



The Department of Disaster Management  
*Office of the Deputy Governor*

# STRATEGIC MANAGEMENT PLAN 2004 – 2008

*“It is better to prepare  
and prevent, rather than  
repair and repent.”  
S. Thomas 1856*

January 2004

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## MESSAGE FROM THE DIRECTOR

One of the main priorities for the DDM is to continuously assess our work and to determine the best ways for us to accomplish our mission. I am therefore pleased to present the Department of Disaster Management (DDM) Strategic Plan for the next five years – a change from the one-year work plans.

This strategic plan was produced with a team effort. All members of staff contributed ideas and suggestions. I am especially grateful to Ms. Joyce Thomas, for sharing her knowledge and in facilitating the development of this plan. The Deputy Governor Mr. Elton Georges provided much needed advice and guidance.

The Comprehensive Disaster Management approach is one, which we strive to achieve with our many partners. The Territory's disaster management system must address all hazards and all phases of the disaster management cycle. The need for this became more evident after the November Floods of 2003, when resources were required to be deployed Territory-wide to respond to the unexpected heavy rains.

Over the past years we have conducted a number of hazard and capability studies. One, in particular, was a Capability Assessment Readiness study of the Territory's Disaster Management Programme that has identified loopholes in our system. Those areas are being addressed in this strategic plan.

This Plan is intended to guide the DDM in the implementation of its activities planned for the next five years in order to achieve the overall goal of the territory's Disaster Management programme of reinforcing the development potential of the BVI by reducing risks from all hazards. It must be emphasized that the plan is guided by the following:

1. The National Integrated Development Strategy (NIDS),
2. The Government's six broad focus areas
3. The National Disaster Plan
4. The Public Sector Development Programme (PSDP),
5. The Mitigation and Development Planning Framework,
6. The Disaster Management Policy
7. The Disaster Management Act of 2003.

The Government has outlined six broad focus areas, which has guided the development of this Plan. These focus areas relate significantly to the work of the DDM in that in order for us to achieve the goal of the Territory's disaster management programme we must focus on building a resilient economy to the effects of natural and man-made hazards and encourage efforts to improve our health care system which will in turn lead to a more effective response. Improving our social services and education systems provides not only for the welfare of our residents but also allows persons to be more knowledgeable of the risks posed to the BVI from hazards and provides them with information necessary for them to protect themselves and their property from the effects of hazards likely to affect the BVI. The support for the Disaster Management Programme at HLSCC and the incorporation of disaster management into the primary and

secondary curriculum are significant ways in which our education system has been improved to meet the disaster management goal.

The government has outlined accountability and transparency as one of its broad focus areas. These areas are crucial in the disaster management process in that they ensure that residents are made aware of how their money is being invested and demonstrates the meaningful ways in which government is investing in order to ensure sustainability of our environs - sustaining our natural resources is key to reducing vulnerability. The government as a main focus area outlines the need for improvements in our communications and infrastructure - this undoubtedly will lead to a more effective and efficient response and recovery.

Everyone has a responsibility to be informed of the risks we face and to make decisions to keep ourselves prepared and to act responsibly when disasters occur. The DDM is committed to working with its stakeholders and the people of the BVI in ensuring that we are ready to face the impact of any natural or man made event.

*Sharleen S. DaBreo*  
*Director*

## **SUMMARY OF MAJOR PLAN ELEMENTS**

### *VISION*

The Government of the BVI envisages a Territory in which the negative effects and impacts of hazards will be reduced to a minimum through the implementation of sound policies, practices and programmes aimed at reducing risk and vulnerability.

### *MISSION*

The DDM will seek to reduce loss of life and property within the Territory of the BVI attributable to disasters by ensuring that adequate preparedness and mitigation measures, and response and recovery mechanisms are established to counteract the impact of natural and technological hazards.

### *VALUES*

- a. The main function of the Department of Disaster Management is to promote preservation of human life in times of crisis.
- b. Effective Disaster Management depends upon the consistent coordination and integration of the work of many agencies, organizations and individuals.
- c. A community that is well prepared for hazards of all kinds will survive and recover quickly from disasters.
- d. Excellent service must be provided to the community before, during and after a disaster or emergency.
- e. Flexibility and adaptability of approach must be the basis of the delivery of disaster management services.
- f. Staff commitment, capacity, teamwork and motivation will be the primary contributors to the organization's success

### *GOAL*

**REINFORCE DEVELOPMENT POTENTIAL OF THE BVI BY REDUCING RISKS FROM ALL HAZARDS.**

### ***OBJECTIVE 1:      REDUCE ECONOMIC LOSS FROM HAZARD IMPACTS***

#### **Strategies:**

- a. Accelerate efforts to develop risk and hazard identification products
- b. Use appropriate technologies and scientific research to improve planning, preparedness, mitigation, response, recovery and communication techniques.
- c. Facilitate assessment of disaster management plans
- d. Lead development of specific plans for catastrophic hazards and for risks to national infrastructure or resource targets.
- e. Ensure that appropriate Continuity of Government, Continuity of Operations and Contingency programmes are in place
- f. Encourage and assist communities in the development of all hazard plans to reduce the impact of, enhance response to and ensure recovery from emergencies or disasters.
- g. Assess or support assessment of DDM partners' capabilities to deal with hazards

- h. Enhance partners' capabilities by building on existing relationships, partnerships, incentives and mutual aid programmes.
- i. In coordination with partners, develop an integrated training, exercise and evaluation programme to develop DDM and its partner's capabilities
- j. Organise, manage and support exercises that target specific high priority response and recovery operations
- k. Develop a single, uniform, after action reporting process to capture lessons learned
- l. Concentrate DDM's resources in the areas most vulnerable to hazards
- m. Engage the private sector to contribute to disaster preparedness and mitigation
- n. Educate about the use of insurance as a mechanism by which public and private property owners can reduce their risk of economic loss.
- o. Promote the adoption and implementation of sound risk management plans throughout all sectors.
- p. Promote development of laws, regulations, codes and standards.
- q. Assess needs to determine curriculum development priorities
- r. Develop and deliver training courses targeting all sectors
- s. Evaluate the effectiveness of training
- t. Offer technical assistance on building and development techniques
- u. Promote maintenance of structures as a mitigation measure.

#### **Performance Indicators**

- a. Mitigation tools including hazard assessments incorporated into development planning decisions
- b. Enhanced institutional capacity to implement CDM
- c. Improved constructions standards for major infrastructure, critical facility and housing stock
- d. Recovery period from disaster impact shortened

#### **OBJECTIVE 2: MINIMIZE HUMAN SUFFERING FROM NATURAL AND MAN MADE HAZARDS**

##### **Strategies:**

- a. Establish DDM's capability to operate 24 hours a day, seven days a week.
- b. Monitor potential emergencies and disasters and be prepared to deploy assets to ensure quick response
- c. Develop, acquire and coordinate a national operational capability and the resources and assets to simultaneously respond to incidents, including hazards that occur with no warning time, anywhere in the Territory.
- d. Lead the development and implementation of all hazard response plans
- e. Develop effective organizational relationships to ensure a coordinated response and recovery effort.
- f. Lead the collaborative establishment of a national emergency communications and early warning systems network
- g. Lead the development and implementation of a Recovery Plan with incident specific annexes and recovery guidelines

- h. In coordination with partners, develop a comprehensive public information and education programme to inform and educate all sectors
- i. Assist in the coordination of recovery efforts

**Performance Indicators:**

- a. Increase citizen awareness and action
- b. Disaster management capacity strengthened
- c. Improved efficiency of disaster response and relief efforts

**OBJECTIVE 3: CHALLENGING AND MOTIVATING WORK ENVIRONMENT CREATED FOR EMPLOYEES**

**Strategies:**

- a. Recruit, train and retain a diverse staff
- b. Develop employment categories and functional skill requirements for DDM employees that are understandable and designed to support DDM's mission
- c. Define career development paths to support individual growth and choice ways that are consistent with DDM's workforce needs
- d. Encourage employees to undertake training to develop management skills
- e. Ensure the development of Performance Agreements and carry out evaluations to measure performance
- f. Hold people accountable for performance and take corrective action where necessary to improve low or unacceptable performance
- g. Promote an environment that supports responsible risk taking
- h. Improve management's ability to lead, communicate, motivate and supervise DDM Staff
- i. Evaluate organizational and operations performance in ways that can be used to hold managers accountable
- j. Design appropriate rewards that recognize success in achieving DDM's mission and performance targets
- k. Identify and publicize clear delegations of authority
- l. Provide a safe and secure work environment that ensure that facilities accommodate mission and program requirements
- m. Help employees balance work and family requirements during both disaster and non disaster times
- n. Develop and implement support programmes to counter the negative effects emergency assignments can have on employees and their families

**Performance Indicators:**

- a. Highly trained, motivated and responsible staff
- b. Comfortable and safe work environment
- c. Good communication and team effort between employees
- d. Opportunities for upward mobility and personal development
- e. Opportunities for staff to implement creative ideas

## **INTRODUCTION**

This document is intended to guide the staff of the DDM in fulfilling its mission and major policy decisions over the next five years. The primary purpose of the document is to outline the strategies for achieving Comprehensive Disaster Management.

### **PLANNING AND INSTITUTIONAL CONTEXT:**

The Government of the B.V.I has been in the forefront of strategic planning in Disaster Management in the Caribbean. To date, the DDM has conducted a number of scientific, vulnerability and capability studies.

Despite these impressive strides, there is a need to continue to have Disaster Management institutionalised in all sectors and integrated into the Development Planning Process. The process of institutionalisation has already begun in the area of health and education. The disaster management associate degree programme at HLSCC, which began in 2001, is on stream and a health disaster coordinator was appointed in 2003.

The DDM recognises, that in order to implement this plan, it needs the consistent support of a wide range of organizations. This can be achieved through effective networking and good interpersonal relations.

Disaster Management organizations are expected to be flexible and immediately responsive to its stakeholders' while complying with standardized regulations and procedures. *In order for the DDM to remain effective, much of its work must be done outside normal working hours, and with as little "red tape" as possible. That reality places enormous demands upon DDM staff since they may be required to make great sacrifices in their domestic and/or family arrangements and take on additional responsibilities in times of emergencies or disasters.*

### **RESOURCING THE PLAN: FINANCIAL RESOURCES**

#### **Recurrent Costs:**

The administrative costs for running the office over the next five year would not need substantial increases in the annual recurrent allocation; however, staff costs are likely to increase if the positions of Community Relations Officer, Technical Planning Officer, Senior Executive Officer, and Emergency Telecommunications Officer are authorized as outlined in the proposed organizational chart at Appendix II.

#### **Capital Costs:**

The implementation of this plan will require a substantial increase in capital costs. The Mitigation Planning and Development Framework will probably develop a suite of projects and programs costing at least \$500,000 per year. However, much of this would probably come from funds earmarked for specific discrete projects in different departments.

The most costly DDM project is likely to be the Expansion of EOC facilities with a preliminary estimate of \$1.5 million. Other projects such as Retrofitting of Emergency Shelters and Government Buildings, Early Warning Systems Improvements, Quantitative Risk Assessment and Monitoring and Mitigation Development will be estimated at a total cost of approximately

\$850,000. The DDM will seek to gain resources for some of these projects through regional projects such as CHAMP aimed at CDERA participating states.

It is impractical at this stage for the DDM to provide more detailed estimates. What is being proposed upon approval of the overall strategy embodied in the Plan is that the DDM will seek the necessary technical assistance to ensure that the detailed costs of each year's programme and project activities are submitted as part of the annual budget process. Allocations would then be provided each year on the basis of agreed national and DDM priorities. It may thus become necessary, to reschedule or re-prioritise some activities on the basis of national resource allocations.

**CRITICAL ASSUMPTIONS:**

1. Government will continue to see Disaster Management as priority for sustainable development in the Territory of the British Virgin Islands
2. Government will allocate necessary resources for disaster management.
3. Capability will be maintained within the British Virgin Islands to manage and operate a Comprehensive Disaster Management Programme
4. The BVI Government is committed to reducing vulnerability in order to decrease the risk posed to the Territory from natural and man-made hazards.
5. The necessary cooperation will be received from the private and public sector
6. Current funding arrangements will require changes to enable disaster management to become a truly multi-sector, multi-agency activity
7. Heads of all agencies will display the necessary leadership team building skills to promote effective disaster management.

**FUNCTIONS OF THE DEPARTMENT OF DISASTER MANAGEMENT:**

1. Laws and Authorities - ensure that revision of laws and regulations that establish the legal authority for the development and implementation of the disaster management programme and define emergency powers, authorities and responsibilities.
2. Hazard Identification and Risk Assessment – identification of hazards and the assessment of risk to persons, public and private property, environment and structures.
3. Hazard Management – ensure appropriate mitigation measures are being implemented and promote the use of hazard information and recommendations contained in studies conducted by the DDM to lessen the effects of disasters to the population, communities, businesses, industries and government.
4. Resource Management – develop methodologies for the prompt and effective identification, acquisition, distributing, accounting and use of personnel, facilities and major items of equipment for essential emergency functions.
5. Planning – develop national, sectoral and community plans that focus on the areas of mitigation, preparedness, response and recovery.
6. Direction, Control and Coordination – analyze emergency and disaster situations and provide direction and coordination support to ensure a quick and effective response and effective and efficient use of available resources.

7. Communications and Warning Technology – establish, use, maintain, augment and provide back up for all types of communications devices required for emergency and response operations.
8. Operations and Procedures – develop, coordinate and implement operational plans and procedures that are fundamental to effective disaster response and recovery.
9. Logistics and Facilities – identify, locate, acquire, distribute and account for services, resources, material, facilities required to adequately support disaster management activities.
10. Training – assess, develop and implement training/educational programmes for public/private officials and emergency response personnel
11. Exercises – establish a programme of regularly scheduled exercises, designed for assessment and evaluation of emergency response plans and capabilities.
12. Public Information and Education – provide the general public with education on the nature of hazards, protective measures, and an awareness of the responsibilities of government and citizens in an emergency/disaster. Provide accurate, timely and useful information and instructions to people at risk in the community during an emergency period
13. Finance and Administration – adhere to fiscal and administrative procedures.
14. Recovery Coordination – assist in the re-establishment of a stable social, physical and economic basis to a community affected by a disaster.

**ORGANIZATIONAL ARRANGEMENTS:**

- a. The staff positions are as shown below:
  - Director, Disaster Management
  - Senior Technical Planning Manager
  - Community Preparedness Manager
  - Emergency Telecommunications Manager
  - Information Training Manager
  - Emergency Telecommunications Technician
  - Training and Research Officer
  - Administrative Officer
  - Secretary 1
  - Executive Officer (Temporary)
  - Telecommunications Advisor (Temporary)
  - Handyman (non-established)
  - Cleaner (non-established)
  
- b. In functional terms, the DDM is currently divided into 6 programme areas.
  - Mitigation and Planning
  - Community Preparedness and Supply Management
  - Public Information, Education, Training and Research
  - Emergency Operations
  - Administration and Finance
  - Recovery Coordination

## DISASTER MANAGEMENT PROGRAMME COMPONENTS:

### **a.** Mitigation and Planning

This involves the assessment of various hazards likely to affect the B.V.I. This information provides the public sector with the ability to develop appropriate hazard mitigation strategies and measures in order to prevent, or reduce the occurrence of a disaster within the Territory. Public sector agencies and individuals within the community are also responsible for the implementation of hazard mitigation activities in order to protect life and property.

### **b.** Community Preparedness and Supply Management:

This area deals with preparing the community for disaster/emergency situations. This is done using community involvement in disaster management, where each individual in the Territory has the opportunity to contribute to plans and decision-making. Also working closely with other government departments, non-governmental organisations, churches, businesses and agencies to ensure plans are put in place for the shelter and welfare of persons in the territory during a disaster.

### **c.** Public Information, Education, Training and Research:

This component seeks to reduce disaster vulnerability, by increasing the public's awareness, understanding and ability to anticipate and cope with hazards and their disastrous effects. This is achieved mainly through training and public education programmes, and the dissemination of information to the public. The training and research component provides training for members of the National Disaster Organisation in order to build capacity to provide effective response. The area of research aims to examine the overall disaster management programme to identify areas that require further attention.

### **d.** Emergency Operations:

The National Communications Control Centre (NCCC) is located in the Department of Disaster Management building in MacNamara. The NCCC provides the National Emergency Operations Centre (NEOC) with emergency telecommunications facilities and early warning systems required for necessary information transfer before, during and after a disaster. When necessary the DDM prepares and conducts training courses/exercises for emergency radio operators.

### **e.** Administration and Finance:

The Administration and Finance programme promotes compliance with all relevant public service regulations and follows office practices that stimulate efficiency in the use of financial allocations.

### **g.** Recovery Coordination:

Recovery encompasses all those measures necessary to re-establish a stable social, physical and economic basis to a community affected by a disaster. This function requires the DDM to provide support for Government's coordination, where possible.

## **CHALLENGES TO IMPLEMENTATION**

A number of circumstances combine to make the Disaster Management Environment extremely challenging in the BVI:

### **Increased Risk**

The Territory's population continues to expand with development on many of the coastal and hillside areas, which are exposed to a number of hazards. Commercial and residential development has progressed rapidly and this poses new risks such as flooding and erosion. The BVI Disaster Management Organisation must also be cognizant of the increased risk posed by acts of terrorism and "new" health hazards that might create significant challenges for small island states with limited resources.

### **Workforce Management**

The DDM continues to face challenges in maintaining and increasing its workforce. The scope of work and the limited staff available within the department must be addressed over the next five years. The DDM must focus on recruiting, training and retaining a skilled, competent, experienced, dedicated and educated workforce in order to ensure sustainability of the Territory Disaster Management Programme.

### **Limited Resources**

No single agency possesses all the resources necessary to establish and maintain an effective Comprehensive Disaster Management Programme. There is, therefore, the constant need to ensure inter-agency coordination and collaboration in pursuit of reducing the risk from hazards that can affect the BVI and its communities. However the DDM must ensure that persuasive cases are made for additional funding and allocation of resources to ensure that adequate resources are available for an effective and efficient response.

### **Technology**

DDM must ensure that it is able to provide the necessary information to its stakeholders in the event of an emergency or disasters. DDM must focus on using up to date technology as an agent of change to consolidate functions, eliminate duplication, and improve workflows and agency wide information sharing.

### **Change Management**

To meet the challenges ahead and to support the Public Sector Development Programme initiatives DDM must be willing to change and grow. This will require new approaches and new ways of doing business with our stakeholders. At the same time growth and change must not be allowed to interfere with the DDM's ability to carry out its mission on a daily basis. The DDM has been able to perform with great success for many years and enjoys high public confidence. Overcoming the natural tendency to resist change and rest on the agency's past successes may be a great challenge for the DDM in the future.

## **Opportunities**

1. The DDM already enjoys a reputation for consistently high performance. DDM can utilize this reputation to continue to acquire strong political and administrative support for the implementation of the Strategic Plan.
2. The DDM has a tradition of documenting major events and activities and this can be used as a basis for further development of the Territory's Disaster Management Programme and this Strategic Plan.
3. The current fiscal environment indicates that there will be continued financing of the Territory's Disaster Management Programme and the DDM.
4. The DDM could expect continued support from the Disaster Auxiliary Corps (DAC) in disaster response.
5. There is a high level of awareness in the community with regard to hurricanes; this can be used as the basis for heightening awareness of other hazards.
6. The B.V.I is widely regarded for the foresight, which has been used in developing the Disaster Management Program. This gives the DDM the opportunity to influence strategic planning in disaster management in the region.
7. The Disaster Management Programme at H. Laverty Stoutt Community College will provide awareness, training and resources for institutionalising disaster management locally and will also provide training opportunities for the region.

## **THE STRATEGIC PLAN**

The Strategic Plan sets a course of action for the DDM over a five-year period and establishes the major programmatic, policy and management goals of the Department. It also provides a framework for the Department's Annual Report. As required by the Disaster Management Act, 2003, DDM is required to prepare an annual report each fiscal year within three months after the end of every year. The report is to be transmitted to the Governor who shall present it to the Executive Council for approval and then copies are to be laid before the Legislative Council. The Report is to include a Disaster Management Policy review relating to the mitigation of, preparedness for, response to and recovery from, emergencies and disasters in the Territory.

DDM's Strategic Plan sets forth a vision and a comprehensive mission statement that provides the Department with a clear path into the future. In addition the plan identifies values that embody how the Department's people, individually and collectively, will carry out the Department's mission.

In the following pages the DDM outlines its programme activities, which have been set out to achieve the Department's goal and objectives.

<b>MITIGATION AND PLANNING</b>	
<b>Activities</b>	<b>Output</b>
<b>ADMINISTRATION &amp; CAPACITY BUILDING</b>	
<i>Objective: To improve knowledge and skills base, while maintaining the international profile of the BVI Disaster Management System and also to facilitate the smooth running of the Mitigation and Planning Programme</i>	
<b>Participation in local/regional/international training events and meetings</b>	<ul style="list-style-type: none"> <li>▪ Increased knowledge and skills</li> <li>▪ Prompt completion of reports</li> <li>▪ Increased profile of Territory's Disaster Management System</li> <li>▪ Improved relations with partners</li> <li>▪ Technical advice and support provided to Mitigation Task Force</li> </ul>
<b>Routine administrative activities: performance agreements; annual report; budget; strategic plan</b>	<ul style="list-style-type: none"> <li>▪ Structured/timely reporting of activities</li> <li>▪ Thorough and timely submission of reports and other documents</li> </ul>
<b>HAZARD IDENTIFICATION AND RISK ASSESSMENT</b>	
<i>Objective: To identify hazard prone areas and to determine measures to be implemented to reduce the risk of loss of life and damage to property from the effects of hazards.</i>	
<b>Data Acquisition and Information Management</b>	<ul style="list-style-type: none"> <li>▪ Public and critical infrastructure and facilities at risk identified</li> <li>▪ A survey of existing hazard areas completed</li> <li>▪ Scientific data analysed and interpreted</li> </ul>
<b>GIS Upkeep and Data Analysis</b>	<ul style="list-style-type: none"> <li>▪ Up-to-date GIS database</li> <li>▪ QRAP maps integrated into NGIS</li> </ul>
<b>Surveys, assessments and scientific studies</b>	<ul style="list-style-type: none"> <li>▪ Vulnerability assessments and capability studies completed for critical systems and facilities</li> </ul>
<b>Quantitative Risk Assessment Project (QRAP)</b>	<ul style="list-style-type: none"> <li>▪ GIS probabilistic hazard maps prepared</li> <li>▪ Existing data sources digitised and rationalized</li> <li>▪ Damage estimates for BVI critical facilities and infrastructure constructed</li> <li>▪ Critical Infrastructure characterized</li> <li>▪ Mapped and characterized alluvial and "reclaimed" land</li> <li>▪ Landslide occurrence and potential mapped</li> <li>▪ Tsunami modelling completed</li> <li>▪ Quantitative Risk Assessment completed</li> <li>▪ GIS Modelling capability established at DDM</li> </ul>

## **PUBLIC OUTREACH AND TECHNICAL TRAINING**

*Objective: To promote safer building and development practices*

<b>Safer Building Design and Training</b>	<ul style="list-style-type: none"><li>▪ Guidelines for trained and certified professionals developed</li><li>▪ Trained and Certified Builders</li><li>▪ Training programme established at HLSCC</li><li>▪ Building Code revised</li><li>▪ Trained and Certified Architects, Engineers and Surveyors</li><li>▪ Handbook for architects, builders and contractors</li><li>▪ Handbook for homeowners</li><li>▪ Hazard Assessment included in the EIA process</li></ul>
<b>Caribbean Hazard Mitigation Project (CHAMP) – BVI Pilot State</b>	<ul style="list-style-type: none"><li>▪ National Hazard Mitigation Policy and Framework implemented fully</li></ul>
<b>Development and Building Application Review Process</b>	<ul style="list-style-type: none"><li>▪ Regulatory bodies merged</li><li>▪ Trained Development Control Officers</li><li>▪ Recommendations from VIFRS capability study implemented</li><li>▪ Fire Code addressing all aspects of fire safety design</li><li>▪ Applications for building permits for large or important buildings reviewed and updated</li></ul>

## **RISK REDUCTION**

*Objective: To ensure up to date legislation and policies for hazard mitigation*

<p><b>Revision of Legislation and Policies</b></p>	<ul style="list-style-type: none"> <li>▪ DM Act 2003 enforced</li> <li>▪ Mitigation incorporated in LDCA decision making process as a primary means of reducing the vulnerability of the territory</li> </ul>
<p><b>Development and Revision of Development Plans and Proposals</b></p>	<ul style="list-style-type: none"> <li>▪ BVI Hazard Mitigation and Development Planning Framework reviewed</li> <li>▪ BVI development Plan developed to include Hazard Mitigation</li> <li>▪ Local Area plans completed and revised to include Hazard Mitigation</li> <li>▪ Risk Reduction measures incorporated into feasibility studies</li> </ul>
<p><b>Follow up on activities outlined in November Floods Report</b></p>	<ul style="list-style-type: none"> <li>▪ Mitigation best practices incorporated in roadway design and construction</li> <li>▪ Mitigation best practices incorporated in building design and construction</li> <li>▪ Natural flow of Ghuts, Ponds and other water related entities and areas protected by a water policy</li> <li>▪ Relocation from vulnerable areas and a housing standard policy developed</li> <li>▪ Public Education plan on flooding is prepared and implemented</li> <li>▪ Recommendations from vulnerability assessment of clinics implemented</li> </ul>
<p><b>Development of Vulnerability Index</b></p>	<ul style="list-style-type: none"> <li>▪ A Vulnerability Index developed to inform and prioritise Mitigation and Development Planning</li> </ul>

## COMMUNITY PREPAREDNESS & SUPPLY MANAGEMENT

Activities	Output
<b>ADMINISTRATION &amp; CAPACITY BUILDING</b> <i>Objective: To improve knowledge and skills base, while maintaining the international profile of the BVI Disaster Management System and also to facilitate the smooth running of the Community Preparedness and Supply Management Programme</i>	
<b>Participation in local/regional/international training events and meetings</b>	<ul style="list-style-type: none"> <li>▪ Increased knowledge and skills</li> <li>▪ Prompt completion of reports</li> <li>▪ Increased profile of Territory's Disaster Management System</li> <li>▪ Improved relations with Partners</li> </ul>
<b>Routine administrative activities: performance agreements; annual report; budget; strategic plan</b>	<ul style="list-style-type: none"> <li>▪ Structured/timely reporting of activities</li> <li>▪ Thorough and timely submission of reports and other documents</li> </ul>
<b>RISK REDUCTION</b> <i>Objective: To reduce the risk of loss of life and personal injury from the effects of natural or man-made hazards within the communities</i>	
<b>Human Vulnerability Study</b>	<ul style="list-style-type: none"> <li>▪ Identification of vulnerable persons within the territory - elderly, physically and financially challenged individuals</li> <li>▪ A database of vulnerable persons</li> <li>▪ Improved planning for response and relief for vulnerable population</li> </ul>
<b>Fire Safety Programme</b>	<ul style="list-style-type: none"> <li>▪ Installation of fire extinguishers in all Gov't buildings and emergency shelters</li> <li>▪ Trained persons in the use of fire extinguishers</li> <li>▪ Well informed sectors in fire safety and evacuation procedures</li> </ul>
<b>Emergency Shelter Retrofit/Maintenance &amp; Inspections</b>	<ul style="list-style-type: none"> <li>▪ Retrofitted, well maintained and adequate number of emergency shelters</li> <li>▪ Annual structural and public health inspections</li> <li>▪ Signed MOUs with all shelter owners/operators</li> </ul>
<b>Generator Installations &amp; Maintenance</b>	<ul style="list-style-type: none"> <li>▪ Well maintained and operational emergency generators</li> <li>▪ Installation of adequate generator plants at shelters</li> </ul>

## COMMUNITY PREPAREDNESS

*Objective: To provide direction, training and resources to ensure that the BVI communities are adequately prepared for disasters which may affect the BVI Territory*

<b>Business Sector/Private Sector Plans</b>	<ul style="list-style-type: none"> <li>▪ Comprehensive disaster management plans established for all hazards affecting major business sectors</li> </ul>
<b>Zonal Coordination</b>	<ul style="list-style-type: none"> <li>▪ Fully functioning zonal structure</li> <li>▪ Increased cooperation and coordination between zonal committees and Government departments</li> <li>▪ Adequately trained zonal communities equipped to mitigate, prepare, and effect initial responses to hazard events</li> <li>▪ Successful completion of pilot project under Community Based Disaster Preparedness Project (BVIRC)</li> </ul>
<b>Welfare &amp; Relief Distribution</b>	<ul style="list-style-type: none"> <li>▪ Well established and functioning Welfare &amp; Relief Distribution Sub-Committee</li> <li>▪ Up to date and tested Welfare &amp; Relief Distribution Plan, National Shelter Manual, and Tracing Document</li> </ul>
<b>Community Preparedness Handbook</b>	<ul style="list-style-type: none"> <li>▪ Handbook on Community Disaster Preparedness</li> </ul>
<b>Volunteer Coordination</b>	<ul style="list-style-type: none"> <li>▪ Well trained and properly managed Disaster Auxiliary Corps</li> <li>▪ A register of skilled volunteers</li> </ul>

## SUPPLY MANAGEMENT

*Objective: To provide a team of key resource persons trained in supply management activities as well as the maintenance of adequate stock of emergency supplies*

<b>Warehouse &amp; emergency Shelter Inventory Maintenance</b>	<ul style="list-style-type: none"> <li>▪ Updated and accurate inventory of emergency supplies at the National Warehouse and designated Emergency Shelters</li> <li>▪ Well kept and maintained warehouse and store rooms for emergency supplies</li> </ul>
<b>Supply Management (SUMA) Team Facilitation</b>	<ul style="list-style-type: none"> <li>▪ A cadre of trained persons in SUMA</li> <li>▪ A system to facilitate the receipt and distribution of emergency supplies</li> <li>▪ Transparency and accountability in disaster inventory management</li> </ul>

<b>PUBLIC INFORMATION &amp; EDUCATION</b>	
<b>Activities</b>	<b>Output</b>
<b>ADMINISTRATION AND CAPACITY BUILDING</b>	
<i>Objective: To improve knowledge and skills base, while maintaining the international profile of the BVI Disaster Management System and also to facilitate the smooth running of the Public Information and Education Programme</i>	
<b>Participation in local/regional/international training events and meetings</b>	<ul style="list-style-type: none"> <li>▪ Increased knowledge and skills</li> <li>▪ Prompt completion of reports</li> <li>▪ Increased profile of Territory's Disaster Management System</li> <li>▪ Improved relations with Partners</li> <li>▪ Technical advice and support provided to PIE and Training sub-committee</li> </ul>
<b>Routine administrative activities: performance agreements; annual report; budget; strategic plan</b>	<ul style="list-style-type: none"> <li>▪ Structured/timely reporting of activities</li> <li>▪ Thorough and timely submission of reports and other documents</li> </ul>
<b>PUBLIC INFORMATION</b>	
<i>Objective: To reduce vulnerability by increasing public awareness through the use of a variety of media including seasonal campaigns and the use of the mass media</i>	
<b>National Public Information Plan</b>	<ul style="list-style-type: none"> <li>▪ Completed and tested National Plan</li> <li>▪ Improved media relations</li> </ul>
<b>Hurricane Season Activities:</b> <i>Press Conferences; Airing of PSAs; Newspaper Supplements; Website Messages; Production and Distribution of Tracking Maps, posters and brochures; Children Summer Programme; D-Mac Expo</i>	<ul style="list-style-type: none"> <li>▪ A society fully prepared to respond to hurricanes</li> </ul>
<b>Earthquake Safety Campaign:</b> <i>Poster production and distribution; Public Service Announcements; Airing of Earthquake Tips Video; School Presentation</i>	<ul style="list-style-type: none"> <li>▪ A society fully prepared to respond to earthquakes</li> </ul>
<b>Flood Safety Campaign</b>	<ul style="list-style-type: none"> <li>▪ A society fully prepared to respond to floods</li> </ul>
<b>Publication &amp; Newsletters</b> <i>Disaster Digest Magazine; NDMC Newsletters; Children's handbook; Flyers, Posters</i>	<ul style="list-style-type: none"> <li>▪ Public well informed about the Territory's Disaster Management Programme</li> </ul>

<b>Media Production</b>	<ul style="list-style-type: none"> <li>▪ Television and Radio Programmes</li> <li>▪ Audio visual production</li> </ul>
<b>EDUCATION</b>	
<i>Objective: To provide support to other departments by assisting them by means of publicity and to further address Disaster Management Issues</i>	
<b>IDDR Activities</b>	<ul style="list-style-type: none"> <li>▪ Campaign to increase awareness of disasters</li> </ul>
<b>Interagency Collaboration</b>	<ul style="list-style-type: none"> <li>▪ Improved relations with public education and information units within government</li> </ul>
<b>WEBSITE DEVELOPMENT &amp; UPKEEP</b>	
<i>Objective: To establish a fully functional website to be used as a medium to disseminate crucial information to the public.</i>	
<b>Restructuring of Website</b> <b>Updating of Website</b>	<ul style="list-style-type: none"> <li>▪ A fully functional interactive website</li> </ul>

<b>TRAINING AND RESEARCH</b>	
<b>Activities</b>	<b>Output</b>
<b>ADMINISTRATION &amp; CAPACITY BUILDING</b>	
<i>Objective: To improve knowledge and skills base, while maintaining the international profile of the BVI Disaster Management System and also to facilitate the smooth running of the Training and Research Programme</i>	
<b>Participation in local/regional/international training events and meetings</b>	<ul style="list-style-type: none"> <li>▪ Increased knowledge and skills</li> <li>▪ Prompt completion of reports</li> <li>▪ Increased profile of Territory's Disaster Management System</li> <li>▪ Improved relations with partners</li> </ul>
<b>Routine administrative activities: performance agreements; annual report; budget; strategic plan</b>	<ul style="list-style-type: none"> <li>▪ Structured/timely reporting of activities</li> <li>▪ Thorough and timely submission of reports and other documents</li> </ul>
<b>TRAINING</b>	
<i>Objective: To provide training to enhance local capabilities in disaster management.</i>	
<b>Oil Spill Response Training &amp; Plan Revision</b>	<ul style="list-style-type: none"> <li>▪ Trained emergency responders</li> <li>▪ Updated Oil Spill Plan</li> </ul>
<b>Search and Rescue Plan development and training (CDERA/SOUTHCOS/JICASAR Project)</b>	<ul style="list-style-type: none"> <li>▪ Search and Rescue Plan (completed for land &amp; sea)</li> <li>▪ Search and Rescue policy implemented</li> <li>▪ Trained emergency responders in technical areas of SAR</li> </ul>

<b>Simulation Exercises</b>	<ul style="list-style-type: none"> <li>▪ Evacuation procedures tested for Peebles Hospital and inter-island medical evacuation</li> <li>▪ T.B Lettsome Emergency Response Plan tested</li> <li>▪ Evacuation procedures at schools tested</li> <li>▪ SAR (land and marine) plans tested</li> <li>▪ HAZMAT plan tested</li> </ul>
<b>Emergency Response &amp; Media Training</b>	<ul style="list-style-type: none"> <li>▪ Trained police desk officers in dispatching of emergency calls</li> <li>▪ Trained police inspectors in establishing/managing incident command posts</li> <li>▪ Trained Media personnel in Crisis Communication</li> <li>▪ Trained personnel in maritime emergency response</li> </ul>
<p><b>RESEARCH</b></p> <p><i>Objective: To ensure implementation of recommendation from studies, reports, and plans; to solidify relationships with agencies through MOU formation; to develop various databases within the DM Department</i></p>	
<b>DM Capability Assessment Readiness</b>	<ul style="list-style-type: none"> <li>▪ Recommendations implemented and monitored</li> </ul>
<b>Studies, Reports, Reports &amp; National Plans</b>	<ul style="list-style-type: none"> <li>▪ Recommendations from reports implemented</li> <li>▪ Updated National Plans</li> </ul>
<b>Database Development &amp; System Catalog for Documentation Centre</b>	<ul style="list-style-type: none"> <li>▪ Completed DDM databases</li> <li>▪ Catalogued documentation centre</li> <li>▪ Completed DM Survey</li> <li>▪ National Resources Database developed</li> <li>▪ Documented footage and photographs from disaster events and exercises</li> </ul>
<b>Memorandums of Understanding (MOU's)</b>	<ul style="list-style-type: none"> <li>▪ Finalized MOU: USCG/BVI and PAHO/HLSCC</li> </ul>

## **COURSE/CURRICULUM DEVELOPMENT**

*Objective: To provide continued support to the development of the Disaster Management Programme at HLSCC and primary and secondary schools*

<b>Educational Development</b>	<ul style="list-style-type: none"><li>▪ Completion of curriculum for HLSCC DM Programme</li><li>▪ Development of Primary/secondary school curriculum for DM</li><li>▪ Trained personnel in DM field</li><li>▪ Greater awareness/knowledge of DM among school population</li><li>▪ Manual and training developed for teachers and principals</li></ul>
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## **EMERGENCY OPERATIONS**

### **ADMINISTRATIVE AND CAPACITY BUILDING**

*Objective: To improve knowledge and skills base, while maintaining the international profile of the BVI Disaster Management System and also to facilitate the smooth running of the Emergency Operations Programme*

<b>Activities</b>	<b>Output</b>
<b>Participation in local/regional/international training events and meetings</b>	<ul style="list-style-type: none"> <li>▪ Increased knowledge and skills</li> <li>▪ Prompt completion of reports</li> <li>▪ Increased profile of Territory's Disaster Management System</li> <li>▪ Improved relations with partners</li> <li>▪ Tech advice and support provided to Transport &amp; Infrastructure Subcommittee</li> </ul>
<b>Routine administrative activities: performance agreements; annual report; budget; strategic plan</b>	<ul style="list-style-type: none"> <li>▪ Structured/timely reporting of activities</li> <li>▪ Thorough and timely submission of reports and other documents</li> </ul>

### **EARLY WARNING SYSTEMS**

*Objective: To develop a comprehensive Early Warning System*

<b>Installation, commissioning and testing of Early Warning Systems</b>	<ul style="list-style-type: none"> <li>▪ Functioning EBS audio and video links between all media stations and the DDM.</li> <li>▪ Expanded and tested Omnitronix AM transmitter</li> <li>▪ Outdoor Warning Siren network established</li> <li>▪ Studio facilities for operation of NEBS.</li> <li>▪ Development of policies for testing &amp; activating NEBS</li> </ul>
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### **TELECOMMUNICATIONS**

*Objective: To ensure that trained radio operators are available for deployment at the NEOC; to provide reliable communications.*

<b>Telecommunications training</b>	<ul style="list-style-type: none"> <li>▪ Trained Radio Operators in both VHF and HF use.</li> </ul>
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<b>Technical Workshop and Maintenance</b>	<ul style="list-style-type: none"> <li>▪ Reliable equipment readily available for use</li> <li>▪ Service and maintenance capability at the DDM</li> </ul>
<b>Communication Systems Tests</b>	<ul style="list-style-type: none"> <li>▪ Reliable communications during emergencies and disasters</li> </ul>
<b>METEOROLOGY</b>	
<i>Objective: To ensure the DDM has the ability to disseminate and access reliable climate data</i>	
<b>Installation of Weather Instruments and Data base Development</b>	<ul style="list-style-type: none"> <li>▪ Availability of reliable data for decision making in emergencies, disasters and general public use</li> <li>▪ Readily available information for the construction of reports</li> </ul>
<b>Development of Proposal for Meteorological Unit</b>	<ul style="list-style-type: none"> <li>▪ Establishment of a base for proper meteorological service for the British Virgin Islands</li> </ul>
<b>SEISMIC MONITORING</b>	
<i>Objective: To maintain and monitor Seismic equipment in the territory; to enhance partnership with PRSN.</i>	
<b>Installation and Maintenance of Seismic Stations</b>	<ul style="list-style-type: none"> <li>▪ Availability of local seismic data on the BVI.</li> </ul>

## ADMINISTRATION AND FINANCE

Activities	Output
<p style="color: magenta;"><b>ADMINISTRATIVE AND CAPACITY BUILDING</b></p> <p><i>Objective: To improve knowledge and skills base, while maintaining the international profile of the BVI Disaster Management System and also to facilitate the smooth running of the Administration and Finance Programme</i></p>	
<p><b>Participation in local/regional/international training events and meetings</b></p>	<ul style="list-style-type: none"> <li>▪ Increased knowledge and skills</li> <li>▪ Prompt completion of reports and other documents</li> <li>▪ Increased profile of Territory's Disaster Management System</li> <li>▪ Improvement in relations with regional and international agencies</li> <li>▪ Secretariat services for NDMC provided</li> <li>▪ Technical advice and support provided to Administration and Finance and Emergency Planning Sub committee.</li> <li>▪ Update National Disaster Plan</li> </ul>
<p><b>Routine administrative activities: performance agreements; reports; budget; strategic plan, staff supervision and management; organization and preparation of events</b></p>	<ul style="list-style-type: none"> <li>▪ Structured/timely reporting of activities</li> <li>▪ Adherence to the commitments in DDM Service Charter</li> <li>▪ Upkeep of an efficient filing system</li> <li>▪ Appropriate actions taken to address staff matters</li> <li>▪ Successful execution of workshops, conferences, seminars and meetings</li> <li>▪ Proper supervision of NEOC facilities expansion</li> <li>▪ Updated job tools</li> <li>▪ Good supervision of support staff</li> <li>▪ Accurate preparation of travel requests</li> </ul>

## PROCUREMENT AND MAINTENANCE

*Objective: To maintain a cost effective system for procurement and maintenance of supplies and equipment*

<b>Inventory upkeep, maintenance and purchase</b>	<ul style="list-style-type: none"><li>▪ Maintenance of all inventory records</li><li>▪ Pursuit of values for money in all purchases and services</li><li>▪ Upkeep and maintenance of supplies, furniture and equipment</li><li>▪ Procurement of up to date equipment and supplies</li><li>▪ Maintenance of department vehicles</li><li>▪ Upkeep of stocks and supplies</li></ul>
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## FINANCE

*Objective: To ensure prudent management of the DDM finances and to keep expenses within allocated budget submissions*

<b>Management of Office finances</b>	<ul style="list-style-type: none"><li>▪ Full compliance with relevant procedures and regulations</li><li>▪ Financial management of recurrent and capital expenditure</li><li>▪ Timely submission of appropriate budget submissions</li><li>▪ Well maintained vote book and accurate LPO, Journal and vouchers</li></ul>
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## RECOVERY COORDINATION

Activities	Output
<b style="color: orange;">PLAN PREPARATION AND COORDINATION</b> <i>Objective: To re-establish a stable social, physical and economic basis to a community affected by a disaster by providing support for Government's coordination, where possible</i>	
<b>Plan Upkeep</b>	<ul style="list-style-type: none"> <li>▪ Updated Recovery Plan</li> <li>▪ Effective procedures and policies for recovery efforts established</li> <li>▪ Exercises implemented to test plan and procedures</li> <li>▪ Procedures and training for assessing economic impact</li> <li>▪ Training in IDA, DANA and assessing environmental impact</li> <li>▪ Up to date forms and procedures available for assessing initial needs and damage sustained</li> </ul>
<b>Recovery coordination and report preparation</b>	<ul style="list-style-type: none"> <li>▪ Proper identification and prioritization of recovery activities.</li> <li>▪ Effective, coordinated actions among all agencies involved in the Recovery Process.</li> <li>▪ Efficiency in use of resources.</li> <li>▪ Appropriate accounting and reporting arrangements</li> <li>▪ Prompt dissemination of public information.</li> <li>▪ Proper accountability for disaster relief funds and materials.</li> <li>▪ Thorough and timely preparation of Situation and After Action Reports</li> </ul>