical.		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Logical Framework Analysis	Outcome & Output Statements (Validated)		National Disaster Organisation
			Technical Groups

Guidelines for the Preparation of Country Work Programme

HOW TO PREPARE A COUNTRY WORK PROGRAMME

Table 11: Requirements for the activity CWP4.2 Draft performance indicators

Number	CWP4.2		
Name	Draft Performance Indicators		
Definition	Performance indicators are drafted based on the Results Chain previously derived. This step takes into account the capacity that the NDO possesses to realistically and effectively implement the suggested measures which may be proposed to monitor and evaluate the implementation of the CWP through the suite of performance indicators, which may be selected or drafted.		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Baseline Data	Performance Indicators	DM Cycle Phases	National Disaster Organisation
Community & Sector Groups		Enhanced CDM Regional Strategy	National RBM Facilitator
Outcome & Output Statements			Technical Groups

4.6 Designing the Performance Monitoring Framework

The preparation of a CWP requires the development of the Performance Monitoring Framework. Countries must define a monitoring, evaluation and reporting mechanism to track progress and attainment of results, for which the PMF is the principal tool for doing so. This step can be further detailed by the activities outlined in Figure 16.

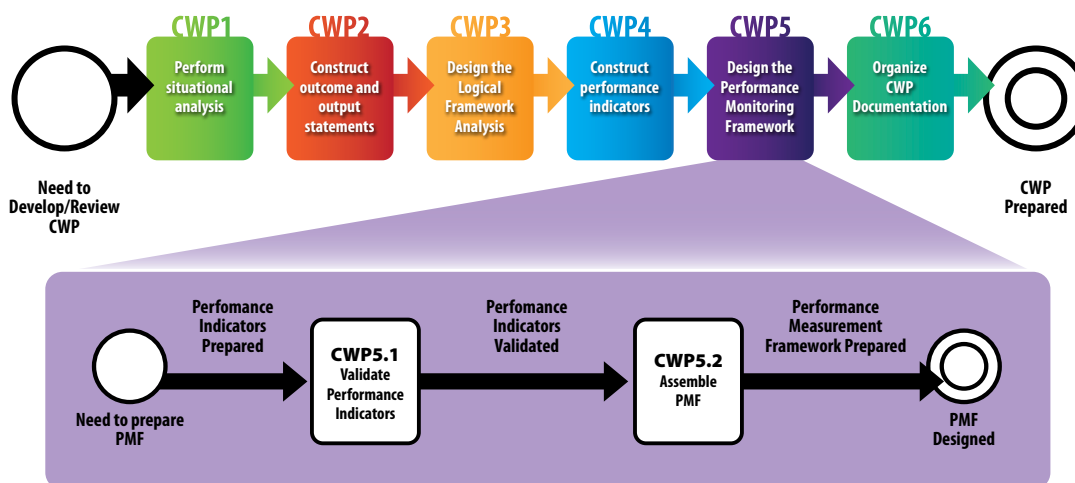


Figure 16: Relationship between the main process and the detailed activities under the step CWP5

4.6.1 Detailed activities under the step CWP5 Design the Performance Monitoring Framework

A brief description of the activity and requirements appear below in Figure 17 with associated tables.

Figure 17: Detailed activities under the step CWP5 Design Performance Monitoring Framework

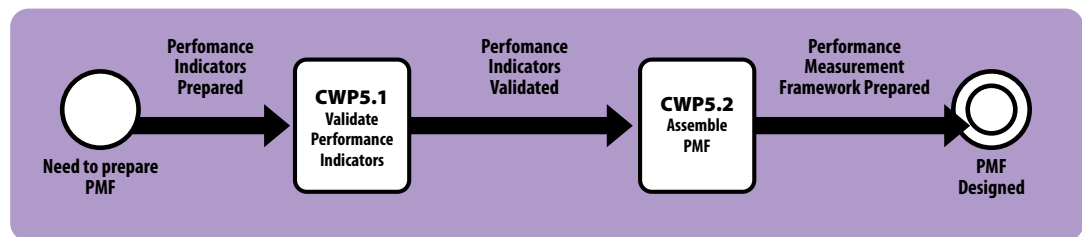


Table 12: Requirements for the activity CWP5.1 Validate performance indicators

Number	CWP5.1		
Name	Validate performance indicators		
Definition	Similar to the definition of outcome and output statements, previously drafted, performance indicators are validated by a larger group of stakeholders beyond the individuals who constructed them. Logistically, validation may take place immediately after their initial definition or at future sessions, especially if the NDC or other key decision makers are not present during the consultative process that led to their initial formulation. Key stakeholders who may be responsible for performance measurement must be consulted.		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Performance Indicators	Performance Indicators (Validated)		National Disaster Organisation
			Technical Groups

Guidelines for the Preparation of Country Work Programme

HOW TO PREPARE A COUNTRY WORK PROGRAMME

Table 13: Requirements for the activity CWP5.2 Assemble PMF

Number	CWP5.2		
Name	Assemble PMF		
Definition	Other elements of the Performance Monitoring Framework are drafted once the performance indicators are defined. Sources of data, responsibility for the collection of data, etc., for the complement of performance indicators, may be defined during a national consultation or subsequently, with technical stakeholders and those responsible for measuring the CWP's performance. Countries may also widen the consultation to include those stakeholders who may, by necessity, assist in the implementation of the CWP and will contribute to the monitoring and evaluation regime, which may have been identified. At the end of the steps, the elements of the plan which are comprised of the RBM components will be complete. The identification of all of the various contributors to the monitoring framework will take place within the context of the national agenda and an understanding of the country's capacity to deliver the CWP over the programmatic period.		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Performance Indicators (Validated)	Performance Monitoring Framework	DM Cycle Phases	CDEMA CU
	Country Work Programme (RBM Component)	Enhanced CDM Regional Strategy	National Disaster Organisation
		National Development Agenda	National RBM Facilitator
			Technical Groups

4.7 Organise CWP documentation

The CWP is comprised of the RBM Results Chain, the Performance Monitoring Framework, the plan’s goal and purpose, and various statements provided by the NDO and other key stakeholders. The compilation of the plan’s various sections will complete the preparation of the plan. This step can be further detailed by the activities outlined in Figure 18.

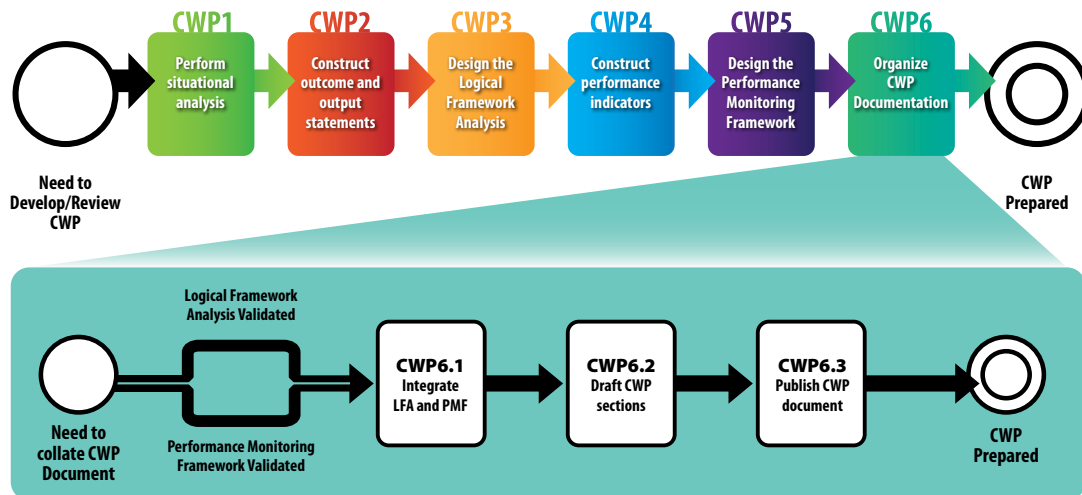


Figure 18: Relationship between the main process and the detailed activities under the step CWP6

4.7.1 Detailed activities under the step CWP6 Organise CWP documentation

A brief description of the activity and requirements appear below in with associated tables.

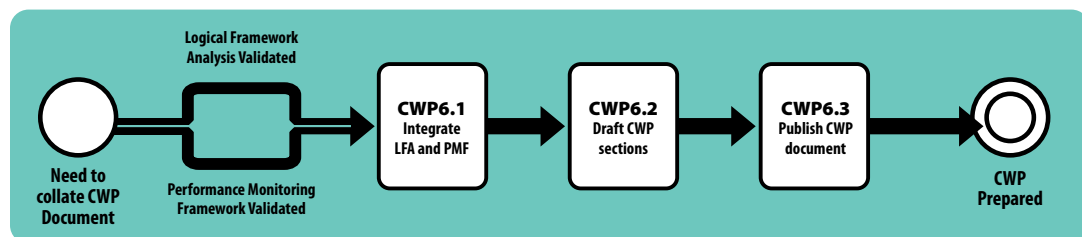


Figure 19: Detailed activities under the step CWP6 Organise CWP documentation

Guidelines for the Preparation of Country Work Programme

HOW TO PREPARE A COUNTRY WORK PROGRAMME

Table 14: Requirements for the activity CWP6.1 Integrate LFA and PMF

Number	CWP6.1		
Name	Integrate LFA and PMF		
Definition	The Logical Framework Analysis and the Performance Monitoring Framework are compiled. The NDO and RBM drafting teams must ensure that all results and performance measures and their supporting information, have been thoroughly assessed. If deficiencies in the treatment of any result or performance indicator are identified (insufficiently defined outcome, output statements, performance indicators or components of either the LFA or PMF), these should be addressed and completed during this step.		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Logical Framework Analysis	Country Work Programme		National Disaster Organisation
Performance Monitoring Framework			

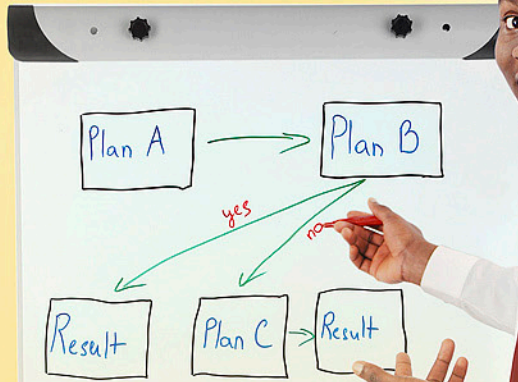
Table 15: Requirements for the activity CWP6.2 Draft CWP sections

Number	CWP6.2		
Name	Draft CWP sections		
Definition	The goal and purpose of the plan should be drafted and approved by the relevant parties. Statements of the plan's preparation and endorsement should be secured and included. Any supporting documentation (technical annexes, relevant guidance in the implementation of the plan or any other section which is of importance) should be included and compiled with the LFA and PMF. The draft plan should be completed in its entirety by the end of this step. The plan should be submitted to the relevant decision makers for approval.		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Logical Framework Analysis	Country Work Programme		National Disaster Organisation
Performance Monitoring Framework			CDEMA CU

Table 16: Requirements for the activity CWP6.3 Publish CWP document

Number	CWP6.3		
Name	Publish CWP document		
Definition	The CWP may be published as a draft or approved document for further action. If the CWP is approved, implementation may proceed. If the CWP is at the draft stage, approval may have to be secured.		
<i>What is needed to complete all of the identified steps?</i>	<i>What will be produced during the execution of the process or by the end?</i>	<i>What must govern the preparation or execution of the identified steps?</i>	<i>Who will be responsible for undertaking the work? What mechanism will be employed to undertake the identified work?</i>
Country Work Programme (Draft)			National Disaster Organisation
			CDEMA CU

Notes



SUCCESS RESULTS LEARNING

**CHANGE &
DEVELOPMENT**

BENEFICIARY ANALYSIS  **IMPACT STRATEGY**

Published by
**THE CARIBBEAN DISASTER
EMERGENCY MANAGEMENT AGENCY**

Building No.1, Manor Lodge Complex, Lodge Hill, St. Michael, Barbados, W.I.
Tel: (246) 425 0386 • Fax: (246) 425 8854

www.cdema.org • www.weready.org

Funded by:



Supported by:

