

REPUBLIC OF KIRIBATI



NATIONAL DISASTER RISK MANAGEMENT PLAN

October 2012

Part 1
Structure & Framework

FOREWORD

The National Disaster Risk Management Plan (NDRMP) is enabled by the National Disaster Management Act 1993, the Draft National Disaster Management Plan 1995 and the Draft National Disaster Plan 2010.

The arrangements enshrined in the revised plans *The Kiribati National Disaster Risk Management Plan 2012*, reflect the commitment by the Government of Kiribati to integrate disaster management planning into a Disaster Risk Management Framework within the broad context of sustainable development. These Arrangements also ensure the Disaster Management Operational Arrangements (contained within the Plan – Part 2) and associated documents remain under constant review and revision, to ensure they remain current, relevant and accurate, providing the highest level of guidance in times of disaster.

The Plan embraces an all hazards approach that is to be utilised by all ministries, departments, divisions, offices and other key stakeholders, in all aspects of Disaster Risk Management (DRM). The arrangements are designed to ensure that disaster preparedness and the outcome of disaster events inform sustainable development strategy, and link to the annual strategic planning and budgeting cycles, it also provides consistency with the themes within the Pacific Regional Framework for Action for Building the Resilience of Nations and Communities to Disasters 2005 – 2015. The Plan is also advised by the Environment Act 1999 and the National Adaptation Program for Action (NAPA).

Previously the National Disaster Plan focused predominantly on preparedness and response. The NDRMP which will be implemented through the National Action Plan (NAP) provides a 'road map' for the integration of DRM into mainstream government planning. The processes underpinning this plan uses a common language of risk, thereby providing an environment where, disaster management, disaster risk reduction, climate change adaptation and other whole of government risks can be assessed and prioritised within the shared context of sustainable development.

The details provided in the three parts of the Plan are intended to guide stakeholder decision making in all aspects of the DRM continuum, and successful implementation will be based on the commitment of those with specific roles and responsibilities within the plan.

The governance framework (included in Part 3) is the mechanism by which the Plan will maintain relevance and currency to the Government of Kiribati and its communities in enhancing resilience to the impact of disasters.

PLAN STRUCTURE

DOCUMENT STRUCTURE

The NDRMP is designed to provide a high level view of the DRM framework within which will sit components to address both Disaster Risk Reduction (DRR) and Disaster Management (DM). The NDRMP is presented in three parts

Part 1: Structure & Context

The structure and context is the 'road map' of the Plan and can be viewed as a comprehensive executive summary with specific details included in Parts 2 & 3. It outlines the legal and regulatory authority and institutional arrangements and the links between hazards and sustainable development. It provides a brief summary of the process of mobilising national resources in the event of disaster and the DRM organisation for both normal and emergency operations and the associated committees, presenting a high level summary of the DRM framework.

Part 2: Disaster Management Operational Arrangements

This outlines the arrangements for Disaster Management or 'response' to disaster events. It includes activation plans and provides sectoral roles and responsibilities, listing key functional plans that have been prepared for specific events. It also contains Terms of Reference for the key sub-committees outlining their roles and responsibilities

Part 3: Audit & Appendices

This contains references to source documents and details on specific roles and responsibilities at an operational level. It includes the audit framework, the National Disaster Act, extracts of supporting legislation, detailed Standard Operating Procedures (SOP's) and other guiding documents.

The National Disaster Risk Management Office (NDRMO) is responsible for monitoring the NDRMP to ensure any changes are recorded and version control procedures are conducted.

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Glossary of Terms

The source of each term is referenced as follows;

UNISDR	United Nations International Strategy for Disaster Reduction
IFRC	International Federation of Red Cross & Red Crescent
VEMA	Victorian Emergency Management Arrangements (Australia)
Unreferenced	Adapted by the NDMO

Adaptation

The adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities. (UNISDR)

Capacity (Capability)

The combination of all the strengths, attributes and resources available within a community, society or organization that can be used to achieve agreed goals. (UNISDR)

Capacity Development

The process by which people, organizations and society systematically stimulate and develop their capacities over time to achieve social and economic goals, including through improvement of knowledge, skills, systems, and institutions (UNISDR)

Contingency Planning

A management process that analyses specific potential events or emerging situations that might threaten society or the environment and establishes arrangements in advance to enable timely, effective and appropriate responses to such events and situations. (UNISDR)

Disaster

A serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources. (UNISDR)

Disaster Relief

Encompasses goods and services provided to meet the needs of disaster affected communities. (IFRC)

Disaster Risk

The potential disaster losses, in lives, health status, livelihoods, assets and services, which could occur to a particular community or a society over some specified future time period. (UNISDR)

Disaster Risk Management

The systematic process of using administrative directives, organisations, and operational skills and capacities to implement strategies, policies and improved coping capacities in order to lessen the adverse impacts of hazards and the possibility of disaster. (UNISDR)

Disaster Risk Reduction

The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events. (UNISDR)

DRM Mainstreaming

The incorporation of DRM activities into day to day government business

Early Relief: the coordinated process of providing humanitarian relief and basic community support services, immediately after the impact

Early Warning System

The set of capacities needed to generate and disseminate timely and meaningful warning information (from the Approved Authority) to enable individuals, communities and organizations threatened by a hazard to prepare and to act appropriately and in sufficient time to reduce the possibility of harm or loss. (UNISDR)

Emergency: An emergency is an event requiring an immediate multi-agency response, but can be managed with the resources that are available (VEMA)

Emergency Management - The organisation and management of resources and responsibilities for dealing with all aspects of emergencies, particularly preparedness, response and recovery. (VEMA)

Emergency Shelter

Emergency shelter is temporary shelter for people affected by an emergency, in locations such as community halls, relief centres and tents. Emergency shelter should be provided in the days following an emergency for as long as it is required until other accommodation arrangements are made. (VEMA)

Evacuation

The planned relocation of persons from hazardous or potentially dangerous areas to safer areas.

Environmental impact assessment

Process by which the environmental consequences of a proposed project or programme are evaluated, undertaken as an integral part of planning and

decision making processes with a view to limiting or reducing the adverse impacts of the project or programme. (UNISDR)

Governance is a process within which public resources and problems are managed effectively, efficiently and in response to critical needs of society. Effective governance relies on public participation, accountability and transparency

Hazard

A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage (UNISDR)

Incident: An incident is a routine event responded to by a single or small number of agencies, coordinated and controlled on scene (VEMA)

Incident Management System (IMS)

A system used by agencies undertaking their management responsibilities in response to an emergency. An Incident Management System is not a fixed set of rules, but rather a flexible and dynamic methodology which can cater for an escalation or change in the severity of any emergency. The system is established by a *response agency* and will involve use of personnel for the various functions which may need to be individually managed. Incident management functions might include, but are not limited to: control, planning, operations, logistics, intelligence, information, investigation, finance or administration (VEMA)

Initial Recovery Assistance: Means goods and services intended to restore or improve the pre-disaster living conditions of disaster affected communities, including initiatives to increase resilience and reduce risk, provided for an initial period of time, as determined by the affected State, after the immediate needs of disaster affected communities have been met.

Mitigation

Structural (physical) and non-structural (non-physical) measures undertaken to protect and/or strengthen vulnerable elements to minimise the adverse impact of natural hazards, environmental degradation and technological hazards.

National Emergency Operations Centre (NEOC) is a central command and control facility responsible for carrying out the principles of disaster management functions. It is responsible for the strategic overview, or "big picture", of the disaster, and does not directly control field assets, instead making operational decisions and leaving tactical decisions to lower commands. The common functions of all **EOC's** is to collect, gather and analyse data; make decisions that protect life and property, maintain continuity of the organization, within the scope of applicable laws; and disseminate those decisions to all concerned agencies and individuals. (VEMA)

Preparedness

Activities and measures taken in advance by people and organisations to ensure effective mobilisation of response to the potential impact of hazards, including the issuance of timely and effective early warnings, the temporary removal of people and property from a threatened location and the support to indigenous coping knowledge and capacity of the population at risk.

Prevention

Measures taken for the purpose of avoiding disasters (natural or human caused) or preventing other emergencies from occurring (OFDA)

Recovery: the coordinated process of supporting effected communities in immediate recovery and reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being

Response: the actions taken immediately before, during and immediately following an emergency or disaster. The conclusion of response and the commencement of recovery invariably overlap.

Risk

The probability that loss will occur as the result of an adverse event given the hazard and vulnerability Conventionally, risk is expressed by the notation $\text{Risk} = \text{Hazards} \times \text{Vulnerability}/\text{Capacity}$

Risk Assessment is a process that is, in turn, made up of three processes: risk identification, risk analysis, and risk evaluation. (ISO 31000)

- **Risk identification** is a process that is used to find, recognize, and describe the risks that could affect the achievement of objectives. (ISO 31000)
- **Risk analysis** is a process that is used to understand the nature, sources, and causes of the risks that you have identified and to estimate the level of risk. It is also used to study impacts and consequences and to examine the controls that currently exist. (ISO 31000)
- **Risk evaluation** is a process that is used to compare risk analysis results with risk criteria in order to determine whether or not a specified level of risk is acceptable or tolerable. (ISO 31000)

Risk Management

The systematic approach and practice of managing uncertainty to minimise potential harm and loss.(UNISDR)

Risk Transfer

The process of formally or informally shifting the financial consequences of particular risks from one party to another whereby a household, community, enterprise or state authority will obtain resources from the other party after a disaster occurs, in exchange for ongoing or compensatory social or financial benefits provided to that other party. (UNISDR)

Standard Operating Procedures (SOP's): A set of prescribed actions to be taken prior to, during and after a disaster event. The SOP's translate policy direction into coordinated operational activities. Regularly monitored and tested they provide the National Disaster Committee with assurance that they are meeting their responsibilities under legislative and other key directives.

Sustainable Development

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.(UNISDR)

Vulnerability

The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard.(UNISDR)

Abbreviations

IDC	Island Disaster Committee
IOC	Island Operations Centre
MET	Meteorological Department
DM	Disaster Management
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
NEOC	National Emergency Operations Centre
NDRMC	National Disaster Risk Management Council
NDRMO	National Disaster Risk Management Office
NDMP	National Disaster Risk Management Plan
NEOC	National Emergency Operations Centre
NGO	Non-Government Organisations
RRC	Risk Reduction Committee
SOPAC	Pacific Islands Applied Geoscience Commission
SOP	Standard Operating Procedures
SRMU	Strategic Risk Management Unit
KANGO	Kiribati Assoc. of Non-Government Organisations
KRCS	Kiribati Red Cross Society

1 – Introduction

1.1 Background

The Hyogo Framework for Action was approved by World leaders following the Second World Conference on Disaster Reduction in January 2005. Subsequently, the Pacific Disaster Risk Reduction and Disaster Management Framework for Action 2005–2015 was developed with a regional specific focus. It was endorsed by the Pacific Leaders in Madang, Papua New Guinea in June 2005.

The summary of national reports submitted to the World Conference on Disaster Reduction (2005) found that many governments, to their credit, have for some time recognised the importance of shifting from an emphasis on disaster management and response to the wider considerations of disaster risk reduction. However, many legislative initiatives and political mechanisms were still mainly focused on disaster management.

In recent years significant advances have occurred in the understanding of the relationship between disasters and development. The emergence of Disaster Risk Management provides a framework to manage this complex environment,

This plan draws on the National Disaster Act 1993, National Disaster Management Plan 1995, the 2010 Draft National Disaster Plan and the knowledge and expertise of key personnel from government and non-government organisations.

1.2 Aim

The aim of this Plan is to provide a framework for effective disaster planning and execution within a DRM structure, where the outcomes of planning are reflected in a sustainable development environment. The governance arrangements within the plan provide a business framework to ensure currency, accuracy and relevance of the NDRMP and associated plans, and facilitates the smooth transition of changes in key personnel and structural changes within government. However it also provides a framework for embedding disaster risk reduction activities into mainstream government planning and budgeting

1.3 Objectives

1. To Deal with all hazards
 - a) The NDRMP is designed to deal with both the ‘traditional’ natural hazards such as drought and tsunami, but also address a wide range of other hazards with a lesser profile utilising the same arrangements and resources
 - b) To identify underlying community vulnerabilities that create potential risks such as urbanisation, declining rural production and poor sanitation, whilst including those hazards where there has been little or no experience in Kiribati such as animal and exotic plant disease or marine infestation.
- 2 To be integrated, involving all people and relevant agencies

To achieve its second objective, the NDRMP strongly emphasizes:

- a) That DRM is everybody's business, with communities invariably taking the role of front line disaster risk managers. Hence a balance must be struck between resourcing and educating communities and government agencies.
- b) Irrespective of whether at a national or island level the management of disasters is a shared responsibility, each party contributing particular skills and knowledge which collectively when managed and coordinated can reduce vulnerabilities, empower communities and minimise damage to development. Civil Society has a major role to play not only in response but participating in planning and risk reduction, with representation on key committees.
- c) Many government departments have some role to play in responding to disasters; however in regards to disaster risk reduction all departments play a significant role. Examples include; land use planning, garbage collection and disposal, health education, coastal protection works, school curriculum that teaches gender equality, traditional coping mechanisms and community disaster management. These are part of the prevention infrastructure.
- d) Humanitarian organisations particularly the accredited NGOs and other stakeholders play well-defined roles in disaster risk management, whilst private sector organisations have a major role as their services and resources can play a pivotal role in prevention, response and recovery activities. In particular, essential service providers such as electricity and communication providers are expected to ensure that they can maintain continuity of supply.

1.4 Relationship of the Arrangements with other documentation

The NDRMP provides an overarching, high level view of disaster risk management arrangements for Kiribati and facilitates the relationship between the National Disaster Management Act (revised 2012) and other national and international laws as illustrated in Section 4 Legal & Regulatory Framework.

1.5 Accountability for the Plan

The Secretary to Cabinet is accountable for ensuring that the plan is under constant review and updated as necessary.

1.6 Responsibility for the Plan

The NDRMO is accountable for ensuring that the NDRMP is under constant monitoring and review and should reflect any changes in government structure, portfolios, legislation or regulation. In effect it becomes a 'living document' ensuring currency, accuracy and relevance at all times, eliminating the need to conduct major reviews.

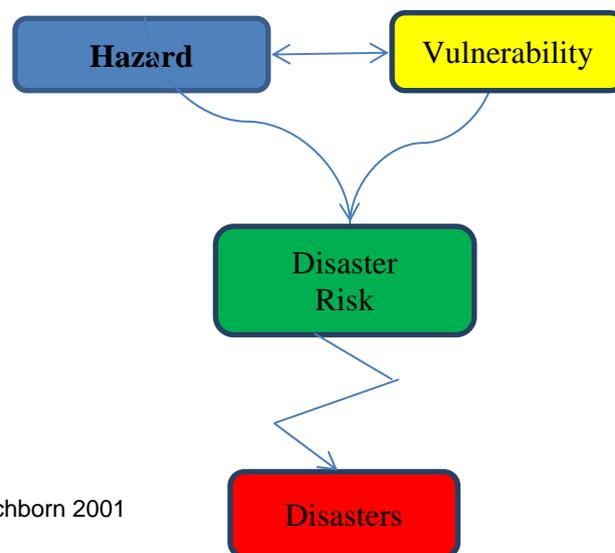
2 Disaster Risk Management

2.1. Disaster Risk Management

Disaster Risk Management (DRM) is defined as ‘The systematic process of using administrative directives, organizations, and operational skills and capacities to implement strategies, policies and improved coping capacities in order to lessen the adverse impacts of hazards and the possibility of disaster’ (ISDR 2009).

Disaster Risk arises from the interaction between Hazards and Vulnerability; hence disaster risk management is aimed at reducing this risk

The term DRM relates to all those activities expressly aimed at reducing disaster risk and mitigating the extent of disasters. Disaster risks arise from the interaction between hazards and vulnerability and may be expressed as;



Source: GTZ Eschborn 2001

Figure 1

The objective of DRM is to achieve a comprehensive reduction in disaster risk, taking account of those hazards and vulnerabilities which contribute to risk, as opposed to a focus on each individual event.

The successful application of DRM is a shared responsibility across all government sectors and requires effective partnerships including Public/Private/Community Partnerships. DRM involves the application of a range of management skills not just those deemed to be disaster related. These include but are not limited to; project management, change management, financial management, risk management, strategic planning, and business planning.

Risk is the linking function across all hazards including those associated with climate change and day to day government business. By incorporating a holistic risk management approach into all government business Disaster Risk Management & Climate Change Adaptation are effectively integrated into day to day planning and budgeting and linked into the annual strategic, business and budget planning processes at organisational and individual-officer level.

The combination of the traditional Disaster Management (DM) element and Disaster Risk Reduction (DRR) provides the DRM environment within a sustainable development context.

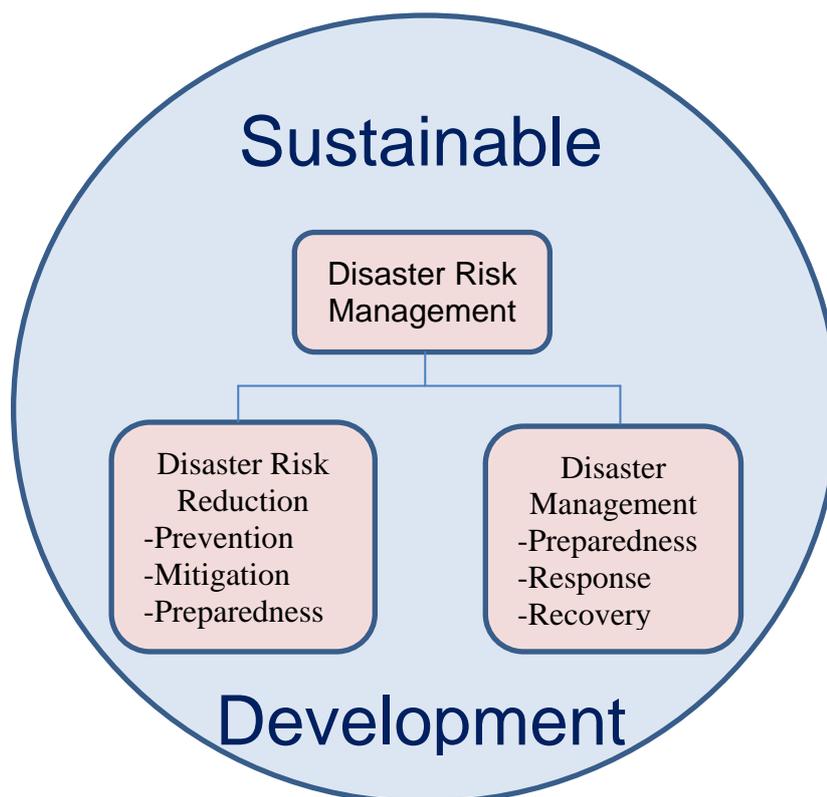


Figure 2

2.2 Disaster Risk Reduction

“The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events”. (ISDR 2009)

Another commonly cited definition of DRR is one used by UNDP “The conceptual framework of elements considered with the possibilities to minimize vulnerabilities and disaster risks throughout a society, to avoid (prevention) or to limit (mitigation and preparedness) the adverse impacts of hazards, within the broad context of sustainable development.”

These definitions clearly indicate the very wide-ranging scope of DRR and in particular the need to minimise vulnerability, consequently there is potential for DRR initiatives in every sector.

The Pacific regional policy instrument for DRR is the Pacific Disaster Risk Reduction and Disaster Management Framework for Action 2005–2015. Reflecting the Hyogo Framework for Action this document identifies both Regional and National activities for Pacific island countries to implement to reduce vulnerability and risk.

Across the broader spectrum of DRR, the relationships between organisations and between sectors (public, private and non-profit organisation partnership, as well as communities) are extensive and complex. Civil society has a major role to play and their representation at all levels are essential, to ensure knowledge, skills, traditions

and the interests of all within communities form part of the broader planning and risk reduction process.

DRR has the effect of integrating disaster risks into a whole of government risk profile. This process ensures risk mitigation strategies are prioritised to address those risks most likely to impact and subsequently impede national development programs, whilst utilising limited resources to provide maximum benefits.

Some common examples of DRR relevant to Kiribati include: application of building codes and engineering standards in residences and other buildings; solid waste management; health pandemic planning and land use management.

2.3 Disaster Management

Disaster Management focuses predominantly upon preparedness, response and recovery activities. In general these activities are well embedded within arrangements and activated in times of crisis. However, under the NDRMP emphasis will be placed not only on the testing, reviewing and maintenance of these activities, but also upon their effectiveness. In liaison with Island Disaster Committees (IDC's), it will be the responsibility of the NDRMO to monitor, assess and report to the NDRMC on disaster preparedness.

Regular review and testing will identify changes in the surrounding environment and enable roles and responsibilities and communication plans to be amended accordingly to reflect the operating environment.

Some common examples of DM relevant to Kiribati include: coordinating disaster operations; conducting damage and loss assessments following disasters and emergencies; conducting search and rescue operations at sea; fire suppression and evacuation of persons affected by disasters.

#

3 Country Hazard Profile

Geographically remote and characterised by their low lying coastal communities, The Islands of Kiribati are amongst the most vulnerable communities in the world to disaster events, which threaten both economic growth and long term development priorities.

In addition, there are risks associated with technological and human-caused disasters from oil spill, unregulated and destructive land use practices as well as a rapid growth in population. Societal crisis such as HIV/AIDS have also made their presence known in Kiribati.

The social and economic ramifications of these many hazards is multiplied when overlaid with the high levels of vulnerability of people due to the lack of infrastructure, low human development indicators, and a high population growth rate.

The ability to measure this vulnerability is increasingly being seen as a key step towards effective risk reduction and the promotion of a culture of disaster resilience. The identification of hazards is an established 'starting point' in identifying underlying vulnerabilities and reducing disaster risk, with the degree of risk being determined in

the knowledge of the physical, social, economic and environmental vulnerabilities to which communities are exposed.

Vulnerability and coping capacity manifest themselves once a vulnerable community is exposed to a hazardous event. In this context hazard is understood as: 'A potentially damaging physical event, phenomenon and/or human activity, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.' (UNISDR)

Further contributing towards community vulnerability is the negative impacts of events on development, and conversely, inappropriate development that creates vulnerabilities. It is within this complex environment which includes climate change, social disparity, struggling economies and the many other influences that determine resilience, the hazard profile plays a lead role in identifying causal factors of vulnerability.

Hence, within the context of DRM the maintenance of the hazard profile is essential. It is the responsibility of the NDRMO working with relevant agencies to continually monitor, evaluate and report on hazards and their associated risks to ensure those which present the greatest risks are advising DRR activities and strategic decision making and the design of training and awareness programs..

Traditionally disaster arrangements have focused upon acute impact events invariably categorised as 'natural' and 'man made'. However, events which may be classified as chronic and result from social, economic and environmental pressures have the potential to be as damaging to sustainable development and community vulnerability as acute impact events.

Acute impact events which threaten Kiribati arise both from 'natural' sources:

- Inundation
- Tsunami
- Drought
- Plague or epidemic

or from 'technical or man made' sources;

- Maritime disaster (including oil spill)
- Fire or explosion
- Aircraft accidents

Chronic events arising from social, economic and environmental factors include;

- Declining rural production
- Urbanisation
- HIV/AIDS
- Migration from islands
- Families with no access to land
- Deteriorating natural environment
- Waste management
- Pollution control

- Sewage disposal

Inundation

Due to the size of the islands and their low lying disposition flooding will come in the form of high seas during storms. Inundation as opposed to flooding more accurately describes the threat when houses become temporarily submerged or isolated during an event. History indicates these events do occur at intervals and the planning and development of sea wall defences are a major control that is being implemented by government. Although from a national perspective the consequences are not significant they can make those parts of the community and islands subjected to such events highly vulnerable.

Tsunami

In recent years the threat of Tsunami has increased globally. Early warning systems in the Pacific and elsewhere assist in providing communities with a small window of opportunity to reach a place of safety. However the nature of Kiribati's geography located on atolls appears to reduce the impact of tsunami.

Similarly there appears to be little reference to tsunami in recent history, stories, song or dance however the low lying nature of the Islands of Kiribati, highlights the vulnerability of the islands to a tsunami and although a low likelihood threat, the consequences may be significant

Drought

Drought has always been a major concern to the communities of Kiribati. Problems associated with ground water pollution as a result of increased urbanisation has the capacity to increase community vulnerability as traditional clean water sources are compromised.

Exotic Diseases

Kiribati has a low incidence of pests and diseases in comparison to other nations. As the flow of islanders and visitors increases, so does the risk of exotic disease. A fragile island ecosystem could be irreparably damaged by the introduction of pests and disease. The controls the government have implemented on persons and goods entering Kiribati are instrumental to reducing the likelihood of such an event occurring and should be subject to continual review.

Maritime disaster

The Port of Betio is a valuable asset to the island economy. The potential for any long term disruption to trade could occur through the blockage of sea traffic by a maritime disaster. Again the likelihood of this occurrence is low, but could have significant consequences. Often a maritime disaster is accompanied by oil spillages. The potential for spillage to damage the local fishing trade, impact on a coastal dwelling community and have long term environmental damage are all high consequence.

Fire

The threat of fire is always present. The separation of houses in Kiribati reduces the threat of a single dwelling fire involving multiple properties. However with very limited fire fighting resources a fire in the hospital, or other key asset/installation has the potential to expose both the government and community to significant long term impacts. The loss of power generating capability or the loss of medical services would have a significant impact on communities, the economy and social wellbeing. Although currently tourism is in its infancy in Kiribati, significant damage can occur to the islands' image as a tourist destination resulting from a fire in a hotel or guesthouse where death or injury occurred to tourists.

Aircraft Accidents

Depending on the circumstances of a plane crash the impact to the Kiribati economy and community may range from minor to significant. Any accident which resulted in multiple deaths of Kiribati residents or the temporary loss of the airport to incoming and outgoing flights could be disastrous. However, although a major aircraft accident could test the islands response capacity it would not necessarily have disastrous effects on the community or economy.

4 Legal and Regulatory Framework

The Legal & Regulatory Framework advises the development of the Plans/Arrangements which incorporates both National & International references. The manner in which they are consolidated is illustrated below.

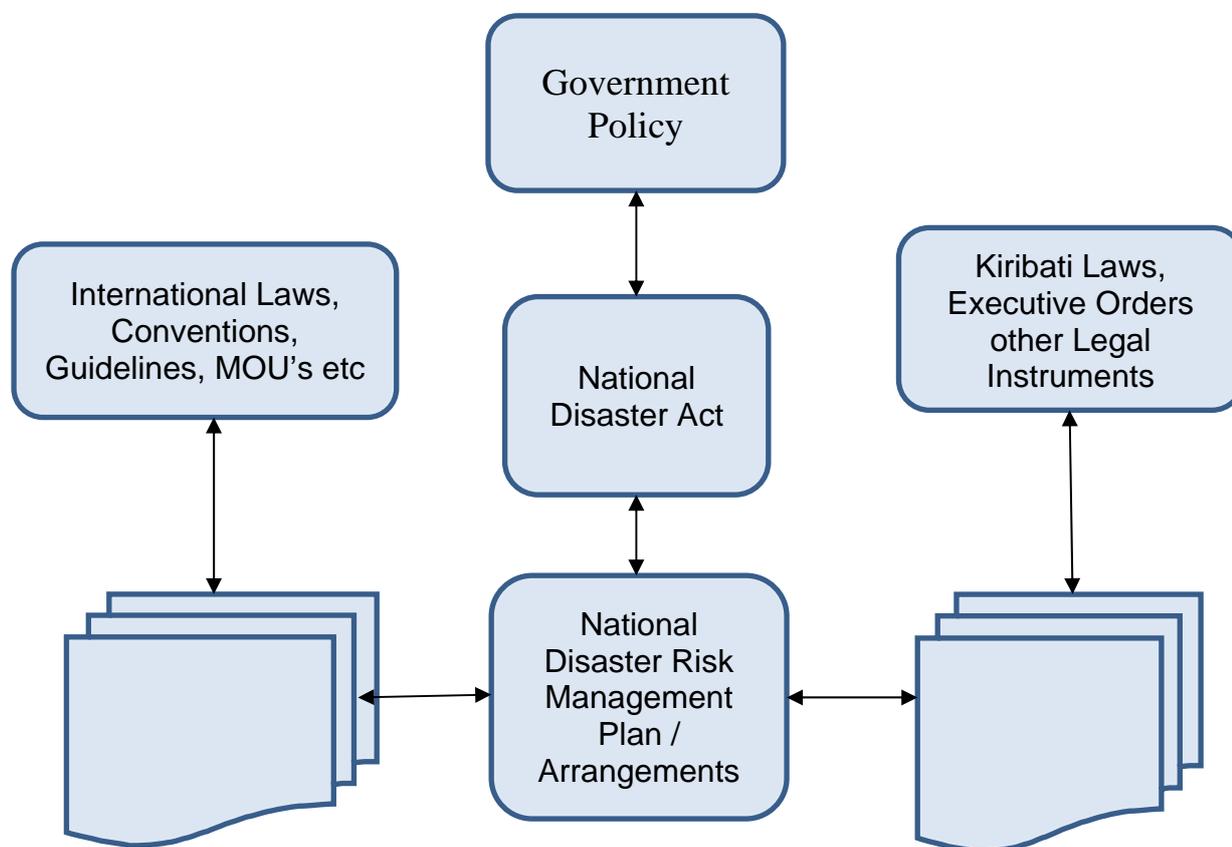


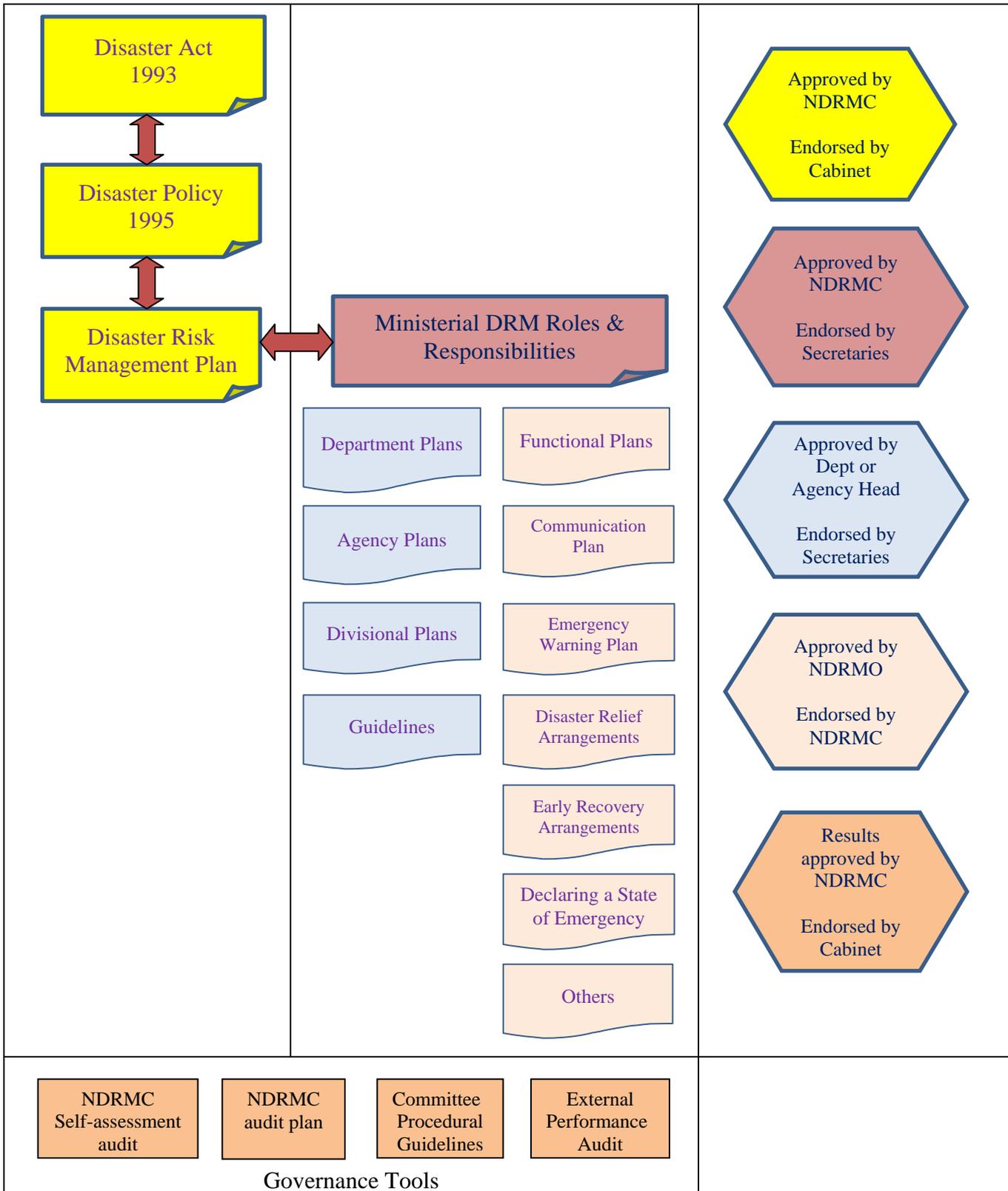
Figure 3

Due to the complex and changing nature of the hazards to which Kiribati and its communities are exposed, it is essential that all plans are able to continually reflect the changing environment. To achieve this, the plans must facilitate appropriate overview and line management authority to make the required changes and ensure currency and accuracy are maintained.

Hence, the Framework includes all organisations and institutions with a recognised role to play in disaster risk management. It also includes the mechanism for coordination, with a focus on leadership and effectiveness. In this manner, human resources required, funding, equipment and supplies, will be included within the review process.

Outlined below is the framework illustrating the appropriate authorities:

Laws, Regulations and other Legal Instruments	National Disaster Risk Management Arrangements	Authority to change or amend
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5 Institutional Framework for Disaster Risk Management

The NDRMC is the principal executing body at national level acting on behalf of Cabinet. During times of disaster the NDRMC is the peak decision making body providing advice to Cabinet on strategic decisions e.g. the need for international assistance. They are also responsible for reviewing DRM strategy and plans on an annual basis and ensuring appropriate audits are conducted to provide assurance to Cabinet any DRM risks with the potential to impact upon sustainable development initiatives are identified and managed.

The NDRMO provides secretariat support for the NDRMC and provides internal DRM consultancy to ministries whilst monitoring and reviewing DRM Arrangements at local and Island level. The NDRMO is also responsible for advising the NDRMC on government DRM training requirements, developing an annual DRM training plan and ensuring competencies and associated training records are maintained.

The Strategic National Policy Unit (SNPU) responsibilities include the maintenance of the national risk profile, within which will be subsumed the DRM risk profile, thereby providing Cabinet with an oversight of whole of government risks. The SNPU will also be responsible for aligning national projects, initiatives and plans with strategic risks to enable increases and decreases in risk to be monitored, assessed and reported to Cabinet to advise planning and budgeting processes. It is also the forum within which the strategic and planning consideration for DRM & CCA are aligned.

At Island level the national DRM institutional arrangements are mirrored, with the Island Disaster Councils (IDC) as the principle body responsible for implementing national disaster risk management policy.

The NDRMO coordinates DRM activities across the Islands to ensure consistency and alignment with National priorities.

At local level the role of NGOs, churches, the private sector and community based organisations play crucial roles, and in many instances are the front line disaster managers in times of crisis, hence their involvement is essential in DRR & DM planning, and similarly their advice in mainstreaming risk reduction into local development programs at community level is essential.

Each IDC will be responsible for developing and maintaining a disaster risk management plan, appropriate to their hazard profile and resource capacity and are responsible for allocating budgets to ensure national DRM objectives can be achieved and the local disaster plan can be effectively mobilised.

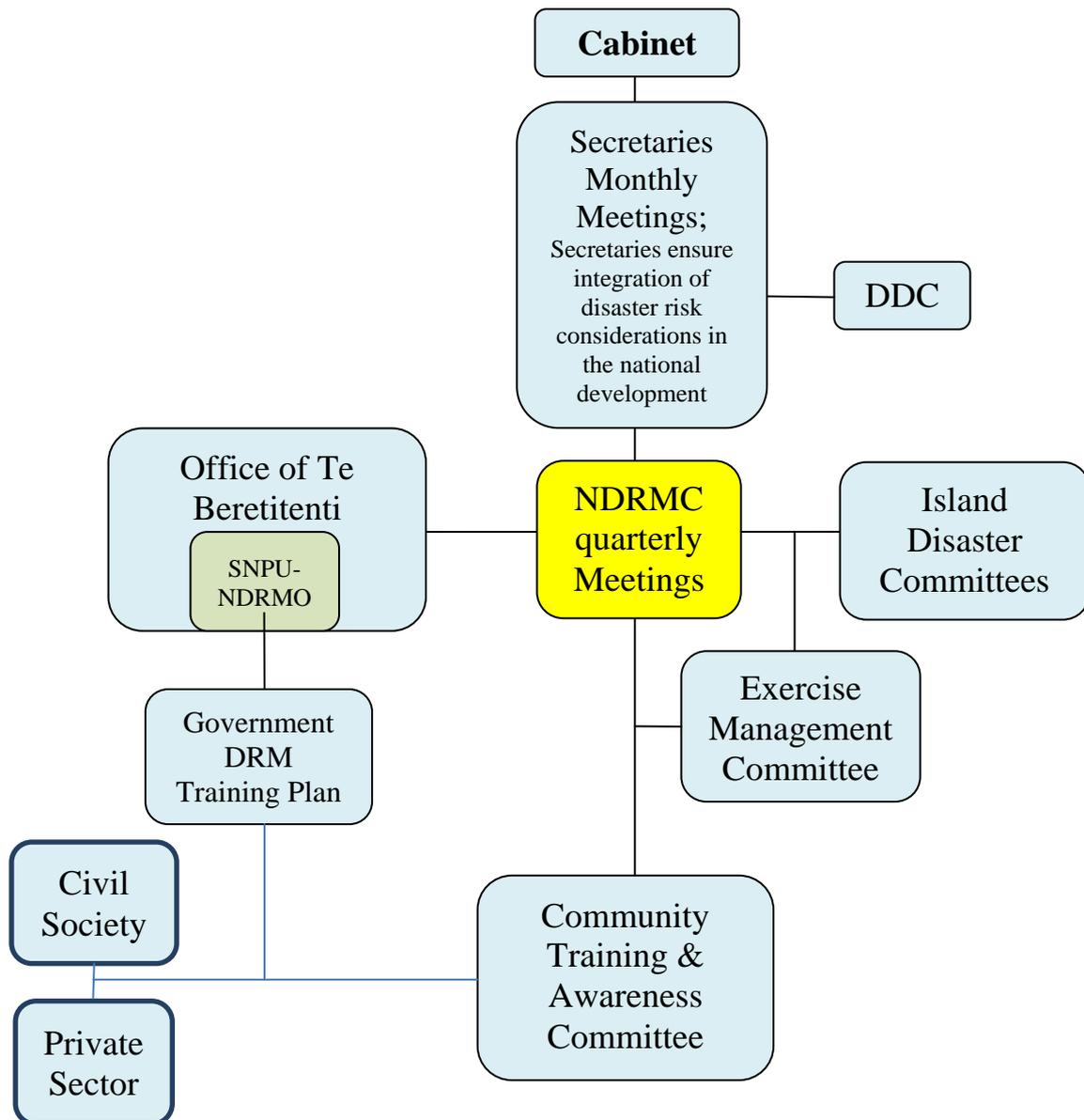
The monthly Secretaries meetings is the forum for discussion regards ongoing integration of DRM strategy into mainstream government business

5.1 Organisational Structure:

The disaster management operational structure operates at two levels;

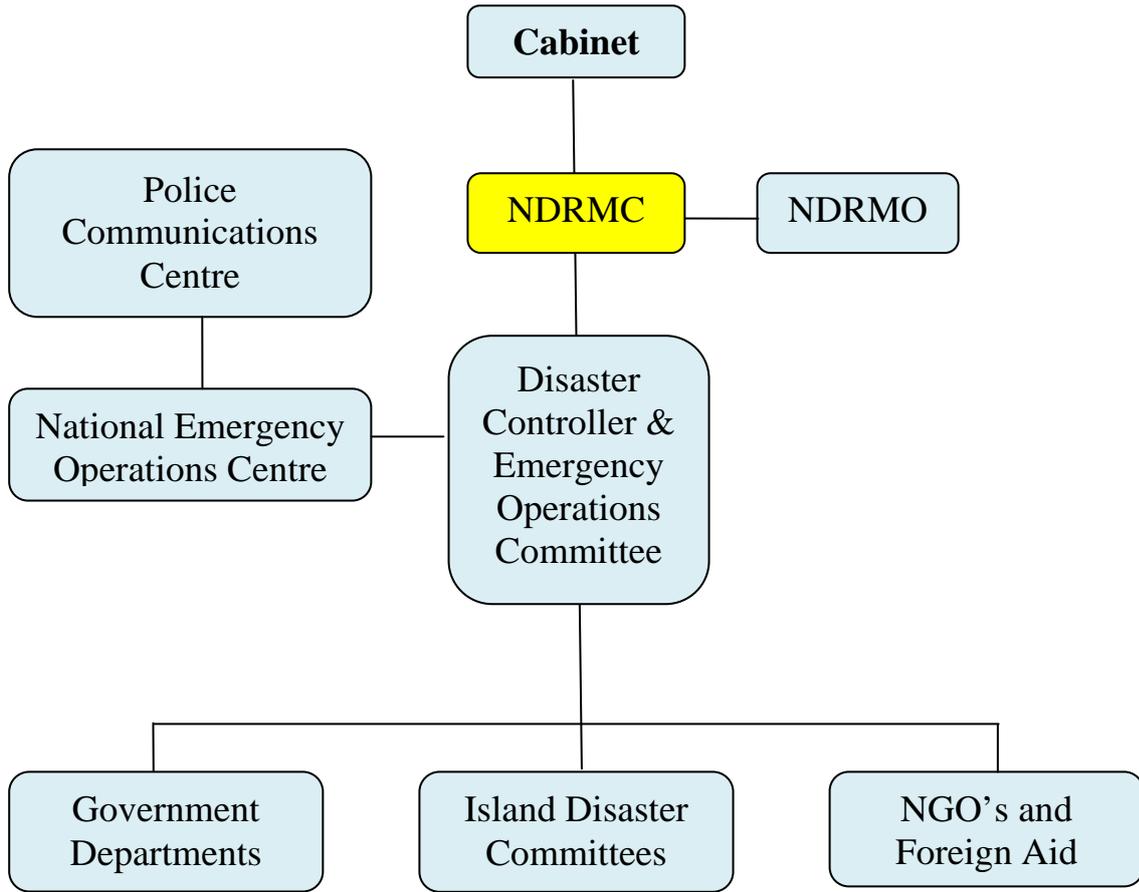
1. For normal operations
2. During times of crisis

For normal operations the structure is depicted below;



Within this structure the National Disaster Management Office of the OB will provide the interface which will analyse the effect of disaster reduction initiatives (in the form of whole of government strategies, projects and plans) and the risk threat to the Government and communities. This information will also advise the NDRMC in the development of DRM strategy and planning. The NDRMO plays a pivotal role in this process whilst coordinating the national DRM Training and Awareness Program. Within this all hazards approach, climate change initiatives/projects and programs are included.

5.2 Organisational Structure in times of crisis;



6 National Disaster Risk Management Office (NDRMO)

During normal operations the National Disaster Risk Management Office is responsible for;

- Coordinating the disaster risk management arrangements and programs for the government of Kiribati and maintaining compliance with the Disaster Management Act 1993.
- Coordinating the annual review of the National Disaster Risk Management Arrangements and associated subordinate plans
- Implementing such strategies and policies as directed by the National Disaster Risk Management Council.
- Provide technical assistance to all ministries and departments in the maintenance of disaster plans and standard operating procedures.
- Reporting annually to the NDRMC on the status of government and non-government agency disaster plans, by which they facilitate their roles under the National Disaster Risk Management Plan.
- Act as Secretariat to the NDRMC
- Coordinate the annual NDRMC governance audit
- Develop and coordinate a national audit plan on the to review performance across key committees and functions within the DRM governance framework

NDRMO role as government DRM Training and Awareness Coordinator

- Coordinate with Ministry of Labour and Human Resources in the design, development and implementation of effective government disaster risk management programs
- Advocate and promote a risk management culture within government
- Ensure there are trained personnel within government who can conduct training in disaster risk management
- Coordinate the development of the annual training strategy and plan in disaster preparedness and mitigation
- Report annually to the NDRMC on the effectiveness and appropriateness of government training strategies and programs.
- Ensure regional opportunities for training are made available to government staff.

7 Key Committees

7.1 National Disaster Risk Management Council (NDRMC)

The NDRMC is comprised of:

- Secretary to Cabinet (Chair)
- National Disaster Controller (Deputy Chair) Commissioner of Police
- Ministry of Foreign Affairs & Immigration
- Secretary for Internal & Social Affairs
- Secretary for Fisheries and Marine Resource Development
- Secretary for Health & Medical Services
- Secretary for Public Works and Utilities
- Secretary for Labour & Human Resource Development
- Secretary for Finance & Economic development
- Secretary for Communication, Transport & Tourism Development
- Secretary for Environment, Lands and Agricultural Development
- Secretary for Education
- Secretary for Commerce, Industry and Cooperatives
- Secretary for Line and Phoenix Islands
- Director Meteorological Office
- Secretary General of the Kiribati Red Cross Society
- President, KANGO

During normal operations the National Disaster Risk Management Council is responsible for;

- Advising the Minister responsible on all matters relating to disaster mitigation, preparedness, response and recovery; co-ordination of activities of government and non-government agencies.
- Ensuring that such strategies and policies are implemented by the National Disaster Risk Management Office, other government agencies and non-government agencies.
- Advising the Minister on the need for aid to counter the effects of a disaster and on any agreement proposed for the government to enter into to obtain such aid.
- Disaster risk management policy development
- The over sight of Ministerial roles and responsibilities and associated plans by which policy is translated into tactical and operational directives in the planning, preparedness, response and recovery phases of disaster management
- The monitoring, review and testing of the Disaster Risk Management Arrangements.
- Endorsing and monitoring the annual community DRM education and awareness program
- Coordinating Ministries and other authorities in disaster risk management planning
- Advising the Minister in regards declaration (and the revocation) of a State of Emergency

7.2 Emergency Operations Committee

The role of the Emergency Operations Committee is to assist the NDRMC during emergency operations carried out in response to a disaster event. It also ensures that resources are allocated to operational tasks in the most effective way and in correct priorities.

7.3 Community Training and Awareness Committee

The Community Training and Awareness Committee are responsible for;

- Developing and maintaining a national training strategy to ensure as far as reasonably practicable the safety of communities
- advising the NDRMC of the annual community DRM training program aligned to the government main risk priorities
- coordinating the planning and delivery of community training and awareness programs on behalf of government and non-government agencies
- ensuring such strategies, plans and performance measures are implemented by the KT&AC to reduce vulnerability and enhance resilience of all Kiribati communities
- advising the Minister of MISA of any serious training deficiencies which cannot be addressed and which place communities at unacceptable risk

7.4 Exercise Management Committee

The Exercise Management Committee is responsible for;

- developing an annual strategy for ‘testing’ elements of the Disaster Management Operational Plan.
- Conducting one major disaster scenario testing all elements of Command, Control and Coordination. The Exercise Management Committee may also test, or require the owners to test supporting plans to the NDRMP.

7.5 Island Disaster Committees (IDC)

The Island Disaster Committee is comprised of:

- The Mayor (Chairperson);
- Clerk to the Island Council
- A Kiribati Red Cross Society Representative
- A Police Officer

For normal operations the Island Disaster Committees are responsible for

- Coordinating disaster preparedness, response and recovery activities
- Coordinating public education programs for their respective islands
- Coordinating the islands disaster risk management program
- Maintaining and testing the island disaster risk management plan

- Co-ordinating island disaster-related measures;
- Performing similar tasks with that of the Committee at the island level;
- Acting as the main bridge between the Committee and the local community in all disaster related matters; and
- Taking the responsibility of the Committee when communication with the NEOC at Tarawa is disrupted

The emergency operations structure comes into effect when the National Activation System comes into effect and remains in place until the Stand Down is issued by the Disaster Controller.

During times of disaster the Commissioner of Police or a suitable delegate is authorised to hold the position of Disaster Controller working under the NDRMC. The NGO's, the Island Disaster Committee whose islands are impacted and other government bodies come under the control of the Disaster Controller.

7.6 Secretaries Monthly Meeting

Each month the Secretaries or Heads of Ministries convene to discuss sustainable development issues and priorities. This meeting will provide high level oversight for the integration of disaster risk considerations within national, sectoral and island/community level development planning and budgetary processes.

The NDMO will work closely;

1. with the Ministry of Environment (as the national agency responsible for climate change) and relevant technical agencies such as the Meteorological Service, Public Works, regional and international donors and development partners, to facilitate the provision of hazard, vulnerability and risk data and information to the relevant stakeholders.
2. with the Ministry of Finance & Economic Development, sectoral agencies and Island Councils to ensure that hazard, vulnerability and risk information is integrated within planning and budgetary processes at all levels.

8 Mobilisation

8.1 Response

The Response phase is the time extending from immediately before the impact of a hazard, the impact phase through to an appropriate time after the Early Recovery phase commences. Part of the Response measures can be assumed as part of Early Recovery since both phases overlap. It involves the mobilisation of the necessary emergency services and relevant government departments and resources at Island and national levels. A well-rehearsed disaster plan developed as part of the preparedness phase enables efficient coordination of all resources. If the situation overwhelms the in-country's capacity and resources, international aid will be requested by the Government. The response phase will be determined by the magnitude of the disaster reported through official damage assessment(s) report(s) by trained assessment teams designated by NDRMO.

Response to identified humanitarian emergencies may come from a range of organisations and actors. These include the governments, the United Nations system, international and local non-governmental organizations (NGOs) including the Kiribati Red Cross Society and International Federation of Red Cross & Red Crescent Societies. The NEOC coordinates all response actions including the deployment of specialised humanitarian personnel and materials to support the provincial disaster committee's efforts on the ground.

The United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) also coordinates the deployment of international specialised humanitarian personnel and materials to support government's response efforts on the ground in close collaboration with Kiribati NDRMO, particularly in situations where local capacity is overwhelmed, in response to a new or escalating humanitarian crisis. They also include specialists in the different aspects of humanitarian response, such as search-and-rescue operations, water and sanitation, evacuation shelters and others.

The response phase also includes the conduct of Initial Damage Assessments (IDA) to determine the extent of damage and level of assistance required for Disaster Relief such as water, food, shelter and other basic needs. This is subsequently followed by Comprehensive or Sectoral based Detailed Damage Assessments which will help to inform Early Recovery and longer term Rehabilitation.

The Government should also conduct a Damage and Loss Assessment (DALA) to determine the extent of economic impact of a disaster. Typically Governments conduct Damage Assessments to determine needs for the restoration of for example water, power for electricity, infrastructure and other utilities. DALA or economic impact assessments provide Government with a better understanding of the full economic impact on for example businesses, families and the various growth sectors and this will allow for more focussed Recovery and Restoration or Reconstruction planning and implementation.

During the response phase all response actions will be executed in accordance to the contingency or response plans developed for each specific hazard or sectoral plans developed by relevant agencies as part of the preparedness phase.

Participatory Impact Assessment (PIA) should be conducted by a technical team arranged by NDRMO to appraise the positive or negative benefits of the humanitarian assistances given to the affected communities (population) by stakeholders during response and recovery phase both for short term and long term measures. The report from the PIA will form as part of Restoration strategies, Monitoring and Evaluation (M&E) process and contribute towards the ongoing review of the DRM Plan.

The remaining hazards, those with slow onset, where the threat may emerge over days, weeks or months, activation is dependent upon the agency or agencies responsible for mitigating or reducing the hazard and its impact. In Part 2 of the NDRMP, provides full details of the type of hazards to which Kiribati is subject and the agency or department responsible as the 'Control Agency' in response and mitigation.

8.2 National Activation System

The rapid and effective mobilisation of resources in the event of an emergency or disaster is facilitated through the timely implementation of the National Activation System.

The five stages of activation are designed to achieve this goal through a graduated and controlled mechanism which will ensure that the level of preparedness will be appropriate to the level of threat being posed. However this mode of activation is only relevant to rapid onset events. It is the responsibility of the NDRMC to activate the system or any part of the system depending on the level of threat and speed of onset.

The remaining hazards, those with slow onset, where the threat may emerge over days, weeks or months, activation is dependent upon the agency or agencies responsible for mitigating or otherwise reducing the hazard and its impact. In Part 2 of the NDRMP full details of the National Activation System for all hazards, both rapid and slow onset are to be found.

<i>Stage 1</i>	<i>Readiness</i>	<i>Advice received</i>	<i>48 – 24 hours</i>
<i>Stage 2</i>	<i>Standby</i>	<i>Watch received</i>	<i>24 – 12 hours</i>
<i>Stage 3</i>	<i>Activation</i>	<i>Warning Issued</i>	<i>12 – 0 hours</i>
<i>Stage 4</i>	<i>Response, Relief & Early Recovery</i>		<i>0 +</i>
<i>Stage 5</i>	<i>Long Term Recovery</i>		

8.3 Early Recovery

Early Recovery may be defined as a short transitional phase that begins early in a humanitarian setting, and overlaps with later recovery and rehabilitation phases.

Early recovery has three broad aims:

1. Augment ongoing emergency assistance operations by building on humanitarian programmes.
2. Support spontaneous recovery initiatives by affected communities
3. Establish the foundation for longer term recovery
(UNDP)

Initially, national and international resources will focus primarily on meeting immediate life-saving needs; however, there is a requirement for more than life-saving measures. Early Recovery sets out a coordination framework for allocating and monitoring activities across government departments. It aims to generate self-sustaining nationally owned and resilient processes for post-crisis recovery. It encompasses the restoration of basic services, livelihoods, shelter, governance, security and rule of law, environment and social dimensions, including the reintegration of displaced populations. It stabilizes human security and addresses underlying risks that contributed to crises, preventing a recurrence and creating conditions for future development.

It also aims to strengthen coordination between the different levels of government and encourage collaborative partnerships between government and non-government sector and civil society and seeks to ensure affected populations are included in recovery planning and implementation process.

However, the overarching goal for early recovery is to set the conditions to allow people to address their situation and avoid creating dependencies and social tensions, develop a framework for action and accountability to ensure that a wide range of support is available to those affected and provide a catalyst for people to take action for self-help enabling communities to rebuild their lives.

8.4 Disaster Relief

“Disaster Relief means goods and services provided to meet the immediate needs of disaster-affected communities”. (IFRC)

The Government has the primary responsibility to ensure disaster risk reduction, relief and recovery assistance within Kiribati. National Red Cross Society as an auxiliary to the public authorities in the humanitarian field, and domestic civil society actors play a key supporting role at the domestic level.

If the NDRMC determine that a disaster situation exceeds national coping capacities, it will advise the Minister on the need for aid to counter the effects of a disaster and on any agreement proposed for the government to enter into to obtain such aid.

These NDRMP embraces the International Federation of the Red Cross (IFRC) guidelines for Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance which state; “Affected States have the sovereign right to coordinate, regulate and monitor disaster relief and recovery assistance provided by assisting actors on their territory, consistent with international law. During the post impact relief period the NDC are responsible for the following actions: Co-ordinating, prioritising and distributing all internal and external relief and

aid services. Advising international aid agencies regards the operational capability of the airport and port”

In the exercise of these and associated responsibilities the NDRMC will ensure that the principles and practices of International Disaster Response Law are integrated into policy and operational practices of all relevant Government agencies.

Island Disaster Committees IDC's

Island Disaster Committees will mirror the responsibilities and function of the NDRMC for the coordination of relief at the local island level.

8.5 Post Disaster Review

Post disaster review aims to investigate post-disaster issues and identify emerging rehabilitation issues. Issues that will be reviewed and explored would include;

- the effectiveness of needs assessments;
- strategies for short-term and long-term intervention;
- dependence arising from external interventions;
- coordination of agencies; and coordination of different forms of relief and biodiversity issues in post-disaster activities.

It is anticipated that the investigation will provide improved understanding of the benefits and drawbacks of different interventions which will influence future planning and strategies, identify opportunities for improvement that will feed the DRR process.

Debriefings

The NDRMO will coordinate de-briefings as soon as possible after the event. These will be conducted at every level.

- Independent departmental reviews, where disaster plans are assessed to allow staff involved determine effectiveness and identify improvements
- Inter-agency review, where cross jurisdictional activities need to be assessed with all those who were involved in and impacted by the outcomes of these communications during an event.
- IDC reviews to ascertain the effectiveness of the committee and suggestions for improvements.
- NDRMC reviews to carefully analyse the functional and operational efficiency of national disaster coordination. NDRMC reviews should also carefully review real time actions and responses against this National Disaster Risk Management Plan.
- Minutes of all debriefs are to be kept and forwarded to the NDRMO for filing.

9 Training & Awareness

Coordination of disaster risk management skills acquisition and knowledge in support of the disaster management framework is the responsibility of the NDRMO (government training) and the Community Awareness and Training Committee (CTAC).

Skills and knowledge to effectively implement DRM will incorporate a wide range of management skills beyond those usually associated with disaster management, they include but are not limited to; project management, change management, financial management, risk management, strategic planning, business planning and many others.

The CTAC should work with partners to ensure training policy, strategy and programs meet the required competencies and fully utilise regional expertise and training opportunities.

Part 2
Disaster Management Operational
Arrangements

Part 2

Disaster Management Operational Arrangements

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1 National Activation System (NAS)

The mobilisation of Government resources in response to any natural or man-made event with the potential to adversely impact on Kiribati is governed by the National Activation System (NAS).

This is divided into sudden onset & slow onset events.

1.1 Sudden onset events

Sudden onset events are those which strike with little or no warning. When these threaten a five stage response process is activated. This commences at the point the event is first detected and/or a warning is received. The five stages of the NAS are designed to achieve a smooth transition through preparedness, response, relief and early recovery and achieve a coordinated and integrated response to a threat, returning government and communities to a normal state within a reasonable time frame.

Aligning the Ministerial roles and responsibilities to these levels of activation, ensures activities at each stage are understood and resources are utilised to their best effect to minimise damage and disruption.

It is the responsibility of the National Disaster Risk Management Council (NDRMC) to activate the system or any part of it depending on the level of threat and speed of onset.

The following describes the proposed stages and timing for activation:

Stage 1 Readiness Advice received 48 – 24 hours

Comes into effect when information is received indicating the potential onset of a threat. The NDRMC will declare this stage in force and Ministerial DRM Roles & Responsibilities will be activated and the communications plan put into effect. At this point normal business is to continue

Stage 2 Standby Watch received 24 – 12 hours

Comes into effect when it is established the level of threat has not diminished. Ministries will commence winding down normal business and making preparation for disaster response

Stage 3 Activation Warning Issued 12 – 0 hours

Comes into effect when it appears the threat is imminent or in situations when a rapid onset hazard has struck. Staff not involved in disaster response may be released, normal business is suspended and remaining staff undertake their allotted disaster related roles.

Stage 4 Response, Relief & Early Recovery 0 +

Comes into effect at the earliest opportunity. The order to stand-down will be given by the Disaster Controller on advice from the NDRMC. This will be a gradual

operation with departments with the least involvement in relief and recovery work being stood down first.

Stage 5 Long Term Recovery

The philosophy behind long term recovery is to "build back better", aiming to reduce the pre-disaster risks inherent in the community and infrastructure. These aims will be integrated into national strategies and plans and will be reflected in Ministerial and Departmental business plans.

The manner in which 'build back better' reduces disaster risk will be monitored through the National Disaster Risk Management Office (NDRMO) who is responsible for assisting the Strategic Risk Management Unit (SRMU) in coordinating the review of the national hazard profile and monitoring the level of risk associated with specific hazards.

1.2 Slow onset events

'A slow-onset disaster is defined as one that does not emerge from a single, distinct event but one that emerges gradually over time, often based on a confluence of different events'. (OCHA)

The line between rapid and slow onset events is not always clear as disasters can evolve from a series of events, related or unrelated, but the distinction is important as the impact of slow onset events can often be minimised by early response and where preparedness, early warning and early response are coordinated and integrated, as the longer lead time can help prevent the downward spiral of increased vulnerability.

In some instances of slow onset disasters e.g. drought, communities have developed strategies to cope, however in other situations where the compounding effects of a number of hazards create a complex situation it becomes more problematic in terms of preparedness and response.

Responsibility for monitoring a slow onset event will be determined as the characteristics of the event emerge at which point roles and responsibilities will become apparent.

Similar to rapid onset events a point may be reached where a State of Emergency has to be declared or where directives involving rationing or other restrictions are required. The process for both rapid and slow onset events is the same with the NDRMC making the necessary recommendation to the Minister.

1.3 Emergency Warnings

The issuing and dissemination of appropriate warnings and information to the community is a key priority in the event of a threat warning being received.

When the Meteorological Office detects or is advised of an emerging event, notification will be made to the Minister and the NDRMO. The Minister (or in the absence of the Minister, the Disaster Controller) will immediately convene a meeting

of the NDRMC. In the absence of both parties it is the responsibility of the NDRMO to have organised with the Meteorological Office appropriate notification arrangements. The NDRMC after having reviewed the information will determine the most appropriate action; this may be to continue the monitoring phase, or if the situation demands, activating the Emergency Warning Plan, to alert at risk communities.

The Emergency Warning Plan will be activated with the Communication Plan which provides the framework to facilitate the dissemination of emergency warnings.

1.4 Declaration of a State of Emergency (DoSE)

Declaration of State of Public Emergency

- (1) Where the circumstances of a disaster are, or appear likely to become beyond the scope, provisions and resources of the National Disaster Plan, or for any other reason associated with a disaster, the Beretitenti, acting in accordance with the advice of the cabinet may declare a state of public emergency pursuant to section 16 of the Constitution.
- (2) A declaration of a state of public emergency made under sub section (1) may apply either to a part of the whole of Kiribati.

2 Disaster Management Control Agencies

As major disasters are infrequent events it is essential that management arrangements are clearly described and understood, irrespective of whether the event is of a sudden or slow onset.

In some instances the ministry or agency with responsibility for dealing with events is widely known e.g. the Fire Service is the main agency for dealing with fire and hazardous materials, whereas contamination of the lagoon by a spillage or leakage of chemicals may not be so widely understood.

Invariably responsibilities are aligned to ministry's or agencies based on their 'core' role(s) within the overall context of the assignment of portfolio responsibilities within Government. The ministry or agency with the prime area of responsibility is allocated 'Control Agency' status, whose role is to provide leadership and direction in seeking to mitigate the threat. Those ministries or agencies required to provide assistance to the Control Agency are known as Support Agencies.

The table below provides guidance as to where responsibilities lie in a range of events;

Emergency/Threat	Control Agency	Support Agencies
Fire	Fire Service	-Police
Hazardous Material spillage	Fire Service	- Ministry of Environment, lands & Agricultural Development -Ministry of Public Works and Utilities -Police
Marine Search & Rescue	Ministry of Communications, Transport and Tourism	-Police -Australian Costal Patrol
Drought	Ministry of Public Works and Utilities	-Ministry of Internal & Social Affairs -Ministry of Health & Medical Services -Ministry of Environment, Lands and Agricultural Development
Marine Pollution	Ministry Fisheries and Marine Resource Development	-Police -Fire Service
Aircraft Crash	Fire Service	-Fire Service -Police -Ministry Health & medical Services
Tsunami	Police	-Fire Service -Ministry of Health & Medical Services -Ministry Public Works and Utilities -Ministry of Internal Affairs and Social development
King tide – long distance swells	Police	-Fire Service -Ministry of Health & Public Works -Ministry of Internal Affairs and Social Dev.
Exotic animal Disease	Ministry of	-Ministry of Health & Medical Services

	Environment, Lands and Agricultural development	
Plant Disease	Ministry of Environment, Lands and Agricultural Development	
Human Disease - Pandemic	Ministry of Health	

2.1 Control Agency

A Control Agency is the term applied to the ministry, department or organisation which is assigned to control the response activities to a specified type of event. The Control Agency may change as the event progresses and in some instances more than one Control Agency may be assigned in complex situations.

For example the control agency for fire is the Fire Service, if however in the course of fire fighting, contaminated water runoff is in danger of polluting the lagoon the Ministry of Fisheries and Marine Resource Development will assume the status of Control Agency for protection of the lagoon. At that time there may be two control agencies, but once the fire is extinguished the Fire Service may become a support agency in pollution control

2.2 Support Agency

Support Agency(s) are those which provide essential services, personnel, or material to support or assist a Control Agency. They have the specific skills and resources to support response for a particular type of event. The Support Agencies shown in the table below are the key Support Agencies, not all Support Agencies who may be involved in a lesser role are shown.

2.3 Support Services

In addition to Control and Support Agencies there is a range of Support Services available for response. The following list is neither exhaustive nor exclusive, but illustrates some of the key specialist services;

Support Service	Primary Agency	Secondary Agency(s)
Communications	Police	
Disaster Victim ID	Police	Ministry of Health & Medical Services
Evacuation	Police	
First Aid	Ministry of Health and Medical Services	Kiribati Red Cross Society
Food Supply	Ministry of Commerce	Agriculture Division, MELAD Kiribati Red Cross Society
Public Warnings	Office of Te Beretitenti	NDRMC

Transport	Ministry of Communication, Transport and Tourism	
Weather information and Forecasting	Meteorological Office	
Loss and Damage Assessments	Ministry of Public Works and Utilities	Ministry of Environment, Lands and Agricultural Development

2.4 Disaster Controller

The Commissioner of Police or his delegate will adopt the role of Disaster Controller when directed by Cabinet to do so, or when a rapid onset event occurs when direction from Cabinet may be delayed. Key responsibilities of the Disaster Controller include;

- Initiating emergency warnings and information to the community
- Briefing Island Disaster Committees
- Activating Government, NGO's and the private sector in response to the threat
- Coordinating post impact activities including, evacuations, damage assessment and relief
- Advising of Stand-down in consultation with the NDRMC
- Providing daily briefings to NDRMC and Cabinet

3 Ministerial Roles and Responsibilities

General Disaster Management Responsibilities

The roles and responsibilities in the following plans provide ministerial guidelines across the DRM spectrum.

Those departments within Ministries who have key roles to play in the disaster risk management arrangements are required to develop similar plans outlining their roles and responsibilities that link to the Ministerial Plans.

A template for developing departmental plans will be found in the next section – 4.

Guidelines are included for the following;

Office of The Beretitenti

Ministry of Foreign Affairs & Immigration

Ministry of Environment, Lands and Agricultural Development

Ministry of Health & Medical Services

Ministry of Public Works and Utilities

Ministry of Communication, Transport & Tourism Development

Ministry of Education

Ministry of Financial & Economic Development

Ministry of labour & Human Resource Development

Ministry of Internal & Social Affairs

Kiribati Police Service

Kiribati Meteorological Office

Kiribati Red Cross Society

General Disaster Management (DM) Responsibilities for Rapid Onset Events

Stage 1 – readiness

- Place key personnel on alert
- Assess where normal activities can be restricted to allow personnel, equipment, supplies and funds be released for disaster response
- Implement disaster logs for disaster expense
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the Secretary has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage

Stage 2 – standby

- Continue stage one activities as required
- Maintain disaster expenditure logs
- Prepare staff logs for recall, establish staff availability
- Provide status report on readiness to NDRMC
- Commence wind down of normal activities to release key staff

Stage 3 – activation

- Continue stage two activities as required
- Provide status report on readiness to NDRMC
- Suspend regular business and place staff on alert, release all personnel having no specific disaster related duties

Stage 4 – immediate recovery

- Conduct initial damage assessment of those areas for which the Secretary has responsibility and send status report to NEOC
- provide status report to NEOC on operational capability, with time frames for return to full capacity
- File with the Minister for Finance and Economic Development detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each departmental response plan to determine effectiveness and identify improvements.
- Partake in NDRMC debrief, to review and analyse disaster response operations
- Stand down and resume normal status when advised by the National Disaster Controller

Stage 5 – long term recovery

- Identify and report to the NDRMC any significant vulnerability reduction initiatives for inclusion in the national strategy plan and annual budget submissions.

General Disaster Risk Reduction Responsibilities

Across all Ministries there exists common Disaster Risk reduction activities many of which can be included in day to day activities, these include;

- Maintain log of disaster resources
- Partake in the annual review of the DRM arrangements
- Keep under review and maintain any associated DRM Plans for which the Secretary is responsible
- Ensure Departmental DRM Roles and Responsibilities are reviewed annually and any amendments are forwarded to the NDRMO
- In liaison with the NDRMO ensure staff competencies that contribute to their DRM responsibilities are maintained. Ensure any other DRM related training is notified to the NDRMO so training records may be maintained
- Maintain an up to date contact list of key staff for disaster response
- Advise the NDRMO of any international programs /projects for which the Ministry has responsibility
- Following the completion of the annual ministerial and departmental business planning process, advise the NDRMO of any new initiatives, projects or programs.

Ministry/Agency Roles and Responsibilities for DM & DRR

3.1 Office of The Beretitenti

Stage 1 – Readiness

48 – 24 hrs

- Convene a meeting of the NDRMC to review current status warnings
- Receive Meteorological Office Weather warnings
- Obtain Cabinet approval of pre-paid emergency authorisation documents
- Monitor disaster information and prepare public information bulletins
- Prepare ‘Condition’ announcements for approval by Cabinet, release public warning bulletins
- Alert National Publication and Broadcasting Authority regarding 24 hour operations
- Direct the alerting of islands, local councils and governments

Stage 2 – Standby

24 – 12 hrs

- Continue public information activities
- Place radio station on 24 hour operation
- Confirm with Commissioner of Police activation of the NEOC
- Inform the population of areas likely to be affected to prepare designated shelters as needed
- Continue to direct issuance of current public bulletins

Stage 3 – Activation

12 – 0 hrs

- Confirm with the NDRMC all readiness activities are complete
- Resolve conflicts arising from disaster response activities
- Keep Te Beretitenti and Cabinet briefed on disaster conditions and preparedness activities by regular reports
- Continue to direct the issuance of public bulletins

Stage 4 - Immediate Recovery – Stand down

0 +

- If necessary commence process to declare State of Public Emergency
- Provide recommendations to Cabinet when all clear can be announced and authorise issuance of Stand Down orders
- Release radio station to normal transmissions
- Organise NDRMC debrief, to review and analyse disaster response operations

Stage 5 - Long Term Recovery

- Organise NDRMC debrief, to review and analyse disaster recovery operations
- Conduct an NDRMC action review meeting within 6 months of the disaster declaration to ensure adequate progress on all recovery projects
- Organise NDRMC assessment of overall disaster risk management governance arrangements

- Coordinate review of the Kiribati community risk profile utilising CHARM matrix

Primary DRM Responsibilities

- Ensure the NDRMC meets its obligations as specified in the National Disaster Act
- Direct the minimum of one disaster risk management exercise annually to confirm the preparedness of government to respond effectively to an event.
- Have emergency documents for Cabinet approval eg emergency procurement authority authorising the Secretary to Government signature on purchase orders
- Direct the training of outer island populations in disaster mitigation, preparedness and damage assessment
- Coordinate public awareness of disaster preparedness actions with outer islands local governments

3.2 Ministry Of Foreign Affairs

Stage 1 – Readiness

48 – 24 hrs

- Act on behalf of the Cabinet in disaster related matters which involve foreign governments and international agencies
- Advise threats to foreign missions of disaster potential, indicating likelihood of requests for international assistance
- Disseminate accurate information to foreign governments and international agencies

Stage 2 – Standby

24 – 12 hrs

- Continue to communicate with foreign ministries as situation unfolds
- Ensure availability of staff to receive calls from foreign ministries

Stage 3 – Activation

12 – 0 hrs

- React as directed by the Cabinet to initiate requests for international assistance
- Continue to disseminate information to foreign governments, internal organisations and disaster agencies

Stage four - Immediate Recovery – Stand down

0 +

- When directed by Cabinet, action requests for foreign aid and liaise with the NDRMC regards international disaster recovery and relief efforts
- Advise foreign missions in the event of declaration of State of Emergency
- Coordinate with the NDRMC foreign recovery and relief assistance
- Liaise with Ministry of Internal and Social Affairs regards disaster relief to outer islands
- File with the Minister for Finance and Economic Development detailed expense records for all disaster related activities or work projects

Stage 5 - Long Term Recovery

- Consider improvement initiatives for inclusion within departmental or national strategy plans for inclusion in budget process
- Propose to NDRMC any potential amendments to National Action Plan (2010 – 2015)
- Maintain listings of points of contact with foreign governments and international disaster assistance agencies
- Review annually the adequacy of Border Control Management Committee protocols for visa and entry documentation exemption relating to foreign aid in times of crisis

Primary DRM Responsibilities

- Maintain listing of points of contact with foreign governments and international disaster assistance agencies
- Work with Ministry of Health to strengthen health quarantine requirements in immigration entry forms.

3.3 Ministry of Environment, Lands and Agricultural Development

Stage one - Readiness

48 – 24 hours

- Provide support and inspect resources and equipment for operational readiness

Stage two - Standby

24 - 12 hours

Stage three - Activation

12 – 0 hours

Stage four - Immediate Recovery – Stand down

0 +

- Advise on the environmental impact on the disposal of waste and debris following a disaster event.
- Coordinate and collate damage assessment reports being received on crops, windbreaks and sea defences.
- Conduct complete damage assessment of disaster affected areas in conjunction with the Ministry of Works, Water and Energy.
- Advise on environmental damage incidences related to alien/invasive species surrounding impact areas.
- Coordinate reports from islands on damage and determine priorities

Stage five – Long term recovery

- Perform comprehensive agricultural damage assessment on damaged islands
- Develop project plans for crop, windbreak and sea defence repair projects with costs and resources required to ensure disaster recovery projects are completed in a timely manner

- Perform the duty of Project Manager for recovery projects affecting crops and windbreaks and sea defences
- Provide an agricultural recovery forecast
- Monitor disposal areas and land fill, where waste and debris were located following an event

Primary DRM Responsibilities

- Provide educational awareness programs regarding crop and livestock protection to disaster events
- Maintain a plan which provides guidance on the disposal of waste and debris following a disaster event to prevent or minimise the effects of environmental degradation.
- Acquire and maintain the equipment needed to effect the repair of disaster caused damage to the area of primary responsibility
- Plan for and develop nurseries for seed stock for disaster resistant food crops and windbreaks
- Review all proposed development or resources for use in projects for impact on disaster vulnerabilities of food crops, windbreaks and erosion cover
- Maintain an organisational plan for the distribution of emergency supplies
- Maintain inventories of food stockpiles
- Ensure availability of qualified persons on outer islands competent to undertake environmental impact assessments following an event.
- Review annually disaster response
- Review annually disaster response resources and forward to NDMO to maintain resource register

3.4 Ministry of Health and Medical Services

Stage one - Readiness

48 – 24 hours

- Place key personnel on alert
- Alerts island hospitals, dispensaries and mobile first aid teams (liaise with Kiribati Red Cross Society regarding integration of resources)
- Undertake inventory of medical supplies and equipment for use during and immediately after disaster
- Liaise with Kiribati Red Cross Society in the dispatch of medical personnel with kits to each designated shelter
- Evacuate hospital patients as necessary
- Consider welfare of 'outpatients' who are temporarily residing in village maneaba adjacent to the hospital

Stage two - Standby

24 - 12 hours

- Ensure medical facilities are prepared to minimise damage

Stage three - Activation

12 – 0 hours

- Have all medical staff on standby to respond to influx of patients
- Check readiness with outer islands regards medical preparedness and report status to NDRMC

Stage four - Immediate Recovery – Stand down 0 +

- Establish requirements for medical personnel, equipment and medical aid from international support agencies.
- Provide control and coordination for international medical assistance
- Establish/review priorities for hospital facilities and supplies
- Responsible for the identification, and disposition of the dead
- Evacuate hospital patients as required
- Monitor island clinics to determine number of patients and adequacy of medical supplies
- Provide coordination for the evacuation of patients whose medical conditions are beyond local capabilities
- Provide coordination of evacuation of patients from islands
- Undertake protective measures for disease control
- Provide inspection teams for health hazards
- Maintain contact with medical staff on outlying islands
- Ensure the replacement of expended supplies

Stage five - Long Term Recovery

- Receive individual reports from outer islands on the adequacy of preparedness and subsequent community care.
- Undertake internal review of medical response to the event and incorporate any improvement plans into ministerial business plans and budget.

Primary DRM Responsibilities;

- Promote health education in support of community disaster preparedness
- Maintain an organisational plan for activities during a disaster for;
 - Department of Health
 - Island Medical Services
 - Medical response teams
 - The Tarawa Hospital
- Maintain list of shelters for evacuation
- Review annually disaster response resources and forward to NDMO to maintain Disaster Resource Register
- Strengthen health quarantine services at major port of entries to minimise risk of epidemics incidences.

3.5 Ministry of Public Works and Utilities

Stage one - Readiness

48 – 24 hours

- Take necessary steps to ensure security of public facilities
- Ensure disaster response assets are on the alert and ready to mobilise
- Place available transport on standby
- Make ready public evacuation shelters
- Inspect all public facilities to ensure emergency power systems are operational
- Ensure that major facilities have adequate emergency exits and are not obstructed at all times including clear all routes leading to evacuation centres.
- Prepare evacuation transport for people and supplies

Stage two - Standby

24 - 12 hours

- Continue to secure public facilities as appropriate
- Inspect and where necessary close down water, sewerage and power systems

Stage three - Activation

12 – 0 hours

- Monitor and control distribution of power to ensure safety of the population
- Ensure post impact staff rosters prepared to facilitate immediate damage assessment and repair response to key facilities e.g. airport, key roads, hospital

Stage four – Immediate recovery – stand down

0 +

- Provide equipment and operators for the removal of debris from runways, roads and for the demolition of hazardous buildings
- Control distribution of emergency water supplies
- Receive copies from the NDRMC of outer island damage assessments to facilitate the prioritisation and distribution of resources.
- Assess damage and prioritise repairs (hospitals & shelters)
- Establish operational effectiveness of water desalination plant and report status to NDRMC
- Provide all necessary damage control to public buildings to ensure loose material does not create an additional hazard
- Provide direction and supervision for work teams provided by supporting agencies or community members.
- Provide supporting services to contractors assigned to approve public assistance programs; acts as contracts program manager
- Inspect repairs and reopen essential services
- Provide emergency sewerage control
- Perform water quality monitoring and advise NDRMC of priorities regarding emergency water needs
- Perform sanitation inspections as required

Stage 5 - Long Term Recovery

- Develop project plans for public facility repair projects with costs and resources for review by the NDRMC to ensure disaster recovery projects are completed in a timely manner
- Perform the duties of the project manager for the long term recovery projects affecting public facilities.
- Supervise the reconstruction of buildings in accordance with approved building codes

Primary DRM Responsibilities

- Provide supporting services to contractors assigned to improve public assistance and relief programs; act as contracts Project Officer
- Ensure the structural integrity of all public buildings and facilities vulnerable to water, wave and wind damage
- Maintain operational efficiency of water desalination plant
- Review annually disaster response resources and forward to NDMO to maintain Disaster Resource Register

3.6 Ministry of Communications, Transport and Tourism Development

Stage one - Readiness

48 – 24 hours

- Inspect security of all buildings in communication area
- Check all government communications equipment is secured
- Ensure security of all government vehicles, sea and air craft
- Place designated disaster response craft on standby
- Establish rosters to ensure maintenance personnel can sustain 24 hour operations
- Ensure hotels and other tourism operators have informed tourists of the disaster warnings.
- Ensure that emergency broadcast is included in all communication systems including SMS alerts.
- Prepare to assist in the transportation of food, water, equipment medical supplies and personnel to outer islands and atolls

Stage two - Standby

24 - 12 hours

- Check sea state and flying conditions and makes recommendation to NDRMC regarding closure of harbours and airfields

Stage three - Activation

12 – 0 hours

Using the functional Communications Plan:

- Maintain communication links between ;
 - Aircraft and meteorological links with Nadi
 - Commercial communications with Suva (fax, phone and telex)

- Maritime links to ships and coastal stations
- Voice links to aircraft and Nadi air traffic control
- Inter Island communication
- Emergency links with international support centres
- In addition the following links will be maintained
 - USP link with Suva
 - Ham radio operators
 - Fisheries Department

Stage four – Immediate recovery and stand down 0 +

- Coordinate with Ministry of Public Works and Utilities to ensure provision of land transport for evacuation/transport of personnel, equipment and supplies
- Coordinate with Ministry of Works, Energy and Water status of airfield and its operational capability
- Coordinate with Ministry of Public Work and Utilities, status of docks and their operational capability
- Maintain and or restore communications (Coordinate with Meteorological Office)
- If necessary utilise communications resources of aircraft, ships, radio amateurs or other resources
- Provide transport assistance to the Commissioner of Police in coordinating search and rescue operations on Tarawa and outer islands
- Assist the Ministry of Health and Medical Services by providing emergency medical evacuation transport
- Assist all ministries in the transportation of material and food in Tarawa and to outer islands
- Provide transportation for assessment teams to outer islands and atolls
- Coordinate inventory of tourists and prepare evacuation plan

Stage five - Long Term Recovery

- Assess damage to tourism industry – consider media strategy if industry appears damaged
- Review disaster communications performance – report finding to NDRMC. If necessary consider inclusion in national strategic planning and budget process
- Review emergency warning procedure regards effectiveness including community response

Primary DRM Responsibilities;

- Assist all ministries in planning for pre/post disaster transport needs
- Review annually disaster response resources and forward to NDMO to maintain Disaster Resource Register

3.7 Ministry of Education

Stage one – Readiness

48 – 24 hours

- Alert those school buildings identified as shelters
- Prepare to close schools in outer areas as required
- Coordinate with the Ministry of Health regarding first aid arrangements and availability at schools identified as emergency shelters

Stage two – Standby

24 - 12 hours

- Advise all schools in affected areas to prepare for closure

Stage three – Activation

12 – 0 hours

- Advise schools in affected area to close
- manage operation of emergency shelters in coordination with KRCS

Stage four – Immediate recovery and stand down

0 +

- Implement school emergency plan if rapid onset event e.g. tsunami
- Following rapid onset event keep all pupils at school until stood down by the NDRMC or the IDC
- Continue with shelters until such time as notified to close by the NDRMC or island IDC
- Return schools used as shelters to normal conditions.
- Assess damage reports from outer islands and prioritise repair works in liaison with Ministry of Public Works and Utilities

Stage five - Long Term Recovery

Primary DRM Responsibilities;

- Ensure all schools have developed emergency management plans for all educational buildings.
- Ensure that children protection consideration are incorporated into emergency management plans.
- Maintain list of school buildings available as community shelters
- Ensure annual review of individual school emergency management plans and liaise with Ministry of Public Works and Utilities in the inspection of school buildings used as community shelters to ensure structural integrity
- Present disaster risk management as part of the school curriculum
- Include disaster risk management in teacher training courses
- Review annually disaster response resources and forward to NDMO to maintain Disaster Resource Register

3.8 Ministry of Finance and Economic Development

Stage one – readiness	48 – 24 hours
<ul style="list-style-type: none"> • Prepare to accept and process departmental activities on disaster expenditure • Prepare to receive funds for public and private assistance 	
Stage two – Standby	24 - 12 hours
Stage three – Activation	12 – 0 hours
Stage four – Immediate recovery and stand down	0 +
<ul style="list-style-type: none"> • Maintain detailed records of disaster expenditures • Receive and account for funds advanced for public and individual assistance • Provide financial management to all disaster funding • Provide timely payment of proper invoices as approved by Cabinet • Make disbursements against requisitions for public assistance projects • Make disbursement of grants as directed by individual assistance program manager • Ensure adequacy of Ministry cost reporting and documentation 	

Stage 5 - Long Term Recovery

- Prepare budget submission on recommendation approved by NDRMC on disaster preparedness and response initiatives arising from post disaster debriefs.

Primary DRM Responsibilities;

- Responsible for all aspects of disaster related accounting
- Coordinate government policy on compensation claims for damages sustained during national disasters
- Maintains detailed records of disaster expenditure
- Review annually disaster response resources and forward to NDMO to maintain Disaster Resource Register
- Ensure that all schools designated as shelters have adequate emergency equipments.
- Develop and maintain a log and database of school and staff contacts to be used in times of emergencies.

3.9 Ministry of Labour and Human Resources Development

- | | |
|--|---------------|
| Stage one – Readiness | 48 – 24 hours |
| <ul style="list-style-type: none"> • Prepare to receive requests for skilled persons to assist in recovery operations • Develop and Maintain a databases of skilled civil servants and ensure linkages of these databases to NDRMO | |
| Stage two – Standby | 24 - 12 hours |
| <ul style="list-style-type: none"> • Prepare log from an updated database of public civil servants and apprentices who may be utilised in preparation of relief centres. | |
| Stage three – Activation | 12 – 0 hours |
| Stage four – Immediate recovery and stand down | 0 + |
| <ul style="list-style-type: none"> • In liaison with the Ministry of Public Works and Utilities, deploy staff / trainees and apprentices to key areas where re-establishment of key infrastructure is vital. | |

Stage five - Long Term Recovery

Primary DRM Responsibilities;

- DRM included in syllabus of Kiribati Institute of Technology courses.
- Trade recovery and restoration work, with a particular focus on Health & Safety included in all training centres
- Maintain log of apprentices who may be utilised in immediate post disaster reconstruction.
- Review annually disaster response resources and forward to NDMO to maintain Disaster Resource Register

3.10 Ministry of Internal and Social Affairs

- | | |
|--|---------------|
| Stage one – Readiness | 48 – 24 hours |
| <ul style="list-style-type: none"> • Ensure that verification procedure to ensure that councils are informed and have proper emergency response equipments. | |
| Stage two – Standby | 24 - 12 hours |
| Stage three – Activation | 12 – 0 hours |
| Stage four – Immediate recovery and stand down | 0 + |
| <ul style="list-style-type: none"> • Liaise with the Ministry of Health and Medical Services in the provision of counselling services. | |

- Coordination the administration of records regarding disaster related deaths

Stage five - Long Term Recovery

- Conduct review on the effectiveness of completed projects in minimising community vulnerability to disasters.
- Conduct community surveys to determine the effectiveness of Community DRM training and awareness programs in minimising the effects of a disaster impact

Primary DRM Responsibilities;

- Coordinate the proposal to conduct risk assessments on all island projects
- Extend the existing workshops and training for Island Councils to include Community DRM training and awareness programs.
- Ensure that all civil society organizations and churches are included in awareness and community trainings.
- Maintain DRM competencies amongst Island Project Officers, in particular the areas of risk identification and assessment
- Review annually disaster response resources and forward to NDRMO to maintain Resource Register

3.11 Kiribati Police Service

Primary disaster management responsibilities;

- Maintain Law and Order at all times
- Act as Disaster Controller in times of Crisis
- Manage all aspects of the operation and security of the national emergency operations centre (NEOC) including personnel and facilities.
- Maintain operational readiness of the Police Communications Centre
- Maintain (in liaison with Ministry of Transport, Communication and Tourism) effective communication between national and island operations centres, fire, ambulance and heavy rescue
- Responsible for the operational readiness of the Fire Service
- Promote community awareness regarding security during times of disaster
- Promote community awareness regarding fire safety during times of disaster
- Review annually disaster response resources and forward to NDRMO to maintain Resource Register

Public Safety disaster risk management prime responsibilities

Stage one – Readiness

48 – 24 hours

- Alert search and rescue teams
- Prepare designated personnel with radios to assigned shelters
- Maintains contact with and provide messenger service to the NDRMC
- Prepare evacuation plan
- Implement disaster logs for disaster expense
- Check radio communications for operational readiness
- Ensure readiness of operational resources

Stage two – Standby

24 - 12 hours

- Respond to requests from the National Disaster Risk Management Committee
- Activate the NEOC and Commissioner of Police assumes role of Disaster Controller, advise NDRMC
- Ensure work schedules for all staff are prepared and circulated.

Stage three Activation

12 – 0 hours

- Conduct emergency evacuations
- Review security from looting and vandalism
- Coordinate search and rescue
- Fire fighting operations
- Patrol boat operations
- Assist with evacuation operations

Stage four – Immediate recovery and stand down

0 +

- Increase patrols in affected areas
- Ensure security, health and safety of international relief personnel.
- Establish and maintain security of relief food and water storage and distribution areas
- Maintain law and order
- Prosecute individuals for illegal activities
- Assess damage and loss of police assets and equipment
- Assess damage and loss of fire service assets and equipment

Long Term Recovery

Primary DRM Responsibilities

- Ensure fire safety inspections of public buildings are conducted annually

3.12 Meteorological Office

Stage one – Readiness

48 – 24 hours

- Maintain plot of disaster threat as required
- Monitor threat as required and pass advice to Office of Te Beretitenti
- Check radio communications for operational readiness
- Maintain communications with all relevant meteorological agencies
 - NOAA Honolulu
 - JMA Japan
 - BOM Australia
 - NZMET NZ
 - FMS Fiji
 - WSF Office Honolulu
 - Satellite information
 - other

Stage two – Standby

24 - 12 hours

- Continue to provide to the Office Te Beretitenti the forecast of wind velocities and direction, and expected wave conditions and any other relevant information for islands in the threat path

Stage three – Activation

12 – 0 hours

Stage four – Immediate recovery and stand down

0 +

- Continue to monitor and provide to the Office Te Beretitenti forecasts of wind velocities and direction, and expected wave conditions and any other relevant information that might impact adversely on relief efforts.
- Conduct damage assessment and operational capability of weather reporting, provide status report to NDRMC

Stage five - Long Term Recovery

Primary DRM Responsibilities;

- Monitor weather situations for disaster related information
- Maintain security and serviceability of equipment and facilities
- In liaison with other government departments coordinate the integration of weather and other data to forecast the impact of changing weather patterns on the Kiribati environment and the vulnerability of communities
- Review annually disaster response resources and forward to NDRMO to maintain Resource Register

3.13 Kiribati Red Cross Society

Stage one - Readiness

48 – 24 hours

- Liaise with Ministry of Health to provide first aid support at designated relief centres on Tarawa
- Undertake inventory of medical supplies and equipment for use during and immediately after disaster
- Establish contact with local organisations
- Check radio communications for operational readiness

Stage two - Standby

24 - 12 hours

- Ensure medical equipment is prepared
- Liaise with the Ministry of Health to ensure both resources act in support of activities identify those relief centres to which KRCS first aid assistance will be provided

Stage three - Activation

12 – 0 hours

- Have all volunteers on standby to respond to calls for assistance
- Have first aid teams dispatched to relief centres

Stage four - Immediate Recovery – Stand down 0 +

- Provide first aid assistance at designated relief centres
- Assist in the coordination for the evacuation of patients from relief centres whose medical conditions are beyond local capabilities
- Provide assistance to Government in the tracing of missing persons

Stage five - Long Term Recovery

Primary DRM Responsibilities;

- Maintain log of volunteers and maintain their competencies in their respective DRM roles and maintain staff training records
- Promote health education in support of community disaster preparedness
- Conduct first aid training programs within communities
- Promote voluntary blood donations amongst communities and maintain log of participants
- Assist communities to build resilience to the effects of disasters by providing education and awareness on issue such as; health, disease, hygiene, sanitation and coping strategies.
- Review annually disaster response resources and forward to NDRMO to maintain Resource Register

3.14 Island Disaster Committees

Stage one - Readiness

48 – 24 hours

- Convene Island Disaster Committee meeting to assess alert
- Provide advice to islanders on status of alert
- Assess where normal activities can be restricted to allow personnel, equipment, supplies and funds be released for disaster response
- Implement disaster logs for disaster expense
- Check communications for operational readiness
- Inspect resources and equipment for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings which are used as shelters
- Protect computers, record cabinets and other assets and equipment against possible damage

Stage two - Standby

24 - 12 hours

- Continue stage two activities as required
- Implement alerting procedures for islanders on receipt from NDRMC of imminent impact
- Provide status report on readiness to NDRMC on Tarawa

Stage three - Activation

12 – 0 hours

- Continue stage two activities as required
- Suspend regular business and place staff on alert
- Provide status report on readiness to NDRMC on Tarawa

Stage four - Immediate Recovery – Stand down 0+

- Check status of communications with Tarawa
- Prepare initial damage assessment report of island and forward to the NEOC at Betio
- Assess damage and prioritise repair (hospitals & shelters)
- Provide advice to islanders on status of alert
- Determine status of island water and food supplies.
- Determine number of casualties and adequacy of medical supplies
- Responsible for the identification and disposition of the dead
- Provide coordination for the evacuation of patients whose medical conditions are beyond local capabilities
- Provide all necessary damage control to buildings to ensure loose material does not create and additional hazard
- Undertake measures to maintain community health and prevent disease
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDRMC
- Conduct inventory to ensure the replacement of expended supplies

- Prepare file for the Minister of Finance and Economic Development with detailed expense records for all disaster related activities
- At the earliest opportunity the Island Disaster Committee should review the manner in which it responded to the threat to determine effectiveness and identify improvements.
- Make recommendations to the NDRMC regarding changes to the island response plan.

Stage five – Long term recovery

- Partake in NDRMC assessment debrief, to review and analyse disaster recovery operations
- Partake in NDRMC assessment of overall disaster risk management governance arrangements
- Identify and report to the NDRMC any significant vulnerability reduction initiatives for inclusion in the national strategy plan and annual budget submissions.
- Perform agricultural damage assessment on island
- In Liaison with the Ministry for Environment, Land and Agricultural Development;
 - Develop project plans for crop and windbreak repair projects with costs and resources required to ensure disaster recovery projects are completed in a timely manner
 - Provide an agricultural recovery forecast to the Ministry, who will collate island reports for the NDRMC

Primary DRM Responsibilities;

- Ensure general readiness of island to respond to disaster
- Contribute towards the annual Island disaster plan review
- Review and maintain other associated disaster plans which are the responsibility of the Island Disaster Committee
- Ensure the Island Disaster Committee reviews disaster preparedness arrangements annually and reports status to the NDRMO. Any amendments to plans forwarded to the NDRMO who maintains a master copy
- Maintain competencies of the Island Disaster Committee members in their respective roles in a disaster scenario
- Ensure educational awareness programs regarding crop and livestock protection to disaster events are made available to islanders through MISA and the NDRMO
- Acquire and maintain the equipment needed to effect the repair of disaster caused damage in key areas
- In coordination with the Ministry of Environment, Land and Agricultural Development, plan for and develop nurseries for seed stock for disaster resistant food crops and windbreaks
- Maintain stocks of food for disaster related events
- In liaison with the Island Project Officers, review all proposed projects in respect of their ability to reduce community vulnerability to disaster risks.
- In coordination with the Ministry of Public Works and Utilities, ensure all buildings that are used as shelters are inspected annually for structural integrity to reduce risk to storm damage

- Review annually disaster response resources and forward to NDRMO to maintain Resource Register

4. Guide to developing Divisional, Departmental and Office DRM Roles & Responsibilities

The success of any response operation will depend greatly on the ability of divisions, departments and offices to undertake timely and effective action. Previously, Ministerial Roles and Responsibilities have been documented; these have identified areas for which each Ministry bears responsibility. As these responsibilities flow down to divisions, departments and offices within ministries it is important that actions are detailed to ensure coordinated response through each ministry. Such action should be directed towards;

1. protecting key assets within the area of responsibility
2. ensuring the safety and well-being of employees
3. providing staff and other resources in accordance with their disaster management responsibilities
4. Returning your department to normal business as quickly as possible

For this to occur, disaster management plans must be developed for each area, and their development should involve all key stakeholders within the establishment. These plans will guide actions which may be required at each stage of the disaster event in order to achieve an appropriate and timely response. You will note that at each stage of this process you are required to report through your line ministry to the NDRMC. This will allow the NDRMC to have a more accurate picture of the current situation.

It is essential that these plans are developed in a format which will compliment and be advised by both the ministerial standard operating procedures and the stages within the National Activation System –:

- Readiness
- Standby
- Activation
- Immediate Recovery & Stand-down
- Long Term Recovery.

This will ensure an integrated, whole of government approach to preparing and responding to a disaster, ensuring that resources are used effectively, and to the greatest benefit of the community.

The disaster management plans need not be bulky documents. A simple point form or tick sheet can be just as effective. The key is to identify all the tasks that are required to be completed for both preparedness and response, in addition to identifying those who have specific responsibility to either carry out the task or are responsible for the task to be carried out. The completed form should be

retained as an important part of your records and will be helpful when you conduct a debrief within your department, Ministry and the NDRMC.

The NDRMC will advise when each stage of the National Activation Plan comes into effect; heads of departments should ensure they are kept fully informed of events as they unfold.

Each stage of activation requires you to report on the status of your department and your ability to assist in the disaster management effort and return to normal business.

It is essential that debriefs are performed each time an exercise is conducted and following activation of the plan. A simple debrief format is available to be used when conducting the debrief. Debrief outcomes and actions are forwarded to the NDRMO who, if necessary will facilitate any changes required to the NDRMP.

The following matrix should be used as a guide when preparing a disaster management plan.

Stage 1 – Readiness

Action	Assigned to:
Maintain current contact numbers and resource lists	
Assess staff training needs and liaise with the NDPWG on the availability and appropriateness of available training	
Check availability and condition of equipment and other resources which may be required to assist in response activities	
Ensure staff attend education and awareness programs as they become available	
Purchase a supply of tape for windows and plastic to protect computers, documents and other vital assets.	
Ensure regular building maintenance inspections	
Brief staff on disaster roles and responsibilities	
Prepare a roster to facilitate the gradual release of staff who do not have response role	
Check emergency power generators and available fuel supplies	
Place cyclone shutters in place	
Ensure staff are aware of shelters and evacuation points	

Stage 2 – Standby

Action	Assigned to:
Complete outstanding stage 1 activities	
Commence securing important assets that are not required during operations, continue to protect other assets in a timely manner	
Final check of equipment	
Commence wind down of normal activities in preparation to release staff	
Brief remaining staff on responsibilities	
Apply tape to windows	
Secure communications and other critical equipment	
Ensure adequate food and water supplies	
Have staff member dedicated to listen for warning updates	
Report state of readiness to NDC	

Stage 3 – Activation

Action	Assigned to:
Complete outstanding stage 2 activities	
Protect remaining assets (documents etc)	
Release non-essential staff	
Secure any offices that are not in operation during disaster impact	
Suspend all normal duties	
Conduct final briefing for key staff	
Send final status report to NDC	

Stage 4 – Immediate Recovery & Stand-down

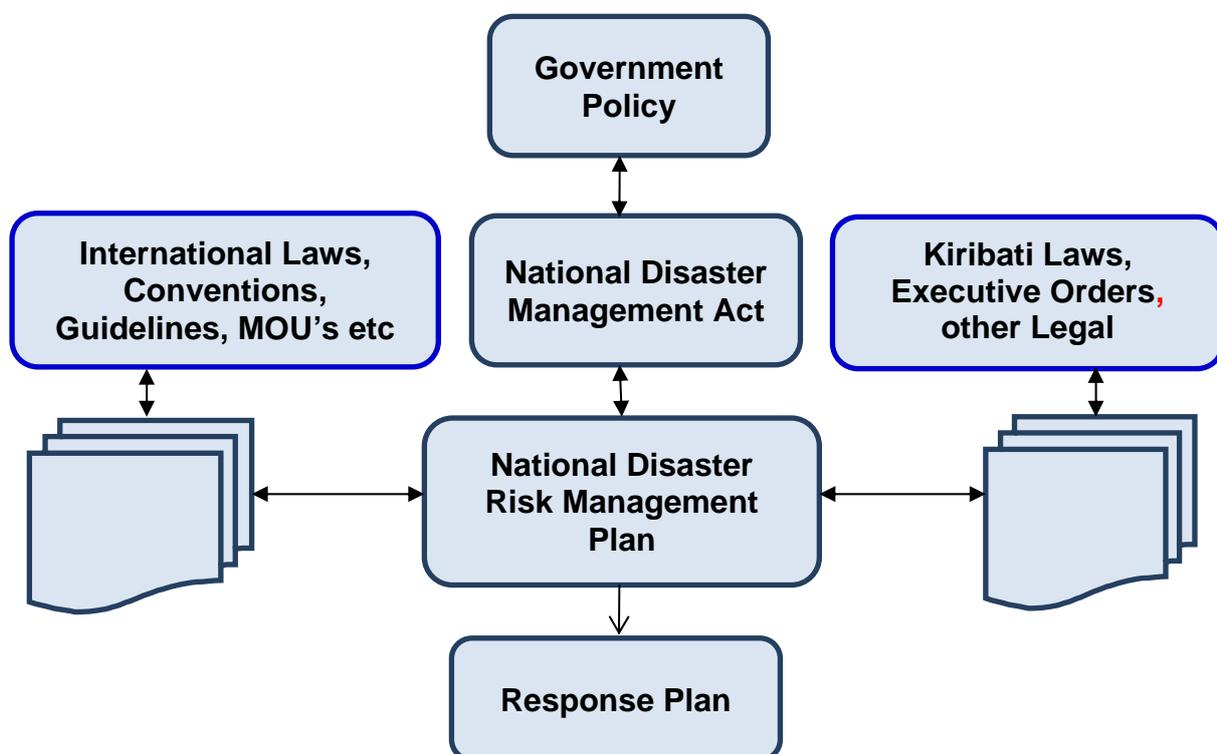
Action	Assigned to:
Return assets such as computers to normal operation	
Recall staff who were released	
Assign roles and responsibilities to resume normal work operations	
Conduct damage assessment and report to NDC	
Commence repairs that can be managed locally to assist in normal operations	

5 FUNCTIONAL PLANS

5.1 Response

Aim

The aim of the response phase involves the mobilisation of [emergency services](#) and first responders in the [disaster area](#). This is likely to include a first wave of core emergency services, such as [firefighters](#), [police](#) and first aid crews. This may be supplemented by both military personnel and other specialised groups. This assistance may be provided by national or international agencies and organisations.



A well-rehearsed disaster response plan developed as part of the preparedness phase enables efficient coordination of all resources. If the situation overwhelms national resources, international aid will be requested to assist. Typically the response phase may be 2 weeks to a month following a rapid onset disaster.

Response to humanitarian emergencies may come from a range of organisations and actors. These include governments, the United Nations system, international and local non-governmental organizations (NGOs) and the KRCS/Red Crescent movement. The United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) coordinates the deployment of specialised humanitarian personnel and materials to support efforts on the ground, particularly in situations where local capacity is overwhelmed, in response to a new or escalating humanitarian crisis. They also include specialists in the different aspects of humanitarian response, such as search-and-rescue operations, water and sanitation, evacuation shelters and others.

The response phase also includes the conduct of Initial Damage Assessments (IDA) to determine needs for disaster relief such as water, food, shelter and other basic needs. This is subsequently followed by comprehensive or sectoral damage assessments which will help to inform early recovery and longer term rehabilitation.

During the latter stages of the response phase the Government may also wish to conduct (or start planning) for a Damage and Loss Assessment (DALA) to determine the extent of economic impact of a disaster. Typically Governments conduct DA's to determine needs for the restoration of for example water, power and other utilities. DALA or economic impact assessments provide Government with a better understanding of the full economic impact on for example businesses, families and the various growth sectors and this will allow for more focussed recovery and reconstruction planning and implementation.

5.1.2 National Emergency Operations Centre

The development of a National Emergency Operations Centre (NEOC) is a key objective in the NAP. Once completed it will serve as the operational focal point for all major operations occurring within Kiribati. Orders to activate the NEOC will come from the NDRMC and will be staffed incrementally through each stage of the National Activation process.

The Commissioner of Police will be responsible for activating the NEOC on request from the NDRMC. The Assistant Commissioner (Operations) will be the Operations Manager of the centre during the period of activation. He is also responsible for maintaining communications with the Island Operations Centres during operations

5.1.3 Island Operations Centres

The Chairperson of the Island Disaster Committee is in control of the Island Operations Centre (IOC). Radio contact with the outer islands will be through the police station who will be in direct contact with the police command centre in Betio. Should radio contact be lost with the Tarawa NEOC during operations, the Chair of the Island Disaster Committee will assume the role of the Island Disaster Controller until such time as communications are restored.

5.1.4 Command, Control & Coordination

Functional responsibilities are as follows;

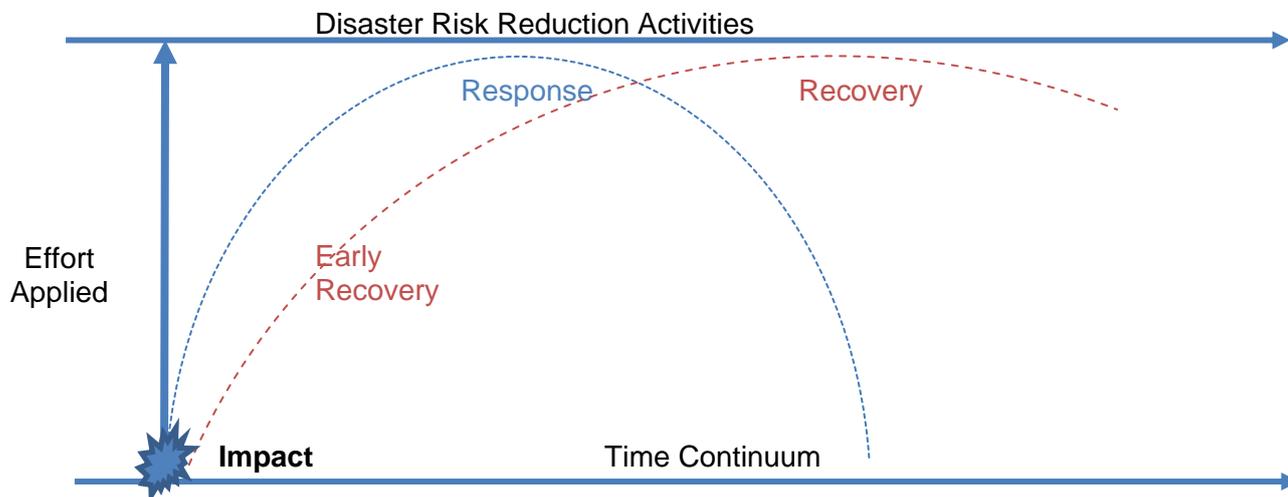
- The NDRMC **coordinates** the disaster response, relief and recovery operations.
- The Disaster Controller is in **control** of all agencies and departments who are responding to assist in response, relief and recovery activities
- The heads of individual agencies who are assisting in response, relief and recovery operations, are in **command** of their individual agencies or departments and under the control of the Disaster Controller

In the event that some NDRMC members are unable to fulfil their role and duties because of the impact of the disaster. The remaining members will nominate an acting disaster controller and commence making the operational decisions necessary to maintain the functions and roles of the NDRMC. (The maintenance

of competencies to facilitate deputies in undertaking these roles effectively, will form part of the National DRM training strategy)

5.1.5 Time Sequence of Mobilisation

The following diagram illustrates a time sequence of National Activation Plan relating to an event where international assistance is not required

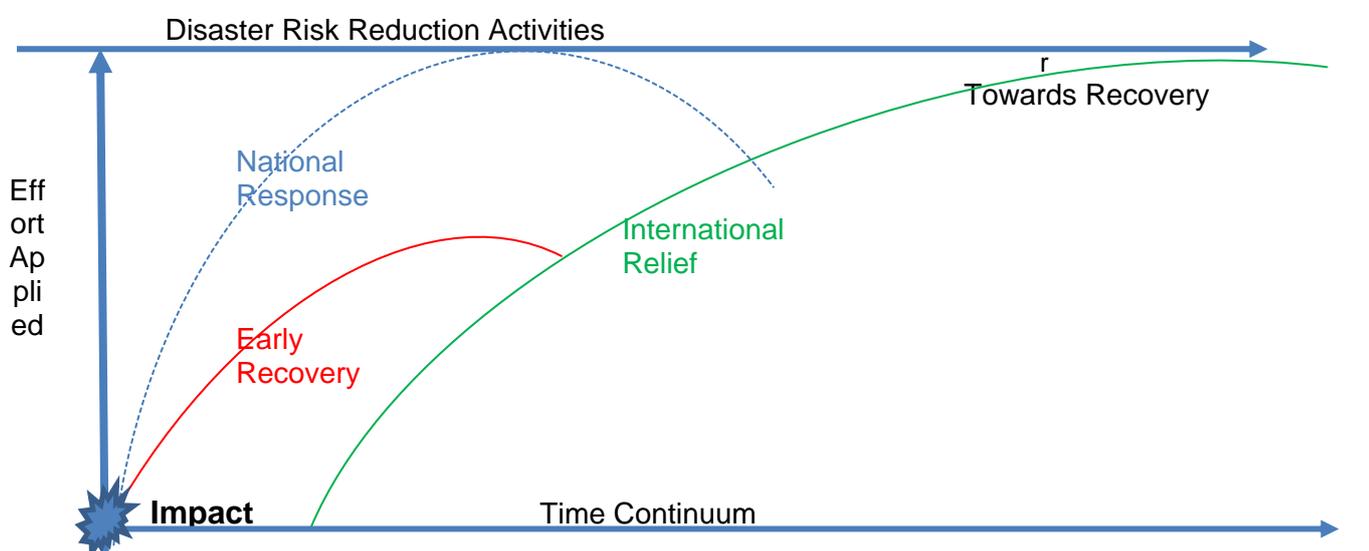


The time-sequence model above shows that DRR activities are carried out at all times, regardless of the occurrence of actual disasters.

Response activities commence as soon as possible after the time of impact, reaching peak to full effort quickly, as the event is managed and affected people have been evacuated, rescued or otherwise separated from the hazard, response efforts will wind down.

Recovery activities commence at or soon after the time of impact, and peak to full effort more gradually and later than response activities. Recovery activities may continue for a considerable period of time, gradually tapering off and merging into normal community activities weeks, months or even years after impact.

The following diagram illustrates a time sequence of the National Action Plan relating to the impact of a major hazard where international assistance is required.

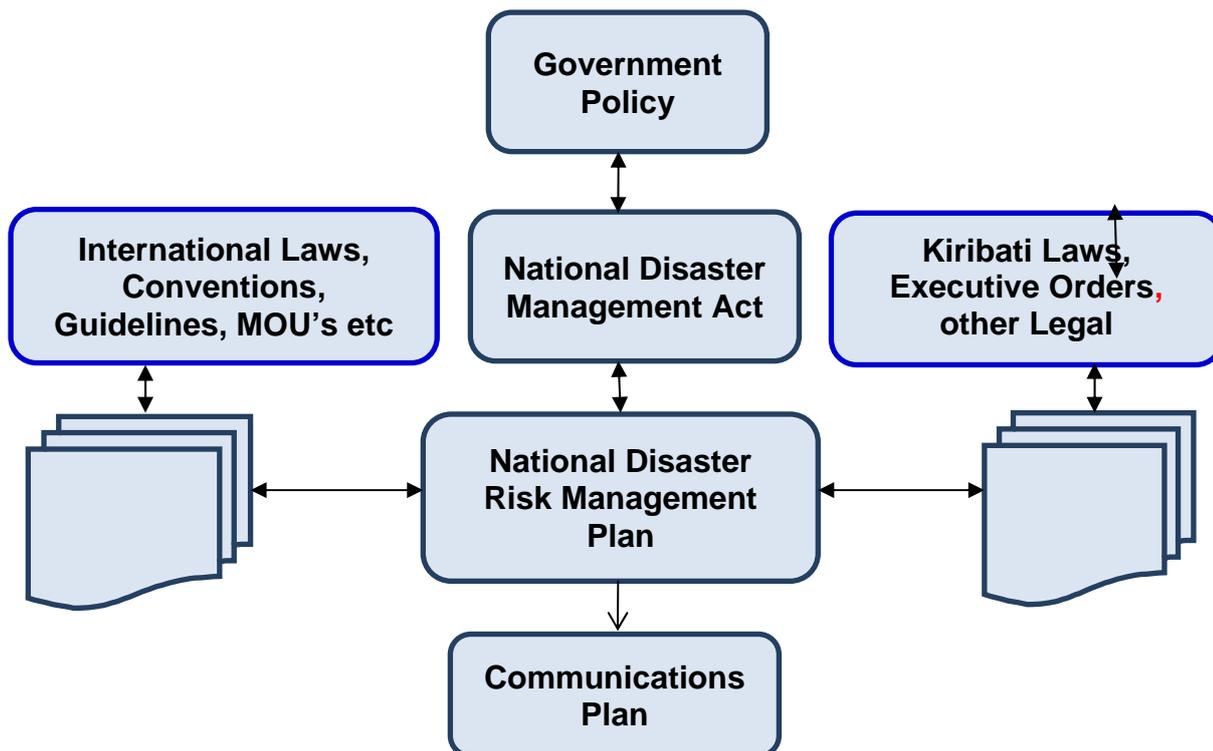


5.2 – Communications Plan

Aim

The aim of this plan is to provide a framework of internal and external communication procedures to facilitate all aspects of disaster management operations.

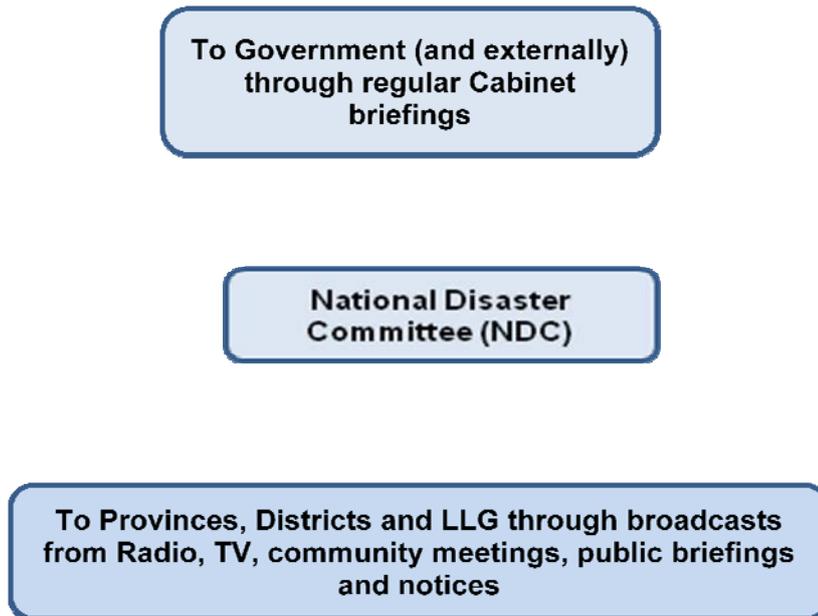
Relationships with other plans



The NDRMO is responsible for ensuring the communication plan undergoes regular review, is tested in exercise simulations and is adequately addressed in training programs.

In times of emergency or disaster the NEOC in Tarawa and the IOC on the islands are the focal points for communication to government and out to the field of operations. The communications plan is divided into three sections and outlines communication flows:

1. Internally for operations and to inform both the government and communities of Kiribati
2. Externally through The Department of Foreign Affairs and Immigration to foreign countries who may assist and provide relief.
3. Messaging and contact information



Significant developments in communication technology in recent years has brought both advantages and disadvantages to disaster planners. Computer technology provides communities with real time information where they can receive warnings at the same time governments are receiving the same message. Mobile phones can work in areas where emergency service radios cannot transmit and the bringing together of different communication systems in time of disaster can render some systems inoperative.

The ability for the NEOC to communicate with Kiribati's remote and isolated communities is fundamental in providing rapid humanitarian assistance and facilitating early recovery operations. With many communities in geographically remote areas, communities are particularly reliant upon maintaining communication links both in normal times but particularly in times of disaster.

Good communications is a joint responsibility across all sectors, and coordination and cooperation is essential to provide reliable communication links at all times. However it is the responsibility of government to ensure the communication infrastructure are adequately established and the communications networks are maintained, tested and equipment compatible with all weather condition capabilities,

Full details of the Communication Plan are located in Part 3.

5.3 – Emergency Warning Plan

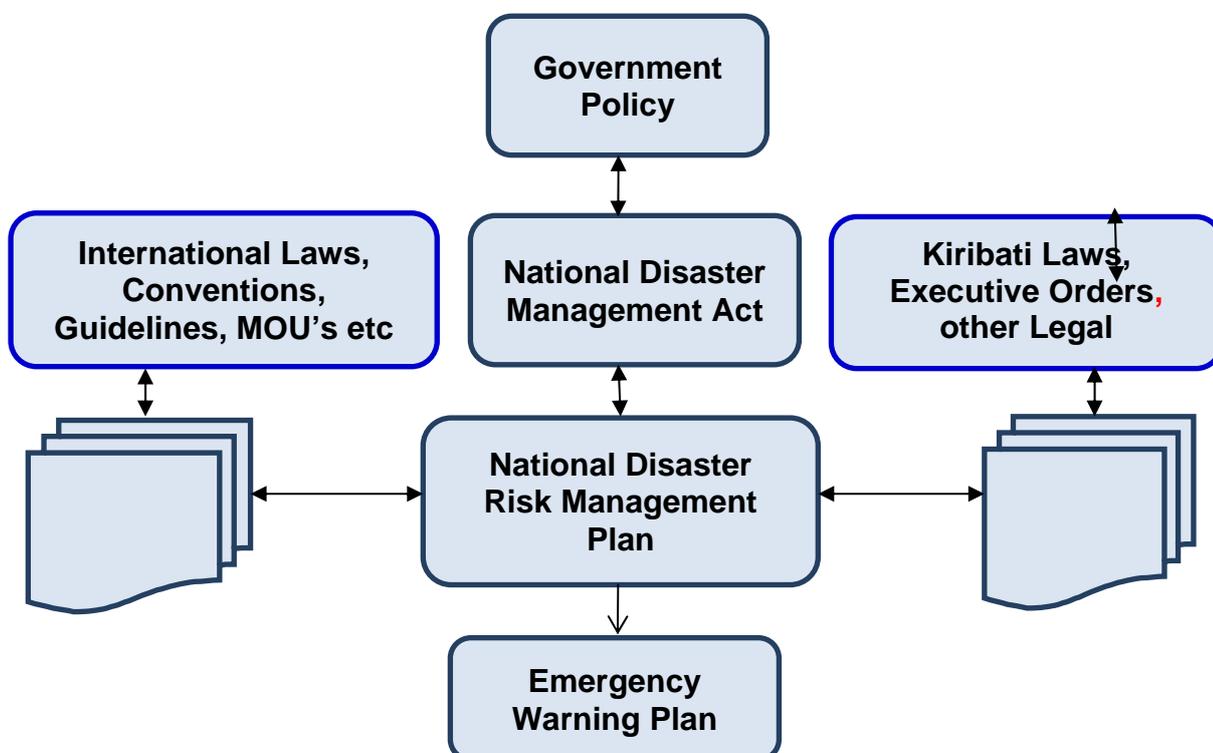
Through this plan the “**Emergency Warning**” is inclusive of *emergency watch message, alert message, warning message, order for evacuation message, and cancellation message* of potential onset of an adverse natural or human caused event.

Emergency warnings are designed to provide the correct information on real time basis through formal and informal institutions and communication network (*broadcast media, telecast media, automated SMS, automated outdoor public siren system, two way HF and VHF radio, fax, email, EMWIN, Church and School bells plus other recognized Kiribati local systems*). The objective of people-centred emergency warning systems is to empower individuals and communities threatened by hazards with knowledge to act in sufficient time and in an appropriate manner to reduce the possibility of personal injury, loss of life and damage to property and the environment. A well-designed “end to end” early warning system (EWS), will ensure that even the most remote communities receive warnings and that community awareness programs have prepared communities to respond appropriately to protect lives and property.

Aim

The aim of this Plan is to identify the responsibilities, actions and advice for the receipt, analysis, dissemination and broadcasting of emergency warnings and the content of warning messages so as to reach out to the last person of the last mile.

Relationship to other plans



Emergency warnings are designed to provide all communities including Island communities, Island Disaster Committees, and the private sector, with advance notice of the onset of an event with the potential to have disastrous consequences.

The aim of the Emergency Warning Plan in Kiribati is to ensure all messages;

- are simple and brief to avoid confusion
- use clear and consistent language easily understood by all
- contain explicit information
- are suited to the communities they warn

Community warnings are underpinned by the following principles:

Authoritative and accountable: Warnings will be disseminated on the decision of an authorised person, unless of course imminent and extreme danger exists.

Complete: Messages will include relevant details, and be presented in an easily understood way. Messages will target the entire community, including culturally and linguistically diverse communities and those who are vision or hearing impaired.

All hazards-based: The emergency warning systems will be capable of providing warnings, where practicable, for any type of emergency.

Targeted: Messages will be targeted to those at risk in order to reduce complacency from 'over warning'.

Accessible and responsive: Systems will review to ensure they can respond and deliver warnings in a changing social and technological environment.

Underpinned by education and awareness raising activities: The government will be active to ensure training and awareness programs raise awareness and educate people in regards to particular emergencies.

Compatible: Compatibility with other communications systems will remain a high priority in preparedness and testing programs to ensure adverse impacts upon other communications networks is avoided

Warnings will make use of a variety of delivery mechanisms and multiple formats will complement each other and reach the most people.

The following strategies need to be considered as part of the warning system;

Tarawa

- National Broadcasting and Publication Authority
- Fire truck and police car siren and loudspeaker
- Mobile Phone SMS
- Telephone recorded message
- Church and school bells (6 hits then stop 1 – repeat until tired)

Outer Islands

- National Broadcasting and Publication Authority
- Telephone recorded messages

- Church, school bells (6 hits then stop 1 – repeat until tired)
- other traditional means

Community training and awareness programs will educate communities to prepare for and mitigate hazards by ensuring they know how to respond to the contents of the warnings which will include:

- the type of emergency
- the location(s) of the area likely to be impacted
- the predicted time of impact of the impact
- the predicted severity of the impact
- how people should respond to the warning
- the known signs of a hazard or threat

The Government is mindful of social media and networking activities which may precede or even contradict information being issued by government and will be incorporated in community awareness and system review programs. It is essential so as to avoid confusion which may lead to loss of lives and property that the protocols for disseminating warnings as outlined in the NDRMP are followed and only those authorised issue warning messages to the public.

Key sources of warnings and those with responsibilities for the issuance and dissemination of warnings:

- Meteorology Office
- Secretary to Cabinet
- National Disaster Risk Management Office
- Ministry of Foreign Affairs & Immigration

Full details of the Emergency Communication Plan are located in Part 3.

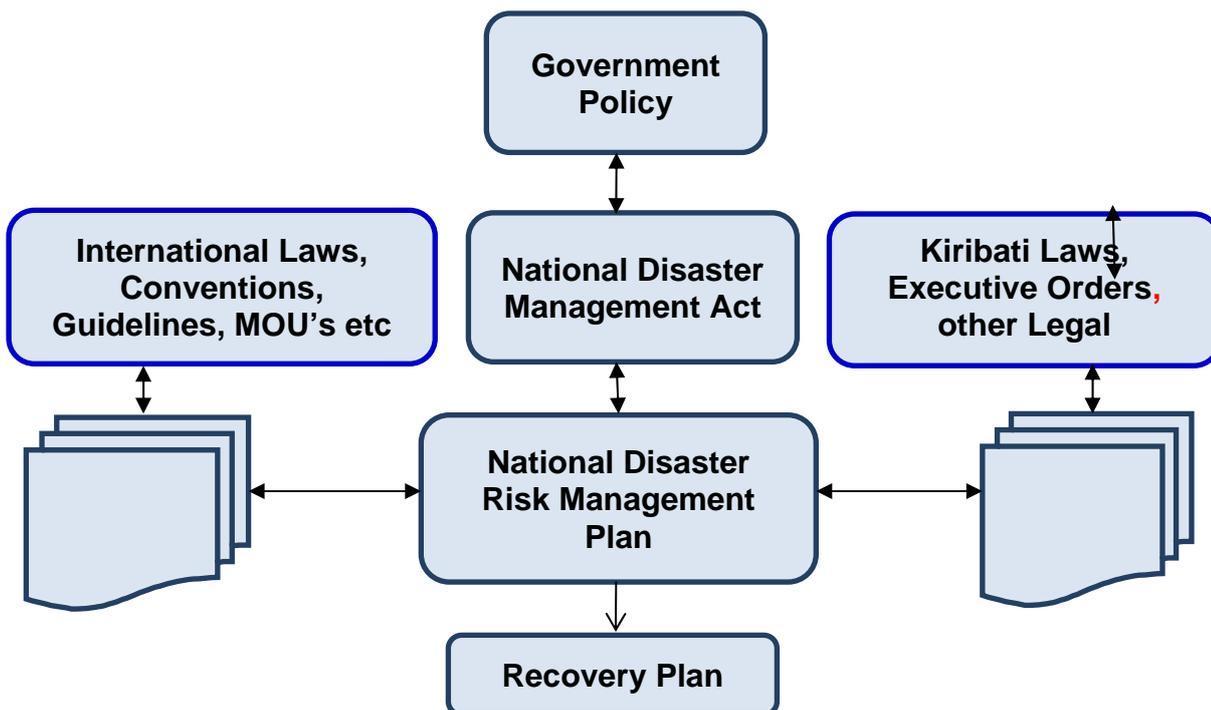
5.4 Early Recovery Plan

Early Recovery begins early in a humanitarian setting. It is a multi-dimensional process, guided by development principles, that seeks to build upon humanitarian programmes and to catalyse sustainable development opportunities. Early recovery aims to generate to the extent possible self-sustaining nationally owned and resilient processes for post-crisis recovery. Early recovery encompasses livelihoods, shelter, governance, environment and social dimensions, including the reintegration of displaced populations. It stabilizes human security and where the opportunity exists begins to address underlying risks that contributed to the crisis.'

Aim

The aim of this Plan is to outline roles and responsibilities within the Government of Kiribati relating to early recovery following a disaster. These roles sit within a broader DRR context as the Plan is also about incorporating Early Recovery into disaster preparedness whilst ensuring closer integration with the national development planning process.

Relationships to other plans



Successful early recovering planning will require the participation of a wide range of players including:

- All Government Ministries, plus additional departments responsible for developmental initiatives
- Local councils
- Finance, planning and infrastructure departments
- Utilities (electricity, water supply etc.);

- Local NGOs and community based organisations
- Private businesses
- Island Disaster Committees who have authority for planning, prioritising and implementing post disaster recovery and reconstruction plans;

Initially most attention will be given to life-saving interventions, but the quicker work on recovery begins the sooner the affected areas are stabilised, and the shorter and more effective the recovery process is likely to be. It should also include actions to reduce threats to livelihoods and assets that will strongly impact a community's ability to recover after a disaster.

Early recovery has three broad aims:

- a. Augment ongoing emergency assistance operations by building on humanitarian programmes.
- b. Support spontaneous recovery initiatives by affected communities.
- c. Establish the foundations for longer-term recovery.

In Kiribati early recovery planning is based around the following concepts;

- Developing local and national capacity to ensure external technical assistance complements rather than replaces existing capacity. In this manner it will be supportive rather than directive
- Ensure in Tarawa and the outer islands that proficiencies exist enabling effective assessments to be conducted which will determine the need and capacity, so objectives and priorities may be set to facilitate early recovery.
- By ensuring balanced representation within key DRM committees, develop an inclusive approach to early recovery by encouraging full engagement of national and local authorities in the planning, execution, and monitoring of recovery actions.
- Within the context of inclusiveness ensure gender equality is promoted by assessing particular needs and vulnerabilities. Similarly pursue the promotion of equality and develop local capacities to prevent discrimination of any kind such as race, colour, sex, ethnicity, age, language, religion, political or other opinion, national or social origin, disability, property, birth or other status
- Through the Community Training & Awareness Committee build capacities for empowering communities to engage in meaningful participation throughout all phases of the early recovery process.
- Build on and/or reorient on-going development initiatives to ensure they contribute to building resilience and capacity in affected communities. As a minimum, review on-going initiatives to ensure they do not contribute to the further accumulation of vulnerability.

National Disaster Risk Management Council

The NDRMC is the peak decision making body in times of disaster, from receipt of first warnings, through response, early recovery and arrival of international relief. However, decisions relating to international assistance, declaration of a State of Emergency and Stand Down in the post event period, are the responsibility of Cabinet and for whom the NDRMC will act in an advisory capacity.

Early recovery operations

The Government will determine when a disaster situation exceeds national coping capacities and seek international and/or regional assistance to address the needs of affected communities.

It is the responsibility of the Government of Kiribati to coordinate and monitor disaster relief and recovery assistance following a disaster, consistent with International Law.

National Red Cross and Red Crescent Societies, as auxiliaries to the public authorities in the humanitarian field, and domestic civil society actors play a key supporting role at the domestic level.

The coordination centre for early recovery and relief operations will occur at the NEOC.

When the NDRMP is activated the NDRMC will meet at least twice a day to examine priorities, resolve blockages and conflicts in emergency service and relief delivery and generally make decisions that will enable effective and coordinated recovery to occur.

Roles and Responsibilities of each ministry and key departments are located in Part 3 of the Arrangements – Appendices.

Full details of the Early Recovery Plan are located in Part 3.

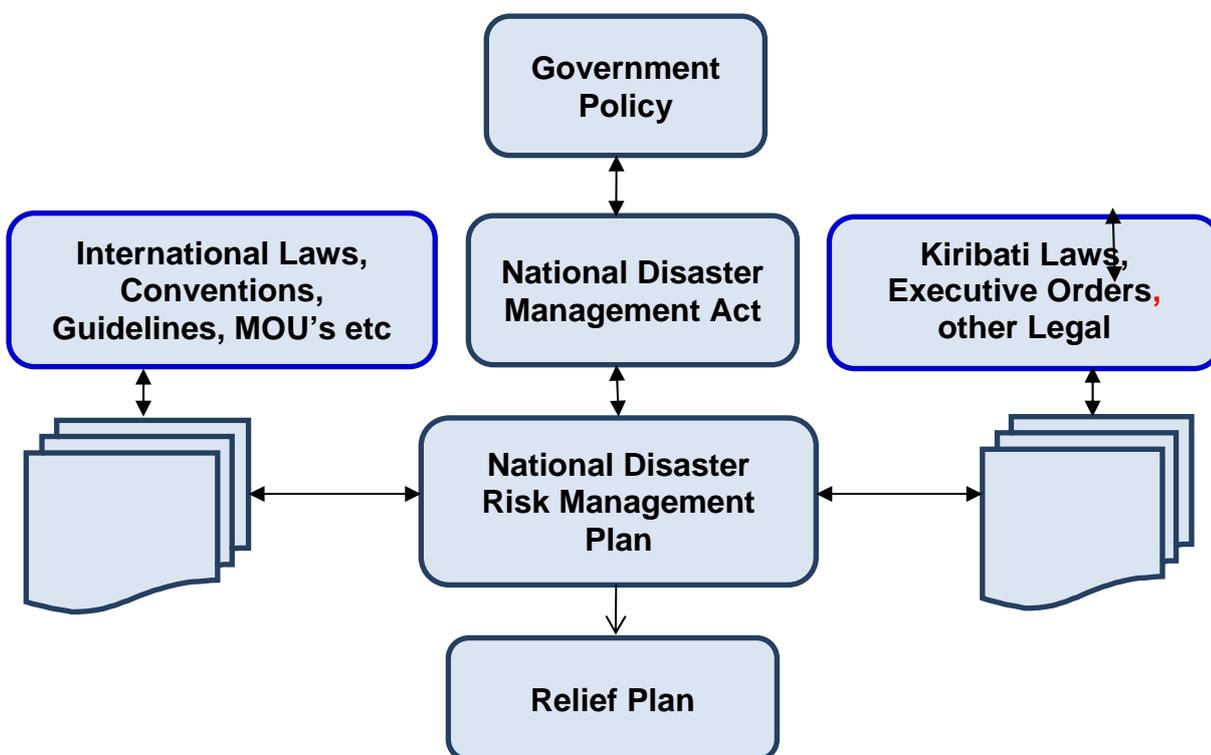
5.5 – Disaster Relief Plan

Aim

The aim of this functional plan is to provide detailed advice to the NDRMC on external relief and support providers as to the responsibilities and the pre-planned relief arrangements in relation to relief and aid.

‘Disaster Relief’ means goods and services provided to meet the needs of disaster affected communities. (IFRC)

Relationships to other plans



First and foremost it is the responsibility of the Government of Kiribati to address the humanitarian needs caused by a disaster. The Kiribati Red Cross Society and other accredited civil society actors will play key supporting roles and international disaster assistance will be complementary to the national efforts rather than displace them.

It is possible that in some situations, post-disaster relief efforts may exacerbate the underlying causes of vulnerability and increase risk, problems can also arise with delays in international relief, the aim of this Plan is to ensure relief arrangements in Kiribati are;

- 1 Structured in such a way that accurate assessments of post disaster needs are communicated to national stakeholders and partners including international partners, and

- 2 Legal facilities and accommodations are provided to assist humanitarian organisations so that they can do an effective job of responding to humanitarian needs, by expediting visa processing and customs clearance for relief personnel, goods and equipment.

It is recognised that humanitarian aid is most effective when local communities, local NGOs and grassroots organisations are primarily responsible for coordinating and conducting needs assessments in their respective areas. The expertise and knowledge of these individuals and groups will be utilised to ensure aid requested directly reflects the assessed needs of the communities affected by a disaster:-

Relationships to other plans

In Kiribati relief planning is based around the following concepts;

- All levels of government and IDC's have identified vulnerable communities and ensured that skills and knowledge including traditional coping mechanism exists which enables communities to act effectively and independently to meet immediate humanitarian needs prior to the arrival of outside assistance.
- By ensuring balanced representation within key DRM committees, develop an inclusive approach to relief planning by encouraging full engagement of local NGOs and grassroots organisations.
- Within the context of inclusiveness ensure gender equality is promoted by assessing particular needs and vulnerabilities. Similarly pursue the promotion of equality and develop local capacities to prevent discrimination of any kind such as race, colour, sex, ethnicity, age, language, religion, political or other opinion, national or social origin, disability, property, birth or other status
- Through the NDRMO ensure IDC's maintain relief caches and develop and test plans for their distribution following an event.

International Relief Assistance

The NDRMC is the peak decision making body in times of disaster, including recommendations relating to the engagement of international assistance, based on disaster/damage assessment report(s) and through the advice of the NDRMO.

Relief Operations

The Emergency Operations Committee is part of the Disaster Relief mechanism acting on behalf of the NDRMC and will assist in the determination of when a disaster situation exceeds national coping capacities and provide such advice to the NDRMC.

It is the responsibility of the NDRMC to monitor disaster relief and recovery assistance following a disaster consistent with National and International Law.

The Kiribati Red Cross Society, as auxiliary to the Government in the humanitarian field, and other accredited NGOs and civil society actors play key supporting roles at the national and community level.

Relief coordination will occur at the NCC.

5.6 Debrief Plan

Aim

The aim of a debrief is to create a learning environment where actions taken in response to a disaster are recorded and assessed. A range of formats are available by which debriefs may be conducted and professional facilitators will utilise that appropriate to the situation.

A debrief should be held following any activation of the NDRMP. Activation may be a real disaster event, threat of an event or an exercise where sections of the NDRMP are utilised and tested. They may be held at the discretion of the NDRMO in circumstances where a debrief would assist in refining and updating the current National Disaster Risk Management Plan.

Distribution on the outcomes of debriefs should be determined by the NDRMO, including the NDRMC who will determine whether wider circulation is required in instances of national importance.

It is through feedback and understanding of real events (or exercises) that all those with a role in DRM can learn from the observations and experiences of others so that outcomes can be applied to future events.

Debrief should be conducted in a non-confronting or no-blame environment. A debrief is not about attributing blame or pointing fingers - it is about learning from experiences and sharing those experiences with others. This will help repeat the good experiences and ensure the 'not so good' experiences are not repeated.

Templates for use in debriefs are contained in Part 3 of the NDRMP.

5.7 Declaration of a State of Emergency (DoaSOE)

The following procedure is the recommended process for declaring a state of emergency in accordance with Part IV of the National Disaster Act 1993.

To avoid any misinterpretation the wording of the Act is in italics.

PART IV

DECLARATION OF A STATE OF PUBLIC EMERGENCY

Declaration of state of public emergency of Beretitenti

17.(1) Where the circumstances of a disaster are, or appear likely to become beyond the scope, provisions and resources of the National Disaster Plan, or for any other reason associated with a disaster, the Beretitenti, acting in accordance with the advice of the cabinet may declare a state of public emergency pursuant to section 16 of the Constitution.

(3) A declaration of a state of public emergency made under sub section (1) may apply either to a part of the whole of Kiribati.

PART V

SPECIAL POWERS DURING A STATE OF PUBLIC EMERGENCY

Recommendation of Minister

18. If a state of public emergency is declared in accordance with Part IV of this Act, the Minister on the advice and recommendations of the National Disaster Council, will recommend to the Cabinet action which may be necessary including the making of regulations, concerning some or all of the following aspects;

- (a) the supply and distribution of food, water, fuel, power, medical assistance, shelter and other necessities to affected areas;*
- (b) the maintenance of the means of transportation by land, air or water and the control of the transport of persons and things;*
- (c) the temporary acquisition or control of any property, undertaking or land;*
- (d) the evacuation of people in their own interest and/or that of the public to refuges identified in the National Disaster Plan;*
- (e) the entering and search of any premises*

- (f) *the payment of compensation and remuneration to persons affected by government action under special power, and*
- (g) *any other matters which may apply to a specific disaster event.*

Process

- A meeting of the National Disaster Risk Management Council (NDRMC) will provide recommendations to the Minister that the criteria for a DoaSOE have been met and advise on special powers required to carry out effective disaster management operations in relation to the existing disaster event.
- The NDRMC Chairman will provide advice to the Minister about the requirement and area(s) of Kiribati to be covered by the DoaSOE.
- Cabinet will be recalled and The Minister will recommend to Cabinet the Declaration of a State of Public Emergency (DoaSOE)
- Cabinet approves the DoaSOE and the special powers
- Te Beretitenti will meet with Cabinet and the details of the declaration agreed and confirmed for the DoaSOE.
- Regulation paperwork is completed and Te Beretitenti signs the DoaSOE instrument.

As soon as practical after Te Beretitenti proclaims a state of public emergency, the Secretary to Cabinet must cause notice of declaration to broadcast throughout Kiribati through the Kiribati Publication and Broadcasting Authority and all other media outlets.

Process for dissemination of warning

- NDRMC Secretary prepares an information release containing the details of the DoaSOE.
- NDRMC Chairman approves the information release.
- Kiribati Publication and Broadcasting Authority are provided with an approved information release and transmits the release as soon as possible.
- A copy of the DoaSOE regulations is to be put onto the Government Offices noticeboard and forwarded to every island IDC and Island Council.

Revoking a Declaration of a State of Emergency

The National Disaster Management Act 1993 is silent with regard to the revocation of a DoaSOE. While revocation is not as time critical as invoking the declaration it would reduce the risk of confusion in the DRM process and be considered a good governance practice.

It can be safely assumed that the declaration can be revoked when:

- The circumstances surrounding a disaster event are under control, have been mitigated or approved recovery plans are implemented.
- When Cabinet believes that no more emergency regulations are required to be invoked to support the disaster management plans and arrangements.

Process

- A meeting of the NDRMC will draft recommendations to Government that the criteria for revoking a DoaSOE has been met.
- The NDRMC Chairman will provide advice to the Minister about the requirement and area(s) of Kiribati to be covered by the Revocation Order
- Cabinet will be recalled and the Minister will recommend to Cabinet the revocation (or partial revocation) of the DoaSOE should be approved
- Cabinet approves the Revocation Order
- Te Beretitenti will meet with Cabinet and the details of the Revocation order agreed.
- NDRMC Secretary prepares an information release containing the details of the DoaSOE revocation.
- NDRMC Chairman approves the information release.
- Kiribati Publication and Broadcasting Authority are provided with an approved information release and transmits the release as soon as possible.
- A copy of the DoaSOE revocation is to be put onto the Government Offices notice board and forwarded to every island IDC and Island Council.

Documentation

The NDMO will maintain a pro forma document which can be quickly completed to form the Declaration and Revocation of a State of Emergency Instrument for signature of the appropriate Officers. The NDMO is responsible for document and records management control of both the declaration of the State of Emergency and the Revocation Order.

6 Procedural Guidelines#

6.1 National Disaster Risk Management Council (NDRMC)

Purpose: To detail the rules and procedures governing the effective operations of the Kiribati National Risk Management Disaster Committee

Aim: To enhance the governance practices around the operation of the National Disaster Risk Management Council as custodians of the national disaster risk management arrangements.

NDRMC Membership

The membership and main functions of the NDRMC is prescribed within the *National Disaster Act 1993*.

The current membership of the NDRMC as of September 2010 is;

- Secretary to Cabinet (Chair)
- National Disaster Controller (Deputy Chair) Commissioner of Police
- Secretary for Internal & Social Affairs
- Secretary for Fisheries and Marine Resource Development
- Secretary for Health & Medical Services
- Secretary for Public Works and Utilities
- Secretary for labour & Human Resource Development
- Secretary for Finance & Economic Development
- Secretary for Communication, Transport & Tourism development
- Secretary for Foreign Affairs & Immigration
- Meteorological Office
- KRCS
- KANGO

Note: The NDRMO maintains the master list of NDRMC members and their deputies

Main functions of the NDRMC;

- Advise the Minister responsible on all matters including the coordination of activities relating to disaster, mitigation, preparedness, response and recovery
- Coordinate activities of government and non-government agencies relating to disaster mitigation, preparedness, response and recovery
- Prepare and formulate of a National Disaster Plan

- Establish a Central Operations Group to assist it during emergency operations carried out in response to a disaster event.
- Ensure such strategies and polices are implemented by the National Disaster Risk Management Office, other government agencies and non- government agencies
- Advise the Minister on the need for aid to counter the effects of a disaster and on any agreement proposed for the government into obtaining such aid

Main functions of the NDRMC to maintain an effective DRM framework

- Coordinate activities of Ministries, divisions, departments, offices and other authorities in respect of disaster risk management planning and policy development
- Develop and implement operational procedures to facilitate effective response and maintain effective communications to keep the community informed
- Manage the coordination, storage and distribution of relief supplies
- Determine and implement activation of each level of the national activation system
- Develop and review disaster risk management policies
- Review annually and maintain currency of the National Disaster Risk Management Plan
- Provide advice to Cabinet on measures to mitigate effects of disasters
- Report annually to Cabinet on progress in the design, development and implementation of disaster mitigation and preparedness programs
- Direct response and recovery operations in the event of a disaster
- Establish NDRMC sub-committees to review and make recommendations to Cabinet on disaster mitigation, response and recovery activities as directed by the Chief Secretary
- Ensure operational efficiency and effectiveness of the NEOC

NDRMC Meetings

The NDRMC will meet quarterly. Over the course of twelve months it will review the following key elements to ensure strategic oversight of disaster management arrangements and maintain a strong governance framework;

1. The NDRMC will meet quarterly to;
 - Review disaster related training needs to ensure effective disaster management capability is maintained
 - Review progress of the NDRMO business plan

- Conduct an annual review of the National Disaster Management Plan
 - Annually review and endorse amendments to ministerial disaster management SOP's as proposed by appropriate Secretary.
 - Determine the subject and scope of the annual disaster management exercise and review and make recommendations arising from debrief
 - Conduct an annual self-assessment audit on the performance of the NDRMC and its alignment to NDRMC governance guidelines
 - Conduct an annual assessment of disaster risk management planning against the Pacific Regional Framework and report progress to Cabinet
 - Review and update the Kiribati national Disaster Risk Management Strategy and Plan
2. The NDRMC may meet at any other time as necessary at the discretion of the Secretary to Cabinet
 3. The NDRMC will meet in emergency session to consider appropriate response to any emergency or disaster in Kiribati. These meetings will be convened by the Secretary to Cabinet (or deputy)
 4. The NDRMC will meet as and when deemed necessary by the Secretary to Cabinet, before, during and after a disaster event.

In the event that NDRMC members are unable to fulfil their role and duties because of the impact of the disaster. The remaining members will nominate an acting disaster controller and commence making the operational decisions necessary to maintain the functions and roles of the NDRMC.

NDRMC Secretariat - The NDRMO will act as secretariat for the NDC.

The Secretariat will;

- Develop a quarterly schedule for meetings of the NDRMC
- On advice from the Secretary to Cabinet arrange special NDRMC meetings as required
- Prior to each scheduled meeting call for agenda items amongst NDRMC members
- Prepare agenda and any papers for circulation 7 days prior to the meeting
- Supervise the taking of minutes during the meeting
- At the closure of the meeting supervise the preparation of minutes and a list of 'action items' arising from the meeting.

- Ensure minutes and action items are circulated to NDRMC members no later than 3 days after the meeting
- Prepare annual report to the NDRMC on progress against the NDRMO business plan
- Prepare an annual report for the NDRMC on the delivery of the annual government and community DRM training and awareness programs.
- Prepare an annual government and community DRM training and awareness program for submission to the NDRMC for endorsement.

Maintain accurate records of all meetings, decisions and the outcome of action items in the NDRMO

6.2 Emergency Operations Committee

Purpose: To detail the rules and procedures governing the effective operations of the Emergency Operations Committee

Aim: To contribute towards the effective response to any disaster that may impact Kiribati by providing assistance to the NDRMC by ensuring resources are allocated to operational tasks in the most effective

Emergency Operations Committee Membership

- Deputy Secretary of the Ministry of Public Works and Utilities (Chair)
- Representative of the Office of The Beretitenti (Deputy Chairperson)
- Ministry of Foreign Affairs and Immigration
- Ministry of Internal and Social Affairs
- Ministry of Health and Medical Services
- Ministry of Communications, Transport and Tourism
- Ministry of the Environment, Lands and Agricultural Development
- KRCS
- Kango

Note: The NDRMO maintains the master list of NEOC members and their deputies

Members of the NEOC should be senior officers in their respective Ministries, or NGO's. Those personnel represented on the Committee should have appropriate authority to negotiate with Senior Government Officials, NGO's and private organisations for the purpose of make strategic operational decisions and acquire and direct resources. Each member of the Committee will nominate a deputy and be responsible for that deputy to be fully conversant with and competent in the role.

This Committee convenes in the response phase of a disaster and its interaction with the NEOC and the NDRMO needs to be investigated by the NDRMC. The following are some duties which may be considered;

Main functions of the Emergency Operations Committee

- To have available a full inventory of all resources available to respond to a disaster. (Each Ministry provides an updated inventory to the NDRMO on an annual basis – see Ministry Roles and Responsibility plans)
- In liaison with the ministry of Public Works and Utilities manage the logistical requirements of transporting relief aid.
- To respond to requests from the NDRMO or Cabinet regards resource availability
- Provide regular updates to the NDRMO regards disposition of resources.
- Determine foreign resources requirements
- Ensure skill and knowledge levels within the Committee are maintained and liaise with the NDRMO in the provision of appropriate training
- Ensure that deputies to each Committee member are also adequately skilled to perform the Committee representative role effectively
- Liaise with the Exercise Management Team to ensure the role of the Emergency Committee is regularly incorporate within the exercise program

Emergency Committee Meetings

The Emergency Operations Committee will meet quarterly, or at any other time deemed necessary by the NDRMC. These meetings will occur immediately prior to the NDRMC quarterly meetings to enable any matters requiring NDRMC attention to be acted upon promptly.

A quorum consists of 50% is mandatory for a meeting to proceed in its official format

The Deputy Secretary Ministry of Public Works and Utilities will Chair the Emergency operations Committee and in his absence the NDRMO.

The Exercise Management Committee will meet quarterly to;

- Review the acquisition of any equipment, plant or other resources which the Committee may utilise in disaster response
- Annually review the total resource inventory – as provided by the NDRMO – and review for deficiencies.
- To review feedback from exercise debriefs and determine any resource deficiencies that may have been identified, and report to the NDRMC

- Report annually to the NDRMC on any resource deficiencies which may be beyond the scope of the budget, but which the NDRMO should be aware e.g. absence of heavy equipment to remove debris from the airport to allow the entry of foreign aid

The Emergency Operations Committee will be required to organise its own administrative arrangements. These will include;

- Developing a quarterly schedule for meetings of the EOC Committee
- Prior to each scheduled meeting call for agenda items amongst Committee members
- Prepare agenda and any papers for circulation 7 days prior to the meeting
- Supervise the taking of minutes during the meeting
- At the closure of the meeting supervise the preparation of minutes and a list of 'action items' arising from the meeting.
- Ensure minutes and action items are circulated to Committee members no later than 3 days after the meeting

Maintain accurate records of all meetings, decisions and the outcome of action items from the Emergency Operations Committee meetings.

6.3 Exercise Management Committee

Purpose: To detail the rules and procedures governing the effective operations of the Kiribati Exercise Management Committee

Aim: To contribute towards the on-going maintenance of the National Disaster Risk Management Plan and competencies of key personnel with roles and responsibilities within the Plan

Exercise Management Committee Membership

- Commissioner of Police (Chairperson)
- NDRMO (Deputy Chairperson)
- Ministry of Foreign Affairs and Immigration
- Ministry of Internal and Social Affairs
- Ministry of Health and Medical Services
- Ministry of Communications, Transport and Tourism
- Ministry of Public Works and Utilities
- Ministry of the Environment, Lands and Agricultural Development
- Representative from the Community Training & Awareness Committee

Note: The NDRMO maintains the master list of Exercise Management Committee members and their deputies

The Secretary of those Ministries represented on the Exercise Management Committee will nominate a representative and deputy. Those personnel represented on the Committee should have appropriate authority to negotiate with Senior Government Officials for the purpose of coordinating major exercises.

Main functions of the Risk Reduction Committee

- To provide at regular intervals assurance to the NDRMC and Cabinet, that response arrangements within the National Disaster Risk Management Plan are effective, resourced appropriately and staff adequately skilled to ensure an effective response to any emergency or disaster
- To provide advice to the NDRMC on any parts of the Plan that the Exercise Management Committee believes, after testing the Plan, requires improvement.
- To develop an annual exercise plan for whole of government, to include one major multi agency operational exercise.
- To provide advice to Secretaries and their staff on how Ministerial and Departmental plans can be tested locally.

- To ensure Committee members are adequately training and skilled to design, coordinate, monitor and de-brief on disaster exercises
- To report quarterly to the NDRMC on the progress being made in meeting the outcomes of the annual exercise plan.
- To provide an annual exercise strategy and plan to the NDRMC for endorsement for the forthcoming year.
- Ensure skill and knowledge levels within the Committee are maintained and liaise with the NDRMO in the provision of appropriate training
- Ensure that deputies to each Committee member are also adequately skilled to perform the Committee representative role effectively

Exercise Management Committee Meetings

The Exercise management Committee will meet quarterly, or at any other time deemed necessary by the Commissioner of Police. These meetings will occur immediately prior to the NDRMC quarterly meetings to enable any matters requiring NDRMC attention to be acted upon promptly and also to ensure the NDRMC has current information on the exercise management program. However during the preparation for a major exercise numerous meetings may be necessary and Committee members should be aware of the commitment required to ensure this committee functions effectively.

A quorum consists of 5 out of the 11 committee members and is mandatory for a meeting to proceed in its official format

The Commissioner of Police will Chair the Exercise Management Committees and in his absence the NDRMO.

The Commissioner of Police may co-opt any person or persons onto the committee in particular when planning a major exercise and where specialist advice is required.

The Exercise Management Committee will meet quarterly to;

- Develop the annual exercise management plan and strategy
- To review the exercise plan against progress in conducting exercises.
- To review exercise debriefs and determine the effectiveness of the National Disaster Risk Management Plan
- To plan the annual operational exercise to test a major component of the MDRMP in a multi agency exercise
- To develop skills across ministries to enable Ministry and associated Departmental Plans to be tested locally.
- To review exercise debriefs to identify opportunities for improvement within the NDRMP.

The NDRMO will act as secretariat to the committee. The Secretariat will;

- Develop a quarterly schedule for meetings of the EM Committee
- On advice from the Secretary to Cabinet arrange special Exercise management Committee meetings as required
- Prior to each scheduled meeting call for agenda items amongst Committee members
- Prepare agenda and any papers for circulation 7 days prior to the meeting
- Supervise the taking of minutes during the meeting
- At the closure of the meeting supervise the preparation of minutes and a list of 'action items' arising from the meeting.
- Ensure minutes and action items are circulated to Committee members no later than 3 days after the meeting

Maintain accurate records of all meetings, decisions and the outcome of action items from the Exercise management Committee meetings.

6.4 Community Training & Awareness Committee

Aim: The aim of this Committee is to develop and coordinate the national strategy for community DRM training and awareness programs.

Purpose: To detail the rules and procedures governing the effective operations of the Kiribati Exercise Management Committee

Community Training & Awareness Committee Membership

Chaired by the NDRMO

- Ministry of Education
- Ministry of Internal & Social Affairs
- Ministry of Health & Medical Services
- Ministry of Environment, Lands & Agricultural Development
- Ministry of Labour and HR Development
- Fire Service
- Kiribati Red Cross Society
- Representative from Private Sector

Main functions of the Community Training & Awareness Sub-Committee

- Policy development and strategic planning of National DRM training programs for communities
- In liaison with Island Disaster Committees, develop annual training programs for all communities based upon country hazard profile
- Ensure regional training opportunities are identified and appropriately placed persons are nominated and selected to attend.
- Prepare an annual budget estimate to ensure delivery of the annual training program.
- In coordination with the IDC's, ensure sufficient trained personnel are available to conduct training in disaster risk management and deliver the annual program
- Coordinate the maintenance of training records to ensure competencies of trainers are maintained
- On an annual basis assess community training programs to determine their effectiveness, and report the results to the NDRMC with a budget statement indicating the cost of program delivery.

The Community Training & Awareness Committee shall;

1. meet on a quarterly basis.
2. hold meetings immediately prior to the NDRMC quarterly meetings to enable any matters requiring NDRMC endorsement to be acted upon promptly
3. only hold meetings when a quorum of 50% of committee members are present
4. In the event of not being able to attend a meeting, elect a suitably qualified deputy with appropriate seniority and authority to conduct business

Over the course of twelve months the Committee will review the following key elements to ensure a strategic approach to disaster management training;

- Continually monitor the delivery of the training program against the annual plan
- Monitor the outcomes of the work conducted by the Exercise Management Committee to ensure training requirements are identified
- Advocate DRM training within all communities, to ensure the DRM Plan and its principles are understood
- Report annually to the NDRMC on:
 - Results of the previous year training plan

- Any key areas of training needs
- The training plan for the following year
- The Chair of the T&E Committee will report quarterly on progress in the delivery of the annual training plan
- The T&E Committee may meet at any other time as necessary or at the direction of the NDRMC.

The NDRMO will act as Secretariat to the committee;

The Secretariat will;

- Develop a quarterly schedule for meetings of the Risk Reduction Committee
- On advice from the Secretary to Cabinet arrange special Risk Reduction Committee meetings as required
- Prior to each scheduled meeting call for agenda items amongst Committee members
- Prepare agenda and any papers for circulation 7 days prior to the meeting
- Supervise the taking of minutes during the meeting
- At the closure of the meeting supervise the preparation of minutes and a list of 'action items' arising from the meeting.
- Ensure minutes and action items are circulated to Committee members no later than 3 days after the meeting

Maintain accurate records of all meetings, decisions and the outcome of action items from the Risk Reduction Committee meetings.

7 Survey and Damage Assessment

7.1 Damage Assessments will be undertaken in two stages:

- **Initial assessment** – To be undertaken and reported to NEOC as soon as possible based upon the priorities described above. The NEOC will collate the responses and forward the results to the NDRMC
- **Long term recovery assessments** – Appropriate technical assessments conducted by qualified and competent teams coordinated by NDRMC

The Island Disaster Committees will be responsible for compiling initial surveys of damage at the earliest opportunity following the impact. Sectoral surveys will be conducted by appropriate ministries. All reports (apart from initial assessments) will be forwarded to the NDRMC for collation prior to a consolidated report being provided to the NDRMC.

Information from the Initial Damage Assessments will form the 'situation reports' or Damage Assessment Reports for Government

Sectoral surveys will be prioritised with specific attention to returning to full operating capacity to the priorities described above.

7.2 Damage Assessment Reports

The NDRMC is responsible for providing a full report on initial damage assessment to Cabinet at the earliest opportunity following the event. These will include assessment reports as provided by the IDC. Island assessment reports should include;

- Number of persons killed, injured or missing
- Domestic property damage (including shelter requirements)
- Damage to schools, businesses, and government building
- Damage to power and other utilities
- General situation regarding food supplies, water and medical requirements
- Agricultural impact to crops and local food supplies.
- Damage to airport runway, jetties and other infrastructure that may impede providing relief

Sectoral damage assessments will provide information specific to individual ministries, but need to include estimated times of returning critical infrastructure to operational readiness for relief and recovery efforts e.g. the airport.

8 Training and Awareness Program

8.1 Community DRM Training and Awareness

Community Training and Awareness Strategy is the responsibility of the Community Training and Awareness Committee under the coordination of the Secretary for Internal and Social Affairs.

In addition to developing a national community training strategy the Committee will be responsible for;

- Identifying community needs in disaster education and training

- Coordinating community education and awareness programs
- Reporting annually to the NDRMC on;
 - Community education and awareness programs delivered over the past 12 months
 - Any gaps in community disaster education and awareness

8.2 Government staff DRM Training and Awareness

Disaster risk management skills acquisition within government will be a shared responsibility between the NDRMO, the Public Service Office (Human Resource Development Strategic Plan) and the Ministry of Education (Adult education – Technical and Vocational Education and Training)

The NDRMO is also responsible for ensuring that sufficient trained personnel exist who can conduct training in disaster risk management. To achieve these objectives the NDRMO will;

- Conduct an annual assessment of training needs across government
- Ensure adequate trained personnel exist to conduct training courses
- Ensure the competencies of those trainers are maintained by providing access to regional courses
- Maintain a list of regional courses offering disaster risk management training
- Maintain training records of those who attend courses
- Report annually to the NDRMC on
 - Training delivered over the past 12 months
 - Skills deficiencies which may impact adversely on disaster management arrangements, and
 - Submit a training program for the forthcoming year.
 - Submit the community training and education program for the forthcoming year

8.3 General Training Providers

The following general training responsibilities have been identified and the NDRMO will ensure these resources are integrated into training and awareness programs

Department	Skills area
Kiribati Red Cross	First aid training

Society	Emergency Response Teams (ERT)
Kiribati Police Service	NEOC familiarisation
Kiribati Police Service	Fire safety
Ministry Communications, Transport and Tourism Development	Communications Training
KANGO	Community liaison and coordination
Education	School curriculum development incorporating disaster awareness
MELAD	Food security
KANGO	Community training

Part 3

Audit & Appendices

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1 Governance

In the context of the NDRMP, the concept of governance has been applied to the DRM Committee structure and the manner in which business is conducted. The Committee framework has undergone review, with the resulting committee structure and the NDRMO providing leadership, technical support, and direction into the establishment of a DRM practices at all levels of government and within all communities, whilst advising DRM policy and strategic planning processes.

The performance of these committees in undertaking their roles and responsibilities in accordance with their respective terms of reference will directly influence the performance of all sectors in DRM preparedness, response and recovery.

The Concept

The concept of governance has over the years gained momentum and a wider meaning. There are many definitions on offer and all pertinent to the environment for which they describe.

In the context of the developing world the World Bank describes governance as;

"Good governance is epitomized by predictable, open and enlightened policy-making, a bureaucracy imbued with a professional ethos acting in furtherance of the public good, the rule of law, transparent processes, and a strong civil society participating in public affairs. Poor governance (on the other hand) is characterized by arbitrary policy making, unaccountable bureaucracies, unenforced or unjust legal systems, the abuse of executive power, a civil society unengaged in public life, and widespread corruption."

Such a governance approach highlights issues of state responsiveness and accountability, and the impact of these factors on political stability and economic development.

To enable self-assessment to critically appraise committee performance the following matrix has been developed and provides the opportunity for an annual audit to be conducted

2 Corporate Governance Audit Matrix

2.1 Governance Structure based on the DRM Principles

Benchmark principles	General indicators of good practice	Indicator met
<p>1.1 Validity of Governance <i>The NDRMC represents key government portfolios including Donors with common interest regards disaster risk management arrangements for Kiribati</i></p>	<ul style="list-style-type: none"> • Criteria for inclusion on the NDRMC relates to the goals of disaster risk management outcomes • The NDRMC co-opts members to advise on technical or specialist matters • Records of Members deputies are kept up to date • Members of the NDRMC and their deputies are fully informed of their roles and responsibilities 	
<p>1.2 Validity of the NDRMC <i>The NDRMC is able to maintain its representation of members interests by ensuring active participation of members or their deputies to enable business to be conducted</i></p>	<ul style="list-style-type: none"> • Positions at the NDRMC meetings do not remain vacant • All meetings attract a quorum to enable business to continue • Committee members are active in ensuring in their absence their ministry will be effectively and properly represented • Succession plans are documented and implemented 	
<p>1.3 Skilled and representative structures <i>The composition of any sub committee of the NDRMC - working groups, island committees or advisory groups have the full range of skills needed to provide effective planning and leadership in their area of responsibility</i></p>	<ul style="list-style-type: none"> • All required skills have been identified and appropriate representatives selected • Skills gaps are identified and appropriate training is scheduled • Succession planning i.e. appropriate deputies are identified and appropriately skilled 	

2.2 Role and Operation of the NDC

Benchmark principles	General indicators of good practice	Indicator met
<p>2.1 Clarity of roles and responsibilities and duties <i>The roles and responsibilities of members of the NDRMC are clearly documented and processes exist to ensure these roles are understood.</i></p>	<ul style="list-style-type: none"> • Roles and responsibilities are documented in a form that is easy for all participants and their deputies to understand • The role of the NDRMC is consistent with and reflects the basic requirements of the National Disaster Act 1993 • All NDRMC members and their deputies are fully conversant with their roles within the NDRMC 	
<p>2.2 Responsible delegation of authority <i>The NDRMC reviews all areas of decision making, and documents that will have the authority to make decisions. The NDRMC may delegate its authority to make decisions in specific areas to sub committees where appropriate</i></p>	<ul style="list-style-type: none"> • Delegation of authority is clearly documented • Delegations of responsibility are regularly reviewed • Sub Committee meetings are minuted and filed 	
<p>2.3 Consistent processes and procedures <i>The work of the NDRMC is guided by processes and procedures that are followed consistently and reviewed periodically</i></p>	<ul style="list-style-type: none"> • The NDRMC has a documented set of processes and procedures relating to roles and responsibilities • All NDRMC members and their deputies are informed and understand the procedures they are required to follow • Individual NDRMC members will bring to the notice of the NDRMC any procedures that require updating • The NDRMC will review annually all procedures 	

2.3 Conducting Business Effectively

Benchmark principles	General indicators of good practice	Indicator met
<p>3.1 Efficient NDRMC meeting process</p>	<ul style="list-style-type: none"> • Committee meeting frequency processes and procedures comply with the 	

<p><i>Meeting processes are designed to work through the business of the committee in an efficient manner, without compromising the participation of committee members or the effectiveness of the business conducted</i></p>	<p>Disaster Management Act & Kiribati DRM Plan</p> <ul style="list-style-type: none"> • An agenda process for setting meeting agenda is documented • All relevant information and minutes of the previous meeting are made available to committee members in advance of the meeting • All scheduled business is completed • All committee members are enabled to participate equally • Accurate and appropriate minutes are taken and circulated to all members 	
<p>3.2 Action implementation and monitoring</p> <p><i>The committee ensure that plans are implemented and monitors the outcomes</i></p>	<ul style="list-style-type: none"> • Responsibility for implementing action decided by the committee is allocated and timeframes set • Completion and outcomes of agreed action is reported to the committee • Tasks are reviewed and reallocated where necessary 	
<p>3.3 Review of performance</p> <p><i>The NDRMC reviews its own operation and performance periodically and takes action to improve its operation where required</i></p>	<ul style="list-style-type: none"> • A procedure is documented for the committee's regular review of performance and operation • The committee takes action to address any deficiencies identified 	

3 Guiding Legislation and Documentation

3.1 National Disaster Act 1993
 REPUBLIC OF KIRIBATI
 (No. 12 1993)
 I assent,
(Sgd: T. Teannaki) Berititenti

AN ACT TO PROVIDE FOR THE ORGANISATION AND MANAGEMENT WHICH IS NECESSARY TO ENSURE MITIGATION OF, PREPAREDNESS FOR, RESPONSE TO AND RECOVERY FROM DISASTER TO KIRIBATI; AND FOR CONNECTED PURPOSES

Commencement 1993

MADE by the Maneaba ni Maungatabu and assented to be the Berititenti

**PART 1
 PRELIMINARY**

Short title

1. This Act may be cited as the National Disaster Act 1993.

Interpretation

2. In this Act, unless the context otherwise requires;
 - “Agency” means a government agency, or non-government agency;
 - “disaster” means, and subject to section 3, the actual or imminent occurrence of an event which endangers or threatens to endanger the safety or health of any communities or persons in Kiribati, or destroys or damages, or threatens to destroy or damage, any property in Kiribati, arising from –
 - (a) a cyclone
 - (b) a flood or tidal waves
 - (c) a tsunami
 - (d) an earthquake
 - (e) a volcanic eruption
 - (f) a drought
 - (g) an air disaster
 - (h) a maritime disaster
 - (i) a major civil accident (such as a major fire or bush fire or explosion)
 - (j) a plague or epidemic, or
 - (k) an other similar natural or man made event.

“Government Agency” means –

- (a) an body constituted by or under any Act for Public purpose;
- (b) any person or officer of such a body; and

(c) any person in the service of the government upon whom any function, power, duty or responsibility is conferred by or under the Act

“National Disaster Council” means the National Disaster Council established under section 5:

“National Disaster Plan: means the national Disaster Plan prepared and formulated under section 12.

Limitations

3. This Act does not –

- (a) authorise the taking of measures to control civil disorders or bring to an end an industrial dispute: and
- (b) cover circumstances arising from combat against an enemy, unless specifically authorised by the Cabinet

PART II ORGANISATION

Functions of Minister

4. The Minister shall be responsible –
- (a) to ensure that adequate measures are taken by government agencies to mitigate, prepare for and respond to disasters and to assist in the recovery from the effects of a disaster by persons or communities
 - (b) to coordinate the activities of government agencies carrying out their statutory functions, powers, duties and responsibilities in taking such measures: and
 - (c) to foster and facilitate the participation of non-government agencies in measures taken by the government for disaster mitigation, preparedness, response and recovery.

National Disaster Council

5. There is hereby established a body to be called the National Disaster Council to advise the Minister on all matters, including the coordination of activities of Government and non Government agencies, relating to disaster mitigation, preparedness, response and recovery, and the preparation and formulation of a National Disaster Plan referred to in section 12.

6. The National Disaster Council shall consist of –
- (a) a Chairman nominated by the Minister from either within the Minister's department or from other departments of the Government in liaison with their Ministers; and
 - (b) a representative from each of those agencies which the minister considers should be so represented, to be nominated
 - (i) in the case of a Government agency, by the appropriate Minister, and
 - (ii) in the case of a non Government agency, by the agency

Central Operation Group

7. (1) The National Disaster Council shall establish a Central Operations Group to assist it during emergency operations carried out in response to a disaster event.
- (2) The Central Operations Group is to ensure on behalf of the National Disaster Council that resources are allocated to operational tasks in the most effective way and in correct priorities

Procedures of National Disaster Council

8. the procedures of the National Disaster Council shall be as may be determined by the Chairman

National Disaster Management Office

9. There shall be a National Disaster Management Office which shall carry out disaster management and other responsibilities as determined by the Minister and/or the National Disaster Council, and to deal with routine disaster-related affairs at national level.

Local Government Council required to establish a Disaster Committee

10. All Local Government Councils in Kiribati shall establish a Disaster Committee.

Additional Committees may be established

11. the Minister may establish such additional Committees of the National Disaster Council as are necessary to ensure comprehensive and integrated disaster management

PART III PLANS AND PROCEDURES

National Disaster Plan

12. (1) There shall be a National Disaster Plan, which shall be prepared and formulated by the National Disaster Council and approved by the Cabinet.

(2) The national Disaster Plan shall define the action to be taken to deal with disaster in Kiribati, covering –

(a) all national land and sea areas; and

(b) requirements for disaster mitigation, preparedness, response and recovery.

National Disaster Plan to be reviewed and updated periodically

13. The Chairman of the national Disaster Council shall ensure that the National Disaster Plan is periodically reviewed and updated as necessary

Plans and arrangements by all agencies

14. All Government agencies and non Government agencies which are formally allocated roles under the national Disaster Plan shall make their own plans and other arrangements necessary to fulfil such roles.

Annual reports of all agencies

15. All agencies involved shall report annually, at a time specified in the national Disaster Plan, to the National Disaster Council, notifying their state of readiness for the coming years.

Local Government Councils to issue instructions

16. All local Government Councils in Kiribati shall issue such instructions as may be considered necessary to support the provisions and requirements of the National Disaster Plan.

**PART IV
DECLARATION OF A STATE OF PUBLIC EMERGENCY**

Declaration of state of public emergency of Beretitenti

- 17.(1) Where the circumstances of a disaster are, or appear likely to become beyond the scope, provisions and resources of the National Disaster Plan, or for any other reason associated with a disaster, the Beretitenti, acting in accordance with the advice of the cabinet may declare a state of public emergency pursuant to section 16 of the Constitution.
- (4) A declaration of a state of public emergency made under sub section (1) may apply either to a part of the whole of Kiribati.

**PART V
SPECIAL POWERS DURING A STATE OF PUBLIC EMERGENCY**

Recommendation of Minister

19. If a state of public emergency is declared in accordance with Part IV of this Act, the Minister on the advice and recommendations of the National Disaster Council, will recommend to the Cabinet action which may be necessary including the making of regulations, concerning some or all of the following aspects;
- (a) the supply and distribution of food, water, fuel, power, medical assistance, shelter and other necessities to affected areas;
 - (b) the maintenance of the means of transportation by land, air or water and the control of the transport of persons and things;
 - (c) the temporary acquisition or control of any property, undertaking or land;
 - (h) the evacuation of people in their own interest and/or that of the public to refuges identified in the National Disaster Plan;
 - (i) the entering and search of any premises
 - (j) the payment of compensation and remuneration to persons affected by government action under special power, and
 - (k) any other matters which may apply to a specific disaster event.

PART V MISCELLANEOUS

Obstructing a Disaster Worker an offence

19 (1) No person shall obstruct, hinder or in any way interfere with a person engaging in any activity as a member, officer, or volunteer of an agency performing a role of discharging a responsibility in accordance with the national Disaster Plan, or in accordance with any regulations made under a state of public emergency.

(2) Any person who obstructs, hinders or in any way interferes with a person referred to in subsection (1) commits an offence and shall be liable on conviction to a fine not exceeding \$1000 or imprisonment for a term not exceeding 56 years or both fine and imprisonment.

Immunity from liability

20 A person engaging in any activity as a member officer or authorise volunteer worker of an agency performing a role of discharging a responsibility in accordance with the national Disaster Plan shall not be liable in respect of any loss or injury sustained by any other person, unless such loss or injury is caused or arises from negligence or wilful misconduct

Claims for compensation and remuneration to be submitted to Government

21 Any person who claims any compensation or remuneration for any action taken under the national Disaster Plan and/or any associated regulations may submit such a claim to the Government

Making a false compensation claim an offence

22. A person who makes any false or misleading statement or otherwise attempt to mislead, in making any claim for compensation under this Act commits an offence and shall be liable on conviction to a fine not exceeding \$1000 or imprisonment for a term not exceeding 5 years or a both a fine and imprisonment

Utilisation of disaster assistance donations

23. All donations, in money or any other form, which are made, either form within Kiribati or overseas, to assist in recovery from disaster, or for other disaster related needs, shall -

- (a) be utilised for these purposes only; and
- (b) not be diverted for any other purpose without the authority of –
 - (i) the cabinet; and
 - (ii) the specific agreement of the donor persons, agency or country

Regulations

24. The Minister, acting in accordance with advice from cabinet, may make regulations consistent with this Act for or with respect to all matters which are –

- (a) required or permitted by this Act; or
- (b) necessary or convenient –
 - (iii) for the proper administration of this Act; or

NATIONAL DISASTER ACT 1993

EXPLANATORY MEMORANDUM

1. The principle object of the Act as its long title states is “to provide for the organisation and management which is necessary to ensure mitigation of, preparedness for, response to and recovery from disasters in Kiribati”

2. It will be seen therefore that part 1 (Preliminary) of the Act deals with such things as short title of Act itself (National Disaster Act 1993) and the definition of certain words which are to be used throughout the body of the Act for example the word disaster is defined to mean “the actual or imminent occurrence of an event which endangers or threatens to endanger the safety or health of any communities or persons in Kiribati, or which destroys or damages, or threatens to destroy or damage, any property in Kiribati, arising from –

- (a) a cyclone
- (b) a flood or tidal waves
- (c) a tsunami
- (d) an earthquake
- (e) a volcanic eruption
- (f) a drought
- (g) an air disaster
- (h) a maritime disaster
- (i) a major civil accident (such as a major fire or bush fire or explosion)
- (j) a plague or epidemic, or
- (k) an other similar natural or man made event.

This definition is designed to cover any event (whether actual or imminent) which endangers the safety or health of any community or persons or destroys or damages any property in Kiribati as the result of a cyclone, flood etc. However this definition of “disaster” does not cover the control of civil disorders, industrial disputes or combat against an enemy (Section 3)

3. Part II of the Act on the other hand deals with the organisation and management necessary for the coordination of activities of Government and non- Government agencies relating to disaster mitigation, preparedness, response and recovery. And in this respect the Minister is given the overall general responsibility for such disaster relief (Section 4) whose adviser is the National Disaster Council (Section 5). This Council is also given certain responsibilities for example the preparation and formulation of the National Disaster Plan (Section 12), establishment of the Central Operations Group (Section 7) and the determination of the responsibilities of the National Disaster Management Office (Section 9)

4. Part III of the Act deals with such matters as the National Disaster Plan and its formulation (Section 12); the periodic review and update of such Plan by the National Disaster Council (Section 13); the formulation of disaster plan by agencies (Section 14) and the annual report by all agencies (Section 15) to be submitted to the national Disaster Council and instructions which local government councils will have to issue in order to support the national Disaster Plan (Section 16)

5. Part IV of the Act deals with the declaration of a state of public emergency by the Beretitenti where the National Disaster Plan is inadequate to deal with any given disaster (Section 17).

6. Part V of the Act deals with special powers during a state of public emergency whilst Part VI deals with miscellaneous matters such as compensation for any action taken under the National Disaster Plan (section 21) and utilisation of disaster assistance donations (Section 23)

Michael N. Takebwebwe
Attorney General
28 June 1993

3.2 Disaster Policy

Government of Kiribati National Policy Statement 1995

The Kiribati Government is committed to wards the development, promotion and implementation of measures to prevent and counter the impact of natural disasters in the country. The approach adopted is, as far as possible, to facilitate collaboration of efforts and utilisation of the resources of government, non-government and international agencies and also to optimise disaster management plans.

Accordingly, government directives prescribe the following;

- (a) Review the disaster management organisation and National Disaster Plan from time to time.
- (b) Establishment of appropriate mechanisms and facilities to develop strategies to minimise disaster impacts in line with the aims and objectives of the International decade for natural Disaster Reduction.
- (c) Establishment of appropriate recovery method, systems and practices to help restore life in the community back to normal following a disaster.
- (d) Establishment of appropriate disaster management activities and programs to help promote solidarity and self reliance.
- (e) Conducting regular training programs around the country which are principally aimed at relevant government and non-government and community leaders officials to enhance the effectiveness of disaster management at all levels.

The National Disaster Risk Management Plan for Kiribati is in line with policy directive (a) above and outlines roles, responsibilities and procedures in line with the other policy directives.

3.3 Guiding Principles

Guiding Principles for the Adoption of Disaster Risk Management

Principle: (n) Oxford Concise Dictionary - *Fundamental truth on the basis of reasoning – general law as guide to action*

The adoption of Disaster Risk Management (DRM) principles is a major step in the strengthening of government and community resilience to disaster events.

A number of guiding principles have been developed, capturing key elements of the DRM framework. It is essential these principles are reflected in government thinking and adopted universally to ensure the embedding of sound, contemporary DRM and governance practices.

The DRM model adopts an holistic approach integrating into existing government business, all activities contributing to an environment of enhanced recovery, thereby removing disaster planning as a 'stand alone' activity and supporting sustainable development.

The six principles

Principle No 1 *Communities must be educated, trained and empowered to make a contribution to the national strategy in planning, responding and recovering from disasters.*

Although Government have the prime responsibility in planning, responding and recovering from disasters they cannot provide all that is necessary. Realistic community expectations must be set to ensure a clear understanding exists amongst all parties to enable a seamless transition between community and government efforts.

With their NGO partners, Government should develop training and awareness programs that will advise women, men, girls and boys on the preparation of individual 'disaster ready' plans so that all members of individual families are aware of their roles in preparing for disaster.

Principle No 2 *Government must identify its key partners in developing a robust DRM framework and develop formal relationships in which outcomes are aligned to broader government objectives.*

The Government should not be considered as the prime disaster agency in isolation. The constituency of the National Disaster Risk Management Council not only reflects the responsibilities and leadership of Government but also the experience, diversity and wisdom of community men and women, and agencies like the Kiribati Red Cross Society.

Government expects to partner with agencies with the skills, experience and resources to meet and deliver the National Disaster Risk Management programs, goals and objectives. If necessary new partnerships should be sought to ensure

balanced representation of women and men, as well as other non-traditional perspectives.¹

Principle No 3 *To effectively deliver the government DRM strategy it is acknowledged that the acquisition and maintenance of DRM and related management skills is a fundamental requirement*

Any plan will be ineffectual if key players are unsure of their roles and responsibilities and do not have the attendant skills to carry them out.

The NDRMC must endorse an annual training and education strategy for both government and men and women in the community. Training courses available in the region must be utilised and an appropriate skills base developed across government departments. (It is anticipated training will encompass gender representation and equality, due to their key role in the implementation of DRM strategies that address whole of community issues)

Principle No 4 *A National Disaster Risk Management Office must be adequately resourced to perform a disaster coordination role on behalf of government.*

The adoption of DRM principles requires at a minimum, a full time dedicated officer to coordinate all aspects of the framework. Decision making responsibilities and accountability must be at a level commensurate with the role. A succession plan should be implemented to coach a deputy who will take temporary charge of the office in the absence of the incumbent.

Principle No 5 *Existing government committee structures should be utilised when implementing a DRM framework.*

Traditionally all aspects of disaster planning, response and recovery have been conducted by special committees established outside mainstream government business. This often creates another level of management, duplication of existing committee structures and poor communication.

Where possible, existing committee structures should be utilised and DRM included an established agenda item. Existing committees should address the issue of balanced representation of women and men by co-opting delegates when necessary to ensure differing concerns and perspectives are addressed

Principle No 6 *To ensure good governance practices are being maintained, and stated DRM outcomes achieved, an annual audit will be conducted by a third party.*

External audit programs are a recognised and transparent method by which to provide confidence to governments, senior officials and those with key responsibilities that structures that have been implemented to deliver on government policies and programs are working effectively. Audits should encompass the planning for and achievements of gender equality initiatives.

¹ i.e. youth groups, women's organizations, disability organizations

4 Detailed Functional Plans

4.1 Emergency Warning Plan

Responsibilities

Secretary to Cabinet as Chairman of the National Disaster Risk Management Council

- Ensuring warnings are issued as a part of the activation phase.
- Emergency Warning procedure is tested and reviewed
- Alerting Cabinet and Senior Government officials
- Advise the Ministry of Foreign Affairs and Immigration when to alert heads of Foreign Ministries
- Advise the Ministry of Foreign Affairs and Immigration on the dissemination of information to foreign governments, international organisations and disaster agencies.
- In consultation with NDRMC, authorise issuance of Stand Down and the resumption of normal status when the threat has passed.

Department of Meteorology

- Receiving and passing on Cyclone and extreme weather alerts and subsequent updates to OB, NDRMO, and NEOC

National Disaster Management Officer

- On behalf of the Secretary to Cabinet activate the NDRMC
- Ensure Publication and Broadcasting Authority is operational and emergency warning messages are sent
- SMS and Telephone recordings are transmitted
- Outer islands informed and IDC's briefed
- Alert NGO's and private sector to the threat.
- Advise Cabinet as to the potential need for international aid and provide advice to Kiribati's external missions.
- Police warnings activated

Duty Office – National Broadcasting and Publication Authority

- Ensure staff available for emergency 24 hour operations
- Station staffed and operating 24/7 until stood down
- Correct warning messages are available and details checked with NDRMC
- Attend NDRMC briefings
- Emergency warnings transmitted and updated.

Department of Health and Medical Services

- Alert island hospitals, dispensaries and emergency response teams

Ministry for Education

- Alert those responsible for buildings identified as shelters and prepare to close schools in outer areas as required.

Ministry of Communications, Transport and Tourism Development

- Check all Government communications equipment is secured and check that all operational communication links are in place and operational (refer to **Communications Plan**)
- Ensure that communications systems are ready in response to requests for emergency warning broadcasting.

Emergency warning message events

The events that are most likely to require emergency warning and community messaging are:

- Tsunami
- Extreme weather events
- Fire, explosion, pandemic or other emergency affecting the community

The following table explains the relationship between Activation levels (according to the NDRMP) and the technical activation levels of the Tsunami and extreme weather co-ordination Centres.

It is important to clearly understand the different alert levels for all events and their relationship with the stages of readiness;

- Bulletin
- Advice
- Watch
- Warning

The table also identifies the trigger (for action) when watch and warnings notifications are applicable to Kiribati.

The colours are for clarifying the different stages and are not to be seen as another form of warning or activation level.

Activation stage	Status	Trigger	Nominal Timeframe
	Bulletin NDRMO aware of Bulletin	<ul style="list-style-type: none"> • Tsunami <u>Bulletin</u> received • Extreme weather <u>Bulletin</u> received 	
Stage 1	Readiness NDRMC aware of Advice	<ul style="list-style-type: none"> • Tsunami <u>Advice</u> received. • Extreme weather <u>Advice</u> received 	48 – 24 hours
Stage 2	Standby Watch issued to community	<ul style="list-style-type: none"> • Tsunami <u>Watch</u> received and issued • Extreme weather <u>Watch</u> received and issued 	24 – 12 hours
Stage 3	Activation Warning issued to community	<ul style="list-style-type: none"> • Tsunami <u>Warning</u> Issued • Extreme weather <u>Warning</u> received and issued 	12 – 0 hours

Stage 4	Immediate Recovery & Stand Down	<ul style="list-style-type: none"> • Tsunami Warning no longer current. • Extreme weather Warning withdrawn 	0 +
Stage 5	Long Term Recovery		

Dissemination of emergency warnings and messages.

Warnings for emergency events that pose an immediate threat to Kiribati can be disseminated in several different ways.

Tarawa

- National Broadcasting and Publication Authority
- Fire truck and police car siren and loudspeaker
- Mobile Phone SMS
- Telephone recorded message
- Church and school bells (6 hits then stop 1 – repeat until tired)

Outer Islands

- National Broadcasting and Publication Authority
- Telephone recorded messages
- Church, school bells (6 hits then stop 1 – repeat until tired)
- Other traditional means

Messages

It is important that messages that come from Government are consistent, relevant and provoke the required responses from Government departments and the community without confusion, panic or fear.

Staff who has a responsibility to broadcast these warnings should use the pre prepared messages for:

- National Broadcasting and Publication Authority – for broadcast over the radio
- SMS messages
- Telephone recorded message
- Police and Fire Vehicles – for broadcast over PA systems
- Ringing of sirens and bells

Templates are included as Attachments 1 – 3

Standard Emergency Warning Signal (SEWS)

SEWS is a standardised warning signal that precedes emergency warnings and is used in many countries. It can be used with radio broadcasts and pre recorded telephone messages. It could also be used with PA systems mounted on emergency vehicles.

It should be preceded by a short ten (10) second warning sound designed to attract people's attention and alert them to important information which will follow the tone.

There are three distinct levels of alerts which can be utilised for community warnings within Kiribati.

1. **Advice** There is no immediate danger. General information to keep you up-to-date with developments. SEWS must not be used.
2. **Watch** It is likely that you may be impacted by the emergency. You may be in danger and should start taking action to protect your life and your family. SEWS must not be used.
3. **Warning** You will be impacted by the emergency. You are in danger and must take action immediately. This message will usually be preceded by the Standard Emergency Warning Signal (SEWS).

The SEWS should only be used for the Emergency Warning category of warning.

Awareness training for SEWS

It is important that community members and Government staff understand what SEWS is for and what the warning signal sounds like. A short awareness advertisement can be downloadable from:

[http://www.bom.gov.au/inside/services_policy/disaster_mitigation/projects/sews-30s\[1\].wav](http://www.bom.gov.au/inside/services_policy/disaster_mitigation/projects/sews-30s[1].wav)

This file can be translated into Kiribati to ensure greater coverage and understanding.

The amended script of the message (to better suit Kiribati) is:

The Standard Emergency Warning Signal has been adopted nationally to precede a warning of an emergency situation such as a tsunami, extreme weather event or other disaster. The alert sounds like this When you hear it you should stop whatever you are doing and listen very carefully to the message that follows and act as advised to protect yourself and others.

When you hear this signal Listen as if your life depends upon it!

Appropriate warning for levels of threat

The following table should be used as the standard operating procedure for Tsunami and extreme weather events unless directed otherwise.

All other emergencies will probably be of a smaller scale and appropriate warnings can be determined by the NDRMC, Commissioner of Police or OIC of incident.

	Bulletin	Advice	Watch (24 – 48 hrs)	Warning (<24 hours)
Extreme weather event	Nil	Nil	Broadcasting and Publication Authority (no SEWS) SMS Phone message Advise IDC's	Broadcasting and publication Authority + SEWS SMS Phone message Police – PA only

	Bulletin	Advice	Watch	Warning
Tsunami	Nil	Nil	NDRMC to determine warning level.	Broadcasting and Publication Authority + SEWS SMS Phone message Police - Sirens/PA Church Bells

Attachments to this Plan

- 1 Broadcasting and Publication Authority Tsunami Warning template
- 2 Broadcasting and Publication Authority Extreme Weather Warning template
- 3 Broadcasting and Publication Authority Tsunami Warning template
- 4 Broadcasting and Publication Authority template for SMS for tsunami and extreme weather
- 5 Broadcasting and Publication Authority template for pre-recorded messages for tsunami

Attachment 1

Broadcasting and Publication Authority
Tsunami Warning template

Play SEWS warning tone for 10 seconds

This is a Tsunami Warning Bulletin. A Tsunami Warning has been issued for the **Direction of threat and Areas of Kiribati most at risk**

Tsunami waves are expected to arrive at approximately **Time AM/PM** You must evacuate to your planned safer place immediately. This is not a test

This is a Tsunami Warning Bulletin and is based solely on earthquake information from the Pacific Tsunami Warning Centre in Hawaii.

This is an official warning

A Tsunami Warning means all people should move immediately inland to your planned safer place, away from the direction of the Tsunami Warning. Those feeling the earth shake or seeing unusual wave action or the water level rising or receding may only have a few minutes before the Tsunami arrival and should move immediately to your planned safer place

Tsunamis often appear as a strong surge and may be preceded by a receding water level. Ships and large boats should put to sea immediately as Mariners in water deeper than 200m should not be affected by Tsunami.

Wave heights will increase rapidly as water shallows. Tsunamis are a series of ocean waves which can be dangerous for several hours after the initial wave arrival. Do not return to your homes until an 'all clear' signal is given from the Kiribati Government National Emergency Operations Centre in Betio.

All residents within the warning area should be alert and continue to listen to Radio Kiribati for instructions and updates from the Government of Kiribati National Emergency Operations Centre in Betio

This message will be updated in 30 minutes or sooner if required. The Tsunami warning will remain in effect until further notice. Keep listening to Radio Kiribati for further information.

Note: Please repeat SEWS warning and message – only for the initial message

Attachment 2

Broadcasting and Publication Authority Extreme Weather Warning Template

1. Play SEWS warning tone for 10 seconds
2. Read Meteorological Department warning and location of extreme weather impact.

Include the following advice in the warning:

- Check that your house is strong so that you can decide well before hand where you intend to shelter, at home if it is safe or with friends or relatives in a secure area.
- If you cannot shelter at home, decide the route you will take and how you will get to your chosen shelter
- Secure or clear loose materials around your house, these could become dangerous and damaging missiles in high winds
- Trim back trees and branches around your house so that they are well clear and cannot damage your property during a storm.
- Ensure you have an emergency/evacuation kit ready for use, if possible this should contain;
 - A portable radio and torch with spare batteries
 - Fuel lamp, candles and matches

- Water containers, canned food, can opener, cooking gear, essential clothes and footwear
- First aid kit and any medication
- Include important documents like birth certificates, passport etc
- Know if your house will be affected by storm surge or flooding and identify your nearest safer high ground, or other refuge and your safest route to get there
- Get your family together and make sure they know what to do
- In your home secure doors, board and tape windows, remove items from walls in case of water damage
- Store loose items inside; place documents, photos, valuables and clothing in plastic bags
- Fill water containers, fuel vehicles and place under cover
- Stay inside shelter well clear of windows in strongest part of house – toilet, bathroom or passageway
- Listen to a portable radio to hear weather updates and other key messages
- If the house starts to break up, protect yourself with bedding, rugs, tarpaulin or other cover. Anchor your self to a strong fixture or get under a table or bed.
- Don't make unnecessary phone calls

All residents within the warning area should be alert and continue to listen to Radio Kiribati for instructions and updates from the Government of Kiribati National Emergency Operations Centre in Betio. This message will be updated in 30 minutes or sooner if required. This cyclone warning will remain in effect until further notice. Keep listening to Radio Kiribati for further information.

Attachment 3

Broadcasting and Publication Authority Severe Weather Warning Template for Recorded Message

1. Play SEWS warning tone for 10 seconds
2. This is a pre recorded emergency warning message from the Government of Kiribati
3. Read Meteorological Department warning and location weather event.

Include the following advice in the warning:

- Check that your house is strong so that you can decide well before hand where you intend to shelter, at home if it is safe or with friends or relatives in a secure area.
- If you cannot shelter at home, decide the route you will take and how you will get to your chosen shelter
- Secure or clear loose materials around your house, these could become dangerous and damaging missiles in high winds
- Trim back trees and branches around your house so that they are well clear and cannot damage your property during a storm.
- Ensure you have an emergency/evacuation kit ready for use, if possible this should contain;
 - A portable radio and torch with spare batteries

- Fuel lamp, candles and matches
- Water containers, canned food, can opener, cooking gear, essential clothes and footwear
- First aid kit and any medication
- Include important documents like birth certificates, passport etc
- Know if your house will be affected by storm surge or flooding and identify your nearest safer high ground, or other refuge and your safest route to get there
- Get your family together and make sure they know what to do
- In your home secure doors, board and tape windows, remove items from walls in case of water damage
- Store loose items inside; place documents, photos, valuables and clothing in plastic bags
- Fill water containers, fuel vehicles and place under cover
- Stay inside shelter well clear of windows in strongest part of house – toilet, bathroom or passageway
- Listen to a portable radio to hear weather updates and other key messages
- If the house starts to break up, protect yourself with bedding, rugs, tarpaulin or other cover. Anchor your self to a strong fixture or get under a table or bed.
- Don't make unnecessary phone calls

All residents within the warning area should be alert and continue to listen to Radio Kiribati for instructions and updates from the Government of Kiribati National Emergency Operations Centre in Tarawa

This message will not be repeated

Attachment 4

Broadcasting and Publication Authority
Extreme Weather/Tsunami Warning template for
Automatic SMS delivery.

1. Delete Disaster risk which is not relevant Extreme Weather/Tsunami

SMS message for National Disaster Risk management Council members

An **Extreme Weather/Tsunami** warning has been issued for Kiribati. Please report to NEOC ASAP for briefing.

SMS Message for community

An **Extreme Weather/Tsunami** warning has been issued for Kiribati. Please listen to Radio Kiribati now for important safety information (118 characters).

Attachment 5

Broadcasting and Publication Authority Tsunami Warning Template for Recorded Message

1. **Play SEWS warning tone for 10 seconds**
2. **This is a pre-recorded emergency warning message from the Government of Kiribati**

This is a Tsunami Warning Bulletin. A Tsunami Warning has been issued for the coastline of **Areas of Kiribati most at risk**

Tsunami waves are expected to arrive at approximately **Time AM/PM** You must evacuate to your planned safer place immediately.

This is not a test

This is a Tsunami Warning Bulletin and is based solely on earthquake information from the Pacific Tsunami Warning Centre in Hawaii.

This is a warning

A Tsunami Warning means all people should move to your planned safer place, away from the direction of the Tsunami Warning. Those feeling the earth shake or seeing unusual wave action or the water level rising or receding may only have a few minutes before the Tsunami arrival and should move immediately to your planned safer place

Tsunamis often appear as a strong surge and may be preceded by a receding water level. Ships and large boats should put to sea immediately as Mariners in water deeper than 200m should not be affected by Tsunami.

Wave heights will increase rapidly as water shallows. Tsunamis are a series of ocean waves which can be dangerous for several hours after the initial wave arrival. Do not return to your homes until an 'all clear' signal is given from the Kiribati Government National Disaster Operations Centre in Tarawa

All residents within the warning area should be alert and continue to listen to Radio Kiribati for instructions and updates from the Government of Kiribati National Emergency Operations Centre in Tarawa

This message will not be repeated on the telephone. Keep listening to Radio Kiribati for further information. This is not a test

4.2 Communications Plan

Responsibilities for planning and providing Communication Services Office of The Beritenti

- Monitor disaster information and prepare public information bulletins
- Prepare ‘Condition’ announcements for approval by Cabinet, release public warning bulletins
- Alert National Broadcasting and Publication Authority regarding 24 hour operations
- Direct issuance of public information activities
- Inform the population of areas likely to be affected to prepare designated shelters as needed
- Keep Te Beritenti and Cabinet briefed on disaster conditions and preparedness, response and recovery activities by regular reports
- Coordinate communications to main and outer islands (through the NDRMC).

Ministry of Foreign Affairs and Immigration.

- Maintain listings of points of contact with foreign governments and international disaster assistance agencies
- Prepare to issue requests for international aid as directed by Cabinet on advice from the NDRMC
- Advise threats to foreign missions of disaster potential, indicating likelihood of requests for international assistance
- Advise foreign missions in the event of declaration of State of Emergency
- Liaise with Ministry of Internal and Social Affairs regards disaster relief to outer islands

Ministry of Health and Medical Services

- Alert island hospitals, dispensaries and mobile first aid teams (liaise with KRCS regarding integration of resources)
- Liaise with KRCS in the dispatch of medical personnel with kits to each designated shelter

Ministry of Public Works and Utilities

- Deploy repair crews as required for communication facilities
- Inspect all public facilities to ensure emergency power and water systems are operational

Ministry of Communications Transport and Tourism

- Inspect security of all buildings in communication area
- Ensure telephone and other communications systems are operational
- Check all government communications equipment is secured
- Check all internal and external telephone circuits
- Maintain communication links between ;
 - Aircraft and meteorological links with Nadi
 - Commercial communications with Suva (fax, phone and telex)
 - Maritime links to ships and costal stations
 - Voice links to aircraft and Nadi air traffic control

- Inter Island communication
 - Emergency links with international support centres
- In addition the following links will be maintained
 - USP link with Suva
 - Ham radio operators
 - Fisheries Department
- Assist all ministries in planning for post disaster communication needs
- Maintain and or restore communication links
- If necessary utilise communications resources of aircraft, ships, radio amateurs or other resources

Ministry of Education

- Alert those school buildings identified as shelters
- Prepare to close schools in outer areas as required

Ministry of Internal and Social Affairs

- Coordinate all communications with local governments and churches

Commissioner of Police

- Manage all aspects of the operation and security of the national emergency operations centre (NEOC).
- Maintain operational readiness of the Police Communications Centre
- Maintain (in liaison with Ministry of Transport, Communication and Tourism) effective communication between national and island operations centres, fire, and ambulance.
- Prepare designated personnel with radios to assigned shelters
- Maintains contact with and provide messenger service to the NDRMC

Meteorological Division

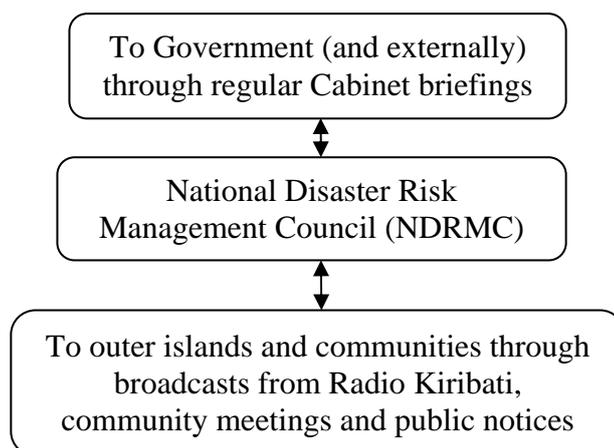
- Monitor threat as required and pass advice to Office of Te Beretitenti
- Maintain communications with all relevant meteorological agencies
 - NOAA Honolulu
 - BOM Australia
 - NZMET
 - FMS Fiji
 - WSF Office Honolulu
 - Satellite information

National Disaster Risk Management Council (NDRMC)

The communication of warnings and activation stages are contained within the main body of the National Disaster Risk Management Plan (NDRMP)

The NDRMC is the focal point for communication up and down. This communications plan is divided into three sections and outlines communication flows:

5. Internally for operations and to inform the communities of Kiribati
6. Externally through government to foreign countries who may assist and provide relief.
7. Messaging and contact information



The NDRMC will communicate in two directions and regularly report and receive situation reports on the progress of disaster management operations.

6.2.2 Internal operational communication

Mode of communication	Communicating with
Telephone Mobile phone and SMS (Tarawa only) Satellite phone Fax Email	<ul style="list-style-type: none"> • Internal calls within Kiribati • Internal island communications • Between Police Communication Centre and outer islands (not mobiles) • Between NEOC and departments • Calls to outer islands (not mobiles)
HF Radio - Police station HF Radio - Fisheries department HF Radio - Met office HF Radio - Port HF Radio - Patrol Boat HF Radio - Other shipping in the port	
Hand held radios (see list below) Runners/ Messengers	
Verbal briefings and/or written reports	Communities ↔ IDC ↔ NDRMC ↔ Cabinet ↔ Government
Radio Kiribati Community briefings Public notices	<ul style="list-style-type: none"> • Communities • Outer Islands • Community noticeboards and halls

Telecommunications during extreme weather events

VHF radios are located at:

Agency	Type	Location
Police	Base handheld	
Fisheries	Base	

Port	Base	
------	------	--

Communications facilities on outer islands

Island	IDC access	Communication type	Location
Rks Teanoai	✓	HF Radio Satellite phone	
Kanton			
Teraina (Wahington)			
Kiritimati (Christmas)			
Tabuaeran (Fanning)			
Makin			
Butaritari			
Marakei			
Abaiang			
North Tarawa			
South Tarawa			
Maiana			
Aranuka			
Kuria			
Abemama			
Banaba			
Nonouti			
Tab South			
Tab North			
Beru			
Onotoa			
Nikunau			
Tamana			
Arorae			
Banaba			

Radio Kiribati

Broadcast station is located in Bairiki

Radio Kiribati Broadcasts on MW 846, 9.825 MHz and FM98, it relays World News from Radio Australia, Radio New Zealand and the BBC at 7.00am, 8.00am, 9.00am and 1.00pm respectively everyday followed by the Local News Bulletin. Radio Kiribati does not broadcast continuously.

Radio Kiribati, a division of Broadcasting and Publications Authority, broadcasts daily for three and half hours in the morning and at lunch and three and half hours in the evening in the local languages with segments in English at 7.00am, 8.00am, 9.00am, 1.00pm and from 6.00pm to 7.00pm.

Radio broadcasts can be made out of these hours for important messages and warnings.

2. External operational communications

Mode of communication	Communicating with
Telephone Satellite phone (as per list) Fax Email	Kiribati High Commission Fiji Kiribati High Commission Brussels Kiribati High Commission New York New Zealand High Commission Duty officers. Australian High Commission Duty officers.
USP link with Suva	Separate data and voice link to a satellite. Independent communications link which can be used if the main TTC link fails
Government ICT link	Separate Data link than TTC link. Can be considered for data use if TTC equipment fails.
HF Radio - Police HF Radio - Fisheries department HF Radio - Met office HF Radio - Port HF Radio - Patrol Boat HF Radio - Other shipping in the port	<ul style="list-style-type: none"> • Met bureau in Nadi, Fiji • Relay through shipping • Australia or NZ maritime watch • Radphone – commercial radio telephone services.
Radio Relay through reconnaissance or relief aircraft (before it lands)	Relief aircraft will monitor 121.5 mhz and can then relay messages to Regional Air Traffic Control or through the aircraft's Satphone

Contact Numbers (internal and external)

A list of internal and external contact details for support agencies will be maintained by the National Disaster Risk Management Office (NDRMO) and can be found in the rear of this plan.

Satellite phones and phone numbers

Satellite telephones are currently located at:

Island	Location	Number	Contact/notes
Rks Teanoai			
Kanton			
Teraina (Wahington)			
Kiritimati (Chrtistmas)			
Tabuaeran (Fanning)			
Makin			
Butaritari			
Marakei			
Abaiang			
North Tarawa			
Tarawa			
Maiana			
Aranuka			
Kuria			
Abemama			
Banaba			
Nonouti			
Tab South			
Tab North			
Beru			
Onotoa			
Nikunau			
Tamana			
Arorae			
Banaba			

Outside contacts for relay of messages are located in:

Location	Numbers	Note
Kiribati High Commission Fiji		
Kiribati High Commission Brussels		
Kiribati High Commission New York (UN)		

Testing Satellite phones should be tested monthly.

The NDRMO has a procedure for testing and maintaining Satphones which is in place at every Satphone location.

NDRMO co-ordinates monthly testing of Satphones.

Test logs are to be maintained at the phone locations and faults reported immediately so repairs can be organised

3. Messaging

Telephone messaging

Pre prepared messaging templates are attached to the **Emergency Warnings Plan**

Radio Messaging

Preformed messages for extreme weather events and tsunamis (three levels of warning) are located at the Radio Kiribati office and as an attachment to the **Emergency Warnings Plan**.

Preformed message scripts ensure consistent messaging and information to the community.

A standardised emergency warning signal (SEWS) warning tone will be played for 10 seconds before any official warning.

Radio Kiribati will nominate a person to attend NDRMC and receive regular briefings and updates regarding recovery and relief operations and prepare a draft bulletin for broadcast.

The National Disaster Controller will approve broadcast bulletins and authorise its release.

Approved bulletins will be broadcast as soon as possible and repeated hourly until updated or cancelled. A Bulletin template is attached to the **Emergency Warnings Plan** for guidance.

4.3 Early Recovery

Responsibilities for planning and providing Recovery Services

Secretary to Government

- Leads NDRMC in short and long term disaster recovery and relief activities
- Coordinate relief efforts to main and outer islands (through the NDRMC).
- Coordinates foreign recovery assistance
- Resolves conflicts arising from the actions of recovery teams

Office of The Beritenti

- Keep Te Beritenti and Cabinet briefed on recovery activities by regular reports
- Coordinate communications to main and outer islands (through the NDRMC).
- Coordinate review of the Kiribati community risk profile utilising CHARM matrix

Ministry of Foreign Affairs and Immigration.

- Coordinate with the NDRMC foreign recovery assistance

Ministry of Health and Medical Services

- Provide control and coordination for international medical assistance
- Establish/review priorities for hospital facilities and supplies
- Monitor island clinics to determine number of patients and adequacy of medical supplies
- Undertake protective measures for disease control
- Provide inspection teams for health hazards
- Ensure the replacement of expended supplies

Ministry of Public Works and Utilities

- Receive copies from the NDRMC of outer island damage assessments to facilitate the prioritisation and distribution of resources.
- Establish operational effectiveness of water desalination plant and report status to NDRMC
- Provide direction and supervision for work teams provided by supporting agencies or community members.
- Provide supporting services to contractors assigned to approve public assistance programs; acts as contracts program manager
- Inspects repairs and reopen essential services
- Develop project plans for public facility repair projects with costs and resources for review by the NDRMC to ensure disaster recovery projects are completed in a timely manner
- Perform the duties of the project manager for the long term recovery projects affecting public facilities.
- Supervise the reconstruction of buildings in accordance with approved building codes

Ministry of Communications Transport and Tourism

- Provide transportation for assessment teams to outer islands and atolls

- Coordinate inventory of tourists and prepare evacuation plan
- Assist all ministries in planning for post disaster communication needs
- Maintain and or restore communication links
- If necessary utilise communications resources of aircraft, ships, radio amateurs or other resources

Ministry of the Environment, Lands and Agricultural development.

- Perform comprehensive agricultural damage assessment on damaged islands
- Develop project plans for crop, windbreak and sea defence repair projects with costs and resources required to ensure disaster recovery projects are completed in a timely manner
- Perform the duty of Project Manager for recovery projects affecting crops and windbreaks and sea defences
- Monitor disposal areas and land fill, where waste and debris were located following an event

Ministry of Education

- Return schools used as shelters to normal conditions.
- Assess damage reports from outer islands and prioritise repair works in liaison with Ministry of Public Works and Utilities

Ministry Of Finance and Economic Development

- Receive and account for funds advanced for public and individual assistance
- Provide financial management to all disaster funding

Ministry of Labour and Human resource Development

- In liaison with the Ministry of Public Works and Utilities, deploy staff / trainees and apprentices to key areas where re-establishment of key infrastructure is vital.

Ministry of Internal and Social Affairs

- Liaise with the Ministry of Health and Medical Services in the provision of counselling services.
- Coordination the administration of records regarding disaster related deaths
- Conduct review on the effectiveness of completed projects in minimising community vulnerability to disasters.
- Conduct community surveys to determine the effectiveness of Community DRM training and awareness programs in minimising the effects of a disaster impact

Commissioner of Police

- Review security from looting and vandalism
- Manage all aspects of the operation and security of the national emergency operations centre (NEOC).
- Maintain operational readiness of the Police Communications Centre
- Maintain (in liaison with Ministry of Transport, Communication and Tourism) effective communication between national and island operations centres, fire, and ambulance.

Kiribati Red Cross Society

- Provide first aid assistance at designated relief centres
- Assist in the coordination for the evacuation of patients from relief centres whose medical conditions are beyond local capabilities

Island Disaster Committees

- Perform agricultural damage assessment on island
- In Liaison with the Ministry for Environment, Land and Agricultural Development;
 - Develop project plans for crop and windbreak repair projects with costs and resources required to ensure disaster recovery projects are completed in a timely manner
 - Provide an agricultural recovery forecast to the Ministry, who will collate island reports for the NDRMC

National Disaster Risk Management Council (NDRMC)

- Manage the coordination, storage and distribution of relief supplies
- Direct response and recovery operations in the event of a disaster
- Co-ordinating and prioritise the distribution of all internal and external relief and aid services.
- Ensure all NGO's and Governments supporting Kiribati provide a liaison person to the NEOC so that their contributions and resources can be co-ordinated in accordance with the priorities set by the NDRMC and Kiribati Government.

1. NDRMC Responsibilities

During the post impact recovery period the NDRMC are responsible for the following actions:

1.1 Coordination of recovery and relief operations

The coordination of all recovery and relief operations will occur at the NCC located next to Police HQ.

If the primary NCC is not operational due to damage, the redundant NCC will be the 2nd level conference room of the Government building.

Coordination of all recovery operations will be determined by the National Disaster Committee led by the Secretary to Government in the role of National Disaster Controller.

When the NDRMP is activated the NDRMC will meet at least twice a day to examine priorities, resolve blockages and conflicts in emergency service and relief delivery and generally make decisions that will enable effective and coordinated recovery to occur.

1.2 Prioritising recovery operations

NDRMC will receive reports of damage and prioritise recovery and relief operations accordingly;

The priorities for these operations are:

Facility	Objective	Lead/support Agencies
----------	-----------	-----------------------

Search and Rescue	Immediate rescue and safety of all persons affected by disaster including delivery of first aid.	
Medical services	Deliver tertiary medical treatment for injured persons	
Airport	To ensure international support can arrive safely	
Water	Ensure sufficient potable water is available and distributed to displaced persons.	
Power	Power station is restored and/or portable generators located and operating for essential services.	
Port facilities	Ensure main port is open, without obstructions allowing a relief ship to come alongside the wharf. All passages are clear and undamaged	

1.3 Identifying elements of relief and recovery operations that can be supported by international governments or NGO assistance.

The NDRMC will consider the area and depth of impact on Kiribati following a disaster event based on personal observations and reports and initial damage assessments from departments and IDC's from the outer islands.

Successful international assistance is dependent upon a number of factors that must be carefully considered and pre planned by the NDRMC. This process will ensure that the initial requests for assistance clearly indicate the types and amounts of assistance that is needed most.

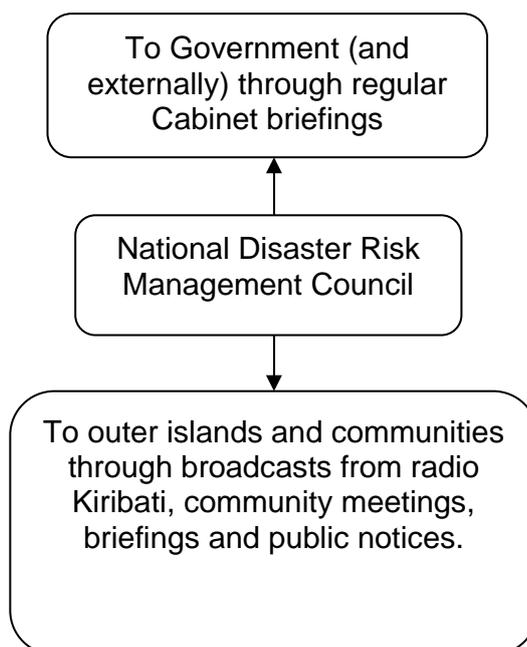
- Requests for relief supplies and resources (including expertise) should only be made if that particular requirement is not available or no longer functioning within Kiribati.
- When making requests – carefully consider what is needed urgently and could be delivered by aircraft (from 24 – 48 hours post disaster) as opposed to not so urgent relief supplies that could be delivered by ship (from 5 – 10 days).
- Types and quantities of relief materials should be as accurate as possible and sufficient to maintain supply until normal supplies are resumed.
- If the disaster has resulted in widespread catastrophic damage involving large numbers of fatalities then early requests should consider assistance with:
 - DVI (disaster victim identification).
 - USAR (Urban Search and Rescue technicians)
 - Specialist dog teams (body recovery)
 - Medical teams and mobile hospital units
 - Incident management teams – to support NDRMC and NCC
 - Rapid impact assessment teams
 - Communication specialists
 - Heavy and specialist equipment
 - Specialist engineering teams

- Specialist media management support - to assist the Government of Kiribati manage the intense media interest that will follow a significant disaster event.
- It is unlikely that accommodation and meals will be available for external resources. Please request that all incoming support be self-sufficient for the first seven (7 - 10) days
- Incoming support will require a high level of local management and coordination as they will tend to do what they believe is best if there is no apparent coordination and control arrangements or structure.
- It must be made clear that the Kiribati Government and the NDRMC are in charge of overall co-ordination and operations. This is best achieved by,
 - Detailed briefings on arrival
 - Detailed tasking
 - Good communication
 - Regular meetings and an
 - Explanation of the structural arrangements of disaster management
 - Reporting lines and protocols
- Appointment of a dedicated senior Kiribati government liaison officer to manage pre-prepared 'terms of engagement' (including SOFA agreements) is essential for rapid insertion of outside assistance

Formal requests for external and international assistance will be passed from the NDRMC through Cabinet to the High Commissioners of potential support nations like Australia, New Zealand, France and USA.

1.4 Communicating NDRMC Recovery Operations to Government and the Community.

The NDC will regularly report and receive situation reports on the progress of recovery and relief operations in two directions:



The NDRMC will regularly report and receive situation reports on the progress of disaster management operations and communicate in two directions.

Radio Kiribati will nominate a person to attend NDRMC and receive regular briefings and updates regarding recovery and relief operations and prepare a draft bulletin for broadcast.

The National Disaster Controller will approve broadcast bulletins and authorise its release.

Approved bulletins will be broadcast as soon as possible and repeated hourly until updated or cancelled.

Additional communication details can be found in the *Communication Plan*

2. Survey and damage assessments

Damage assessments will generally be undertaken in two stages.

2.1 Stage 1 – Initial disaster assessment

This is undertaken as quickly as possible and requires an accurate estimation of loss of life, injuries and damage to homes and infrastructure. These reports will be sent to the NEOC for collation and passed to the NDRMC to allow a rapid initial assessment to be considered and reported to Cabinet and will assist the scoping and planning of initial relief and recovery operations and international support if required.

The initiation of loss and damage assessments should occur as soon as possible and is the key responsibility of the Island Disaster Committees (IDC) operating in the Islands Operations Centre (IOC) and centrally the NDRMC via the NCC.

A template containing the key requirements for initial disaster assessment is attached in *Appendix 7*. This template can also be used to mark up whiteboards in the NCC so that statistics can be easily collated.

These assessments include:

- Number of people killed, injured or missing
- Domestic property damage including shelter requirements and people displaced.
- Damage to schools, businesses and government buildings
- Damage to power, water and communications

- Current situation in relation to supplies of water, food and medical supplies
- Agricultural impact to crops and local food supplies
- Damage to airport, jetties and other infrastructure that may prevent relief supplies from being delivered.

IDC's, Department and other key emergency services are required to promptly provide disaster assessment information (in the appropriate format) to the NCC as a part of their individual disaster management plans and checklists.

Initial damage and loss assessments will be conducted by and transmitted to the NCC (or IDC in the outer islands) as soon as possible:

Input to NEOC	How
Police, KRCS, Emergency Response Teams and other agencies and departments undertaking emergency service work	Via radio/ verbal/written report to NEOC
Government departments reporting on their status and ability to maintain normal business operations as well as supporting disaster recovery/relief operations	Via written report to NEOC by responsible directors/managers
Island Disaster Committee's	Via written/verbal reports to NEOC
Initial aerial reconnaissance intelligence by supporting government resources	Via verbal, written reports, photographs

Assessments should be updated as additional information comes to hand

Note

Training IDC's, Police and KRCS Emergency Response Teams and other key personnel in the use of the Initial Impact Assessment process and forms is a high priority to ensure consistent, accurate and timely Stage 1 reporting.

Stage 2 – Long term recovery assessments

This stage is not as time critical and requires a more detailed assessment by responsible and trained personnel in a planned and co-ordinated manner. This will provide a detailed analysis to Government on the short, medium and long term recovery projects.

The scope, timeliness and composition of these teams will be determined by NDRMC under the direction, guidance and requirements of Cabinet.

KRCS and UN relief cluster organisations like UNDP and UNOCHA have highly skilled teams that could work with the Kiribati government representatives to complete the long term impact assessment process.

3. Priority areas for Recovery

3.1 Airport

The clearing and making the airport operational is a key priority for receiving external aid and assistance.

External relief using aircraft could be arriving (during daylight hours) within 24 hours after requests have been made. This will depend on the nature of the request and how much pre warning relief agencies have received.

If the runway is unserviceable then a clear indication of this must be made. Moving heavy equipment or placing a large cross at each end of the runway is a clear sign that it is unserviceable.

Advising external support that the airport is unserviceable is a key action.

Up to two C130 or other large aircraft will be able to operate under existing runway and apron/hardstand arrangements. Large aircraft will not leave hard stand to move onto grassed areas.

Police and Ministry of Public Works and Utilities must be aware that any unserviceable aircraft (due to breakdown or crash) must be removed from the runway as soon as possible. This will require heavy towing equipment. The Ministry of Public Works and Utilities should also consider the availability of equipment to make repairs to the runway if required.

It is likely that no other relief aircraft can use the runway until the damaged/ unserviceable aircraft is removed a safe distance from the runway.

The runway must be inspected for any damage before allowing normal operations to resume.

Normal security arrangements for aircraft arrival must be enforced by the Police especially if relief flights are arriving.

3.2 Port

Ensuring that the main port is open and clear of obstructions so that a relief ship can come alongside is a key priority in any recovery effort. It is also important to survey passages to Betio to ensure they are clear from obstructions, especially after extreme weather events.

3.3 Water

Departments, families and the community should be encouraged and requested to maintain at least two (2) days self-contained supplies of food and water.

Plastic water tanks are prone to damage from flying debris and cannot be relied upon 100%. Separate small water containers should also be filled prior to an emergency event.

Location	Litres
Government building	
Hospital	
Other storages	
Total	

Population of Kiribati at last census around 103,000

- *During normal times it is estimated water consumption is **XX** litres per person per day.*
- *The UN advises that refugee camps require a minimum of 25 litres per person per day*
- *At normal consumption rates (**XX** litres/p/p/day) water will last at least **XXdays****
- *At UN rates (25 litres/p/p/day) water will last **XX days****

Assuming there is no power to make water and no rainfall.

3.4 Telecommunications

Telecom Services Kiribati Limited (TSKL)

Currently TSKL operates a mobile telephone network as well as [traditional](#) services. TSKL has installed 28 [pay phones](#) not only on [Tarawa](#) but also on some outer islands. [Phone cards](#) are the only payment option for such calls. International Direct Dial is a service which allows the caller to have a direct call to international telephone users. A [High Frequency Radio Telephone](#) makes communication between islands possible. In 2005 the radio telephone was replaced with a more modern traditional telephone connection on five outer islands. In the event that the police department, fire department or an ambulance are needed, 992, 993 and 994, respectively, are to be telephoned.

The mobile telephone system originally used analog technology but in 2005 this was switched to a [GSM](#) variant. Also as part of this upgrade GSM phone service is now available on [Kiritimati](#) and a few outer islands.

Tarawa

In the event of a power failure on Tarawa, power can be maintained using batteries (in the telephone exchange) for around **XX** hours of normal usage.

Mobile phones have no long term backup power and may fail after several hours dependant upon activity and duration of the UPS.

Outer islands

Details of telecommunications on the outer islands, including battery backup for after-hours phone and data operations will be updated during implementation phase.

Restoration of damaged power generating facilities is essential for restoring telecommunications on south Tarawa only.

3.5 Power

Location of standalone standby Generators

Location	Size (kva)	Spare capacity	External plug type	Duration
Main power station				
Radio Station				
Hospital				
Govt offices				
Police HQ Betio				
Patrol boat				

Portable generators are located at:

Location	Size (kva)	Spare capacity	External plug type	Duration

3.6 Medical

Details to be furnished during implementation

4.4 Disaster Relief Plan

Responsibilities for planning and providing relief services

All of the disaster management responsibilities and actions are described in the *Ministerial Roles and Responsibilities Plans*

Office of The Berititenti

- Monitor disaster information and prepare public information bulletins
- Prepare ‘Condition’ announcements for approval by Cabinet, release public warning bulletins
- Alert National Broadcasting and Publication Authority regarding 24 hour operations
- Direct issuance of public information activities
- Inform the population of areas likely to be affected to prepare designated shelters as needed
- Keep Te Berititenti and Cabinet briefed on disaster conditions and preparedness, response, relief and recovery activities by regular reports
- Coordinate communications to main and outer islands (through the NDRMC).

Ministry of Foreign Affairs and Immigration.

- Maintain listings of points of contact with foreign governments and international disaster assistance agencies
- Prepare to issue requests for international aid as directed by Cabinet on advice from the NDRMC
- Advise threats to foreign missions of disaster potential, indicating likelihood of requests for international assistance
- Advise foreign missions in the event of declaration of State of Emergency
- Liaise with Ministry of Internal and Social Affairs regards disaster relief to outer islands

Ministry of Health and Medical Services

- Provide control and coordination for international medical assistance
- Establish/review priorities for hospital facilities and supplies
- Monitor island clinics to determine number of patients and adequacy of medical supplies
- Provide coordination for the evacuation of patients whose medical conditions are beyond local capabilities
- Provide coordination of evacuation of patients from islands
- Undertake protective measures for disease control
- Provide inspection teams for health hazards
- Maintain contact with medical staff on outlying islands
- Ensure the replacement of expended supplies

Ministry of Public Works and Utilities

- Provide equipment and operators for the removal of debris from runways, roads and for the demolition of hazardous buildings
- Control distribution of emergency water supplies

- Receive copies from the NDRMC of outer island damage assessments to facilitate the prioritisation and distribution of resources.
- Assess damage and prioritise repairs (hospitals & shelters)
- Establish operational effectiveness of water desalination plant and report status to NDRMC
- Provide all necessary damage control to public buildings to ensure loose material does not create an additional hazard
- Provide direction and supervision for work teams provided by supporting agencies or community members.
- Provide supporting services to contractors assigned to approve public assistance programs; acts as contracts program manager
- Inspects repairs and reopen essential services
- Provide emergency sewerage control
- Perform water quality monitoring and advise NDRMC of priorities regarding emergency water needs
- Perform sanitation inspections as required

Ministry of Communications Transport and Tourism

- Coordinate with Ministry of Public Works and Utilities to ensure provision of land transport for evacuation/transport of personnel, equipment and supplies
- Coordinate with Ministry of Works, Energy and Water status of airfield and its operational capability
- Coordinate with Ministry of Public Work and Utilities, status of docks and their operational capability
- Maintain and or restore communications (Coordinate with Meteorological Office)
- If necessary utilise communications resources of aircraft, ships, radio amateurs or other resources
- Provide transport assistance to the Commissioner of Police in coordinating search and rescue operations on Tarawa and outer islands
- Assist the Ministry of Health and Medical Services by providing emergency medical evacuation transport
- Assist all ministries in the transportation of material and food in Tarawa and to outer islands
- Provide transportation for assessment teams to outer islands and atolls
- Coordinate inventory of tourists and prepare evacuation plan
- Assist all ministries in planning for post disaster communication needs
- Maintain and or restore communication links
- If necessary utilise communications resources of aircraft, ships, radio amateurs or other resources

Ministry of Education

- Following rapid onset event keep all pupils at school until stood down by the NDRMC or the IDC
- Continue with shelters until such time as notified to close by the NDRMC or island IDC

Ministry Of Finance and Economic Development

- Receive and account for funds advanced for public and individual assistance
- Provide financial management to all disaster funding

Ministry of Labour and Human Resource Development

- In liaison with the Ministry of Public Works and Utilities, deploy staff / trainees and apprentices to key areas where re-establishment of key infrastructure is vital.

Ministry of Internal and Social Affairs

- Liaise with the Ministry of Health and Medical Services in the provision of counselling services.
- Coordination the administration of records regarding disaster related deaths

Commissioner of Police

- Conduct emergency evacuations
- Review security from looting and vandalism
- Manage all aspects of the operation and security of the national emergency operations centre (NEOC).
- Maintain operational readiness of the Police Communications Centre
- Maintain (in liaison with Ministry of Transport, Communication and Tourism) effective communication between national and island operations centres, fire, and ambulance.
- Maintains contact with and provide messenger service to the NDRMC

Meteorological Division

- Continue to provide to the Office The Berititenti continuing forecasts of wind velocities and direction, and expected wave conditions and any other relevant information that might impact adversely on relief efforts.

Kiribati Red Cross Society

- Provide first aid assistance at designated relief centres
- Assist in the coordination for the evacuation of patients from relief centres whose medical conditions are beyond local capabilities

Island Disaster Committees

- Check status of communications with Tarawa
- Prepare initial damage assessment report of island and forward to the NEOC at Betio
- Assess damage and prioritise repair (hospitals & shelters)
- Provide advice to islanders on status of alert
- Determine status of island water and food supplies.
- Determine number of casualties and adequacy of medical supplies
- Provide coordination for the evacuation of patients whose medical conditions are beyond local capabilities
- Provide all necessary damage control to buildings to ensure loose material does not create and additional hazard

National Disaster Risk Management Council (NDRMC)

- Manage the coordination, storage and distribution of relief supplies
- Direct response and recovery operations in the event of a disaster
- Co-ordinating and prioritise the distribution of all internal and external relief and aid services.

- Ensure all NGO's and Governments supporting Kiribati provide a liaison person to the NEOC so that their contributions and resources can be co-ordinated in accordance with the priorities set by the NDRMC and Kiribati Government.

Receiving Relief

Airport

Restoring the airport to an operational status is a key priority for receiving external aid and assistance.

External relief using aircraft could be arriving (during daylight hours) as early as 24 hours after a request have been made. This will depend on the nature of the request and how much pre-warning relief agencies have received.

Advising external support that the airport is serviceable or unserviceable is a key action.

If the runway is unserviceable then a clear indication of this must be made. Moving heavy equipment or placing a large cross at each end of the runway is a clear sign that it is unserviceable.

The runway must be inspected for any damage before allowing normal operations to resume.

The number of C130 or other large aircraft that are able to operate under existing runway and apron/hardstand arrangements (September 2010) will need to be determined. Large aircraft will not leave hard stand to move onto grassed areas.

Police and the Ministry of Public Works and Utilities must be aware that any unserviceable aircraft (due to breakdown or crash) must be removed from the runway as soon as possible. This will require heavy towing equipment. The availability of such equipment needs to be assessed and also the availability of equipment to facilitate repairs to the runway if required.

No other relief aircraft can use the runway until the damaged/ unserviceable aircraft is removed a safe distance from the runway.

Aircraft

Orion P3 aircraft are likely to be the first visible presence of outside assistance. Their task is fly reconnaissance over Kiribati and identify:

- Extent of damage and an initial assessment
- Condition and serviceability of the runway
- Take photographs for further analysis of damage
- Relay any critical communications if normal communications have failed.

C130 Hercules operations

- C130 operations require 3,000ft or 1,500m of clear runway
- Do not require any fuel
- Do not require weather reports, NOTAMS or Air Traffic Control

Airdrops

Airdrops of relief supplies can be undertaken by Australian and New Zealand Defence Forces. However it is important that they be advised as soon as possible that the airport is unserviceable so that the appropriate load packaging can occur for air drops.

Airdrops should be made at the clearest area close to the runway, this area(s) needs to be established.

A flare or smoky fire should be placed to indicate the safe drop zone and wind direction and strength (especially if the windsock is damaged.)

Police and Fire Brigade will be required to provide warnings to local residents should air drops be required. This is to avoid people being hit by falling supplies.

The Australian Defence Force may deploy parachutists to deliver their initial deployment of personnel. This will usually be done to undertake detailed ground reconnaissance.

Port

Relief arriving by sea is going to be at least a week from the time of the disaster event and a subsequent request for assistance.

It is very important that the port is checked to ensure that the depth and channels have not been changed from the natural disaster.

Relief agencies may dispatch clearance divers as a part of their initial deployment to ensure the port areas are safe for relief vessels.

Relief Supplies

All relief supplies will be received by the NDRMC who will have overall control of supplies. NDRMC will determine the priority and quantities for distribution.

Relief supplies that are bought into Kiribati will need to be stored in a weatherproof dry and secure area.

Location of relief storage depots	Size of storage area in square meters

These areas will be secured by the Kiribati Police and/or any security detail that may accompany international assistance.

Relief Centres

Relief centres can also be located at the Maneabas these also will need to be identified, and communicated to the KRCS who may wish to organise first aid volunteers to these centres.

While the community halls may not be distributed evenly across Tarawa they represent the traditional and best way of managing and distributing relief and aid.

The community halls may also be used for:

- Temporary housing
- Ration distribution
- Distribution of relief supplies.
- Registration of displaced persons

The management of Relief centres is to be carried out by community leaders with the assistance of Police and the KRCS under the direction of the NDRMC.

4.5

Debrief Record Sheet

The debrief form below has a column for actions. Recording and following up actions will ensure that learnings form part of the Plan amendments and Ministerial (or departmental) Roles and Responsibility Plans. Follow up on actions will also be a part of any future audit of Kiribati's Disaster Risk Management Arrangements.

Debriefs are a powerful tool for change and promoting 'best practice' and simple training sessions can assist facilitators get the most out of debrief sessions.

<p>Incident Name.....Date.....</p> <p>Debrief conducted at.....Location.....Date.....</p> <p>Submitted by: Name.....Tel number.....</p>	 <p>Please forward to NDRMO through your Secretary</p>
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Part 1: Things that went well

Described issue or situation that existed	Explain why it went well <ul style="list-style-type: none"> • What factors made the situation successful? • What particular aspects led you to regard it as going well? • Are there lessons that can be applied to other incidents? 	Action

Part 2: Areas that need improvement

Describe issue or situation that existed	Describe actions taken during incident to improve situation		Describe actions taken locally post incident to improve situation		Further suggestions for improvement		Action
	<i>Impact of actions</i> Successful Partially Successful No Impact	S P N	<i>Impact of actions</i> Successful Partially Successful No Impact	S P N	<i>Level at which action for improvement required</i> Island Tarawai National	I F N	

5 NDRMO Position Description

Kiribati National Disaster Management Office

Date: 18 September 2010
Position: Disaster Manager
Office: Office of the Berititenti
Reports to: Secretary to the President
Incumbent:

Role Statement

The National Disaster Risk Management Office (NDRMO) is the primary office for disaster risk management (DRM) strategy and programs. Responsibility for such matters rests with the Disaster Manager, ultimate accountability invested in the Secretary to the President. The NDRMO supports and advises the National Disaster Risk Management Council and Ministries in fulfilling their duties under the National Disaster Act 1993 and the Kiribati National Disaster Risk Management Plan.

Role of the Disaster Manager

1. Responsible for coordinating the disaster risk management strategy, plans and programs for the government of Kiribati and maintaining compliance with Disaster Act 1993.
2. Coordinate the annual review of the National Disaster Risk Management Plan and associated subordinate plans
3. Implement such strategies and policies as directed by the National Disaster Risk Management Committee
4. Provide technical assistance to all ministries and departments in the maintenance of associated disaster plans and roles and responsibility plans.
5. Act as Secretariat to the National Disaster Risk Management Council
6. Act as Secretariat and Advisor to the Exercise Management Committee
7. Chair the Government Training and Awareness Policy Group
8. Government Liaison Officer on the Community Disaster Risk Management Training and Awareness Committee.

Main Functions of the NDMO in times of emergency or disaster

9. Carry out tasks and responsibilities handed down by the National Disaster Risk Management Committee
10. Advise the National Disaster Risk Management Committee on all matters related to a disaster

11. Assist in the coordination of international relief.

Training

12. Identify and evaluate the requirement for disaster risk management training in government and develop an annual training and awareness program

13. Identify existing regional courses appropriate to the requirements of Kiribati and coordinate selection of participants.

14. Maintain DRM training records of staff who have attended regional disaster related training and education courses

15. Develop and maintain a DRM training capability within government to assist in maintaining key competencies amongst staff

16. Advise the Exercise Committee on Government priorities in the maintenance and testing of key plans and functions related to DRM preparedness.

17. Advise the Ministry of Education on government priorities for the delivery of disaster preparedness training and awareness programs within the school curriculum

18. Monitor the delivery of community training and awareness programs as developed by government divisions and other agencies, and report on their adequacy to the NDRMC

Liaison

19. Function as the liaison point in disaster risk management issues with ministries in both emergency and non-emergency times

20. Liaise with Ministries and Island Disaster Committees in the review and maintenance of roles and responsibility plans

21. Represent Kiribati at meetings, conferences, workshops and other disaster related forums to ensure the NDRMO keeps abreast with current disaster risk management practices and developments

Programs

22. Responsible for the development of disaster risk management project proposals for financial and/or technical assistance from SOPAC, FEMA the UNDP or other international institutions or donors

NDRMO Management

23. Responsible for NDRMO & NDRMC disaster related records management, including version control.

24. Maintain all master copies (both hard and soft) of relevant disaster management documentation including the National Disaster Risk Management Plan, The Disaster Act 1993, all associated subordinate plans and Ministerial Roles and Responsibility plans.
25. Submit annual budget allocation for the NDRMO and subsequently maintain financial accounts in accordance with approved financial procedures
26. Act as secretariat to the NDRMC. Prepare agendas, record minutes and follow up on action items.
27. Responsible for coordinating the annual review of the National Disaster Risk Management Plan, and Ministerial Roles and Responsibility Plans.
28. Report quarterly to the NDRMC on progress in meeting annual strategies in DRM programs

Skills & Qualifications

29. Must display high level communication skills, with the ability to Chair and facilitate high level meetings
30. Demonstrated ability to manage major projects and facilitate change management initiatives
31. Must possess excellent analytical and research skills
32. Proficient at preparing and presenting high level reports to senior government officials.
33. Demonstrated ability to communicate and negotiate with diverse groups of people
34. Demonstrated expertise in DRM practices and principles
35. Relevant graduate/post graduate qualification would be an advantage

