

# **The St. Kitts-Nevis National Disaster Plan**

## **PART 1 Basic Plan**

**Prepared By:**

**THE NATIONAL EMERGENCY MANAGEMENT  
AGENCY (NEMA)**

**Lime Kiln, Basseterre  
St. Kitts – Nevis**

**Version 3.0 September 27<sup>th</sup>, 2013**

### Map of St. Kitts-Nevis



Base 802451 (A03232) 3-96

Map 1: Map of St. Kitts-Nevis

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## Foreword

The 2013 National Disaster Plan is the latest revision of a plan that has been in existence since 1999. The format and content have been extensively modified to reflect latest thinking and technologies relating to disaster management in the wider context of sustainable national development. It caters to continuous updating and to the addition of sub plans for hazards and disaster related functions as deemed necessary. It is intended to provide the planning framework upon which disaster management, operations and training are predicated, and under which government officers can be held accountable for disaster responsibilities

The National Disaster Executive (NDE) has been established to deal with the wide range of disaster situations that may occur, including overseeing the actions of the planning committees that form the National Plan.

Disasters and emergencies are, by nature, unpredictable. They affect communities in several ways, singly or collectively, by day or by night. They cannot all be prevented but we can plan and prepare to deal with them and by so doing save lives, reduce losses, protect survivors, preserve the eco-system, enhance sustainable economic development and assist the rapid return to normalcy.

This plan is aimed at ensuring effective national level responses to minimize loss of lives and livelihoods.

This can only be achieved if every individual is informed of the history and nature of disasters, their risks and consequences, the need for awareness and preparation, and if everyone knows what to do, where to go and when to act in the event of disaster or emergency.

Regular training must be carried out covering all aspects of relief, rescue, management and welfare. Careful planning must be put in place to coordinate the use of resources, both human and physical, for the saving and sustenance of life and property, and for the return to a normal life style as soon as possible. Measures must also be in place to request and receive assistance from outside of the country in a manner that supports and not exacerbates the conditions already existing.

The National Disaster Plan seeks to address the issues that have been raised above. Government is also committed to creating and promoting a Disaster Preparedness and Management system that guards against disasters and ensures continued productive capacity of citizens.

Questions, criticisms or suggestions about any aspect of the structure or operation of the national emergency operations system, or the NEMA should be addressed to the National Disaster Coordinator (NDC), National Emergency Management Agency, Lime Kiln, Basseterre, St. Kitts, or on telephone (869) 466-5100, or [nemaskb@thecable.net](mailto:nemaskb@thecable.net)

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Prime Minister of Saint Kitts and Nevis

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Date

## **Executive Summary**

The revised National Disaster Plan of St. Kitts-Nevis is the result of a consultative process involving several stakeholders who play an instrumental role in disaster management in that state. The purpose of the National Disaster Plan (NDP) is to enhance St. Kitts-Nevis' ability to manage all disasters using a comprehensive national approach. This plan emphasizes that the purpose of assistance from the Government of St. Kitts-Nevis is to save lives, protect property and to help its people return to a state of normalcy as soon as possible after a disaster. This plan covers the Federation of St. Kitts-Nevis; this covers both islands and their territorial waters.

The plan sets forth fundamental policies, planning assumptions, a concept of operations, response and recovery actions and the responsibilities of relevant agencies; seeks to establish the threshold for when events are considered disasters; and the types of response, recovery, and mitigation resources available to assist communities throughout the country that have been affected by a disaster. The NDP also organizes the types of national responses that are available according to ten National Disaster Sub Committees: Medical & Public Health; Transport; Education, Communication and Warning; Housing and Shelter; Damage Assessment and Needs Analysis; Environment; Foreign Assistance; Welfare, Relief Supplies and Shelter Management; Utilities, and Search, Rescue and Initial Clearance.

This Plan also outlines the roles and responsibilities of governmental and non-governmental agencies, private sector and service clubs, district organizations and regional and international institutions. As a result it provides the basis for interagency cooperation in both the public and private sectors in emergency planning, training, disaster management coordination and information exchange.

The NDP is structured in four parts: the Basic Plan, Terms of Reference for the National Disaster Sub Committees, Hazard Specific Plans and the NEOC Manual.

The Basic Plan presents the policies and concept of operations that guide how disaster response will be handled. It also summarizes national planning assumptions, scope, response and recovery actions, and responsibilities. In addition the Appendices cover other relevant information, including terms and definitions and acronyms and abbreviations.

## Acknowledgements

The following ministries, departments, agencies and companies were instrumental in the updating of this plan and are committed to the successful execution of the National Disaster Plan for the federation of St. Kitts and Nevis:

Office of the Prime Minister  
Ministry of Health  
Ministry of Transport  
Ministry of Education  
Ministry of Housing  
Ministry of Foreign Affairs  
Ministry of Works  
Ministry of Finance  
Ministry of Agriculture  
Ministry of Tourism  
Ministry of National Security  
Ministry of Social Services  
St. Kitts and Nevis Defence Force  
Royal St. Kitts and Nevis Police Force  
St. Kitts and Nevis Fire and Rescue Services  
National Emergency Management Agency  
Nevis Disaster Management Department  
St. Kitts and Nevis Red Cross Society  
St. Kitts and Nevis Chamber of Industry & Commerce  
St Christopher Air & Sea Ports Authority  
Nevis Air & Sea Ports Authority  
Saint Kitts-Nevis Information Service  
Saint Kitts-Nevis Amateur Radio Society  
Saint Kitts Electricity Company

## **Name of the Plan**

The name of the plan is the '**St. Kitts-Nevis National Disaster Plan**' and in this document it will be mentioned as such, as 'the Plan' or by its acronyms: SKNNDP or NDP.



**Signature Page**

The St. Kitts-Nevis National Disaster Plan has been approved by

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on.....

.....

Prime Minister

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Date

### Record of Review and Updates

The St. Kitts-Nevis National Disaster Plan needs to be updated at least yearly. It needs to be reviewed after every response to a real event and after every simulation exercises designed to test the plan.

The St. Kitts-Nevis National Disaster Plan has been revised/amended on the following dates:

Serial	Date	Amendment/Update	Signature

## 1.0 Background

### 1.1. Aim of the National Disaster Plan

The overall aim of the National Disaster Plan is to detail arrangements to cope with the effects of natural and/or man-made disasters occurring in the Federation of St. Kitts-Nevis. It covers the island of St. Kitts and the island of Nevis and takes into consideration the Nevis Disaster Plan.

It seeks to assign responsibilities and to provide coordination of emergency activities connected with major disasters, in general and specific ways.

It also encourages a process of learning to adequately cope with the recovery from a disaster, from both local and other experiences (regional and international).

The plan therefore addresses the short and long term objectives of the National Emergency Organisation, and will be subject to continuous scrutiny, review and upgrading as deemed necessary, and based on operating and other experiences. As such, it will be continuously strengthened and expanded in its scope, content, membership composition, administrative and policy guidelines, rescue, relief and recovery procedures, and in relationships with similar local, regional and international organizations.

### 1.2. Structure of the Plan.

This plan is written in four (4) parts as follows:

**PART 1 - The Basic Plan** which includes general information about the National Disaster Plan including assessment of threats, as well as assigned responsibilities for specific hazards and response functions. This part is for the information of everyone concerned with disasters in St Kitts-Nevis.

Annex to the Basic Plan is the Nevis Disaster Plan.

**PART 2 – TOR's** - Detailed Terms of reference (TOR's) for the National Disaster Sub Committees. This part outlines planning, preparedness, prevention, training, mitigation, response and recovery measures which must be undertaken before, during and after disasters.

**PART 3 – Hazard Specific Action Plans-** "Sub-Plans" detailing "action guidelines" for specific hazards and response functions in shortened operational format which may be "pulled out" and used as 'stand-alone' **operational guidelines**. This part is for use by national response agencies.

**PART 4 – NEOC** - Concepts, organization, management and job functions of the National Emergency Operations Centre (NEOC). This part is for use by the NEOC staff.

All Tasks under this plan are oriented towards agency functions, and will be used in preparation for disaster response and recovery. They are to be written into the administrative orders for the civil service.

### **1.3. Use of the Plan**

The plan is to be used as follows:

- a. For the education and training of members of disaster service agencies in disaster Prevention, Mitigation, Preparedness, Response, Rehabilitation and Recovery, including the conduct of exercises.
- b. For the provision of information to the general public before, during and after disasters
- c. To upgrade and enforce administrative job descriptions for officers in government agencies
- d. For the provision of appropriate disaster related equipment and material for NEO / NEMA service agencies
- e. For the management of the NEOC
- f. For operational response to disasters in St. Kitts-Nevis

### **1.4. Scope of the Plan.**

The Plan is a multi-hazard plan, it is designed to assign responsibilities to different organisations and individuals for the for preparedness, prevention, mitigation, response and recovery activities that are common to the response to different disasters.

The Plan is covers the islands of Saint Kitts and Nevis and covers all the components of disaster management: risk and vulnerability assessment, prevention, mitigation, preparedness, response and recovery.

It is important to mention that the island of Nevis has a Nevis Disaster Plan. It is the intention of the St. Kitts-Nevis National Disaster Plan to ensure compatibility with that Plan.

The Plan is an umbrella plan and has as appendices several hazard-specific plans as well as sectoral and emergency support function plans.

### **1.5. National Disaster Management Policy**

St. Kitts and Nevis is currently in the process of adapting the Comprehensive Disaster Management Strategy which is being promoted by the Caribbean Disaster Emergency Management Agency (CDEMA).

### **1.6. National Disaster Strategy**

The National strategy for combating disasters is to continuously create a disaster management culture that empowers and prepares the National Disaster Organization and the general public to prevent, mitigate, prepare, respond and recover from natural and man-caused disasters. This is achieved by:

- a) Dedicated Disaster Management (DM) staff
- b) Development of comprehensive Operational plans
- c) Rigorous Mitigation, Prevention, Preparedness and Response programmes

- d) Disaster education starting at primary school through tertiary institution levels
- e) Local and overseas training courses for disaster response personnel
- f) Provision of Public Education and Information at all levels before, during and after a disaster, using the best available technology
- g) Providing disaster response agencies with appropriate state of art communications and other equipment
- h) Ensuring accountability among Government Officers with disaster responsibilities
- i) Annual exercises of the NEO
- j) Early warning systems, and
- k) Pre-positioning of human and material resources where sufficient notice is given.

### **1.7. Mission Statement**

To develop a culture of comprehensive disaster management among all sectors of the society within St. Kitts-Nevis in order to save lives and protect property from natural and human-caused hazards and the effects of climate change.

## **2.0. Section 2: Authority**

### **2.1. Authority and Boundaries**

The National Disaster Plan for St. Kitts-Nevis is produced under the provisions of The National Disaster Management Act 1998.

The authority for declaring a national disaster or state of emergency under the Laws of St Kitts-Nevis is vested in the Governor General on the advice of the Prime Minister.

The National Disaster Coordinator of NEMA shall co-ordinate during a state of emergency, all personnel, medical and emergency services made available by Departments, Organizations and local authorities and any other person who may be so determined.

When a state of emergency exists, the Governor General on the advice of the Prime Minister may make orders to secure the essentials of life to the community and for the preservation of the health, welfare and safety of the public. Orders so made may inter-alia, provide:-

- a) For the requisitioning of all forms of transport and communications;
- b) For requisitioning and regulating the supply and distribution of food, clothing, water, fuel, light and other necessities of life and for fixing maximum wholesale and retail prices in respect thereof;
- c) For the requisitioning of private lands, buildings and premises;
- d) For conferring on any person the right to entry on or passage through or over any private lands, buildings and premises;
- e) For the demolition of any building or other structure deemed to be dangerous;
- f) For the disposal of the dead and for dispensing with inquiries

The Chairman of the National Disaster Committee (Prime Minister) shall have the power to activate the National Plan.

The National Disaster Coordinator of NEMA shall be responsible for implementation of the Plan upon its activation and shall have the statutory authority as prescribed under Part III, Section 8 of the National Disaster Management 1998, to carry out such functions as prescribed by the National Disaster Plan, or upon the direction of the Prime Minister.

This (2013) edition of the National Disaster Plan will continue to authorize the National Emergency Management Agency (NEMA), to monitor and supervise any activity which may have direct or indirect bearing on the level of preparedness, prevention and safety in the society. These functions will be conducted in association with other departments. NEMA will also be required to develop and implement relevant recommendations and strategies to support the above.

It is the intention of the National Disaster Committee that this continuous direction of NEMA will be subject to regular scrutiny and review in the light of operating experiences and delivery of services through NEMA. These reviews will be conducted at all levels of the organization, and will affect participating agencies identified under the National Disaster Plan. All agencies, departments and individuals will be expected to provide full co-operation during reviews.

The boundary covered in this Plan includes the islands of St. Kitts and Nevis and the Territorial waters covered under the protection of the Federal Government.

### **3.0 Section 3. Critical Assumptions**

#### **3.1 Critical Assumptions**

The following assumptions are being considered for this Plan:

1. There exists a contingency planning process in St. Kitts-Nevis (both islands).
2. There is coordination between the islands of St. Kitts and Nevis for disaster response planning.
3. This Plan is the result of a planning process.
4. The contingency planning process involves all stakeholders.
5. Needs in terms of equipment, training and simulation exercises are determined in the planning process to improve the level of planning and response.
6. In the case of a disaster, initial response is given at the community/district level; therefore, there is the need to involve communities in the planning process.
7. The plan is reviewed and updated on a yearly basis.

8. The plan is reviewed and updated after every real event and taking into consideration the After Action Report.
9. The plan is reviewed and updated after every simulation exercise designed to test the plan itself and taking into consideration the evaluation of the exercise.
10. All those who should participate in the response participate in the planning process. Response activities are planned by those who respond.
11. All those organisations involved in the plan and its procedures accept their responsibility to conduct prevention, mitigation, preparedness, response and recovery activities as stated in the plan and its procedures.
12. All organisations involved in the plan dedicate resources and continuously improve their level of preparedness to respond.

#### **4.0 Hazards in St. Kitts-Nevis**

##### **4.1. Definition of “Disaster”**

It is assumed that the following generally accepted definition of “Disaster” is in keeping with arrangements in St Kitts-Nevis:

"An overwhelming ecological or man-caused disruption, with or without warning, which exceeds the capacity of the community to adjust, and causes suffering of persons in excess of those which can be dealt with by public services operating under normal conditions, and which calls for the special mobilization and organization of emergency services, possibly including assistance from overseas".

##### **4.2. The Disaster Cycle**

The model of the disaster cycle being used is as follows:

###### **PRE-DISASTER STAGE (Normalcy)**

- a) Prevention activities
- b) Mitigation activities
- c) Preparedness activities

###### **ALERT STAGE**

- a) Alert procedures.

###### **RESPONSE STAGE**

- a) Response procedures
  - i. Save and sustain life and property
  - ii. Prevent and reduce suffering
  - iii. Maintain law and order.

###### **RECOVERY STAGE**

- a) Rehabilitation activities

- i. Re-establish community infrastructure to normal working condition
- b) Reconstruction activities
  - i. Long term activities to build back better

#### 4.3. **Hazards and Vulnerability in St. Kitts and Nevis**

Disasters fall broadly into two categories:

- a) Natural
- b) Man - caused

The threat generally includes the following potential hazards for which preparations must be made on a year round basis, to be ready for implementation at any time:

##### *NATURAL*

- a) Hurricanes
- b) Earthquakes
- c) Flooding from
  - I. rain
  - II. overflow from Rivers
  - III. Seawall breaches
- d) Tropical Storms
- e) Electrical Storms
- f) Drought
- g) Tsunami
- h) Volcanic Eruption
- i) Landslides

##### *HUMAN-CAUSED*

- a) Bush Fires
- b) Aircraft Accidents
- c) Motor Vehicle Accidents
- d) Fires
- e) Explosions
- f) Major Marine Accidents
- g) Epidemics
- h) Pest Infestation
- i) Civil Unrest
- j) Terrorism
- k) High jacking
- l) Bomb threats
- m) Drugs
- n) Major Oil Spills
- o) Toxic Chemical spills on land and at sea
- p) Mass Poisoning
- q) Ecological Disasters



r) Structural Failure

#### **4.4. Climate Change and Disaster Management**

Climate change and disaster management are closely linked. It is likely that in the coming years, more extreme weather events will increase in frequency and magnitude due to climate change. Therefore, disaster management organisations need to take provisions to adapt to climate change by improving disaster management measures such as hazard and vulnerability mapping, mitigation and disaster response.

Caribbean and St. Kitts-Nevis disaster management organizations are not the exception. Climate change should be mainstreamed in disaster management. CDEMA has already considered climate change into its CDM Strategy and Programme Framework 2007-2012:

Outcome 4: “Enhanced community resilience in CDEMA States/Territories to mitigate and respond to the adverse effects of climate change and disasters”,

Output 4.2: “Improved coordination and collaboration between community disaster organisations and other research/data partners including climate change entities for undertaking comprehensive disaster management”.

The NEMA will, then, work closely with the Ministry of the Environment to ensure climate change considerations and adaptation measures are included in the disaster management process. NEMA will ensure this in:

1. Hazard, vulnerability and risk assessment.
2. Disaster management legislation and policies.
3. Disaster mitigation
4. Disaster response plans
5. Disaster management training
6. Disaster management education and public awareness campaigns
7. District disaster preparedness
8. Damage and needs assessment methodologies
9. Recovery and reconstruction

For these purposes the NEMA will ensure the Ministry of the Environment is a member of the NDC, NDE and the NEOC. At the same time, the NEMA will participate in activities related to environmental management, environmental impact assessment, environmental vulnerability reduction, environmental protection, and environmental damage assessment and reconstruction of environmental assets affected after disasters

#### **4.5. Gender and Disaster Management**

The gender perspective should be mainstreamed in all disaster management activities in St. Kitts-Nevis to ensure gender equity. The gender approach should be included at least in:

1. Hazard, vulnerability and risk assessment.
2. Disaster management legislation and policies
3. Disaster management response plans and programmes

4. Public education and awareness strategies and campaigns
5. Damage and needs assessment after disasters
6. Recovery and reconstruction after disasters

Baseline information (population, etc.) to be used for disaster management purposes should be prepared considering the gender perspective so that it would be used for disaster planning and during disaster response and relief. The recovery and reconstruction should be based in damage and needs assessment that considers the gender perspective as well.

The CDM Strategy and Programme Framework 2007-2012 considers as its output 4.4.the:”Standardised holistic and gender-sensitive community methodologies for natural and anthropogenic hazard identification and mapping, vulnerability and risk assessments, and recovery and rehabilitation procedures developed and applied in selected communities”.

To better achieve these goals, it must be ensured that the Ministry of Gender Affairs is a member of the National Disaster Committee (NDC) and the National Disaster Executive (NDE). The Ministry of Gender Affairs should be a member of the NEOC.

The NEMA and the Ministry of Gender Affairs will work closely in all matters related to disaster management in the country.

## **5.0 Section 5: Institutional Framework**

This section outlines the organizational framework for the development and implementation of the Plan. It will articulate the composition of the National Emergency Organisation, the National Disaster Executive and the National Disaster Sub Committees.

The general structure and organisation of the NEOC will also be described.

### **5.1. NATIONAL EMERGENCY ORGANIZATION (NEO) Structure**

#### **5.1.1. National Emergency Organisation**

National Emergency Organization (NEO) is the term used to refer to all participants in national disaster management efforts, whether Government (GO’s), Non-Government Organizations (NGO’s), Private Voluntary Organizations (PVO’s) or Volunteers, and is depicted by the Organization chart shown below and comprises:

In Normal Times

- a) The National Disaster Committee
- b) The National Disaster Executive and its Disaster Sub Committees
  - Education, Communication and Warning Sub Committee
  - Medical and Public Health Sub Committee
  - Housing and Shelter Sub Committee
  - Search, Rescue and Initial Clearance Sub Committee
  - Utilities Sub Committee
  - Welfare, Relief Supplies and Shelter Management Sub Committee
  - Damage Assessment and Needs Analysis Sub Committee

- Foreign Assistance Sub Committee
- Transport Sub Committee
- Environment Sub Committee
- c) The National Emergency Management Agency (NEMA)
- d) The Nevis Disaster Management Committee. (NDMC)
- e) Districts Managers (DM)
- f) Government Agencies (GOs)
- g) Non-Governmental Organizations and Agencies (NGOs)
- h) Private Voluntary Organizations (PVOs)
- i) Volunteers
- j) Regional and International Agencies

During Disasters

- a) National Emergency Operations Centre (NEOC)
- b) The Nevis EOC
- c) District Emergency Operations Centres (DEOCs)

More specifically the NEO includes:

**5.1.1.1. GOVERNMENT ORGANIZATIONS**

- a) Office of the Prime Minister
- b) Government Ministries
- c) National Emergency Management Agency (NEMA)
- d) St Kitts-Nevis Police Force
- e) St Kitts-Nevis Defence Force (SKNDF)
- f) St Kitts-Nevis Fire and Rescue Services
- g) Department of Public Works
- h) St Christopher Air and Sea Ports Authority
- i) Nevis Air and Sea Ports Authority

**5.1.2. NON - GOVERNMENT ORGANIZATIONS**

- a) Red Cross Society
- b) Amateur Radio Society
- c) St Christopher Heritage Society
- d) St Kitts Christian Council
- e) Seventh Day Adventists
- f) St Kitts Evangelical Association
- g) Nevis Evangelical Association
- h) Hotel & Tourism Association

**5.1.3. PRIVATE ORGANIZATIONS**

- a) Private Oil Companies
- b) St Kitts-Nevis Chamber of Industry & Commerce
- c) Media Houses
- d) LIME
- e) Digicel
- f) Service Clubs

**5.1.4. REGIONAL/INTERNATIONAL AGENCIES**

- a) United States Agency for International Development (USAID)
- b) Organization of American States (OAS)
- c) United Nations Development Programme (UNDP)
- d) Canadian International Development Agency (CIDA)
- e) Department For International Development (DFID)
- f) Caribbean Disaster Emergency Management Agency (CDEMA)
- g) Pan American Health Organization (PAHO)
- h) Inter American Development Bank (IADB)
- i) Caribbean Development Bank (CDB)
- j) Inter-Institute for Cooperation on Agriculture (IICA)
- k) Caribbean Electric Utility Service Corporation (CARILEC)

**National Disaster Committees**

The National Disaster Committee is the senior planning body in St. Kitts-Nevis. All other committees, sub committees and groups are subordinate to the National Disaster Committee.

**5.1.5. NATIONAL EMERGENCY OPERATIONS CENTRE (NEOC)**

The National Emergency Operations Centre shall act as the National coordinating and control facility in the event of natural, man-made or impending disaster, or special emergency, and for the coordination of all resources in times of emergency or disaster, and for requests to or from higher levels of Government in times of emergency and disaster.

The National Emergency Operations Centre shall be managed by the National Disaster Management Agency (NEMA) and shall be located at premises possessing adequate facilities including appropriate security, standby power, radio communication systems, etc. This NEOC is at present and until further notice located at the NEMA Headquarters at Lime Kiln, Basseterre.

In the event the NEOC suffers damage and cannot function, an alternate NEOC located at the Basseterre Police Station.

The NEOC will coordinate at all times with the Nevis EOC.

### 5.1.6. COMPOSITION OF DISTRICT

To ensure that a high standard of disaster preparedness is achieved and maintained nationally, and to enhance the general administration thereof, emergency management shall be divided into Eight (8) Districts as follows:

- a) DISTRICT 1 – South East Peninsula to Victoria road East
- b) DISTRICT 2 - Victoria road West to Wigley Avenue East
- c) DISTRICT 3 – Wigley Avenue West to Palmento Point
- d) DISTRICT 4 – Challengers to New Guinea
- e) DISTRICT 5 – Sandy Point, Fig Tree and La Valley
- f) DISTRICT 6 – Newton Ground to Harriss
- g) DISTRICT 7 – Bell Vue to Ottley Ghaut West
- h) DISTRICT 8 – Ottley Ghaut West to St. Peters

The boundaries of these Districts shall follow constituency boundaries.

### 5.1.7. DISTRICT MANAGERS

Each District shall have a District Manager, who shall be, in each case, elected community residents. He/She shall be responsible to the Districts Coordinator, NEMA for providing District Committees, government and private sector agencies and voluntary organizations, with the necessary advice and assistance in implementing pre and post hazard impact measures, and for ensuring that they are fully conversant with, and understand the sectors of the National Disaster Plan that relates to their particular organization or community.

The incumbent shall also be responsible for monitoring, on a continuous basis, existing disaster resources in his or her District to ensure adequacy of relief supplies in times of disaster; and to satisfy him or herself that there is readiness on the part of all concerned to cope with disaster situations or similar emergencies which cannot be avoided.

The objective of District Disaster Management is to strengthen the disaster response capability of the communities and to develop local response mechanisms within the framework of District Committees. Disaster Committees will try to identify and network with active community-based organizations and to sensitize and train community leaders (and through them the residents) on how to reduce damage and to protect themselves from natural and human-caused hazards through local efforts at being prepared, trained and properly equipped.

The programme will be executed by NEMA in conjunction with the District Committees, utilizing Community persons to coordinate and provide leadership at community levels.

The District Emergency Committee (DEC) will have a small management team of persons who are willing to accept responsibility.

District Emergency Committees (DEC) provide the essential link between the National Emergency Organization and the communities which they represent.

## 5.2. General Outline

### 5.2.1. National Level Arrangements

The Prime Minister is the Chairperson of the National Disaster Committee which meets on a yearly basis to approve disaster policy matters. The National Disaster Executive (NDE) acts on and oversees the management of NDC policies and programmes. The NEMA is the secretariat for National Disaster Committee and the NEOC, and the Director of the NEMA is the secretary to National Disaster Committee.

During normal (Pre-disaster) times, the Disaster Sub Committees of the National Disaster Committee comprising Governmental, non-governmental, private and voluntary organizations, will produce, monitor and test prevention, mitigation and preparedness plans, while the NEMA will support these plans, to include provision of education, training and other liaison activities with local, regional and international agencies.

Should it appear that a state of emergency is to be declared or should a state of disaster or special emergency have been declared, the National Disaster Executive and its Sub Committees will meet at the NEOC at the National Disaster Management Agency Office, or at any other site as agreed upon by the members of the Executive, or directed by the Director of the NEMA.

Should it not be practical for the National Disaster Executive to meet, the members may confer by telephone, radio or any other available means, and the decisions of the Executive may be implemented through the Director, National Disaster Management Agency

Counter-disaster directives issued by the National Disaster Committee, will whenever practicable, be implemented by the NEMA or passed on by the NEMA to the respective District Committee or lead agency

### **5.2.2. District Level Arrangements**

In order to provide the necessary direction, coordination and control facility during emergencies or disasters affecting the District, a District Chairperson, District Emergency Committee (DEC) and a District Emergency Operations Centre (DEOC) shall be established.

### **5.3. Planning and Operational Groups.**

These are detailed as follows:

#### **5.3.1 National Disaster Committee.**

The National Disaster Committee is the senior St Kitts Nevis Disaster Planning Body.

The members of the Committee are holders of the following offices:

1. The Prime Minister (Chairman)
2. Cabinet Secretary
3. All members of the following Sub-Committees:
  - i. Medical & Public Health Sub Committee
  - ii. Transport Sub Committee
  - iii. Education, Communication and Warning Sub Committee
  - iv. Housing and Shelter Sub Committee
  - v. Damage Assessment and Needs Analysis Sub Committee
  - vi. Environment Sub Committee

- vii. Foreign Assistance Sub Committee
  - viii. Welfare, Relief Supplies and Shelter Management Sub Committee
  - ix. Utilities Sub Committee
  - x. Search, Rescue and Initial Clearance Sub Committee
- 
3. All Permanent Secretaries
  4. The Commander - St Kitts Defence Force
  5. The Commissioner of Police
  6. The Chief Fire Officer
  7. The Technical Director - Ministry of Housing
  8. The Chief Information Officer – St. Kitts-Nevis Information Service (SKNGIS)
  9. The President - St Kitts Nevis Red Cross Society
  10. Chairman - St Kitts Evangelical Association
  11. Chairman - Nevis Evangelical Council
  12. Chairman - St Kitts Christian Council
  13. Chairman - Nevis Christian Council
  14. President - St Kitts Nevis Chamber of Industry and Commerce
  15. General Manager - St Christopher Air & Sea Ports Authority
  17. Chief Meteorologist- St Kitts Met Services
  18. The National Disaster Coordinator – NEMA
  19. The Director – Nevis Disaster Management Department

### **Terms of Reference**

1. To meet at least once a year and in the case of an emergency or a disaster.
2. To guide the disaster management activities in St. Kitts-Nevis
3. To ensure coordination and compatibility between disaster management activities in St. Kitts and Nevis.
4. To review the National Disaster Plan and recommend it for approval.
5. To review and approve disaster management legislation, policies and strategy.
6. To review and approve sectoral disaster management plans and programmes.
7. To ensure hazards, vulnerabilities and risks are properly mapped and that a data base exists for effective management action.
8. To ensure warning systems and mechanisms are established in St. Kitts-Nevis.
9. To review and approve hazard specific disaster response plans
10. To review and approve sectoral disaster management plans
11. To review and approve district disaster plans
12. To review and approve public education and awareness strategies and campaigns
13. To review and approve training and simulation exercise national programmes

14. To evaluate the disaster management activities in St. Kitts-Nevis
15. To review and approve mitigation plans and programmes
16. To review and approve hazard and vulnerability mapping
17. To review and approve resources (human, material and financial) for disaster management in St. Kitts-Nevis
18. To provide guidelines and policies for the establishment and operations of a contingency fund
19. To coordinate with CDEMA CU for all activities related to disaster response during emergencies and disasters in the region.
20. To evaluate the response after emergencies and disasters
21. To ensure damage and needs assessments are conducted after disasters
22. To review and approve projects for reconstruction after disasters

### **5.3.2 National Disaster Executive (NDE)**

- a) The Prime Minister (Chairman)
- b) Cabinet Secretary
- c) Chairpersons of the National Disaster Sub Committees:
  - i. Education, Communication and Warning Sub Committee
  - ii. Medical and Public Health Sub Committee
  - iii. Housing and Shelter Sub Committee
  - iv. Search, Rescue and Initial Clearance Sub Committee
  - v. Utilities Sub Committee
  - vi. Welfare, Relief Supplies and Shelter Management Sub Committee
  - vii. Damage Assessment and Needs Analysis Sub Committee
  - viii. Foreign Assistance Sub Committee
  - ix. Transport Sub Committee
  - x. Environment Sub Committee
- d) All Permanent Secretaries
- e) The Commander - St Kitts Nevis Defence Force
- f) The Commissioner of Police
- g) The Chief Fire Officer
- h) The Director - Information and Broadcasting Department
- i) The National Disaster Coordinator – NEMA

### **Terms of Reference for the NDE**

1. To implement and supervise all necessary disaster management activities in St. Kitts –Nevis as determined by the National Disaster Committee.
2. To meet at least twice a year to deal with general policy, planning and programmatic issues.
3. To ensure the disaster management legislation and policies are designed.
4. To review, test and update the National Disaster Plan.
5. To ensure sectoral and hazard specific response plans are designed



6. To establish early warning systems in St. Kitts-Nevis.
7. To ensure disaster management public education and awareness strategies and campaigns are designed and conducted.
8. To ensure disaster management training and simulation exercise programmes are designed and implemented
9. To ensure District Emergency Committees are established
10. To ensure Districts design District Disaster Plans and have District EOCs equipped and operational
11. To ensure the NEOC is fully equipped and operational
12. To keep emergency stock in the national warehouse
13. To coordinate the response in the case of emergencies and disasters from the NEOC.
14. To coordinate with the Sub Regional Focal Point and with CDEMA CU for all activities related to disaster planning, warehousing, disaster response and disaster relief.
15. To coordinate the assessment of damage and needs after emergencies and disasters.
16. To ensure a telecommunications network is established in the country for use during emergencies and disasters.
17. To coordinate relief activities after disasters.
18. To ensure adequate reconstruction is planned and implemented after disasters
19. To evaluate the response after emergencies and disasters.
20. To identify necessary resources (human, material and financial) for better conducting disaster management activities in the country.
21. To design guidelines for the adequate operation of the national contingency fund.
22. To yearly submit disaster management legislation, policies, plans, programmes and resource needs to the National Disaster Committee for review and approval.
23. To monitor and evaluate progress of the National Disaster Committee decisions and the implementation of activities and projects.
24. To prepare a yearly report of disaster management activities in St. Kitts-Nevis to be presented to the National Disaster Committee every year.

### **5.3.3. The National Disaster Sub Committees**

The National Disaster Sub Committees are:

- 1 Education, Communication and Warning Sub Committee
- 2 Medical and Public Health Sub Committee
- 3 Housing and Shelter Sub Committee
- 4 Search, Rescue and Initial Clearance Sub Committee
- 5 Utilities Sub Committee
- 6 Welfare, Relief Supplies and Shelter Management Sub Committee
- 7 Damage Assessment and Needs Analysis Sub Committee

- 8 Foreign Assistance Sub Committee
- 9 Transport Sub Committee
- 10 Environment Sub Committee

The Terms of Reference of the National Disaster Sub Committee are in Part 2 of the St. Kitts-Nevis Plan. Nevis has a representative in each one of the National Disaster Sub Committees. See Part 2 of the Plan.

#### **5.3.4. NEMA**

The composition of the NEMA is:

1. National Disaster Coordinator
2. Deputy National Disaster Coordinator
3. Districts Coordinator
4. Public Relations Officer
5. Senior Clerk
6. Clerk
7. Messenger/Driver

#### **5.3.5. NEOC**

The composition of the NEOC is:

1. Director – Deputy National Disaster Coordinator
2. Operations Officer – Defence Force
3. Assistant Operations Officer – Fire/Police/Defence Force
4. Representative from National Disaster Sub Committees
5. Admin Officer
6. Logistics Officer
7. Public Information & Education Officer
8. Communications Officer
9. Radio Operators
10. Telephone Operators
11. Plotters
12. Runners
13. Driver/Messenger
14. Security
15. Secretary, drivers, cleaner, etc.

#### **5.3.6. District Committees**

To ensure that a high standard of disaster preparedness is achieved and maintained nationally, and to enhance the general administration thereof, for the purpose of

emergency management, the Nation shall be divided into eight Districts as per Paragraph 5.16 above.

Boundaries of these Districts shall follow normal District boundaries.

### **District Committees**

District Committees will comprise:

- a. Manager
- b. Deputy Manager
- c. Secretary
- d. Community Police Officer in the District,
- e. District Nurse,
- f. Community Development Officer
- g. Representatives of Voluntary Organisations
- h. Ministry of Education Representative
- i. Representative of Church organizations
- j. Extension officers
- k. Other bodies of relevance

Support personnel for the supervision of:

- a. Shelters
- b. Feeding
- c. Clothing
- d. Health
- e. Collection of damage statistics and identification of needs
- f. Communication
- g. Security
- h. Search & Rescue
- i. Welfare
- j. Transport
- k. Public Information
- l. Environmental Protection

### **5.3.7. Voluntary Organisations**

- a. St. Kitts Christian Council
- b. Nevis Christian Council
- c. Lions
- d. Red Cross
- e. Rotary

- f. Taxi Association
- g. Association of Persons with Disabilities

### **5.3.8 Private Organisations**

- a. LIME
- b. Digicel
- c. St. Kitts-Nevis Chamber of Industry and Commerce
- d. Petrol (Sol, Delta, Texaco)

### **5.3.9 Organisations in Support**

#### **Regional Organizations:**

- a. Caribbean Disaster Emergency Management Agency (CDEMA)
- b. Sub Regional Focal Point (Antigua)
- c. Caribbean Development Bank (CDB)
- d. Caribbean Community (CARICOM)
- e. Organization of Eastern Caribbean States (OECS)
- f. Association of Caribbean Commissioners of Police (ACCP)
- g. Caribbean Electric Utility Service Corporation (CARILEC)

#### **International Organizations:**

- a. United States Agency for International Development (USAID)
- b. US Office of Foreign Disaster Assistance (OFDA)
- c. Pan American Health Organization (PAHO)
- d. Organization of American States (OAS)
- e. European Community Humanitarian Office (ECHO)
- f. Department For International Development (DFID)
- g. United Nations Development Programme (UNDP)
- h. European Union (EU)
- i. Inter American Development Bank (IDB)
- j. Canadian International Development Agency (CIDA)
- k. Economic Commission for Latin America and the Caribbean (ECLAC)
- l. Organisation of Eastern Caribbean States (OECS)
- m. Inter-Institute for Cooperation on Agriculture (IICA)

### **5.3.10 Organisations in Direct Support**

- a. CARICOM Disaster Relief Unit (CDRU)
- b. United Nations Disaster Assessment and Coordination Team (UNDAC)
- c. International Federation of Red Cross and Red Crescent Societies (IFRC)
- d. Pan American Health Organization (PAHO)

The National Disaster Committee shall be empowered to appoint members of the National Disaster Sub Committees for such periods as the Sub Committees may deem fit. The appointees to the Sub Committees may be the Administrative Head of any Government Department, Division or Ministry, Statutory Corporation or Body or other.

## **6.0 Section 6: Concepts of Operations**

### **6.1. General Outline**

The Prime Minister is Chairman of the National Disaster Committee which meets once annually to approve disaster policy matters, and which has an Executive (NDE) that oversees the management of NEMA and NEOC when the latter is activated.

During normal (Pre-disaster) times, the NDE Committees will produce and monitor mitigation, prevention and preparedness plans, while NEMA will implement these plans, to include provision of education, training and other liaison activities with GO's, NGO's, PVO's and the District Committees, which are mandated to provide disaster relief at the local level.

During Normal times also, District Committees, will play similar roles at the District level that NEMA plays at the National level. Further details of District activities will be found in District Disaster Plans.

During times of disaster, EOC's are activated and the appropriate sections of Part 4 are "pulled" from the Plan and used for response as necessary.

The levels of response of St. Kitts and Nevis are similar to that of the CDEMA Regional Response Mechanism:

Level 1 – St. Kitts-Nevis is capable of managing the response without outside assistance

Level 2 – St. Kitts-Nevis is capable of managing the response but requires specialized kit, equipment or expertise

Level 3 – St. Kitts-Nevis is overwhelmed and requires external assistance

### **6.2. DISASTER PREPAREDNESS ACTIVITIES**

Detailed planning must be coordinated by NEMA and undertaken by Government departments, agencies and committees to cover both natural and man-caused threats in at least the following categories:

- a) Designation of areas of greatest risk (Vulnerability analyses)
- b) Personnel and equipment requirements
- c) Names, addresses and contact numbers of emergency personnel
- d) Available manpower, equipment and supplies
- e) Organizational charts and maps
- f) Identification of the departmental emergency planning team
- g) Meeting schedules
- h) Management procedures

- i) Communications between Districts and the NEOC
- j) Activation of EOCs, emergency services and relief and rescue workers
- k) Public warnings and information
- l) Evacuation measures if necessary
- m) Provision of medical and welfare services to the community
- n) Procedures to avoid unnecessary casualties if evacuation becomes necessary
- o) Activation and management of shelters
- p) System of distribution of relief supplies
- q) Rapid and detailed survey of affected areas
- r) Maintenance of law and order
- s) Restoration of communications
- t) Coordination of relief measures from Government and external agencies
- u) Restoration of transport and community services, e.g. power, water and fuel supplies
- v) Planning for economic recovery and continuation of local businesses
- w) Pre-positioning and storage of resources

### **6.3 The St. Kitts-Nevis National Emergency Operations Centre (NEOC).**

#### **Location**

The St. Kitts-Nevis National Emergency Operations Centre will be located at NEMA Headquarters, Lime Kiln. The National Emergency Operations Centre will co-ordinate all activities immediately before, during and after an emergency or a disaster.

The NEOC will have at least the following areas:

- Executive group room
- Operations room
- Media room
- Telecommunication/Radio room
- Others (warehouse, kitchen, dining room, bathrooms, etc.)

The NEOC Director of Operations and his/her alternates will have training in NEOC management and ICS. EOC members should be trained in EOC management and simulation exercises should be conducted and evaluated regularly.

The NEOC equipped with Radios, Generators, Information, etc. (See NEOC Manual).

#### **Activation**

The NEOC will be activated by the Prime Minister under the advice of the National Disaster Coordinator, NEMA.

In the case of the warning of a hazard impact or when it has already impacted, the National Disaster Coordinator, NEMA will consult with the Prime Minister and activate the

NEOC if needed. The National Disaster Coordinator, NEMA will notify all NEOC members of its activation and will request their immediate presence in it.

The National Disaster Coordinator, NEMA will also notify all District Managers in order to activate their own DEOCs.

Once activated, the NEOC and the DEOCs will be manned in three 8 hour shifts by three teams working in rotation.

The NEOC will coordinate and maintain communication with the Nevis EOC if Nevis is impacted.

Sub Committees' Chairpersons in the NEOC are authorised to co-opt technical personnel as necessary.

In the event of emergencies necessitating the activation of the EOC, the members of the operating teams will report for duty when summonsed on the radio or by any other means of communication.

Once the NEOC considers that the situation no longer demands the NEOC operations, the Director, NEMA, will consult with the Governor for its deactivation.

### **Functions of Control Teams/shifts**

1. To coordinate the response to an emergency/disaster from the EOC.
2. To coordinate from the EOC response personnel in the field.
3. To coordinate the activities of the National Disaster Sub Committees from the St. Kitts-Nevis National Disaster Plan, the NEOC Manual and its Emergency Procedures.
4. To receive and share information about damage and needs in impacted areas.
5. To provide resources/goods to affected population
6. To provide information to the general public about the emergency
7. To start coordinating the recovery from the disaster.

A more detailed description of the NEOC, its members and its operations will be included in the St. Kitts-Nevis NEOC Manual (Part 4 of the NDP)

## **6.4. RECOVERY**

Effective and rapid recovery from disasters will require:

- a. A well planned disaster recovery mechanism in place before any disaster occurs
- b. A clear set of policies and directions based on equity, and speed of implementation
- c. Collective motivation of the affected community
- d. A flow of timely and relevant information to all involved with the recovery
- e. The maintenance of an appropriate economic base which supports the rapid achievement of community recovery
- f. Appropriate competent technical advice to all levels of recovery activities.

### **6.4.1. GENERAL PRINCIPLES OF GOVERNMENT ASSISTANCE**

The aim of any government assistance is to provide the minimum level of assistance required to restore to the community the capacity for self-help. This does not imply an obligation to restore to levels greater than existed before the emergency; however, upgrading of facilities to a level greater than previously existed, may be considered as special policy in cases where such upgrading would decrease the likelihood of a recurrence of the emergency. Where possible, government assistance will be provided in accordance with existing social welfare, housing and economic policies.

#### PRIORITIES FOR DISASTER RECOVERY

Recovery from a disaster should acknowledge the following in order of priority as listed:

- i. Safety and security of people
- ii. Social restoration
- iii. Food and water
- iv. Housing
- v. Electricity
- vi. Communications
- vii. Transport
- viii. Supplies
- ix. Medical and sanitation facilities
- x. Economic restoration
- xi. Infrastructure restoration

#### 6.4.2. FINANCIAL MATTERS

Funding for recovery from an emergency fall into two (2) categories:

##### a) EXISTING POLICIES

These include funding to support programmes already administered by a department. These programmes are defined as **existing policies**, and will follow the principles described above. Funding for these policies is met from within departmental votes, although funding applied to the affected area may be greater than envisaged when departmental estimates were prepared.

##### b) SPECIAL POLICIES

Special policies are required to establish new programmes to meet the specific needs of emergency recovery in the affected area, or are required to achieve funding over and above that available from existing departmental resources. These require approval and funding from the government.

The need for Special policies cannot normally be defined in advance. The need to meet specific circumstances of an emergency and for which government coordination is recognized is a signal for the development of a Special policy.

Special policy proposals will normally be for fixed sums, and for set periods of time, rather than for open-ended amounts or periods. Where administratively practicable, the principle of 'affordable finance' will be followed. This means that the interest rate for recovery assistance loans, will be set at a level which can be



realistically afforded by the recipient. This rate will be established by negotiation between the agency concerned and the recipient.

#### **6.4.3. RECOVERY COORDINATOR**

If considered necessary by the Prime Minister, a recovery coordinator (who will ideally be the Chairman of the Damage Assessment and Recovery Committee) will be appointed to oversee the restoration of the country after the immediate response has been completed. or seconded public officer.

The recovery coordinator should be directed by a recovery task force if the situation dictates, or be assisted by a staff as required. His/her terms of reference may include:

- i. Role and specific requirements and limitations placed on him/her
- ii. Scope of recovery effort
- iii. Rate of pay
- iv. Payment of overtime
- v. Rules for expenditure of money

#### **6.4.4. RECOVERY TASK FORCE**

The recovery task force will act under the general direction of the National Disaster Executive, and be charged with providing specific direction to and assistance for long term recovery, with terms of reference to include:

- i. Sphere of responsibility during pre and post-disaster periods
- ii. Membership
- iii. Responsibilities of each member

The recovery task force will normally include the following:

- i. Prime Minister (Chairman)
- ii. Cabinet Secretary, (Secretary)
- iii. NDC
- iv. All Permanent Secretaries
- v. Chief Engineer - Public Works
- vi. Chief Engineer – Water Department
- vii. Manager – Air & Sea Ports Authority
- viii. Director – Electricity Dept
- ix. Managing Director LIME
- x. Managing Director Digicel
- xi. Chief Physical Planner
- xii. Representative, Department of Environment
- xiii. Commissioner of Police (or Representative)
- xiv. Commander SKNDF (or Representative)
- xv. St. Kitts-Nevis Chamber of Commerce
- xvi. St. Kitts-Nevis Contractor Association

Its exact composition will however depend on the situation, and be determined on each occasion by the Disaster Executive, to whom it will report weekly.

## **7.0 Section 7: Emergency Operations**

In this section the responsibilities and the pre-disaster, alert and response activities of the organisations and individuals involved in the Plan will be described.

### **7.1 National Disaster Executive (NDE)**

National Disaster Committee will normally carry out its supervisory functions through the National Disaster Executive.

#### **Pre-Disaster**

- a. Supervise the activities of the national emergency structure as directed by the National Disaster Committee.
- b. Meet at least twice annually to deal with general policy issues
- c. Formulates policy and the guidelines for the implementation of policy on national disaster operations

#### **Alert**

- a. Meet as necessary to deal with specific disaster situations
- b. Ensure effective response procedures are in place for on-site multi-agency coordination and are supported by:
  - i. A disaster communications network for on-site command, information sharing and relay, logistic and technical support
  - ii. Other existing telecommunications systems to serve as private single agency systems to their individual headquarters
- iii. Move to the NEOC to monitor preparations and response to the disaster

#### **Response**

- a. Provide executive and management functions during and after a national disaster from the NEOC, or by regular meetings using available communications.
- b. Provide resources for the administration of all aspects of assistance during and after a national disaster.
- c. Inform the public of efforts taken with their welfare and safety in view
- d. Receive assessments of damage suffered by communities during the disaster
- e. Review plans for recovery and post disaster establishment of all necessary systems and services, and restoration of vital facilities
- f. Receive estimates of resources – man and equipment – and period needed for the execution of recovery plans
- g. Advise the Head of Government on the declaration of national disaster or State of Emergency, as necessary
- h. Maintain contact with appropriate Government and other Authorities and coordinate requests for assistance

- i. Ensures that information and direction are given to the general public and appropriate levels of Governmental Authority
- j. Arrange for budgetary estimates for emergency expenditure
- k. The provision of budgetary support for emergency expenditure
- l. Endorse National Disaster Plan and relief work
- m. Arrange for requests for foreign government and donor agency assistance
- n. Directs the issue of evacuation of disaster areas considered unsafe

**8.0 Command and Communications**

**8.1 Command Authorities**

In an emergency/disaster situation on site command will be exercised by the appropriate primary or lead agency.

In most situations command will rest with the senior on-scene police officer; however, in some instances command may be more appropriately placed with one of the other specialized lead agencies (e.g. command of a fire fighting problem should normally rest with the senior on-scene fire officer).

Under this plan, primary agencies (or lead agencies) will provide first response and on-scene organization and control of the relief effort. Agency plans must be made and regularly rehearsed to this effect.

Secondary agencies will act as back up to primary/lead agencies, and assist in the rapid response and organization of the disaster site.

Agency plans must be made and regularly rehearsed to this effect.

Support agencies will each have a role to play in response to the specific disaster, and must each therefore make and rehearse plans for the eventuality.

**Table 1 Emergency Communications Requirements**

Existing Service Providers	NEOC	Cells	Districts	Shelters	Cabinet	Permanent Secretaries	Directors	Other
Telephone								
NEMA HF Base Radio								
NEMA VHF Base Radio								
NEMA Cellular								

<b>NEMA Sat phone</b>								
<b>Police VHF</b>								
<b>Police UHF</b>								

Figure 1 above outlines the configuration of the emergency communications network, while Table 1 indicates the deployment of radio equipment for this network.

The National Emergency Communications Centre will be located in the NEOC. A direct link will be set up between Police Headquarters and the Emergency Operations Centre.

Points will be established in the NEOC for the installation of equipment of the Amateur Radio Club, Citizens Band Radio and other radio operators likely to be used during a disaster.

In the event of a disaster or major emergency, the Chairperson of the Emergency Response, Communications and Logistics Sub Committee will contact the Amateur Radio Club and other operators regarding to assistance in telecommunications.

**Amateur Radio and Citizens Band Operators**

In the event of an emergency and when so requested, the Amateur Radio and Citizens Band organizations will make available to NEO / NEMA such equipment and operators as may be necessary for providing communications between the NEOC and the respective areas to which they may be assigned.

The Amateur Radio and Citizens’ Band organizations should draw up their own internal disaster plans for submission to the National Disaster Coordinator for inclusion in the National Disaster Plan.

LIME/Digicel (St. Kitts-Nevis) will provide emergency links between the EOC, Police Headquarters, Government Headquarters and other key areas as required.

The procedures to be adopted by the operators of the NEOC are specified in the National Emergency Telecommunications Procedures and Guidelines.

**9.0 Trans – Island/country Threats or Incidents**

In the case of a disaster occurring to other island covered by the Sub Regional Focal point, the NEMA will coordinate with the Sub Regional Focal Point in Antigua to provide human resources and relief goods as available and as necessary and as agreed with CDEMA and the SRFP.

This must be done also with internal governmental procedures and according to agreements with governmental and private agencies.

**10.0 Revision and Updating of the Plan**

**10.1. The Planning Process.**

Planning is a process not a product.

A written plan does not necessarily reflect the state of preparedness of an organisation or a country against specific hazards. Particularly, if it is old, has not been updated and/or if it does not include real information about what is likely to happen and resources to respond against an emergency or a disastrous situation.

Resources change in time: personnel changes, organisations change, equipment and vehicles change too; consequently, plans must change too: if plans are not updated, they become useless, for activities and resources considered in them will not be real. Resources do not change every year or every two years. Sometimes they change more often or regularly.

Moreover, the possibilities of interaction and changes between the hazard characteristics, the vulnerable elements that can be affected by the hazards and the response capability of the disaster management organisations are almost infinite. This is why we should permanently try to identify problems and changes in our resources to improve our future response in the case of an event.

Emergency planning:

- a. Must be a continuous activity. This will allow to identify and to solve problems before any hazard strikes.
- b. Must involve those in charge of giving the emergency response. All personnel and organisations that have to participate in the response in the case of a threat and/or impact of a hazard must be involved in the planning process. They are who will respond and they are who know what resources they have to do it.
- c. Must reflect reality. An emergency plan must be based on the real characteristics of:
  - i. Hazards
  - ii. Vulnerable elements
  - iii. Existing resources to respond
  - iv. Expected damage
  - v. The real and adequate response and recovery activities that have to be done in the case of the hazard threat or impact according to the possible damage that can occur.

The planning process must be done considering:

- a. A specific revision period. The period in which the written plan or its activities have to be revised and updated has to be defined: monthly, bimonthly, quarterly, yearly, or any other as needed.
- b. The participation of all the organisations involved in the response. Plans and procedures must be revised by ALL the organisations involved. If this does not happen, or if this happens partially, we will have an incomplete plan. This includes the planning and response organisations from all sectors and at all levels (government, private, social and National, local and, if needed, international).

- c. The resources that can be used in the response. Only those resources that exist and/or that are in good working conditions should be considered in the written plan. Lists of personnel that do not exist and/or list of equipment and vehicles that do not work should not be considered in the written plan. They will not be working or being used in a real response.
- d. The time and the sequence in which the activities have to be done. The plan and procedures must establish what activities have to be done and when.
- e. The need of testing and evaluating the plans. Emergency planning must be tested through simulation exercises. The evaluation of simulation exercises and the evaluation of real events should take to an immediate revision of the plan and the information included in it.

## **10.2. Organisations Responsible for Revising the Plan**

The general responsibility fall on NEMA as the Co-ordinating organisation of the whole disaster management process: However, all the organisations considered in this plan are responsible for the yearly revision and updating of their own procedures they are responsible for and for the revision and updating of the whole plan itself.

## **10.3. Revision of the Plan and its Procedures**

It is important to define what is to be understood by revising a plan. So here are the elements that have to be considered in any plan's revision:

### *A - General information that justifies the plan:*

- a. Characteristics of the hazard the plan is for (origin, cause, predictability, magnitude, controllability, scope of impact, duration, destructive potential, etc.).
- b. Characteristics of the vulnerable elements (number, type and location of people at risk, facilities, equipment, information, crops, livestock, infrastructure and services).
- c. Disaster scenario: What is likely to happen if the hazard strikes a specific vulnerable area (Number, type and location of: casualties, evacuees, homeless, houses, infrastructure and services affected, information lost, environmental impact, etc)
- d. Functions needed (according to the type of hazard and vulnerable elements): warning, co-ordination, communications, evacuation, shelter activation, search and rescue, medical attention, security, rehabilitation of services, etc.)
- e. Identification of organisations and assignment of responsibilities: MOH for medical attention, environmental health; Police for security, evacuation; Met office for monitoring and warning, etc..
- f. Writing down the activities to be implemented: writing the plan and procedures: warning, evacuation, search and rescue, etc.) See point B below.

B - The written plan and its contents:

- a. General information about hazards and response needed (point A above).
- b. General information about aim, purpose, objectives, legal framework and organisations involved in the plan.
- c. Conditions (quantitative) that trigger the plan (if applicable [predictable hazards])
- d. Conditions that activate the response (non-predictable hazards).
- e. Written description of activities (procedures: main responsibilities, activities through time per responsible per function).
- f. List of resources to be used in an emergency (see point D below).
- g. Other information (Maps, charts, etc.)
- h. Training programme.
- i. Simulation exercise programme.
- j. Procedure for revision and updating the plan.

C - The planning process:

- a. Date of revision and number of version.
- b. Organisations involved in the response/recovery.
- c. Organisation(s) responsible for revising and updating the plan.
- d. Organisation(s) that revised and updated the plan
- e. Involvement in the writing of the plan and procedures of all the organisations involved in the response/recovery.
- f. Evaluation of the training programme
- g. Results and evaluation of simulation exercises
- h. Evaluation of real events

D - Resources

- a. Checking the existence (visual/physical/tangible/operational), availability, veracity, level of preparedness, training, and/or working conditions of:
- b. Personnel and their training (knowledge of procedures, use of equipment, etc)
- c. List of personnel.
- d. Directories.
- e. Inventories
  - i. Equipment (communications, heavy equipment, others)
  - ii. Transportation (vehicles, boats, planes, etc)
  - iii. Medicines and medical equipment
- f. Maps.
- g. Information (any item quantified or mentioned in the plan: population, # of houses, location and type of shelters, etc.)

As it can be seen, revising an emergency response plan does not only involve reading the document. It has to be done according to a specific model and by a specific approach in order to avoid subjectivity of the plan reviewer(s). This approach will be used in the further revision of the National Disaster Plan and its components.

#### **10.4 Responsibilities of the Planning Organisations**

In general all the organisations involved in this plan should:

- a. Revise the plan and its procedures.
- b. Meet at least yearly Disaster Sub Committees and Organisations responsible for all the emergency support functions
- c. Revise and update the plan and its procedures at least once a year and every time after a simulation exercise and after real events.
- d. Update directories, inventories and other information every year particularly before the hurricane season.

#### **10.5 Dissemination of the Plan**

The plan and its procedures have to be disseminated The plan will be distributed to:

- a. All the organisations involved in the planning process and in the response.
  - i. Governmental
  - ii. Private
  - iii. Social
- b. CDEMA CU
- c. SRFP

Besides the technical version of the plan other versions can be prepared:

- a. Short version for the Media and for Public Information
- b. Internet Version

The dissemination of the plan must be done by NEMA. Record of all the copies and their possessors must be kept by NEMA.

#### **10.6. Simulation Exercises**

Simulation exercises are exercises by which the organisations, institutions, personnel and equipment involved in a specific emergency response plan and/or emergency procedures are tested under the imaginary impact of a hazard.

Simulation exercises are one of the last steps of the disaster planning process; i.e., they can only be executed after having done all the previous disaster planning activities: risk assessment, scenario design, planning, training, etc.

The main responsibility for the co-ordination and evaluation of simulation exercises lies on NEMA as the co-ordinating organisation of the whole disaster management process; however, each organisation responsible for each function is responsible for testing their own personnel, equipment, vehicles, materials and planning according



to the Plan and its Procedures; i.e., All organisations responsible for specific response and relief activities considered in this plan have to test their own personnel, emergency procedures, material resources and vehicles through simulation exercises they have to plan and execute.

### **10.7. Record of Real Events**

The true test of an emergency plan is a real event. Therefore, all real events need to be evaluated to identify gaps and recommend remedial actions. This is done with the purpose of improving the plan and its resources. If we do not improve our planning after every real event, our planning may become useless and any gaps identified will re-occur.

It is recommended to have an After Action Review Meeting. At least the following information has to be analysed:

- a. Hazard characteristics
- b. Effects/damage/consequences
- c. Response given
- d. Evaluation of the response
- e. Recommendations
- f. Amendments to the plan/improvement of resources.

The main responsibility for keeping the records of these events lies on NEMA as the co-ordinating organisation of the whole disaster management process. However, each organisation responsible is responsible for keeping their own records about real events, response given, results and lessons learned in order to improve their own procedures and the Plan.

**APPENDIX I****Acronyms**

APTN	Atlantic Patrol (North)
CARICOM	Caribbean Community
CBO	Community Based Organization
CCRIF	Caribbean Catastrophe Insurance Facility
CDB	Caribbean Development Bank.
CDEMA	Caribbean Disaster Emergency Management Agency
CDM	Comprehensive Disaster Management
CDRU	CARICOM Disaster response Unit
CEO	Chief Environmental Officer
CERF	United Nations Central Emergency Response Fund
CIDA	Canadian International Development Agency
CIMH	Caribbean Institute of Meteorology and Hydrology
DaLA	Damage and Loss Assessment
DANA	Damage Assessment and Needs Analysis
DC	District Committee
DEOC	District Emergency Operations Centre
DFID/UK	Department for International Development United Kingdom
DM	Disaster Management
NEMA	Disaster Management Coordination Agency
DoE	Department of the Environment
DRR	Disaster Risk Reduction
EC	European Commission
ECDG	Eastern Caribbean Donor Group
ECHO	European Commission Department of Humanitarian Aid and Civil Protection
ECLAC	Economic Commission for Latin America and the Caribbean
EDM	Environmental Disaster Management
EDMT	Environmental Disaster Management Team
EOC	Emergency Operation Centre
ERF	Emergency Response Function
EU	European Union
FAO	Food and Agriculture Organization (UN)
GIA	Gender Impact Assessment
CIDA	Canadian International Development Agency
GIU	St. Kitts-Nevis Government Information Unit
IDB	Inter American Development Bank.
IICA	Inter-American Institute for Cooperation on Agriculture

INSARAG	International Search and Rescue Group
ISDR	UN International Strategy for Disaster Reduction
MCD	Ministry of Community Development
NDC	National Disaster Committee
NDMO	National Disaster Management Office
NDP	National Disaster Management Plan
NDO	National Disaster Office/National Disaster Organization
NEO	National Emergency Organization
NEOC	National Emergency Operations Centre
NGO	Non-Governmental Organization
OAS	Organization of American States
OCHA	UN Office of the Coordinator of Humanitarian Assistance
OECS	Organization of Eastern Caribbean States
OSOCC	On-Site Operations Coordination Centre
OXFAM	Oxford Committee for famine Relief
PAHO	Pan American Health Organization
PDNA	Post Disaster Needs Assessment
PS	Participating States (CDEMA)
PVO	Private Voluntary Organization
PWD	Public Works Department
RSKNDF	Royal St. Kitts-Nevis Defence Force
RSKNFP	Royal St. Kitts-Nevis Police Force
RNAT	Rapid Needs Assessment Team
RSS	Regional Security System
SKN	Saint Kitts-Nevis
SKNNDP	Saint Kitts-Nevis National Disaster Plan
SRFP	Sub Regional Focal Point
UN	The United Nations
UNCT	United Nations Country Team
UNDAC	United Nations Disaster Assessment and Coordination Team
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VCA	Vulnerability and Capacity Assessment
WB	The World Bank
WHO	World Health Organization

## **Glossary of Terms**

### **Capacity**

Physical social, economic and institutional means as well as skilled personal or collective attributes such as leadership and management (ISDR)

### **Capacity building**

Efforts aimed to develop human skills or societal infrastructures within a community or organization needed to reduce the level of risk. Capacity building also includes development of institutional, financial, political and other resources, such as technology at different levels and sectors of the society. (ISDR)

### **Comprehensive Disaster Management (CDM)**

Comprehensive Disaster Management which includes attention to all phases of the Disaster Management Cycle – prevention, mitigation, preparedness and response, recovery and rehabilitation (CDERA). It includes emphasis on reducing risk. This nomenclature is the term that reflects the global trend in the discipline for increased focus on risk management and the intense desire among disaster management Stakeholders in the Caribbean to accelerate initiatives in promoting disaster loss reduction. DRM as defined by ISDR is presented below.

### **Community Resilience**

The ability of a community to cope with the effects of a hazardous event through appropriate prevention, mitigation, preparedness, response and recovery mechanisms (adapted from WCDR)

### **Coping Capacity**

The means by which people or organizations use available resources and abilities to face adverse consequences that could lead to a disaster. In general, this involves managing resources, both in normal times as well as during crises or adverse conditions. The strengthening of coping capacities usually builds resilience to withstand the effects of natural and human-induced hazards (ISDR)

### **Disaster Risk Management (DRM)**

The systematic process of using administrative decisions, organization, operational skills and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters. This comprises all forms of activities, including structural and nonstructural measures to avoid (prevention) or to limit (mitigation and preparedness) adverse effects of hazards. (ISDR)

### **Disaster Risk Reduction (DRR)**

The conceptual framework of elements considered with the possibilities to minimize vulnerabilities and disaster risks throughout a society, to avoid (prevention) or to limit (mitigation and preparedness) the adverse impacts of hazards, within the broad context of sustainable development. DRR involves:

- Risk awareness and assessment including hazard analysis and vulnerability/capacity analysis;
- Knowledge development including education, training, research and information;
- Public commitment and institutional frameworks, including organizational, policy, legislation and community action;

- Application of measures including environmental management, land-use and urban planning, protection of critical facilities, application of science and technology, partnership and networking, and financial instruments;
- Early warning systems including forecasting, dissemination of warnings, preparedness measures and reaction capacities (ISDR).

### **Early Warning**

The provision of the means by which people or organizations, use available resources and abilities to face adverse consequences that could lead to a disaster. In general, this involves managing resources, both in normal times as well as during crises or adverse conditions. The strengthening of coping capacities usually builds resilience to withstand the effects of natural and human-induced hazards (ISDR)

### **Mainstreaming**

Making Comprehensive Disaster management an integral dimension of the policies and programmes in all political, economic and societal spheres (BCPR)

### **Mitigation**

Structural and non-structural measures undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards (ISDR)

### **Preparedness**

Activities and measures taken in advance to ensure effective response to the impact of hazards, including the issuance of timely and effective early warnings and the temporary evacuation of people and property from threatened locations (ISDR)

### **Prevention**

Activities to provide outright avoidance of the adverse impact of hazards and means to minimize related environmental, technological and biological disasters. Depending on social and technical feasibility and cost/benefit considerations, investing in preventive measures is justified in areas frequently affected by disasters. In the context of public awareness and education, related to disaster risk reduction changing attitudes and behavior contribute to promoting a "culture of prevention". (ISDR)

### **Recovery**

Decisions and actions taken after a disaster with a view to restoring or improving the pre-disaster living conditions of the stricken community, while encouraging and facilitating necessary adjustments to reduce disaster risk. Recovery (rehabilitation and reconstruction) affords an opportunity to develop and apply disaster risk reduction measures (ISDR)

### **Relief / response**

The provision of assistance or intervention during or immediately after a disaster to meet the life preservation and basic subsistence needs of those people affected. It can be of an immediate, short-term, or protracted duration. (ISDR)

### **Resilience**

The capacity of a system, community or society potentially exposed to hazards to adapt, by resisting or changing in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organizing itself to increase its capacity for learning from past disasters for better future protection and to improve risk reduction measures. (ISDR)

**Risk**

The probability of harmful consequences, or expected losses (deaths, injuries, property, livelihoods, economic activity disrupted or environment damaged) resulting from interactions between natural or human-induced hazards and vulnerable conditions.

**Vulnerability**

The conditions determined by physical, social, economic, and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards (ISDR)

**NATIONAL DISASTER**

An overwhelming ecological or man-caused occurrence that, with or without warning, disrupts the normal pattern of life. It can plunge a country into economic confusion and suffering from the need for food, shelter, clothing, medical attention, and other basic needs, as well as from the burdens of national economic infrastructure rehabilitation, possibly requiring outside assistance.

The activities of disaster management must always aim at the minimization of human and economic losses and the organization and facilitation of timely and effective rescue, relief and rehabilitation from damage. The components of Disaster Management must, therefore, include those of prevention, mitigation, preparedness, response and recovery (relief, rehabilitation and reconstruction). Larger investment in disaster risk reduction reduces vulnerability and recovery costs.

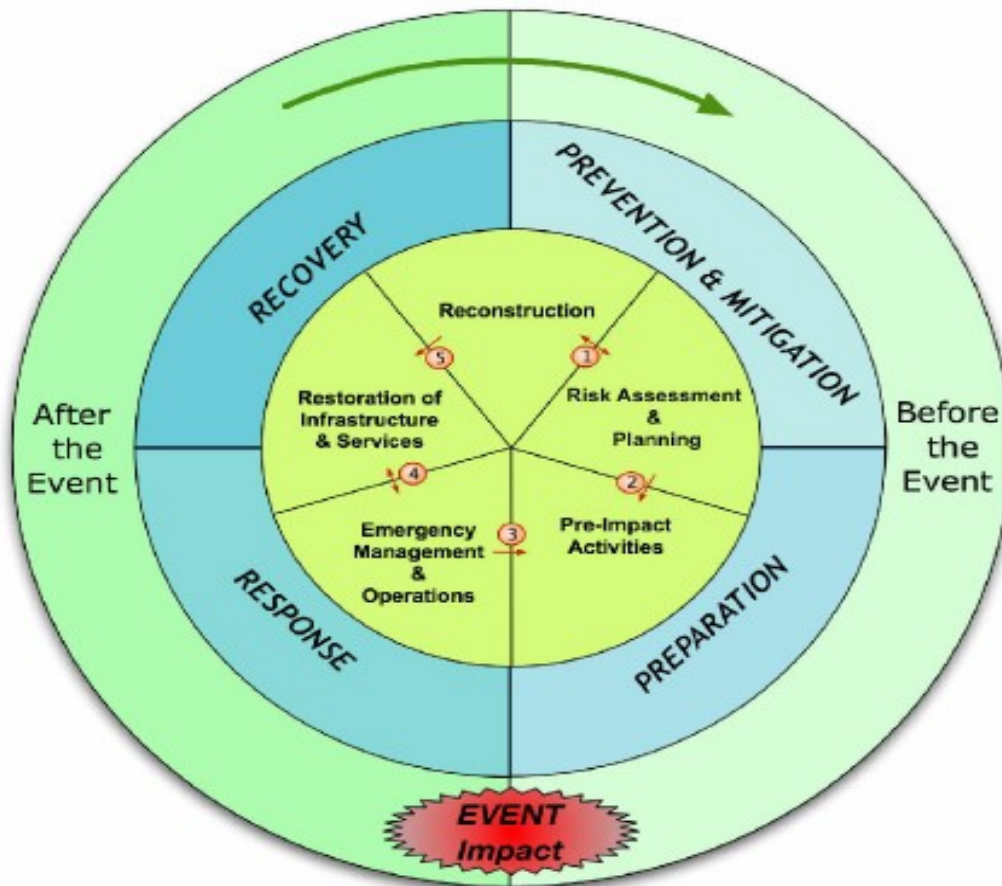


Figure 1: Disaster Management Cycle

## APPENDIX III

The Nevis Disaster Plan.

(To be attached)