

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

**Agency Development Plan and
Programme**

September 2006

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

by
BECA International Consultants Ltd.

▪ Final Report

Agency Development Plan and Programme

Prepared for

Ministry of Natural Resources, Environment
and Meteorology

By

Beca International Consultants Ltd

September 2006

Government of Samoa
Ministry of Natural Resources Environment and Meteorology
Private Bag
Apia
SAMOA

16 October 2006

Attention: Vitaoa Peleiupa Fuatai

Dear Sir

Agency Development Plan and Programme – Final Report

Please find enclosed the final report on the Agency Development Plan and Programme June 2005 – September 2006 for the Disaster Management workstream. This report contains a summary of the programme completed, the agencies involved and the consultant's feedback and recommendations for next steps.

This report corresponds to report number 6d in the reporting schedule.

Yours faithfully
Graeme Roberts
Manager, Planning



on behalf of

Beca International Consultants Ltd

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Revision History

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A	K Stephens	Report on Agency Development Plan and Programme	22 Sept 2006

Document Acceptance

Action	Name	Signed	Date
Prepared by	Karen Stephens, Kestrel Group Ltd		11 Oct 2006
Reviewed by	Michele Daly, Kestrel Group Ltd		16 Oct 2006
Approved by	Graeme Roberts, Beca International Consultants Ltd		20 Oct 2006
on behalf of	Beca International Consultants Ltd		

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Templates**

**Appendix D – Service Continuity & Emergency Response Plan
One Page Template**

1 Introduction

1.1 Background

Agency awareness of national disaster management arrangements, and agency response plans are a component of the disaster management work stream C-4 of SIAM-2.

This component of the project aims to ensure that agencies with a response role in a disaster have Service Continuity and Emergency Response Plans that include linkages with the national disaster management arrangements.

Objectives:

Effective disaster management in Samoa depends on each agency being able to perform its emergency role.

Each agency therefore needs to plan to be able to continue to deliver their services and respond to the needs of the disaster. The term used in this document for a plan of this type is an agency "Service Continuity and Emergency Response Plan". It is synonymous with the term Agency Response Plan in the National Disaster Management Plan.

Service continuity and emergency response planning aims to ensure that:

- Agencies with a response role are connected with the national disaster management arrangements.
- Essential community services continue to be delivered, albeit to a reduced level in the short term.
- Personnel are trained and available to respond.
- Facilities, response infrastructure and resources are in place and available during an emergency.
- There is a process for development and maintenance of documented plans, linked with the national disaster management arrangements.

This report contains a summary of the work conducted to achieve the above. The agencies involved, impact questionnaire, and the service continuity and emergency response templates provided are included as Appendices A, B, and C.

1.2 Definitions

The following definitions and abbreviations are used in this report:

CEO	Chief Executive Officer
DAC	Disaster Advisory Committee
NDC	National Disaster Council
DMO	Disaster Management Office (part of MNREM)
NDMP	National Disaster Management Plan
NEOC	National Emergency Operations Centre

NGO	Non-Governmental Organisation
MNREM	Ministry of Natural Resources, Environment and Meteorology
MOH	Ministry of Health
MWTI	Ministry of Works, Transport and Infrastructure
SIAM-2	Samoa Infrastructure Asset Management Project Phase 2
SOPAC	South Pacific Applied Geoscience Commission
UNDP	United Nations Development Programme
ISP	Institutional Strengthening Project
MCIT	Ministry of Communication and Information Technology
PUMA	Planning & Urban Management Authority
SPREP	South Pacific Region Environmental Programme

2 Work Programme Overview

2.1 Overview

Since June 2005 the project team has worked with agencies within Samoa who have a responsibility to prepare for and respond to disasters or emergencies. The National Disaster Manager Plan (NDMP) and the proposed disaster management legislation references those agencies with a specific role, however a number of additional agencies have been involved in the process, thus providing a broad awareness of disaster and emergency planning within Samoa. Appendix A details forty two (42) agencies who have attended workshops, simulations and other activities associated with this project.

The aim of the project team was to provide assistance to agencies to enable them to develop their Agency Service Continuity & Emergency Response Plans (Appendix C) to support the NDMP and the actions of the Disaster Management Office (DMO). The steps taken to achieve this are detailed in the following section.

2.2 Workshops

Step 1: Agency workshop (June 20/21 2005) and service impact questionnaire

This workshop introduced the principles of service continuity and emergency response planning, and the recommended process to develop appropriate plans.

A service impact questionnaire (Appendix B) was given to each agency to take away and complete with key staff. The questionnaire will be useful to identify issues and gather information for following workshops and input for plan documentation.

Step 2: Simulation of national disaster management structures (August 2005)

The first of two emergency simulations was held in August. The focus of the simulation was the national disaster management structure and in particular for agencies their roles and responsibilities during major emergencies. The scenario was around a cyclone approaching Samoa and anticipated to hit within the next 12 hours.

Each agency participating was required to identify the actions they would take in preparation for the cyclone's arrival and to provide the DAC with situation reports. The actions the agencies identified were captured for use during the workshops held in October.

An important aspect of the involvement of the agencies in the simulation was for them to understand the co-ordination needed for such an event and the number of organisations involved. A benefit of the simulation for agencies was the opportunity to plan together and to understand each others responsibilities and capabilities.

Step 3: Agency Workshops (October 2005)

Workshops were held in 'sector' groups as shown in the following table:

Workshop 1 - First Responders	Workshop 2 - Ministries
Fire Ministry of Agriculture MWTI - Maritime Police Ministry of Health Samoa Broadcasting Corporation Samoa Red Cross	Attorney Generals Office Ministry of Communications & IT Ministry of Education, Sports & Culture Ministry of Foreign Affairs & Trade Ministry of Prime Minister & Cabinet Ministry of Women, Community & Social Development MNREM - Meteorology MWTI - Infrastructure Asset - Building MWTI - PUMA
Workshop 3 - Utilities	Workshop 4 - Community Focussed Agencies
Electric Power Corporation MWTI - Infrastructure Asset - Roads Origin Energy Samoa Samoa Ports Authority Samoa Shipping Corporation Samoa Airport Authority Samoa Water Authority SamoaTel Telecom Samoa Cellular	Ausaid / Australian High Commission Caritas Pacific Islands European Union NZ High Commission Samoa Umbrella of Non Government Organisations (SUNGO) UNDP - Samoa US Embassy World Health Organisation Samoa Hotels Association

The purpose of the workshops was to discuss in more detail the components of a formal Service Continuity and Emergency Response Plan, and introduce a template (Appendix C) for agencies to work towards if they did not have an existing plan.

The workshop was split into two sessions.

Session one introduced a 'one page' emergency response activation sheet (Appendix D) which each participant was required to complete for their own agency / organisation. The purpose of this sheet is to provide the key management and staff within each agency / organisation with an easy reference for the first 2-3 hours of an emergency.

Session two introduced a Service Continuity & Emergency Response Template (Appendix C) which outlined the content to be completed by each agency / organisation. Some participants had plans of their own and they found the template a useful document to check their own plan against.

Step 4: Simulation of agency linkages with national disaster management structures (November 2005)

The original project design included an extension of the scenario used in the August simulation around the response and recovery from a cyclone which has caused significant damage to Upolu. A request was received from the CEO of MNREM to change the scenario to that of avian flu (bird flu) due to the current global concern around a pandemic.

Following some discussion, the project team agreed to change the scenario, however it was stressed to the Minister and CEO of MNREM that further planning was required to ensure the DMO and response agencies had workable plans for the 2005/06 cyclone season.

The simulation was attended by the Prime Minister, members of the National Disaster Council (Cabinet Ministers), members (or their representatives) of the Disaster Advisory Committee (DAC) and the staff of the Disaster Management Office (DMO). As the simulation was part of MNREM's environment week activities a number of observers were also present.

As part of the ongoing development of agency Service Continuity & Emergency Response Plans, the participants were tasked with developing actions, identifying resources required and interaction between agencies for pandemic preparation and response. Agencies were responsible for updating their documentation with these actions and acquiring any resources they identified during the simulation.

Step 5: Service Continuity and Response Plans drafted (May 2006)

Following the previous 4 steps, agencies were tasked to draft a Service Continuity and Emergency Response Plan (Appendix C) or to review and update an existing plan, in accordance with the templates and instructions provided.

To assess progress with this task the consultant team requested a copy of current draft plans to be submitted to the DMO by Thursday 30 March 2006 in advance of their visit commencing 1 April 2006.

The intent of the visit was for the consultant team to review the plans and provide feedback for improvement to the agencies.

Only five (5) of an expected 22 key agency plans were received:

- Fire Service
- Samoa Broadcasting Corporation
- CCJD (Caritas)
- Health (dated 2003)

- SamoaTel

An attempt was made to meet with the outstanding key agencies. During the week commencing 3rd April twelve (12) agencies attended meetings where their plans were either reviewed or information was directly input into the templates in order that they had a starting point, action plan and deadline to complete.

The ten (10) key agencies who were not able to attend meetings with the consultant team met with Filomena Nelson from the DMO during the week commencing 10th April. Filomena was involved in the meetings conducted by the consultant team and conducted a similar approach with these 10 agencies.

It was disappointing that so few agencies had attempted to develop their Agency Plans considering the workshops completed in the earlier stages of the project. However it was obvious during the meetings that they had clear ideas of what was required in their plans and it was a fairly simple task to input this information into the templates and provide them with a hard copy and action sheet for final completion. All completed plans were emailed to the agencies for them to finalise by an agreed date.

Step 6: Service Continuity and Response Plans Reviewed (July 2006)

Following the visit by consultants in April 2006 there was pleasing progress with regard to the number of plans completed to draft or final stage.

It should be noted that in our Discussion Document 4 – Key Elements of Agency Response Plans dated 13th June 2005, twenty two (22) agencies were identified to develop Agency Response Plans, this figure has now increased to thirty two (32) with the addition of:

- Ministry of Women, Community & Social Development
- Ministry of Education, Sports & Culture
- Ministry of Foreign Affairs & Trade
- Ministry of Prime Minister & Cabinet
- MWTI – Maritime
- Ministry of Agriculture & Fisheries
- Ministry of Finance
- Ministry of Revenue
- Ministry of Communication & Information Technology
- Attorney General's Department

Since the original list was produced Samoa Polytechnic and National University of Samoa have merged resulting in one plan and the Disaster Support Organisation (DSO) has disbanded.

During the consultant visit meetings were held with Ministry of Agriculture & Fisheries, Ministry of Health, Ministry of Finance, Electric Power Corporation (EPC), Ministry of Works and Infrastructure – Buildings; Ministry of Works and Infrastructure – Roads and Ministry of Communications and IT.

During these meetings plans were commenced and further work was followed up by Filomena Nelson.

At the end of the visit two agency response plans were outstanding, these being Ministry of Revenue and Samoa Broadcasting Corporation. It was aimed to have these completed with assistance from the DMO by the end of the July.

Step 7: Service Continuity and Response Plans Presentation & Specific Contingency Planning workshop (September 2006)

Agencies were required to have their response plan finalised and signed off by their CEO or equivalent by the end of August 2006. As at 22nd September 2006 the status of agency response plans is as follows:

Agency	Final Plan Received	Comments
Ministry of Police	Submitted proposed final draft	Awaiting endorsement by Commissioner
Fire Services	Submitted endorsed plan	
Ministry of Women, Community and Social Development	Submitted endorsed plan	
Ministry of Education, Sports and Culture	Submitted endorsed plan	
Ministry of Natural Resources, Environment and Meteorology	Proposed final draft	Currently being finalised by DMO and to be submitted for endorsement by CEO by 6 October 2006
Ministry of Foreign Affairs and Trade	Submitted endorsed plan	
Ministry of Prime Minister	Submitted proposed final draft	Awaiting endorsement by CEO
SamoaTel	Submitted proposed final draft	Awaiting endorsement by CEO (scheduled 4/10.6)
Samoa Water Authority		Still waiting for endorsed final plan. No update received following project team comments in July 2006.
Samoa Ports Authority	Submitted endorsed plan	

Agency	Final Plan Received	Comments
Ministry of Works, Transport & Infrastructure <ul style="list-style-type: none"> - Maritime Division - Roads - Building 	Submitted endorsed plans for Roads and Maritime	Still waiting for Building Division
Telecom Samoa Cellular	Submitted first draft	Awaiting the proposed final draft (delay is due to changes to the company, Digicel recently acquired)
Samoa Airport Authority	Existing plan	
Samoa Shipping Corporation	Existing plan	
Samoa Broadcasting Corporation	No draft submitted	Still awaiting final draft
Ministry of Agriculture & Fisheries	Submitted endorsed plan	
Ministry of Finance	No draft submitted	
Ministry of Health	Draft plan submitted	An excellent example of an action oriented plan which can be easily used during a disaster or emergency. Awaiting endorsement.
Ministry of Communication and Information Technology		Not an emergency response agency except for the Regulator's Office. This will be discussed once this office has been established.
Samoa Red Cross	Submitted proposed draft	Awaiting endorsed plan
Electric Power Corporation	Submitted endorsed plan	
Origin Energy Samoa Ltd	Existing plan	
Non Emergency Response Agencies		
Attorney General's Office	Draft plan submitted	Awaiting endorsement by AG

Agency	Final Plan Received	Comments
Caritas Oceania	Submitted proposed final draft	Awaiting endorsed plan
National University of Samoa	Submitted proposed final draft	Awaiting endorsed plan
US Peace Corps	Submitted endorsed plan	
Samoa Hotels Association	Yet to submit draft plan	

It is disappointing that the final hurdle of having plans endorsed by the CEO, or equivalent, of agencies has not occurred. The DMO is requesting the assistance of the CEO of MNREM in furthering this process.

2.2 Observations

Disaster Management in Samoa is in its infancy. Over the last 15 months the project team has worked directly with 42 organisations and over 100 people who now have a better understanding of what a disaster would mean and how they would be expected to respond. This is a major step forward for Samoa and the challenge over the next few years will be to build on this foundation and increase in maturity.

The challenge now for MNREM and the DMO is to continue to work with all agencies to continually review and update plans and to complete disaster exercises and other workshops to facilitate increased awareness and understanding across the agencies. This is particularly important as representatives within agencies will change and ensuring new staff are exposed to the process is a critical element in maintaining awareness and acknowledgement of responsibilities and action.

During the course of this element of the SIAM 2 Disaster Management Project, the consultants have raised a number of issues, some of which have been addressed within the scope of the project, however there remains a number of outstanding issues which are highlighted below.

One factor throughout the project has been the inconsistency of representation by some agencies, and the seniority of representation. It is essential that the CEO or equivalent of the agencies involved is familiar with the disaster management process and the contents of their own agency's plan as they will be responsible for ensuring the actions within the plan are completed and reported to the DAC. The Project Team currently has limited confidence that this is the case in most agencies.

The National Disaster Management Plan refers to the term 'Agency Response Plans'. The term Service Continuity was included in the title of the plans developed as part of this project to try and impress upon agencies the need to continue to provide their normal services (in some situations) in addition to dovetailing into the national emergency management arrangements. However, the concept of service continuity does not seem to

have been well understood and although some plans have service continuity in their title, they are essentially emergency response plans.

2.3 Recommendations and Key Issues

A number of recommendations have been included in the interim reports produced for this project. A consolidation of these recommendations and the current status follows:

Date	Recommendation	Status
November 2005	<p>Forty two agencies have been involved in some way in the Agency Response programme. To manage the full development of Service Continuity & Emergency Response Plans for this extensive list is beyond the capacity of the project. It should also be noted that many of the agencies who have attended do not have a specific response role and although it is a benefit for them to have an agency Service Continuity & Emergency Response Plan it is a low priority in the overall project.</p> <p>The focus should be placed on the key agencies that have a clear responsibility in preparedness and response. To achieve this, the sector groups identified should meet at least twice per year to further develop plans, maintain and build relationships within the sector and with the DMO, and to ensure linkage into the NDMP.</p>	<p>Focus has been placed on key agencies however assistance has still been provided to all agencies.</p> <p>Sector workshops have been included in the DMO Business Plan.</p>
November 2005	<p>There are four key agencies (MoH, SBC, MWTI Roads & Infrastructure, EPC) who have, for various reasons, had limited involvement with the project so far. It is proposed that every endeavour be made to ensure that these agencies are involved in the next simulation (proposed for early December assuming additional funding received from World Bank – refer to report Disaster Management Simulation Exercise ‘Bird Flu’ (2nd November 2005) and Future Simulation Programme). Should this not be the case during the December visit, project staff will meet with these agencies to ensure</p>	<p>SBC and MWTI Buildings still have not provided plans despite frequent visits and follow ups by the DMO. This is an area of concern to the project team, as both these agencies have significant responsibilities during and following disasters and emergencies.</p>

	planning is progressing.	
November 2005	An ongoing programme of 'sector' workshops / desk top simulations be included in the future simulation programme.	A programme of activity has been included in the DMO Business Plan.
April 2006	Follow up deadlines committed to by agencies (Filomena Nelson).	
July 2006	Follow up outstanding agencies to develop draft plans, actions and deadlines (Filomena Nelson).	Continuing
July 2006	Approach fuel distribution company to be involved in Utility Group and assess their emergency and response planning. Provide advice on the NDMP and the Disaster Management project including provision of Agency Response Plan template. (Filomena Nelson).	

Key Issues

1. Although agencies have had exposure to a number of exercises and workshops there remains a gap with regard to operational understanding around the National Emergency Operations Centre (NEOC), the structure, roles/responsibilities and operating procedures.

The delay in the fitout and implementation of communications equipment identified as two of the elements of this project (DM4 & DM5) is also of concern to the Project Team. As this report is completed the 2006 cyclone season is less than one month away and Samoa still does not have an operational NEOC.

An additional element of work was identified early in 2006 to develop the operational structure, roles, responsibilities and standard operating procedures for the NEOC. Unfortunately this work has not been funded and the project team consider that without this work being completed and the urgent completion of the NEOC fitout and communications implementation, the capability of Samoa to manage a major event is compromised.

2. Communication to the public and managing international media is a critical element of successful management of emergencies and disasters. Samoa Broadcasting Corporation (SBC) have a significant role to play in this regard and it is of concern to the Project Team that SBC have not been represented for most of this project and do not have a current plan to support the DMO during a response. Of particular concern is the lack of understanding of the role that SBC are able to

play during a warning situation for cyclone or tsunami. Urgent attention is required to engage the CEO of SBC to address this issue.

3. The current location of the NEOC at Matautu was raised as an issue during this project due to its proximity to the harbour and likelihood of unavailability during events such as cyclones and tsunami. With the relocation of the MNREM CEO to a building next to the Tupua Tamasese Meaole Hospital it is strongly suggested that this be considered as an alternate as it is away from the coast and close to the Red Cross and MoH.

- Appendix A

Agencies, Workshops & Meetings Attended

Agency Meetings Held As at 20/9/2006

Organisation	April to June One-one Mtgs	June Agency w/shop	Aug One-one visits	Aug DAC Mtg*	Aug Sim	IDM Course	Oct Agency w/shop	Oct DAC Mtg*	Nov DAC Mtg*	Nov Sim	April Resp Plan Mtgs	July DAC Mtg	Sept Agency w/shop
	2005	2005	2005	2005	2005	2005	2005	2005	2005	2005	2006	2006	2006
First Responders/Lead Agencies													
Australian Navy	✓		✓										
Fire	✓	✓	✓			✓	✓	✓			✓	✓	
Police	✓	✓	✓		✓	✓	✓						✓
Samoa Hospital (MOH)	✓		✓								✓	✓	✓
Samoa Broadcasting Corporation		✓				✓					✓		
Ministry of Agriculture			✓		✓	✓	✓	✓			✓	✓	✓
Samoa Red Cross	✓		✓	✓	✓	✓	✓	✓			✓	✓	✓
MWTI- Maritime	✓		✓				✓				✓	✓	

Utilities													
EPC	✓	✓				✓					✓	✓	✓
MWTI – Infrastructure Asset – Roads	✓	✓	✓										
Origin Energy Samoa			✓	✓	✓	✓	✓	✓					
Samoa Ports Authority	✓	✓		✓	✓	✓	✓	✓				✓	✓
Samoa Shipping Corporation						✓	✓				✓	✓	
Samoa Airport Authority	✓	✓			✓		✓	✓			✓	✓	✓
Samoa Water Authority	✓	✓			✓		✓				✓	✓	
SamoaTel	✓		✓	✓	✓		✓				✓	✓	✓
Telecom Samoa Cellular		✓					✓				✓	✓	
Ministries													
Attorney Generals Office				✓	✓		✓	✓					✓
Ministry of Finance							✓	✓					✓
Ministry of Communications			✓	✓	✓	✓	✓	✓				✓	

& IT													
Ministry of Education, Sport & Culture				✓	✓	✓	✓						✓
Ministry of Foreign Affairs and Trade			✓		✓							✓	
Ministry of Prime Minister & Cabinet			✓		✓	✓					✓		✓
Ministry of Women, Community & Social Development	✓			✓	✓	✓	✓	✓				✓	✓
MNREM – Meteorology		✓	✓		✓		✓	✓				✓	✓
MWTI- PUMA	✓	✓		✓	✓	✓	✓	✓					
Min of Revenue													✓
Others / Private													
National University of Samoa			✓								Now rep by Samoa Poly		
Samoa		✓		✓	✓	✓	✓	✓			✓		✓

Polytechnic													
Samoa Hotel Association		✓			✓		✓	✓				✓	✓

Note: Only DAC meetings which were attended by the consultant team are included.

- Appendix B

Impact Questionnaire

Complete this questionnaire with the key staff of your organisation that will have a role to play during a disaster.

These questions will help you gather information and identify issues that will help you when you develop a Service Continuity and Response Plan.

General Questions

1. What services does your agency deliver?
2. Which of these services are critical to continue during an emergency? (e.g. are any of them life supporting?)
3. How quickly do your critical services need to be restored, even at a reduced level? (e.g. life supporting services, community expectations of your services continuing to be provided)

Service provided	Critical Y/N	Maximum acceptable duration of disruption

Considering the critical functions that have been identified, answer following questions:

People

1. Which people in your organisation are essential for delivering your critical services?
2. Do they have alternate(s) who are able to do the job?

Critical Person	Role	Alternate (Y/N, name)

3. Do you have enough people to deliver all of your critical services during an emergency?
4. Are the key people likely to be available during an emergency (where do they live, do they travel a lot)?
5. Do you run disaster exercises, or participate in exercises of other organisations? If yes, how often?
6. Do you have a training programme in place for your staff to train for disasters?

Facilities and Infrastructure

1. Do you have designated facilities that your key people work from in an emergency (e.g. a control room)?
2. Do you have specific facilities that are essential for you to be able to deliver your services? (e.g. offices, depots)
3. Which facilities are critical? (e.g. repeater station, transformer)
4. In what ways is each facility vulnerable? (e.g. storm surge, reclaimed land, strong winds)
5. Is there an alternate way of delivering service?

Facility	Critical? (Y/N)	Vulnerabilities	Alternate (Y/N, name)

Resources

1. What resources and equipment does your organisation rely on to deliver services? e.g. vehicles, equipment etc)
2. Which ones are critical? (e.g. repeater station, transformer)
3. In what ways is each resource vulnerable (e.g. stored a long distance away, natural hazards etc)
4. Is there an alternate resource/equipment that can be used to ensure service is still delivered?

Resources/equipment	Critical? (Y/N)	Vulnerabilities	Alternate (Y/N, name)

Information Technology

1. What IT systems and infrastructure do you use?
2. Which are critical? (e.g. hardware, applications)
3. In what ways is each IT system vulnerable? (e.g. physical damage, cyber-terrorism, overloading)
4. Is there an alternate that can be used to ensure service is still delivered?

Information Technology system	Critical? (Y/N)	Vulnerabilities	Alternate (Y/N, name)

Records & critical documentation

1. What records are essential to your organisation providing its services?
2. Which are critical?
3. In what ways is each record or document vulnerable? (e.g. not stored in fire proof cabinet, not backed-up up on computer)
4. Is there an alternative to using those records if they were lost or destroyed?

Records & documents	Critical? (Y/N)	Vulnerabilities	Alternate (Y/N, name)

5. Are backups made of critical electronic records? Where are they stored?

Communications

1. What communications systems do you use?
2. Which are critical?
3. In what ways is each communications system vulnerable? (e.g. storm surge, reclaimed land, strong winds, overloading)
4. Is there an alternate communications system that can be used?

Communications systems	Critical? (Y/N)	Vulnerabilities	Alternate (Y/N, name)

Interdependencies

1. What organisations do you depend upon to deliver your own services? (e.g. suppliers, international organisations etc)
2. Do you run a 'just in time' process for key supplies/components etc? (e.g. would you be able to deliver if your supplies were delayed?)

National Linkages & Planning

1. What linkages do you have with the National Disaster Management structure (e.g. National Disaster Council, National Co-ordination Centre etc)?
2. Do you have an existing documented plan (or plans) for during a disaster?
3. Does your existing plan state how you are linked to the national structures?

- Appendix C
**Service Continuity &
Emergency Response
Plan Templates**

Service Continuity & Emergency Response Plan

<insert Agency name>

<insert month, year>

<p>I have read and approve the content of this plan</p>	<p><Insert Name> <Title></p>	<p>Signed</p> <hr/> <p>Date:</p>
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Version Control

This table shows version control for this document.

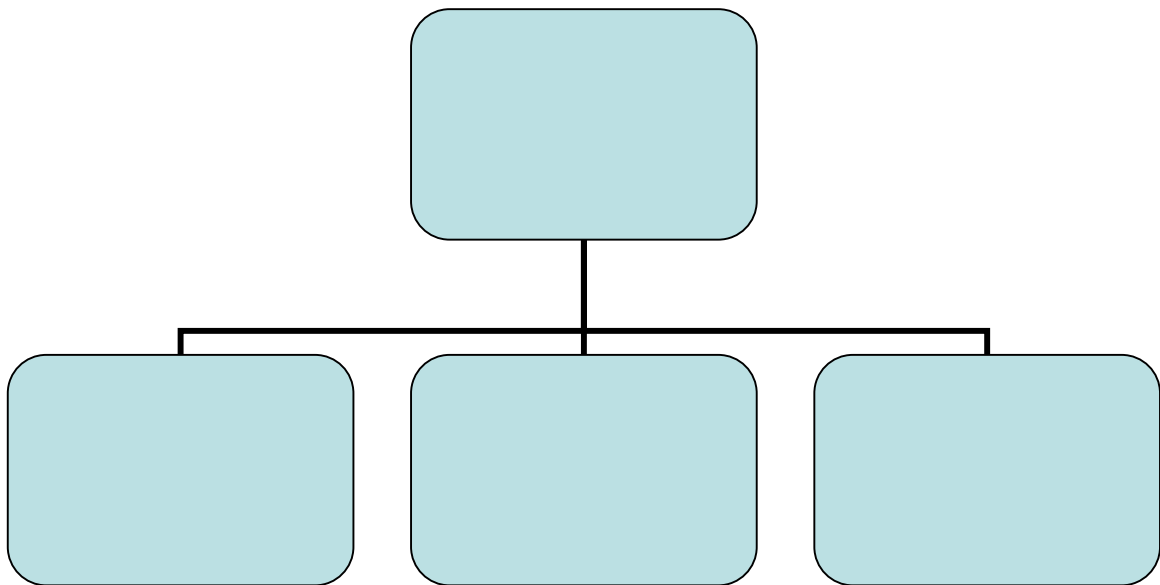
Amendment No.	Date	Changes made	Initials

Section 1 – Structure & Responsibilities

Internal Agency Response Diagram

The management and staff who would be called together to manage emergencies of any nature.

Insert your agency response structure. Identify DAC primary and secondary representatives



National Disaster Response Structure

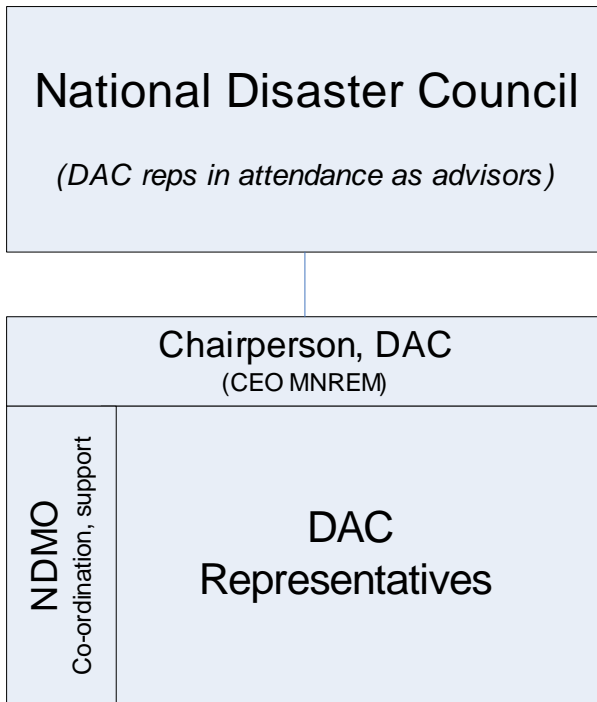
The Disaster Advisory Committee will meet at:

Primary Location:

- **NDMO Offices, Beach St, Matautu**
Ph: 23701 Fax: 23176
Radio Call Sign and Channel: TBA

Alternate Location:

- **Police Surveillance Headquarters, Beach St, (behind Fire Station)**
Ph: 22222, Fax: 20848
Radio Call Sign and Channel: TBA



Agency Responsibilities Under National Disaster Management Plan (NDMP)

Functions during emergency response

During an emergency there are a lot of different **functions** required to be undertaken. These are achieved by a large range of agencies. The National Disaster Management Plan requires us to fulfil some specific responsibilities. A table outlining all the functions and responsibilities under the National Disaster Management Plan is included as Appendix B.

You should refer to Appendix B and note the roles that your agency will take and ensure that the actions included in your Service Continuity & Response Plan reflect those responsibilities & actions. Your External Contact List should include contact details for all support agencies.

Agency Response Function	Actions	Support Agencies	Role
	•		
	•		
	•		
	•		
	•		
	•		
	•		
	•		
	•		
	•		
	•		

Section 2 – Contact Listings

Contact listing internal

List key emergency response contacts within your organisation, make sure you include everyone in the structure diagram in Section 1

Name	Position	DAC Rep ✓	Office Phone	Mobile	Home Phone

Contact listing external

List key emergency response external contacts e.g. suppliers, other agencies

Organisation	Name	Office	Cellphone	After Hours	Radio Frequency (if applicable)
NDMO	Filomena Nelson	32742		24298	
MNREM, CEO Chair of DAC	Tu'u'u Dr leti Taule'alo	25019 (Ph) 23176 (Fax)		21488 (Ph) 28508 (Fax)	

Section 3 – Facilities & Resources Available

Emergency Location

Primary Location:

-

Alternate Location:

-

Resources Available

Describe the equipment and other resources available to your agency for use during an emergency. E.g. Hand held radios, vehicles, earthmoving equipment, critical documents

Item and quantity	Location	How to access resource

Section 4 – Key Actions

Topic	See Page
Assess the impact	
<i>Key Actions – Insert title of each Action</i>	
<i>See Above</i>	
<i>See Above</i>	

Assess the Impact

Introduction The Agency CEO or delegated person assesses the impact of the emergency on the agency and decides next actions.

When to use Use this when you have received information on the situation. Do this as soon as you can.

What to do Use the following to assess your agency impact and prioritise tasks

Step	Action	Done
1	Gather representatives from the team for a meeting	
2	Assess need for securing equipment and facilities (if time permits). <ul style="list-style-type: none"> • Allocate tasks • Confirm completed 	
3	Establish contact with key internal and external contacts (See Section 2)	
4	Ensure staff safety and provide them with instructions e.g. stay at home or report to emergency location	
5	Brainstorm required actions (refer following Key Action Sheets) - for urgent and important issues: <ul style="list-style-type: none"> • Identify additional Key Actions • allocate tasks and provide copy of Key Action Sheet • ensure everyone writes down delegated action items Consider these issues: <ul style="list-style-type: none"> • status of agency facilities / resources • staff availability • key services to be resumed and by when 	
6	Make contact with NDMO (radio, phone or cellphone)	
7	Use the Situation Report Template (Appendix A) to provide initial report to DAC	
8	Confirm next update meeting with agency response team	
9	Commence actions	
10	Provide ongoing Situation Reports (Appendix A) to DAC as instructed by DAC or NDMO	

Key Action – Insert Action Description

Resources Required:

STEP	ACTION	OTHE AGENCY DEPENDENCY	DONE
1.			
2.			
3.			
4.			
5.			
6.			

INSERT ADDITIONAL KEY ACTION SHEETS AS REQUIRED

Section 5 – Appendices

Topic	See Page
Situation Report Template	
Response Functions	

Situation Report Template

SITUATION REPORT	
AGENCY:	DATE:
LOCATION:	
CONTACT DETAILS:	TIME:
Actions undertaken or planned: <ul style="list-style-type: none">• Assets (e.g. deployment/protection)• Staff availability	
Public messages What do you want to tell the public now?	
Assistance or Resources Required Note any help you need from the NDMO or other agencies	
Predicted development of incident What are the likely impacts that may develop	
Issues Note any issues which may affect your agency's ability to respond	

Ref	Response Functions	Functional Lead Agency	Role	Support Agencies	Role
	Health & Medical				
1	First aid	Red Cross	Provide first aid training and first aid services to injured people	Fire Police Ministry of Health	Provide first aid services
2	Transport and movement of casualties	Ministry of Health	Co-ordinate ambulance services	Red Cross WHO	Provide ambulance and transport services if available.
3	Medical treatment	Ministry of Health	Co-ordinate health sector response. Ensure hospital and health services are running	Hospitals/ Medical Centres WHO	Provide Hospital and health services
4	Public Health	Ministry of Health	Co-ordinate public health response. Control spread of communicable diseases Provide public health advice	Red Cross Hospitals/ Medical Centres WHO	Assist community based public health activities Provide resources and facilities as requested
5	Management of deceased victims	Police	Manage the identification, handling, and transportation of deceased victims including personal effects reconciliation, notifying next of kin and coronial services.	Health Coroner Funeral directors	Provider personnel, facilities and equipment as requested
6	Counselling & support	Ministry of Health	Provide psychological support services to those affected by the emergency	Red Cross Aid agencies SUNGO WHO	Assist with Counselling and support as requested.
	Search and Rescue				
7	Land search	Police	Co-ordinate search activities for people missing on land	Fire Service	Provide personnel and equipment as required
8	Land rescue (e.g. structural collapse, accidents)	Fire	Co-ordinate rescue of people Provide resources for rescue	Samoa Airport Authority Police	Provide personnel and equipment for rescue (as per Airport emergency plans)

Ref	Response Functions	Functional Lead Agency	Role	Support Agencies	Role
9	Maritime search and rescue (e.g. vessels, aircraft in the sea)	MWTI (Maritime)	Provide "On Scene Commander" Co-ordinate maritime rescue activities	Harbourmaster (Samoa Port Authority) Fire Service Police (Maritime) International Military personnel Samoa Airport Authority	Provide personnel and resources (e.g. vessels, communications etc) for rescue
	Evacuation				
10	Evacuation of people	Police, Village Pulenu'u	Evacuate areas required for public safety	Fire service Foreign Government Reps SBC, Media NDMO	Assist with personnel for evacuations Assist with evacuation from Samoa of foreign nationals Utilise communications networks to assist with evacuations
	Community welfare				
11	Registration of evacuees	Red Cross	Identify and record information about people affected by the emergency	Hospitals, Caritas/CCJD Aid agencies SUNGO Council of Churches Village Councils	Provide personnel and information as requested

Ref	Response Functions	Functional Lead Agency	Role	Support Agencies	Role
12	Temporary shelter	Red Cross	Establish shelters for evacuees	Caritas/CCJD Aid agencies SUNGO Council of Churches Village Councils	Provide resources and facilities to support evacuees
13	Emergency food	Red Cross	Provide emergency food supplies to affected people Distribute food in accordance with the National Food and Nutrition Policy (PK(96)76).	Caritas/CCJD Aid agencies SUNGO Council of Churches Village Councils	Provide support for food provision
14	Emergency clothing	Red Cross	Provide emergency clothing supplies to affected people	Caritas/CCJD Aid agencies SUNGO Council of Churches Village Councils	Provide support for clothing provision
15	Animal Welfare	Animal Protection Society	Provide facilities and supplies to ensure the wellbeing of animals affected by an emergency	MAF (Quarantine) Vets	Provide staff, facilities or services as available
16	Emergency Finances	Ministry for Finance	Co-ordinate the collection, allocation and provision of monetary aid to people affected by an emergency.	Aid Agencies Donors MFAT	Secure monetary aid
	Logistics supply				
17	Incoming resources	Lead Response Agency (emergency) NDC (declared emergency)	Co-ordinate and prioritise resources (human and physical) to respond to emergency event. Co-ordinate procurement, payment, access, staging , distribution and return of resources if necessary	Red Cross Aid Agencies NDMO	Provide personnel and facilities to assist with delivery of resources to response agencies to manage the emergency.
				Foreign Government Representatives	Access resources from home countries available for emergency response

Ref	Response Functions	Functional Lead Agency	Role	Support Agencies	Role
				SPA, SAA	Provide facilities for incoming resources
	Information management				
18	Public information	Lead Response Agency (emergency) NDC (declared emergency)	Provide information to the public regarding the emergency and the actions they should take. Disseminate warnings as provided by alerting and monitoring agencies Appoint spokespeople for the emergency event. Co-ordinate the provision of information to media agencies (local and international)	SBC, Radio stations, Media All response agencies	Disseminate information to the public using communications equipment and personnel Communicate with users of own service as to how the emergency will affect their ability to use the service
19	Enquiries about affected people	Red Cross	Provide information about affected people using Tracing programme.	Foreign Government Representatives Samoa Hotel Association	Collect and provide information to overseas countries about people affected by the emergency Collect information from Hotels for provision to foreign government representatives.
20	Communications between response agencies	Lead Response Agency (emergency) NDC (declared emergency)	Ensure physical communications systems are in place for agencies to communicate with each other. Establish communications protocols and reporting processes.	All response agencies Samoa Tel Telecom Samoa Cellular Radio communications providers	Report on progress with emergency functions to the Lead Agency (emergency) or NDC (declared emergency). Take all effort to restore communications systems. Make available emergency communications systems
	Impact assessment				

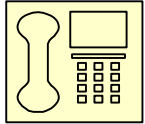
Ref	Response Functions	Functional Lead Agency	Role	Support Agencies	Role
21	Reconnaissance and needs assessment	Lead Response Agency (emergency) NDC (declared emergency)	Co-ordinate reconnaissance of affected areas and disseminate information to response agencies.	Response agencies Utility operators International Military personnel	Provide information on impacted areas Provide information on how utility operators have been affected by the emergency.
				Village Pulenu'u'	Assess damage to village and report to MWCSO.
				Ministry of WCSO	Collect disaster impact information from villages and report to the DAC
				Ministry of ECS	Collect disaster impact information from schools and report to the DAC.
				Aid agencies, SUNGO	Provide overseas teams for impact assessment as required.
22	Building Safety Evaluations	MWTI	Co-ordinate assessment of damaged structures to determine if they can be fixed or not. Co-ordinate assessment of structures to ensure they are safe to be re-occupied	Consulting Engineers	Carry out engineering assessments of damaged structures.
23	Building health assessment	Ministry of Health	Co-ordinate assessment of structures to ensure they will not cause health problems if they are re-occupied	WHO	Support public health assessments as required.
24	Utility Services impacts	Utility operators	Determine damage to utility services and take action to restore services as soon as possible		
25	Access impacts - roads	MWTI	Determine damage to road networks and restore roads and transportation networks as soon as possible	Police	Manage disruption to traffic flows caused by access disruptions
26	Access restoration - air	SAA	Determine damage to air transport networks and restore airport facilities and services as soon as possible		
27	Access restoration - Marine	MWTI	Determine damage to marine transportation networks and ensure facilities and services are restored as soon as possible to allow marine transport to resume	Port	Restore facilities and services as soon as possible

Ref	Response Functions	Functional Lead Agency	Role	Support Agencies	Role
28	Environmental impact	MNREM	Determine impacts to the environment including air, coastal, land and water resources.	MWTI –Maritime SPA	Respond to contain and clean up oil pollution in waterways

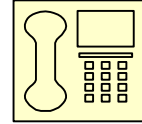
- Appendix D
**Agency 'One Page'
Emergency Response
Activation Sheet
(double sided)**

..... Emergency Response Plan: Immediate Actions

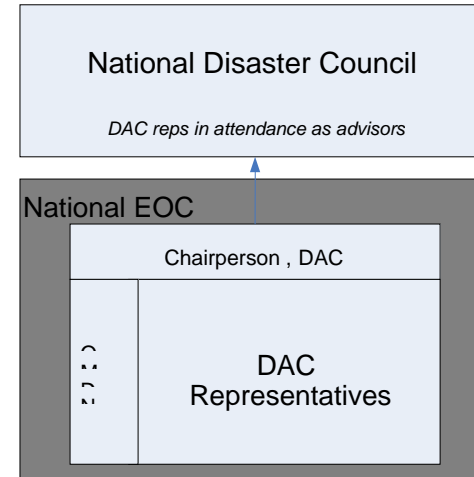
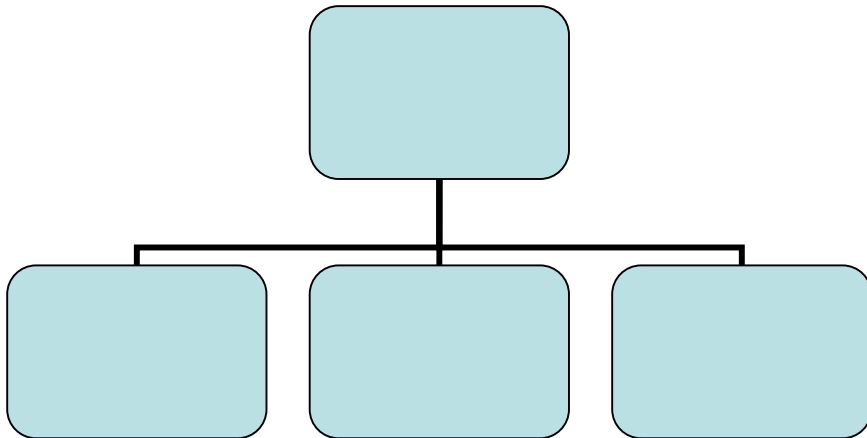
To be used when emergency threatens (e.g. cyclone) or has happened (e.g. earthquake)



AGENCY RESPONSE TEAM



KEY EXTERNAL



Response Team & Key Internal Contacts

Key External Contacts

Name	DAC rep? ✓	Office Phone	Mobile	Home

Name	Organisation	Phone	Phone A/H &/or Mobile
F Nelson	NDMO	32742	24298
Tu'u'u Dr Ieti Taule'alo	Chair DAC	25019	21488

..... Emergency Response Actions



Emergency Locations

Primary Emergency Response Location:

-

Alternate Emergency Response Location:

-

Disaster Advisory Committee Location:

Primary Location:

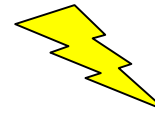
- NDMO Offices, Beach St, Matautu
Ph: 23701 Fax: 23176

Alternate Location:

- Police Surveillance Headquarters, Beach St,
(behind Fire Station)
Ph: 22222, Fax: 20848

Emergency resources available:

-
-
-
-



KEY ACTIONS

1. Ensure safety of staff and notify them of what they are supposed to do.
2. Secure equipment and facilities
3. Gather agency response team together (see over page)
4. Obtain a copy of the full Agency Response Plan from XXXXX
5. Establish contact key internal and external contacts (see over page)
6. Assess impacts to your organisation and immediate actions required
7. Consider functions / actions required under NDMP
 - XXXXXX
 - XXXXXX
8. Allocate actions to emergency response team with deadlines for completion
9. Set time for team reporting back on progress
10. Provide status report to DAC via NDMO (template contained in Agency Response Plan)

NOW
Refer to Agency Response Plan
for full details