

REPUBLIC OF KIRIBATI



NATIONAL DISASTER RISK MANAGEMENT PLAN

January 2012

Part 3

Audit & Appendices

Part 3

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1 Governance

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

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

The Concept

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

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

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

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

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

2 Corporate Governance Audit Matrix

2.1 Governance Structure based on the DRM Principles

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

2.2 Role and Operation of the NDC

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

2.3 Conducting Business Effectively

Benchmark principles	General indicators of good practice	Indicator met
<p>3.1 Efficient NDRMC meeting process</p> <p><i>Meeting processes are designed to work through the business of the committee in an efficient manner, without compromising the participation of committee members or the effectiveness of the business conducted</i></p>	<ul style="list-style-type: none"> Committee meeting frequency processes and procedures comply with the Disaster Management Act & Kiribati DRM Plan An agenda process for setting meeting agenda is documented All relevant information and minutes of the previous meeting are made available to committee members in advance of the meeting All scheduled business is completed All committee members are enabled to participate equally Accurate and appropriate minutes are taken and circulated to all members 	
<p>3.2 Action implementation and monitoring</p> <p><i>The committee ensure that plans are implemented and monitors the outcomes</i></p>	<ul style="list-style-type: none"> Responsibility for implementing action decided by the committee is allocated and timeframes set Completion and outcomes of agreed action is reported to the committee Tasks are reviewed and reallocated where necessary 	
<p>3.3 Review of performance</p> <p><i>The NDRMC reviews its own operation and performance periodically and takes action to improve its operation where required</i></p>	<ul style="list-style-type: none"> A procedure is documented for the committee's regular review of performance and operation The committee takes action to address any deficiencies identified 	

3 Guiding Legislation and Documentation

3.1 **National Disaster Act 1993**

REPUBLIC OF KIRIBATI

(No. 12 1993)

I assent,

(Sgd: T. Teannaki) Berititenti

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

Commencement 1993

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

PART 1 PRELIMINARY

Short title

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

Interpretation

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

“Government Agency” means –

- (a) an body constituted by or under any Act for Public purpose;
- (b) any person or officer of such a body; and
- (c) any person in the service of the government upon whom any function, power, duty or responsibility is conferred by or under the Act

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

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

Limitations

3. This Act does not –

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

PART II ORGANISATION

Functions of Minister

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

National Disaster Council

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

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

Central Operation Group

7. (1) The National Disaster Council shall establish a Central Operations Group to assist it during emergency operations carried out in response to a disaster event.

(2) The Central Operations Group is to ensure on behalf of the National Disaster Council that resources are allocated to operational tasks in the most effective way and in correct priorities

Procedures of National Disaster Council

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

National Disaster Management Office

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

Local Government Council required to establish a Disaster Committee

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

Additional Committees may be established

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

PART III
PLANS AND PROCEDURES

National Disaster Plan

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

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

(a) all national land and sea areas; and

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

National Disaster Plan to be reviewed and undated periodically

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

Plans and arrangements by all agencies

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

Annual reports of all agencies

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

Local Government Councils to issue instructions

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

PART IV
DECLARATION OF A STATE OF PUBLIC EMERGENCY

Declaration of state of public emergency of Beretitenti

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

PART V
SPECIAL POWERS DURING A STATE OF PUBLIC EMERGENCY

Recommendation of Minister

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

PART V MISCELLANEOUS

Obstructing a Disaster Worker an offence

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

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

Immunity from liability

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

Claims for compensation and remuneration to be submitted to Government

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

Making a false compensation claim an offence

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

Utilisation of disaster assistance donations

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

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

Regulations

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

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

NATIONAL DISASTER ACT 1993

EXPLANATORY MEMORANDUM

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

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

(a) a cyclone

(b) a flood or tidal waves

(c) a tsunami

(d) an earthquake

(e) a volcanic eruption

(f) a drought

(g) an air disaster

(h) a maritime disaster

(i) a major civil accident (such as a major fire or bush fire or explosion)

(j) a plague or epidemic, or

(k) an other similar natural or man made event.

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

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

formulation of the National Disaster Plan (Section 12), establishment of the Central Operations Group (Section 7) and the determination of the responsibilities of the National Disaster Management Office (Section 9)

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

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

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

Michael N. Takebwebwe

Attorney General

28 June 1993

3.2 Disaster Policy

Government of Kiribati National Policy Statement 1995

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

Accordingly, government directives prescribe the following;

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

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

3.3 Guiding Principles

Guiding Principles for the Adoption of Disaster Risk Management

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

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

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

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

The six principles

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

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

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

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

The Government should not be considered as the prime disaster agency in isolation. The constituency of the National Disaster Risk Management Council not only reflects

the responsibilities and leadership of Government but also the experience, diversity and wisdom of community men and women, and agencies like the Red Cross. Government expects to partner with agencies with the skills, experience and resources to meet and deliver the National Disaster Risk Management programs, goals and objectives. If necessary new partnerships should be sought to ensure balanced representation of women and men, as well as other non-traditional perspectives.¹

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

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

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

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

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

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

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

Where possible, existing committee structures should be utilised and DRM included an established agenda item. Existing committees should address the issue of

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

balanced representation of women and men by co-opting delegates when necessary to ensure differing concerns and perspectives are addressed

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

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

4 Detailed Functional Plans

4.1 Emergency Warning Plan

Responsibilities

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

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

Department of Meteorology

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

National Disaster Management Officer

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

Duty Office – National Broadcasting and Publication Authority

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

Department of Health and Medical Services

- Alert island hospitals, dispensaries and emergency response teams

Ministry for Education

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

Ministry of Communications, Transport and Tourism Development

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

Emergency warning message events

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

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

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

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

- Bulletin
- Advice
- Watch
- Warning

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

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

Activation stage	Status	Trigger	Nominal Timeframe
	Bulletin NDRMO aware of Bulletin	<ul style="list-style-type: none">• Tsunami <u>Bulletin</u> received• Extreme weather <u>Bulletin</u> received	
Stage 1	Readiness NDRMC aware of Advice	<ul style="list-style-type: none">• Tsunami <u>Advice</u> received.• Extreme weather <u>Advice</u> received	48 – 24 hours

Stage 2	Standby Watch issued to community	<ul style="list-style-type: none"> • Tsunami <u>Watch</u> received and issued • Extreme weather <u>Watch</u> received and issued 	24 – 12 hours
Stage 3	Activation Warning issued to community	<ul style="list-style-type: none"> • Tsunami <u>Warning</u> Issued • Extreme weather <u>Warning</u> received and issued 	12 – 0 hours
Stage 4	Immediate Recovery & Stand Down	<ul style="list-style-type: none"> • Tsunami Warning no longer current. • Extreme weather Warning withdrawn 	0 +
Stage 5	Long Term Recovery		

Dissemination of emergency warnings and messages.

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

Tarawa

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

Outer Islands

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

Messages

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

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

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

- Ringing of sirens and bells

Templates are included as Attachments 1 – 3

Standard Emergency Warning Signal (SEWS)

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

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

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

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

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

Awareness training for SEWS

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

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

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

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

The Standard Emergency Warning Signal has been adopted nationally to precede a warning of an emergency situation such as a tsunami, extreme

weather event or other disaster. The alert sounds like this When you hear it you should stop whatever you are doing and listen very carefully to the message that follows and act as advised to protect yourself and others.

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

Appropriate warning for levels of threat

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

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

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

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

Attachments to this Plan

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

Attachment 1

Broadcasting and Publication Authority
Tsunami Warning template

Play SEWS warning tone for 10 seconds

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

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

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

This is an official warning

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

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

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

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

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

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

Attachment 2

Broadcasting and Publication Authority Extreme Weather Warning Template

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

Include the following advice in the warning:

- Check that your house is strong so that you can decide well before hand where you intend to shelter, at home if it is safe or with friends or relatives in a secure area.
- If you cannot shelter at home, decide the route you will take and how you will get to your chosen shelter
- Secure or clear loose materials around your house, these could become dangerous and damaging missiles in high winds
- Trim back trees and branches around your house so that they are well clear and cannot damage your property during a storm.
- Ensure you have an emergency/evacuation kit ready for use, if possible this should contain;
 - A portable radio and torch with spare batteries
 - Fuel lamp, candles and matches
 - Water containers, canned food, can opener, cooking gear, essential clothes and footwear
 - First aid kit and any medication
 - Include important documents like birth certificates, passport etc
- Know if your house will be affected by storm surge or flooding and identify your nearest safer high ground, or other refuge and your safest route to get there
- Get your family together and make sure they know what to do
- In your home secure doors, board and tape windows, remove items from walls in case of water damage
- Store loose items inside; place documents, photos, valuables and clothing in plastic bags
- Fill water containers, fuel vehicles and place under cover
- Stay inside shelter well clear of windows in strongest part of house – toilet, bathroom or passageway
- Listen to a portable radio to hear weather updates and other key messages
- If the house starts to break up, protect yourself with bedding, rugs, tarpaulin or other cover. Anchor your self to a strong fixture or get under a table or bed.
- Don't make unnecessary phone calls

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

Attachment 3

Broadcasting and Publication Authority Severe Weather Warning Template for Recorded Message

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

Include the following advice in the warning:

- Check that your house is strong so that you can decide well before hand where you intend to shelter, at home if it is safe or with friends or relatives in a secure area.
- If you cannot shelter at home, decide the route you will take and how you will get to your chosen shelter
- Secure or clear loose materials around your house, these could become dangerous and damaging missiles in high winds
- Trim back trees and branches around your house so that they are well clear and cannot damage your property during a storm.
- Ensure you have an emergency/evacuation kit ready for use, if possible this should contain;
 - A portable radio and torch with spare batteries
 - Fuel lamp, candles and matches
 - Water containers, canned food, can opener, cooking gear, essential clothes and footwear
 - First aid kit and any medication
 - Include important documents like birth certificates, passport etc
- Know if your house will be affected by storm surge or flooding and identify your nearest safer high ground, or other refuge and your safest route to get there
- Get your family together and make sure they know what to do
- In your home secure doors, board and tape windows, remove items from walls in case of water damage
- Store loose items inside; place documents, photos, valuables and clothing in plastic bags
- Fill water containers, fuel vehicles and place under cover
- Stay inside shelter well clear of windows in strongest part of house – toilet, bathroom or passageway
- Listen to a portable radio to hear weather updates and other key messages
- If the house starts to break up, protect yourself with bedding, rugs, tarpaulin or other cover. Anchor your self to a strong fixture or get under a table or bed.
- Don't make unnecessary phone calls

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

This message will not be repeated

Attachment 4

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

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

SMS message for National Disaster Risk management Council members

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

SMS Message for community

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

Attachment 5

Broadcasting and Publication Authority Tsunami Warning Template for Recorded Message

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

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

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

This is not a test

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

This is a warning

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

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

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

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

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

4.2 Communications Plan

Responsibilities for planning and providing Communication Services

Office of The Berititenti

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

Ministry of Foreign Affairs and Immigration.

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

Ministry of Health and Medical Services

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

Ministry of Public Works and Utilities

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

Ministry of Communications Transport and Tourism

- Inspect security of all buildings in communication area
- Ensure telephone and other communications systems are operational
- Check all government communications equipment is secured
- Check all internal and external telephone circuits
- Maintain communication links between ;
 - Aircraft and meteorological links with Nadi
 - Commercial communications with Suva (fax, phone and telex)
 - Maritime links to ships and coastal stations
 - Voice links to aircraft and Nadi air traffic control
 - Inter Island communication
 - Emergency links with international support centres
- In addition the following links will be maintained
 - USP link with Suva
 - Ham radio operators
 - Fisheries Department
- Assist all ministries in planning for post disaster communication needs
- Maintain and or restore communication links
- If necessary utilise communications resources of aircraft, ships, radio amateurs or other resources

Ministry of Education

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

Ministry of Internal and Social Affairs

- Coordinate all communications with local governments and churches

Commissioner of Police

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

Meteorological Division

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

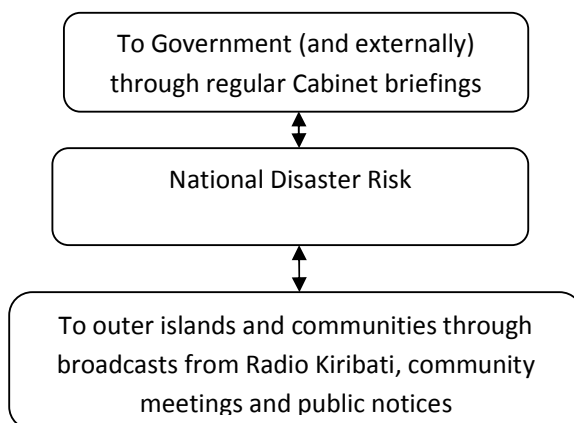
- FMS Fiji
- WSF Office Honolulu
- Satellite information

National Disaster Risk Management Council (NDRMC)

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

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

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



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

6.2.2 Internal operational communication

Mode of communication	Communicating with
Telephone	
Mobile phone and SMS (Tarawa only)	
Satellite phone	

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

Telecommunications during extreme weather events

VHF radios are located at:

Agency	Type	Location
Police	Base handheld	
Fisheries	Base	
Port	Base	

Communications facilities on outer islands

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

Radio Kiribati

Broadcast station is located in Bairiki

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

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

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

2. External operational communications

Mode of communication	Communicating with
Telephone	Kiribati High Commission Fiji
Satellite phone (as per list)	Kiribati High Commission Brussels
Fax	Kiribati High Commission New York
Email	New Zealand High Commission Duty officers. Australian High Commission Duty officers.
USP link with Suva	Separate data and voice link to a satellite. Independent communications link which can be used if the main TTC link fails
Government ICT link	Separate Data link than TTC link. Can be considered for data use if TTC equipment fails.
HF Radio - Police HF Radio - Fisheries department HF Radio - Met office HF Radio - Port	<ul style="list-style-type: none">• Met bureau in Nadi, Fiji• Relay through shipping• Australia or NZ maritime watch• Radphone – commercial radio telephone services.

HF Radio - Patrol Boat HF Radio - Other shipping in the port	
Radio Relay through reconnaissance or relief aircraft (before it lands)	Relief aircraft will monitor 121.5 mhz and can then relay messages to Regional Air Traffic Control or through the aircraft's Satphone

Contact Numbers (internal and external)

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

Satellite phones and phone numbers

Satellite telephones are currently located at:

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

Island	Location	Number	Contact/notes
Tab North			
Beru			
Onotoa			
Nikunau			
Tamana			
Arorae			
Banaba			

Outside contacts for relay of messages are located in:

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

Testing Satellite phones should be tested monthly.

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

NDRMO co-ordinates monthly testing of Satphones.

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

3. Messaging

Telephone messaging

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

Radio Messaging

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

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

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

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

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

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

4.3 Early Recovery

Responsibilities for planning and providing Recovery Services

Secretary to Government

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

Office of The Berititenti

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

Ministry of Foreign Affairs and Immigration.

- Coordinate with the NDRMC foreign recovery assistance

Ministry of Health and Medical Services

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

Ministry of Public Works and Utilities

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

- Perform the duties of the project manager for the long term recovery projects affecting public facilities.
- Supervise the reconstruction of buildings in accordance with approved building codes

Ministry of Communications Transport and Tourism

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

Ministry of the Environment, Lands and Agricultural development.

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

Ministry of Education

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

Ministry Of Finance and Economic Development

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

Ministry of Labour and Human resource Development

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

Ministry of Internal and Social Affairs

- Liaise with the Ministry of Health and Medical Services in the provision of counselling services.
- Coordinate the administration of records regarding disaster related deaths
- Conduct review on the effectiveness of completed projects in minimising community vulnerability to disasters.

- Conduct community surveys to determine the effectiveness of Community DRM training and awareness programs in minimising the effects of a disaster impact

Commissioner of Police

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

Red Cross

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

Island Disaster Committees

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

National Disaster Risk Management Council (NDRMC)

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

1. NDRMC Responsibilities

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

1.1 Coordination of recovery and relief operations

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

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

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

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

1.2 Prioritising recovery operations

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

The priorities for these operations are:

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

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

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

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

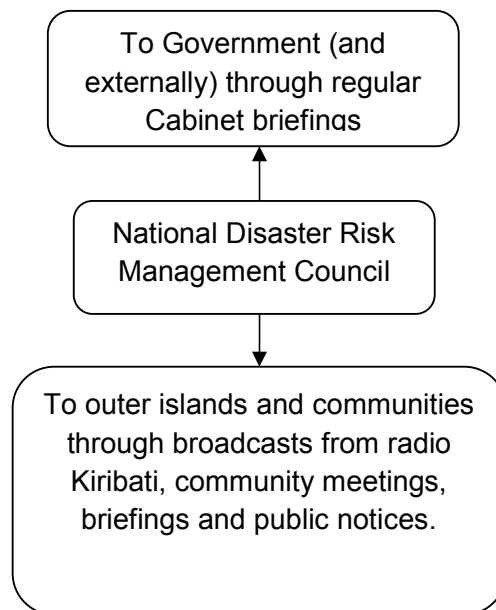
- Requests for relief supplies and resources (including expertise) should only be made if that particular requirement is not available or no longer functioning within Kiribati.
- When making requests – carefully consider what is needed urgently and could be delivered by aircraft (from 24 – 48 hours post disaster) as opposed to not so urgent relief supplies that could be delivered by ship (from 5 – 10 days).
- Types and quantities of relief materials should be as accurate as possible and sufficient to maintain supply until normal supplies are resumed.
- If the disaster has resulted in widespread catastrophic damage involving large numbers of fatalities then early requests should consider assistance with:
 - DVI (disaster victim identification).
 - USAR (Urban Search and Rescue technicians)
 - Specialist dog teams (body recovery)
 - Medical teams and mobile hospital units
 - Incident management teams – to support NDRMC and NCC
 - Rapid impact assessment teams
 - Communication specialists
 - Heavy and specialist equipment
 - Specialist engineering teams
 - Specialist media management support - to assist the Government of Kiribati manage the intense media interest that will follow a significant disaster event.
- It is unlikely that accommodation and meals will be available for external resources. Please request that all incoming support be self-sufficient for the first seven (7 - 10) days
- Incoming support will require a high level of local management and coordination as they will tend to do what they believe is best if there is no apparent coordination and control arrangements or structure.
- It must be made clear that the Kiribati Government and the NDRMC are in charge of overall co-ordination and operations. This is best achieved by,
 - Detailed briefings on arrival

- Detailed tasking
 - Good communication
 - Regular meetings and an
 - Explanation of the structural arrangements of disaster management
 - Reporting lines and protocols
- Appointment of a dedicated senior Kiribati government liaison officer to manage pre-prepared 'terms of engagement' (including SOFA agreements) is essential for rapid insertion of outside assistance

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

1.4 Communicating NDRMC Recovery Operations to Government and the Community.

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



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

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

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

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

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

2. Survey and damage assessments

Damage assessments will generally be undertaken in two stages.

2.1 Stage 1 – Initial disaster assessment

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

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

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

These assessments include:

- Number of people killed, injured or missing
- Domestic property damage including shelter requirements and people displaced.
- Damage to schools, businesses and government buildings
- Damage to power, water and communications
- Current situation in relation to supplies of water, food and medical supplies
- Agricultural impact to crops and local food supplies
- Damage to airport, jetties and other infrastructure that may prevent relief supplies from being delivered.

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

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

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

Assessments should be updated as additional information comes to hand

Note

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

Stage 2 – Long term recovery assessments

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

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

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

3. Priority areas for Recovery

3.1 Airport

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

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

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

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

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

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

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

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

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

3.2 Port

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

3.3 Water

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

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

Location	Litres
Government building	
Hospital	
Other storages	
Total	

Population of Kiribati at last census around 103,000

- *During normal times it is estimated water consumption is **XX** litres per person per day.*
- *The UN advises that refugee camps require a minimum of 25 litres per person per day*
- *At normal consumption rates (**XX** litres/p/p/day) water will last at least **XXdays****
- *At UN rates (25 litres/p/p/day) water will last **XX days****
Assuming there is no power to make water and no rainfall.

3.4 Telecommunications

Telecom Services Kiribati Limited (TSKL)

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

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

Tarawa

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

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

Outer islands

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

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

3.5 Power

Location of standalone standby Generators

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

Portable generators are located at:

Location	Size (kva)	Spare capacity	External plug type	Duration

3.6 Medical

Details to be furnished during implementation

4.4 Disaster Relief Plan

Responsibilities for planning and providing relief services

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

Office of The Berititenti

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

Ministry of Foreign Affairs and Immigration.

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

Ministry of Health and Medical Services

- Provide control and coordination for international medical assistance
- Establish/review priorities for hospital facilities and supplies
- Monitor island clinics to determine number of patients and adequacy of medical supplies
- Provide coordination for the evacuation of patients whose medical conditions are beyond local capabilities
- Provide coordination of evacuation of patients from islands
- Undertake protective measures for disease control

- Provide inspection teams for health hazards
- Maintain contact with medical staff on outlying islands
- Ensure the replacement of expended supplies

Ministry of Public Works and Utilities

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

Ministry of Communications Transport and Tourism

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

- Maintain and or restore communication links
- If necessary utilise communications resources of aircraft, ships, radio amateurs or other resources

Ministry of Education

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

Ministry Of Finance and Economic Development

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

Ministry of Labour and Human Resource Development

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

Ministry of Internal and Social Affairs

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

Commissioner of Police

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

Meteorological Division

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

Red Cross

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

Island Disaster Committees

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

National Disaster Risk Management Council (NDRMC)

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

Receiving Relief

Airport

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

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

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

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

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

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

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

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

Aircraft

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

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

C130 Hercules operations

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

Airdrops

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

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

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

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

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

Port

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

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

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

Relief Supplies

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

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

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

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

Relief Centres

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

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

The community halls may also be used for:

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

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

On outer islands the distribution of relief supplies and assistance will be under the control and direction of the Island Disaster Committee (IDC)

Maneabas are located at:

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

[illegible]


[illegible]

4.5

Debrief Record Sheet

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

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

Incident NameDate.....	 Please forward to NDRMO through your Secretary
Debrief conducted atLocation.....Date.....	
Submitted by: Name.....Tel number.....	

Part 1: Things that went well

[illegible]

5 NDRMO Position Description

Kiribati National Disaster Management Office

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

Role Statement

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

Role of the Disaster Manager

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

Main Functions of the NDMO in times of emergency or disaster

9. Carry out tasks and responsibilities handed down by the National Disaster Risk Management Committee
10. Advise the National Disaster Risk Management Committee on all matters related to a disaster
11. Assist in the coordination of international relief.

Training

12. Identify and evaluate the requirement for disaster risk management training in government and develop an annual training and awareness program
13. Identify existing regional courses appropriate to the requirements of Kiribati and coordinate selection of participants.
14. Maintain DRM training records of staff who have attended regional disaster related training and education courses
15. Develop and maintain a DRM training capability within government to assist in maintaining key competencies amongst staff
16. Advise the Exercise Committee on Government priorities in the maintenance and testing of key plans and functions related to DRM preparedness.
17. Advise the Ministry of Education on government priorities for the delivery of disaster preparedness training and awareness programs within the school curriculum
18. Monitor the delivery of community training and awareness programs as developed by government divisions and other agencies, and report on their adequacy to the NDRMC

Liaison

19. Function as the liaison point in disaster risk management issues with ministries in both emergency and non-emergency times
20. Liaise with Ministries and Island Disaster Committees in the review and maintenance of roles and responsibility plans
21. Represent Kiribati at meetings, conferences, workshops and other disaster related forums to ensure the NDRMO keeps abreast with current disaster risk management practices and developments

Programs

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

NDRMO Management

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

Skills & Qualifications

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