



NATIONAL DISASTER COUNCIL

NATIONAL DISASTER MANAGEMENT PLAN 2018

**Arrangements for the Management of Disasters
Coordinating and Supporting
Sectors Provinces and the Local Level**



SOLOMON ISLANDS GOVERNMENT

February 2018



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NATIONAL DISASTER MANAGEMENT PLAN 2018

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**National Disaster Council
Ministry of Environment, Climate Change,
Disaster Management and Meteorology
Solomon Islands Government
Honiara
SOLOMON ISLANDS**



Foreword from the Minister

I am pleased to introduce this Solomon Islands National Disaster Management Plan (N-DM Plan) 2018. This plan is founded on the National Disaster Council Act 1989. It is a planning and implementation document we can be proud of as it presents a practical and explicit framework for preparing for and managing disaster events and supporting resilience in our provinces and villages. It is a document which challenges us - to be effective we all must own it and implement it. It is a document of leadership and self-determination in the face of increasing hazards from disasters and climate change and from the ever-increasing impacts of disaster events. The Plan is informed by a number of key policy documents of this Government.

Our National Development Strategy (NDS) 2016-2035 has for Objective Four: *resilient and environmentally sustainable development with effective disaster risk management response and recovery*. It has a Medium Term Strategy #10: *improve disaster and climate risk management including prevention, risk reduction, preparedness, response and recovery as well as adaptation as part of resilient development*.

The Democratic Coalition for Change Government in its 2014 Policy Statement has a Policy Objective 4.2.5.3 part f): *to strengthen and support the National Disaster Management Office* and a sub objective: *enhance human and technical capacity to support provincial and community resilience activities*.

The Corporate Plan 2015-2017 of the Ministry of Environment, Climate Change, Disaster Management and Meteorology promotes the Ministry as a “safeguards” ministry to enable sustainable socio-economic development in the Solomon Islands. Included in the strategies for Disaster Risk Management are: *Strengthen governance and administrative capacity of NDMO, Support the integration of disaster risk reduction into sector plans and utilise established arrangements and policies to manage disasters*.

This Plan also reflects the regional Framework for Resilient Development in the Pacific 2017-2030 (FRDP). The FRDP is the Pacific Region’s response to the Sendai Framework for Disaster Risk Reduction 2015-2030 and other global platforms for sustainable development and climate change. The Sendai Framework contains an extensive hierarchy of expectations and targets addressing a wide range of geo-political situations. The FRDP addresses these within the context of the particular vulnerabilities and resilience issues of the Pacific nations.

The FRDP differentiates the mechanisms for integrated disaster and climate risk reduction and those for disaster management. The former influence sector level social and economic development while the latter addresses the strengthening of the nation’s preparedness for response and recovery for disasters. They are different disciplines and need different institutional responses while sitting under a common resilience umbrella.

This Plan sets the arrangements for disaster management and establishes processes for implementation and the growth of capacity. It proposes a parallel framework for resilient development for overseeing sustainability and climate and disaster risk reduction within sector planning.

This Plan reinforces Government leadership in the management of disasters in the Solomon Islands while setting arrangements inclusive of community, NGO’s and the private sector and for accessing external support. It sets a strong and logical platform for continuing growth in capacity.

I commend it to all who have a part to play. This is everybody’s business to support self-help and avoid dependence.

Hon. Culwick Togamana

Minister for Environment, Climate Change,
Disaster Management and Meteorology



Introduction from the Chair NDC

This National Disaster Management Plan (N-DM Plan) 2018 has been prepared under the National Disaster Council Act 1989. It is derived from the National Disaster Risk Management Plan 2010 and addresses its Disaster Management components – Parts 1 to 4. It is the product of extensive review and lessons learned from recent events. The key findings from the review noted difficulties with implementation and development of process to support the 2010 arrangements. In addition there was an unrealistic expectation that the NDMO would manage disaster events with sectors and provinces playing a supporting role and waiting to be directed.

We have acknowledged these difficulties and have addressed them in detail in the new N-DM Plan 2018. This is a new start and a fundamental change in focus to deliver response to disaster events through the provinces and sectors. These are supported by national level arrangements coordinated through the National Emergency Operations Centre (NEOC). The form of the 2010 Plan has been retained but the arrangements have been clarified and made more explicit at the sector and provincial levels.

The critical process issues have been addressed with the development of four new core documents giving explicit substance to how the arrangements are to work. These are:

- a new arrangement and operating procedure for the NEOC formed into seven Functional Teams
- a Manual for the Assessment of Disaster Impacts in three time-bound phases leading into recovery
- a Guide to the Role of Provincial Disaster Officers and the Provinces
- a village based operating procedure for Camp Management addressing the needs of evacuees.

As the NEOC arrangements are being implemented and the Plan is being rolled-out to the provinces and sectors there is a renewed confidence and energy that we can make it work – with the support of NGO's and community groups, donors and partners and the private sector. This is critical to support development of our capacity and processes to lead and manage disaster events. I am confident we now have the strength of arrangements to accommodate and foster this external support both in preparedness and during disaster events.

This Plan for disaster management sits under the oversight of the National Disaster Council (NDC). It foreshadows a parallel national framework for resilient development for the reduction of disaster and climate risk through the sectors – addressing Parts 5 and 6 of the N-DRM Plan 2010. This is to be established under a new and integrated climate and risk resilience policy to replace the existing Climate Change Policy 2012-2017. The two frameworks come together at the provincial and village level to provide for local determination of actions under a unified local structure.

I acknowledge the many inputs and relentless support from Solomon Islands national and provincial institutions, key stakeholders, and donors and international partners. In particular I acknowledge the Director and staff of NDMO and our international disaster management expert engaged to support the review, for their commitment to see the development of this plan to the end, and to sensitise Provincial Governments and key stakeholders about the plan and their roles within it.

We must now all commit to our various roles to implement this Plan and make it a model for local leadership in creating resilience to disasters in the Solomon Islands and the Pacific.

Dr Melchior Matakai: Permanent Secretary, Ministry for Environment, Climate Change,
Disaster Management and Meteorology
Chair: National Disaster Council

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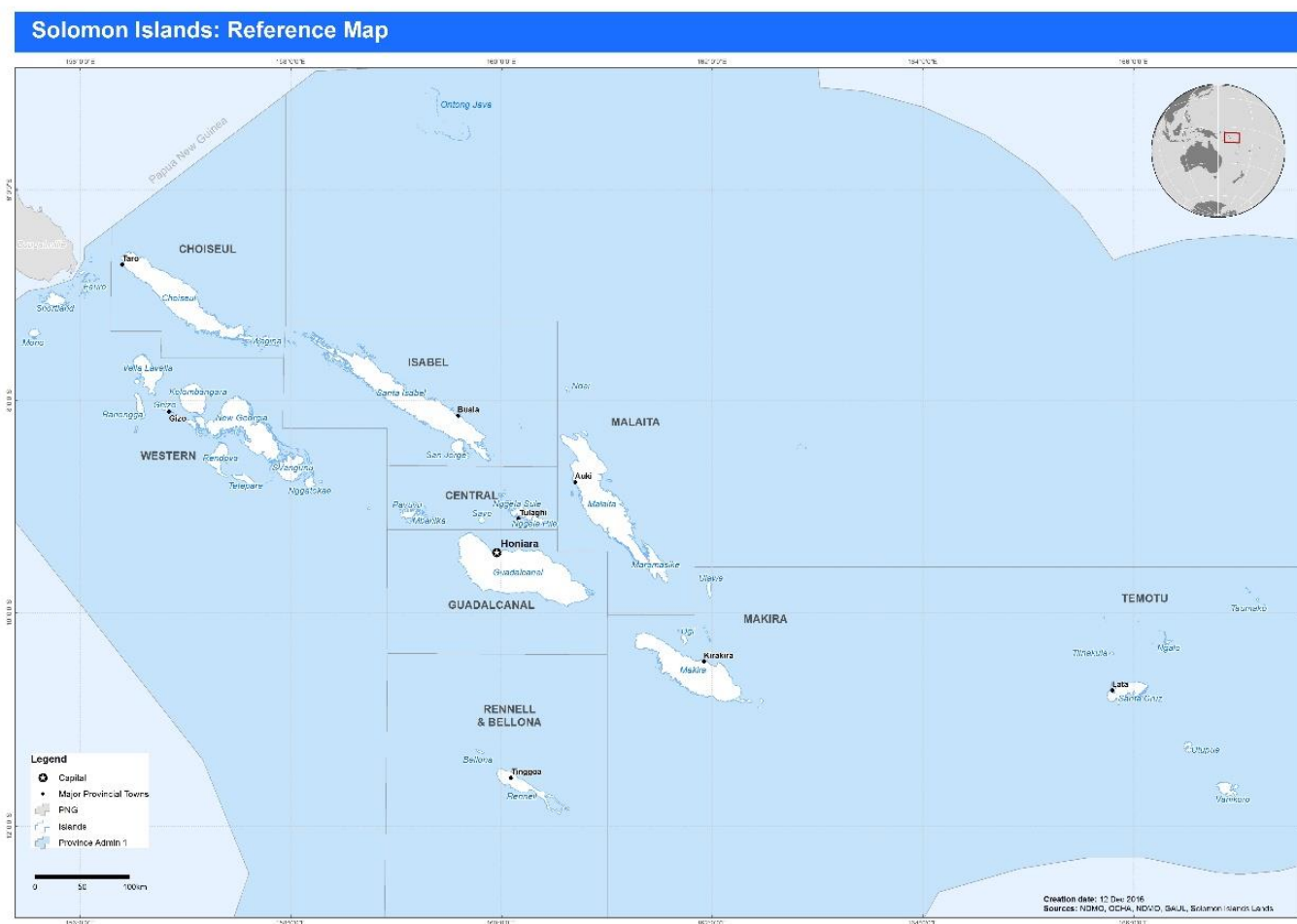
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Abbreviations

CCA	Climate Change Adaptation
CRRC	Climate and Risk Resilience Committee
DC	Disaster Coordinator – National level – for disaster response
DM	Disaster Management
DRC	Disaster Risk Committee – at Ward and Village level
DRM	Disaster Risk Management = DM + DRR
DSA	Detailed Sector Assessment
EOC	Emergency Operations Centre
FRDP	Framework for Resilient Development in the Pacific 2017-2030
GDP	Gross Domestic Product
IASC	Inter-Agency Standing Committee
IDA	Initial Damage Assessment
IDRL	International Disaster Response Laws and Guidelines
ISO	Initial Situational Overview
MAL	Ministry of Agriculture and Livestock
MCA	Ministry of Communications and Aviation
MCIE	Ministry of Commerce Industry and Employment
MCT	Ministry of Culture and Tourism
MDC	Municipal Disaster Committee
M-DOC	Municipal Disaster Operations Committee
MDPAC	Ministry of Development Planning and Aid Coordination
MECDM	Ministry of Environment Climate Change Disaster Management and Meteorology
MEHRD	Ministry of Education and Human Resource Development
MFAET	Ministry of Foreign Affairs and External Trade
MFMR	Ministry of Fisheries and Marine Resources
MHMS	Ministry of Health and Medical Services
MID	Ministry of Infrastructure and Development
MLHS	Ministry of Lands, Housing and Survey
MMERE	Ministry of Mines Energy and Rural Electrification
MOFT	Ministry of Finance and Treasury
MPGIS	Ministry of Provincial Government and Institutional Strengthening
MPS	Ministry of the Public Service
MRD	Ministry of Rural Development
MWYCFA	Ministry of Women, Youth and Children and Family Affairs
NDC	National Disaster Council
NDMO	National Disaster Management Office
N-DM Plan	National Disaster Management Plan
N-DOC	National Disaster Operations Committee
NEOC	National Emergency Operations Centre
NERT	National Emergency Response Team
NFT	NEOC Functional Team
NGO's	Non-Governmental Organisations
PC	Provincial Coordinator – for disaster response
PDC's	Provincial Disaster Committees
PDMO's	Provincial Disaster Management Offices
P-DM Plan	Provincial Disaster Management Plan
PDNA	Post Disaster Needs Assessment

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PDO	Provincial Disaster Officer
P-DOC	Provincial Disaster Operations Committee
PEOC	Provincial Emergency Operations Centre
PERT	Provincial Emergency Response Team
PHP	Pacific Humanitarian Partnership
PHT	Pacific Humanitarian Team of IASC Clusters
PIFACC	Pacific Island Framework for Action on Climate Change
PMO	Prime Minister's Office
PS	Permanent Secretary
RCC	Recovery Coordination Committee
RSIPF	Royal Solomon Island Police Force
SIBC	Solomon Islands Broadcasting Corporation
SIG	Solomon Islands Government
SIRC	Solomon Islands Red Cross
Sitrep	Situation report
SOP's	Standard Operating Procedures
TOR	Terms of Reference
UNDAC	United Nations Disaster Assessment Corps
US	Under Secretary
WASH	Water Sanitation and Hygiene



Map of Solomon Islands – courtesy of UNOCHA Suva

PART 1. Policies, Principles and Purposes

Introduction

1. This plan provides for the establishment of institutional arrangements for the Solomon Islands Government (SIG) to address the management of disasters within the country. It includes the elements of preparedness and early warning, response and recovery. Arrangements are addressed at the national, provincial and local levels.

This Plan updates and replaces the National Disaster Risk Management Plan 2010 Parts 1 to 4 and changes its focus. The N-DRM Plan 2010 was comprehensive in providing both for the management of disasters and the management of disaster and climate risk. It aligned with the Pacific Disaster Risk Reduction and Disaster Management Framework for Action 2005-2015 as the Regional DRM Framework for Action (RFA) of the time.

The Solomon Island Government (SIG) is addressing the institutional structures for the management of disaster and climate risk in line with the regional Framework for Resilient Development in the Pacific (FRDP) 2017-2030 which succeeds the RFA and the associated Pacific Islands Framework for Action on Climate Change 2006-2015 (PIFACC).

The FRDP contains three Goals:

- 1) Strengthened integrated adaptation and risk reduction to enhance resilience to climate change and disasters.
- 2) Low carbon development.
- 3) Strengthened disaster preparedness, response and recovery.

This Plan for Disaster Management addresses Goal 3) of the FRDP and replaces Parts 1 to 4 of the N-DRM Plan 2010.

Goals 1) and 2) will be addressed by a new plan for the management of disaster and climate risk which, with a wider focus on resilient and sustainable development will replace Parts 5 and 6 of the N-DRM Plan 2010.

The production of this revised plan was authorised by the Solomon Islands Government in 2015.

Drivers for this Plan

2. The primary drivers for the arrangements of this Plan are:
 - supporting self-help at all levels and avoiding dependence
 - SIG arrangements leading disaster response and coordinating internal and external support
 - assessment as the key to effective response

- delivering response through the sectors and through provincial and local arrangements
- coordinating response and providing support through national arrangements involving sectors, partners and NGO's and regional support
- informing roles through explicit SOP's and processes.

Development and Maintenance of the Plan

3. This Plan has been prepared and endorsed by the National Disaster Council (NDC) established under Section 3 of the National Disaster Council Act 1987 (the Act) and approved by the Cabinet of the Solomon Islands Government under Section 10 of the Act.

This Plan is therefore an instrument of the Act and of Government and has all the obligations and expectations so implied.

This Plan may be adjusted by the NDC and re-issued as an amendment, effective from the date of re-issue. Substantive adjustments are to be approved by Cabinet.

Notwithstanding any amendments, this Plan is to be reviewed by the NDC at intervals not exceeding 5 years and submitted to Cabinet for approval.

Possible Threats to Solomon Islands

4. The possible threats to the Solomon Islands to be addressed under this Plan are significant. They include:

- Tropical Cyclones and Wind Storms
- Floods
- Earthquakes
- Landslides
- Volcanic Eruptions
- Tsunamis and wave surges
- Droughts
- Pandemics
- Agriculture Pests and Diseases
- Aviation and Maritime Disasters
- Fires
- Industrial Accidents
- Marine Pollution
- Other man-made threats including the civil impacts of conflict

A hazard risk and vulnerability profile shall be prepared for the Solomon Islands for approval by the NDC and attachment as part of this Plan.

5. In general terms, the effects of disasters on the country and its people include:

- Loss of life
- Injury
- Damage to and destruction of property
- Damage to subsistence and cash crops
- Disruption of life-style
- Loss of livelihood
- Disruption of social and economic services
- Damage to infrastructure and disruption of systems
- National economic loss
- Sociological and psychological after-effects.

National Policy

6. The SIG in its National Development Strategy 2016 – 2035 has Objective Four for *Resilient and environmentally sustainable development with effective disaster risk management, response and recovery*. The SIG has adopted the regional Framework for Resilient Development in the Pacific (FRDP) with its three Goals to give effect to this – refer Section 1.

The NDMO is the focal point for the Solomon Islands humanitarian response during disasters with connections to the regional Pacific Humanitarian Partnership (PHP). This Policy applies to that arrangement.

7. Goal 1 of the FRDP promotes the integration of the management of disaster and climate risk and recognises it as a development planning and social practices function addressing impacts or potential impacts on (or caused by) infrastructure, land use or economic activity as a result of a hazard event or hazard threat.

It is the function of sector development and social agencies and of the SIG regulatory agencies to address these issues. This is based on the understanding that practical measures taken to reduce the risk of hazards in livelihood and social practices, land use and development can significantly reduce the likelihood and the impacts of disasters and climate change.

The measures for framing these activities are currently set out in Parts 5 and 6 of the N-DRM Plan 2010 which are intended to be replaced by a companion resilient development plan informed by Goals 1 and 2 of the FRDP.

8. Goal 3 of the FRDP promotes the strengthening of disaster management arrangements and practices for preparing for (including early warning), responding to and recovering from disaster events when they occur.

It is the function of all agencies and communities to undertake disaster management measures based on the understanding that sound and widely understood arrangements for managing disasters can substantially reduce the impact and trauma of disasters in communities and the time taken to recover.

It is the function of the National Disaster Management Office (NDMO) to promote and coordinate these arrangements and the management of disaster events when they occur. This is based on the understanding that disasters when they occur are overwhelming and require special arrangements for their management.

This Plan sets out those arrangements for disaster management in Solomon Islands – addressing preparedness, response and recovery at the national, provincial and village levels. It sets out the roles accountabilities and connections for all parties involved.

The driving philosophy for this Plan is supporting self-help and avoiding dependence at whatever level is being dealt with – national, provincial, village and individual.

9. This policy recognises both the strengths and the difficulties of implementing disaster management and risk reduction across the widely dispersed and largely rural communities of the Solomon Islands.

For disaster management this Plan is based upon:

- everyone (individuals, communities, agencies, sectors and levels of Government) having a role within their community or sector to prepare for and manage the impacts of disasters
- supporting community self-help and reinforcing local mechanisms in preparing for, managing and recovering from disasters
- setting clear and accountable arrangements so that everyone can carry out their role.
- providing for the optimal utilisation of government resources
- establishing structures and mechanisms for accessing and coordinating external resources made available to support response and recovery

For risk reduction this policy recognises disaster and climate risk as a development and social planning issue with risk resilience to be provided for in sectoral plans. It is to be addressed under a separate resilient development framework to be developed and is based upon:

- communities and sectors (including the private sector and levels of Government) understanding the hazards they face and taking action to reduce and mitigate their risks
- sectors setting practices to avoid risk contributing activities
- Government setting regulations to control activities in hazardous areas and avoid or mitigate activities which contribute to risk.

10. This policy recognises the fundamental role of Government to establish and sustain arrangements for resilient development and disaster management across the sectors and communities of the Solomon Islands. These arrangements include for:

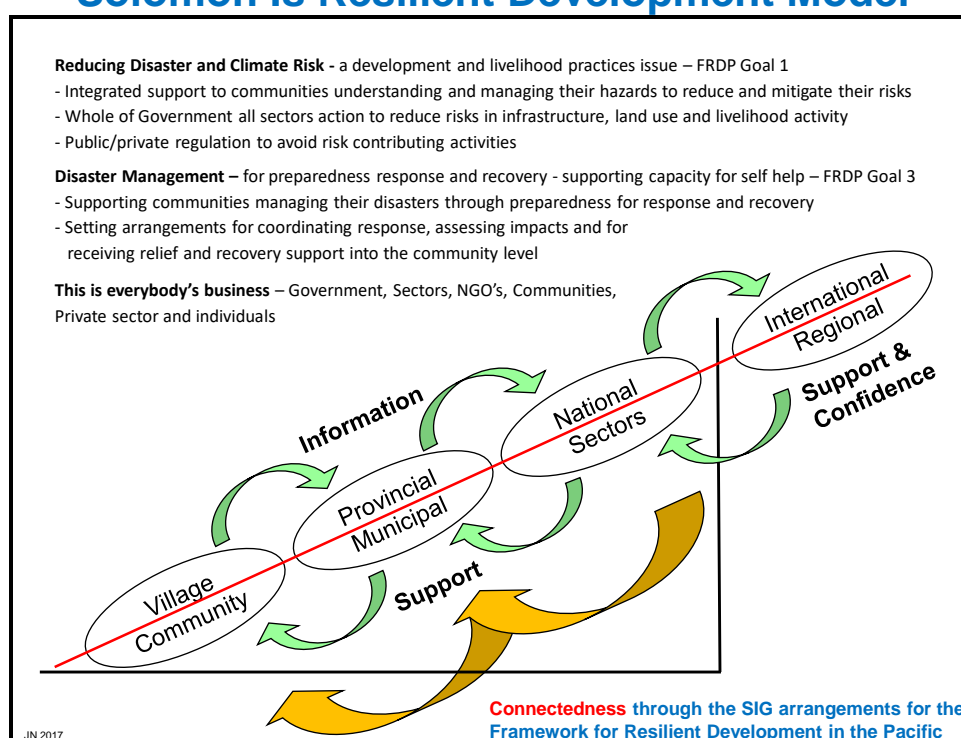
- the monitoring and assessment of hazards
- the setting of policies, institutional arrangements and accountabilities to oversee and implement disaster management and the management of climate and disaster risk across sectors and communities
- the establishment of disaster management arrangements and communication and early warning systems into communities
- the setting of planning and budget mechanisms to include the management of disaster and climate risk in national, sector and provincial development plans
- the engagement with international partners and support agencies to optimise the receipt of support into communities.

11. This policy provides that agencies across all sectors which have a role under this Plan are required to develop capacity and plan and provide for that role – refer Section 25.

Resilient Development Model for Solomon Islands

12. The following model encapsulates the policy outlined above and is adopted to guide the disaster management arrangements set out in this Plan:

Solomon Is Resilient Development Model



General Concept for Disaster Management

13. This Plan sets out the arrangements for disaster management addressing preparedness, response and recovery in the Solomon Islands.

The general concept for disaster management is that communities are supported to take measures to prepare for, respond to and recover from disasters when they occur under the principle of supporting self-help and avoiding dependence.

These measures require coordinated arrangements across sectors and levels of government to access the necessary information for decision making and the necessary support for taking action.

14. The general concept provides for actions through existing structures and mechanisms coordinated through the special arrangements of this Plan for disaster management. These special arrangements are required to set the roles and accountabilities for each agency and community involved and their connections with other agencies.

The arrangements are to provide for **preparedness for, response to and recovery from disasters** when they occur. During disasters the arrangements need to provide for the assessment of impacts and decision making at all levels and for the optimal utilisation of all available resources.

15. It is the role of provincial and local government and of the government sectors supported by donor partners, international agencies and NGO's to manage the impacts of disasters and support their communities both through their existing structures and through these special arrangements for coordination.

It is the role of this Plan to set the special arrangements for the coordination of disaster events and the role of the NDMO to develop, promote and manage these special arrangements.

16. Under this Plan, agencies (including the private sector and civil society) and communities will understand their roles and the explicit arrangements for filling them and be accountable for working within them.

Principles

17. The following principles have been adopted to guide the processes of this Plan:

- a) It is a role of the SI Government to lead and provide for disaster preparedness, response and recovery through national and sector planning and to support provincial and local arrangements
- b) Supporting self-help at all levels - and avoiding creating dependence - is the fundamental principle of this Plan

- c) Managing disaster impacts at the sector, provincial and local levels – coordinated and supported by national arrangements
- d) Strengthening mechanisms for assessment and accessing and coordinating resources – clarifying and making explicit roles, accountability and connections
- e) This Plan is multi-hazard and knowledge of disaster and climate risks within SI is necessary to support these arrangements
- f) National and Provincial commitment and engagement with partners through this Plan is vital for effective disaster management
- g) Disaster management is everyone's business with everyone taking ownership through a coordinated whole of Country approach
- h) Sustainable arrangements build on existing processes and institutional and social structures across all levels and supports them
- i) The involvement of women in arrangements at all levels is essential for effective disaster management
- j) This Plan will have a focus for community inclusiveness - including gender, the needs of marginalised groups, those in remote locations, those with disabilities and the elderly
- k) Partners, NGO's and regional arrangements supporting disaster response within SI are to work within and support this Plan
- l) This Plan recognises traditional mechanisms and land rights
- m) This Plan recognises community and individual rights and is based on a concern for equity and fairness and for gender and minority group issues
- n) Everyone is responsible for the implementation of the Plan.

Purposes of the Plan

18. The purposes of this Plan are to:

- detail high level institutional arrangements for the overview and implementation of disaster management in the Solomon Islands
- set explicit structures across levels of government, sectors and communities for preparing for, managing and recovering from disasters
- allocate roles and accountabilities for disaster management to agencies across sectors and levels of government including civil society and the private sector
- set arrangements for disaster response which accommodate regional and local humanitarian support arrangements and actors
- provide for the promotion and development of disaster management in villages, wards and communities

- promote initiatives in disaster management which are gender and child specific, recognising particular roles and vulnerabilities in communities.

Scope

19. The scope of this Plan in relation to the above purposes is to set:
- the institutional arrangements for the overview and implementation of disaster management in the Solomon Islands
 - the functions of disaster management operations and recovery for allocation within the structures of this Plan
 - the roles, accountabilities and relationships of agencies with functions under this Plan
 - the processes for declaring and activating a state of disaster
 - special powers available during a state of disaster

Terms of Reference (TOR)/Standard Operating Procedures (SOP's)

20. Terms of Reference (TOR) must be prepared for any Committee, Sub-Committee, Task Force or Working Group having a role under this Plan. TOR's are to set out explicitly the purpose, scope and functions of the Committee, Sub-committee, Task Force or Working Group and its membership, accountability and mode of engagement.

21. Standard Operating Procedures (SOP's) must be prepared for any Committee, Sub-Committee, Centre or Functional Team having an operational role under this Plan. In addition to the requirements for TOR's, SOP's are to set out the mode of activation and operation of the Committee, Sub-Committee, Centre or Functional Team.

22. TOR's/SOP's are to be approved by the NDC, the Disaster Coordinator or the Provincial Disaster Committees as provided for in this Plan.

TOR's/SOP's shall include process accountability and reporting provisions to minimise the potential for losses and misappropriation of resources and funds during disaster operations.

TOR's/SOP's, once approved become part of this Plan and carry the obligations and accountabilities of this Plan.

Hazard Specific Contingency Plans

23. Hazard specific contingency plans (including for the issue of warnings) may be prepared to supplement the general provisions of this Plan. They are to be consistent with this Plan and are to be approved by the NDC on the recommendation of the Disaster Coordinator. Once approved, they become part of this Plan and carry the obligations and accountabilities of this Plan.

Sharing of Information

24. It is a requirement of this Plan that information held by any SIG agency which is required for preparedness planning or for disaster response, recovery and decision-making shall be made freely and readily available to the Disaster Coordinator and the Recovery Coordinator.

In general this Plan promotes and requires the free and ready exchange of information amongst agencies with a role under this Plan.

Agency Accountability and Resourcing

25. Any agency with a role under this Plan must ensure it is able to fulfil that role and must plan and develop capacity for it.

Agencies are responsible for resourcing their role.

26. SIG agencies are expected to budget and plan for their preparedness activity and on the declaration of a disaster are expected to re-allocate operational budget to provide for their immediate response activity as necessary.

During and following a disaster, SIG agencies may submit requests through the NDC to Government for supplementary funding as appropriate to recover response costs.

Relationship with Other Legislation and Plans

27. This Plan and the Act set out roles, powers and coordination mechanisms for agencies with roles in disaster management. During a disaster declared under this Plan, this Plan and the Act take precedence over other Plans and legislation in relation to powers, priorities and coordination for the disaster.

Nothing in this Plan removes the accountability for agencies to carry out their functions under their own legislation.

Any agency plans, hazard specific contingency plans or community plans for addressing disasters are to be consistent with this Plan.

28. For health pandemic and agriculture pest or disease disasters, this Plan will act in support of the lead agents for those disasters. For aircraft or shipping incidents or search and rescue incidents at sea this Plan may act in support of the lead agent for those incidents. Refer Sections 40, 42, 43 and 52.

International Relationships

29. The arrangements set out in this Plan (refer Sections 63 and 118) acknowledge the receipt of relief and recovery assistance from international and donor partners and relief agencies during and following a disaster and provide for their coordination. They also provide for the coordination of consular activities in relation to affected foreign nationals.

These agencies should make themselves familiar with the arrangements of this Plan and the lead personnel involved at the appropriate working level.

To the extent practicable, these agencies are expected to establish their support mechanisms in association with their sector of activity and are required to work within the structures of this Plan.

30. The provisions of the International Disaster Response Laws and Guidelines (IDRL) are acknowledged for addressing such issues as immigration, entry conditions, quarantine, customs and registrations. Particular provisions are to be included in SOP's as appropriate – eg, refer Section 114.

Also international humanitarian and human rights conventions are to be accommodated in arrangements and SOP's.

The role of the Ministry of Foreign Affairs and External Trade to maintain external confidence in SIG arrangements during disasters is noted.

31. Operational coordination of external humanitarian support during a disaster will be exercised through the regional Pacific Humanitarian Team (PHT) and its IASC Cluster arrangements.

The PHT will coordinate its connections through the National Disaster Operations Committee (N-DOC) arrangements - refer Section 62. For transition to recovery the connection will be through the Recovery Coordination Committee (RCC) established under this Plan.

Definitions

32. The following definitions apply in the context of this Plan:

Climate Change Adaptation: the reduction of vulnerability to the increasing risks of climate change and climate variability through adaptation processes and strengthening human and institutional capacities to assess, plan and respond to the challenges.

Clusters: Clusters are groupings of external agencies aligned with the Pacific Humanitarian Team (PHT) as regional coordinator of the IASC Cluster arrangement to support countries manage major disaster impacts. Clusters may form at the country level within the arrangements of the PHT.

Committee: a group of agency representatives agreed under this Plan to work collectively to identify and address issues and areas of activity defined in TOR's or SOP's. See also Sector Committee

Contingency Planning: the process of describing roles/responsibilities and arrangements for the performance of key response functions specific to a designated major threat (e.g. tsunamis, earthquakes, cyclones, flooding, droughts, major fires, hazardous materials incidents, airport/port emergencies, animal/plant disease, marine pollution etc.).

Coordination: the bringing together of organisations and agencies to ensure effective disaster preparedness, response and recovery. It is exercised through the structures of this Plan and is concerned with the effective application of resources (people, materials and equipment) to manage the threat or impacts of a disaster in affected communities and avoiding duplication or omission.

Critical Infrastructure Agencies: agencies which own, manage or operate infrastructure or the distribution of service which is critical for livelihood following a disaster and includes transport, water, wastewater, waste, electricity, gas, fuel, communications and broadcasting

Disaster: a declared state under this Plan. It is a serious disruption of the functioning of communities or society causing widespread human, material, economic or environmental losses which exceed the ability of the affected communities or society to cope using normal arrangements and which require special coordination under the arrangements of this Plan. In the context of this Plan the term 'emergency' has the same meaning.

Disaster Management: is setting arrangements and accountabilities across levels of government, sectors and communities for accessing and coordinating resources and managing disasters when they occur through preparedness (including early warning), response and recovery.

Disaster Risk Management: is supporting communities to understand and manage hazards and disasters for safeguarding lives, property and livelihood through the performance of all forms of activities for Disaster Management and Risk Reduction to manage and lessen the impacts of natural, man-made, environmental and technological disasters.

Hazard: a potential or existing condition that may cause harm to people, or damage to property or the environment.

Lead Agency: an agency accountable for the management of a specific function or for a specified type of disaster event.

National Emergency Operations Centre NEOC: a facility from which the management of disaster information and the coordination of national disaster response planning and operations is carried out.

Non-Declared Event: a hazard event at a local level which causes significant impacts to affected communities which warrant central government and sector support to alleviate undue hardship. Such an event would be supported at the national level and be manageable at the Provincial level and would not require powers or special coordination under the arrangements of this Plan.

Preparedness: the arrangements and systems (including for early warning) to ensure that, should a threat or disaster occur, agencies and communities are prepared and all those resources and systems which are needed to cope with the effects can be efficiently mobilised and deployed – a subset of DM.

Recovery: the coordinated process of supporting disaster-affected communities in rehabilitation and reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being – a subset of DM.

Relief: a component of response being the coordinated process of providing humanitarian relief and basic community support services during and immediately after the impact of a disaster.

Response: the actions taken in anticipation of, during, and immediately after a disaster to ensure that its effects are managed, and that people affected are given immediate relief and support – a subset of DM.

Risk: the likelihood of harmful consequences arising from the interaction of hazards and vulnerable elements of society (people, infrastructure, livelihood/economic activity or the environment).

Risk Reduction: is taking integrated action to reduce the risks from disaster and climate hazards and the potential impacts of disasters within the broad context of sustainable development including land use, livelihood/economic activity and infrastructure.

Risk Resilience: the undertaking of risk reduction and disaster preparedness measures which reduce vulnerability and are sustainable and contribute to an ability for communities to cope with disruption from hazards.

Sector Committee: a formal Committee under Section 97 of this Plan comprised of representatives with interest or involvement in a given sector or defined group of sectors.

Sectors and Sector Agencies: areas of government or economic activity, and the agencies within them that constitute groupings of common focus or shared characteristics and are expected to address disaster risk management issues in a coordinated as well as individual manner eg the health sector, infrastructure sector or tourism sector and the agencies within them.

Standard Operating Procedures: the prescribed arrangements, processes and actions to be followed by actors during disaster operations.

Terms of Reference: the prescribed purpose, scope and functions of committees, task forces or working groups established under this Plan

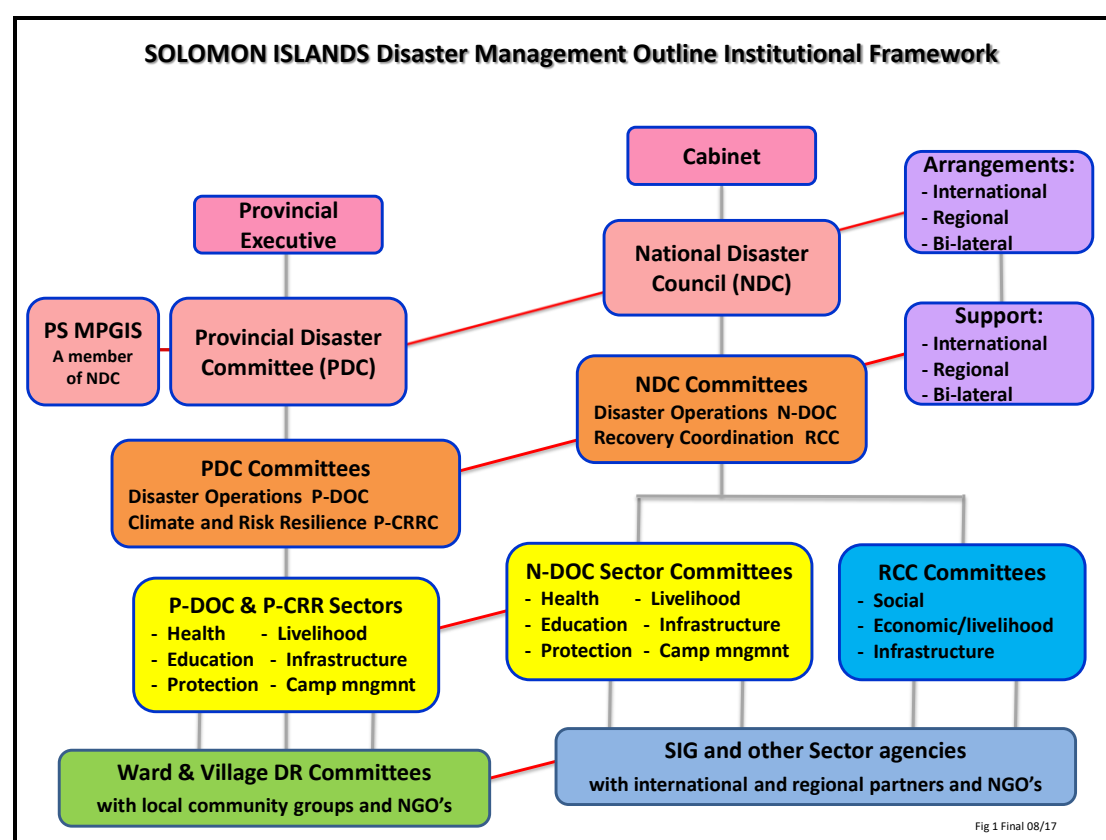
Vulnerability: the extent to which a community's structure, services or environment is likely to be damaged or disrupted by the impact of a hazard.

PART 2. Institutional Arrangements for DM

Outline Institutional Framework

33. The outline institutional framework for Disaster Management (DM) addressing preparedness (including early warning) for, response to and recovery from disasters in the Solomon Islands is given in Figure 1. It is a function of Government with accountability to Cabinet through the responsible Minister. [In this Plan reference to Provincial means Provincial/Municipal]

Figure 1. Disaster Management Outline Institutional Framework



34. This Plan establishes functions for the National Disaster Council (NDC) accountable to Cabinet for strategic oversight and policy for disaster management arrangements for preparedness, response and recovery at the national, provincial and local levels. The Council is also the strategic decision making body during a disaster for setting priorities and direction, committing resources and advising Cabinet.

This Plan establishes two committees of the NDC. These are the N-DOC (National Disaster Operations Committee) for coordinating operational preparedness and response and the Recovery Coordination Committee (RCC) for recovery and rehabilitation. Both committees have functions for preparedness in times of no disaster and for operations during or following a disaster. The NDC structure is set out in Figure 2.

This Plan establishes operational arrangements under the N-DOC and the RCC at the sector level. These are set out in Parts 3 and 4 respectively.

35. A third committee is noted within the NDC structure in Figure 2. This is the Climate and Risk Resilience (CRR) Committee to be established under the resilient development framework for Solomon Islands. It represents the existing Hazards and Risk Reduction Committees of Parts 5 and 6 of the N-DRM Plan 2010. These were never implemented.

The CRR Committee will be responsible for addressing hazards and the reduction of disaster and climate risk within social and development planning processes and practices. This Committee will have a working relationship with the Committees of the NDC and at the provincial level.

36. This Plan establishes functions for Provincial and Municipal Disaster Committees (PDC's/MDC's) accountable to their respective Executives for strategic oversight of disaster management arrangements at the provincial and local levels. PDC's/MDC's will also have functions for addressing disaster and climate risk under the resilient development framework.

This Plan establishes two sub-committees for PDC's/MDC's. These are the Provincial/Municipal Disaster Operations Committee (P-DOC/M-DOC) for developing disaster management arrangements and managing the impacts of disasters and the Provincial/Municipal Climate and Risk Resilience Committee (P-CCR Committee/M-CCR Committee) for addressing the reduction of disaster and climate risk within the province/municipality – through to the ward and local levels.

This Plan sets out operational and sector arrangements for the P-DOC/M-DOC for preparedness and response in Part 3 and for recovery in Part 4.

37. This Plan establishes arrangements for Ward and Village Disaster Risk (DR) Committees with responsibility for local disaster management and climate and risk reduction activities.

National Level Arrangements

Cabinet and Minister Responsible for DM

38. Cabinet is responsible for:

- setting the policy and regulatory framework for DM in the Solomon Islands
- approving this National DM Plan
- committing resources for government activity in disaster preparedness, response and recovery
- decision-making in relation to priorities and resources during disasters.

39. The Minister responsible for DM is responsible for:
- arrangements for DM across the Solomon Islands
 - promoting and advocating for DM across the Solomon Islands
 - where conditions warrant it and on the advice of the NDC, declaring a state of disaster across the whole of or part of the Solomon Islands (refer Part 3 Section 108).

Ministers Responsible for Other Hazards

40. Ministers responsible for health pandemics and agriculture pests and diseases are responsible for the arrangements for addressing those hazards.

The Minister responsible for DM may, on the advice of the NDC declare a state of disaster and activate this Plan for such an event. The primary advisor to the NDC in these instances is the PS of the Lead Agency for the hazard.

National Disaster Council - NDC

41. The NDC is responsible to Cabinet for policy development and for the strategic management of planning and arrangements for DM in the Solomon Islands consistent with the Purposes of this Plan in Section 18. It is also responsible for the oversight of disaster events and of the management of international, regional and bi-lateral support arrangements during disasters.

42. The structure of the NDC is given in Fig. 2. The NDC has responsibility for oversight of arrangements for all hazards through three Lead Agencies being:

- National Disaster Management Office – all hazards except:
- Ministry of Health and Medical Services – Pandemics
- Ministry of Agriculture and Livestock – Pests and diseases

43. There are two committees of the NDC responsible for policy development, strategic direction and management in their areas as follows:

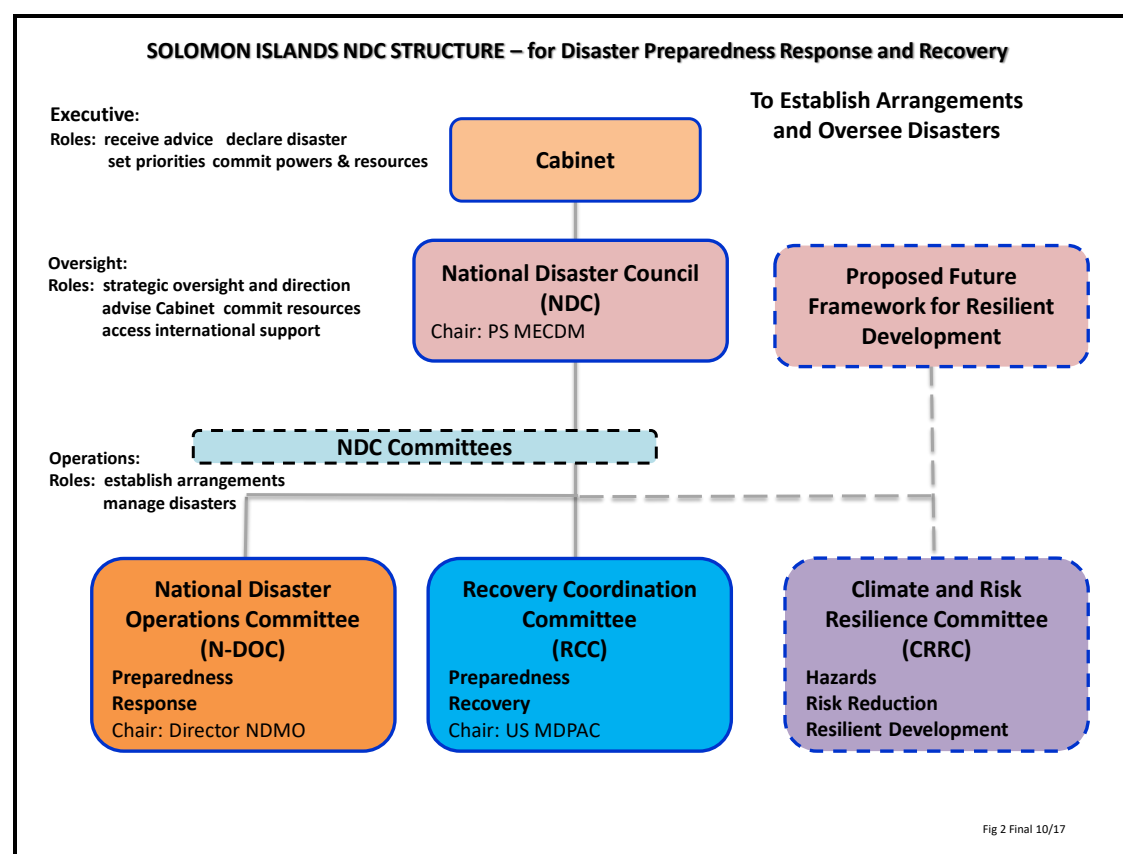
- National Disaster Operations Committee (N-DOC) – preparedness and response arrangements and operations during a disaster
- Recovery Coordination Committee (RCC) – establishment of arrangements for the recovery and rehabilitation function and management of the function following a disaster

For health and agriculture disaster events, the N-DOC and the RCC may, when directed by the NDC, operate in support of the Lead Agent.

44. Refer to Section 35 regarding the Climate and Risk Resilience Committee to be established under the resilient development framework.

This Committee will work within the social and development planning processes and practices of SIG and will have a working relationship with the N-DOC and the RCC.

Figure 2. National Disaster Council Structure - NDC



45. The functions of the NDC are to:

- advise Cabinet on strategic institutional, policy and funding issues necessary to provide for effective DM in the Solomon Islands
- provide management oversight of the activities of the NDC Committees, approve annual Committee programmes and recommend Committee initiatives for funding where appropriate
- manage relationships with international, regional and bi-lateral partners to coordinate and optimise external support for DM activities
- receive annual reports from the NDC committees
- in the event of a disaster provide strategic oversight of the response to and recovery from the event.

46. The Chair of the NDC is the PS of the Ministry responsible for DM. The NDC shall nominate an Alternative Chair to act in the absence of the Chair.

47. Independent of these arrangements and if there is concern within the PMO or Cabinet about the manner of the NDC fulfilling its functions, the Secretary to Cabinet may call the NDC to account.

48. The members of the NDC are:

- Chair
- PS of other Lead Agencies being:
 - Ministry of Health and Medical Services
 - Ministry of Agriculture and Livestock
- Chairs of NDC Committees being:
 - Director National Disaster Management Office
 - PS Ministry of Development Planning and Aid Coordination
- Secretary to Cabinet
- PS Ministry of Finance and Treasury
- PS Ministry of Women, Youth, Children and Family Affairs
- PS Ministry of Foreign Affairs and External Trade
- PS Ministry of Environment, Climate Change, Disaster Management and Meteorology
- PS Ministry of Education and Human Resource Development
- Commissioner of Police
- PS Ministry of Infrastructure Development
- PS Ministry of Provincial Government and Institutional Strengthening
- PS Ministry of Home Affairs
- PS Ministry of the Public Service

Co-opted members of the NDC are:

- PS Ministry of Communications and Aviation
- PS Ministry of Mines Energy and Rural Electrification
- PS Ministry of Lands, Housing and Survey
- PS Ministry of Culture and Tourism
- PS Ministry of Fisheries and Marine Resources
- PS Ministry of Commerce Industry and Employment
- PS Ministry of Forestry and Research

49. The NDC is to meet 6 monthly and as required during and following disaster events. The required minimum attendance for a meeting is the Chair and six members.

Co-opted members of the NDC have roles on committees and may attend NDC meetings or may be called to attend an NDC meeting.

The NDC is serviced by the Ministry responsible for DM through the National Disaster Management Office. There shall be Terms of Reference prepared for the NDC and the NDC Committees approved by the NDC.

NDC Committees

50. NDC Committees are responsible for identifying needs in their sphere of activity and developing and allocating work programmes to address these needs. Work programme activities can be allocated at the committee level, a sub-committee or Task Force level, at a sector level or at an agency level.

In each case an accountable agency amongst the Committee members is to be identified with responsibility for implementing the programme activity.

Annual Committee programmes are to be prepared for approval by the NDC.

Agencies are responsible for funding programme activities allocated to them. Where particular funding is required, submission is to be made through the NDC for Government or external funding to be allocated into the annual budget of the agency.

Committees are to report progress against programmes to the NDC

51. The following are the areas of responsibility of the NDC Committees:

a) **N-DOC - National Disaster Operations Committee**

52. This Committee (to be referred to as N-DOC) is responsible for establishing disaster management arrangements for preparedness and response and for providing for planning at the national, sector, provincial and local levels. It is also responsible for managing the coordination of disaster events and providing support to the provincial and local levels.

Responsibilities include for public awareness and training, early warning arrangements and assessment and response structures for managing disaster events and coordinating available resources to support affected communities.

The structure and functions of the N-DOC and associated preparedness and response arrangements are set out in Part 3 of this Plan. This includes the establishment of the N-DOC Sector Committees, the National Emergency Operations Centre (NEOC) and the role of Disaster Coordinator for disaster events.

This Committee is chaired by the Director of the NDMO.

Particular arrangements for health pandemics and agriculture pests and diseases are the responsibility of the respective lead agency and are set out in their plans. The arrangements set out in Part 3 may be activated, when directed by the NDC, in support of them.

b) **RCC - Recovery Coordination Committee**

53. This Committee is responsible for establishing arrangements, policies and procedures at the national, sector and provincial level for directing and coordinating recovery and rehabilitation from disaster events.

It is also responsible for managing and coordinating the recovery and rehabilitation planning process following disaster events and for overseeing sector implementation.

54. Following a disaster this Committee is responsible for developing a recovery funding arrangement for recommendation to Cabinet through the NDC. This is to include re-allocation of sector budgets, international partner and stakeholder support and commitment through national development planning as appropriate.

55. Recovery and rehabilitation arrangements are set out in Part 4 of this Plan including the establishment of RCC Committees and Sector Committees for coordinating recovery and rehabilitation at the sector and provincial levels.

This Committee is chaired by the PS or US of the Ministry of Development Planning and Aid Coordination (MDPAC).

c) **(Proposed) Climate and Risk Resilience (CRR) Committee**

56. This is a related committee to be established under the resilient development framework with responsibility for the promotion of risk resilience and the integrated management of disaster and climate risk. It will have a working relationship with the NDC Committees in a) and b) above.

It has two elements – one for addressing the understanding of hazards and one for addressing risk resilience through the reduction of disaster and climate risks within social and economic development planning and processes including the existing functions of DRR and CCA.

This Committee will be responsible for coordinating the activities of hazards agencies for disaster and climate risk purposes in the Solomon Islands. It will also be responsible for cross-sector coordination of policy development and of the management of programmes for resilient development and disaster and climate risk.

The terms of reference will be set under the resilient development framework and will replace Parts 5 and 6 of the N-DRM Plan 2010. [Note: adjustments to the NDC Act and the proposed Climate Change legislation will be needed to give effect to this arrangement.]

National Disaster Management Office (NDMO)

57. The NDMO through its Director is responsible to the Minister and the NDC for the coordination, development and implementation of DM in the Solomon Islands. The NDMO sits within the Ministry responsible for DM.

58. The functions of the NDMO are to:

- provide advice to the Minister and the NDC on all matters relating to DM
- develop policy and provide leadership and advocacy across the DM sector
- provide planning and establish arrangements, systems and processes for DM at the national level – refer Sections 89 and 136
- coordinate, support and monitor planning and arrangements for DM at the sector, provincial and community level
- provide guidance and monitoring of DM activity at the village level to promote its development and ensure consistency with this Plan
- establish and maintain information systems and databases for DM information to inform preparedness planning and decision-making during disasters - including hazard and vulnerability maps, planning documents and disaster and population information
- establish, maintain and operate the National Emergency Operations Centre (NEOC) according to the functions set out in Section 114
- support the N-DOC in the management of response to disaster events when they occur and coordinate support at the sector and provincial levels through the N-DOC Sector Committees
- develop and support public awareness of DM and their role within it
- engage with partners, NGO's and civil society to ensure their involvement in DM is effectively integrated with the arrangements of this Plan
- monitor and report to NDC on DM development and activity.

The detailed functions for DM are set out in Parts 3 and 4.

Sectors and Sector Agencies

59. In accordance with the policies, concepts and principles set out in Part 1 of this plan, all sectors and sector agencies are required to prepare for and manage the impacts of disasters and continue to the extent practicable, to provide services during and following a disaster. Provisions for this shall be set out in sector disaster plans.

Sectors and sector agencies are also required to address the risks they face and avoid or mitigate risk contributing activities within their sector, including the regulation of private activity as appropriate.

This Part and Parts 3 and 4 set out arrangements for coordinating and guiding activity under this Plan utilising existing structures and accountabilities wherever practicable. Sector agencies with a role under this Plan are required to plan and provide for that role.

Role of Women

60. It is a Principle of this Plan (refer Section 17) that the involvement of women in arrangements is essential at all levels for effective DM.

Arrangements and plans established under this Plan shall provide for the effective involvement of women in operational processes and decision-making.

This shall be particularly provided for in relation to welfare, relief distribution, protection and shelter where women will be expected to be taking leading decision-making roles. Refer Section 91.

Red Cross, NGO's and Civil Society

61. Red Cross, NGO's and civil society agencies may undertake DM activities in the Solomon Islands, including the provision of relief and recovery support during and after a disaster event. These agencies are required to work within the frameworks of this Plan to provide for effective integration of their activities.

Where agencies take roles within the NEOC, PEOC's or Committees of this Plan they are expected to provide for that role and are required to work within the SOP's or TOR's of those arrangements.

External Support Arrangements

62. Regional external support arrangements exist through the Pacific Humanitarian Team (PHT) as the regional coordinator of the IASC Cluster arrangement to support countries manage major disaster impacts. These arrangements are initiated at the request of the NDC on the advice of the Disaster Coordinator - refer Section 96.

These arrangements are required to work through the N-DOC Sector Committees and the NEOC – refer Figure 6 - within the framework of this Plan to provide for effective integration with, and support of the national, sector and provincial arrangements. [Failure to do so weakens the Solomon Islands arrangements and leads to dependence in future disasters.]

Clusters of external agencies may form at the country level within the arrangements of the PHT and are required to connect with SIG sector agencies at the national or provincial level when providing support into villages and communities.

Donor and International Partners

63. The bi-lateral relationships of donor and international partners with SIG contribute an essential component of support to the preparedness for, response to and recovery from disaster events. This support may be provided directly in support of sector ministries or provinces or through NGO, community or other agencies.

In all instances the mechanisms of support shall be consistent with the principles and provisions of this Plan.

Private Sector

64. The private sector is an important component and resource in disaster management and is to be included as appropriate in the arrangements and structures of this Plan. In particular their role in supply arrangements and with the livelihood and tourism sector are noted.

The private sector is expected to address their own issues for DM including working within the framework of this Plan where appropriate for disaster planning and providing for insurance and avoiding or mitigating activities which contribute to community risk.

Critical Infrastructure Agencies

65. Critical infrastructure agencies (including those in the private sector) are required to work and participate within the framework of this Plan and Section 59 in particular.

Critical infrastructure agencies are required to be able to continue, to the extent practicable, to provide services during and following a disaster.

To provide for this critical infrastructure agencies are required to plan for disaster events and have in place Emergency Operations Centre (EOC) arrangements for managing their response to disaster impacts on their infrastructure and operations. Refer Section 115

Critical infrastructure agencies are defined under Definitions in Section 32.

Provincial/Municipal Arrangements

[In this Plan, reference to Provincial means Provincial/Municipal]

Provincial Executives

66. It is a Principle of this Plan (refer Section 17) that Provincial Government is an essential and critical partner in DM.

Provincial Executives are responsible for overseeing and providing direction to:

- decision making within national guidelines on provincial planning and activity for preparedness for response to and recovery from disasters
- planning and activity for risk resilience for disaster and climate risk through the province
- establishment of arrangements for risk resilience through DM and risk reduction at the ward and local level
- committing provincial resources to support community DM and risk reduction activity
- during disaster events, receiving reports from the Provincial Disaster Committee, contributing to the strategic direction of response activities and providing advocacy, leadership and support to affected communities in managing their impacts
- following disaster events, decision making and committing of provincial resources for recovery and rehabilitation planning and implementation
- coordination of local resourcing for DM and risk reduction activity including with Government constituency development funds

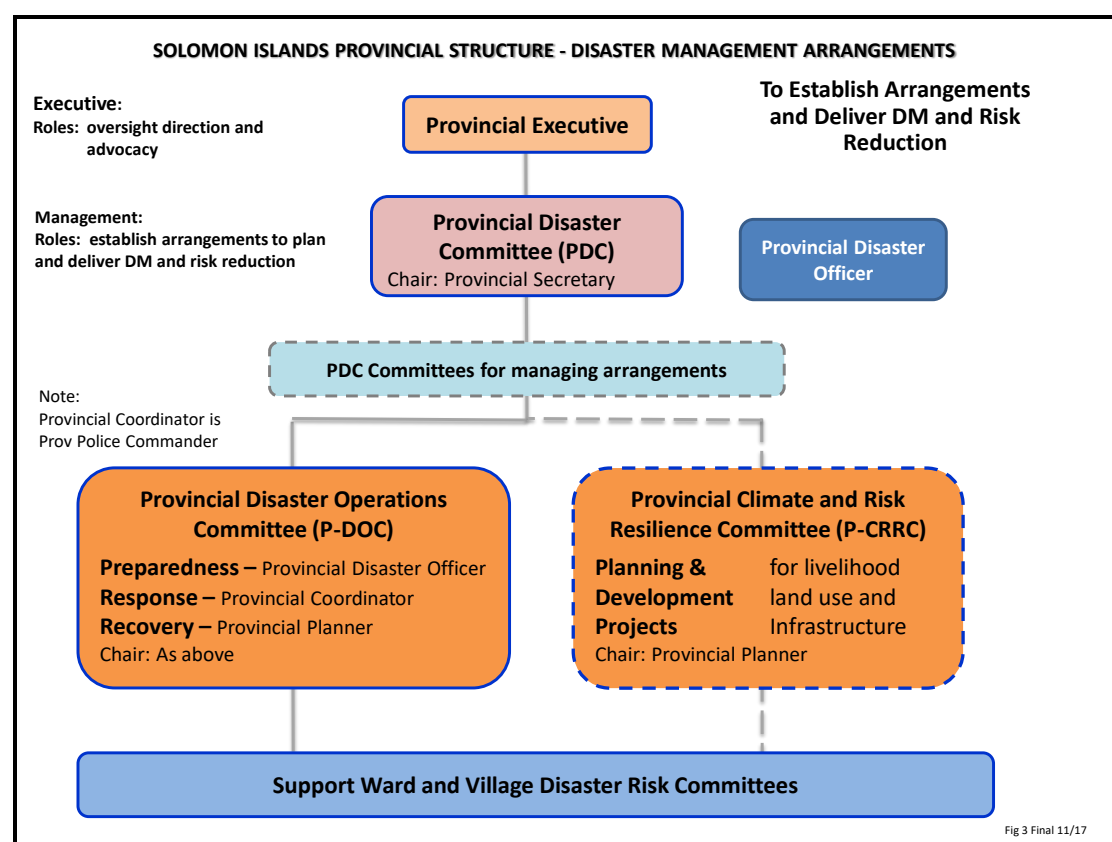
Note: A major initiative is required from Provincial Governments to establish provincial arrangements and ward and local arrangements for disaster management and risk reduction. Where-ever possible existing community arrangements and local leaders should be used. Arrangements should be in cooperation with local Houses and Councils of Chiefs, churches and NGO's.

Provincial Disaster Committees (PDC's)

67. Provincial Disaster Committees are responsible to the NDC and their Provincial Executive for arrangements and planning for DM and risk reduction in their province consistent with this Plan and for recovery and rehabilitation planning and implementation in the province following a disaster.

They are also responsible to the NDC for the management and coordination of the response to disaster events in the province.

The structure of the PDC's is given in Fig. 3.

Figure 3 Provincial Disaster Committee Structure

68. There are two PDC Committees as follows:

- Provincial Disaster Operations Committee(P-DOC)
- Provincial Climate and Risk Resilience Committee (P-CRR Committee)

The P-DOC is subject to overview direction by the N-DOC.

The P-CRR Committee will be subject to overview direction under the resilient development framework.

69. The functions of the PDC's are to:

- advise Provincial Executives on policy and arrangements for DM and disaster and climate risk reduction for the province
- prepare a Provincial DM Plan for adoption by the Provincial Executive. This plan is to be approved by the NDC prior to its adoption.
- establish the Committees of the PDC to coordinate DM and resilient development (through disaster and climate risk reduction) activity in the province and provide operational support within the P-DOC during disaster events and for recovery following a disaster

- establish arrangements for DM (preparedness, response and recovery) and disaster and climate risk reduction at the ward and village level throughout the province including for early warning and public and community education (see note under section 66.)
- through the Committees, plan for DM and disaster and climate risk reduction and support sector and local planning and activity in the province
- establish a Provincial Emergency Operations Centre (PEOC) for the purpose of managing information and coordinating response to a potential or actual disaster
- during a disaster keep the NDC and Provincial Executive informed of the disaster situation and provide strategic oversight of the operational response to and recovery from the event.

70. The chair of the PDC is the Provincial Secretary.

71. The members of the PDC are:

- Provincial Police Commander
- Provincial sector representatives for:
 - Agriculture and Livestock
 - Infrastructure and Works
 - Health and Medical Services
 - Education and Human Resource Development
 - Women Youth Children and Family Affairs
 - Lands, Housing and Survey
- Deputy Provincial Secretary
- Provincial Planner
- representatives from:
 - SI Red Cross
 - Women's groups
 - Church groups
 - Youth groups
 - UN

The PDC's are to meet quarterly and as required during disaster events. The required minimum attendance for a meeting is five members. The PDC's are to report annually on their activities to their Provincial Executive and to the NDC.

The relationship of the Provincial Secretary as Chair of the PDC to the Permanent Secretary of the Ministry of Provincial Government and Institutional Strengthening (MPGIS) is noted as an independent connection into the NDC. (Refer Figure 1. In Section 33)

The PDC is advised and serviced by the Provincial Disaster Officer (PDO).

PDC Committees

72. The following are the functions of the PDC Committees:

a) **Provincial Disaster Operations Committee P-DOC**

73. The P-DOC is responsible for establishing disaster management arrangements and planning for preparedness, response and recovery at the provincial and local levels. The P-DOC has functions through the following phases:

- Preparedness – responsible for establishment and preparedness including public awareness and training, arrangements for early warning and assessment and response structures for managing disaster events and coordinating available resources to support affected communities.
- Response – responsible for managing and coordinating the provincial response to disasters when they occur and supporting local arrangements in the management of local impacts.
- Recovery – responsible for managing and coordinating the recovery and rehabilitation activity in the province following a disaster and advocating for the needs of affected communities.

The arrangements and functions for Preparedness and Response are set out in Part 3 of this Plan including the role of Provincial Coordinator for managing disaster events.

The arrangements and functions for Recovery are set out in Part 4 of this Plan.

74. The Provincial Coordinator (refer Section 127) is the convenor of the P-DOC.

The Chair of the P-DOC for preparedness is the Provincial Disaster Officer (PDO).

The Chair of the P-DOC for response is the Provincial Coordinator

The Chair of the P-DOC for recovery is the Provincial Planner.

It is the role of the Deputy Provincial Secretary to support these arrangements.

75. P-DOC Sector Committees (comprising government and non-government representatives of sectors) shall be formed for the purposes of coordinating sector activity throughout the province for preparedness, response and recovery - refer Section 126.

b) Provincial Climate and Risk Resilience (P-CRR) Committee

76. The P-CRR Committee is responsible for addressing hazards and the reduction of disaster and climate risk through the province as part of the resilient development framework and Goal 1 of the FRDP.

It has a focus on development and social and livelihood practices, addressing the underlying causes of vulnerability (including poverty, hardship and isolation) and on preventing the creation of new risks.

It has a role for planning for disaster and climate risk reduction through the province and for supporting risk reduction and climate adaptation activity at the local level.

77. The Committee will be responsible for providing hazard information within the province, supporting risk and vulnerability assessments and promoting and coordinating risk resilient programmes and initiatives at the provincial and local levels.

The Committee is related to the national level CRR Committee set out in Section 56. Its terms of reference will be set under the resilient development framework and include the existing functions of DRR and CCA.

This Committee is chaired by the Provincial Planner and has a relationship to the P-DOC: - Recovery to ensure recovery activities address the principles of resilient development and avoid the creation of new risk.

Ward and Village Arrangements

78. The impacts of disasters occur at the community level. In accordance with the policies, concepts and principles of Part 1, the arrangements of this Plan are to support community self-help for DM in preparing for, responding to and recovering from disasters when they occur.

Communities also have a role to identify the disaster and climate hazards they face and take initiatives to reduce their risks including addressing their land use and livelihood practices where appropriate.

79. PDC Committees (P-DOC and P-CRR Committees) are to work with ward (or other appropriate administrative entity) and village groupings to establish disaster management (DM) (preparedness, response and recovery) and risk resilient arrangements across the province.

These arrangements are to consist of:

a) Ward Disaster Risk (DR) Committees

80. Ward (or other designation appropriate to the Province) DR Committees are to be established at the appropriate administrative level to facilitate and support the activities of Village DR Committees in DM (preparedness, response and recovery) and in disaster and climate risk reduction. Their purpose is to provide a connection between the villages and the provincial arrangements to coordinate and support the local activity.

During disasters these Committees may establish relief depots for the distribution of relief to affected areas through the Village DR arrangements.

They may also coordinate the management and support of local evacuation camps/centres.

For disaster and climate risk reduction these Committees are to provide the connection for village initiatives to be supported through the provincial planning and budgeting processes.

81. To the extent possible these Committees should be based on established groups within the area willing to undertake the role.

These Committees are to maintain linkages with Village DR Committees within their area and with other Ward (or other) DR Committees within their Province.

These Committees are to accommodate local leadership modes of Houses and Councils of Chiefs, churches, elders or other appropriate community mechanism and build on existing community, church and NGO connections.

These Committees are to be supported in their arrangements (including the establishment of communications networks) and activities by their P-DOC and P-CRR Committees.

SOP's are to be established for these Committees setting out their members, functions and procedures. A register of Ward (or other) DR Committees and their Village DR Committee constituents is to be kept by the Provincial Disaster Committee.

b) Village Disaster Risk (DR) Committees

82. Village Disaster Risk (DR) Committees are to be established at the village and associated settlement level or where appropriate amongst groups of up to 5 to 10 villages with a common interest based on existing community structures.

To the extent possible Village DR Committees should be based on established groups in communities. The requirements for the involvement of women in these arrangements are noted – refer Section 60.

83. Village DR Committees are to undertake planning for disaster management (preparedness, response and recovery) and for disaster and climate risk reduction within their communities. The needs of vulnerable and marginalised groups shall be accommodated in this planning.

During disasters Village DR Committees are to promulgate early warnings, manage the initial disaster response, contribute to the assessment of impacts and undertake the local distribution of relief.

Villages, families and individuals within the area of a Village DR Committee are to become a local network for participation in planning, early warning and response arrangements.

Particular attention shall be given to the first line protection and needs of women, children and other vulnerable groups.

For disaster and climate risk reduction Village DR Committees are to undertake risk resilience (DRR and CCA) activities including hazard and vulnerability assessments and the identification and implementation of risk reduction and mitigation initiatives.

84. Village DR Committees are to accommodate local leadership modes of Houses and Councils of Chiefs, churches, elders or other appropriate community mechanism and build on existing community, church and NGO connections.

Village DR Committees are to maintain linkages with villages and settlements within the Committee and with other DR Committees within their area.

Village DR Committees are to be supported in their arrangements (including the establishment of communications networks) and activities by their provincial P-DOC and P-CRR Committee.

SOP's are to be established for Village DR Committees setting out their members, functions and procedures. A register of Village DR Committees and their village constituents is to be kept by the Provincial Disaster Committee.

Functions of Ward and Village DR Committees

85. The functions of Ward (or other) DR Committees are to facilitate and support DM and disaster and climate risk reduction activities undertaken by Village DR Committees and to provide the critical connection to the provincial arrangements necessary to enable the Village DR Committee activities.

86. The functions of the Village DR Committees are to undertake DM and disaster and climate risk reduction planning and activities in their communities connecting and coordinating with other local arrangements of Chiefs, churches or NGO's.

The detailed functions for DM are set out in Parts 3 and 4. The detailed functions for disaster and climate risk reduction will be set out under the resilient development framework.

PART 3. DISASTER MANAGEMENT OPERATIONS

87. Part 2 of this Plan establishes the outline institutional framework of the National Disaster Council responsible to Cabinet for overseeing and directing arrangements at the national, provincial and local levels for preparedness for, response to and recovery from disasters in Solomon Islands.

It establishes the National Disaster Operations Committee (N-DOC) for managing preparedness and response arrangements under the framework and for managing the coordination of response to disasters when they occur.

88. This Part 3 sets out those arrangements

Functions of Disaster Management Operations

89. The functions of disaster management operations are for the preparedness for and response to disaster events and include:

a) Preparedness functions

- establish operational arrangements for all elements of disaster management including the response functions in b) across sectors and levels of government and at the village level
- prepare plans including at the village level
- establish SOP's and TOR's
- set declaration and activation procedures
- establish communications arrangements across levels
- establish early warning systems
- undertake training and capacity building
- undertake public education and awareness programmes
- carry out exercises
- establish processes for facilitating entry/exemptions etc. for external support during disaster events
- establish processes and systems for addressing administration, funding, information management and other issues of internal and external confidence during disaster events
- undertake studies, reviews or assessments of potential disaster situations

b) Response functions

- monitor and assess potential disaster situations and issue warnings
- activate arrangements and processes
- identify scope and scale of event through an Initial Situational Overview (ISO) process – refer NDC Assessment Manual
- establish logistics arrangements
- initiate rescue and relief activities
- manage communications and public information
- carry out the Initial Damage Assessment (IDA) of impacts followed by the Detailed Sector Assessments (DSA) by sectors and at a

household level as necessary to inform targeted relief - refer NDC Assessment Manual

- continue relief activities - address:
 - fatalities
 - injuries
 - public health and hygiene
 - water and sanitation
 - distribution of food relief
 - distribution of non-food relief items
 - shelter
 - social needs and well-being
 - internally displaced people – evacuation centres and camp management
 - protection
 - subsistence and basic livelihood activity
 - critical infrastructure
 - gender and child specific issues of welfare and safety
 - needs of vulnerable or marginalised groups
- sustain provision of health and education facilities and services
- manage processes of government and address resource needs
- manage and coordinate international assistance
- address livelihood and economic activity issues across sectors
- compile the sector DSA's into an overall assessment report and initiate the transition to recovery

90. It is a principle of this Plan (refer Section 25) that agencies are accountable for fulfilling their roles within explicit structures. This Part sets out the operational structures for DM preparedness and response and allocates functions within them.

Involvement of Women in Arrangements

91. It is a principle of this Plan (refer Section 60) that the involvement of women in preparedness and response arrangements at all levels is essential for effective DM. Arrangements under this Part shall provide for their effective involvement in operational processes and decision-making.

Every effort shall be made to include at least two women in each committee, working group or team established under this Part.

This requirement shall be mandatory for arrangements addressing welfare and protection, relief distribution and shelter.

National Level Operations

Arrangements

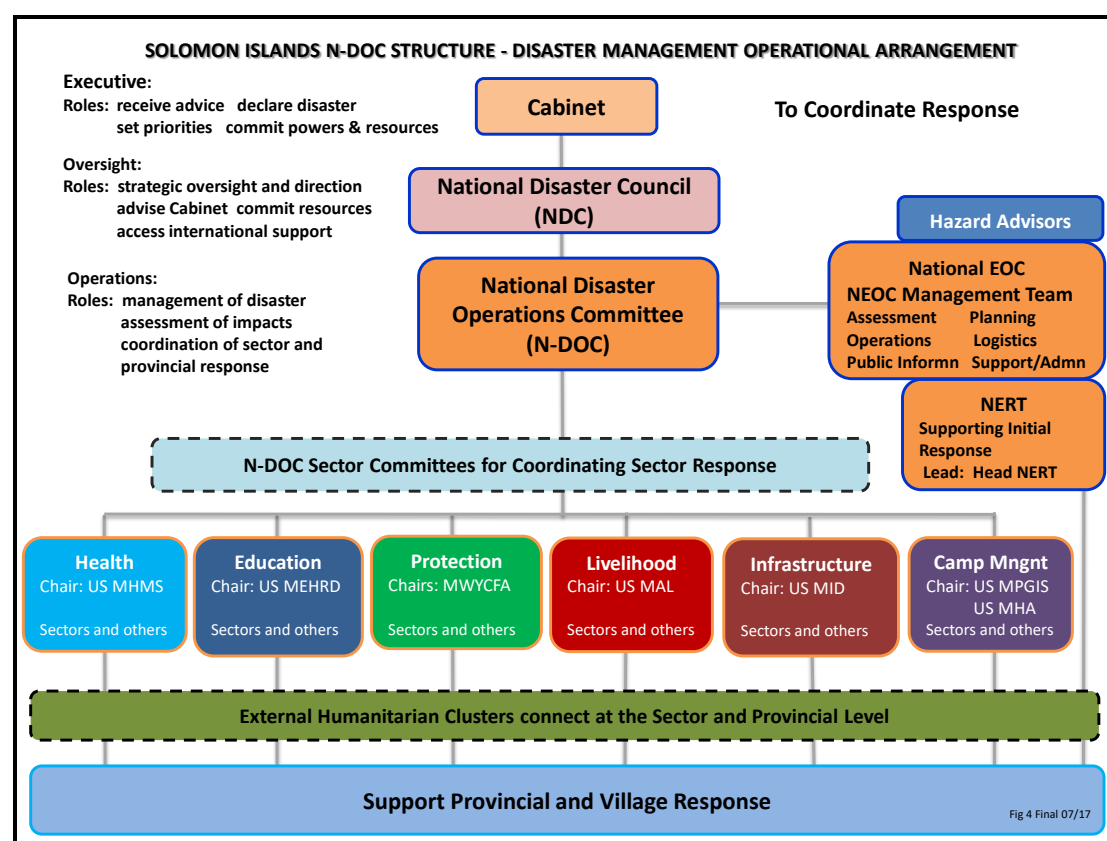
92. The arrangements for national level operations are set out in Figure 4.

Cabinet

93. The functions of Cabinet for preparedness and during disaster events are set out in Section 38 of Part 2.

During disasters the role of Cabinet is to provide leadership and advocacy for affected communities, receive advice, declare disasters through the Minister, set priorities and commit powers and resources.

Figure 4. Disaster Management Operational Arrangement



National Disaster Council (NDC)

94. The broad functions of the NDC for preparedness and during disaster events are set out in Section 45 of Part 2.

95. The operational functions of the NDC for preparedness are to:

- oversee the establishment and maintenance of structures for preparedness and response operations at the national, provincial and local level
- oversee the preparedness functions of Disaster Management Operations set out in Section 89 a)

- provide for the development of capacity for disaster management operations within the structures and at the sector level
- oversee the preparation and maintenance of this Plan
- promote and facilitate sector planning for disaster management
- report to Cabinet on disaster management issues
- as follow-up to a disaster event, undertake a review of the full disaster management process including the transition into recovery

96. The operational functions of the NDC during disasters and non-declared events are to:

- provide advice to the Minister on declaration of a disaster
- provide strategic oversight and direction to the N-DOC on priorities and overall management of the disaster
- provide advice to Cabinet on resource and funding requirements and the overall management of the disaster
- access international support as appropriate
- approve transition to recovery
- provide oversight for activations for non-declared events and approval for requests for non-budgeted funds.

National Disaster Operations Committee (N-DOC)

97. The N-DOC established under Section 52 of Part 2 is responsible to the NDC.

Sector Committees of the N-DOC are established for:

- Health
- Education
- Protection
- Livelihood
- Infrastructure
- Camp Management

These Sector Committees are responsible for the delivery of sector responses to disaster events and are coordinated by the N-DOC.

98. The functions of the N-DOC for preparedness are to:

- establish and maintain the sector based N-DOC Sector Committees and other structures for preparedness and response operations at the national, provincial and local levels
- overview the preparedness functions of Disaster Management Operations set out in Section 89 a)

- develop capacity for disaster management operations within the structures and at the sector level
- prepare and maintain this Plan
- promote and facilitate sector planning for disaster management
- undertake studies reviews or assessments of potential disaster situations
- report to the NDC on disaster management issues
- as follow-up to a disaster event, undertake a review of the full disaster management process including the transition into recovery and rehabilitation and report to the NDC.

99. The functions of the N-DOC for response are to:

- coordinate and support the sectors and provincial P-DOC's in their assessment of and response to the disaster event through the N-DOC Sector Committees
- collectively build the picture of the disaster impacts
- collectively discuss and identify issues and gaps and make decisions on the priorities and response to the disaster event
- oversee and provide direction to the operation of the NEOC
- monitor and direct the progress of the response to disaster events and the transition to recovery
- escalate key issues for resourcing and priorities and for transition to recovery to the NDC

100. The Chair of the N-DOC is the Director, NDMO.

The members of the N-DOC are:

- Deputy Commissioner of Police Operations
- US Ministry of Finance and Treasury
- US Ministry of Women Youth Children and Family Affairs
- US Ministry of Health and Medical Services
- US Ministry of Education and Human Resource Development
- US Ministry of Agriculture and Livestock
- US Ministry of Infrastructure and Development
- US Ministry of Provincial Government and Institutional Strengthening
- US Ministry of Home Affairs
- US Representative of Recovery Coordination Committee
- Representative of the UN
- Representative of Solomon Islands Red Cross Society

101. The N-DOC is to meet quarterly and as required during and following disaster events. The required minimum attendance for a meeting is the Chair and 5 members. The N-DOC is serviced by the NEOC and is attended by the National Operations Manager.

102. The N-DOC is to establish programmes and SOP's addressing the Functions of Disaster Management Operations set out in Section 89. Task Forces or Working Groups of the N-DOC may be established under this Section.

N-DOC Sector Committees

103. The function of the N-DOC Sector Committees established under Section 97 is to prepare for and deliver sector responses to disaster events and coordinate the sector agencies within the Committee. This includes contributing to assessment of impacts through the NDOC process and to decision-making of the N-DOC. Individual agencies within the Committee remain accountable for their own planning and response within the Committee framework.

The outline functions of the N-DOC Sector Committees are set out in Figure 5.

The outline membership of the N-DOC Sector Committees are set out in Figure 6 including the attachment of external PHT/IASC Clusters.

SOP's shall be prepared for the N-DOC Sector Committees expanding on their functions and membership and setting down procedures for activation, operation and coordination. The SOP's shall be approved by the Disaster Coordinator.

Figure 5. N-DOC Sector Committee Functions (Outline)

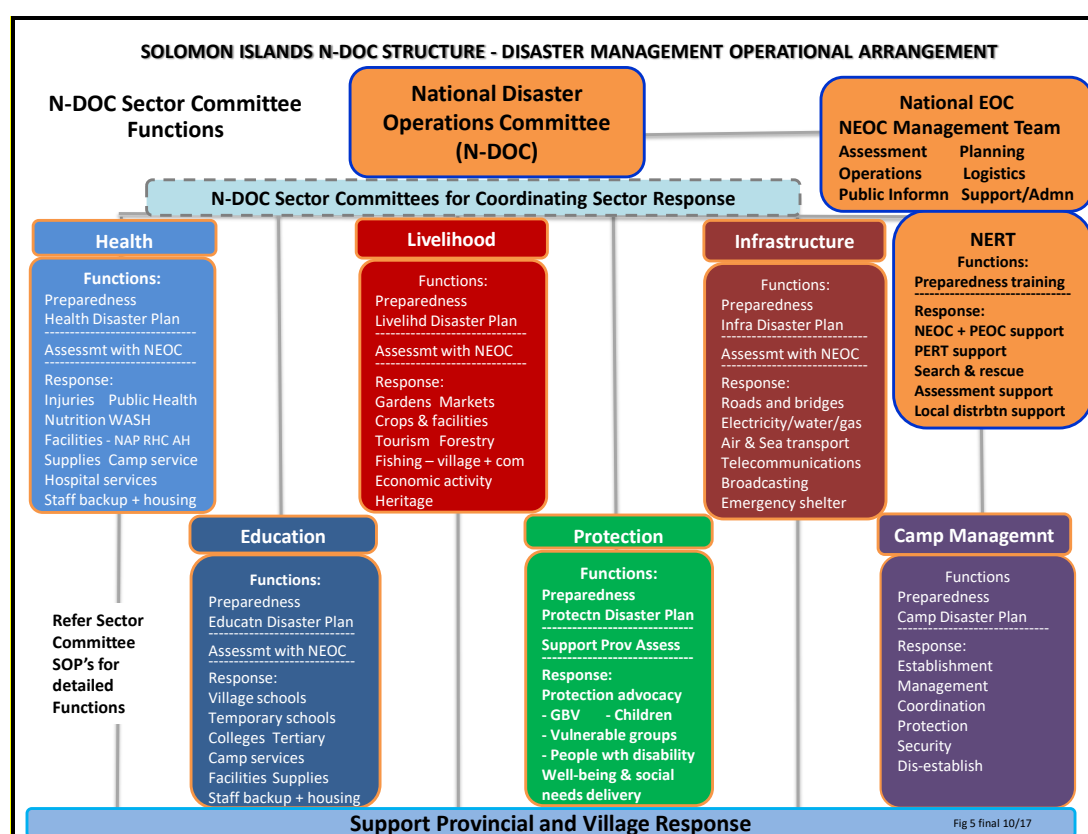
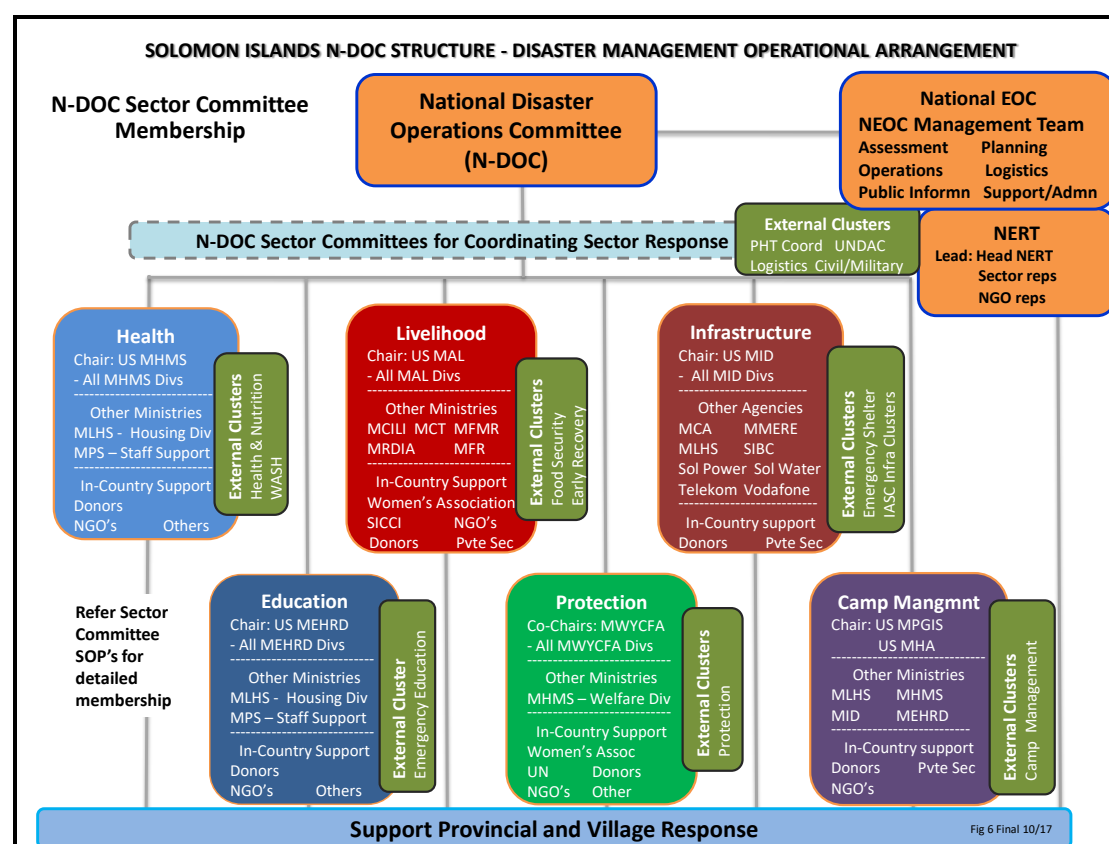


Figure 6. N-DOC Sector Committee Membership (Outline)



Role of Disaster Coordinator

104. The role of Disaster Coordinator is established under this Plan.

The Disaster Coordinator is responsible to the NDC for the coordination of the overall operational response to a disaster.

105. The functions of the Disaster Coordinator are to:

- maintain the National Emergency Operations Centre (NEOC) in a state of readiness for activation
- facilitate the development of SOP's for the N-DOC and N-DOC Sector Committees addressing the Functions of Disaster Management Operations set out in Section 89
- activate the NEOC at times of potential or actual disaster and advise the Minister and the NDC on declarations
- coordinate through the N-DOC the overall response to a disaster
- order evacuations, road closures or closures of public spaces where such action is deemed necessary for the immediate maintenance of public safety or the avoidance of risk to life

- coordinate and provide direction to the N-DOC Sector Committees and their agencies and other agencies with functions under this Plan
- provide direction and guidance to the response phase of the P-DOC's and Provincial Coordinators during disasters, including to Provinces not affected by a disaster being activated in support of affected Provinces
- provide advice and report to the NDC on the situation and operation of a disaster and take strategic direction on priorities and resources to be made available.
- provide for briefings to donors and international partners through their coordination mechanism as set out in Section 118.

106. During a declared disaster the Disaster Coordinator has the powers of direction to carry out these functions and to coordinate other resources made available.

107. The Disaster Coordinator is the Director of the NDMO. In the absence of the Director for any reason, the Director shall appoint in writing an alternative Disaster Coordinator.

The role of National Operations Manager within the NDMO and NEOC is established to support the functions of the Disaster Coordinator.

Declaration of a Disaster

108. The Minister responsible for DM may at any time on the advice of the NDC, or of the Chair of the NDC on the advice of the Disaster Coordinator if it is impractical for the NDC to meet in a timely manner, and if satisfied that a disaster has occurred within the Solomon Islands or part of the Solomon Islands which requires management under this Plan, by Order declare a state of disaster to exist in the whole of or part of the Solomon Islands.

The condition for a declaration is that a situation exists of widespread, serious or complex disruption to the functioning of communities which cannot be managed locally and which requires coordination under the arrangements of this Plan. This may also be for access to disaster funding, powers and resources not otherwise available.

109. The Order may be amended or revoked at any time by the Minister on the advice of the NDC.

Activation of Operations Arrangements

110. There are three stages of activation for a disaster or potential disaster. These are standby, full activation and stand-down.

The Disaster Coordinator may activate the NEOC and as appropriate, the N-DOC arrangements, on standby if there is a threat of a potential disaster and/or for the issue of warnings of a potential threat.

On the occurrence of a disaster and in coincidence with or in preparation for a declaration of a disaster, the Disaster Coordinator will fully activate the NEOC and N-DOC arrangements. In any case on the declaration of a disaster the arrangements will be activated and continue for at least the duration of the declaration.

111. The NDC is to meet on the declaration of a disaster or at least within 24 hours of a declaration. The NDC functions during a disaster are set out in Section 96. The NDC is accountable for the oversight management of the disaster.

During a disaster the NDC has powers of requisition under the Act, of any private vehicle, vessel or other property where this is reasonably justified in the public interest for the purposes of dealing with the disaster situation. This power may be delegated by the NDC to the Disaster Coordinator.

Activation for Non-Declared Events

112. Following activation of the NEOC on standby and once the decision has been made that a disaster event has not occurred, the Disaster Coordinator in consultation with the NDC Chair may give consideration to fully activating the NEOC, and as appropriate the N-DOC arrangements, to support the local management of a non-declared event.

Any such decision shall be approved by the NDC Chair and the circumstances, extent and reasoning reported to a meeting of the NDC as soon as practicable and in any case within 48 hours. The NDC shall agree, vary or rescind the decision.

There shall be a statement issued by the NDC Chair to stakeholders and partners that activation has occurred for a non-declared event and setting out the extent and circumstances of the area being supported.

The conditions for such a decision are that local impacts from the event warrant central government support to be provided through the Province and sector ministries as appropriate.

This would typically be triggered where individual losses and needs across a number of villages are substantial and beyond the coping mechanisms of the villages and Province. If there is any complexity to the situation, consideration should be given to a declaration.

113. Activities in support of non-declared events are to be funded from existing budgets with approval at the sector PS level. Any additional relief expenditure proposals shall be approved by the NDC through the normal contingency warrant processes.

This mechanism applies only when it is clear a disaster declaration is not needed and should not be used as a pre-cursor to a declaration.

Special powers are not available for non-declared events.

The NDC is accountable for the oversight of non-declared events – refer Section 96.

National Emergency Operations Centre (NEOC)

114. The NEOC is established and supported by the NDMO – refer Section 58. The NEOC is the engine-room for the management of disaster information and national level disaster planning and operations to support sector and provincial response to disaster events. It informs and is responsible to the N-DOC. The NEOC manager is the National Operations Manager and reports to the Disaster Coordinator as the Chair of the N-DOC.

The functions of the NEOC are to:

- monitor and assess developing disaster situations and issue warnings as appropriate
- coordinate the assessment of impacts from disaster events through the sectors and provinces and prepare and issue situation reports (Sitreps) and assessment reports – ISO, IDA, DSA
- undertake planning, operations and logistics functions at the national level to support sector and provincial responses
- develop, manage and issue public information for developing and during disaster events
- manage donations, access funding through financial contingency warrants, maintain records, follow audit processes etc. and maintain external confidence through the Support/Admin Functional Team
- address external support issues for customs, exemptions, immigration etc. through the Support/Admin Functional Team
- be the first point of contact for registration of external support for disaster events. External support is to be provided via the N-DOC Sector Committees through the sectors and provinces – refer Section 62 and Figure 6.

The NEOC is organised on seven functional teams plus the National Emergency Response Team (NERT) as set out in Figure 4. The NEOC is managed by the National Operations Manager with a NEOC Management Team comprising heads of the seven NEOC teams and the Head of NERT.

The arrangement and functions of the NEOC are to be established by the Disaster Coordinator for approval by the N-DOC. SOP's are to be prepared for the NEOC Functional Teams by the National Operations Manager for approval by the Disaster Coordinator

Any external support to the NEOC for the management of the disaster shall work within the structures of this Plan and shall operate through the Functional Teams of the NEOC – refer Section 62.

Sector Emergency Operations Centres (Sector EOC's)

115. Sector and critical infrastructure (refer Section 65) responses are managed through sector and critical infrastructure EOC's (eg Health, Education, Agriculture, Solomon Water, Solomon Power etc).

These EOC's are autonomous and are expected to undertake sector assessment and response at the local level but are subject to the assessment processes of the NEOC and to wider coordination through the N-DOC and N-DOC Sector Committees. Sector EOC's liaise with and report into the NEOC.

National Emergency Response Team (NERT)

116. The NERT is a team comprising groups of members to undertake specialist functions for initial response. The specialist functions are set out in outline in Figure 5.

Its members are drawn from the sectors of the N-DOC Sector Committees and from the NDMO and NGO's according to the skills required. This may also include individuals from the PHT and donors or international agencies as appropriate.

Once the particular function is complete those members revert to their originating organisation.

The particular functions and membership of the NERT groups are to be established in an SOP by the National Operations Manager for approval by the Disaster Coordinator.

All members of the NERT are required to undergo training in the NERT processes and for their specialist function and to be familiar with the arrangements and requirements of this Plan.

Royal Solomon Islands Police Force (RSIPF)

117. As the first responder supporting communities at the local level the RSIPF has a particular set of functions under this Plan in addition to its mandated functions for maintaining law and order. These are:

- membership on the NDC and its strategic oversight and direction function

- membership on the N-DOC and its operational assessment and decision-making function
- maintaining a liaison presence in the NEOC through the Operations Function Team, contributing information to the assessment of the situation and contributing to the discussions and decision-making of the NEOC Management Team
- providing transport and logistic support to initial response and assessment through the NERT
- being the Solomon Islands civil/military focal point for foreign armed forces providing support to disaster situations. Support is provided through the NEOC with RSIPF. Refer Figure 6.
- the role of Provincial Coordinator in the provinces and Chair of the P-DOC for preparedness and response

Donor and International Partners

118. The expectation that donor, consular and international partners in DM will work within the structures of this Plan are set out in Section 63. During a disaster event (or non-declared event as appropriate) the activities of donor, consular and international partners shall be coordinated through the donor coordination mechanism currently convened by the Manager of the UN Joint Presence Office.

[It is noted the point of reference for donors, consular and international partners is the Ministry of Foreign Affairs and External Trade.]

The Disaster Coordinator will brief the donor coordination meeting on the disaster situation from time to time and discuss needs and opportunities for donor and international partner support. These briefings may be requested by either party. These briefings will continue through the Recovery phase with the Recovery Coordinator – refer Part 4.

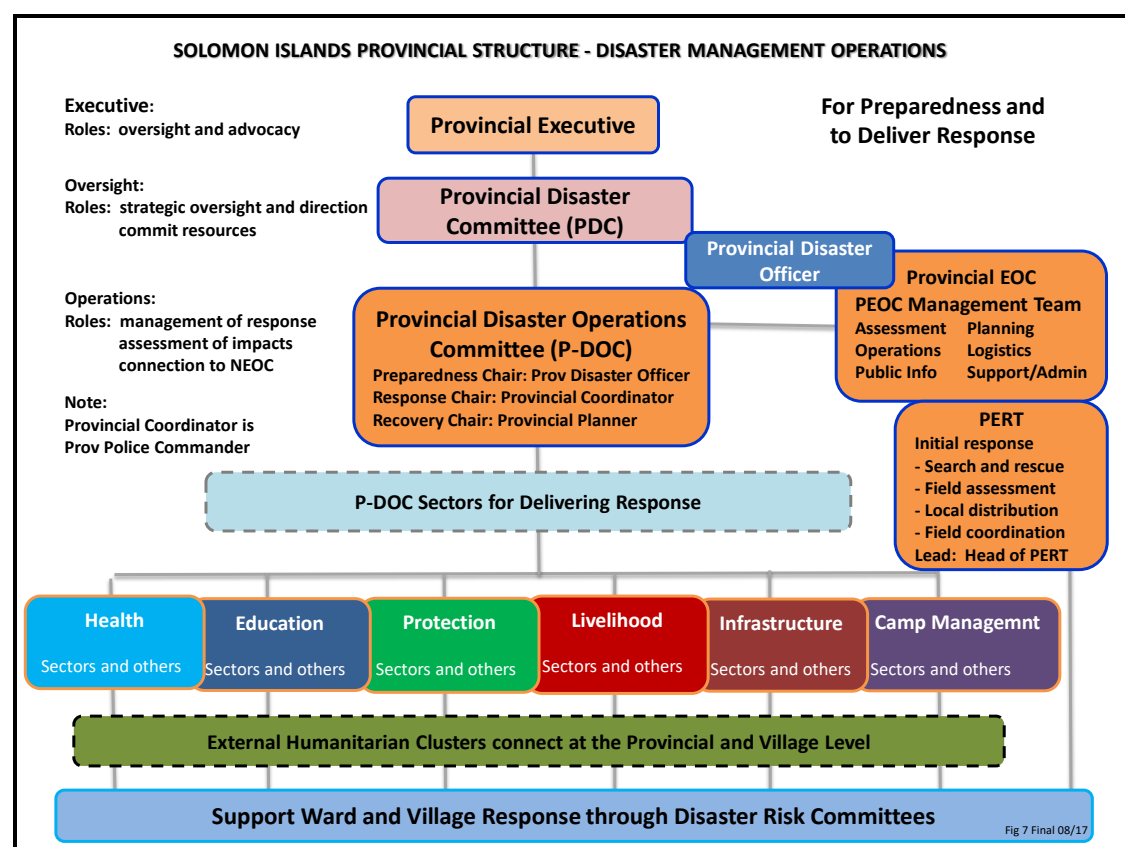
Provincial Level Operations

[In this Plan, reference to Provincial means Provincial/Municipal]

Arrangements

119. The arrangements for Provincial level operations are set out in Figure 7

Figure 7. Provincial Disaster Operations Structure



Provincial Executives

120. The functions of the Provincial Executives are set out in Section 66 of Part 2

Provincial Disaster Committees (PDC's)

121. The structure, functions and membership of the PDC's are set out in Sections 67 to 71 of Part 2.

There shall be a Provincial Disaster Management Plan (P-DM Plan) for each province prepared under the NDC Act – refer Section 69. P-DM Plans shall be consistent with this Plan and are to be prepared by the PDC for each Province according to a template developed by the Disaster Coordinator.

During potential or actual disaster events the role of the PDC is to monitor and assess the situation and provide advice to the NDC (through the Disaster Coordinator) of appropriate actions - including on declarations or non-declared events. Their role is also to inform the Provincial Executive - refer Section 69.

Provincial Disaster Operations Committees (P-DOC's)

122. The P-DOC's are established under Section 68 and their phases of activity and sector arrangements are set out in Sections 73 to 75 of Part 2. They are responsible to their PDC for the establishment and coordination of sector functions in their province as follows:

- Health
- Education
- Protection
- Livelihood
- Infrastructure
- Camp Management

123. The preparedness functions of the P-DOC's are to:

- establish and maintain the structures of this Plan for preparedness and response operations at the provincial and local levels
- undertake the preparedness functions of Disaster Management Operations set out in Section 89
- develop capacity for disaster management operations within these provincial and local arrangements
- promote and facilitate local planning for disaster management through the Ward and Village Disaster Risk Committees
- report to the PDC on disaster management issues
- maintain the Provincial Emergency Operations Centre (PEOC) in a state of readiness for activation
- as follow-up to a disaster event, undertake a review of the provincial and local disaster management process including the transition into recovery and report to the PDC.

124. The response functions of the P-DOC's are to:

- manage and coordinate the P-DOC sectors and provincial agencies in their assessment of and response to the disaster event
- oversee and provide direction to the operation of the PEOC
- coordinate and provide direction to the P-DOC Sector Committees
- coordinate with, report to and take direction from the N-DOC
- keep the PDC informed of the disaster situation and take strategic direction on priorities and resources
- support the Ward and Village Disaster Risk Committees in the affected areas in the management of local impacts

The Chair of the P-DOC for preparedness is the Provincial Disaster Officer.

The Chair of the P-DOC for response is the Provincial Coordinator. The response arrangements are activated by the Provincial Coordinator in consultation with the national level Disaster Coordinator and the PDC on the threat or occurrence of a disaster.

SOP's are to be established by the Provincial Coordinator for the preparedness and response functions of the P-DOC for approval by the PDC and the national level Disaster Coordinator.

125. The members of the P-DOC are:

- Provincial Police Commander
- Provincial Sector Heads representing:
 - Health
 - Education
 - Protection
 - Agriculture/Livelihood
 - Works/Infrastructure
 - Camp management
- Deputy Provincial Secretary
- Provincial Disaster Officer
- Provincial Planner
- Representatives from:
 - SI Red Cross
 - UN
- Other representatives appointed by the PDC

The PDO services the P-DOC.

P-DOC Sector Committees

126. P-DOC Sector Committees established under Section 75 shall be formed to carry out the sector functions set out in Figure 8 and in Section 122.

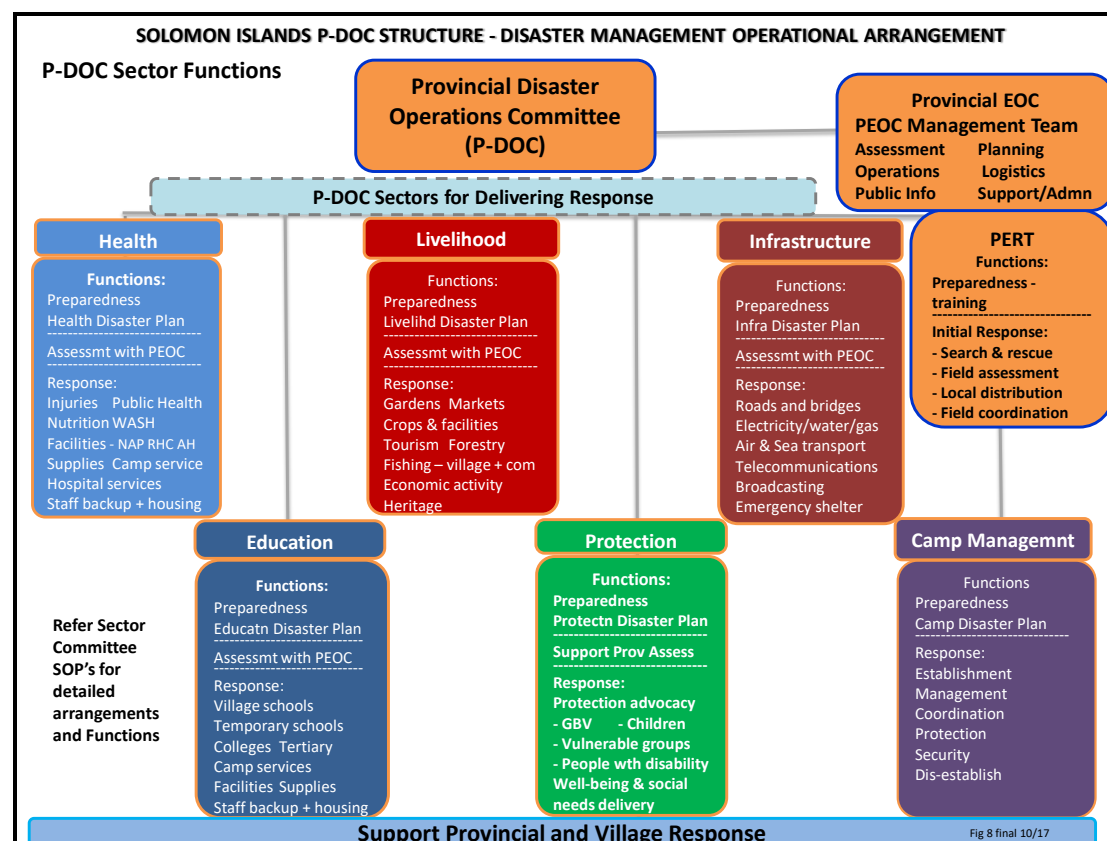
The functions of the P-DOC Sector Committees shall broadly follow those set out in Figure 8 although the PDC may, by combining functions determine a smaller number of Sector Committees as appropriate to the internal structures of the Province.

Membership of the Committees shall comprise both government and non-government agencies with membership appropriate to agencies involved within the Province. They shall include representatives from NGO's, Churches, Women's Groups and Youth Groups as appropriate.

SOP's shall be prepared for the P-DOC Sector Committees explicitly setting out their functions and membership and setting down procedures for activation, operation and coordination. These SOP's shall be approved by the PDC and

the national level Disaster Coordinator on the recommendation of the Provincial Coordinator.

Figure 8 P-DOC Sector Functions



Role of Provincial Coordinator

127. The role of Provincial Coordinator is established under this Plan.

The Provincial Coordinator is responsible for the oversight of the preparedness functions of the P-DOC and for the coordination of the provincial operational response to a disaster (or a non-declared event) through the P-DOC and P-DOC Sectors.

Operational response may be activated on stand-by or full activation (refer Section 110) by the Provincial Coordinator in consultation with the national level Disaster Coordinator and the PDC Chair.

The Provincial Coordinator is drawn from the Government members of the PDC. Unless otherwise determined by the PDC the Provincial Coordinator is the Provincial Police Commander.

128. The functions of the Provincial Coordinator are to:

- convene the P-DOC and ensure its functions are addressed through its three phases
- chair the P-DOC for its response functions
- ensure that the Provincial Emergency Operations Centre (PEOC) is maintained in a state of readiness for activation
- facilitate the development of SOP's for the P-DOC, the P-DOC Sector Committees and the PEOC addressing the Functions of Disaster Management Operations set out in Section 89
- activate the PEOC at times of potential or actual disaster and oversee its functioning
- during a disaster manage the response functions of the P-DOC set out in Section 124
- during a disaster keep the NEOC informed and take direction from the Disaster Coordinator
- during a disaster report to the PDC and take direction on strategic priorities and resourcing

During a declared disaster the Provincial Coordinator has the powers of direction to carry out these functions and to coordinate other resources made available.

Provincial Disaster Management Office's (PDMO's)

129. The PDMO's are established as the focal point and for the purpose of promoting and carrying out DM (preparedness, response and recovery) in their province. The PDMO is managed by the PDO. The functions are to:

- provide planning and establish arrangements for DM in the province
- coordinate, support and monitor planning and arrangements for DM at the ward (or other arrangement) and village level
- provide guidance and monitoring of DM activity at the village level to promote its development and ensure consistency with this Plan
- establish and maintain databases for DM information at the provincial level to inform preparedness planning and decision-making during disasters - including hazard and vulnerability maps, planning documents and disaster and population information
- maintain and operate the Provincial Emergency Operations Centre (PEOC) according to the functions set out in Section 130
- support the P-DOC and the Provincial Coordinator in the management of response to disaster events when they occur and coordinate support at the sector levels through the P-DOC Sector Committees
- develop and support public awareness of DM and their role within it

- engage with partners, NGO's and civil society at the Provincial level to ensure their involvement in DM is effectively integrated with the Provincial and local level arrangements.
- monitor and report to the PDC and the national level Disaster Coordinator on DM development and activity in the province.

The PDO also chairs the preparedness functions of the P-DOC.

Provincial Emergency Operations Centres (PEOC's)

130. The functions of the PEOC are to:

- monitor and assess developing disaster situations and support the NEOC with information and with the promulgation of any warnings
- undertake the assessment of impacts at the local level through the PERT and the NEOC assessment process and contribute to NEOC reporting
- undertake local planning, operational and logistics functions for disaster response to support and coordinate the provincial and local response to disaster events
- promulgate public information to the village level for developing and during disaster events
- coordinate sector responses and national and external support through the Province into the village level.

The PEOC is organised on functional lines plus a Provincial Emergency Response Team (PERT) as set out in Figure 8. PEOC Functional Teams are to be established to fill these functions according to arrangements to suit the Province.

The PEOC is managed by the PDO with a PEOC Management Team comprising the heads of the PEOC Functional Teams and the Head of the PERT.

The arrangement and functions of the PEOC and the PEOC Functional Teams are to be established in SOP's by the PDO for approval by the PDC and the national level Disaster Coordinator.

Provincial Emergency Response Teams (PERT's)

131. The PERT is a team comprising groups of members to undertake specialist functions for initial response. The specialist functions are set out in outline in Figure 8.

Its members are drawn from the sectors of the P-DOC and from the Provincial Government and NGO's and community groups according to the skills required. This may also include individuals from the PHT and donors or international agencies as appropriate.

Once the particular function is complete those members revert to their originating organisation.

The particular functions and membership of the PERT groups are to be established in an SOP by the Provincial Disaster Officer for approval by the PDC and the Disaster Coordinator.

All members of the PERT's are required to undergo training in the PERT processes and for their specialist function and to be familiar with the arrangements and requirements of this Plan.

Local Level Operations

Ward and Village DR Committees

132. Part 2 of this Plan establishes the Ward (or other designation appropriate to the Province) and Village Disaster Risk (DR) Committees - refer Sections 80 to 86. Ward level arrangements may differ to suit local Provincial administrative entities.

Their disaster management functions under this Part are to carry out appropriate Preparedness and Response activities according to the Functions of Disaster Management Operations set out in Section 89.

Ward and Village level planning for disaster preparedness and response shall be consistent with and be linked to the arrangements of this Plan and be supported by the Provincial arrangements of this Plan.

Planning undertaken at a ward or village level shall be consistent with a national template established by the Disaster Coordinator.

Processes for disaster management response including warnings, immediate response, assessment, distribution of relief and establishment of evacuation camps shall include village level advice in guides, manuals and SOP's suitable for inclusion in local level plans.

This advice shall be coordinated by the PDO for distribution through the Provincial, Ward and Village Committees.

This is to provide a common approach across the approximately 8000 villages of the Solomon Islands to build preparedness and resilience over time.

PART 4. RECOVERY & REHABILITATION ARRANGEMENTS

Overview

133. The management of recovery and rehabilitation from disasters is an important but least developed component of disaster management practice in developing countries. With disaster impacts routinely exceeding 10% of GDP (in contrast to developed countries where impacts seldom approach 1% of GDP) the effects on livelihood and wellbeing can be on-going and insidious at the community level unless concerted efforts are made to address them.

These levels of impacts necessarily require the re-allocation of national and aid development budgets to the affected areas following a disaster. In practice this is often difficult to achieve so livelihood in the affected areas re-starts from a new lowered threshold – and from a new increased threshold of vulnerability. A coordinated and cooperative approach between governments and donors is needed to address this.

Without recovery support, communities are left to pick themselves up from where the disaster left them and begin the slow process of re-establishing their shelter and livelihoods.

While the response and relief efforts of external support partners and agencies can be substantially more effective if internal country arrangements are well structured, long term recovery support simply does not happen without well structured Government arrangements and accountable processes.

Policies, arrangements and processes at the Government level are crucial to maintaining the confidence of international partners and accessing their support for recovery and rehabilitation activities following a disaster. It is clearly impracticable to establish these things in the aftermath of a disaster and so pre-arrangements for recovery and rehabilitation is a crucial dimension of disaster management.

Following a disaster, planning for recovery and rehabilitation should start as soon as the scope and scale of impacts are evident even while relief efforts are still continuing. A separate and parallel structure is therefore established in this Plan for this purpose.

134. Part 2 of this Plan establishes the Recovery Coordination Committee (RCC) under the National Disaster Council, responsible for establishing and overseeing policies, arrangements and procedures for coordinating recovery and rehabilitation from disaster events – refer Sections 43 and 53 to 55.

The RCC also has a functional role in managing and coordinating the recovery and rehabilitation activity through the sectors and provinces following a disaster.

This Part sets out the structures and functions of the recovery and rehabilitation arrangements.

Elements of Recovery and Rehabilitation

135. Recovery and rehabilitation from disaster events is the re-establishing of permanent community facilities and livelihoods (shelter, services, facilities and infrastructure and livelihoods) from the interim arrangements of the response and relief efforts. This may include on-going interim arrangements for the intermediate term. As with the response arrangements of this Plan, sectors and agencies are accountable for their mandated areas of activity.

Recovery and rehabilitation may take many months or years to achieve and may require special coordination under the arrangements of this Plan. This Part sets out the special coordination arrangements.

The elements of recovery and rehabilitation include:

- transition from camps and re-instatement of shelter
- provision and support of community welfare
- safety and protection of women, children and other vulnerable people
- re-instatement and provision of health, education and other public services
- re-establishment of livelihood and economic activities and processes
- rehabilitation of infrastructure and facilities
- avoidance of risk from future events
- addressing trauma and psycho-social issues within communities

Functions of Recovery and Rehabilitation Coordination

136. The functions of recovery and rehabilitation coordination following a disaster are as follows:

- assessment of damage and loss at a sector level (through the DSA) for medium and long term recovery and rehabilitation purposes including:
 - displaced people and their well-being
 - damage and loss to shelter
 - damage, disruption and loss to water and sanitation facilities
 - disruption and loss to food sources and livelihood
 - disruption and loss to health and education services
 - physical damage and loss to public infrastructure and facilities and to private critical infrastructure referred to in Section 65
 - damage and loss to public service housing
- identification of needs for rehabilitation and construction arising from the DSA assessments – sometimes referred to as a Post Disaster Needs Assessment or PDNA

- mapping and assessment of hazard and environmental impacts
- the issuing of guidance or directives for remedial action and the avoidance of future risk in recovery activities
- development of a Recovery Plan and funding proposal for the medium and long term on a sector by sector basis for submission to the NDC and Cabinet
- overseeing implementation of the Recovery Plan and other recovery and rehabilitation activities

[Note: There is a history of externally driven Recovery Plans in the Solomon Islands which have been expansive and lacked explicitness and Government commitment. Recovery programmes have rarely been implemented in any coordinated manner. Typically ad hoc Government measures will appear in development plans some time later and donors may re-allocate existing programmes at a sector level to address their priorities. It is essential that Recovery Plans have credibility and SIG sector buy-in. Without it coordinated recovery does not happen.]

137. These functions are carried out at the sector level but are coordinated through the RCC and RCC Committees and Sector Committees at the national level. Provincial input, coordination and implementation is achieved through the recovery functions of the P-DOC – refer Section 73.

National Level Arrangements

138. The national level arrangements for recovery coordination are set out in Figure 9.

Recovery Coordination Committee RCC

139. The RCC is established under Section 43 of Part 2. It's outline functions are set in Sections 53 to 55. It has both a policy and preparedness function in non-disaster times and a recovery operations function following a disaster. It is responsible to the NDC. The following Committees of the RCC are established:

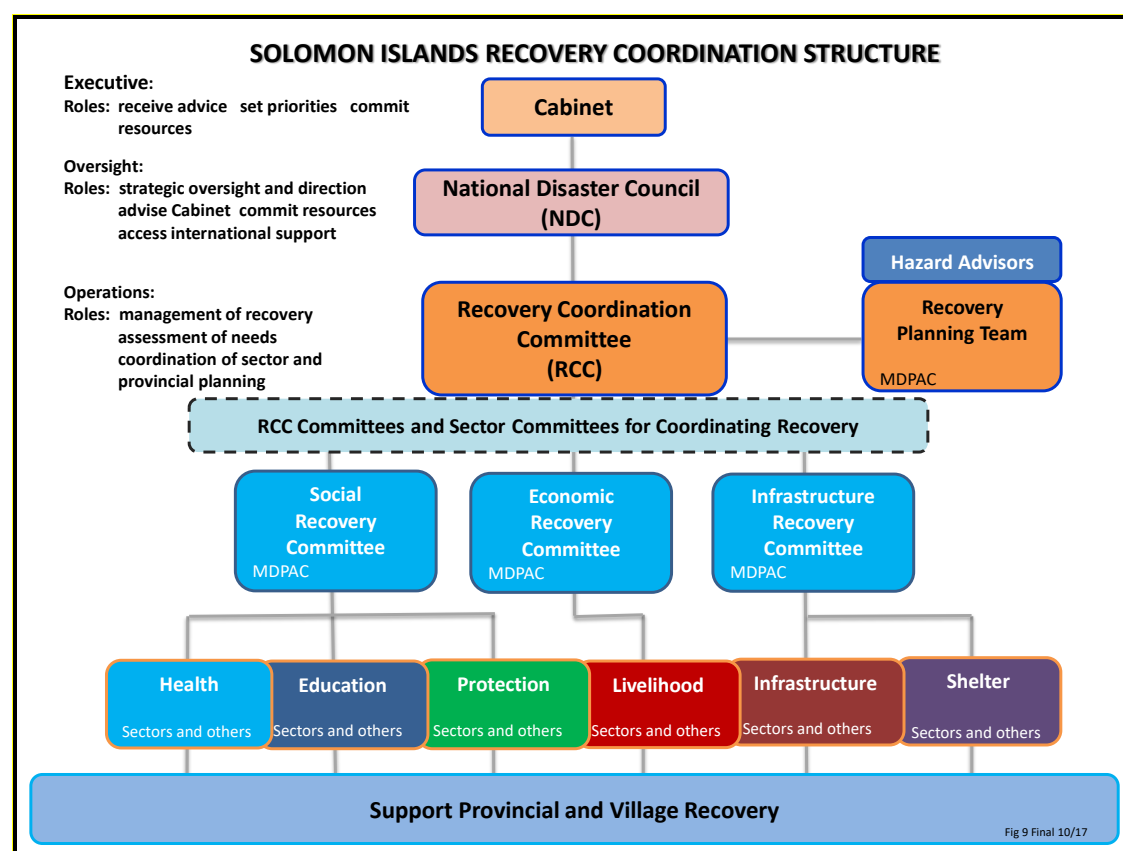
- Social
- Economic/Livelihood
- Infrastructure

These Committees are set to follow the organisational structure of the Ministry of Development Planning and Aid Coordination (MDPAC) which is responsible for coordinating the recovery and rehabilitation function.

The sector inputs to the RCC are intended to follow the structures of the N-DOC Sector Committees as indicated in Figure 9. The N-DOC Sector Committees are expected to transition into the recovery phase and reform according to sector recovery needs.

The RCC is serviced by a Recovery Planning Team centred on MDPAC.

Figure 9. Recovery Coordination Arrangements



140. The policy and preparedness functions of the RCC are to:

- establish policies for areas of support and resourcing for the various Elements of Recovery and Rehabilitation in Section 135 - at both the community and sector level
- establish and maintain the structures of the RCC and its Committees and develop SOP's to deliver the Functions of Recovery and Rehabilitation Coordination in Section 136
- develop capacity for these functions within the structures and at the sector level
- support and provide guidance to the recovery functions of the P-DOC's chaired by the Provincial Planners
- establish procedures and templates for compiling recovery and rehabilitation needs from DSA assessments (sometimes called a PDNA)
- establish procedures and definitive templates for the development of a Recovery Plan following a disaster including procedures for implementation
- develop a procedure and arrangement for recovery funding for recommending through the NDC to Cabinet for use following a disaster. (This is to include mechanisms for committing funding

through the national development planning process and providing for international partner and stakeholder support and the re-allocation of sector development budgets as appropriate)

- maintain relationships with international partners and support agencies and develop mechanisms for engagement on recovery issues following a disaster - refer Section 118.

141. The operational functions of the RCC following a disaster are to:

- activate and carry out the Functions of Recovery and Rehabilitation Coordination set out in Section 136
- oversee the role of the RCC Committees and Sector Committees and advise the NDC on recovery and rehabilitation issues
- liaise with, coordinate and support the provincial recovery functions of the P-DOC's - refer Section 73
- from DSA assessments collate and compile recovery and rehabilitation needs through the sector and provincial levels
- compile a sector and province based definitive Recovery Plan and prepare a funding proposal for its implementation for submission through the NDC to Cabinet
- maintain engagement with donors, international partners and support agencies for input to the Recovery Plan and funding proposal
- as follow-up to a disaster, report to the NDC on the recovery and rehabilitation process and on the implementation of the Recovery Plan.

142. The Chair of the RCC is the Recovery Coordinator being the PS MDPAC. The role may be delegated to an Under Secretary but the accountability remains with the PS.

143. The members of the RCC are:

- US Ministry of Finance and Treasury
- US Ministry of Lands, Housing and Survey
- US Ministry of Agriculture and Livestock
- US Ministry of Women, Youth, Children and Family Affairs
- US Ministry of Provincial Government and IS
- US Ministry of Infrastructure Development
- US Ministry of Health and Medical Services
- US Ministry of Education and Human Resource Development
- US Ministry of Commerce Industry and Employment
- US Ministry of Rural Development
- Disaster Coordinator

Other sector Ministries may be co-opted to address their sector impacts as appropriate.

Activation of Recovery and Rehabilitation Coordination

144. As soon as it is evident following a disaster that the coordination of recovery and rehabilitation will be necessary under the arrangements of this Plan, the NDC may direct the activation of the RCC.

This should occur as soon as practicable in the disaster event, even while relief activities continue, in order that planning and data collection for recovery and rehabilitation can commence. To facilitate this a representative of the RCC is a member of the N-DOC.

There shall be a formal transition from disaster response to recovery set by the NDC on the recommendation of the Disaster Coordinator and the Recovery Coordinator – refer Section 96.

The RCC remains active for an event until adoption of the Recovery Plan and funding proposals by Cabinet or until the NDC is satisfied that recovery and rehabilitation planning and implementation activities can be managed through the normal processes of development planning and sector activity.

Every endeavour shall be made to place a Recovery Plan and funding proposal before Cabinet within 6 months of the transition to recovery.

Role of Recovery Coordinator

145. The role of Recovery Coordinator is established under this Plan and is activated with the decision to activate the RCC in Section 144.

The Recovery Coordinator is responsible to the NDC for the coordination of the overall recovery and rehabilitation operations following a disaster, while the RCC remains activated.

146. The functions of the Recovery Coordinator are to:

- facilitate the development of SOP's for the RCC and RCC Committees addressing the Functions of Recovery and Rehabilitation Coordination set out in Section 136 for approval by the NDC
- activate the RCC and its Committees following a disaster and on the direction of the NDC
- during activation, manage the activities of the RCC in carrying out its functions
- coordinate and provide direction to the RCC Committees and sector agencies with functions under this Part of this Plan
- provide direction and guidance to provincial recovery functions of the P-DOC's - refer Section 73
- manage the development of the Recovery Plan and its funding proposal following a disaster

- issue guidance or direction on the avoidance of future risk in recovery activities
- provide advice and report to the NDC on the recovery situation and receive strategic direction from the NDC on priorities and resources.

147. The Recovery Coordinator has the power to direct agencies with a role under this Plan to undertake recovery planning and contribute to the functions of recovery and rehabilitation coordination.

148. The Recovery Coordinator is the PS of MDPAC. The role may be delegated to an Under Secretary (US) of the Ministry but the accountability remains with the PS.

Donors and International Partners

149. Section 118 sets out the mechanism for engagement with donors and international partners. In recovery it is crucial that this engagement occurs to address opportunities for funding to achieve the *'build back better'* maxim of international disaster support to developing countries.

In practice this has seldom been achieved in Solomon Islands as recovery planning has lacked structure focus and commitment. A cooperative and focussed approach between Government and donors is needed.

Provincial Level arrangements

150. At the provincial level the recovery and rehabilitation functions are carried out under the recovery functions of the P-DOC's - refer Sections 73 to 75 of Part 2 of this Plan.

151. The recovery functions of P-DOC are to:

- obtain local input from Ward and Village DR Committees and provide provincial input to the functions of the RCC
- implement provincial components of the Recovery Plan
- promote and support local implementation of recovery and rehabilitation activities through the Ward and Village DR Committees
- report to the Provincial Disaster Committee on recovery and rehabilitation matters.

152. The Chair of P-DOC for its recovery functions is the Provincial Planner.

The members of P-DOC's for recovery are as for the members of the P-DOC's in Section 125. TOR are to be established by the Chair of the P-DOC's for recovery for approval by the PDC and the Recovery Coordinator.

Sector Committees of P-DOC's for recovery may be established as for Section 126 with TOR set by the Chair of the P-DOC's for recovery as above.

Local Level Arrangements

153. Sections 80 to 86 of Part 2 of this Plan establishes the Ward and Village DR Committees.

Their functions under this Part are to carry out local activities associated with the Functions of Recovery and Rehabilitation Coordination set out above in Section 136

For the most part these will be practical activities based on local understandings set out in SOP's or Local Disaster Management Plans established at the local level.

The Ward and Village DR Committees are to be supported by P-DOC for recovery in these activities. The primary functions at this level are in identifying needs following an event and implementing local initiatives.

PART 5. MONITORING AND EVALUATION OF THE PLAN

154. Parts 3 and 4 of this Plan will be reported on annually to the Chair of the NDC, the NDC, and to the Minister by the Chair of the N-DOC and the RCC respectively. Reports will include progress on preparedness activity and against preparedness work plans and provide a status summary on the arrangements of this Plan at the national, provincial and local levels.

Reporting will also include detail on any activations during the year and the status of response and recovery activity and any lessons learned outcomes.

Reporting shall be submitted to the NDC for approval by the end of the first quarter following the year being reported. The approved report shall be submitted to the Minister by the end of the fourth month.

155. The NDMO will monitor national progress against the FRDP monitoring regime on a three yearly basis for reporting through Cabinet to the regional and international frameworks.

Additional detail is to be set by the NDC and be included in the NDC Committee Terms of Reference.