

# REPUBLIC OF KIRIBATI



## NATIONAL DISASTER RISK MANAGEMENT PLAN

January 2012

### Part 2 Disaster Management Operational Arrangements

# Part 2

## Disaster Management Operational Arrangements

### 1 National Activation System

- 1.1 Sudden onset events
- 1.2 Slow onset events
- 1.3 Emergency Warnings
- 1.4 Declaration of a State of Emergency

### 2 Disaster Management Control Agencies

- 2.1 Control Agency
- 2.2 Support Agency
- 2.3 Support Service
- 2.4 Disaster Controller

### 3 Ministerial Roles and Responsibilities

General Disaster Management Responsibilities  
General Disaster Risk Reduction Responsibilities

- 3.1 Office of The Beretitenti
- 3.2 Ministry of Foreign Affairs
- 3.3 Ministry of Environment Lands and Agricultural Development
- 3.4 Ministry of Health & Medical Services
- 3.5 Ministry of Public Works and Utilities
- 3.6 Ministry of Communications Transport & Tourism Development
- 3.7 Ministry of Education
- 3.8 Ministry of Financial & Economic Development
- 3.9 Ministry of Labour & Human Resource Development
- 3.10 Ministry of Internal & Social Affairs
- 3.11 Kiribati Police Service
- 3.12 Meteorological Office
- 3.13 Red Cross
- 3.14 Island Disaster Councils

### 4 Guide to Developing Departmental Plans

## 5 Functional Plans

- 5.1 Response Plan
- 5.2 Communications Plan
- 5.3 Emergency Warning Plan
- 5.4 Early Recovery Plan
- 5.5 Disaster Relief Plan
- 5.6 Early Debrief Plan
- 5.7 Declaration of a State of Emergency

## 6 Committee Procedural Guidelines

- 6.1 National Disaster Risk Management Council
- 6.2 Emergency Operations Committee
- 6.3 Exercise Management Committee
- 6.4 Community Training & Awareness Committee

## 7 Survey and Damage Assessment

## 8 Training and Awareness

# 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;

<b>Emergency/Threat</b>	<b>Control Agency</b>	<b>Support Agencies</b>
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 Coastal 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	-Red Cross

## 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; **(This matrix will be reviewed and further developed during implementation)**

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	Red Cross
Food Supply	Ministry of Commerce	Agriculture Division, MELAD Red Cross



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

## 4.4 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 Red Cross regarding integration of resources)
- Undertake inventory of medical supplies and equipment for use during and immediately after disaster
- Liaise with Red Cross 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 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

#### 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 Red Cross

### 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

- 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 +

- 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

- 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

- 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 +

- 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

- 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 +

- 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

### DRM Roles and Responsibilities Plan

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 Red Cross

#### 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 Red Cross 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

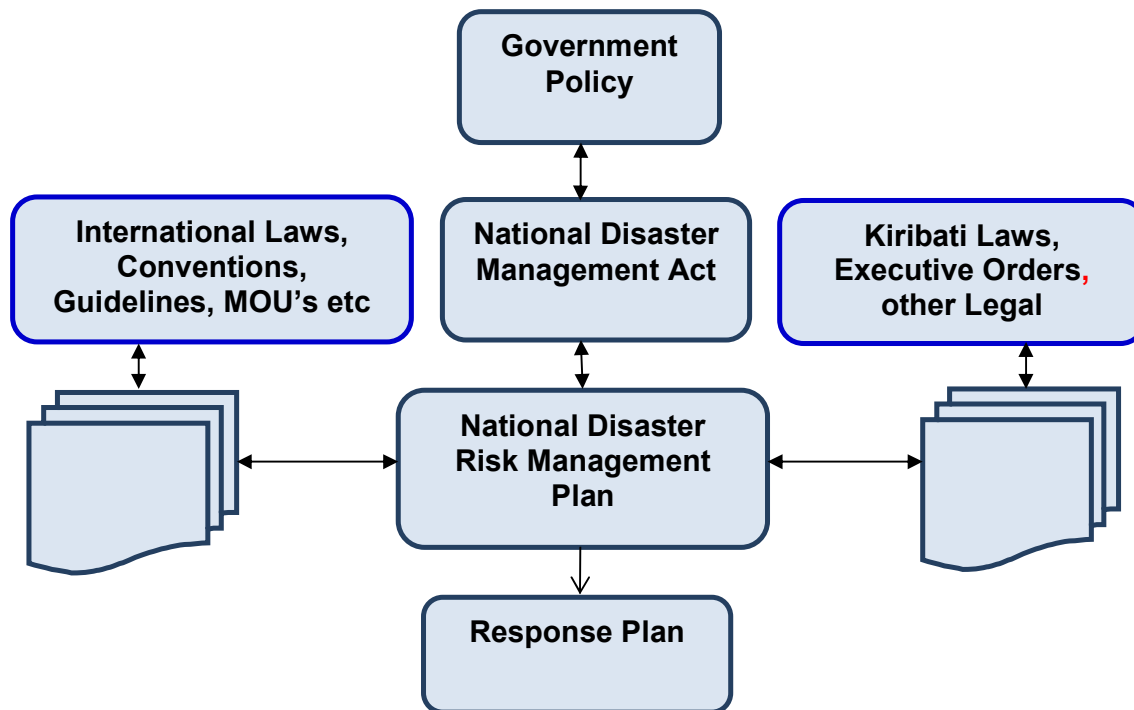
Action	Assigned to:
Return assets such as computers to normal operation	
Recall staff who were released	
Assign roles and responsibilities to resume normal work operations	
Conduct damage assessment and report to NDC	
Commence repairs that can be managed locally to assist in normal operations	

## 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 Red Cross/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.

## **5.2 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

## **5.3 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.

## **5.4 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

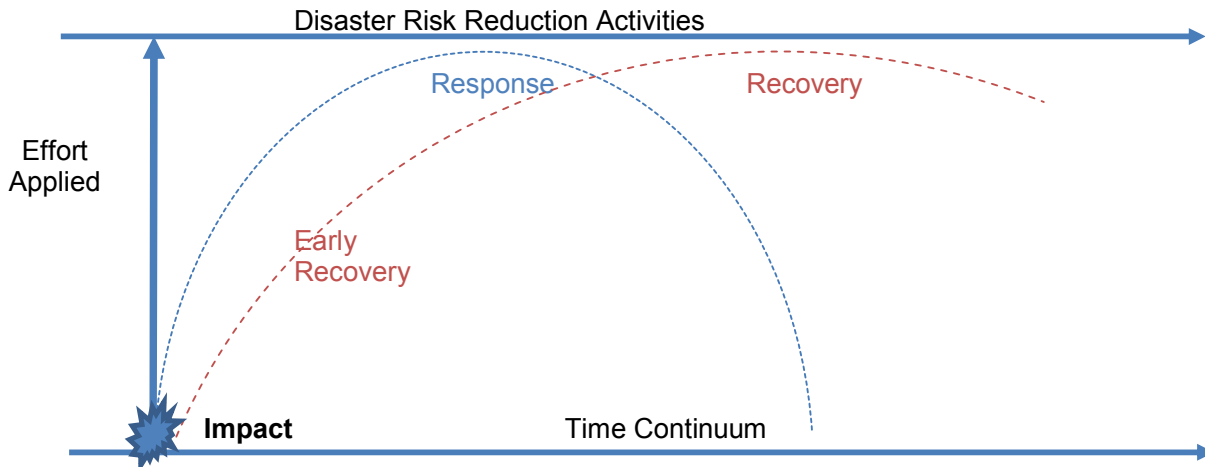
In the event that some NDRMC members are unable to fulfil their role and duties because of the impact of the disaster. The remaining members will nominate an acting disaster controller and commence making the operational decisions necessary to maintain the functions and roles of the NDRMC. (The maintenance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



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

## 5.5 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

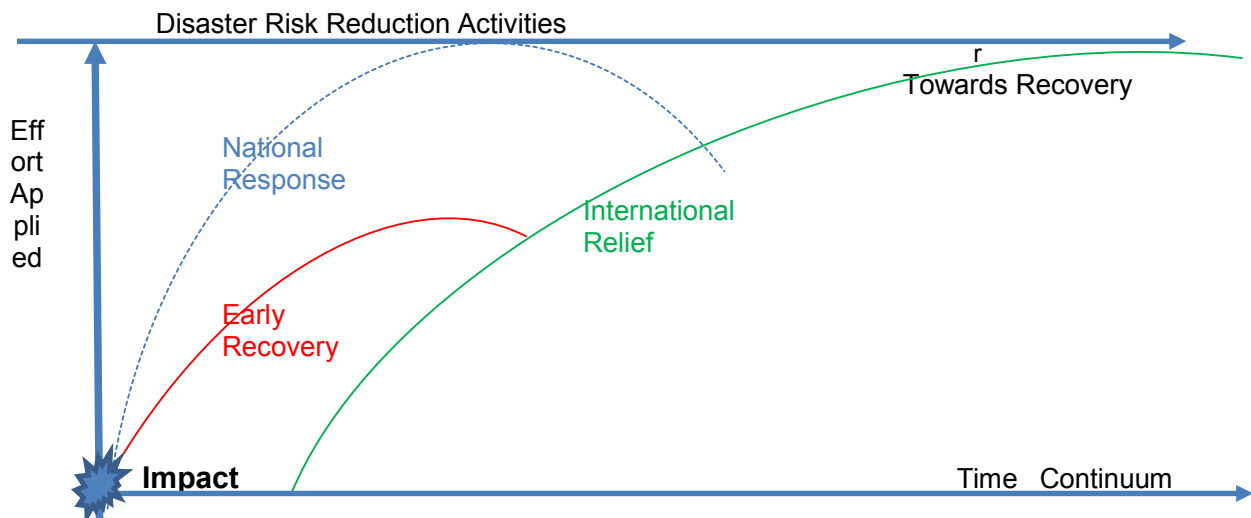


The time-sequence model above shows that DRR activities are carried out at all times, regardless of the occurrence of actual disasters.

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.



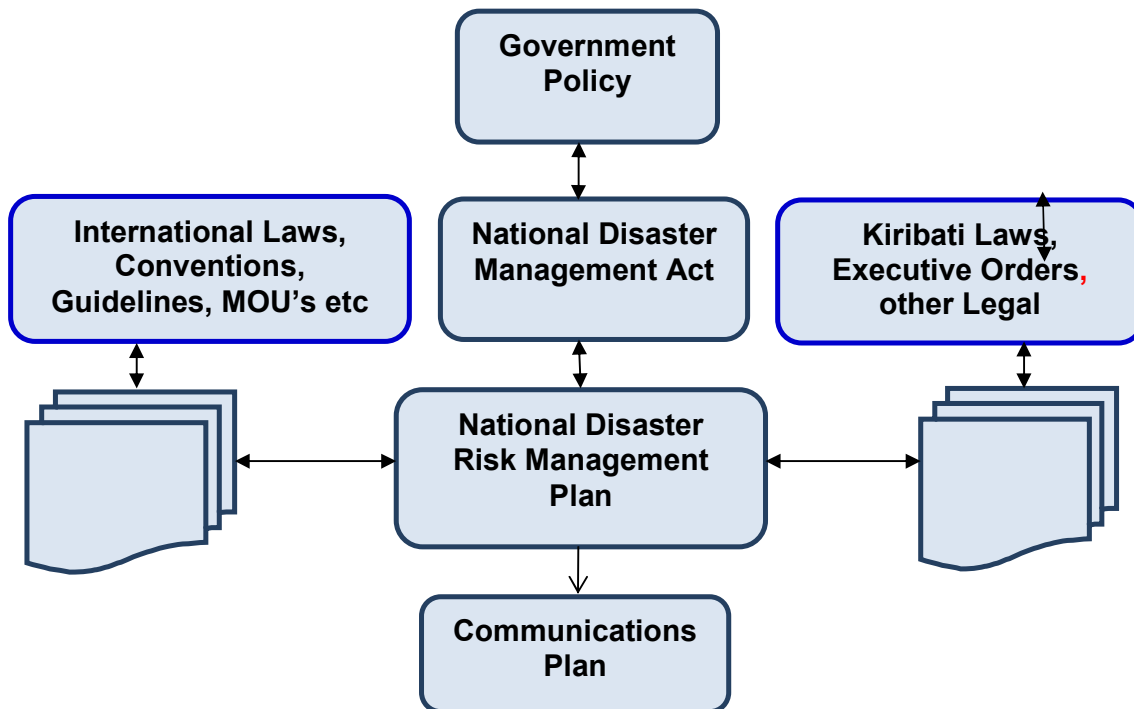


## 5.2 – Communications Plan

### 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

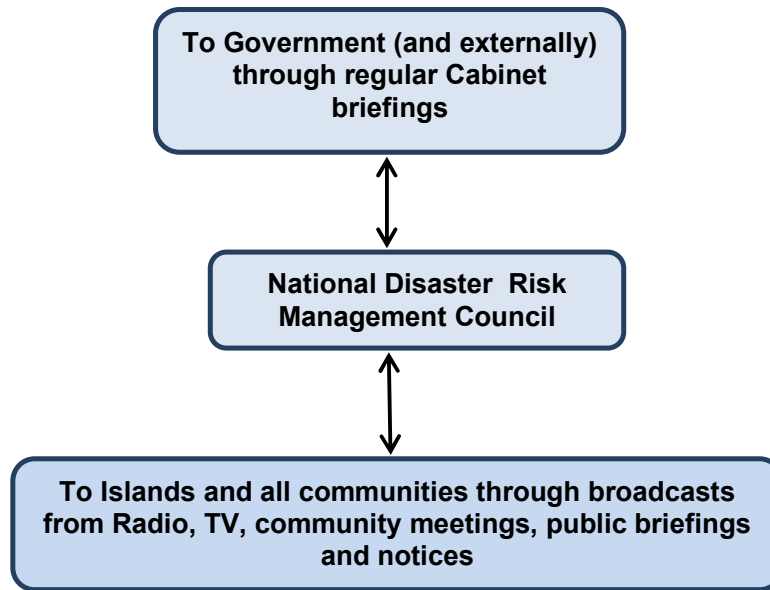


The NDRMO is responsible for ensuring the communication plan undergoes regular review, is tested in exercise simulations and is adequately addressed in training programs.

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

4.



Significant developments in communication technology in recent years has bought 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

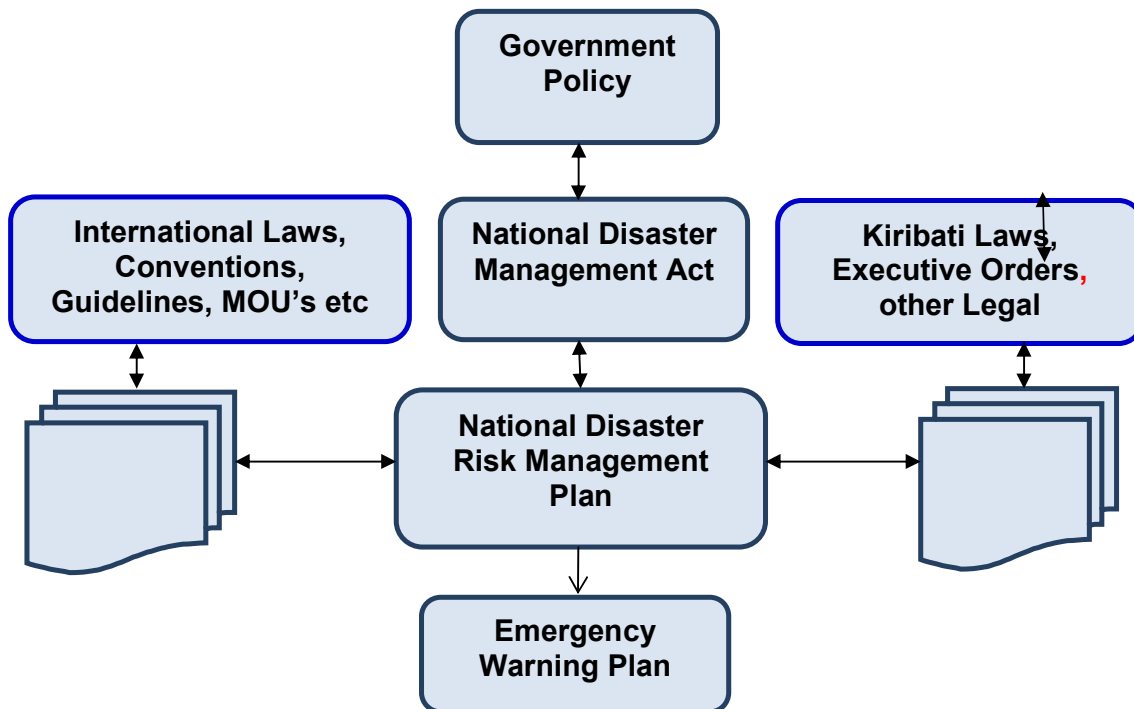
Through this plan the “**Emergency Warning**” is inclusive of *emergency watch message, alert message, warning message, order for evacuation message, and cancellation message* of potential onset of an adverse natural or human caused event.

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.



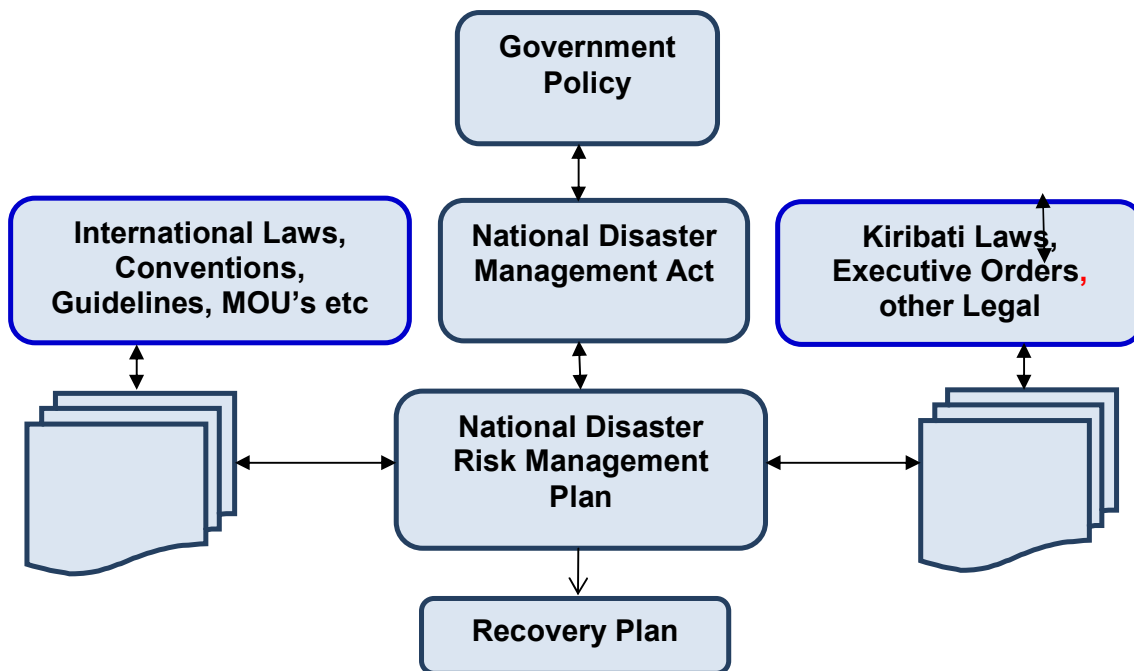
## 5.4 Early Recovery Plan

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.

(UNOCHA)

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.

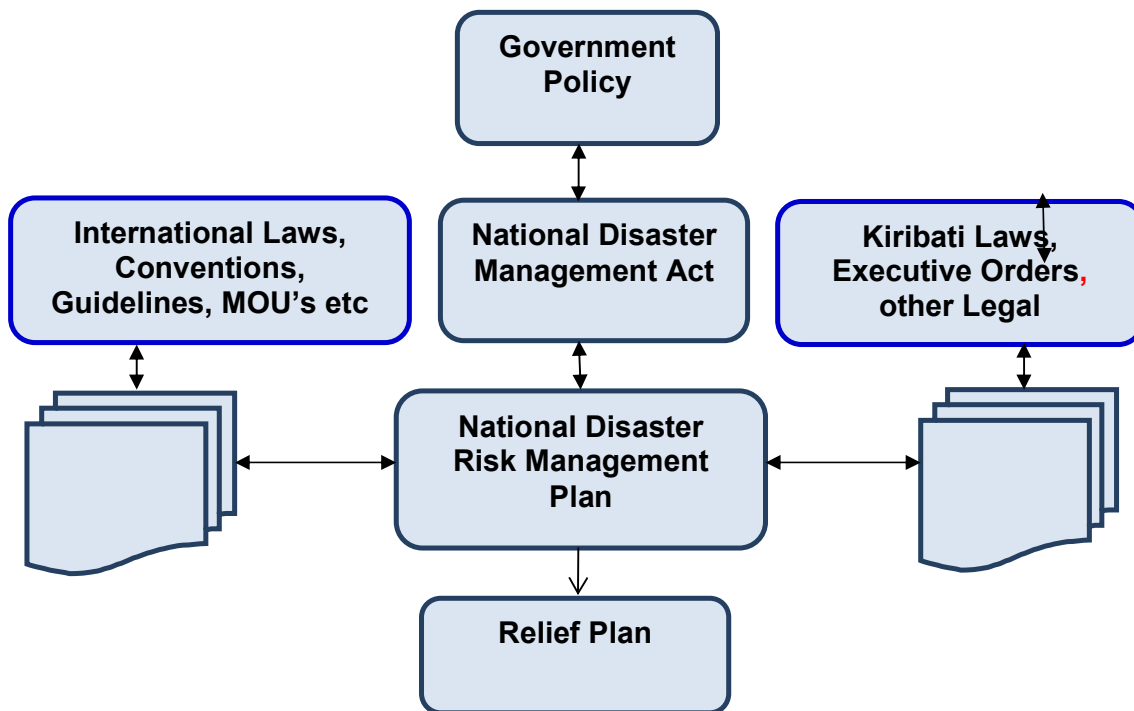
## 5.5 – Disaster Relief Plan

### 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
- Red Cross
- 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
- Red Cross
- 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 & Education 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
- National Red Cross
- 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 T&E 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 the NEOC 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
Red Cross	First aid training 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