

SIAM-2, C-4 Component  
Environmental, Risk and  
Resource Management

**Development of a Business  
Plan for the Samoa National  
Disaster Management Office**

July 2006

Prepared for  
**Ministry of Natural Resources, Environment and  
Meteorology**

by  
BECA International Consultants Ltd.

▪ Interim report

# **Development of a Business Plan for the Samoa National Disaster Management Office**

## **July 2006**

Prepared for

Ministry of Natural Resources, Environment  
and Meteorology

By

Beca International Consultants Ltd

July 2006

Ministry of Resource Management, Environment and Meteorology 17 July 2006

Private Bag

Apia

SAMOA

**Attention: Vitaoa Peleiupu Fuatai**

Dear Sir

**Development of a Business Plan for the Samoa National Disaster Management Office**

Please find enclosed a draft Business Plan for the Disaster Management Office and an accompanying report. The Business Plan has been developed in conjunction with the NDMO and will require regular reviews to ensure it is current. It is hoped that what has been developed to date will serve as a useful template for the NDMO as it develops its work programmes for the coming financial year and as a useful tool to guide capability and capacity building over the next few years.

In terms of the project reporting schedule (revised 30 June 2006), this report is reference number 5b and incorporates the DMO institutional staff development plan and programme developed in 2005 (report (e) of the original contract) into a broader Business Plan.

Yours faithfully  
Graeme Roberts  
Manager, Planning



on behalf of

**Beca International Consultants Ltd**

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## Revision History

Revision N°	Prepared By	Description	Date
A	M Daly	Development of a Business Plan for the National Disaster Management Office	12 July 2006

## Document Acceptance

Action	Name	Signed	Date
Prepared and reviewed by	Michele Daly, Kestrel Group Ltd		12 July 2006
Approved by	Graeme Roberts, Beca International		17 July 2006
on behalf of	<b>Beca International Consultants Ltd</b>		

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# 1 Introduction

## 1.1 Background

The original project brief required the development of future oriented position descriptions and a professional development programme for the staff of the National Disaster Management Office (NDMO) as a way of guiding the NDMO as it developed its capacity and capability.

A more strategic approach to guiding the NDMO is the development of a Business Plan. A Business Plan approach provides for a systematic assessment of the operating environment of the NDMO, and enables a longer term view of the direction the NDMO needs to take in order to build up its capacity and capability in a way that meets Samoa's disaster management requirements within current financial limitations.

This report outlines the process taken to develop the Business Plan, which is attached as an Appendix.

The Business Plan is a guide only, and must be regularly used, reviewed, updated and altered to ensure it is current and remains useful for the NDMO team.

## 1.2 Definitions

The following definitions and abbreviations are used in this report:

NDMO	National Disaster Management Office (part of MNREM)
NDMP	National Disaster Management Plan
MNREM	Ministry of Natural Resources, Environment and Meteorology
SIAM-2	Samoa Infrastructure Asset Management Project Phase 2

## 2 Business Planning

### 2.1 Principles

Business plans:

- define and fix objectives, and a long term programme (actions) to achieve those objectives. The work programme should assign tasks to people or departments and set milestones and deadlines for tracking implementation.
- enable a way of regularly reviewing activities and correcting them as needed.
- enable understanding of the role or functions of the business (NDMO) and efficient pick-up of the programme of work should there be staff changes.

A business plan will be hard to implement unless it is:

- simple (and short),
- specific,
- realistic,
- complete.

There should be regular checks as to the currency and relevancy of the plan. Used effectively business plans can enable a business to proactively manage its direction and enable quick and efficient response to change (such as internal political shifts and external policy frameworks).

Business plans depend on the human elements around them and require commitment and involvement by all those within the business. Their form (layout, style, language etc) should adapt and evolve over time to best suit the needs of those using it.

## 3 Development Process

### 3.1 Timeline

Some of the individual elements of the Business Plan were developed back in June 2005, specifically:

- Role and functions of the NDMO.
- Position descriptions.
- Staff training and professional development plan.

They have been in use by the NDMO since this time.

Discussions about combining these elements into a more comprehensive business plan commenced in December 2005 and a business plan outline was developed and circulated to the NDMO for comment in January 2006 (Appendix A).

The six month period between the development of the items listed above and the commencement of the development of the business plan was focussed on the National

Disaster Management Plan, simulations, and sector development (response planning; community awareness strategy). All of these components have usefully informed the development of the Business Plan.

A business planning workshop for the NDMO was held in April 2006, during which several sections of the business plan were worked on and developed.

Filomena Nelson, Principal Disaster Management Officer, also workshopped the business plan internally with her staff to ensure their contribution was reflected in the goals, objectives and work programme.

## 4 Samoa National Disaster Management Office Business Plan 2006-2011

### 4.1 Format and Content

The resulting Business Plan (Appendix C) comprises a relatively short (25 pages) main section followed by a series of Appendices which are intended to be a collection of useful material relevant to the functioning of the NDMO. Most of them could be pulled off and turned into a NDMO reference document.

The Business Plan is intended to complement the existing MNREM corporate planning currently undertaken. The NDMO Business Plan should enable a more informed input by the NDMO into the broader MNREM corporate and annual planning processes.

The Business Plan is intended to be a developmental tool for the NDMO. While the consultant team has facilitated the development of the Plan and provided a starting template, the completion (and ownership) of the final Plan needs to be undertaken by the NDMO itself. Otherwise the business plan will have limited effectiveness.

### 4.2 Next Steps

The following are recommended next steps in the development of the Business Plan.

- The NDMO to rework the plan and complete remaining sections.
- The NDMO and consultant team to discuss the implementation of the Business Plan in 6 months time with a view to determining how effective it's been as a tool and suggest improvements to the layout and business plan review process. This latter step would be done in conjunction with the review of the public awareness strategy and staff training and professional development plan scheduled to be undertaken in February 2007

Appendix A

**Draft Business Plan  
Outline – January 2006**

# Samoa NDMO Business Plan Outline - DRAFT

January 2006

---

- 1.0 Executive Summary**
  - 1.1 Objectives
  - 1.2 Mission
  - 1.3 Keys to Success
  
- 2.0 Corporate Summary**
  - 2.1 MNREM Organisational Structure (*diagram*)
  - 2.2 MNREM Corporate & Business Plans (*incl. where NDMO plan fits - diagram*)
  - 2.3 National Disaster Management Plan (*i.e. DM strategy document – link Plan objectives to NDMO objectives*)
  - 2.4 NDMO and EOC locations and facilities (*description of facilities and where located*)
  
- 3.0 NDMO Functions**
  - 3.1 Current Functions **COMPLETED**
  - 3.2 Future Functions (*based on Pacific best practice and outcomes of SIAM2 project – where the NDMO needs to move to*) **COMPLETED**
  
- 4.0 Personnel**
  - 4.1 Current personnel
  - 4.2 Staffing gaps **COMPLETED**
  - 4.3 Personnel Plan (*position descriptions current and future – in Appendix*) **COMPLETED**
  - 4.4 Training and professional development (*plan in Appendix*) **COMPLETED**
  
- 5.0 Analysis of Internal and External Environments - Summary**
  - 5.1 Internal Environment (*analysis of MNREM and Govt – SWOT and risks in a Table format*)
    - Strengths, Weaknesses, Opportunities, Threats
    - Strategy (*for dealing with above*) (*ensure language is consistent with MNREM's current usage: objective/factor type/capability gap/ strategies/intervention type/ responsibility etc*)
  - 5.2 External Environment (*analysis of Samoa wider community; regional (Pacific) environment etc in a Table format*)
    - Strengths, Weaknesses, Opportunities, Threats
    - Strategy (*for dealing with above*)
  - 5.3 Disaster Management Environment (*Gap analysis – what's working and what's not working; vulnerabilities; issues etc*)(*detail in Appendix*) **PARTLY COMPLETED** (Trip 1)
  
- 6.0 Implementation Summary** (*ensure language is consistent with MNREM's current usage: outputs/ activities/quantity/ quality etc*)
  - 6.1 Priorities (*group issues identified above into High, Medium, Low priorities*)
  - 6.2 Activities (*main programmes of work covering off core functions and within which projects sit*)(*detail in Appendix*)
  - 6.3 5-year work programme (*spreadsheet with targets, actions, staff responsibility, completion dates*)

*(either here in body of Plan or as an Appendix)*

- 6.4 Milestones *(include these in above spreadsheet)*
- 6.5 Performance Measures *(include these in above spreadsheet)*

**7.0 2006/07 Annual Work Programme** *(same format as required for MNREM annual plan)*

**8.0 Financial Plan**

- 8.1 Important assumptions *(e.g. funding trends – budget remaining the same or assuming 2% increase per annum etc)*
- 8.2 Long term financial plan *(linked to 5-year work programme)*
- 8.3 External sources of funding *(leveraging other sources of \$ - SOPAC; AusAid; NZAid etc)*

**9.0 2006/07 Budget** *(same format as required for MNREM annual plan)*

**10.0 Business Plan Review** *(how and when this plan is updated)*

**11.0 Appendices**

- 11.1 Position Descriptions **COMPLETED**
- 11.2 Staff Training and Professional Development Plan **COMPLETED**
- 11.3 Disaster Management Environment – Gap Analysis (as at xx/yy/2005) **COMPLETED**
- 11.4 Activity Descriptions
- 11.5 Miscellaneous Schedules
  - DAC meeting schedule and terms of reference **PARTLY COMPLETED**
  - Sector Group meeting schedule and terms of reference **PARTLY COMPLETED**
  - Simulation schedule **PARTLY COMPLETED**
- 11.6 Supporting Documents *(list of related documents)*
  - NDMO fit-out report **COMPLETED**
  - NDMO communication specification **COMPLETED**
  -

Notes:

**Purpose of NDMO Business Plan**

- To define and fix objectives, and long term programs (actions) to achieve those objectives.
- To enable a regular review of activities and correction as needed to any program or direction.
- To enable understanding of the role of the NDMO and efficient pick-up of the programme of work should there be staff changes.

The Business Plan needs to be simple, specific, realistic and complete (in terms of information). It will need to be regularly reviewed. Its content should be developed by or with the people who will be using it.

- Appendix B

## **Business Plan**

## **Development – Power Point Presentation**

## Business Plan Development

Samoa Disaster Management Office  
4 April 2006



## Objectives

- General
  - The need for a Business Plan
  - Timeframes (annual plan etc)
  - Linkages to other processes (MNREM)
- Work through draft Business Plan
  - Sections 1-5; 6-10
- Complete as many sections as possible by end of week

## Business Plans

- Define and fix objectives, and long term programs (actions) to achieve those objectives.
- Enable a way of regularly reviewing activities and correcting them as needed.
- Enable understanding of the role of the NDMO and efficient pick-up of the programme of work should there be staff changes.

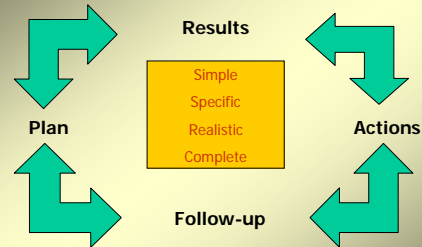
## Business Plans

- What you need to do
  - How you will go about doing it
  - When you will do it
  - Risks/ opportunities to achieving the above and how these can be managed
- A document for you to guide your inputs into other MNREM planning documents

## What makes a good Business Plan?

- A business plan will be hard to implement unless it is:
  - Simple (and short)
  - Specific
  - Realistic
  - Complete
- Regular checks
- Plan depends on human elements around it
  - Commitment and involvement
- Tracking and follow-up

## Business Planning as a Process



## Corporate Framework - existing



## Corporate Framework

- MNREM Corporate Plan
  - Disaster Management not specifically mentioned (*"public safety and security"*)
    - NDMP is not listed as a policy document
      - Are there any regional conventions that can be included (SOPAC?)
    - No mention of DM in keyword section
    - No mention within Meteorological services objective
    - Cabinet approves Ministry corporate plans?

## Corporate Framework

- MNREM Corporate Plan

Vision: Sustainable development and management of the country's natural resources and environment to ensure a better quality of life for all Samoans.

Mission: To implement and utilise the principles of best practice in the sustainable development of the country's natural resources and environment in partnership with all relevant stakeholders.



## Corporate Framework

### MNREM Business Plan

- Referred to as Management Plan in Corporate Plan?
- DM is Outcome 7.6 "*A national framework providing for disaster risk reduction and disaster management*"



## SWOT Analysis

*Strengths*

*Opportunities*

*Weaknesses*

*Threats*

control

no control



- Appendix C

**Samoa National Disaster  
Management Office  
Business Plan 2006-20**

DRAFT as at 12/07/2006

**Samoa  
Disaster  
Management Office  
  
Business Plan  
  
2006-2011**

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# 1 Executive Summary

## 1.1 DMO Objectives

- To ensure that appropriate DM structures are in place for Samoa.
- To be able to deliver key functions as stated in the “Emergency and Disaster Management Act” and NDMP.
- To develop/harness good relationships with emergency response agencies and others to effectively coordinate mitigation, preparedness (including community awareness), response and recovery programmes.
- To ensure that the DMO work programmes contribute to MNREM’s goals and objectives.

## 1.2 DMO Mission

To strengthen Samoa’s resilience to disasters through effective coordination of disaster risk management in partnership with all relevant stakeholders.

## 1.3 DMO Values

The DMO values are the same as those of the Ministry:

The Ministry aims to provide quality services through the practice of the key principles of good governance, accountability, transparency and the following values, in a healthy and secure environment.

<b><i>Va tapuia</i></b>	Conscious of extrinsic endowment of revered relations between and amongst ourselves, and how we relate to and uphold the intrinsic values of our environment.
<b>Quality management</b>	Efficient and effective services/products delivered.
<b>Environmentally Conscious</b>	Encourage development without undermining the integrity of the environment to sustain itself.
<b>Professional integrity</b>	Take pride in our work, humility in services and <i>fa’aaloalo</i> in the work place. Maintain professional relationship with staff and clients with respect and dignity.
<b>Team work</b>	Promote collective and coordinated efforts, participatory and friendly approach, open and frank communication, and genuine information sharing.
<b>Equity &amp; Fairness</b>	Promote equal opportunities, maintain objectivity and fairness, gender balance and moral integrity for all.
<b>Innovative approach</b>	Utilisation and encouragement of staff initiative and creativity to achieve the best from available resources.

**DRAFT as at 12/07/2006**

<b>Identity</b>	Sense of belonging and pride to be part of MNREM in support of the Ministry's goals and objectives.
<b>Self-respect</b>	Appreciating and maintaining individual values and principles towards ones' self-development and growth within the Ministry.
<b>Work ethics</b>	Compliance with public service code of conduct.
<b>Culture</b>	Appreciating and respecting traditional and cultural knowledge, innovations and practices.

#### **1.4 Keys to Success**

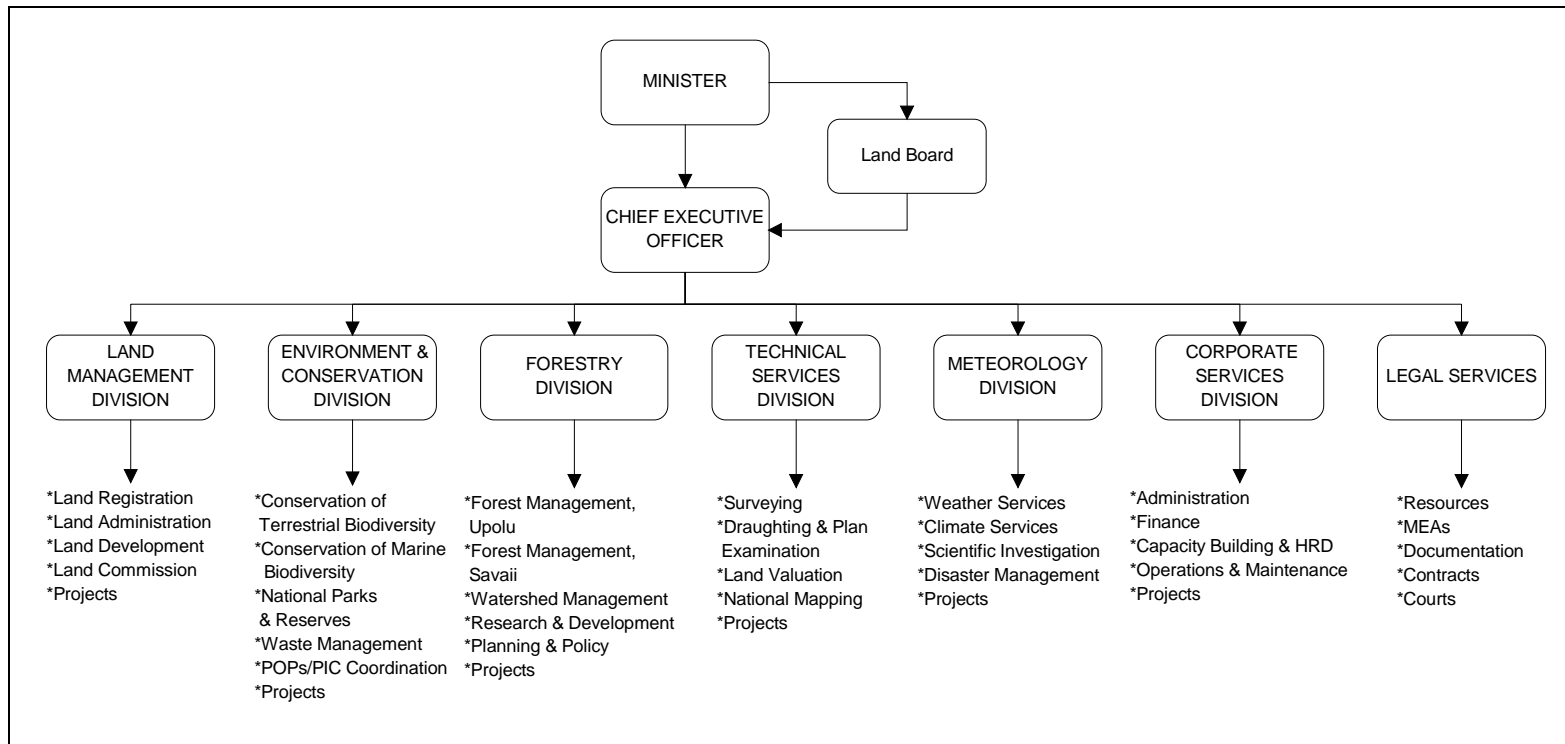
- Commitment from CEO, ACEO and whole of MNREM.
- Dedicated budget allocation for disaster risk management programmes.
- Committed staff.
- Recognition of the DMO in Samoa as the focal point to coordinate disaster risk management programmes.
- Dedicated, reliable, and sufficient resources for DMO (including NEOC) to enable the implementation of its work programmes.
- Strong cooperation and support from agencies who have a role in disaster risk management.
- Good team work.
- Clear direction and targets.

## 2. Corporate Summary

### 2.1 MNREM Organisational Structure

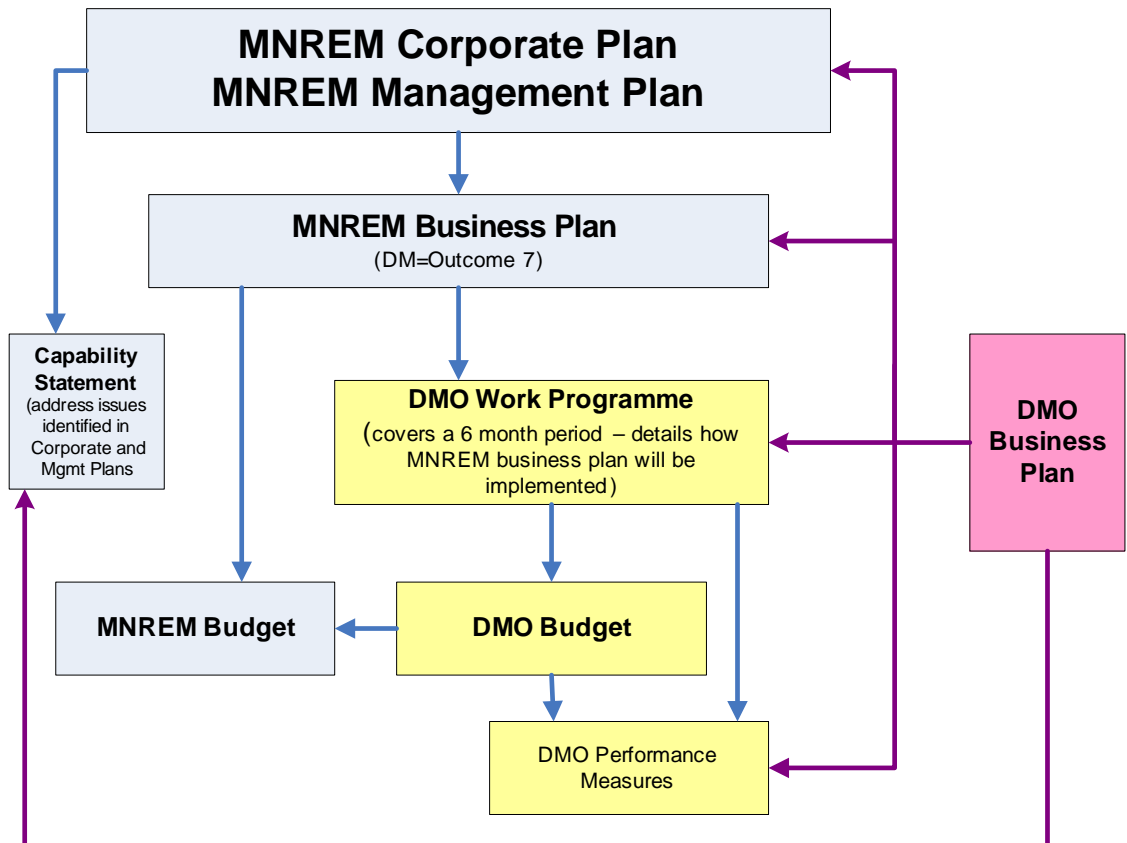
The Disaster Management Office is part of the Meteorology Division of the Ministry for Natural Resources Environment and Meteorology (MNREM). The overall structure of MNREM is shown in the diagram below.

*MNREM Corporate Structure as at June 2005 (from: MREM Corporate Plan 2006-2008)*



## 2.2 MNREM Corporate and Business Plans

This NDMO Business Plan contributes to the MNREM Business and Management Plans in the following way:



The intention is for DMO staff to develop the Business Plan, which will inform the input required from the DMO into the various Ministry strategic and operational plans.

Relevant excerpts from the MNREM Business Plan (2005-2006) and performance measures are contained in Appendix 1.

## 2.3 National Disaster Management Plan

The NDMP is the primary policy document for disaster management in Samoa. The DMO needs to ensure that its own objectives are aligned with the overall objectives for DM in Samoa.

This National Disaster Management Plan has the following objectives:

- To reduce the impact of hazards to Samoa.
- To ensure all communities and response agencies are ready to respond to any disaster.
- To promptly and effectively respond to disasters in Samoa.
- To ensure processes and systems are in place for long term recovery and rebuilding after disasters in Samoa.

## 2.4 NDMO and EOC Locations and Facilities

The NDMO is located at the MNREM Offices at Matautu (Beach Rd).

The following table identifies the locations of the designated Emergency Operations Centres. Currently the DMO is co-located with the primary Emergency Operations Centre.

<b>Primary Location</b>			
MNREM Office Matautu	Beach Street	Phone:	32742
		Fax:	TBA
		Radio call sign and channel:	TBA
<b>Alternate Location</b>			
Police Surveillance Headquarters (NCC)	Beach Street Behind Fire Station	Phone:	TBA
		Fax:	TBA
		Radio call sign and channel:	TBA

### **3 NDMO Functions**

#### **3.1 Current Functions**

The current work programme of the DMO has focussed on the SIAM-2 project (disaster management component), specifically:

1. Legislation and National Disaster Management Plan development.
2. Establishing a functioning NEOC (including fit-out – communication equipment).
3. Simulations (mainly at the management level).
4. Improving relationships and coordinating arrangements with responding agencies (through Plan preparations; DAC and sector workshops).
5. Improving agency response planning.
6. Public awareness (through the CIM Plan village workshops).
7. DMO strategy and planning – business plan; community awareness strategy; professional development plan; job descriptions.

The DMO has also undertaken other activities:

1. Other public awareness activities (in support of National Environment week).
2. Hazard and resources database (GIS).

#### **3.2 Future Functions**

In order to cover the full range of responsibilities outlined in the proposed legislation and also suggested in the Best Practice Guideline for Pacific Island Nations<sup>1</sup> (Appendices 2 and 3), the NDMO will need to increase and strengthen its activities in the following areas:

1. Coordination and promotion of risk reduction with relevant government departments.
2. Supporting national disaster management structures and committees.
3. Development, maintenance and implementation of the NDMP.
4. Operational response coordination, including set-up of the National Co-ordination Centre, and coordination of the facility during a disaster.

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<sup>1</sup> *Pacific Disaster Management Planning: Guideline for Pacific Small Island Developing States. MCDEM and SOPAC, June 2005*

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5. Planning for recovery and establishing links with government relief activities.
6. Training and development (including exercises) of NDMO personnel and agencies with a role in disaster response.

In addition, implementing the SOPAC Framework for Action 2005-2015<sup>2</sup>: "*Building the Resilience of Nations and Communities to Disasters*" would also require additional effort in working with mandated agencies to ensure:

7. Establishment of early warning systems.
8. Comprehensive hazard and risk analysis.

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<sup>2</sup> *An investment for Sustainable Development in Pacific Island Countries. Disaster Risk Reduction and Disaster Management: Building Resilience of Nations and Communities to Disasters: A Framework for Action 2005-2015. SOPAC June 2005*

## 4 Personnel

### 4.1 Current Personnel

The NDMO currently has three staff:

- Principal National Disaster Management Officer (Filomena Nelson)
- Senior National Disaster Management Officer (Saolotoga Fasavalu)
- National Disaster Management Officer (insert name)

Currently the major focus of the Principal NDMO is development of the NDMO (through the SIAM-2 project and working with other Pacific Island DMOs), education and awareness (including developing materials), and disaster planning with other agencies with a role in disasters.

In addition, the Principal NDMO has an oversight role in the Meteorological Division and has been providing management cover for the Meteorological Division during absence of other key managers.

The current major focus of the Senior NDMO is education and awareness, working with community groups, government departments and other agencies. Another current project is the development of a database of relevant hazard and emergency management information.

The third member of the team will have a focus on improving the operational capability of the EOC.

The activities of the NDMO staff reflect the outcomes listed in the MNREM Corporate Plan. The focus of the current Corporate Plan is primarily in the area of preparedness and response (public awareness, sector response and preparedness planning).

The job descriptions for these positions are in Appendix 4.

### 4.2 Staffing Gaps

The recent addition of a third member of staff will significantly improve the capability of the DMO to deliver its required functions. However, in the longer term additional staff resources may be required.

A review of staffing arrangements in June 2005 led to the recommendation that the optimal number of DMO staff would be 5, with one of these being a person based on Savai'i (perhaps in a part-time capacity).

The job descriptions for these potential future positions are in Appendix 4.

#### **4.3 Personnel Plan**

The DMO currently has a staff complement of 3, which is a 200% increase over an 18 month period.

The focus for the next 12 months should be on consolidating the three positions, determine priority areas of focus for staff and on sufficient training and professional development to enable their assigned functions to be undertaken efficiently and effectively.

#### **4.4 Training and Professional Development**

A Staff Training and Professional Development Plan was completed in September 2005. This is attached in Appendix 6. It will need to be updated for the new team member.

## 5 Analysis of Internal and External Environments – Summary

### 5.1 Internal Environment

An analysis of the strengths, weaknesses, opportunities and threats of the DMO's internal environment (government; internal MNREM) has been undertaken and is summarised in the following table.

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Supportive CEO and ACEO</li> <li>• SIAM2 project – capability and capacity strengthening</li> <li>• Access to training</li> <li>• Additional staff member</li> <li>• Wide range of skills (finance, management, computer, presentation, liaison, logistics, GIS)</li> <li>• Large dedicated office space</li> <li>• 2 vehicles dedicated to DMO use</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry restructuring (more budget, more profile)</li> <li>• Position within Met Division used to build up DM areas that suit Met skills (warnings; hazard assessments)</li> <li>• To work more within existing pieces of risk reduction legislation</li> <li>• Wide scope of DM work provides an opportunity to establish DM division or a standalone organisation.</li> <li>• Cabinet support of current project activities</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>• DM doesn't have much of a profile within the Ministry (not mentioned specifically in Corporate Plan)</li> <li>• Need more staff to do the job properly</li> <li>• Lack of DM experience of some staff</li> <li>• Need more equipment (comms and office) to the job properly</li> <li>• DMO does not sit well under Met Division as DMO's scope of work includes non-natural hazards and more of a coordination role</li> </ul>	<ul style="list-style-type: none"> <li>• Budget provisions may not be enough to implement increased expectations brought on by new Bill and Plan.</li> <li>• Ministry restructuring (less budget, less profile)</li> <li>• Govt. reforms – DMO could be moved to another Ministry – especially if that ministry has poor top level management and support – might degrade DMO profile again.</li> <li>• Using info developed specifically for DM purposes for other purposes might lead to copyright infringements and also poor decision making by those 'others' using it for different purposes.</li> </ul>

## 5.2 External Environment

An analysis of the strengths, weaknesses, opportunities and threats of the DMO's external environment (wider Samoan community; regional/Pacific environment) has been undertaken and is summarised in the following table.

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Regional framework and support available through SOPAC.</li> <li>• Good regional DMO network.</li> <li>• NZ MCDEM support (advice, reviews).</li> <li>• Funding support available through a number of aid agencies (World Bank; NZAID; AUSAID).</li> <li>• Focus on DM internationally – DM is flavour of the month.</li> <li>• Community structure in Samoa – inherent resilience.</li> <li>• NGOs – Red Cross, CCJD/Caritas, others.</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage off NZ support (establish linkages with a NZ CDEM Group – training and mentoring).</li> <li>• Leverage as much aid as possible (NZAID; SOPAC; AUSAID plus others) – need well supported business cases/strategies to apply for aid.</li> <li>• Leverage off CIM Plan village visits – make sure we have a presence here and follow up with villages after CIM Plan process has finished – add this to education strategy.</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>• Regional/international policies may not facilitate or help local priorities/needs.</li> <li>• Regional/international frameworks may not be flexible enough to allow for local differences (e.g. regional training programmes are too generic and aren't always specific enough to individual countries).</li> </ul>	<ul style="list-style-type: none"> <li>• Access to aid \$ reduces through changing international priorities (i.e. DM may not always be a focus).</li> <li>• Diminishing community structures - reducing resilience.</li> </ul>

## 5.3 Disaster Management Environment

An analysis of the disaster management environment in Samoa was completed in March 2005 (Appendix 3).

This has been updated in April 2006 and is presented below.

Samoa Disaster Management: Overview of Strengths & Weaknesses – April 2006

	Reduction	Readiness	Response	Recovery
<b>Strengths</b>	<p>CIM Strategy &amp; Plans</p> <p>Structured development planning process which involves the DMO</p> <p>Climate change project (spans 3Rs)</p>	<p>Connections between Met Service &amp; SBC getting better</p> <p>Village structure (for cyclones)</p> <p>Media publicity around information related to cyclones, tsunami, avian flu.</p>	<p>Govt mandate to Red Cross</p> <p>SamoaTel, EPC &amp; SWA have priority areas for service reinstatement (but not known by all key players)</p> <p>4 trained UNDAC Assessors (but only 1 is current?)</p>	<p>CIM Plan clarity (eg. certain roads not to be rebuilt)</p>
<b>Weaknesses</b>	Information for some hazards patchy, others non-existent	Key agency roles & responsibilities better defined but not well understood		
		Community awareness lacking		
	Political influence on enforcement of risk reduction measures	Warning systems inadequate (incl. no MOU with PTWC)	No emergency fund identified	Poor coordination of relief distribution
		Access to operational funds not known (non-existent?) (eg. for final cyclone preparations)	Ad hoc approach to operational response (though getting better)	No Govt-provided insurance Dependent on aid
		Lack of national simulations	Lack of resources (e.g. no helicopters)	
		No agreed & designated evacuation centres (eg. MoE needs MOU with villages for use of schools)	No EOC set up as yet and no support infrastructure during an event ( <i>team, food etc, shift operations</i> )	
		Many SOPs and contingency plans still not developed	No co-ordinated impact & damage assessment process	
		Limited financial, human and technical resources to do the job of the DMO		
		NDMP and legislation aren't in place yet		

## **6 Implementation Summary**

### **6.1 Priorities**

There are a number of areas requiring attention across the 4R's of Reduction, Readiness, Response and Recovery as shown by the previous table (strengths and weaknesses).

The highest priority for the NDMO over the next 12 months is to strengthen Samoa's operational capability, specifically:

- Fit-out of the National Emergency Operations Centre
- Installation of VHF emergency communications equipment
- Development of SOPs to support activation and running of the EOC
- Training for EOC staff
- Additional simulations which are part of an ongoing simulation programme

These have been shown to be significant gaps which require immediate attention.

### **6.2 5-year Work Programme**

A 5-year work programme has been developed which:

- Identifies specific projects under various programmes of work.
- Assigns each project a priority.
- Identifies a target/ performance measure for each project.
- Identifies one or more milestones for each project.
- Determines a realistic start time (based on the priority) and duration for each project.
- Assigns the responsibility for the project to an individual or department.

The work programme is shown in the following table.

### 5-Yr Work Programme

Year 1: 2006/07 financial year  
 Year 2: 2007/08 financial year  
 Year 3: 2008/09 financial year  
 Year 4: 2009/2010 financial year  
 Year 5: 2010/2011 financial year

<i>Programme and projects</i>	<i>Priority</i>	<i>Target/ Performance Measure</i>	<i>Milestone</i>	<i>Start (Yr)</i>	<i>Duration</i>	<i>Responsibility</i>
<b>Readiness/ Response/ Recovery</b>						
Contingency Plans <ul style="list-style-type: none"> <li>• Cyclone</li> </ul>	H	Agreed arrangements in place before next cyclone season (Nov06)	Availability of Cyclone Contingency Plan	2006	6 months	- Weather Section - DMO - ACEO - MD
<ul style="list-style-type: none"> <li>• Volcanic Eruption</li> </ul>	M	Agreed arrangements in place by 2007	Volcanic eruptions Contingency Plan in place	2007	6 months	- Geo-physics Section - DMO - ACEO – MD
<ul style="list-style-type: none"> <li>• Tsunami</li> </ul>	H	Agreed arrangements in place by end of 2006	Tsunami Contingency Plan in place	2006	6 months	- Geo-physics Section - DMO - ACEO – MD
<ul style="list-style-type: none"> <li>• Flood (Apia)</li> </ul>	H	Agreed arrangements in place by end of June 2007	Flooding Contingency Plan in place	2006	6 months	- Hydrology Section - Weather Section - DMO - ACEOs – MD & WR

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<i>Programme and projects</i>	<i>Priority</i>	<i>Target/ Performance Measure</i>	<i>Milestone</i>	<i>Start (Yr)</i>	<i>Duration</i>	<i>Responsibility</i>
<ul style="list-style-type: none"> <li>Pandemic</li> </ul>	M	Agreed arrangements in place by June 2007	Pandemic Contingency Plan in place	2006	6 months	- MoH (Lead Agency) - DMO
SOPs/ Guidelines/ Procedures						
<ul style="list-style-type: none"> <li>EOC structure and staffing</li> </ul>	H	Agreed procedures in place before next cyclone season	SOPs in place	2006	July	- DMO
<ul style="list-style-type: none"> <li>EOC Activation procedure</li> </ul>	H				August	
<ul style="list-style-type: none"> <li>EOC Communications</li> </ul>	H				Sept	
<ul style="list-style-type: none"> <li>Guidelines for Making Declarations</li> </ul>	H				Oct	
<ul style="list-style-type: none"> <li>DMO – communicating with emergency response agencies and other DAC members</li> </ul>	H		In place	2006	May	- DMO
NDMP Update, Review and Monitoring	L	<ul style="list-style-type: none"> <li>Agreed amendments are included and approved by DAC and NDC after the review period</li> <li>Weaknesses/areas to be improved are identified and highlighted</li> </ul>	Amended NDMP in place	2009	ongoing	- DMO
Simulations <ul style="list-style-type: none"> <li>Simulation schedule</li> <li>Simulations</li> </ul>	H	Simulations as per schedule	Successful implementation	2006	Ongoing	- DMO
EOC – facility/ staffing	H	EOC fit-out completed before next cyclone season (Nov06)	EOC fit-out in place	2006	Sept	- DMO
Communications	H	VHF radios and emergency channel in place before next	VHF radios and channel in	2006	Sept	- DMO

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<i>Programme and projects</i>	<i>Priority</i>	<i>Target/ Performance Measure</i>	<i>Milestone</i>	<i>Start (Yr)</i>	<i>Duration</i>	<i>Responsibility</i>
		cyclone season	place			
Community Awareness <ul style="list-style-type: none"> <li>• Community Awareness Strategy</li> </ul>	H	Agreed content of strategy is already in place	Strategy is in place and use by all relevant agencies	2006	ongoing	- DMO
<ul style="list-style-type: none"> <li>• Strategy Implementation</li> </ul>	H	Agreed arrangements including funding is in place before Nov 06	Progress of implementation	2006	ongoing	- DMO - Other sections of MD
<b>Public warnings</b>						
DAC Support	H	DAC response and participation	Close/Strong coordination and collaboration	2005	ongoing	- DMO
Response Agencies <ul style="list-style-type: none"> <li>• Agency Response Plans</li> </ul>	H	All response agencies plans are in place before the next cyclone season	All response agencies plans in place	2005	12 months	- DMO
<ul style="list-style-type: none"> <li>• Sector Workshops</li> </ul>	H	Sector Workshop schedule is in place by Oct 06	- well participated by relevant sector agencies - Objectives	2006	ongoing	- DMO

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<i>Programme and projects</i>	<i>Priority</i>	<i>Target/ Performance Measure</i>	<i>Milestone</i>	<i>Start (Yr)</i>	<i>Duration</i>	<i>Responsibility</i>
			achieved			
<b>Reduction</b>						
Hazard Assessments						
•						
•						
<b>Administration/ Business Development</b>						
Professional Development <ul style="list-style-type: none"> <li>• Staff Training and Professional Development Plan - update</li> </ul>	M	Agreed changes to the plan are implemented after review	Staff achievements	Mid 2006	ongoing	- DMO
Business planning <ul style="list-style-type: none"> <li>• Business Plan</li> </ul>	H	All planned programmes and projects are planned and included in the plan by March every year	All programmes and projects are in the plan and implemented	annual	1 week	- DMO
<ul style="list-style-type: none"> <li>• Annual Plan and budget</li> </ul>	H	All annual programmes are well set out and budgeted for by April every year	All programmes that are of high priority are included and budget	annual	2 weeks	- DMO

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<i>Programme and projects</i>	<i>Priority</i>	<i>Target/ Performance Measure</i>	<i>Milestone</i>	<i>Start (Yr)</i>	<i>Duration</i>	<i>Responsibility</i>
			approved			
<ul style="list-style-type: none"> <li>Corporate plan</li> </ul>	H	All programmes and projects are included to constitute the DMO component of the MNREM Corporate Plan	<ul style="list-style-type: none"> <li>- All programmes in the business plan, annual plan and budget are clearly linked to the Corporate Plan</li> <li>- MNREM support of DMO programmes through approval of programmes and budget</li> </ul>	annual	1 week	- DMO
Leveraging Resources						
<ul style="list-style-type: none"> <li></li> </ul>						

## **7 2006/07 Annual Work Programme and Budget**

To be inserted.  
(same format as required for MNREM annual plan)

## 8 Financial Plan

### 8.1 Important Assumptions

The available MNREM budget for disaster management activities is unlikely to increase. Significantly funding has been acquired from within the MNREM budget for 2 additional staff members (last 2 financial years).

There has been a one-off injection of funds through the SIAM-2 project (World Bank; EMA) which has or will purchase vehicles, equipment for the EOC, and communications equipment.

It is unlikely that this level of investment will be matched within the next 5 years.

The projected total available MNREM and DMO budget over the next 5 years is shown as follows:

	MNREM	DMO
Year 0 (05/06)	\$6.4M	
Year 1 (06/07)	\$6.2M (↓ \$200,000)	
Year 2 (07/08)	\$6.2M	
Year 3 (08/09)	\$6.2M	
Year 4 (09/10)	\$6.2M	
Year 5 (10/11)	\$6.2M	

### 8.2 External Sources of Funding

With internal (government) sources of funding likely to remain at or less than current levels in the foreseeable future, external sources of funding will become important. They fall into 2 types:

- Samoan (i.e. corporate sponsorship such as from SamoaTel; EPC), which is probably more likely for smaller items such as sponsoring public awareness pamphlets or a vehicle.
- International (i.e. aid and development agencies such as from SOPAC; World Bank; AUSAID; EMA; NZAID; Asia Development Bank; UNDP; EU; UNESCO;).

The following outlines a strategy to leverage more external funding.

**Target = 1 project/year funded externally**

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1. Identify all possible sources of external funding.
2. Understand the criteria used by these agencies when assessing applications for funding.
3. Develop a relationship with potential funding partners.
4. Identify suitable projects/activities which could attract external funding.
5. Develop application and submit.

A table of potential funding partners and their criteria for funding is in Appendix 8.

## **9 Business Plan Review**

This Business Plan will be reviewed at least annually (in March), as part of the MNREM annual/corporate planning cycle.

The Business Plan is an important DMO document and its development and review will be undertaken by the whole DMO team.

## Appendices

- Appendix 1: Extracts from MNREM Business Plan (2005-2006) and Performance Measures**
- Appendix 2: Legislative Requirements of the Disaster Management Office**
- Appendix 3: Functions of the Disaster Management Office**
- Appendix 4: Current Position Descriptions**
- Appendix 5: Future Position Descriptions**
- Appendix 6: Staff Training & Professional Development Plan**
- Appendix 7: Disaster Management Environment: Gap Analysis as at 2 March 2005**
- Appendix 8: External Sources of Funding**
- Appendix 9: Miscellaneous Schedules**
- Appendix 10: List of Supporting Documents**

## Appendix 1: Extracts from MNREM Business Plan (2005-2006) and Performance Measures

*From MNREM Business Plan 2005 – 2006*

<b>Corporate Plan 2006-2008:</b> To develop and implement best practices in the sustainable development of the country's natural resources and environment, in partnership with all relevant stakeholders				
<b>Objective 7:</b> Provision of information and services related to meteorological and geoscience phenomena				
<b>Outcome 7.6: A national framework providing for disaster risk reduction and disaster management</b>				
Outputs	Activities	Measures	Responsibility	Time frame
<ul style="list-style-type: none"> <li>• National Disaster Management Plan and Standard Operational Procedures during emergencies</li> <li>▪ Summary of Samoa's hazards and risks as well as treatment options</li> <li>▪ Contingency Response Plans for specific hazards</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct stakeholder consultation to review the existing National Disaster Management Plan and Emergency Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Report of the review and the suggestions for improvement</li> <li>• Draft National Disaster Management Plan &amp; Emergency Procedures</li> </ul>	CEO / ACEOM / PDMO, SDMO, BECA International Project Team	Q1 – Q4
	<ul style="list-style-type: none"> <li>• Conduct hazards workshop(s) for relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Report of the consultation</li> <li>• Summary of Hazards</li> </ul>		Q1-Q2
	<ul style="list-style-type: none"> <li>• Collect and gather information through a questionnaire</li> <li>• Conduct stakeholder consultation to set the scene and obtain suggestions for a standard template</li> </ul>	<ul style="list-style-type: none"> <li>• Report of the consultation</li> <li>• Draft standard template for hazards response plan</li> </ul>		Q1-Q3
	<ul style="list-style-type: none"> <li>• Coordinate development of contingency response plans for specific hazards amongst relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Record of the meetings and consultations</li> </ul>		Q1-Q3

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<ul style="list-style-type: none"> <li>▪ Agency Response Plans</li>   <li>▪ Legislation and relevant policies on disaster risk reduction and disaster management</li> <li>▪ Public awareness, education and training on disaster risk reduction and disaster management</li>   <li>▪ Early warning systems and processes for each hazard with priority given to cyclones, earthquakes and tsunamis.</li> <li>• Readily available and well resourced Emergency Operations Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate response agencies' efforts in developing agency response plans</li>   <li>• Conduct stakeholder consultations to review options for disaster management legislation</li>   <li>• Develop public awareness, education and training programme for FY05/06</li> <li>• Prioritize, identify resources and implement programmes</li>   <li>• Coordinate establishment of relevant early warning systems and processes for each hazard particularly for cyclones, earthquakes and tsunamis</li>   <li>• Set up and maintain an Emergency Operations Centre</li> <li>• Conduct review of communication needs, prioritize the needs, write up specifications and then identify funding sources to enable procurement</li> <li>• Organize and conduct simulations</li> </ul>	<ul style="list-style-type: none"> <li>• Draft standard template for agency response plans</li> <li>• Report of the consultation and options for the legislation</li>   <li>• Effectiveness survey, records of media publication; report of seminars and consultations; report on annual disaster awareness day</li> <li>• Report of the stakeholder consultations on early warning systems and processes</li>   <li>• Report on communications needs review, priorities and specifications; and simulations</li> <li>• EOC standard operational procedures and plan on its physical set up.</li> <li>• Report of simulations conducted</li> </ul>	<p align="center">PDMO, SDMO, Capacity Building Section, BECA International Project Team</p>	<p align="center">Q1-Q4</p> <p align="center">Q1-Q4</p> <p align="center">Q1-Q4</p> <p align="center">Q1-Q4</p>
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Ozone Program	<ul style="list-style-type: none"> <li>▪ project proposal prepared and submitted to international funding agency</li> </ul>		
<p>Conduct Hydrological surveys and water resources assessment</p> <p>Coastal and Ocean Baseline information to stakeholders</p>	<ul style="list-style-type: none"> <li>▪ Annual Water Resources data book</li> <li>▪ Construction of coastal and near shore seawall protection and wave energy facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advise report on water intake and hydro scheme designs</li> <li>▪ Advise report on coastal structures</li> <li>▪ Resistant to catastrophic storm surges coastal structure</li> </ul>	<p>Jan.06</p> <p>Jan. 05 – Jun. 06</p>
Public marine and aviation forecasts and early warning services	<ul style="list-style-type: none"> <li>▪ Upgrade of weather observing instruments at Mulinuu</li> <li>▪ Weather and aviation route forecasts issued at least twice daily</li> </ul>	<ul style="list-style-type: none"> <li>▪ WMO standard achieved</li> <li>▪ Weather and aviation data of WMO/ICAO standards</li> <li>▪ Timely effective weather advisory and cyclone warnings to media and NDMO</li> </ul>	<p>Sept. 2005</p> <p>On-going</p>
<p>Establish geotechnical databases</p> <p>Provide drilling for</p>	<ul style="list-style-type: none"> <li>▪ Geotechnical databases established</li> <li>▪ Mulivai, Lano bridges</li> </ul>	<ul style="list-style-type: none"> <li>▪ Geotechnical information available</li> <li>▪ Geotechnical information available for design</li> </ul>	<p>July.05 –Dec.05</p> <p>July.05 – Dec. 05</p>

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geotechnical information			
To coordinate the delivery of mitigation, preparedness, response and recovery activities through the formulation and implementation of policies, plans, programs and partnerships.	<ul style="list-style-type: none"> <li>• 1 National Disaster Awareness Day</li> <li>• organize and conduct 5 community workshops</li> </ul>	Activities are in accordance with MNREM requirements and endorsed by Cabinet Enhanced community awareness	<p>First week of November 2005</p> <p>June 2006</p>
	<ul style="list-style-type: none"> <li>• organize and conduct 3 simulations (emergency response procedures, emergency operations center and a follow-up)</li> </ul>	Simulations are well coordinated and executed in accordance with international and national standards and setups.	May 2006
	<p>2 stakeholder consultations to review the National Disaster Management Plan and Emergency Procedures</p> <p>2 stakeholder consultation</p> <p>1 standard template</p>	<p>Content of plan is in line with best Pacific practice</p> <p>Operational response plan template is in accordance with international and Pacific standards</p>	<p>April 2006</p> <p>April 2006</p>
	2 databases (1 for records and 1 for disasters)	Database is user friendly; and records and information are easily accessible	December 2005

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	2 stakeholder legislative review consultations	Legislation is in accordance with the style and content used in Samoa.	March 2006
	1 documentary (tsunami/earthquake)	Simple, convey clear and relevant messages	November 2005
	Forecast 6 to 7 cyclones in South West Pacific and a probability of 1 to hit Samoa in next cyclone season is very likely.  Note: Probability of other hazards to strike is difficult to ascertain as most are unpredictable.	Response operations are in accordance with National Disaster Management Plan and Emergency Procedures and the applicable operational response plans	On-going
Monitoring seismic and geomagnetic events	<ul style="list-style-type: none"> <li>▪ Acquisition of real time seismic and geomagnetic data</li> <li>▪ Produce daily geomagnetic data</li> </ul>		On-going
Tsunami and Hazard landslide earthquake Warnings	<ul style="list-style-type: none"> <li>▪ Develop and put in place a Tsunami Warning System</li> </ul>		Dec. 06

## Appendix 2: Legislative Requirements of the Disaster Management Office

The Disaster & Emergency Management Bill 2006 lists the following functions of the DMO in Section 7(4):

- (a) assist response agencies and the community generally to identify, implement and participate in disaster risk reduction activities and programmes;
- (b) assist the response agencies and other entities to prepare plans in accordance with Part IV;
- (c) collate the plans prepared under Part IV and refer them to the Disaster Advisory Committee for review and then to the National Disaster Council for approval;
- (d) provide administrative support to the Disaster Advisory Committee and the National Disaster Council;
- (e) undertake such activities as are necessary to prepare for responses to disasters and emergencies;
- (f) coordinate response activities and the implementation of the National Disaster Management Plan during disasters and emergencies;
- (g) provide facilities and staff for the National Emergency Operations Centres;
- (h) publicise the National Management Disaster Plan and liaise with communities and private industry representatives to raise awareness about disaster planning and the approved processes for responding to disasters and emergencies;
- (i) undertake such activities as are necessary to assist sectors of the community to recover from the effects of disasters and emergencies; and
- (j) implement decisions of the National Disaster Council, the Disaster Advisory Committee, and the Minister to give proper effect to the provisions of this Act and the National Disaster Management Plan.

## Appendix 3: Functions of the Disaster Management Office

Based on the proposed legislation, the Best Practice Guideline for Pacific Island Nations<sup>3</sup> and the SOPAC Framework for Action 2005-2015<sup>4</sup>, the following functions are required of the DMO:

### General

- Provide leadership and direction for the disaster management sector.
- Monitor performance of disaster risk reduction and disaster management programmes and activities.
- Implement regional best practice strategies and guidelines.
- Implement professional development programmes for NDMO personnel.
- Develop mechanisms to ensure community involvement across mitigation, preparedness, response and recovery activities.

### Mitigation

- Promote the mainstreaming of disaster risk management activities in all government departments.
- Identify hazards and risks that may cause a disaster in Samoa.
- Work with other agencies to research and mitigate the possible effects of disasters in Samoa.
- Develop, consult and submit for Cabinet approval, rules, regulations and administrative directives relating to mitigation (through normal Ministerial process).

### Preparedness

- Develop and maintain the National Disaster Management Plan. Ensure NDMP is approved by the NDC.
- Ensure that contingency plans for specific hazards are developed when required.
- Provide guidance to response agencies and others with a disaster role to develop their own agency response plans.
- Co-ordinate, develop and implement disaster management programmes and activities.
- Monitor the effectiveness of disaster management programmes and activities.

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<sup>3</sup> *Pacific Disaster Management Planning: Guideline for Pacific Small Island Developing States. MCDEM and SOPAC, June 2005*

<sup>4</sup> *An investment for Sustainable Development in Pacific Island Countries. Disaster Risk Reduction and Disaster Management: Building Resilience of Nations and Communities to Disasters: A Framework for Action 2005-2015. SOPAC June 2005*

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- Work with other Pacific nations and organisations to implement best practice disaster management.
- Develop and deliver community education and awareness programmes including a specific focus on cyclone preparedness in advance of cyclone season.
- Manage and co-ordinate disaster management training activities.
- Provide administrative support to the Disaster Advisory Committee.
- Ensure that public information is issued when disaster threatens.
- Maintain the National Emergency Operations Centre (EOC) and disaster management communications systems in a state of readiness for response.
- Train staff to operate the National Emergency Operations Centre.
- Undertake simulations and sector training.

### **Response**

- Implement the decisions of the Chairperson of the DAC and the NDC with the National EOC team and agencies with a disaster role.
- Lead the National EOC team in co-ordinating disaster response activities.
- Ensure the smooth running of the National EOC.
- Manage the National EOC including SITREPS, disaster impact assessment, support to response agencies, emergency communications etc.
- Co-ordinate the development of reports to the NDC.
- Issue information about the disaster and actions required of the public and response agencies.

### **Relief/ Recovery**

- Work with the DAC agencies to implement recovery programmes and activities as directed by the NDC or Cabinet committees.
- Facilitate debriefs of disaster activities and develop reports on recovery activities.

**DRAFT as at 12/07/2006**

## **Appendix 4: Current Position Descriptions**

### **Current Job Descriptions**

**Principal NDMO  
Senior NDMO**

**CURRENT Job Description:**  
**Ministry of Natural Resources, Environment and Meteorology**

**Principal National Disaster Management Officer**

1. Provide leadership in the planning and management of all objectives, outputs and budget requirements pertaining to disaster management and mitigation programs and projects within the mandate of MNRE.
2. Provide leadership in the coordination and implementation of Samoa's National disaster emergency and management plan (i.e. Emergency, Mitigation, Preparedness, Response and Recovery Procedures).
3. Facilitate national consultations on all aspects of disaster management.
4. Maintain liaison with relevant national, regional and international agencies or institutions on issues involving disaster mitigation.
5. Establish linkages with similar disaster management programs and environmental programs both internationally, regionally and locally.
6. Coordinate responses to national disasters including collaboration with all other designated disaster management agencies.
7. Coordinate the operation of the Comprehensive Hazard and Risk Management Program.
8. Establish a clearing house for dissemination of disaster management information to the public and other agencies.
9. Provide secretariate services to the National Disaster Management Council/ Board.
10. Liaise with stakeholders including community groups, Government Departments and relevant referral authorities in the preparation of disaster management and mitigation plans and programs.
11. Provide reports to the Assistant CEO of PUMA, the National Disaster Committee and the PUMA Board, as directed.
12. Manage and lead staff within the Disaster Management Section and participate in the management of PUMA.
13. Undertake other matters as directed by the Assistant CEO of PUMA.

**CURRENT Job Description:  
Ministry of Natural Resources, Environment and Meteorology**

**Senior National Disaster Management Officer**

Position Title:	Senior NDMO
Position Code:	PA16/2004
Reporting to:	Principal Disaster Management Officer
Department:	Disaster Management
Responsible for (list staff):	N/A
Salary Grade	L12/L14
Salary Rate	\$17,655/23,663
Location	Matautu

1. Assist in the coordination and implementation of Samoa's National Disaster Management and Emergency Plan.
2. Assist in the planning and management of all objectives, outputs and budget requirements pertaining to disaster management and mitigation programs and projects withing the mandate of MNRE.
3. Assist in the coordination and implementation of national consultations, trainings and awareness programs on all aspects of disaster management.
4. Assist in the coordination and implementation of regional and international programs that are linked to the National Disaster Management Section.
5. Liaise with stakeholders, including community groups, government departments and relevant referral authorities or individuals in the preparation of all plans and programs related to all aspects of disaster management.
6. Provide reports to the Principal Disaster Management Officer, as director.
7. Manage and lead staff in the disaster management section in the absence of the principal officer.
8. Undertake other matters as directed by the Principal Disaster Management Officer or Assistant CEO of PUMA.

**Qualifications:**

9. Degree in planning, engineering, logistics or equivalent.
10. At least three years of working experience in disaster management of a relevant field.

**Skills:**

11. Good public relations skills.
12. Computer literate (Microsoft Word, Excel, Access, Power Point).
13. Project Management skills.
14. Analytical and report writing skills.
15. Fluent in both Samoan and English.

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**Selection Criteria:**

16. Diploma in information systems or communications or equivalent with 5 years of relevant work experience (Essential).
17. Well versed with the latest programs/ equipment in media and communications technology (Essential).
18. Ability to maintain high level liaison with community and government agencies and other relevant stakeholders when planning and coordinating awareness activities and educational programmes before, during and after a disaster (Essential).
19. Ability to self initiate disaster related awareness activities and training programmes (Desirable).
20. Appreciation of the complexities of disaster management, preparedness and disaster mitigation (Desirable).
21. Other duties as directed from time to time (Desirable).

DRAFT as at 12/07/2006

## **Appendix 5: Future Position Descriptions**

### **Future Job Descriptions**

**Principal NDMO**

**Senior NDMO**

**NDMO: Community Awareness and Education**

**NDMO: Operations**

**NDMO: Savaii**

**FUTURE Job Description:**  
**Ministry of Natural Resources, Environment and Meteorology**

**Principal National Disaster Management Officer**

Items in bold are elements of current job descriptions for this position (wording may be slightly different)

*Items in italics are proposed items*

Position Title:	Principal NDMO
Position Code:	
Reporting to:	CEO MNREM/ <i>Director Disaster Management</i>
Department:	Disaster Management
Responsible for (list staff):	Senior National Disaster Management Officer <i>National Disaster Management Officer - Awareness and Education</i> <i>National Disaster Management Officer - Operations</i>
Salary Grade	
Salary Rate	
Location	

**Role description:**

General duties

1. Provide leadership in the planning and management of all objectives, outputs and budget requirements pertaining to disaster management and mitigation programmes and projects within the mandate of MNREM.
2. Provide reports to the CEO MNREM and National Disaster Council as directed.
3. Manage and lead staff within the Disaster Management Department and participate in the management of MNREM
4. Maintain liaison with relevant local, national, regional and international agencies or institutions on issues involving disaster management
5. Facilitate national consultations on all aspects of disaster management
6. Provide the secretariat for the Disaster Advisory Committee
7. *Fulfil the role of NCC Manager during a disaster*
8. Undertake any other matters as directed by the CEO of MNREM

Disaster Risk reduction

9. *Promote, initiate and support Comprehensive Hazard and Risk Reduction (CHARM) by all government departments and agencies.*
10. *Promote, initiate and support disaster risk reduction activities by all government departments and agencies*
11. *Work with other agencies to research and mitigate the possible effects of disasters in Samoa.*
12. *Where necessary develop, consult and submit for Cabinet approval, rules regulations and administrative directives relating to mitigation.*

**DRAFT as at 12/07/2006**

Preparedness

13. Co-ordinate the development and implementation of Samoa's National Disaster Management Plan
- 14. Assist agencies with a role during disaster response to develop plans for disaster*
15. Liaise with stakeholders including community groups, government departments, non-government agencies and others as necessary to develop disaster management plans and programmes
16. Establish a clearing house for dissemination of disaster management information to the public and other agencies
- 17. Ensure the development and implementation of community awareness and education (training) programmes*
- 18. Establish a training and exercise programme for individuals and agencies with a role during a disaster*
- 19. Ensure the National Co-ordination Centre is in a state of readiness for disaster*
- 20. Ensure that appropriate communications systems are established and maintained for use during a disaster*

Response

- 21. Disseminate warnings received to response agencies and the public*
- 22. Activate the National Co-ordination Centre, ensuring it is set up and appropriately staffed*
- 23. Oversee the activities of the National Co-ordination Centre including situation reporting, communications, meetings, facilities and support for response agencies*
- 24. Implement the directions of the Director, Disaster Management*
- 25. Attend meetings of the NDC as required*

Recovery

- 26. Promote, initiate and support recovery activities by government departments and other agencies that build resilience to future disasters*
- 27. Participate in recovery activities and programmes under the direction of the Recovery Co-ordinator or NDC as required*

**Person specification:**

**Skills and experience required**

- Fluent in both Samoan and English
- Staff management
- Work plan and budget development
- Excellent written and verbal communication skills
- Analytical and report writing skills
- Project management skills
- Understanding of Samoan government systems and processes
- Media communication skills
- Computer skills including: MS Word, MS Excel, MS Powerpoint, database and GIS skills a benefit
- Five years work experience in a field relevant to disaster management including, but not limited to, planning, geological sciences, meteorology, natural hazards, emergency services, military, health, education or other field deemed appropriate.

**Training required (items in *italics* may be carried out on the job)**

- A tertiary qualification in a related discipline including, but not limited to, planning, sciences, administration, engineering, education
- Introduction to Disaster Management Course
- *Disaster Impact Assessment Course*
- *Exercise Management Course*
- *EOC Course*
- Full drivers licence

**FUTURE Job Description:  
Ministry of Natural Resources, Environment and Meteorology**

**Senior National Disaster Management Officer**

Items in bold are elements of current job descriptions for this position (wording may be slightly different)

*Items in italics are proposed items*

Position Title:	Senior NDMO
Position Code:	
Reporting to:	Principal National Disaster Management Officer
Department:	Disaster Management
Responsible for (list staff):	None
Salary Grade	
Salary Rate	
Location	

**Role description:**

General duties:

1. Perform the duties of the Principal National Disaster Management Officer, in the absence of the position holder.
2. Assist in the planning and management of all objectives, outputs and budgetary requirements pertaining to disaster management and mitigation programmes and projects within the mandate of MNREM
3. Provide reports to the Principal National Disaster Management Officer as directed
4. Assist in national consultations on all aspects of disaster management
5. Maintain liaison with relevant local, national, regional and international agencies or institutions on issues involving disaster management
6. Provide support the Disaster Advisory Committee as directed by the Principal NDMO
7. Undertake any other matters as directed by the Principal NDMO or CEO of MNREM

Disaster Risk Reduction

8. *Work with other agencies to research and mitigate the possible effects of disasters in Samoa*
9. *Support government departments and agencies to implement Comprehensive Hazard and Risk Reduction (CHARM)*
10. *Maintain the Disaster Management Department database of hazard information, and GIS maps*
11. *Where necessary develop, consult and submit for Cabinet approval, rules regulations and administrative directives relating to mitigation*

Preparedness

12. Assist in the development and implementation of Samoa's National Disaster Management Plan

**DRAFT as at 12/07/2006**

- 13. Assist agencies with a role during disaster response to develop plans for disaster*
14. Liaise with stakeholders including community groups, government departments, non-government agencies and others as necessary to develop disaster management plans and programmes
15. Establish a clearing house for dissemination of disaster management information to the public or other agencies

Response

- 16. Assist in the dissemination of warnings to response agencies and the public as required by the Principal NDMO*
- 17. Assist in the operation of the National Co-ordination Centre including situation reporting, communications, meetings, facilities and support for response agencies*

Recovery

- 18. Support recovery activities by government departments and other agencies that build resilience to future disasters*
- 19. Participate in recovery activities and programmes under the direction of the Recovery Co-ordinator or NDC as required*

**Person specification:**

**Skills and experience required**

- Fluent in both Samoan and English
- Excellent written and verbal communication skills
- Analytical and report writing skills
- Project management skills
- Understanding of Samoan government systems and processes
- Computer skills including: MS Word, MS Excel, MS Powerpoint, database and GIS systems
- Three years work experience in a field relevant to disaster management including, but not limited to, information technology, mapping, planning, geological sciences, meteorology, natural hazards, emergency services, military, health, education or other field deemed appropriate.

**Training required (items in *italics* may be carried out on the job)**

- A tertiary qualification in a related discipline including, but not limited to, information technology, planning, sciences, administration, engineering
- A qualification in Information Systems or equivalent of 3 years relevant work experience in information systems (*query?*)
- *Introduction to Disaster Management Course*
- *Disaster Impact Assessment Course*
- *Exercise Management Course*
- *EOC Course*
- Full drivers licence

**FUTURE Job Description:  
Ministry of Natural Resources, Environment and Meteorology**

**National Disaster Management Officer: Community  
Awareness and Education**

Items in bold are elements of current job descriptions (wording may be slightly different)

*Items in italics are proposed items*

Position Title:	NDMO: Community Awareness and Education
Position Code:	
Reporting to:	Principal National Disaster Management Officer
Department:	Disaster Management
Responsible for (list staff):	None
Salary Grade	
Salary Rate	
Location	

**Role description:**

General duties:

20. Assist in the planning and management of all objectives, outputs and budgetary requirements pertaining to disaster management and mitigation programmes and projects within the mandate of MNREM
21. Provide reports to the Principal National Disaster Management Officer as directed
22. Assist in national consultations on all aspects of disaster management
23. Maintain liaison with relevant local, national, regional and international agencies or institutions on issues involving disaster management
24. Provide support the Disaster Advisory Committee as directed by the Principal NDMO
25. Undertake any other matters as directed by the Principal NDMO or CEO of MNREM

Disaster Risk Reduction

26. *Promote and support Comprehensive Hazard and Risk Reduction (CHARM) by all government departments and agencies.*

Preparedness

27. Assist in the development and implementation of Samoa's National Disaster Management Plan
28. Liaise with stakeholders including community groups, government departments, non-government agencies and others as necessary to develop disaster management plans and programmes
29. Establish a clearing house for dissemination of disaster management information to the public and other agencies
30. *Development and implement community awareness programmes including with villages and districts, community groups, schools and churches*

**DRAFT as at 12/07/2006**

- 31. Develop community awareness materials and media campaigns*
- 32. Develop a national community awareness campaign during National Disaster Awareness Week*
- 33. Participate in village and district training and meetings to develop Coastal Infrastructure Management Plans with a focus on disaster management*
- 34. Develop and implement community training programmes with other agencies already providing community based training e.g. Red Cross, NGOs*

Response

- 35. Assist in the dissemination of warnings to response agencies and the public as required by the Principal NDMO*
- 36. Assist in the operation of the National Co-ordination Centre including situation reporting, communications, meetings, facilities and support for response agencies*

Recovery

- 37. Support recovery activities by government departments and other agencies that build resilience to future disasters*
- 38. Participate in recovery activities and programmes under the direction of the Recovery Co-ordinator or NDC as required*

**Person specification:**

**Skills and experience required**

- Fluent in both Samoan and English
- Excellent written and verbal communication skills
- Analytical and report writing skills
- Project management skills
- Media communication skills and experience
- Understanding of Samoan government systems and processes including education and Village and District management systems
- Computer skills including: MS Word, MS Excel, MS Powerpoint, database and GIS systems a benefit
- Three years work experience in a field relevant to disaster management including, but not limited to planning, geological sciences, meteorology, natural hazards, emergency services, military, health, education, media or other field deemed appropriate.

**Training required (items in *italics* may be carried out on the job)**

- A tertiary qualification in a related discipline including, but not limited to, education, planning, sciences, administration, engineering
- *Introduction to Disaster Management Course*
- *Disaster Impact Assessment Course*
- *Exercise Management Course*
- *EOC Course*
- Full drivers licence

**FUTURE Job Description:  
Ministry of Natural Resources, Environment and Meteorology**

**National Disaster Management Officer: Operations**

Items in bold are elements of current job descriptions (wording may be slightly different)

*Items in italics are proposed items*

Position Title:	NDMO: Operations
Position Code:	
Reporting to:	Principal National Disaster Management Officer
Department:	Disaster Management
Responsible for (list staff):	None
Salary Grade	
Salary Rate	
Location	

**Role description:**

General duties:

39. Assist in the planning and management of all objectives, outputs and budgetary requirements pertaining to disaster management and mitigation programmes and projects within the mandate of MNREM
40. Provide reports to the Principal National Disaster Management Officer as directed
41. Assist in national consultations on all aspects of disaster management
42. Maintain liaison with relevant local, national, regional and international agencies or institutions on issues involving disaster management
43. Provide support the Disaster Advisory Committee as directed by the Principal NDMO
44. Undertake any other matters as directed by the Principal NDMO or CEO of MNREM

Disaster Risk Reduction

45. *Promote and support Comprehensive Hazard and Risk Reduction (CHARM) by all government departments and agencies.*

Preparedness

46. Assist in the development and implementation of Samoa's National Disaster Management Plan
47. *Assist agencies with a role during disaster response to develop plans for disaster*
48. Liaise with stakeholders including community groups, government departments, non-government agencies and others as necessary to develop disaster management plans and programmes
49. *Establish and implement a training programme for individuals and agencies with a role during a disaster including NCC staff (MNREM), and liaison officers from agencies with a role during a disaster*

**DRAFT as at 12/07/2006**

- 50. Develop and run a minimum of one annual exercise of the national disaster management system*
- 51. Maintain the National Co-ordination Centre in a state of readiness for disaster*
- 52. Establish and maintain appropriate communications systems for use during a disaster*

Response

- 53. Assist in the dissemination of warnings to response agencies and the public*
- 54. Assist the NCC Manager to activate the National Co-ordination Centre, ensuring it is set up and appropriately staffed*
- 55. Assist the NCC Manager to oversee the activities of the National Co-ordination Centre including situation reporting, communications, meetings, facilities and support for response agencies*
- 56. Implement the directions of the NCC Manager*
- 57. Attend meetings of the NDC as required by the NCC Manager*

Recovery

- 58. Support recovery activities by government departments and other agencies that build resilience to future disasters*
- 59. Participate in recovery activities and programmes under the direction of the Recovery Co-ordinator or NDC as required*

**Person specification:**

**Skills and experience required**

- Fluent in both Samoan and English
- Excellent written and verbal communication skills
- Analytical and report writing skills
- Project management skills
- Understanding of Samoan government systems and processes
- Computer skills including: MS Word, MS Excel, MS Powerpoint, database and GIS systems a benefit
- Three years work experience in a field relevant to disaster management including, but not limited to planning, geological sciences, meteorology, natural hazards, emergency services, military, health, education, information technology, communications or other field deemed appropriate.

**Training required (items in *italics* may be carried out on the job)**

- A tertiary qualification in a related discipline including, but not limited to, planning, sciences, administration, engineering, military, information technology, communications, emergency services
- *Introduction to Disaster Management Course*
- *Disaster Impact Assessment Course*
- *Exercise Management Course*
- *EOC Course*
- Full drivers licence

**FUTURE Job Description:  
Ministry of Natural Resources, Environment and Meteorology**

**National Disaster Management Officer: Savaii**

Items in bold are elements of current job descriptions for this position (wording may be slightly different)

*Items in italics are proposed items*

Position Title:	NDMO: Savai'i
Position Code:	
Reporting to:	Principal NDMO
Department:	Disaster Management
Responsible for (list staff):	
Salary Grade	
Salary Rate	
Location	Salelologa, Forestry offices

**Role description:**

General duties

60. Assist in the planning and management of all objectives, outputs and budgetary requirements pertaining to disaster management and mitigation programmes and projects within the mandate of MNREM
61. Provide reports to the Principal National Disaster Management Officer as directed
62. Assist in national consultations on all aspects of disaster management
63. Maintain liaison with relevant local, national, regional and international agencies or institutions on issues involving disaster management relevant to Savai'i
64. Provide support the Disaster Advisory Committee as directed by the Principal NDMO
65. Undertake any other matters as directed by the Principal NDMO or CEO of MNREM

Disaster Risk reduction

- 28. Promote, initiate and support Comprehensive Hazard and Risk Reduction (CHARM) by all government departments and agencies.*
- 29. Assist the Senior NDMO and other agencies to research and mitigate the possible effects of disasters on Savai'i.*

Preparedness

30. Assist in the development and implementation of Samoa's National Disaster Management Plan
- 31. Assist agencies with a role during disaster response to develop plans for disaster*
32. Liaise with stakeholders including community groups, government departments, non-government agencies and others as necessary to develop disaster management plans and programmes

**DRAFT as at 12/07/2006**

- 33. Assist in the development and implement community awareness programmes including with villages and districts, community groups, schools and churches on Savai'i*
- 34. Assist in the development of community awareness materials and media campaigns on Savai'i*
- 35. Assist with activities on Savai'i during National Disaster Awareness Week*
- 36. Participate in village and district training and meetings on Savai'i, to develop Coastal Infrastructure Management Plans with a focus on disaster management*
- 37. Assist to develop and implement community training programmes with other agencies already providing community based training on Savai'i e.g. Red Cross, NGOs*

Response

- 66. Assist in the dissemination of warnings to response agencies and the public on Savai'i as required by the Principal NDMO*
- 67. Assist the NCC to co-ordinate activities on Savai'i including situation reporting, communications, meetings, facilities and support for response agencies*

Recovery

- 68. Support recovery activities by government departments and other agencies that build resilience to future disasters on Savai'i*
- 69. Participate in recovery activities and programmes under the direction of the Recovery Co-ordinator or NDC as required*

**Person specification:**

**Skills and experience required**

- Fluent in both Samoan and English
- Staff management
- Work plan and budget development
- Excellent written and verbal communication skills
- Analytical and report writing skills
- Project management skills
- Understanding of Samoan government systems and processes
- Media communication skills
- Computer skills including: MS Word, MS Excel, MS Powerpoint, database and GIS skills a benefit
- Five years work experience in a field relevant to disaster management including, but not limited to, planning, geological sciences, meteorology, natural hazards, emergency services, military, health, education or other field deemed appropriate.

**Training required (items in *italics* may be carried out on the job)**

- A tertiary qualification in a related discipline including, but not limited to, planning, sciences, administration, engineering, education
- Introduction to Disaster Management Course
- *Disaster Impact Assessment Course*
- *Exercise Management Course*
- *EOC Course*
- Full drivers licence

## Appendix 6: Staff Training & Professional Development Plan

### NDMO Training and Professional Development Programme

*As at September 2005*

#### Target

This profession development programme has been developed to meet the disaster management training needs of the following people:

- Filomena Nelson
- Toga Fasavalu
- Future NDMO staff
- NEOC staff (MNREM 'volunteer' staff)
- Disaster Advisory Committee agencies (including staff of Response agencies, Ministries and NGOs)

#### Objectives

- To build the technical disaster management capacity of the staff of the NDMO
- To develop a greater pool of people with knowledge and skills in disaster management
- To have in place a structured programme to increase disaster management skills and knowledge of people with a role in managing disaster in Samoa.
- To make the best use of available training/professional development budget
- To make the most of training opportunities funded by external organisations

#### Needs analysis and available training.

Training need or event	For who	Course	Cost/Funding	Date preferred
General DM	Mena, Toga DMO staff Response agencies MNREM NEOC staff	Intro to DM Samoa/ TAF	Reduced costs if run at this time as Alan, Kathryn available Local trainers Catering Venue	19 Sept 2005 in Samoa
First Aid	MNREM staff, NEOC Staff, DMO Staff	First Aid: Red Cross trainer		2005/2006
Leadership	Toga	E/W Centre	E/W Centre	Hawaii October 2005
EOC skills	Mena, Toga DMO staff MNREM NEOC staff	EOC Course Samoa/ TAF	Local trainers Catering Venue Maybe external trainer	First half of 2006 in Samoa

**DRAFT as at 12/07/2006**

Impact assessment	Mena, Toga, DMO staff Response agencies Red Cross NGOs	Disaster Impact Assessment Course Samoa/TAF	Local trainers Catering Venue Maybe external trainer	2 <sup>nd</sup> half of 2006 in Samoa
Training for Trainers	Mena, Toga MNREM Senior Training Officer	Training for Trainers course. Samoa /TAF		ASAP. Off shore if necessary. Samoa preferred
Exercise running	Mena, DMO staff Selected response staff from response agencies	Exman AF	Any location. Funding needed airfares, accom etc	Off shore as available in pacific Samoa in 2007
Implementing Framework for Action 2005-2015	Mena	E/W Centre	E/W Centre	3 x in 2006 /2007 Tonga, Cooks, Solomons
Specialist DM	Mena	3 weeks DM Course, Asia	SOPAC nomination	Thailand November 2006
Specialist DM	Mena, Toga, DMO staff	Dipl in DM, Swinbourne Uni: (Have to do TAF courses first)	SOPAC if nominated.	2006 – 2007
Women in DM	Mena Lai (PUMA)	E/W Centre	E/W Centre	2 weeks in 2005/6. 1 week in 2006.
Masters of Business Administration	Mena	USP evening courses		2006?
GIS training	Mena	SOPAC? USP? In country preferred		Late 2006-2007
13 <sup>th</sup> Pacific Regional DMO meeting	Mena/Toga	SOPAC	SOPAC	Marshall Islands June 2007
Masters in GIS	Toga	Any university where it is offered	Any Australia or NZ	2007

## Appendix 7: Disaster Management Environment: Gap Analysis as at 2 March 2005

### Samoa Disaster Management: Overview of Strengths & Weaknesses

Summary notes from workshop 2 March 2005

	Reduction	Readiness	Response	Recovery
<b>Strengths</b>	<p>CIM Strategy &amp; Plans</p> <p>Structured development planning process which involves the DMO</p> <p>DMO identified with planning</p> <p>Climate change project (spans 3Rs)</p>	<p>Connections between Met Service &amp; SBC getting better</p> <p>Village structure (for cyclones)</p>	<p>Govt mandate to Red Cross</p> <p>SamoaTel &amp; EPT have priority areas for service reinstatement (but not known by all key players)</p> <p>4 trained UNDAC Assessors</p>	<p>CIM Plan clarity (eg. certain roads not to be rebuilt)</p>
<b>Weaknesses</b>	Information for some hazards patchy, others non-existent	Key agency roles & responsibilities not well defined		
		Community awareness lacking		
		DMO not closely aligned with the Emergency Services	Status of operational response/ support plans unclear ( <i>what exists/ is needed?</i> )	
		Warning systems inadequate (incl. no MOU with PTWC)	No clear procedures for CCG & PM	
		NCC not working from whole-of-govt perspective - agencies operate from own place; query location		
		No support infrastructure during an event ( <i>team, togetherness, food etc, shift operations</i> )		

**DRAFT as at 12/07/2006**

		<i>planned</i> No co-ordinated impact & damage assessment process	
	Access to operational funds not known (non-existent?) (eg. final cyclone preparations)	No emergency fund identified	No Govt-provided insurance Dependent on aid
	Lack of national exercises		
	No agreed & designated evacuation centres (eg. MoE needs MOU with villages for use of schools)	No helicopters	

## Appendix 8: External Sources of Funding

List of funding partners and criteria for funding

Potential Funding Partner (Organisation)	Contact Information	Scope of Organisation	Criteria for Funding	Constraints/ Key Dates
SOPAC	<p>Alan Mearns: alan@sopac.org</p> <p>Or write to: Secretariat Private Mail Bag, GPO Suva, FIJI Telephone: +67 9 338 1377 Facsimile: +67 9 337 0040</p>	<p>To promote sustainable development in the countries it serves. SOPAC's work is carried out through its Secretariat, based in Suva, Fiji</p> <p>Relevant SOPAC/ EU Projects: Reducing Vulnerability of Pacific ACP States</p>	Not specified	Not specified
World Bank	<p>Elisabeth Mealey: emealey@worldbank.org</p> <p>World Bank Sydney, Australia Office Telephone: +61 2 9235 6551</p>	The World Bank finances and supports various developmental projects at the request of a government	<p>See website: www.web.worldbank.org/ WBSITE/EXTERNAL/ COUNTRIES/</p> <p>An appraisal of the project's feasibility and loan terms is followed by negotiations, board review and signing. The loan becomes effective after it has been ratified by the country's government</p>	Varies

**DRAFT as at 12/07/2006**

AUSAID	Australian High Commission to Samoa PO Box 704, Apia, SAMOA Telephone: +68 5 23411 Facsimile: +68 5 23159	Responsible for managing Australia's overseas aid program, which also included assistance to overseas countries after disasters in the form of financial, technical or physical support	See website: <a href="http://www.aid.gov.au/business/">www.aid.gov.au/business/</a> other	Varies
Emergency Management Australia (EMA)	projects@ema.gov.au  Or write to: Sue Collins Coordination Development Projects Attorney-General's Department, EMA PO Box 1020 Dickson, ACT 2602, AUSTRALIA Telephone: + 61 (0) 2 6256 4600 Facsimile: +61 (0) 2 6256 4653	AUSAID's agent, EMA, may be asked to prepare contingency plans and coordinate the operational aspects of a post-impact (emergency) phase response to an overseas disaster employing Australian Government physical or technical resources	Priorities: 1. Building individual and community resilience, 2. Risk perception, including warnings and community action, 3. Innovations in disaster mitigation, 4. Methods for assessing disaster impacts, including long term, social and economic effects	Applications must not exceed 6 pages in length and it is requested that applications use the standard template
NZAID	enquiries@nzaid.govt.nz  195 Lambton Quay Private Bag 18-901 Wellington, NEW ZEALAND Telephone: +64 4 439 8200 Facsimilie: +64 4 439 8515	NZAID is responsible for delivering New Zealand's Official Development Assistance and for advising on development assistance policy and operations. NZAID is a semi-autonomous body within the Ministry of Foreign Affairs and Trade	See website: <a href="http://www.nzaid.govt.nz/programmes/c-samoa.html">www.nzaid.govt.nz/programmes/c-samoa.html</a>  Priorities: 1. Education, 2. Health, 3. Governance and public sector reform, 4. Sustainable livelihoods	Not specified

**DRAFT as at 12/07/2006**

Asian Development Bank (ADB)	information@adb.org  PO Box 789 Manila 0980, PHILIPPINES Telephone: + 63 2 632 4444 Facsimilie: + 63 2 636 2444	The work of the ADB is aimed at improving the welfare of the people in Asia and the Pacific. ADB is a multilateral development financial institution	See website: <a href="http://www.adb.org/Topics/default.asp">www.adb.org/Topics/default.asp</a>	Not specified
United Nations Development Program (UNDP)	Laura Callanan Senior Advisor – External Relations Bureau for Crisis Prevention & Recovery, UNDP One United Nations Plaza, DC1-2032 New York, NY 10017, USA Telephone: +1 212 906 6759  laura.callanan@undp.org	The Apia-based UNDP office covers four Pacific Island Countries in the South Pacific Polynesian sub-region: Cook Islands, Niue, Samoa and Tokelau  The Bureau for Crisis Prevention and Recovery (BCPR) is one of nine major bureaus within the UNDP, and assists with natural disaster prevention and risk reduction	Not specified	Not specified
European Union (EU)	See website: <a href="http://www.europa.eu/index_en.htm">www.europa.eu/index_en.htm</a>	Not specified	Not specified	Not specified
UNESCO	Cluster Office to Pacific Island Countries PO Box 615, Matautu-uta Post Office, Apia, SAMOA Telephone: +68 5 242 76 Facsmilie: +68 5 222 53	Not specified	Not specified	Not specified

## **Appendix 9: Miscellaneous Schedules**

Insert here relevant schedules and terms of reference for the groups and specific programmes being managed by the DMO.

Examples include:

- DAC meeting schedule and terms of reference
- Sector Group meeting schedule and terms of reference
- Simulation programme and schedule

## Schedule of Meetings and Programmed Work for 2006

JANUARY	FEBRUARY	MARCH	APRIL
<ul style="list-style-type: none"> <li>Follow up CEO Letter</li> <li>Sector Workshops (end of month)</li> <li>Start process for radio acquisition</li> </ul>	<ul style="list-style-type: none"> <li>DAC Meeting</li> <li>Sector Workshops (before election)</li> <li>Reminder to CEO's regarding Agency Response Plans</li> </ul>	<ul style="list-style-type: none"> <li>Project Visit?</li> <li>Draft Agency Response Plans due</li> <li>Follow up with listed key response agencies</li> <li>Due date Agency Response Plans</li> <li>Insurance review</li> </ul>	<ul style="list-style-type: none"> <li>Project Visit?</li> <li>Sector group workshops (test draft plans)</li> <li>DAC Meeting</li> </ul>
MAY	JUNE	JULY	AUGUST
<ul style="list-style-type: none"> <li>Public Consultation (NDMP &amp; Bill)</li> <li>Sector Workshops</li> <li>Radio installation</li> </ul>	<ul style="list-style-type: none"> <li>Project Visit</li> <li>DAC Meeting</li> <li>Public Consultation (NDMP &amp; Bill)</li> <li>Agency Response Plans</li> <li>Preparation for Earthquake simulation</li> <li>Testing of radios</li> </ul>	<ul style="list-style-type: none"> <li>Simulation (Earthquake) – practice run for everybody (excluding NDC)</li> </ul>	<ul style="list-style-type: none"> <li>DAC Meeting</li> <li>Reminder to CEO with form signing off the final draft</li> <li>Follow up agency response plans (early August)</li> </ul>
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<ul style="list-style-type: none"> <li>Project Visit</li> <li>DAC Meeting</li> <li>Sign off final plans at DAC Meeting</li> <li>Sign off NDMP</li> <li>Sign off Bill</li> <li>Fit out for NDMO including equipments and vehicles</li> </ul>	<ul style="list-style-type: none"> <li>DAC Meeting</li> <li>Preparation for Simulation</li> </ul>	<ul style="list-style-type: none"> <li>DAC Meeting</li> <li>Simulation Earthquake simulation but involve NDC</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

## Simulation Programme

*(extract from "Disaster Management Simulation Exercise 'Bird Flu' 2 November 2005 and Future Simulation Programme" Beca International Consultants Ltd; Kestrel Group Ltd client report. November 2005)*

Simulations are an essential element of the ongoing development of Samoa's capability to respond to and plan for disaster events. As representatives within Ministries and response agencies change it is important that the capability and understanding of disaster response and planning is not lost. International best practice has shown that regular simulation exercises ensure that experiential training is the most effective method to ensure ongoing and improved capability.

An additional factor is the potential for Ministries and Agencies to develop response actions and plans in isolation. Simulation exercises ensure that those actions are integrated and an understanding between Ministries and Agencies of their role and responsibilities is enhanced.

The simulations undertaken as part of the SIAM 2 DM9 Disaster Management Project have exposed representatives of Ministries and Agencies to low level simulation exercises as part of a programme to develop capability and planning. Future simulations will need to become more sophisticated and challenging to ensure that in depth disaster planning and preparation is in place as well as increasing the capability of those involved in any response.

A further objective of the simulations has been to provide training for NDMO staff in development and facilitation of simulation exercises. This training will need to be further enhanced to provide them with the skills to design and manage a multi faceted complex simulation exercise.

As the National Emergency Operations Centre and communications are established it is essential that simulation exercises are conducted using these facilities and resources. This will provide an opportunity to test key resources (e.g. radios) as well as familiarizing response Ministries and agencies with the facility and resources.

Simulations to date have focussed on cyclone and avian (bird) flu planning and response. Future simulations should focus on other hazards faced by Samoa and include good factual information regarding the potential impacts (e.g. tsunami, volcanic, earthquake). The research required for these simulations will require specialist involvement to ensure that any plans and response actions developed are based on the most likely impacts.

Current simulations have not included Savai'i within the planning and response. It is strongly recommended that a simulation including representatives from Savai'i be conducted within the next six months to identify plans and actions to be implemented.

A programme of future simulations to further develop Samoa's disaster planning and response capability and to maintain this for the future should be developed by the NDMO.

The programme should include the following:

- Simulation exercise involving Savai'i by end April 2006.
  
- An annual simulation exercise involving the NDC and DAC,
  - To be held at the same time each year (e.g. October) with the first to be held in October 2006.
  - To be facilitated by the NDMO, with external support available as required by the NDMO.
  - To include the National Emergency Operations Centre facility and emergency communications facilities when established.
  - By 2007 the annual simulation should include field as well as NDC/DAC management activities. However, it is suggested that a simulation including field activities should thereafter only be conducted every 3 years as the design and management of such an exercise is extensive.
  - Simulations should have a clear set of objectives to either further develop or maintain plans and capability. Over the next 3 years these objectives should include (as a minimum):
    - Situation report development and distribution
    - Strategic decision making
    - Interaction between NDC/DAC including recommendations
    - Radio communications
    - Welfare and aid management
    - Other hazards (tsunami, earthquake, volcanic)
  
- Agency sector group workshops/desk top simulations (2 per year per sector group),
  - To be facilitated by the NDMO.
  - The recommended sector groups are First Responders, Utilities, Ministries & Community Focussed Organisations. The purpose of these workshops/ desk top simulations is to update each agency Service Continuity & Emergency Response Plan, to build relationships with the NDMO and between agencies, and to work through different scenarios.
  - The objectives set for these workshops should be in line with those proposed for the next simulation exercise. This will provide the sector groups the opportunity to think through their responsibilities, plans and actions prior to the simulation therefore providing the best learning opportunity.
  
- Each simulation and workshop should be concluded with a debrief session where issues, actions and recommendations are identified.
  
- The DAC should review the outcomes of the simulations and workshops to ensure issues, actions and recommendations are addressed.

## Appendix 10: List of Supporting Documents

The following is a list of reports completed as part of the Disaster Management component of the SIAM2 project over 2005-2006 (as at 31 July 2006).

	<i>Title</i>	<i>Author</i>	<i>Date</i>
1	Discussion Document 1: Proposed Improvements to National Disaster management Structures	Beca International Consultants Ltd; Kestrel Group Ltd	June 2005
2	Discussion Document 2: Key Features and Best Practice Principles of Generic Disaster / Emergency Management Legislation	Beca International Consultants Ltd; Kestrel Group Ltd	June 2005
3	Discussion Document 3: Options Regarding Organisational and Physical Location of the Disaster Management Office	Beca International Consultants Ltd; Kestrel Group Ltd	June 2005
4	Discussion Document 4: Key Elements of Agency Response Plans	Beca International Consultants Ltd; Kestrel Group Ltd	June 2005
5	Disaster Management Review Workshop Summary	Beca International Consultants Ltd; Kestrel Group Ltd	July 2005
6	Review of Legislation – Natural Disaster Related Laws	Beca International Consultants Ltd; Leung Wai Law Firm Ltd	July 2005
7	Fit-out Specification for the National Disaster Management Office	Beca International Consultants Ltd; Kestrel Group Ltd	Sept 2005
8	Disaster Management Simulation Exercise 'Cyclone Pele' 25 August 2005	Beca International Consultants Ltd; Kestrel Group Ltd	Sept 2005
9	Specification for the Supply, Installation and Maintenance of Emergency VHF Radio Communications Equipment for Samoa	Beca International Consultants Ltd; Consultel Associates Ltd	Oct 2005
10	The Samoa Community Disaster Awareness Strategy and Programme	Beca International Consultants Ltd; Kestrel Group Ltd	Nov 2005
11	Disaster Management Simulation Exercise 'Bird Flu' 2 November 2005 and Future Simulation Programme	Beca International Consultants Ltd; Kestrel Group Ltd	Nov 2005
12	Agency Development Plan and Programme – Interim Report	Beca International Consultants Ltd; Kestrel Group Ltd	Nov 2005
13	Disaster Management Simulation Exercise 'Cyclone Pele' 7 Dec 2005	Beca International Consultants Ltd; Kestrel Group Ltd	Dec 2005
14	Proposed National Disaster Management Plan for Samoa	Beca International Consultants Ltd; Kestrel Group Ltd	March 2006
15	Agency Development Plan and Programme	Beca International Consultants Ltd; Kestrel Group Ltd	April 2006
16	Developing a Business Plan for the National Disaster Management Office	Beca International Consultants Ltd; Kestrel Group Ltd	July 2006