

Republic of the Marshall Islands

A REVIEW OF DISASTER & MITIGATION PLAN ARRANGEMENTS and alignment with the Pacific Framework for Action 2005 – 2015 (as per the SOPAC 'Agreement')



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SOPAC

AGREEMENT

Conduct a short term consultancy at Majuro in the Republic of the Marshall Islands between the dates of Friday 4th November 2005 until Monday 21st November 2005

Description of Work;

1. Conduct a desktop review of the current legislation and disaster management plans available in the Marshall Islands
2. Assess the progress of implementation of the National Hazard Mitigation Plan
3. Assess the existing disaster risk management organisational arrangements including the role and responsibilities of the National Disaster Committee (NDC) and the National Disaster Management Office (NDMO)
4. Provide institutional strengthening and where appropriate training support to the NDMO
5. Review the capacity of the Marshall Islands Fire Service and identify critical areas of improvement
6. Advocate for the mainstreaming of disaster risk management by the Marshall Islands Government in line with the Pacific Framework for Action 2005 – 2015
7. Establish a number of agreed milestones for the NDMO in line with the strategic approach document dated February 20005 and the findings from the initial visit
8. Prepare a report on the outcomes of the above

The Republic of the Marshall Islands Country Overview

The Republic of the Marshall Islands (RMI) is an independent country in a Compact of Free Association with the United States (US). A semi-Westminster style constitution established a Nitijela (Parliament) in 1979 comprising 33 members elected every 3 years. Every inhabited atoll is represented. The RMI controls domestic and foreign policy with the exception of defence and security for which the US is responsible.

The Marshall Islands are located in the Central Pacific, halfway between Hawaii and Australia. The atolls and islands that make up the group lie in two parallel chains of atolls; Ratak, or Sunrise to the East; and Ralik or Sunset to the West. The two atoll chains are approximately 129 miles apart and are aligned diagonally northwest to southwest between 160° E - 173° E and 04° N - 15°N.

The 29 low lying atolls and 5 individual islands are coral caps set on dome volcanoes rising from the ocean floor. The land mass is a mere 70 square miles compared to the 700,00 square miles of the Pacific Ocean it sits in. With a total population of 58,800, 42.9% are children up to the age of 14, 54.9% are between 15 and 65 years of age with only 2.2% aged 65 years and over, and an estimated annual population growth of 3.9% a strain on current resources is inevitable. Urban migration is evident in the two main centres, Majuro and Ebeye. Majuro is the major atoll in the Marshall Islands and the centre of government.

The RMI government is the major employer, followed by the commercial and retail sectors. The construction industry is expanding, but fisheries, copra, handicrafts and subsistence agriculture forming the larger part of the remaining limited domestic production.

Risks to development in the Republic of the Marshall Islands emanate from both natural and man-made disasters. The remoteness of the islands and the limited resources available to address traditional and emerging risks presents significant challenges to the Government in continuing to reduce the vulnerability of the communities throughout the Islands, including exposure to emerging global issues including, terrorism, changing weather patterns and communicable diseases.

The National Disaster Management Office in Majuro has the lead role in planning and coordinating disaster risk management developments and initiatives, with disaster management policy and decision making being facilitated by the National Disaster Committee under the chairmanship of the Chief Secretary.

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1 Executive Summary

A review was undertaken of the disaster and mitigation plans of the Republic of the Marshall Islands. This was extended to review progress being made on the implementation of the 2005 Mitigation Plan, review the capacity of the Marshall Islands Fire Service and commence alignment of disaster risk management arrangements with the Pacific Framework for Action 2005 – 2015 and where appropriate provide institutional strengthening and training support to the NDMO.

The framework and process by which legislation, Memorandums of Understanding, service agreements and associated plans impacted disaster management arrangements were reviewed, to establish alignment between these key directives and a changing disaster risk management operating environment. Particular attention was given to the operation of the National Disaster Management Office and its role in furthering disaster risk management skills and knowledge amongst key personnel in the Marshall Islands. This involved reviewing arrangements with the National Disaster Council, governance practices including structure and frequency of meetings, roles and responsibilities of the NDMO and NDC, recording and reporting on key projects. The review also included an audit of records and document management, including the security and version control of key documents. An NDMO Business Plan for the period 2006-2007 was drafted and a key milestone document to track progress of project initiatives and assist in communication between the Director NDMO and Consultant between phase 1 and phase 2 of the review.

Terms of reference for the National Disaster Council were revised. Issues including meeting protocols, recording and monitoring of key decisions and compliance with the Disaster Assistance Act 1994 were audited. Compliance with reporting requirements of the Hazard Mitigation Plan was reviewed to ensure disaster assistance arrangements between the Marshall Islands and FEMA were not compromised.

The fire fighting capability of the fire service on Majuro was assessed including its ability to meet broader obligations under disaster management arrangements. The wider responsibilities of the Justice Department in providing fire service capability in other inhabited islands was not reviewed in detail, however inquiry was made as to facilities on Ebeye, the results of which are included within the body of the report.

A process was implemented to identify and track all government sponsored disaster mitigation initiatives outside the scope of the Hazard Mitigation Plan, enabling alignment of all such mitigation work to the Pacific Framework for Action 2005 – 2015.

2 Methodology

To fulfil the 'Agreement' outlined on page 2 of the report, the consultancy was conducted in four distinct phases;

i) Document review

A range of documents relating to disaster and mitigation plans were reviewed. The governing legislation - The Disaster Association Act 1994 - was the reference document against which subordinate plans were evaluated. Consideration was given to the date of drafting, amendment or review of any plans or publication to determine relevance, currency and operability when measured against the current disaster risk management environment.

ii) Conduct of interviews

Personnel interviews during the consultancy to source information, validate observations and test theories were conducted with;

Chief Secretary
Commissioner of Police

Director NDMO
Chief of the Fire Service

iii) Analysis of information

The documents reviewed and the information sought at interview was subsequently analysed to enable the formulation of recommendations to;

- Reduce the risk of developing disaster risk management strategies based upon Acts, Regulations and Standard Operating Procedures that no longer represent the operating environment in the disaster and mitigation arena.
- Ensure the RMI remain eligible for funding under FEMA arrangements by meeting obligations under the Disaster Mitigation Plan 2005 - 2007
- Reduce community risk to fire and other emergencies by ensuring resources allocated to improving Fire Service capability are directed towards key areas of deficiency
- Provide institutional strengthening to the National Disaster Management Office ensuring it can meet emerging demands and to align national disaster risk management activities and the Pacific Framework for Action 2005 - 2015

iv) Reporting

Preparation of this report to provide SOPAC with an overview of the strategies and initiatives implemented as part of this consultancy, to drive improvements in the effectiveness and efficiency of the Marshall Islands National Disaster Management Office in reducing community vulnerability to disaster events.

Also to assist in the development of a methodology whereby similar institutional strengthening initiatives and mentoring may be offered to other Pacific Region NDMO's.

3 Desktop Review of the Current Legislation

i) Background

The key legislative document underpinning disaster management arrangements in the Marshall Islands is the Disaster Assistance Act 1994. Subsequently, a wide range of plans have been developed to assist in compliance with legislative responsibilities. However, apart from the National Hazard Mitigation Plan which was reviewed in 2005, most plans were developed immediately after the Disaster Assistance Act between 1994 – 1997 and no evidence of any subsequent review or amendment process was available.

i) Scope of review

The following documents were reviewed.

- The RMI National Disaster Plan	1987
- The Disaster Assistance Act	1994
- The Hazard Mitigation Plan	1994
- The National Disaster Manual	1994
- The Airport Disaster Plan	1994
- The Drought Disaster Plan	1996
- Draft National Disaster Management Plan	1997
- The Hazard Mitigation Plan	2005

ii) Findings

Initial problems occurred in locating key documents. Subsequently, difficulties occurred in verifying the authenticity of those documents located. Original documents were not recorded and evidence regarding the approval of documents by the relevant government authority was not sighted.

Various plans were referenced within the National Disaster Plan 1987, however the location of these plans and their currency and operational effectiveness could not be established.

The 1987 National Disaster Plan was redrafted in 1994 and a further draft submitted in 1997; however the 1987 plan still appears to be the main reference source. The original 1994 redraft was not available and a loose leaf photocopy is the sole reference available. No records could be located which indicated that during this period alignment between the Disaster Assistance Act and the supporting plans

including roles and responsibilities of government departments had occurred, despite significant structural changes having occurred in Government over the past 10 years.

The RMI Hazard Mitigation Plan was reviewed by the NDMO in partnership with SOPAC in March 2005. The consultancy reviewed progress on the implementation of the Mitigation Plan objectives, and undertook an appraisal of planned mitigation strategies, RMI vulnerable systems and the agreed hazard profile to ensure treatment plans addressed all hazards.

The Airport Disaster Plan is currently under Review by the General Manager of the Ports Authority and will be concluded in 2006. The plan is to be extended to cover the event of a passenger aircraft ditching at sea in the vicinity of the airport and will review mutual aid arrangements of responding agencies. Hence, no review of this plan was conducted, however Majuro Fire Service mutual aid arrangements were assessed and details will be found in the Fire Service Review.

iv) Summary

It is apparent that significant improvements in mitigation, preparedness and response planning have occurred since the drafting of key documentation between 1994 and 1997. These improvements have been accompanied by Government re-structures including changes in departmental roles and responsibilities. It was also apparent that changes have been accompanied by the loss of corporate knowledge as key staff portfolios change. The failure to realign enabling legislation and associated plans with the new operating environment has resulted in arrangements which are no longer enshrined in a legal framework, within ministerial directives, standard operating procedures or other reference material.

This situation has led to a lack of clarity which now exists in key areas of process and procedural ownership, responsibility and accountability. Consequently, reporting lines and other key management functions essential in minimising risk, allocating resources and responding efficiently to disaster events are compromised.

v) Actions

A review of key documentation will be required. However, the current operating environment requires documenting and sign off by the NDC and Cabinet so changes may be based upon agreed arrangements. Preparatory work in establishing these arrangements has commenced, this includes;

National Disaster Council;

- Terms of Reference
- Membership
- Roles and responsibilities
- Functional roles and responsibilities with an NEOC environment

National Disaster Management Office

- Roles and responsibilities
- Key functions

Agreement on these key issues will provide a platform upon which a review of the RMI Disaster Assistance Act 1994 and the National Disaster Manual 1994 can be based.

To maintain alignment with the changing operating environment, a governance framework is to be established as part of institutional strengthening within the NDMO in which appropriate monitoring, review and reporting frameworks will be established.

4 National Hazard Mitigation Plan Implementation Review

i) Background

The Director NDMO in cooperation with SOPAC undertook a review of the Hazard Mitigation Plan early in 2005. This was submitted the National Disaster Council and approved on 17th March 2005.

This plan now supersedes the 1994 plan and incorporates a reporting schedule that specifies a requirement of the National Disaster Council to monitor, review and report to the RMI Government and FEMA on plan implementation.

ii) Scope

Progress on Plan implementation of The Republic of the Marshall Islands Standard Mitigation Plan 2005 – 2007

iii) Findings

In reviewing progress on plan implementation, it became apparent that no reporting framework existed whereby the conditions set in the reporting schedule of The Plan could be monitored. Combined with the absence of a governance structure for the NDMO and NDC no clear lines of responsibility exist regarding reporting on compliance with the Mitigation Plan Reporting Schedule and consequently no clear goals have been achieved in meeting Mitigation Plan implementation timelines.

iv) Actions

A proposal has been developed whereby the NDMO will undertake the role of secretariat to the NDC as part of the NDC governance framework. A function of this role will be to monitor compliance with appropriate Federal Statutes and Regulations ensuring the RMI remained eligible for disaster assistance through FEMA arrangements.

During the consultancy a report from the NDMO was submitted to the Chief Secretary and the NDC outlining the current implementation status and proposing a schedule be adopted to monitor, review and report in accordance with the requirements of the Standard Mitigation Plan.

A copy of this document is appended to this report as attachment No 1.

The report was accompanied by three appendices detailing the proposal. Details of the appendices are as follows;

Appendix A: A meeting and reporting schedule to meet compliance requirements of Federal Statutes and Regulations.

This places responsibility on the NDMO to undertake the role of Secretariat for the NDC. This key role will ensure that reporting schedules are maintained, accurate meeting records in the form of minutes whereby key decisions and authority to act are recorded and all key documents are managed through approved record keeping processes and procedures

A copy of this document is appended to this report as attachment No 2.

Appendix B: A reporting framework to facilitate regular monitoring and review of the Standard Mitigation Plan

In developing a reporting framework attention was given to the elapsed time since plans were first approved and the probability that changes may be required in funding arrangements, accountabilities and timelines. Due to the complexity of the mitigation strategies, a breakdown of specific project deliverables was required to provide an accurate estimation of project progress. It was also apparent that links existed between mitigation strategies and other government projects and initiatives not classified as mitigation initiatives yet clearly contributing to vulnerability reduction. It was deemed essential these were identified and recorded considering the funding implications for non-compliance with mitigation plan deadlines. Changing government priorities in linked projects may give the appearance that progress on mitigation strategies enshrined within the Standard Mitigation Plan are behind schedule, whereas resources may have been diverted to an emerging mitigation priority.

Eleven mitigation strategies are recorded in the Mitigation Plan.

NOTE: These reports are in draft format awaiting ratification by the NDC

A copy of this document is appended to this report as attachment No 3.

Appendix C: Matrices outlining alignment of Standard Mitigation Plan strategies to vulnerable systems and hazard profile

To ensure the allocation of resources and project priorities are determined in a transparent manner and through an auditable process, an exercise to align strategies against vulnerable systems was undertaken. In this manner the impact of any reallocation of resources due to changes in the hazard profile or vulnerable systems can be mapped and changes in mitigation plan timelines may be justified from a risk perspective.

A copy of this document is appended to this report as attachment No 4.

iv) Summary

The revised Standard Mitigation Plan was introduced into a management system where monitoring and reporting protocols were not embedded in the business structure. The result has been a failure to comply with the reporting requirements of the plan and implementation of treatment strategies has fallen behind schedule.

These findings establish a compelling case for establishing clear roles and responsibilities within the NDC and instituting the NDMO as the NDC secretariat, and agreeing the proposed framework to ensure compliance may be monitored, plan implementation progress measured and reporting requirements achieved.

The Mitigation Plan provides the NDC with the authority to amend, revise or otherwise change as necessary plan objectives and timelines, thereby facilitating the changes that may occur through implementing proposed initiatives.

5 Review of existing Disaster Management Arrangements.

i) Background

The framework for existing disaster risk management arrangements rely predominantly upon the arrangements outlined in the Disaster Assistance Act 1994 and the Disaster Management Manual 1998, these briefly consist of;

- a) The National Disaster Management Office which provides the focal point for maintaining appropriate levels of training amongst key personnel, developing and delivering community education programs, providing the central liaison point both internally and externally on a day to day basis and in times of disaster, and technical support for Majuro and other islands.
- b) The National Disaster Committee which provides policy direction, approves within its own authority disaster related initiatives or when appropriate refers to Cabinet for consideration and is the decision making centre in times of crisis.
- c) Various government offices and agencies are tasked with specific responsibilities in the time of disaster.

ii) Scope

The scope of review for existing disaster risk management organisational arrangements was confined to the NDMO and the NDC.

iii) Findings

The framework for disaster arrangements is consistent with approved and tested models. Senior officials are autonomous in their ability to plan and utilise resources in mitigation and prevention activities, training needs are invested in the NDMO and decision making in times of crisis is the responsibility of the NDC.

However, the administrative and governance arrangements which would integrate the functional responsibilities of each office, committee or individual during both the normal functioning of government and in times of crisis, is not sufficiently embedded in management culture to ensure the operating framework delivers the desired outcomes.

From a crisis perspective this is speculative, as these conditions were not observed during the consultancy. However, the observations based upon the lack

of a formal National Emergency Operations Centre i.e. a physical location with appropriate resources and agreed functional responsibilities, indicated loosely structured arrangement in the management of significant disaster events.

This can be evidenced by the fact an absence of a defined structure has resulted in operational silos. Hence deficiencies in centralised record keeping, a decentralised approach to community education, failure to identify training needs, or communicate key decisions, within the disaster risk management organisation are apparent.

Disaster Risk Management roles and responsibilities are not clearly defined, committee structures and terms of reference are flexible, with a heavy reliance on corporate knowledge invested in people and not systems of work.

The Director of the NDMO holds a key position in the disaster risk management organisational arrangements, evidenced by the wide, though undefined scope of responsibilities this position carries. However, the effectiveness of this position is seriously compromised by the unstructured nature of the office and lack of clear goals.

The NDC is constituted under the Disaster Assistance Act 1994. However, changes in government over a number of years has not been reflected in either the Act or associated plans. Hence roles and responsibility statements are either outdated or absent. Furthermore, no documentation governing the Terms of Reference for the NDC was available.

iv) Actions

The key areas identified as requiring immediate support were the operating framework of the NDMO and the NDC.

NDMO

The need to articulate the relationship between the Chief Secretary and the NDC was identified as the key issue. A role statement and the identification of key roles and responsibilities associated with the post were developed to address this situation. These were forwarded to the Chief Secretary for consideration and approval.

A copy of this document is appended to this report as attachment No 5.

NDC

Terms of Reference were developed for the NDC and submitted to the Chief Secretary for consideration.

A copy of this document is appended to this report as attachment No 6.

Using the membership list outlined in the Terms of Reference, Standard Operating Procedures for each government department were subsequently developed. Draft versions were submitted to each NDC member for comment and/or amendment. It is anticipated both these documents will be discussed and considered for adoption by the NDC at their quarterly meeting.

A copy of this document is appended to this report as attachment No 7.

v) Summary

Addressing the key elements of governance in the NDMO and NDC will form the platform to support the review of key legislation and associated plans, which in turn advise the disaster risk management organisational environment.

It will also address the issues related to reporting on Mitigation Plan implementation and ensure compliance with the associated FEMA disaster assistance arrangements.

However, long term success will be determined by the ability to encourage a change of culture within the NDMO and the NDC required to successfully embed new management processes and practices within day to day management.

6 Institutional Strengthening and Training Support for the NDMO

i) Background

The National Disaster Management Office employs the only government official whose full time role and responsibilities are focused solely on disaster management.

This critical position was instituted to provide a focal point for the expansion of disaster management capability including, mitigation, preparedness, response and recovery activities.

Like many Pacific Island Nations the Marshall Islands social, economic and environmental surroundings and the associated risk profile are constantly changing. It has been the role of the NDMO to ensure the RMI maintains the ability and capacity to respond effectively to disaster events.

ii) Scope

The scope of this review was to audit the capacity of the NDMO to meet current demands, align objectives to existing roles, responsibilities and expectations and assess where training and institutional strengthening could assist in performance.

iii) Findings

The roles or responsibilities of the NDMO are not defined in any one document. They are fragmented and often in documents which should be considered obsolete in today's environment. However there is an expectation it will maintain the health and welfare of current disaster management arrangements, whilst continuing to implement new initiatives and manage shifting priorities. The position reports to the Chief Secretary who has only recently replaced a long standing incumbent.

In 1998 the Director of the NDMO redrafted the National Disaster Manual for consideration by the Chief Secretary, to date the draft has never been considered. This appears to be indicative of the priorities that have existed in the past regarding the strategic importance of the NDMO. However, it was apparent during the period of the consultancy this situation has changed and a dynamic approach from the Office of the Chief Secretary is evident towards the NDMO and NDC. However, support for the NDMO cannot be fully realised until the role of the NDMO is agreed, Director's responsibilities have been determined and its relationship with government offices, in particular the NDC have been reviewed.

It is no longer viable for the NDMO to operate without a clear mandate, as priorities cannot be set, adequate resources cannot be determined and successful integration into broader government disaster risk management strategies cannot be achieved.

iv) Actions

The initial task was to develop a position description for the Director NDMO, referred to earlier in this report and appended as Attachment No 5. This was forwarded to the Chief Secretary for consideration and approval.

To determine priorities and establish targets in the projects, and day to day business of the NDMO a draft business plan was developed. This outlined;

- Key functions of the office
- Major points of focus for 2006-07 including key objectives and deliverables
- The NDMO role in facilitating implementation of the National Disaster Mitigation Plan including key objectives and deliverables
- Commence the alignment of NDMO activities to the Pacific Framework for Action 2005 – 2015
- Identify scope of work and resource requirements

This document is appended to the report as Attachment No 8

Much of the work undertaken by the NDMO is project orientated. To assist in the management of work that may be facilitated by a project based methodology, a project template was developed and a current task – the development of NEOC capability – has commenced trialling the system.

This document is appended to the report as Attachment No 9

A number of other initiatives have been commenced. These predominantly involve records management activities. The lack of document control is a serious impediment in maintaining good governance practices within the NDMO and ample evidence exists to illustrate that many key documents, evidence of key decisions and subsequently failure to maintain compliance and manage expectations create significant problems for the Director NDMO which impacts upon objectives.

v) Summary

Failure to review the roles and responsibilities of the NDMO over a long period of time, has led to a situation where expectations as to the capability of the NDMO under current resource conditions are unrealistic.

The Director NDMO is predominantly involved in 'putting out spot fires'. Crisis management is evident in managing day to day activities, in an attempt to meet numerous targets, but in the absence of a process to assist in prioritising tasks according to risk.

The effectiveness of the NDMO is consequently impacted, which in turn will inevitably result in external technical assistance being provided to rectify sub-optimal performance. The initiatives that have been implemented during phase 1 of the consultancy are designed to build a business process framework whereby the deficiencies in management procedures may be rectified and governance performance enhanced and in the long term, the need for external technical assistance reduced accordingly.

7 Fire Service Review

i) Overview

The Majuro Fire Service is an agency within the RMI Justice Department under the command of the Police Commissioner. A Fire Chief reports to the Police Commissioner.

A single fire station is well situated in a central position relative to major risks and adjacent to the police HQ where the Police Commissioners office is located. The fire station is manned 24 hours a day, 7 days a week thereby providing round the clock protection to the island. The shift system requires 3 firefighters to be on duty at any time.

Although the Marshall Islands consist of 33 inhabited islands, only two of these have any organised fire suppression capability, Majuro and Eybye, the two most populous centers.

Majuro is approximately 70 kilometers long and would not exceed 150 meters in width over the most part. The single fire station is situated in the commercial and industrial centre of the island. Laura, a settlement of some 5000 islanders are approximately one hours drive from the fire station. Isolated communities live along the length of the island.

Due to their geographic isolation, assistance from neighboring islands or from the US armed forces stationed throughout the RMI is not a planning option even in a long duration fire or emergency (disaster situations are excluded from this analysis). This isolation places a high priority on maintaining the integrity and operational capability of infrastructure and utilities, as their loss could have significant implications for commerce and development, with potential long term economic and social impact.

ii) Scope

The review involved physical inspection of fire service resources and facilities on Majuro. Assessment of fire service capability in the other major centre, the island of Eybye, was achieved through interview and consultation with key personnel.

iii) Findings

Water supplies:

Majuro has both a reticulated water supply and ample open water in the form of the lagoon and the ocean. The reticulated water supply is from a circular mains system, a legacy of the days a US airbase was formerly situated on Majuro. In the opinion of the Police Commissioner the reticulated water supply is unreliable with regular power cuts incapacitating the water pumps and hence the water flow. The water pressure or flow rates could not be verified, opinion within the fire service indicated that both were poor, however at this stage verification with the Manger of the Majuro Water & Sewerage Company has not be possible. Irrespective of performance of the reticulated water supply, the ability to pump from this source is severely constricted by the limitations of the fire service equipment.

For an island nation water supplies are plentiful and two water sources are available;

- a) Water runoff from Majuro airport is collected, stored and treated.
- b) An underground water supply 'The Lens' is pumped through underground pipes to storage tanks in Majuro.

Fire Service Resources:

Majuro has one fire station, a substantial 2 storey concrete structure. The ground floor consists of two appliance bays and a large storeroom, whilst the first floor consists of an office, kitchen facilitates and a bedroom. Although well maintained it is sparsely equipped, in particular the office, which was devoid of any administrative guidelines, SOP's, training records or any evidence of systems or work practices.

On duty firefighters were well attired with dark blue uniforms, boots and a shirt bearing the fire service crest. Turnout uniform was kept in the storeroom adjacent to the single truck and consisted of three US bunker type tunics with leggings and boots. These three uniforms represented the total personal protective equipment (PPE) available to the firefighters of Majuro apart from a close proximity asbestos suit also stored on the fire station. Other stored equipment consisted of approximately 20 lengths of hose and various couplings.

The fire truck was fitted with a 3 man cab, a 500 gallon water tank and a rear mounted pump with one delivery outlet. Equipment carried consisted of various lengths of hose, an axe, a shovel, a hose clamp and a ceiling hook, there was no breathing apparatus or ladder available.

Buildings:

There is a mixture of building type in Majuro. Private dwellings are predominantly single storey, with the occasional two storey dwelling evidenced. The tallest building is a four storey construction of reinforced concrete, with brick and concrete being the favoured building material in government, commercial and retail structures. Shops are generally small and privately owned, but large single open plan buildings in the form of supermarkets or general stores are evident. A variety of public buildings exist including a cinema, numerous churches and various government offices. Buildings providing residential or sleeping accommodation include the hospital, the major hotel and a range of emerging smaller tourist resort accommodation.

Currently no building code operates in Majuro. However, as part of the Hazard Mitigation Plan a review of the Planning and Zoning Act and the Development of a National Building Code are both scheduled for attention during 2006

Infrastructure and utilities:

Due to its geographic isolation the protection of critical infrastructure and utilities from damage by fire is a priority and the Fire Service has a lead role to play in this regard. However, this protection is limited to fire suppression.

Due to its reliance on imports, maintaining the operational status of the docks and airport are critical to the health and welfare of Majuro's economy. Other agencies with a lead role to play include;

The Majuro Airport Fire Service who provide the firefighting capability at the Majuro International Airport

The Majuro Ports Authority who provides water borne fire suppression capability for the docks and can also support the Majuro Fire Service fire in the provision of water for land based firefighting activities.

Key infrastructure for which the Majuro Fire Service plays a lead role in fire suppression includes the electricity generating plant which provides power to the island. The communications building which maintains all incoming and outgoing communications for the island. The Majuro Water and Sewerage Company whose pumps maintains a continuous water supply and the major fuel storage depot where all petroleum based liquids are discharged and stored.

However, the major focus in maintaining infrastructure integrity is evidenced through the RMI disaster management plans, and less focus is directed towards the potential damaging effects of fire to infrastructure and utilities.

Mutual aid:

Whilst arrangements exist between the Airport Fire Service, the Ports Authority, the Police and the Fire Service, these have not emerged through a strategic planning process but are based upon common sense arrangements. Lacking any legal framework these arrangements could be subjected to change or may not operate as anticipated by some participants, hence presenting a potential weak link in the protection of these critical assets.

Significant events:

Two recent fires have tested the fire suppression capability of the Majuro Fire Service. Firstly a supermarket and adjacent storage facilities were totally destroyed, whilst more recently the hospital pharmacy was seriously damaged by fire.

Both these fires were extinguished without loss of life. Fire Service attendance was prompt and despite difficulties encountered at both events the fires were extinguished. However, the lack of any investigation, records or other data makes performance analysis problematic. Investigation and experience indicates the supermarket fire eventually ran out of fuel and was contained on the site by the fire service, although lack of other exposures was probably a contributory factor. The fire took place during a power outage so the reticulated water supply was unavailable.

The hospital fire fueled by chemicals and flammable liquids, eventually led to the destruction of the hospital pharmacy and store. Fire Service response was limited to fire suppression. Failure to address community safety regarding smoke and water runoff contamination appears due to the absence of operating instructions and training. The fire site still remains unattended with no plans to clear or decontaminate the area. No incident fire debrief was conducted by which deficiencies could be identified and lessons learned. Subsequently international intervention was sought to replenish hospital stocks lost in the fire.

Another recent incident highlights the potential for improved capability in the Fire Service and occurred at a recent road accident in Majuro which the driver died at the scene. The Fire Service was unable to extricate the driver from the vehicle having neither the equipment nor the training to undertake the task. In this instance a crane and tow truck were utilised to achieve extrication.

The consultant was unable to view first-hand the fire service arrangements on Eybye, however following a recent major fire in the residential district, the decision to use bulldozers to create a fire break was apparently the only viable response measure. Subsequently, the second fire truck from Majuro was shipped to Eybye

in response to this fire, significantly reducing the firefighting capacity on Majuro, but without a similar gain on Eybye due to the absence of trained firefighting personnel.

Fire Service Training

No training plan exists for the Majuro Fire Service. Training takes place on an 'as needs' basis, with a retired firefighter called upon to provide training for new recruits. Station training is confined to pump operations, no training records were available and no training standards are maintained. Limited numbers of personnel have received overseas training, however this is dependant on the availability of a training budget and appropriate courses. This process does not allow any alignment of the Majuro Fire Service requirements and staff training, but is just a matter of assigning staff to available courses.

There are no fire service training facilities in Majuro and no staff trained as trainers. The Chief Fire Officer was approached to indicate what key training resources would most benefit the fire service, however due to a lack of exposure to training aids and techniques he was unable to respond.

Training details regarding Police personnel who support the fire service in fire suppression activities were not available.

Current Planning Initiatives

The Police Commissioner advises of the following initiatives regards the development of the Majuro Fire Service;

- A new fire station has been approved and funded, to protect the 5000 islanders living at Laura
- Two new fire trucks, one for the new station and another for the existing station have been approved
- An increase in staff has been approved

Fire Prevention

The firefighters at Majuro are involved in school education programs in an effort to raise community awareness and reduce vulnerability to fire. The extent or effectiveness of this program could not be ascertained, however the involvement of firefighters in such initiatives is a positive sign towards a pro-active attitude to fire prevention.

iv) Summary

Due to its isolation, the island of Majuro is dependant upon the RMI Fire Service in minimizing community and development vulnerability to fire and other emergencies. However, the capability of the fire service in its current form is limited.

There is no fire service legislation whereby accountability is assigned to a Government Department, no roles and responsibilities have been developed for those tasked with managing the fire service.

Fire Service activity is predominantly focused on fire suppression and relies heavily on the support of other agencies, in particular the Police Force. An almost total lack of personal protective and other firefighting and rescue equipment other than hose, severely limits the ability of firefighters to be involved in any activity other than preventing fire spread through defensive firefighting techniques.

The planned increase of resources will undoubtedly enhance the fire service capacity in preventing fire spread, however the resources selected for investment and the absence of training facilities and trainers, severely limits its ability to improve firefighting techniques and strategies, reduce the vulnerability of key infrastructure or improve the safety of firefighters and police.

The absence of a business continuity plan to identify and develop a successor to the Fire Chief and the absence of any strategic plan to vision future development of the Fire Service both in Majuro and on other remote Marshall Islands inhibits the possibility of Fire Service development

A more detailed review of fire fighting arrangements in the RMI is warranted. This review should encompass

- 1 The identification and development of a senior manager to oversee the future development of the fire service
- 2 The development of a Fire Service Strategic Plan, to determine future development and the building of an in-country capability to train and develop firefighters and officers for the RMI Fire Service.

vi) Actions

Discuss with SOPAC the further development of this part of the 'Agreement' prior to the second Majuro visit in 2006.

8 Advocating the Pacific Framework for Action

During discussions with the Chief Secretary and the members of the NDC there existed a high level of awareness regards the signing of the Pacific Framework for Action. At this early stage the strategic analysis required to determine how it will be integrated into Government business and aligned to the strategic planning process had not yet occurred.

To initiate an integrated process for consideration, the NDMO Business Plan developed for 2006, includes a procedure whereby NDMO activities are aligned with the respective National Activity Themes. The Business Plan is appended to the report as Attachment 8.

To expand this process into a wider government sphere a two stage process was developed;

- 1 Conduct a survey amongst government departments to identify hazard mitigation projects that are currently being conducted but are not included within the National Hazard Mitigation Plan. This will provide a whole of government perspective of total resources directed towards risk mitigation strategies and assist the NDC in reporting on the National Hazard Mitigation Plan.

The survey is appended to this report as Attachment 10

- 2 Following completion of this survey, a further matrix will be circulated to participants seeking to align all activities currently conducted to the National Activity Themes of the Pacific Framework for Action. This will enable a strategic map to be developed highlighting areas of strengths and weaknesses and facilitating a strategic approach to future alignment.

The matrix is appended to this report as Attachment No 11

These documents will be considered in Majuro prior to phase two of the consultancy to be conducted in the first half of 2006.

9 NDMO Agreed Milestones

To provide support to the NDMO between phase 1 and phase 2 of the consultancy a milestone document was developed to allow communication to take place between the consultant and the Director of the NDMO.

The milestone document is appended to this report as Attachment No 12

NOTE: An NEOC course is scheduled for delivery in the Marshall Islands in March 2006. This is timely as it supports and builds upon the early consultancy work, in particular developing functional roles and responsibilities for the NDC. USAID provided an NEOC Operations Manual for review during the consultancy visit. The manual was of a generic nature and did not reflect the RMI environment and had the potential to cause confusion and detract from the course itself.

It was therefore decided to redraft the manual, including NDC roles and responsibilities, previously discussed in the body of the report (attachment No 7). The addition of functional roles and responsibilities would be an outcome of the course.

The redrafted manual (excluding roles and responsibilities) is appended to this report as Attachment No 13

10 Report Summary

There are many significant challenges presented to the Republic of the Marshall Islands with the potential to result in disaster events. These challenges have been recognized and significant resources are being directed towards mitigation and prevention strategies. However, much of the work and effort invested by the NDMO and the NDC in improving the disaster risk management arrangements are not fully realised.

This is occurring, not through lack of technical expertise, but a lack of business process and specifically a governance framework. These would undoubtedly assist in facilitating the management of business risk, improved allocating of resources, and in the alignment of whole of government activities i.e. mitigation plans, and the achievement of strategic objectives.

The initiatives which have been commenced under this consultancy were well received by the Chief Secretary, the Director NDMO and the NDC as the business processes presented were simple, their advantages transparent and the implementation hurdles relatively minor. The challenge is to maintain the momentum of change to a point where it has developed a critical mass and is self sustaining. Analysis of business process change in large organizations and government indicates a 2-3 year time frame is required for this momentum to be developed as it involves significant modification of existing culture, process and practices.

The signing of the Pacific Framework for Action 2005 – 2015 will be the guiding document in disaster risk management through the next decade and its success will be dependant on the ability to successfully implement improved business process and associated management skills.

If these changes can be successfully implemented within the RMI, the need for external assistance represented by this consultancy should be significantly reduced and future assistance focused on audit and compliance.

ATTACHMENT No 1

National Disaster Management Office
Report from the Director to the
Chief Secretary



NDMO Report on the current implementation status of the Standard Mitigation Plan 2005-07

Purpose:

To advise the Chief Secretary and the National Disaster Committee on the current status of progress in the implementation of the RMI Standard Mitigation Plan 2005-2007

Background:

In the first quarter of 2005 to ensure the RMI eligibility for continued funding through FEMA, a review of the 1998 Hazard Mitigation Plan was required. This was undertaken by the NDMO with support from SOPAC and approved by the DMC on March 17th 2005.

Issues:

The plan specified a maintenance process, facilitated by the NDC whereby progress reporting would be maintained with the RMI Government and FEMA in accordance with the plan schedule. To ensure compliance with the appropriate Federal Statutes and Regulations regarding the maintenance of the Standard Mitigation Plan, the following documents are submitted for approval by the NDC;

Appendix A: A meeting and reporting schedule to meet compliance requirements of Federal Statutes and Regulations. .

Appendix B: A reporting framework to facilitate regular monitoring and review of the Standard Mitigation Plan

Also attached as Appendix C is a matrix illustrating the alignment of the mitigation strategies with identified hazards and vulnerable systems in the RMI.

Appendix C: Matrices outlining alignment of Standard Mitigation Plan strategies

Clement Capelle
Director NDMO

ATTACHMENT No 2

Hazard Mitigation Plan Reporting Framework



Appendix A

REPUBLIC OF THE MARSHALL ISLANDS

National Disaster Mitigation Plan Reporting Framework

The RMI Standard Mitigation Plan was approved by the National Disaster Committee on 17th March 2005. The plan specified;

“The DMC as signatories individually and collectively have agreed to comply with all applicable Federal statutes and regulations in effect, with respect to the periods for which it receives grant funding in pursuance of implementing risk reduction priorities over the next three years, as outlined in the Standard Mitigation Plan.

To satisfy these requirements the NDC are required to continually monitor, review and report on the implementation of the Standard Mitigation Plan and submit reports to the RMI Government and FEMA according to the plan reporting schedule.”

As secretariat to the NDC, the NDMO will facilitate, as part of the NDC governance framework, the following activities to ensure compliance with the appropriate Federal Statutes and Regulations;

1. Organize quarterly NDC meetings to report on progress in implementing risk reduction priorities as outlined in the Standard Mitigation Plan.
2. Prior to meetings contact responsible agencies to obtain progress reports including the identification of any risks or constraints which impact upon meeting agreed timeframes.
3. On behalf of the NDC collate the annual report for National Government for submission TO Cabinet by 31 October each year.
4. On behalf of the NDC prepare the draft revised Standard Mitigation Plan reflecting the RMI's changing hazard profile, for submission to FEMA on a 3 yearly cycle.
5. Facilitate any changes to the Standard Mitigation Plan, establish appropriate version control, verify changes with DMC, ensure sign off by Chief Secretary.
6. Ensure records of all NDC meetings and decisions are filed appropriately within the NDMO.

ATTACHMENT No 3

Hazard Mitigation Plan Reports No 1 - 11



Appendix B

REPUBLIC OF THE MARSHALL ISLANDS

Standard Mitigation Plan Quarterly Report for month ending

Mitigation Strategy – (1) Review Planning and Zoning Act of 1987

Responsible Agency	Estimated cost	Potential funding source	Allocated budget	Current budget remaining	Proposed Completion Date
Attorney General's Department	\$5,000	A function of national Government	\$0	\$0	December 2006

Mitigation Objective – To establish an enforceable code to that will reduce the vulnerability of buildings to hazards through inappropriate development

Deliverables	Proposed completion date	Completed	Responsible Officer
Building code approved by National Government	Dec 2006		
Enforcement code included in all building tenders, contracts plans and other relevant documentation			
Develop communications strategy to advise builders within the RMI of enforcement and inspection code			
Develop inspection procedure and identify responsible department and necessary resources			
Develop budget proposal to manage enforcement & inspection policy if unable to manage within current budget allocation			
Develop annual audit schedule to randomly check on-site compliance with Planning and Zoning Act			

Links with other government Projects Initiatives or plans	
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REPUBLIC OF THE MARSHALL ISLANDS

Standard Mitigation Plan Quarterly Report for month ending

Mitigation Strategy – (2) Enforce the National Building Code

Responsible Agency	Estimated cost	Potential funding source	Allocated budget	Current budget remaining	Proposed Completion Date
Attorney General's Department	\$20,000	A function of national Government	\$0	\$0	December 2005

Mitigation Objective – To establish an enforceable code to that will reduce the vulnerability of buildings to hazards by improving building and safety standards in all new buildings

Deliverable	Proposed completion date	Completed	Responsible Officer
Building code approved by National Government	Dec 2005		
Develop communications strategy to advise builders within the RMI of enforcement and inspection code			
Develop inspection procedure and identify responsible department and necessary resources			
Ensure adequate numbers of appropriately trained inspectors are available when the code is enacted			
Develop budget proposal to manage enforcement & inspection policy if unable to manage within current budget allocation			
Develop annual audit schedule to randomly check on-site compliance with building code			

Links with other government Projects Initiatives or plans	
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REPUBLIC OF THE MARSHALL ISLANDS

Standard Mitigation Plan Quarterly Report for month ending

Mitigation Strategy – (3) Improve Solid Waste Management

Responsible Agency	Estimated cost	Potential funding source	Allocated budget	Current budget remaining	Proposed Completion Date
To be advised	\$8,000,000	A function of national Government	\$0	\$0	Not yet determined

Mitigation Objective – To develop an integrated solid waste management system involving with whole of community involvement.

Deliverable	Proposed completion date	Completed	Responsible Officer
Develop detailed Project Plan outlining specific components of an integrated solid waste management system, including community education and recycling program			

Links with other government Projects Initiatives or plans	
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REPUBLIC OF THE MARSHALL ISLANDS

Standard Mitigation Plan Quarterly Report for month ending

Mitigation Strategy – (4) Structural improvements to the causeway at Eyebe

Responsible Agency	Estimated cost	Potential funding source	Allocated budget	Current budget remaining	Proposed Completion Date
To be advised	\$20,000,000	International Donors	\$0	\$0	Not yet determined

Mitigation Objective – To improve water exchange between the ocean and lagoon and ensure security of the causeway to extreme weather events

Deliverable	Proposed completion date	Completed	Responsible Officer
Develop Project Plan for submission to potential donors			

Links with other government Projects Initiatives or plans	
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REPUBLIC OF THE MARSHALL ISLANDS

Standard Mitigation Plan Quarterly Report for month ending

Mitigation Strategy – (5) Strengthen emergency communications and early warning systems

Responsible Agency	Estimated cost	Potential funding source	Allocated budget	Current budget remaining	Proposed Completion Date
NDMO	\$100,000	SOPAC	\$0	\$0	To be determined

Mitigation Objective – To ensure communications facilities and early warning systems are more effectively maintained and end users of the system are better trained in their application

Deliverable	Proposed completion date	Completed	Responsible Officer
Assessment of emergency communication issues to be completed and submitted to SOPAC	Dec 2005		
Plane prepared for technical system improvements & maintenance			
End users at various sites identified for training			
Training package developed to enhance end user competency			
Training schedule developed and delivered			
Competency maintenance scheduled developed included in the NDMO annual business plan			
Training records of early warning system users to be maintained by the NDMO			

Links with other government Projects Initiatives or plans	
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REPUBLIC OF THE MARSHALL ISLANDS

Standard Mitigation Plan Quarterly Report for month ending

Mitigation Strategy – (6) Strengthen the building integrity of local health clinics

Responsible Agency	Estimated cost	Potential funding source	Allocated budget	Current budget remaining	Proposed Completion Date
Ministry of Health	\$75,000 ongoing	To be determined	\$0	\$0	To be advised

Mitigation Objective – Improve structural integrity of local health clinics in outer islands and general state of operational readiness in an emergency

Deliverable	Proposed completion date	Completed	Responsible Officer
Assessment report to be undertaken	Dec 2005		

Links with other government Projects Initiatives or plans	
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REPUBLIC OF THE MARSHALL ISLANDS

Standard Mitigation Plan Quarterly Report for month ending

Mitigation Strategy – (7) Develop and implement Public Awareness Program

Responsible Agency	Estimated cost	Potential funding source	Allocated budget	Current budget remaining	Proposed Completion Date
NDMO	\$45,000	Public Service Budget	\$0	\$0	June 2006

Mitigation Objective – To increase awareness and resilience of the RMI community through improved understanding of hazards and risks

Deliverable	Proposed completion date	Complete	Responsible Officer
Public Awareness and Training Coordinator to be appointed and attached to the NDMO	June 2005		
Public awareness program to be developed	June 2006		
Public awareness training schedule developed	June 2006		

Links with other government Projects Initiatives or plans	
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REPUBLIC OF THE MARSHALL ISLANDS

Standard Mitigation Plan Quarterly Report for month ending

Mitigation Strategy – (8) Retrofit and reconstruction of outer island evacuation shelters

Responsible Agency	Estimated cost	Potential funding source	Allocated budget	Current budget remaining	Proposed Completion Date
Public Works Dept Dept of Education Min of Internal Affairs NDMO (coord)	\$250,000	International Donors	\$0	\$0	To be determined

Mitigation Objective – To ensure that all designated evacuation centers are structurally sound, their capacity is adequate for community needs and the community are informed as to their identification and location

Deliverable	Proposed completion date	Completed	Responsible Officer
Report on structural condition and capacity of identified evacuation shelters	Dec 2005		
Prepare Project Plan for prospective international donors			
Develop awareness program to ensure evacuation centers and their location are known to the community			

Links with other government Projects Initiatives or plans	
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REPUBLIC OF THE MARSHALL ISLANDS

Standard Mitigation Plan Quarterly Report for month ending

Mitigation Strategy – (9) To improve national and local disaster risk management planning arrangements

Responsible Agency	Estimated cost	Potential funding source	Allocated budget	Current budget remaining	Proposed Completion Date
NDMO	\$150,000	Technical assistance to be provided by SOPAC	\$0	\$0	December 2006

Mitigation Objective – Review and update the National Disaster Assistance Act, National Disaster Plan, Local Disaster Plans. Also review roles and responsibilities of the NDC and the NDMO.

Deliverable	Proposed completion date	Completed	Responsible Officer
Report on the roles and responsibilities of the National Disaster management Office	November 2005		
Report on the roles and responsibilities of the National Disaster Management Committee			
Report on the review of the National Disaster Assistance Act			
Report on the review of the National Disaster Plan			
Report on the review of Local Disaster Plans			
Schedule for the redrafting of the National Disaster Assistance Act, the National Disaster Plan and Local Disaster Plans			

Links with other government Projects Initiatives or plans	
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REPUBLIC OF THE MARSHALL ISLANDS

Standard Mitigation Plan Quarterly Report for month ending

Mitigation Strategy – (10) Develop national and local disaster risk management training programs

Responsible Agency	Estimated cost	Potential funding source	Allocated budget	Current budget remaining	Proposed Completion Date
NDMO	\$50,000	Technical support from SOPAC	\$0	\$0	June 2007

Mitigation Objective – To improve national planning and disaster risk management practices through the provision of training programs

Deliverable	Proposed completion date	Completed	Responsible Officer
Training plan developed and endorsed by the NDC	Dec 2005		
Public Awareness and Training Coordinator to be appointed and attached to the NDMO			
Training courses developed			
Training schedule developed			
Training delivered			

Links with other government Projects Initiatives or plans	
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REPUBLIC OF THE MARSHALL ISLANDS

Standard Mitigation Plan Quarterly Report for month ending

Mitigation Strategy – (11) Incorporate Comprehensive Hazard and Risk Management (CHARM) into the national planning process

Responsible Agency	Estimated cost	Potential funding source	Allocated budget	Current budget remaining	Proposed Completion Date
NDMO	\$50,000	Technical support from SOPAC	\$0	\$0	December 2006

Mitigation Objective – To reduce the impact of disasters on the RMI national planning process

Deliverable	Proposed completion date	Completed	Responsible Officer
Conduct CHARM familiarization workshop	Dec 2006		
Align the RMI national disaster risk management initiatives with the Pacific Framework for Action 2005-2015	June 2006		
Develop a governance framework to support the mainstreaming of disaster risk management in the RMI in line with the Pacific Framework 2005-2015	December 2006		

Links with other government Projects Initiatives or plans	
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ATTACHMENT No 4

Hazard Mitigation Plan Alignment of Vulnerable System & Hazard Profile



Appendix C

REPUBLIC OF THE MARSHALL ISLANDS

Alignment of Mitigation Strategies with RMI Vulnerable Systems and Hazard Profile

Hazard Profile as determined in the 2005 review of the RMI 1998
Mitigation Plan

Natural Hazards

Hazard	Risk Magnitude
Tropical storm and typhoon	High risk
High surf	High risk
Drought	Medium risk
Volcanoes	Low risk
Earthquake	Low risk
Tsunami	Low risk

Man-Made Hazards

Hazard	Risk Magnitude
Fire	High risk
Marine oil spill	High risk
Water supply contamination	High risk
Hazardous materials	High risk
Epidemic disease	High risk
Commercial transport accident	Medium risk

To ensure vulnerable systems identified in the 2005 Mitigation Plan Review had been addressed in the development the 11 risk mitigation plans, the following matrix sought to align the vulnerable systems and the plan objectives. This matrix illustrates that all vulnerable systems have been included within the RMI Standard Risk Mitigation Plan 2005-07.

System	2005-07 Mitigation Plans that address vulnerable systems										
	1	2	3	4	5	6	7	8	9	10	11
Housing	•	•					•			•	•
Transportation							•		•		•
Communications					•				•		•
Power							•		•		•
Health	•	•	•	•		•	•	•	•	•	•
Water	•		•						•	•	•
Agriculture							•			•	•
Fishing				•						•	•
Tourism			•		•						•

To identify potential gaps in the treatment of hazards, the following matrix sought to align hazards with mitigation plans. Low hazards have not been included.

Hazard	Mitigation Plan										
	1	2	3	4	5	6	7	8	9	10	11
Tropical Storm & Typhoon	•	•		•	•	•	•	•	•	•	•
High surf	•	•		•	•	•	•	•	•	•	•
Drought					•		•		•	•	•
Fire		•					•		•	•	•
Marine oil spill									•	•	•
Water contamination		•	•				•		•	•	•
Hazardous materials	•		•				•		•	•	•
Epidemic disease			•		•	•	•	•	•	•	•
Transport accident									•	•	•

The above matrices indicate that the Standard Mitigation Plan 2005-07 is addressing the vulnerability of systems to the impact of the major hazards identified. To ensure this alignment is maintained in accordance with the current Mitigation Plan or in the event of amendments, a quarterly reporting schedule will be coordinated by the Director of the National Disaster Management Office. This will ensure an audit trail exists which records amendments to the Mitigation Plan approved by the NDC and any variation in timelines.

ATTACHMENT No 5

Director NDMO Position Description



REPUBLIC OF THE MARSHALL ISLANDS

Director of the National Disaster Management Office

Roles & Responsibilities

Date:	Thursday, 10 November 2005
Position:	Director of the National Disaster Management Office
Office:	National Disaster Management Office
Department:	Office of the Chief Secretary
Reports to:	Chief Secretary
Incumbent:	Clement Capelle

Role Statement

The National Disaster Management Office (NDMO) is the primary agency for disaster management programs and activities. Specific responsibility for such matters rests with the Chairman of the National Disaster Committee (NDC) the Chief Secretary. Local Government has responsibility for assisting the NDMO in the development of specific programs.

Role of the Director of the NDMO

1. Responsible for coordinating the implementation of the Standard Mitigation Plan for the RMI and maintaining compliance with associated Federal Statutes and Regulations.
2. Coordinate the annual review of the National Disaster Plan and associated subordinate plans to the disaster plan
3. Provide technical assistance to all ministries and departments in the maintenance of the disaster plans and standard operating procedures
4. Act as Secretariat to the National Disaster Committee, also a member of the NDC
5. Maintain operational readiness of the NEOC

Training

6. Identify and evaluate the requirement for disaster risk management training at both national and local government levels.
7. Identify existing national and regional courses appropriate to the requirements of the RMI and coordinate selection of participants.
8. Maintain training records of staff who have attended disaster related training and education courses
9. Coordinate the planning and execution of national disaster management exercises.
10. Monitor and coordinate the delivery of public awareness and education programs as developed by government departments and other agencies
11. Develop and deliver public awareness and education programs through the media, schools and other community groups on hazard mitigation activities
12. Coordinate an annual NEOC training exercise to maintain operational efficiency

Liaison

13. Function as the liaison point in disaster related activities with local government in both emergency and non-emergency times
14. Assist local government officials with the development of their disaster plans and provide briefing on the implementation as necessary
15. Represent the RMI at meetings, conferences, workshops and other disaster related trainings to ensure the NDMO keeps abreast with current disaster management practices and developments
16. Acts as the RMI Liaison and Coordination Officer on the Pacific Caucus Insular States Forum

Programs

17. Implements the grant award from the FEMA Emergency Management Performance Grant Program which is annually awarded to the RMI for updating the RMI's disaster plans. Report to the Chief Secretary and FEMA on award status
18. Responsible for the development of project proposals for financial and/or technical assistance from FEMA the UNDP or other international institutions or donors

NDMO Management

19. Responsible for NDMO & NDC disaster related records management, including version control.
20. Maintain all master copies (both hard and soft) of relevant disaster management documentation including the National Disaster Plan, The Standard Mitigation Plan, all associated subordinate plans and Standard Operating Procedures.
21. Submits annual budget allocation for the NDMO and subsequently maintain financial accounts in accordance with approved financial procedures
22. Designated as the RMI Public Assistance Officer (POA) responsible for the Public Assistance (PA) Program during disaster operations in-country. The POA;
 - Advises the State Coordinating Officer and the Presidents Authorised Representative on all Public Assistance Programs
 - Manages the operation of the Public Assistance Staff and any coordination between the PA Program and other RMI's agencies in the disaster recovery effort
 - Works with Federal counterparts to ensure that the PA Program is effective in meeting the needs of applicants
 - Ensures that the PA Program is operating in compliance with all laws, regulations and policies
 - Responsible for keeping applicants informed and educated about the PA Program and resolve any problems with them whenever they arise

- Responsible for the upkeep (revision and updating) of the RMI PA Plan as needed or required by FEMA from time to time
 - Function as liaison Officer between RMI and Federal Counterparts during normal and abnormal times
23. Responsible for the development, review and updating of the following RMI's assistance plans as required by FEMA:
- a. Public Assistance Plan
 - b. Hazard Mitigation Plan
 - c. Individual and Family Grant Program

Disaster Event Responsibilities

24. Member of the NDC
25. Responsible for acting as liaison Officer to FEMA and local government assessment teams during the immediate response and recovery process after a disaster
26. On behalf of the Chief Secretary issue public warnings through the radio station in the event of a rapid onset disaster /emergency when time does not permit the issuing of such warnings in accordance with current SOP's
27. On behalf of the Chief Secretary coordinate post disaster/emergency response and recovery operations analysis and review
28. Assist the Chief Secretary & NDC in the compilation of survey reports to support requests for disaster assistance from U.S. government or international organizations and donors agencies

Signed.....Date.....
Clement Capelle
Director NDMO

Signed.....Date.....
Robert Muller
Chief Secretary

ATTACHMENT No 6

National Disaster Committee Terms of Reference



REPUBLIC OF THE MARSHALL ISLANDS

Disaster Management Committee

Terms of reference for the NDC:

- Develop and review disaster risk management policies
- Review annually and maintain currency of the National Disaster Plan
- Provide advice to Cabinet on measures to mitigate effects of disasters
- Implement, monitor and review the RMI Standard Mitigation Plan
- Report annually to Cabinet on progress in implementing the Mitigation Plan
- Direct response and recovery operations in the event of a disaster
- Establish NDC sub-committees to review and make recommendations to Cabinet on disaster mitigation, response and recovery activities as directed by the Chief Secretary
- Maintain operational efficiency and effectiveness of the NEOC
- Undertake all duties as outlined in the Disaster Assistance Act 1987

NDC Meetings

The NDC will meet in accordance with the following guidelines;

1. The NDC will meet quarterly to;
 - i. Review progress on the implementation of the Standard Mitigation Plan and
 - ii. Consider amendments that may be required to the mitigation plan due to changes in development patterns, any disaster/emergency impacts, new studies, data or technology, new or changed funding sources.
2. The NDC may meet at any other time as necessary at the discretion of the Chief Secretary.
3. The NDC will meet in emergency session to consider appropriate response to any emergency or disaster in the RMI. These meetings will be convened by the Chief Secretary.

4. The NDC will meet when the NEOC is activated to respond to a major disaster where the NDC will be facilitating a significant coordination role for national and international resources.

NDC Membership

The membership of the NDC is prescribed within the Disaster Assistance Act 1987. However, structural changes within Government and the changing disaster risk management focus from response to risk mitigation has led to variations in membership. Any addition or reduction in the NDC membership must be approved by Cabinet.

The current membership of the NDC as of November 2005 is;

- Chief Secretary - Chairperson
- Director NDMO - Secretariat
- Secretary of Health
- Secretary of Resources and Development
- Secretary of Public Works
- Secretary of Transport and Communications
- Secretary of Internal Affairs
- Secretary of Foreign Affairs
- Secretary of Education
- Secretary of Finance
- Attorney General
- Commissioner of Public Safety
- Director Office of Environmental Planning and Policy Coordination
- Director Economic Policy Planning and Statistics Office
- General Manager Marshalls Energy Company
- General Manager National Telecommunications Authority
- General Manager Environmental Protection Authority
- General Manager Marshalls Marine Resources Authority
- General Manager Ports Authority
- Manager Majuro Water and Sewer Company
- Majuro Weather Service

NDC Secretariat

The NDMO will act as secretariat for the NDC.

The secretariat will;

- Develop a quarterly schedule for meetings of the NDC
- On advice from the Chief Secretary arrange special NDC meetings as required
- Prior to each scheduled meeting call for agenda items amongst NDC 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 NDC members no later than 3 days after the meeting
- Prepare annual report to the Cabinet on implementation progress
- Prepare 3 yearly report for FEMA on mitigation plan progress
- A file will be maintained in the NDMO where all papers relevant to NDC meetings will be filed

- NOTE: i) The NDMO maintains the master list of NDC members
- ii) Any changes in NDC membership must be approved by Cabinet

REPUBLIC OF THE MARSHALL ISLANDS

NATIONAL DISASTER COMMITTEE QUARTERLY MEETING

Date.....

Venue.....

AGENDA

1. Welcome
2. Members present
Chairperson -
Secretary -
3. Apologies
4. Minutes of last meeting
5. Issues arising (Action Items)
6. Progress on Mitigation Plans
7. Amendments to the Mitigation Plan
8. General business
9. Any other business

Meeting closed athrs

The next NDC meeting will be held on

ACTION ITEMS

NATIONAL DISASTER COMMITTEE MEETINGS

Meeting Date	Issue	Action Required	Department	Responsible Person	Completion Date

ATTACHMENT No 7

National Disaster Committee Standard Operating Procedures



OFFICE OF THE CHIEF SECRETARY

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review and maintain any other associated disaster plans which are the responsibility of the Office of the Chief Secretary to maintain
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records
- Perform the tasks of the RMI Presidents Authorized Representative for disaster activities
- Ensure the DMC meets its obligations as specified in section 9 & 11 of the Disaster Assistance Act 1987
- Direct the planning and implementation of mitigation activities
- Review all proposed ministry developments and actions to ensure that the planned activities will not result in an increase in the likelihood of disaster losses
- Identify areas particularly vulnerable to disaster and direct the development of prioritized natural disaster mitigation plans directed at the reduction of the likelihood of losses
- Direct each member of the NDC to produce plans for its area of responsibility to ensure the required measures of readiness needed for disasters.
- Establish definite calendar dates as deadlines for preparedness activities for all NDC |members
- Direct the minimum of one exercise annually to verify the readiness of the NDC
- Have certain emergency documents for Cabinet approval eg emergency procurement authority authorizing the Chief Secretary signature on purchase orders
- Direct the training of outer island populations in disaster mitigation, preparedness and damage assessment
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- Place key personnel on alert
- Call and chair a meeting of the NDC – who initiates condition 3!!!?
- Receive National Weather Office warnings
- Direct the Public Information Office to draft and release public warning bulletins (who vets the bulletins?)
- Direct the NDC to mobilise condition 3 alert in their respective areas of responsibility
- Obtain Cabinet approval of pre-paid emergency authorization documents
- Direct radio, telephone and other communications checks to include all common channels that can be used to simultaneously advise all parties involved in disaster response (is this not in other SOP's?? – perhaps the NDC should be receiving notification that this has been done?)
- 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 radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the Office of the Chief Secretary has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage

2) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Maintain disaster expenditure logs
- Activate the NEOC – need to check all SOP's to ensure they do not report to NDC in condition 3
- Continue condition 3 activities as required
- Coordinate with NDC to ensure readiness check lists are being utilised – (what are the check lists and where are they – need to cross reference them with SOP's)
- Direct the population of areas likely to be affected to go to designated shelters as needed
- Continue to direct issuance of current public bulletins utilizing AM & SSM radios – (who writes bulletins?)

2) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Coordinate with the NDC to ensure all readiness activities are complete (there is no requirement for anyone to inform the NDC)
- Continue to direct the issuance of public bulletins
- Supervise the response phase of the NDC (not required)
- Maintain control of the response phase through the NDC (not required)
- Direct the Secretary of the Ministry of Foreign Affairs to disseminate information to foreign governments, internal organisations and disaster agencies eg FEMA
- Resolve conflicts arising from disaster response activities
- Direct appropriate agencies in search and rescue operations
- Keep the RMI President and the Cabinet briefed on disaster conditions and response activities by daily reports (should this be regular reports?)
- Provide supporting authority required by members of the NDC in the prosecution of their tasks (is this necessary????)
- Provide recommendations to Cabinet when all clear can be announced

5) Onset Phase 0 + hours

- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC

7) Immediate Recovery

- Act as the President's authorised representative for Disaster Recovery Activities
- Review outer islands damage assessment reports and recommend Presidential disaster declarations
- Recommend presidential requests for outside assistance as required
- Coordinate the RMI and foreign recovery assistance (is this not the Ministry of Foreign Affairs?)
- Resolve conflicts arising from the actions of recovery teams
- Direct and guide the recovery project managers from non-government and not for profit organisations ensuring that project progress and cost reporting is timely and that projects are being completed on schedule (is this not being done by the Public Works? Or are these contracts different?)
- Organise NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Conduct an NDC action review meeting within 6 months of the disaster declaration to ensure adequate progress on all recovery projects to determine progress (should there be debrief meetings for emergencies when disaster has not been declared?)
- Organise NDC debrief, to review and analyse disaster recovery operations

NOTE - Really need to consider whether many of the things that are supposed to be initiated by the CS and the NDC should be initiated through condition 3 being activated and the CS & NDC then receive reports of mobilisation and checks – which means in all SOP's there must be a requirement for ministries and other departments to report to the NEOPC when their mobilisation has been completed

MINISTRY OF HEALTH

Disaster Management Standard Operating Procedure

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review any maintain other associated disaster plans which are the responsibility of the Ministry of Health to maintain
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records
- Promote health education in support of community disaster preparedness
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- Place key personnel on alert
- Alerts hospitals, dispensaries and mobile first aid teams
- Inventories medical supplies and equipment for possible use during and immediately after disaster
- Establish contact with local church organisations
- Dispatches medical personnel with kits to each designated shelter
- Evacuates hospital patients as necessary
- 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 radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the Ministry of Health has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage

3) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Ensure medical facilities are prepared to minimise damage
- Implement alerting procedures on receipt from NDC
- Maintain disaster expenditure logs
- Provide status report on readiness to NDC

4) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Have all medical staff on standby to respond to influx of patients
- Provide status report on readiness to NDC

5) Onset Phase 0 + hours

- Provide emergency medical care
- Establish/review priorities for hospital facilities and supplies
- Undertake protective measures for disease control
- Responsible for the identification, restoration and disposition of the dead
- Evacuate hospital patients as required
- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
- Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Monitor hospitals and 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 to other RMI medical facility of dispensing of medical aid is compromised by disaster
- Ensure the replacement of expended supplies
- Undertake protective measures for disease control
- Provide inspection teams for health hazards

- Maintain contact with medical staff on outlying atolls
- Initiate water rationing if applicable
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Partake in NDC debrief, to review and analyse disaster recovery operations

MINISTRY OF RESOURCES AND DEVELOPMENT

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review any maintain other associated disaster plans which are the responsibility of the Ministry of Resources and Development to maintain eg Drought Disaster Plan
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's.
- Where applicable take account of disaster related aspects of development Programs
- Coordinate agricultural development
- Provide educational awareness programs regarding crop and livestock protection to disaster events
- Maintain government facilities to ensure they are equipped with gutters and catchment
- 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
- Ensure all Ministry buildings are inspected for structural integrity to reduce risk to storm damage
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO who will maintain resource register for RMI

- 2) **Condition 3** 48 – 24 hours
- 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
 - Check radio communications for operational readiness
 - Inspect resources and equipment for operational readiness
 - Ensure emergency generators are checked and tested for operational readiness
 - Secure buildings for which the Ministry of Resources and Development has responsibility
 - Protect computers, record cabinets and other assets and equipment against possible damage
- 3) **Condition 2** 24 - 12 hours
- Continue condition 3 activities as required
 - Implement alerting procedures on receipt from NDC
 - Maintain disaster expenditure logs
 - Provide status report on readiness to NDC
- 4) **Condition 1** 12 – 0 hours
- Continue condition 2 activities as required
 - Provide status report on readiness to NDC
- 5) **Onset Phase** 0 + hours
- Coordinate and conduct complete damage assessment of disaster affected areas in conjunction with the Ministry of Public Works
 - Coordinate with FEMA representatives in the survey of damage and preparation of damage survey reports in conjunction with the Ministry of Public Works
 - File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
 - At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
 - Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Contribute to NDC considerations on distributing and utilising equipment and supplies provided by FEMA
- Provide sea transport for water and other supplies to outer atolls
- Perform agricultural damage assessment on damaged atolls
- 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
- Perform the duty of Project Manager for recovery projects affecting crops and windbreaks
- Provide an agricultural recovery forecast for the NDC
- Assist the Ministry of Public Works in debris removal
- Assist the Ministry of Public Works in runway and road repairs
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Partake in NDC debrief, to review and analyse disaster recovery operations

MINISTRY OF PUBLIC WORKS

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review any maintain other associated disaster plans which are the responsibility of the Ministry of Public Works Affairs to maintain
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records
- Conducts protective measures to minimise effects of disaster eg flood control protection
- Provides supporting services to contractors assigned to improve public assistance programs; acts as contracts Project Officer
- Ensures the structural integrity of all public buildings and facilities vulnerable to water, wave and wind damage
- Assist Ministry of Social Services in emergency shelter facility planning
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- 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
- Check radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Take necessary steps to ensure security of public facilities including the tie down of loose materials
- Ensure all government vehicles and planes are secured
- Ensure disaster response assets are on the alert and ready to mobilize

- Place available transport on standby
- Inspect public evacuation shelters to ensure readiness
- Inspect all public facilities to ensure emergency power, water and telephone systems are operational
- Provide evacuation transport for people and supplies
- Secure buildings for which the Ministry of Public Works has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage

3) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Implement alerting procedures on receipt from NDC
- Continue to secure public facilities as appropriate
- Ensure provision of land transport for evacuation/transport of personnel, equipment and supplies
- Ensure emergency generators are filled with fuel and operational
- Inspect and where necessary close down water, sewerage and power systems
- Maintain disaster expenditure logs
- Provide status report on readiness to NDC

4) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Respond to requests from the Disaster Management Committee
- Provide status report on readiness to ND

5) Onset Phase 0 + hours

- Conduct debris clearance, including removal of debris from private lands when this is in public interest
- Conducts protective measures to mitigate the effects of disaster eg flood control protection against wave action
- Provides supporting services to contractors assigned to approve public assistance programs; acts as contracts program manager
- Acts as contracts manager to remove timber (specifically) from private lands when this is in the public interests
- May reimburse owner of timber for removal costs (less value of timber) when owner is contracted to carry out timber removal
- Inspects repairs and reopens essential services including decontamination of water resources, if required

- Provides water to disaster area victims as required
- Contributes as applicable to NDC considerations on requesting, distributing and utilising equipment and supplies provided by FEMA
- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
- Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Inspects repairs and reopens essential services in conjunction with the EPA & the MWSC including decontamination of water resources as required
- Provides in conjunction with the MWSC water to disaster areas victims as required
- Assist Ministry of Justice (Public Safety) by providing trained teams of personnel to handle dangerous debris
- Provide equipment and operators for the removal of debris from runways, roads and for the demolition of hazardous buildings
- Provide all necessary damage control to public buildings to ensure loose material does not create and additional hazard
- Provide direction and supervision for teams provided by supporting agencies
- Provide emergency sewerage control
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Develop project plans for public facility repair projects with costs and resources for review by the NDC to ensure disaster recovery projects are completed in a timely manner
- Perform the duties of the project manager and/or action agent for the recovery projects affecting public facilities. Control the projects to ensure minimum loss of facilities availability
- Partake in NDC debrief, to review and analyse disaster recovery operations

MINISTRY OF TRANSPORTATION AND COMMUNICATION

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review and maintain any other associated disaster plans which are the responsibility of the Ministry of Internal Affairs to maintain eg Drought Disaster Plan
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records
- Assist all ministries in planning for post disaster transport needs
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- 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
- Check radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the Ministry of Transportation and Communications has responsibility
- Inspect security of all buildings in communication area
- Check all government communications equipment is secured
- Check all internal and external telephone circuits
- Ensure security of all government sea and air craft
- Place designated disaster response craft on standby

- Establishes rosters to ensure maintenance personnel can sustain 24 hour operations
- Assist all Ministries in the transportation of food, water, equipment medical supplies and personnel to outer islands and atolls
- Protect computers, record cabinets and other assets and equipment against possible damage

3) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Check sea state and flying conditions and makes recommendation to DMC regarding closure of harbours and airfields
- Implement alerting procedures on receipt from NDC
- Maintain disaster expenditure logs
- Provide status report on readiness to NDC

4) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Provide status report on readiness to NDC

5) Onset Phase 0 + hours

- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
- Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Undertake damage assessment of communication facilities
- Maintain and or restore communications
- If necessary requests communications assistance from Guam, Honolulu or Kwajalein
- If necessary utilizes communications resources of aircraft, ships, radio amateurs or other resources
- Directs operations of government shipping and aircraft resources

- Provide assistance to the Ministry of Justice in the planning of search and rescue operations
- Assist the Ministry of Health by providing emergency medical evacuation transport
- Assist all ministries in the transportation of material and food to outer islands and atolls
- Provide transportation for inspection teams to damaged outer islands and atolls
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Partake in NDC debrief, to review and analyse disaster recovery operations

MINISTRY OF INTERNAL AFFAIRS

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review any maintain other associated disaster plans which are the responsibility of the Ministry of Internal Affairs to maintain
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records
- Responsible for public information including 'Condition announcements'
- Alert outer atolls local councils and governments
- Coordinate shelter operations for evacuated people
- Coordinates Public Works disaster relief effort to outlying islands
- Coordinates public awareness of disaster preparedness actions with outer islands local governments
- Maintain emergency food distribution plans
- Maintain inventories of food stockpiles
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- Place key personnel on alert
- Alert radio station regarding 24 hour operations
- Monitors disaster information and prepares public information bulletins
- Prepares 'Condition' announcements as directed by Cabinet
- Coordinate with outer atolls local councils and governments on current and future activities
- Inventory food stockpiles
- 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 radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness

- Secure buildings for which the Ministry of Internal Affairs has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage

3) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Deploy Social Welfare teams
- Continue public information activities
- Puts radio station on 24 operation
- Implement alerting procedures on receipt from NDC
- Maintain disaster expenditure logs
- Provide status report on readiness to NDC

4) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Continue public information activities
- Provide status report on readiness to NDC

5) Onset Phase 0 + hours

- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
- Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Co-ordinates Public Works disaster relief effort to outlying islands
- Operate emergency shelters and conduct mass feeding
- Releases radio station to normal transmissions
- Assist other Ministries in conducting emergency food and water distribution
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Receive and distribute long term emergency food supplements to designated islands & atolls
- Partake in NDC debrief, to review and analyse disaster recovery operations

MINISTRY OF FOREIGN AFFAIRS

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review and maintain any other associated disaster plans which are the responsibility of the Ministry of Foreign Affairs to maintain
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records
- Act on behalf of the Cabinet in disaster related matters which involve foreign governments and international agencies
- Maintain listings of points of contact with foreign governments and international disaster assistance agencies
- Develop optimum communication paths for use when required
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- 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
- Check radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the Ministry of Foreign Affairs has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage
- Alert heads of foreign ministries

- 3) **Condition 2** 24 - 12 hours
- Continue condition 3 activities as required
 - Advises threats to foreign missions of disaster potential indicating likelihood of requests for international assistance
 - Implement alerting procedures on receipt from NDC
 - Maintain disaster expenditure logs
 - Provide status report on readiness to NDC
- 4) **Condition 1** 12 – 0 hours
- Continue condition 2 activities as required
 - React as directed by the Cabinet to initiate requests for international assistance including assistance from FEMA
 - Provide status report on readiness to NDC
- 5) **Onset Phase** 0 + hours
- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
 - At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
 - Assume normal status on receipt of condition 4 from NDC
- 6) **Immediate Recovery**
- Continue with Onset Phase activities as required
 - Prepare to issue requests for international aid as directed by the DMC
 - Disseminate accurate information to foreign governments and international agencies
 - Coordinate receipt of international aid
 - Coordinate delivery of aid from international aid
 - Partake in NDC debrief, to review and analyse disaster response operations
- 7) **Long Term Recovery**
- Partake in NDC debrief, to review and analyse disaster recovery operations

MINISTRY OF EDUCATION

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review any maintain other associated disaster plans which are the responsibility of the Ministry of Education Affairs to maintain
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records
- Develop plans to ensure the safety of students
- Ensure the inspections of school building structural integrity are made
- Present list of school buildings requiring strengthening to the Chief Secretary
- Present disaster management information as part of the school curriculum
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- 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
- Check radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the Ministry of Education has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage
- Make available those school buildings identified as shelters
- Close schools in outer areas as required
- Coordinate with Social Services regarding readiness of schools identified as emergency shelters

3) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Implement alerting procedures on receipt from NDC
- Maintain disaster expenditure logs
- Close all public schools in affected areas not previously closed
- Advise closure of private schools in affected areas
- Release all personnel having no specific disaster related duties
- Provide status report on readiness to NDC

4) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Assist Ministry of Social Services in operation of emergency shelters
- Provide status report on readiness to NDC

5) Onset Phase 0 + hours

- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
- Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Assist Ministry of Social Services to operate emergency shelters until they are closed
- Assist Ministry of Social Services in the shut down and recovery of shelter facilities
- Report structural damage to the Ministry of Works to effect repairs
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Partake in NDC debrief, to review and analyse disaster recovery operations

MINISTRY OF FINANCE

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review and maintain any other associated disaster plans which are the responsibility of the Ministry of Internal Affairs to maintain eg Drought Disaster Plan
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records
- Ensures that arrangements for FEMA assistance can be effectively implemented
- Responsible for all aspects of disaster related accounting
- Maintains detailed records of disaster expenditure using procedures required by FEMA
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- Place key personnel on alert
- Assess where normal activities can be restricted to allow personnel, equipment, supplies and funds be released for disaster response
- Prepares to accept and process departmental activities on disaster expenditure
- Prepares to receive funds for public and private assistance
- Prepares to implement the necessary accounting procedures for FEMA assistance
- Implement disaster logs for disaster expense
- Check radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the Ministry of Finance has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage

3) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Implement alerting procedures on receipt from NDC
- Maintain disaster expenditure logs
- Provide status report on readiness to NDC

4) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Provide status report on readiness to NDC

5) Onset Phase 0 + hours

- Maintains detailed records of disaster expenditures employing the same procedures as are required for FEMA assistance
- Receives and accounts for funds advanced for public and individual assistance
- Makes disbursements against requisitions for public assistance projects
- Makes disbursement of grants as directed by the individual assistance program manager
- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
- Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Ensure adequacy of Ministry cost reporting and documentation with special emphasis on FEMA requirements
- Provide financial management to all disaster funding
- Provide timely payment of proper invoices as approved by the Chief Secretary
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Partake in NDC debrief, to review and analyse disaster recovery operations

COMMISSIONER OF PUBLIC SAFETY

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review any maintain other associated disaster plans which are the responsibility of the Commissioner of Public safety to maintain
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records
- 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

Public Safety disaster management prime responsibilities

- Maintain law and order
- Traffic control
- Building security
- Crowd control
- Patrol boat operations
- Coordinate evacuation
- Coordinate search and rescue
- Fire fighting operations
- Provide protection as required
- Provision of emergency first aid
- Provide police equipment, communication and transport as required

2) Condition 3 48 – 24 hours

- Place key personnel on alert
- Alert search and rescue teams
- Deployment of designated personnel with radios to assigned shelters
- Maintains contact with and provides messenger service to the NEOC

- Prepares evacuation plan
- 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 radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the Commissioner of Public Safety has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage
- Ensure readiness of operational resources

3) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Ensure police buildings are prepared to minimise damage
- Respond to requests from the Disaster Committee
- Implement alerting procedures on receipt from NDC
- Maintain disaster expenditure logs
- Provide status report on readiness to NDC

4) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Crowd control operations
- Emergency evacuations
- Security of private property from looting and vandalism
- Provide status report on readiness to NDC

5) Onset Phase 0 + hours

- Assists with evacuation operations
- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
- Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Provision of prisoner labour to Public Works
- Assists Public Works with assessment damage
- Increase patrols in effected areas
- Maintain law and order
- Prosecute individuals for illegal activities
- Review disaster plans and SOP's and amend as required
- Assess damage and loss of police assets and equipment
- Assess damage and loss of fire service assets and equipment
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Partake in NDC debrief, to review and analyse disaster recovery operations

OFFICE OF ENVIRONMENTAL PLANNING AND POLICY COORDINATION

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review and maintain any other associated disaster plans which are the responsibility of the Office of Environmental Planning and Policy Coordination to maintain
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records.
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- 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
- Check radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the Office of Environmental Planning and Policy Coordination has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage

3) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Implement alerting procedures on receipt from NDC
- Maintain disaster expenditure logs
- Provide status report on readiness to NDC

4) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Provide status report on readiness to NDC

5) Onset Phase 0 + hours

- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
- Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Partake in NDC debrief, to review and analyse disaster recovery operations

ECONOMIC POLICY, PLANNING AND STATISTICS OFFICE

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review and maintain any other associated disaster plans which are the responsibility of the Ministry of Internal Affairs to maintain eg Drought Disaster Plan
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records.
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- 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
- Check radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the Economics Policy, Planning and Statistics Office has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage

- 3) **Condition 2** 24 - 12 hours
- Continue condition 3 activities as required
 - Implement alerting procedures on receipt from NDC
 - Maintain disaster expenditure logs
 - Provide status report on readiness to NDC
- 4) **Condition 1** 12 – 0 hours
- Continue condition 2 activities as required
 - Provide status report on readiness to NDC
- 5) **Onset Phase** 0 + hours
- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
 - At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
 - Assume normal status on receipt of condition 4 from NDC
- 6) **Immediate Recovery**
- Continue with Onset Phase activities as required
 - Partake in NDC debrief, to review and analyse disaster response operations
- 7) **Long Term Recovery**
- Partake in NDC debrief, to review and analyse disaster recovery operations

MARSHALLS ENERGY COMPANY

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review and maintain any other associated disaster plans which are the responsibility of the Marshalls Energy Company to maintain
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain training records
- Security and operation of gas and electricity generating and distribution facilities
- Continued development of facilities to reduce vulnerability of gas supply and associated facilities to the effects of disaster
- Ensure building that the Marshalls Water Company are responsible are maintained in good structural repair to minimise vulnerability to the effects of disaster
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- 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
- Check radio communications equipment for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the MARSHALLS Energy Comp[any has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage
- Secure all loose material around gas and electricity facilities
- Prepare equipment location, status and crew availability for report to CS

3) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Implement alerting procedures on receipt from NDC
- Maintain disaster expenditure logs
- Provide status report on readiness to NDC

4) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Provide status report on readiness to NDC
- Control distribution of power to ensure safety of the population

5) Onset Phase 0 + hours

- Monitor and control distribution of power to ensure safety of the population
- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
- Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Deploy repair crews as required
- Assess damage and prioritise repair (hospitals & shelters)
- Provide damage assessment to the CS
- Provide time estimates to the NEOC to re-establish services
- Ensure reduction of hazards caused by disaster damaged services
- Perform the f duties of Project manager for permanent repair of gas and electrical utility systems and facilities
- Assist in closing the NEOC
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Partake in NDC debrief, to review and analyse disaster recovery operations

NATIONAL COMMUNICATIONS AUTHORITY

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review and maintain any other associated disaster plans which are the responsibility of the National Communications Authority to maintain
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- 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
- Check radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the National Communications Authority has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage

3) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Implement alerting procedures on receipt from NDC
- Maintain disaster expenditure logs
- Provide status report on readiness to NDC

4) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Provide status report on readiness to NDC

5) Onset Phase 0 + hours

- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
- Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Partake in NDC debrief, to review and analyse disaster recovery operations

ENVIRONMENTAL PROTECTION AUTHORITY

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review and maintain any other associated disaster plans which are the responsibility of the Environmental Protection Authority to maintain
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP and maintain staff training records.
- Provide technical advice for obtaining potable water for the public
- Provide assistance to the Ministry of Social Services in preparation of shelter operational plans which include sanitation requirements
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- 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
- Check radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the EPA has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage

3) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Implement alerting procedures on receipt from NDC
- Maintain disaster expenditure logs
- Provide status report on readiness to NDC

4) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Provide status report on readiness to NDC

5) Onset Phase 0 + hours

- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
- Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Perform water quality monitoring and advise DMC of priorities regarding emergency water needs
- Provide testing and recommendations to the Majuro Water Company
- Perform sanitation inspections as required
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Partake in NDC debrief, to review and analyse disaster recovery operations

MARSHALLS MARINE RESOURCE AUTHORITY

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review and maintain any other associated disaster plans which are the responsibility of the Ministry of Internal Affairs to maintain eg Drought Disaster Plan
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records.
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- 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
- Check radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the Marshalls Marine resource Authority has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage

3) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Implement alerting procedures on receipt from NDC
- Maintain disaster expenditure logs
- Provide status report on readiness to NDC

4) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Provide status report on readiness to NDC

5) Onset Phase 0 + hours

- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
- Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Partake in NDC debrief, to review and analyse disaster recovery operations

PORTS AUTHORITY

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review and maintain any other associated disaster plans which are the responsibility of the Ports Authority to maintain
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records.
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- 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
- Check radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the Ports Authority has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage

3) Condition 2 24 - 12 hours

- Continue condition 3 activities as required
- Implement alerting procedures on receipt from NDC
- Maintain disaster expenditure logs
- Provide status report on readiness to NDC

4) Condition 1 12 – 0 hours

- Continue condition 2 activities as required
- Provide status report on readiness to NDC

5) Onset Phase 0 + hours

- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
- At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
- Assume normal status on receipt of condition 4 from NDC

6) Immediate Recovery

- Continue with Onset Phase activities as required
- Partake in NDC debrief, to review and analyse disaster response operations

7) Long Term Recovery

- Partake in NDC debrief, to review and analyse disaster recovery operations

MAJURO WATER AND SEWERAGE COMPANY

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review and maintain any other associated disaster plans which are the responsibility of the Majuro Water and Sewerage Company to maintain eg Drought Disaster Plan
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain training records
- Deliver public education programs on water conservation
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- 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
- Check radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings which are the responsibility of the Majuro Water and Sewerage Company
- Protect computers, record cabinets and other assets and equipment against possible damage

- 3) **Condition 2** 24 - 12 hours
- Continue condition 3 activities as required
 - Implement alerting procedures on receipt from NDC
 - Maintain disaster expenditure logs
 - Provide status report on readiness to NDC
- 4) **Condition 1** 12 – 0 hours
- Continue condition 2 activities as required
 - Provide status report on readiness to NDC
- 5) **Onset Phase** 0 + hours
- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
 - At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
 - Assume normal status on receipt of condition 4 from NDC
- 6) **Immediate Recovery**
- Continue with Onset Phase activities as required
 - Maintain Laura lens pumps
 - Test salinity at Laura Lens well and the RO unit
 - Implement water rationing to both commercial activities and residencies as required
 - Adjust water distribution as required
 - Monitor and coordinate EPA schedule
 - Control distribution of emergency water supplies (no where is there a requirement to establish emergency water supplies!!!)
 - Ensure airport runway is free of debris????
 - Install, operate and maintain and secure RO units as required (perhaps a condition three requirement?)
 - Cancel water restrictions as required
 - Partake in NDC debrief, to review and analyse disaster response operations
- 7) **Long Term Recovery**
- Partake in NDC debrief, to review and analyse disaster recovery operations

NATIONAL WEATHER CENTRE

Disaster Management Standard Operating Procedures

1) Condition 4 - Primary disaster management responsibilities;

- Ensure general readiness of department to respond to disaster
- Contribute towards the annual RMI disaster plan review
- Review and maintain any other associated disaster plans which are the responsibility of the National Weather Centre to maintain
- Ensure departmental disaster management SOP's are reviewed annually and necessary amendments made. Forward amendments to the NDMO, where the master copy will be updated and amendments circulated to all NDC members
- Maintain staff competencies in their respective roles within the departmental disaster management SOP's and maintain staff training records
- Monitor weather situations for disaster related information
- Maintain security and serviceability of equipment and facilities
- Maintain up to date alerting lists for disaster response
- Review annually disaster response resources and forward to NDMO to maintain RMI Resource Register

2) Condition 3 48 – 24 hours

- Place key personnel on alert
- Assess where normal activities can be restricted to allow personnel, equipment, supplies and funds be released for disaster response
- Maintain plot of disaster threat as required
- Monitor threat as required and pass advice to CS
- Pass weather warnings to CS for use by DMC
- Check radio communications for operational readiness
- Maintain communications with all relevant meteorological agencies
 - US naval Oceanography Command Centre/Joint Typhoon Warning Centre Guam
 - WSF Office Honolulu
 - Satellite information, on request from Kwajalein
- Implement disaster logs for disaster expense
- Check radio communications for operational readiness
- Ensure emergency generators are checked and tested for operational readiness
- Secure buildings for which the National Weather centre has responsibility
- Protect computers, record cabinets and other assets and equipment against possible damage

- 3) **Condition 2** 24 - 12 hours
- Continue condition 3 activities as required
 - Implement alerting procedures on receipt from NDC
 - Provide forecast of wind velocities and direction, and expected wave conditions for atolls in the threat path
 - Maintain disaster expenditure logs
 - Provide status report on readiness to NDC
- 4) **Condition 1** 12 – 0 hours
- Continue condition 2 activities as required
 - Provides continuous updates to the National Disaster Committee
 - Provide status report on readiness to NDC
- 5) **Onset Phase** 0 + hours
- File with the Secretary for Finance detailed expense records for all disaster related activities or work projects
 - At the earliest opportunity review and analyse with key staff each response plan to determine effectiveness and identify improvements. Recommend amendments to the NDC
 - Assume normal status on receipt of condition 4 from NDC
- 6) **Immediate Recovery**
- Continue with Onset Phase activities as required
 - Partake in NDC debrief, to review and analyse disaster response operations
- 7) **Long Term Recovery**
- Partake in NDC debrief, to review and analyse disaster recovery operation

ATTACHMENT No 8

National Disaster Management Office Business Plan 2006 - 2007



2006 – 2007 NATIONAL DISASTER MANAGEMENT OFFICE BUSINESS PLAN

**Director
Clement Capelle**

OFFICE OF THE CHIEF SECRETARY

Approved:

Date: _____

Chief Secretary / Signature: _____

National Disaster Management Office

The key functions of the office are to:

- Promote good disaster risk management practice and culture
- Ensure provision of effective disaster risk management advice and guidance in disaster risk management issues
- Act as liaison Officer with the Marshall Islands Mayors Association
- Act as secretariat to the National Disaster Committee
- Co-ordinate the implementation of the Standard Mitigation Plan with appropriate reporting to the Chief Secretary and the Disaster Management Committee
- Co-ordinate the operational readiness of the NEOC in times of disaster
- Provide technical advice and support to all ministries in the development of their disaster plans and SOP's

MAJOR FOCUS FOR 2006-2007

	Plan / Project	Objectives	Deliverables	2005 2015 link
A	Establish an the RMI NEOC	<ul style="list-style-type: none"> Establish fully functional NEOC National Disaster Committee trained in NEOC operations NDC succession plan developed Established Governance framework 	<ul style="list-style-type: none"> NEOC course delivered Equipment identified and obtained NEOC SOP's developed Annual exercise completed and reviewed Quarterly audits delivered to CS on NEOC preparedness Deputy Secretaries and Deputy Heads of Agencies fully trained in NEOC operations Records management system functioning 	4.1 4.2
B	Review and revise Ministry and Agency Disaster Management SOP's	<ul style="list-style-type: none"> To have draft SOP's in place by the NEOC course Have the SOP's 'tested' during the NEOC course Final draft of SOP's reviewed after NEOC course 	<ul style="list-style-type: none"> Draft SOP's prepared Draft SOP's reviewed and agreed by all Secretary's & Heads of Agencies NEOC course conducted Final SOP's signoff after NEOC course 	1.4 4.1
C	Establish an effective NDC Secretariat	<ul style="list-style-type: none"> Ensure changes in documentation is recorded Audit trails of decisions are minuted Disaster Plan revised annually Subordinate plans reviewed annually Resource registers reviewed annually Compliance is maintained with aid requirements 	<ul style="list-style-type: none"> Records of minutes available for each meeting Auditable records management system in place Disaster plan, subordinate plans and resource plans review schedule established SOP review schedule established Reviewed and revised plans signed off by CS Compliance audit conducted 	
D	Coordinate the updating of all subordinate Disaster and emergency plans	<ul style="list-style-type: none"> Identify all existing subordinate plans Review and revise existing plans Identify plans that need developing Provide technical support in the development of new plans Develop a register of subordinate plans 	<ul style="list-style-type: none"> Survey results identifying existing plans Survey results identifying gaps where plan development id required Completed Register of subordinate plans Annual review schedule established 	4.1

Standard Mitigation Plan Projects				2005 2015 link
	Plan / Project	Objectives	Deliverables	
E	Develop and implement public awareness program	<ul style="list-style-type: none"> • Incorporate local knowledge into program development thru local Govn workshops • Identify current programs • Identify key areas of vulnerability and target programs accordingly • Develop strategic program based upon current hazard profile and emerging issues • Utilise local mayors forum as focus group to validate • Identify and coordinate current programs 	<ul style="list-style-type: none"> • Local knowledge identified and incorporated into programs • Profile of key vulnerabilities developed through National and local govn workshops • List of current public awareness programs compiled through govn survey • Strategic public awareness program developed • An implementation schedule developed and agreed by the NDC 	2.2 2.3 2.4 2.5 2.6 2.8
F	To improve national and local government disaster risk management planning arrangements	<ul style="list-style-type: none"> • Review disaster management SOP's • Review Standard Mitigation Plan • Review Disaster Plan • Review Disaster Assistance Act 1987 • Identify and Review subordinate plans 	<ul style="list-style-type: none"> • SOP's signed off after NEOC workshop • Quarterly NDC review meetings established to constantly review mitigation plan • Reviewed DM plan signed off by the NDC • Amended Act approved by Cabinet • All subordinate plans reviewed 	2.1
G	Develop national and local government disaster risk management training program	<ul style="list-style-type: none"> • Facilitate training needs analysis based upon current hazard profile • Compile data base of trained personnel • Identify existing courses and their availability • Identify key personnel for training • Identify gaps between courses provided regionally and RMI training needs 	<ul style="list-style-type: none"> • Training needs analysis report approved by NDC • Completed data base of trained personnel • Data base of available courses • Key personnel identified and allocate course placement • Develop training strategy to bridge the gap between available courses and training needs 	2.1 2.8 4.3
H	Incorporate CHARM into the National Planning Process	<ul style="list-style-type: none"> • Commence the integration of disaster planning into broader government activities 	<ul style="list-style-type: none"> • To be determined 	2.1 2.3 2.4

NDMO BUSINESS PLAN CONTRIBUTION TO THE PACIFIC FRAMEWORK 2005-15

Theme 1: Governance –Organisational, institutional Policy and Decision making Frameworks

	National Activities	NDMO link
1.1	Integrate economic, social and environment risks and management of all hazards in national planning and budgetary processes	
1.2	Include disaster risk assessment in development and investment decision making right down to community level	
1.3	Identify, assess and implement regulatory and incentive based instruments for disaster risk reduction and disaster management , including financial risk sharing and insurance related strategies	
1.4	Strengthen whole of government and stakeholder collaboration in disaster risk reduction and disaster management, identifying lead agencies, roles and responsibilities.	B
1.5	Coordinate and harmonise development partner assistance to ensure effective use of resources.	

THEME 2: Knowledge, Information, Public Awareness and Education

	National Activities	NDMO
2.1	Strengthen training programs to enhance professional development in disaster risk reduction and disaster management amongst all stakeholders	F G H
2.2	Expand and focus public awareness and education programs to enhance community resilience through community driven approaches, initiatives and information sharing.	E
2.3	Strengthen collaboration amongst government and non government agencies to more effectively underpin information management, public awareness and education.	E H
2.4	Develop strategic, long term approaches to the design, implementation and evaluation of public awareness, education and training programs	E H
2.5	Develop resources for, and delivery of, media based public awareness and education programs	E
2.6	Affirm, record and protect traditional coping mechanisms	E
2.7	Integrate traditional knowledge into information management systems	
2.8	Integrate disaster risk management training where appropriate into formal education programs	E G
2.9	Strengthen national capacities to conducting comprehensive disaster risk impact assessments, and cost benefit analysis of disaster risk reduction and disaster management measures	
2.10	Establish an integrated national information system, for collection and management of comprehensive data and information, for disaster risk reduction and disaster management	

THEME 3: Analysis and Evaluation of Hazards, Vulnerabilities and Elements at Risk

	National Activities	NDMO
3.1	Adopt and apply the CHARM process to assist disaster risk reduction decision making	
3.2	Conduct hazard and vulnerability assessments and mapping at all levels , which will include the collection of required baseline data	
3.3	Promote and apply community based disaster risk assessment tools and best practices	
3.4	Collect and analyse comprehensive data on the direct and indirect impacts of disaster s on development in both the short and long term	
3.5	Develop strategies to increase the engage of communities and incorporate traditional knowledge in risk assessment and disaster management	
3.6	Strengthen capacity at all levels to utilise risk assessment products and tools to enhance disaster risk reduction and disaster management, such as the environmental Vulnerability Index (EVI) as a monitoring tool	
3.7	Strengthen networks , in particular at the national level, for more effective hazard and risk assessment including data sharing	

THEME 4: Planning for Effective Preparedness, Response and Recovery

	National Activities	NDMO
4.1	Review and strengthen disaster management planning arrangements ensuring clearly defined roles and responsibilities, and an integrated approach involving all stakeholders	A B D
4.2	Ensure that the disaster management organisational structure includes an adequately resourced national disaster management office and functional emergency operations centre (NEOC) and other infrastructure	A
4.3	Develop and implement a disaster management training program including community based disaster risk management	G
4.4	Determine, establish and maintain sustainable emergency management capabilities including effective communications systems	
4.5	Establish a national disaster fund for response and recovery	
4.6	Establish a contingency stockpile of emergency relief items	
4.7	Adapt regional guidelines and models of best practice for national implementation	

THEME 5: Effective, Integrated and People-Focused Early Warning System

	National Activities	NDMO
5.1	Establish and/or strengthen institutional capacities to ensure early warning systems are integrated into government policies, decision making processes and emergency management systems at both national and community levels	
5.2	Complete inventories and needs analysis of national early warning systems ensuring inputs from all stakeholders, including traditional knowledge and community needs are addressed	
5.3	Upgrade or redesign existing national forecasting or early warning systems to cater for major hazards	
5.4	Develop and implement a comprehensive program for community awareness and preparedness	

THEME 6: Reducing Underlying Risk Factors

	National Activities	NDMO
6.1	Ensure the participation by all stakeholders: government agencies, private sector and communities, in adopting and applying risk reduction tools and the sharing of risk reduction information	
6.2	Support and enhance the capacity of social and planning systems to ensure vulnerable populations are less exposed to disaster risks and disaster impacts	
6.3	Promote risk sensitive resource use policies and practices and ensure compliance	
6.4	Implement appropriate building codes and monitor compliance by responsible national administrative bodies and reporting	
6.5	Develop financial risk-sharing mechanisms, particularly insurance, reinsurance and other financial modalities against disasters	
6.6	Promote food security as an important factor in ensuring the resilience of communities to disasters	

NDMO BUSINESS PLAN

Resourcing and timelines

Part 1: Major Projects/Plans

Project / plan	Deliverables to achieve success What actually has to be done. (those outputs against which success can be measured)	Scope/Size of Project Resources Required		Target Dates When deliverable can be signed off Completed ✓
Establish an effective NEOC	<ul style="list-style-type: none"> • NEOC course delivered • Annual exercise completed and reviewed • Quarterly audits delivered to CS on NEOC preparedness • Deputy Secretaries and D/Heads of Agencies fully trained in NEOC operations • Records management system functioning 	Moderate Large Small Moderate Moderate	Existing resources adequate Resources required Existing resources adequate Resources required Existing resources adequate	Feb 2006 August 2006 May/Aug/Nov 2006 December 2006 September 2006
Review and revise Ministry and Agency Disaster Management SOP's	<ul style="list-style-type: none"> • Draft SOP's prepared and circulated to all Secretary's & Heads of Agencies • NEOC course conducted • SOP's signed off 	Moderate Small Moderate	Existing Resources adequate Existing Resources adequate Existing Resources adequate	December 2005 ✓ February 2006 June 2006
Coordinate the updating of all subordinate Disaster and emergency plans	<ul style="list-style-type: none"> • Survey result identifying existing plans • Survey results identifying gaps where plan development id required • Completed Register of subordinate plans • Annual review schedule 	Large Large Medium Small	Resources required Resources required Existing resources adequate Existing resources adequate	
Establish an effective NDC Secretariat	<ul style="list-style-type: none"> • Records of minutes available • Auditable records management system • Disaster plan, subordinate plans and resource plans review schedule established • Reviewed and revised plans signed off by CS • Compliance audit conducted 	Small Moderate Small Small Moderate	Existing resources adequate Existing resources adequate Existing resources adequate Existing resources adequate Existing resources adequate	

Project / plan	Deliverables to achieve success What actually has to be done. (those outputs against which success can be measured)	Scope/Size of Project Resources Required		Target Dates When deliverable can be signed off Completed ✓
Develop and implement public awareness program	<ul style="list-style-type: none"> Local knowledge identified and incorporated into programs Profile of key vulnerabilities developed through National and local govn workshops List of current public awareness programs compiled through govn survey Strategic public awareness program developed An implementation schedule developed and agreed by the NDC 	Large Large Moderate Moderate	Resources required Resources required Resources required Resources required	
To improve national and local government disaster risk management planning arrangements	<ul style="list-style-type: none"> SOP's signed off after NEOC workshop Quarterly NDC review meetings established to constantly review mitigation plan Reviewed DM plan signed off by the NDC Amended Act approved by Cabinet All subordinate plans reviewed 	Small Moderate Large moderate	Existing resources adequate Existing resources adequate Resources required Resources required	
Develop national and local government disaster risk management training program	<ul style="list-style-type: none"> Training needs analysis report approved by NDC Completed data base of trained personnel Data base of available courses Key personnel identified and allocate course placement Develop training strategy to bridge the gap between available courses and training needs 			
Incorporate CHARM into the National Planning Process	<ul style="list-style-type: none"> To be determined 			

Part 2: Other Activities

Project / plan	Deliverables to achieve success What actually has to be done (those outputs against which success can be measured)	Scope/Size of Project Resources Required		Target Dates When deliverable can be signed off Completed ✓
Review of FEMA disaster assistance plan				
Revise the PA plan				
Implement grant award program – report to CS & FEMA				
Implement the grant awards from FEMA Disaster preparedness Improvement grant				
coordinate annual review of the disaster plan				
coordinate annual review of the SOP's				
Prepare Cabinet and FEMA reports on mitigation plan				

ATTACHMENT No 9

National Emergency Operations Centre Project Brief (draft)



PROJECT BRIEF

Project Title: Establishment of National Emergency Operations Centre

National Disaster Management Office

Project Sponsor	Proposed Project Manager
Name: NDC Title:	Name: Clement Capelle Title: Director NDMO

Goals & Objectives:

Our goal is to:

Our goal is to establish an efficient and effective National Emergency Management Operations Centre

Our objective is to:

- Develop generic disaster management SOP's for each ministry and department
- Hold an NEOC workshop
- Identify functional responsibilities
- Develop functional SOP's
- Confirm generic SOP roles and responsibilities
- Identify resources and equipment to maintain fully functional NEOC
- Train all key personnel in NEOC roles
- Test by exercise the functioning of the NEOC
- Develop plan for ensuring operational readiness of NEOC

Goals and Objectives should be SMART (Specific, Measurable, Agreed, Realistic and have a Timeline).

Deliverables:

- At the end of the project what will be delivered to the project sponsor and client?
- Deliverables should be based on the project objectives.

• Generic SOP's for the NDC
• A list of functional based Standard Operating Procedures
• A fully functioning National Emergency Operations Centre
• A nucleus of key trained personnel and their deputies
• A set of operating instructions for the NEOC
• A training schedule to maintain competencies of key personnel

Costing / Budget:

- Projected cost of the project in dollar or opportunity cost terms.
- Is this part of an approved budget?
- Projected number of hours/resources needed.

Proposed Staffing:

- List proposed staff and time participation (i.e. full time, support).

Expected Duration:

Start Date:

End Date:

Background:

- What problems, opportunities or issues are driving this project?
- What evidence or consultation has lead to the project proposal?

Scope:

- What is inside the boundaries and included in the project?
- What has been ruled out or excluded from the project?

Alignment with Pacific Framework:

- Justify the project by briefly describing how the project aligns with National strategic priorities and the Pacific Framework 2005 - 2015

Limitations:

- Factors that could limit the project e.g. lack of resources, other priorities.

Key Dates:

- What key dates is the business committed to? Why ? e.g. funding proposal deadlines, budget deadlines

Stakeholders:

- The projects key stakeholders are:

Related Projects:

- What other projects does this project depend on or is related to?
- Is there another project dependent on this project?

Partnerships:

- What external resource sharing opportunities are available with other Ministries or agencies?

National Resources:

- Consultation with other directorate
- What internal resource sharing opportunities are available? People, skills and equipment required by this project? e.g. IT Resources, Scientific Advice

Ministerial or Departmental or Agency Resources:

- People, skills and equipment required by this project from other government offices?

- List the key short, medium and long term risks and issues known at this time

- What would be the consequences to the Marshall Islands if it was not completed?

- Rating: **High** **Medium** **Low** (delete not applicable)

This section to be completed by Project Manager

Project Manager	Signature:	
	Name:	Date:

This section to be completed by Project Sponsor

Recommendation	Approve Project	Defer	Not Approved
Project Sponsor	Signature: Name: Date:		

ATTACHMENT No 10

Whole of Government Review On Mitigation Projects



Whole of Government Review on Disaster Risk Mitigation Policies, Projects, Plans and Initiatives

In 2005 the RMI Mitigation Plan was reviewed with technical assistance from SOPAC and subsequently approved by the Chief Secretary and the National Disaster Committee in March 2005. Included within the review was a re-assessment of the major hazards and vulnerable systems in the Republic of the Marshall Islands. SOPAC subsequently made provision to provide technical assistance to review progress in implementing mitigation strategies outlined in the Plan. This review was conducted in partnership with the RMI National Disaster Management Office during November 2005.

Between reviews a significant advancement in a framework for regional and national planning had occurred with the signing of the Pacific Framework 2005 – 2015. Hence the November review focused upon an integrated whole of government review to risk mitigation planning and introduced two issues not previously included;

Existing national and local government policies, projects, plans or initiatives, which directly impacted upon;

- a. The strengthening of vulnerable systems identified in the mitigation plan
- b. Reducing those natural and man-made hazards identified in the mitigation plan

Under the current Standard Mitigation Plan 2005-07 reporting structure to the RMI Cabinet (annually) and to FEMA (3 yearly) these national local government risk mitigation policies, projects, plans and initiatives are not included. Hence, current reports will not provide a whole of government perspective on total resources directed towards risk mitigation strategies and have the potential to create a perception that failure to meet Mitigation Plan Objectives can be attributed to a lack of resolve rather than government resources being directed to higher priority risk mitigation strategies, with the added complication that this may impact adversely upon meeting FEMA criteria for disaster assistance.

The Standard Mitigation Plan describes a schedule and process for facilitating the currency and relevance of the Mitigation Plan - *“The plan specified a maintenance process, facilitated by the NDC whereby progress reporting would be maintained with the RMI Government and FEMA in accordance with the plan schedule. To ensure compliance with the appropriate Federal Statutes and Regulations regarding the maintenance of the Standard Mitigation Plan”*

It also provides how this may be achieved; *“The NDC should consider amendments that may be required to the mitigation plan due to changes in development patterns, any disaster/emergency impacts, new studies, data or technology, new or changed funding sources.”*

Within the NDC quarterly meeting schedules that have been established to review the Standard Mitigation Plan, it is therefore imperative a fully integrated approach is adopted to the quarterly review to include not only those initiatives outlined with the Plan, but existing and emerging policies, projects, plans and initiatives.

To assist the NDC in this task the following simple templates have been developed and are designed to;

- Determine current policies, projects, plans and initiatives which contribute towards reducing the vulnerability of those systems identified in the Mitigation Plan
- Determine current policies, projects, plans and initiatives which contribute towards reducing the risk associated with the hazards identified in the Mitigation Plan

The types of initiatives that have been identified which are currently being undertaken in the RMI, but not included in the hazard Mitigation Plan include;

- The school development programs, where despite the lack of building codes, construction has been designed to withstand the impact of typhoon, storm or wave
- The development of fire service capability to address the increasing risk profile and assist in the development and delivery of community education programs
- The introduction of solar energy into the outer islands and atolls to establish self sufficiency and increase community resilience against disasters

At the completion of this survey it may be anticipated the list of objectives currently contained within the Mitigation Plan will be increased. At this time it will be necessary to consider how the NDC will report on these additional activities to ensure duplication with other reporting frameworks does not occur. It is anticipated this will be considered during the second stage of the technical assistance program.

List current Policies, Projects, Plans and Initiatives not currently included within the Mitigation Plan 2005-07 that has a direct effect in reducing vulnerability to the systems at risk

NOTE: Any policy, project plan or initiative may assist more than one system at risk, if so, enter the activity against each system involved

System at Risk	Ministry/Dept	Policies, Projects, Plans or Initiatives
Housing		
Transportation		
Communications		
Power		
Health		
Water		
Agriculture		
Fishing		
Tourism		

List current Policies, Projects, Plans and Initiatives not currently included within the Mitigation Plan 2005-07 that has a direct effect in reducing the impact of the following hazards

NOTE: Any policy, project plan or initiative may assist in reducing the impact of more than one hazard, if so, enter the activity against each hazard involved

Hazard	Ministry / Dept	Policies, Projects, Plans or Initiatives
Tropical storm and typhoon		
High surf		
Drought		
Volcanoes		
Earthquake		
Tsunami		
Fire		
Marine oil spill		
Water supply contamination		

Hazardous materials		
Epidemic disease		
Commercial transport accident		

.....
Clement Capelle
Director NDMO

.....
Robert Muller
Chief Secretary

ATTACHMENT No 11

Alignment of Departmental Business Plans To the Pacific Framework National Activities Themes



Framework for Action 2005 – 2015

The Pacific Regional Framework

The Framework is based upon 6 guiding principles;

1. Governance - Organisational, Institutional, Policy and Decision –making Frameworks
2. Knowledge, Information, Public Awareness & Education
3. Analysis and Evaluation of Hazards, Vulnerabilities and Elements at Risk
4. Planning for Effective preparedness, response and recovery
5. Effective, Integrated and People Focused Early Warning Systems
6. Reduction of Underlying Risk factors

Each principle contains suggested key national activities directed towards the achievement of the expected outcomes. These key national activities are listed below under each guiding principle.

The Republic of the Marshall Islands is committed to aligning key national disaster risk reduction and disaster management strategies to the Pacific Framework. To enable a current status to be established, each Ministry / Department are required to indicate in the matrices below current plans, projects or other activities which are contributing towards the themes of the Pacific Framework. These responses will be collated by the NDMO. The Chief Secretary will subsequently report to Cabinet on the survey outcomes which will provide the platform for determining strategic planning priorities in the future.

It is probable that an activity, project or plan may link to one or more guiding principles and national activity, it is important all links are made.

Theme 1: Governance –Organisational, institutional Policy and Decision making Frameworks

	National Activities	Ministry or Department	Linked Activity
1.1	Integrate economic , social and environment risks and management of all hazards in national planning and budgetary processes		
1.2	Include disaster risk assessment in development and investment decision making right down to community level		
1.3	Identify, assess and implement regulatory and incentive based instruments for disaster risk reduction and disaster management , including financial risk sharing and insurance related strategies		
1.4	Strengthen whole of government and stakeholder collaboration in disaster risk reduction and disaster management, identifying lead agencies, roles and responsibilities.		
1.5	Coordinate and harmonise development partner assistance to ensure effective use of resources.		

THEME 2: Knowledge, Information, Public Awareness and Education

	National Activities	Ministry or Department	Linked Activity
2.1	Strengthen training programs to enhance professional development in disaster risk reduction and disaster management amongst all stakeholders		
2.2	Expand and focus public awareness and education programs to enhance community resilience through community driven approaches, initiatives and information sharing.		
2.3	Strengthen collaboration amongst government and non government agencies to more effectively underpin information management, public awareness and education.		
2.4	Develop strategic, long term approaches to the design, implementation and evaluation of public awareness, education and training programs		
2.5	Develop resources for, and delivery of, media based public awareness and education programs		
2.6	Affirm, record and protect traditional coping mechanisms		
2.7	Integrate traditional knowledge into information management systems		
2.8	Integrate disaster risk management training where appropriate into formal education programs		
2.9	Strengthen national capacities to conducting comprehensive disaster risk impact assessments, and cost benefit analysis of disaster risk reduction and disaster management measures		
2.10	Establish an integrated national information system, for collection and management of comprehensive data and information, for disaster risk reduction and disaster management		

THEME 3: Analysis and Evaluation of Hazards, Vulnerabilities and Elements at Risk

	National Activities	Ministry or Department	Linked Activity
3.1	Adopt and apply the CHARM process to assist disaster risk reduction decision making		
3.2	Conduct hazard and vulnerability assessments and mapping at all levels , which will include the collection of required baseline data		
3.3	Promote and apply community based disaster risk assessment tools and best practices		
3.4	Collect and analyse comprehensive data on the direct and indirect impacts of disaster s on development in both the short and long term		
3.5	Develop strategies to increase the engage of communities and incorporate traditional knowledge in risk assessment and disaster management		
3.6	Strengthen capacity at all levels to utilise risk assessment products and tools to enhance disaster risk reduction and disaster management, such as the environmental Vulnerability Index (EVI) as a monitoring tool		
3.7	Strengthen networks , in particular at the national level, for more effective hazard and risk assessment including data sharing		

THEME 4: Planning for Effective Preparedness, Response and Recovery

	National Activities	Ministry or Department	Linked Activity
4.1	Review and strengthen disaster management planning arrangements ensuring clearly defined roles and responsibilities, and an integrated approach involving all stakeholders		
4.2	Ensure that the disaster management organisational structure includes an adequately resourced national disaster management office and functional emergency operations centre (NEOC) and other infrastructure		
4.3	Develop and implement a disaster management training program including community based disaster risk management		
4.4	Determine, establish and maintain sustainable emergency management capabilities including effective communications systems		
4.5	Establish a national disaster fund for response and recovery		
4.6	Establish a contingency stockpile of emergency relief items		
4.7	Adapt regional guidelines and models of best practice for national implementation		

THEME 5: Effective, Integrated and People-Focused Early Warning System

	National Activities	Ministry or Department	Linked Activity
5.1	Establish and/or strengthen institutional capacities to ensure early warning systems are integrated into government policies, decision making processes and emergency management systems at both national and community levels		
5.2	Complete inventories and needs analysis of national early warning systems ensuring inputs from all stakeholders, including traditional knowledge and community needs are addressed		
5.3	Upgrade or redesign existing national forecasting or early warning systems to cater for major hazards		
5.4	Develop and implement a comprehensive program for community awareness and preparedness		

THEME 6: Reducing Underlying Risk Factors

	National Activities	Ministry or Department	Activity
6.1	Ensure the participation by all stakeholders: government agencies, private sector and communities, in adopting and applying risk reduction tools and the sharing of risk reduction information		
6.2	Support and enhance the capacity of social and planning systems to ensure vulnerable populations are less exposed to disaster risks and disaster impacts		
6.3	Promote risk sensitive resource use policies and practices and ensure compliance		
6.4	Implement appropriate building codes and monitor compliance by responsible national administrative bodies and reporting		
6.5	Develop financial risk-sharing mechanisms, particularly insurance, reinsurance and other financial modalities against disasters		
6.6	Promote food security as an important factor in ensuring the resilience of communities to disasters		

ATTACHMENT No 12

National Disaster Management Office
Milestone Chart

Key milestones Nov 2005 – October 2006

December 2005

Date to be actioned	Activity	Date Completed
November 21st	Circulate SOP's to all members of the NDC with instructions to review (detailed guidance for those who did not attend NDC meeting)	
November 22nd	Circulate draft NEOC manual to all NDC members (detailed guidance for those who did not attend NDC meeting) – response required by Close of business Monday 28 th November	
November 22nd	Call NDC meeting for mid December to gain agreement on the SOP's	
November 23rd	Circulate email to all NDC members regarding the dates for the NEOC course and a reminder to keep diaries free – discuss with Robert whether this email should come from him for added 'weight'	
Monday 28 th	Email To Kathryn Hawley the NDC approved manual for NEOC course	
1 st week December	Organise meeting with Chief Secretary; <ol style="list-style-type: none"> 1. to sign off NDMO roles and responsibilities 2. discuss assistance to complete the NDMO business plan 3. discuss the circulation to NDC members the whole of government review on risk mitigation policies, projects, plans and initiatives. Aim to circulate before Christmas 4. Discuss quarterly meeting schedule with NDC, propose Mid December / mid-March / mid-June / mid – September – this schedule will allow six weeks for preparation of annual report to cabinet October 31. 5. 	
1st week in December	Circulate agenda to all NDC members for mid month meeting - (we can discuss agenda by email)	

Mid December	<p>NDC meeting to approve and sign off SOP's</p> <ul style="list-style-type: none"> - Confirm at this meeting who will be attending from NDC? Are they attending or sending deputies - first review of Mitigation Plan – reassign key dates and responsible agency. - Develop Hard and soft Master Copies – back up on CD ROM 	
Mid-December	Prepare bound copies of all SOP's for use in the NEOC course	
Mid December	<p>Circulate to NDC members the report and template on the whole of government review of policies, projects, plans and initiatives - give till mid January for responses, but send a couple of email reminders and offer your services for assistance. Put dates to send reminder into 'outlook' so it reminds you to send them.</p>	
Mid December	Prepare files for hardcopy versions of master copies and for minutes of meetings etc	
Mid-December	Email Kathryn Hawley and see if there is anything you can do to assist in the preparation of the NEOC course.	
3 rd week December	Draft out timetables for the mitigation plan strategies for which the NDMO has responsibility – use the mitigation plan reporting timetables.	
3 rd week December	<p>By now the other mitigation plan strategies should be aligned to responsibility agencies – addressed at the NDC meeting</p> <ol style="list-style-type: none"> 1. send email to heads of responsible agencies asking them to draft the 'deliverables and key dates in the mitigation plan reporting format – email them format and your completed format as a guide – ask for response by first week January 2. 	
End December	<p>Check all documentation;</p> <ul style="list-style-type: none"> - Ensure all version controls, delete any unnecessary files. - Backup master copies of electronic documents with hard copy versions - Back up electronic files on CD ROM or memory stick - 	

January 2006		
Ist week January	Email reminder to agency heads responsible for completing mitigation plan deliverables	
Ist week January	Commence review of support plans for the Disaster Management plan <ul style="list-style-type: none"> - develop a survey form for all NDC members to identify support plans for which they are responsible. Indicate to NDC members those plans which are listed in the disaster plan. Check document 'Compliance Framework' we started a list during November - Request response by the end of the month - Develop a Project Brief for consideration by the NDC 	
2 nd week January	Having received the completed mitigation plan deliverables from agencies, circulate to All NDC members the revised draft of the Mitigation Plan Strategy and indicate this is the Master copy which is being kept in the NDMO	
3 rd week January		
29 th January	Check Business plan and sign off those activities completed. Any activities which Are running over time redraft completion date – send monthly report to Chief Secretary	
30 th January	Commence NEOC Course	
End January	Check all documentation; <ul style="list-style-type: none"> - Ensure all version controls, delete any unnecessary files. - Backup master copies of electronic documents with hard copy versions - Back up electronic files on CD ROM or memory stick 	

February 2006		
4 th February	Completion of NEOC Course – develop list of tasks that are required to be completed from the course and plan into diary –	
2 nd week February	Following completion of NEOC course, commence development of SOP's 1 Once you have prepared drafts circulate to NDC for revision – request responses in 2 weeks 2	
2 nd week February	If all responses from NDC members have been received, start compiling list of support plans for the disaster plan. - when the list is as complete as possible circulate to NDC members for confirmation. -	
3 rd Week February	Prepare the Project Brief for the Mitigation Plan Strategy No7 – Develop and Implement Public Awareness Program - prepare survey template for NDC to identify public awareness programs that are currently being delivered or are in the planning stage -	
4 th week February	Responses should have been received from NDC members regarding NEOC SOP's – collate final draft and prepare Master copy both hard and soft copies	
4 th week February	Start preparing the agenda for next months NDC quarterly meeting – ask for responses by beginning of March	
Last day February	Check Business plan and sign off those activities completed. Any activities which Are running over time redraft completion date – send monthly report to Chief Secretary – discuss with CS the project brief for the public awareness program	
End February	Check all documentation; - Ensure all version controls, delete any unnecessary files. - Backup master copies of electronic documents with hard copy versions - Back up electronic files on CD ROM or memory stick -	

March 2006

1 st week March	Prepare agenda for NDC and circulate to all members	
2 nd week February	Commence timetable for developing public awareness program and enter into outlook diary	
Mid- March	National Disaster Committee quarterly meeting	
Day after NDC meeting	Circulate minutes of meeting and action items to all NDC members	
Last day March	Check Business plan and sign off those activities completed. Any activities which are running over time redraft completion date – send monthly report to Chief Secretary	
End March	Check all documentation; <ul style="list-style-type: none"> - Ensure all version controls, delete any unnecessary files. - Backup master copies of electronic documents with hard copy versions - Back up electronic files on CD ROM or memory stick 	

April 2006

Mid- March	Second visit of the technical support program for 1 week	
Last day April	Check Business plan and sign off those activities completed. Any activities which Are running over time redraft completion date – send monthly report to Chief Secretary	
End April	Check all documentation; <ul style="list-style-type: none"> - Ensure all version controls, delete any unnecessary files. - Backup master copies of electronic documents with hard copy versions - Back up electronic files on CD ROM or memory stick 	

ATTACHMENT No 13

National Emergency Operations Centre Operations Manual (draft)



REPUBLIC OF MARSHALL ISLANDS

National Emergency Operations Centre Course

Majuro
Republic of the Marshall Islands

January 2006

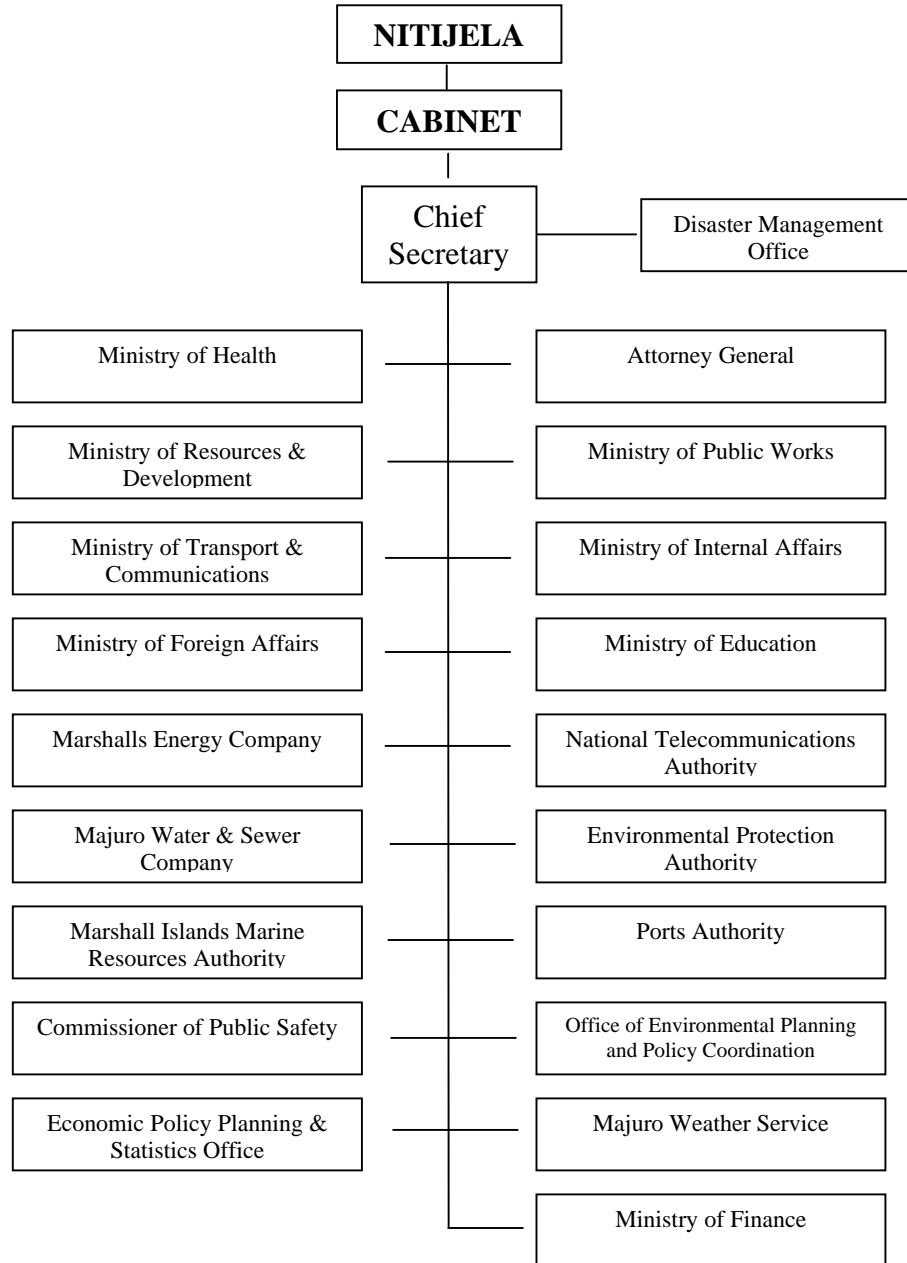
The Republic of the Marshall Islands

The Republic of the Marshall Islands is located in the Central Pacific, halfway between Hawaii and Australia. The atolls and islands that make up the group lie in two parallel chains of atolls; Ratak, or Sunrise to the East; and Ralik or Sunset to the West. The two atoll chains are approximately 129 miles apart and are aligned diagonally northwest to southwest between 160° E - 173° E and 04° N - 15°N.

The 29 low lying atolls and 5 individual islands are coral caps set on dome volcanoes rising from the ocean floor. The land mass is a mere 70 square miles compared to the 700,00 square miles of the Pacific Ocean it sits in. With a total population of 58,800, 42.9% are children up to the age of 14, 54.9% are between 15 and 65 years of age with only 2.2% aged 65 years and over, and an estimated annual population growth of 3.9% a strain on current resources is inevitable. Urban migration is evident in the two main centres, Majuro and Ebeye.

Risks to development in the Republic of the Marshall Islands emanate from both natural and man-made disasters. A recent workshop conducted during the review of the Marshall Islands Disaster Mitigation Plan identified a range of hazards from wind storm and high waves to fire and epidemic disease each presenting unique challenges to the response and recovery agencies. Due to the remoteness of its islands and the limited resources that are available to respond and recover from these extreme events a significant challenge is presented to the National Disaster Committee in ensuring that the coordination of response and recovery efforts are as efficient and effective as possible. The maintaining of a National Emergency Operations Center in a state of operational readiness is central to reducing the effects of disaster to the Republic of the Marshall Islands.

Framework for Disaster Management arrangements in the Republic of the Marshall Islands



The Disaster Organization

All public officials, all employees of the national and local governments, volunteers and those who are pressed into service are to be considered members of the disaster organization and subject to the protection of all relevant acts and ordinances.

The Authority of the National Disaster Committee

The enabling authority of the Disaster Management Committee is enshrined within the Disaster Assistance Act of 1987. In the event of an emergency or disaster the role of the Disaster Management Committee is defined within the General Disaster Policy and the National Disaster Plan.

General Policy – outlines the general disaster policy for the RMI

Disaster Management Plan – ensures that the government of the RMI has immediate access to an operable set of prescribed disaster response alternatives.

General Policy

The general policy of the government of the Republic of the Marshall Islands is declared to be as follows;

- A The Disaster Plan is to be read in conjunction with relevant legislation which is contained in “The Disaster Assistance Act of 1987”
- B The Cabinet is responsible for making such provision as may be reasonable and necessary for the security of the Republic of the Marshall Islands including but not restricted to those steps required to mitigate the effects of disaster and provide as rapid response as possible to the needs of disaster victims.
- C Direction and control of disaster response operations is the responsibility of the ‘Disaster Committee’ acting under delegation from the Cabinet.
- D The Government of the Republic of the Marshall Islands may be expected to utilize all available national resources to cope with a disaster before seeking international support.
- E All public Officials, all employees of the national and local governments, volunteers and those who are pressed into service are to be considered members of the disaster organization and are subject to the protection of all relevant acts and ordinances.
- F Requests for international support are to be approved by the Disaster Committee under its delegation from the Cabinet and are to be passed to the Secretary of Foreign Affairs for implementation.

Disaster Management Plan

The authority for the Disaster Management Plan is enshrined in the Disaster Assistance Act 1987. The purpose of this plan is to ensure that the Government of the Republic of the Marshall Islands has immediate access to an operable set of prescribed disaster response alternatives designed to:

- A Reduce vulnerability of people and communities of the Republic of the Marshall Islands to damage and injury and loss of life and property resulting from natural or man-made catastrophes.
- B Clarify and strengthen the roles of the Cabinet and local governments in prevention of, preparation for, response to and recovery from disasters.
- C Authorize and provide for co-ordination of activities relating to disaster prevention, preparedness, response and recovery between agencies and officers of the Republic of the Marshall Islands, the United States Government, other foreign governments and private agencies.
- D Supplement, without in any way limiting. Authority conferred by the constitution and statutes of the Republic of the Marshall Islands, and
- E Expedite the restoration of those essential services and systems necessary to sustain survivors and implement action for the recovery and restoration of the disaster affected area.

The roles of the Disaster Management Committee and the Disaster Management Office as specified in the Disaster Assistance Act 1987 and the RMI Disaster Management Plan are:

Disaster Committee –

The Disaster Committee shall be responsible for providing advice to the Cabinet on the measures necessary for mitigation of the effects of any disaster and in the event of any such disaster shall be responsible for directing the conduct of counter disaster operations. The committee shall also prepare, for issuance by the Cabinet, executive orders, proclamations and regulations as necessary or appropriate in dealing with any disaster.

Disaster Management Office –

The primary agency for disaster management programs and activities is the National Disaster Management Office (NDMO). Specific responsibility for such matters rests with the Chairman of the National Disaster Management Committee (NDMC). Local Government has responsibility for assisting the NDMO in the development of specific programs.

A range of subordinate committees, plans and Standard Operating procedures (SOP's) support the National Disaster Plan;

- Each member of the NDC maintain standard operating procedures (SOP's) which outline the manner in which specific departments utilize their resources in the response and recovery phases of a disaster or emergency.
- An Airport Disaster Plan

The National Emergency Operations Center (NEOC)

As part of the disaster management arrangements in the Republic of the Marshall Islands an Emergency Operations Centre is maintained in Majuro.

It is the responsibility of the Director of the NDMO to maintain the NEOC in a continual state of readiness to be activated in the event of a disaster or emergency

The NEOC is the coordination centre of disaster and response operations and is the administrative hub of national disaster and emergency response and recovery operations.

The NEOC is activated by the Chief Secretary. In the absence of the Chief Secretary the Deputy Chief Secretary or A/Chief Secretary will activate the NEOC.

Once in operation the NEOC will;

- Regularly brief the Cabinet and President of the status of operations
- Coordinate the response of RMI disaster resources as indicated in the National Plan

- Activate the community information strategy, providing warnings and advice on mitigation activities and evacuation.
- Be the sole source of official information regarding the current status of disaster response and recovery activities
- Prioritize and organize requests for assistance from within the Marshall Islands
- Coordinate requests for external assistance
- Function as the prime contact point for regional and international relief organizations
- Maintain appropriate logs and other records during operations to provide comprehensive audit trails for subsequent reviews and debriefs

Depending on the nature of the disaster or emergency the primary response agency will establish a forward command post, to relay information to and receive information from the NEOC. On outlying islands is the responsibility of the Mayor to establish a local EOC as required and liaise with the NEOC in Majuro during disaster or emergency operations.

Staffing of the NEOC

The NEOC will be staffed by the National Disaster Committee (NDC). The composition of this committee is outlined in the Disaster Assistance Act of 1987

NOTE: The current composition of the NDC varies from the Disaster Assistance Act 1987. This is due to structural changes within Government Departments and where it has been determined that the effectiveness of the NDC would be enhanced by additional members.

The NDC operates under the supervision and control of the CS who is the Disaster Coordinator

Current membership of the NDC is as follows;

Chief Secretary	- Chairperson
Director NDMO	- Secretariat
Secretary of Health	
Secretary of Resources and Development	
Secretary of Public Works	

Secretary of Transport and Communications
Secretary of Internal Affairs
Secretary of Foreign Affairs
Secretary of Education
Secretary of Finance
Attorney General
Commissioner of Public Safety
Director Office of Environmental Planning and Policy Coordination
Director Economic Policy Planning and Statistics Office
General Manager Marshalls Energy Company
General Manager National Telecommunications Authority
General Manager Environmental Protection Authority
General Manager Marshalls Marine Resources Authority
General Manager Ports Authority
Manager Majuro Water and Sewer Company
Majuro Weather Service

The National Disaster Committee

The NDC is composed of Heads of Departments. This committee serves as an advisory Board to the President on policy matters pertaining to the dispensing of government assistance to the outer islands and atolls impacted by disaster.

The NDC is responsible for guiding and supporting the development and implementation of the RMI's disaster management programs and for the provision of resource support and technical advice to the primary and support agencies during disaster response operations.

The NDC will through the process of meetings, review and discuss disaster management plans and related programs proposed by the National Disaster management Office and ensure that the commitment of their respective departments and organizations is provided to facilitate the implementation and achievement of program objectives.

NDC terms of reference

- Develop and review disaster risk management policies
- Review annually and maintain currency of the National Disaster Plan
- Provide advice to Cabinet on measures to mitigate effects of disasters
- Implement, monitor and review the RMI Standard Mitigation Plan
- Report annually to Cabinet on progress in implementing the RMI Mitigation Plan
- Direct response and recovery operations in the event of a disaster
- Establish NDC sub-committees to review and make recommendations to Cabinet on disaster mitigation, response and recovery activities as directed by the Chief Secretary
- Maintain operational efficiency and effectiveness of the NEOC
- Undertake all duties as outlined in the Disaster Assistance Act 1987