

Department of Emergency Management

ANNUAL REPORT

JANUARY 1ST -
DECEMBER 31ST
2018

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DEPARTMENT OF EMERGENCY MANAGEMENT ANNUAL REPORT FOR THE PERIOD

JANUARY 1ST TO DECEMBER 31ST 2018

The Department of Emergency Management's (DEM) Annual Report for the period January 1st to December 31st 2018 is a key requirement of the Emergency Management Act, Cap.160A and a key document of the National Emergency Management System (N.E.M.S). The Report provides an overview of the Disaster Risk Management framework in which the Department operates, referencing Work Programmatic alignment to global disaster management policy frameworks and the National Emergency Management System in Barbados., The Report also situates the Department's pivotal role as coordinator of the emergency management mechanism and activities, while outlining in detail the Department's Work Programme activities, accomplishments, progress and challenges faced during the period.

The main body of the document commences with an Introduction which outlines the mission, vision and role of the organisation. Attention is paid in subsequent sections to highlight the legislative authority of the Department of Emergency Management, its framework alignment and the context for its national disaster risk management agenda, human resources, and the N.E.M.S, with specific reference to its strategic partners and volunteers. A fairly substantial portion of the document reports on the programmatic activities undertaken by the Department during the 2018 period under the six work programme areas namely; Institutional Strengthening, Emergency Operational Strengthening, Human Resource Development, Public Awareness and Public Information, Community Preparedness and External Relations.

As in previous reports, major challenges facing the Department have been outlined in order to ensure that the reader is aware of the threats to DEM's ability to deliver results, leverage opportunities and consequently fulfil its mandate. Focus is also placed on 2018 Emergency Response Events, a snapshot of the agency's financial disposition during 2018; and finally, the strategic outlook for the next 3-5 years which alludes to the agency's proposed agenda and pursuits in an attempt to propel the organisation forward.

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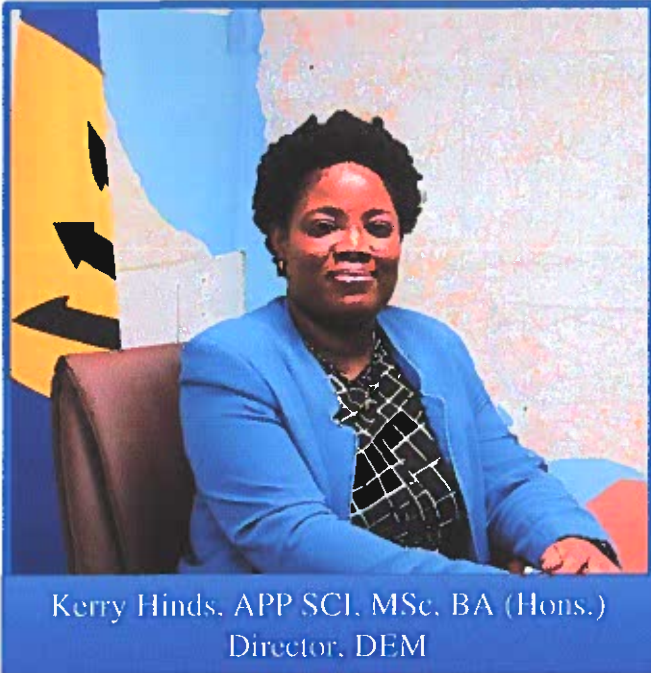
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MESSAGE FROM THE DIRECTOR



2018 has been a year of transition for the Department of Emergency Management. There has been significant retooling and reengineering efforts to ensure that we reflect on our gains and deficiencies and plot a course for achieving success in the everchanging environment. Consequently this has warranted the investment in orienting and or reorienting new and existing stakeholders to the dynamic emergency management agenda and system. 2018 saw us at the Department commence the process of redefining our strategic intent. Engaging a cross section of national emergency management system stakeholders from top

to bottom in an effort to break barriers, mobilise the organisation and create buy-in and ownership within the department and as well between the department and the wider system stakeholders.

With gratitude and cautious optimism, I reflect on the strides made by this department which I have the fortune of stewarding. We have achieved important milestones and a promising overall performance however we still continue to be plagued by significant resource deficits – (human, physical, technical and financial) to execute the Department’s programmes. Our efforts to enhance our efficiency , effectiveness and service delivery having commenced , show encouraging results.

Our efforts throughout the calendar year 2018 have been captured in this annual report and is being submitted as a requirement under the Emergency Management Act, Cap. 160A. The report articulates in some detail the enabling framework in which the Department of Emergency Management and the National Emergency Management System operates and how the agency treats to encouraging and guiding emergency management in Barbados. This document also presents a description of programmatic pursuits during the period under review, the accomplishments as well as setbacks experienced by our organization measured against the programmed activities and targets.

As Director of the Department of Emergency Management, while I am acutely aware and ever mindful of the demands and constraints in our current environment, I look forward to maintaining momentum and advancing our articulated goals of coordinating and guiding Barbados’ emergency management programme in pursuit of national resilience.

Department of Emergency Management

ORGANISATION OVERVIEW

1. ORGANISATION OVERVIEW

1.1. The Department of Emergency Management (DEM) is the government department mandated with the development, implementation and evaluation of the Emergency Management Programme in Barbados. This programme, which represents a critical component of Barbados' developmental underpinning, focuses on emergency management initiatives under the Comprehensive Disaster Management (CDM) Strategy and Framework.

1.2. CDM, seen in Diagram 1 embodies the concept of all hazards, at all phases of the disaster continuum of prevention, preparedness, response and recovery, by all sectors of civil society.

1.3. The DEM is the administrative arm of the National Emergency Management System (NEMS) as seen in Diagram 2. It falls within the Ministry of Home Affairs and is headed by a Director.

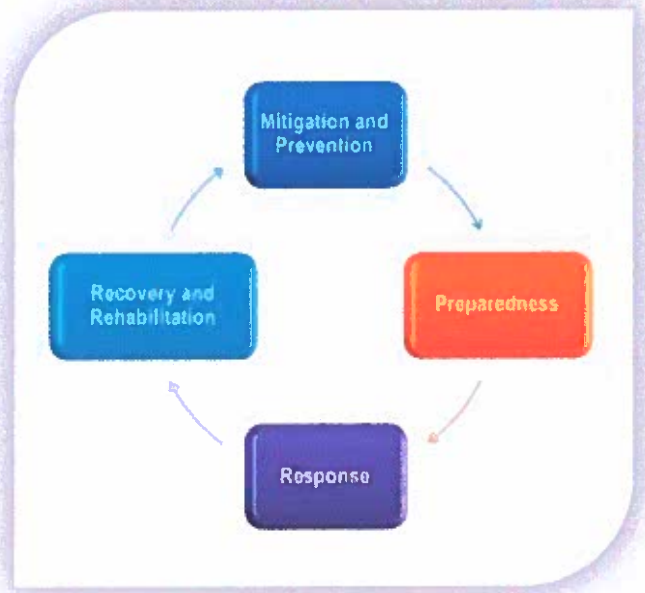


Diagram 1: CDM Strategy

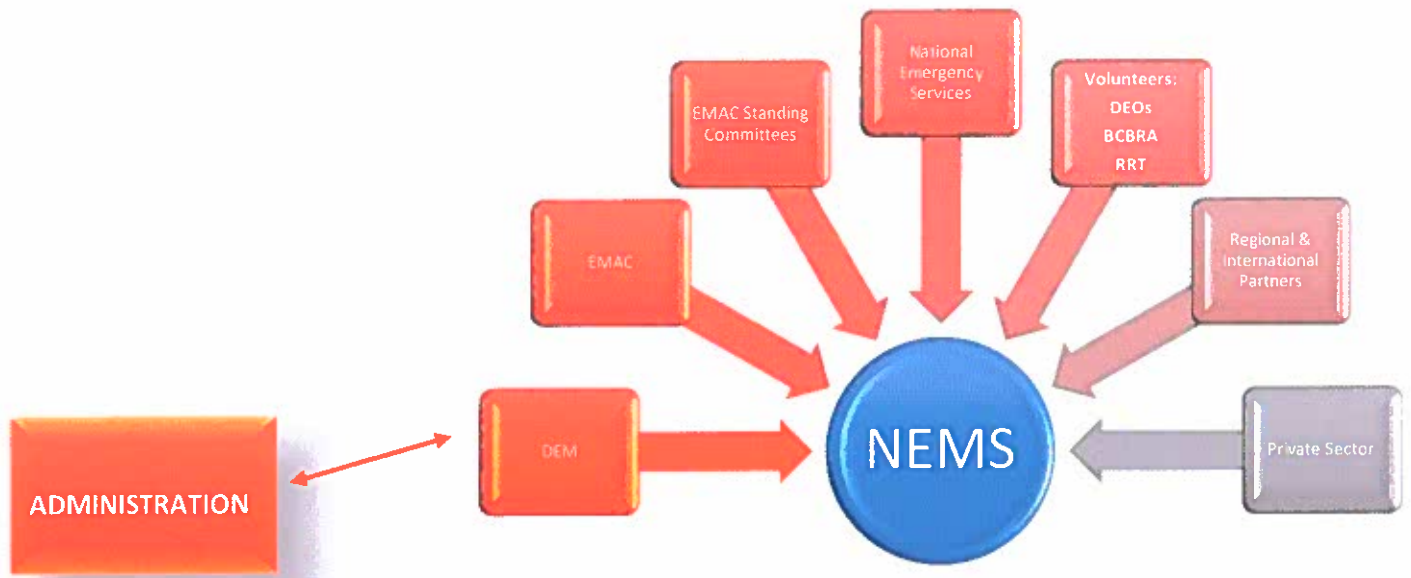


Diagram 2: National Emergency Management System

MISSION, VISION, ROLE



Mission

- The Department of Emergency Management will maintain an efficient and effective National Emergency Management System which will ensure disaster risk reduction strategies are implemented and that Barbados has the capacity to prepare for, respond to and recover from any hazard impact to which Barbados is vulnerable.



Vision

- An appropriately staffed, fully equipped, adequately accommodated Disaster Management Agency which has legal authority, established institutional linkages and is supported in its programmes to ensure the development of a well-informed, better prepared society and a natural and built environment which is hazard resistant, less vulnerable and in which the development successes can be sustained.



Role

- Identify the hazards to which Barbados is vulnerable.
- Educate and warn the population about these hazards.
- Initiate measures to deal with hazards at all stages of the disaster continuum, namely: prevention and mitigation, preparedness, response and recovery.
- Evaluate and update the National Disaster Management Plan and Standard Operating Procedures.
- Coordinate national emergency recovery responses with a view of returning the country to a state of normalcy in the shortest possible time.
- Ensure that alerts and warnings are issued and the national emergency response activated.
- Encourage the development and implementation of disaster risk reduction practices.
- Guide the national recovery efforts following a major hazard impact.
- Actively participate in the Caribbean Disaster Emergency Management Agency (CDEMA) initiatives and to maintain the Central Sub-Regional Disaster Emergency Operational Unit as a result of Barbados being given lead coordinating responsibility.

2. LEGISLATIVE AUTHORITY

2.1 The Department of Emergency Management derives its power and legitimacy from the Emergency Management Act 1 LRO. 2007, CAP 160A, which in Part II states *inter alia* “*There shall be a Department of Government to be known as the Department of Emergency Management*

- (a) *headed by a Director, who shall be a public officer and who shall have responsibility of administering this Act; and*
- (b) *whose principal objects are to give effect to the general policy of Government with respect to emergency management by facilitating and coordinating the development and implementation of systems in accordance with the Emergency Plan”*

3. STAFFING

3.1. The human resources allocations for the DEM are reflected in the organisational chart below. While the organisational chart reflects fifteen (15) staff positions, the Department's staff compliment stood at fourteen (14) during the period, as all posts with the exception of one of the four programme officer's posts was occupied.

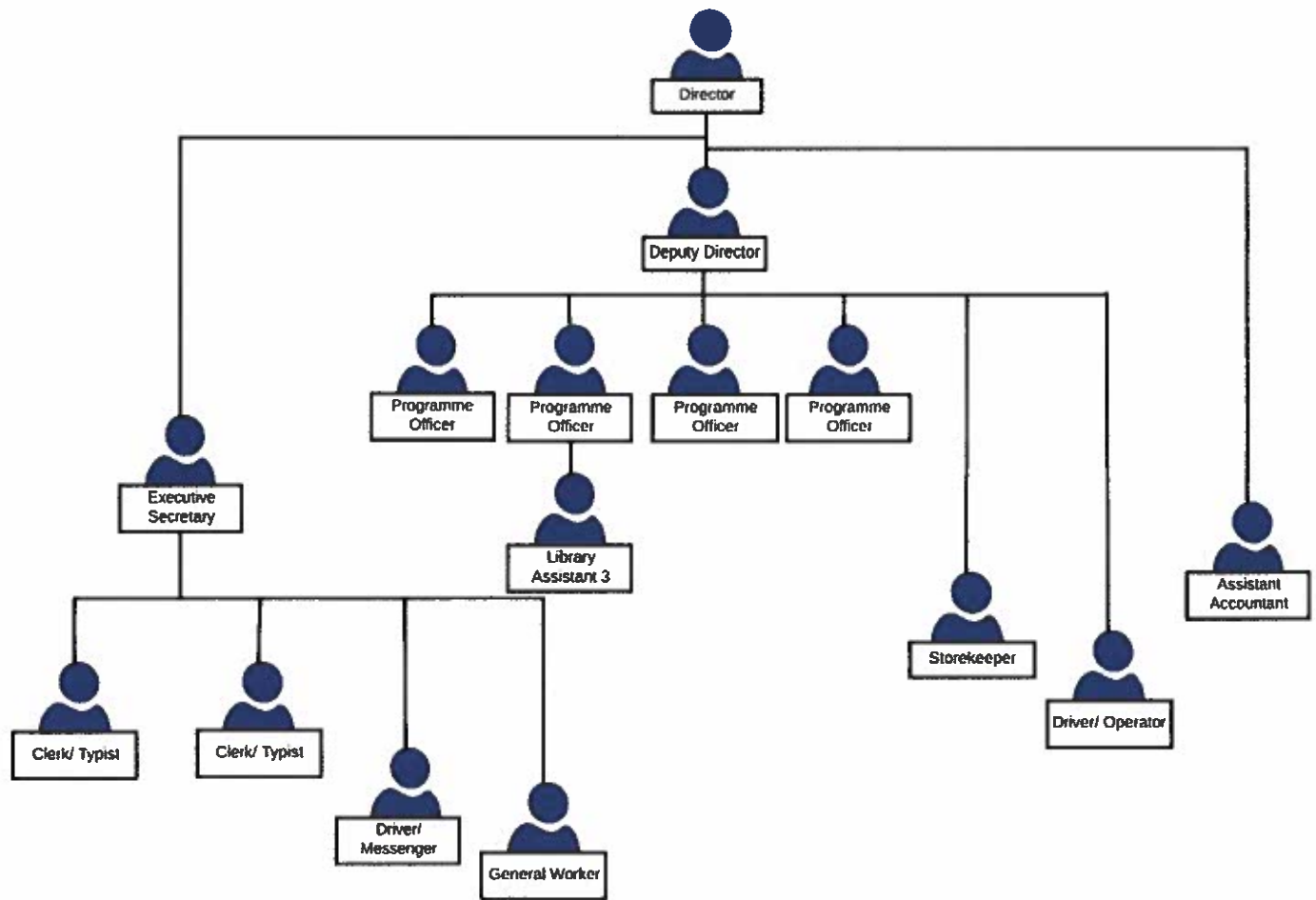


Diagram 3: The Department of Emergency Management Organisation Chart

Retrenchment

3.2. Ms Wendy Greene, General worker was retrenched under the Barbados Economic Recovery and Transformation Programme on the 16th November 2018.

Staff Transfer

3.3. Ms. Annie Aymes, Secretary was re-assigned to 1st May 2018 to the Ministry of Industry, International Business, Commerce and Small Business Development.

3.4. Ms. Gerianne Bullard, acting holder of the Clerk Typist post was re-assigned to the Ministry of the Environment on 27th April 2018.

3.5. Ms Shanni Taylor, Assistant Accountant (ag) was re-assigned to the Ministry of Tourism and International Transport on 16th July 2018.

Staff Replacement

3.6. Ms. Cheryl Burke replaced Ms. Green in the post of General Worker on the 23rd November 2018.

3.7. Mrs Audine Lorde was reverted to her appointed post as Clerk Typist at the DEM on 1st May 2018.

3.8. Ms. Sharifa Roach Vaughan replaced Ms. Aymes in the post of Secretary on 2nd May 2018.

3.9. Ms. Alison Rowe replaced Ms. Shanni Taylor in the post of Assistant Accountant (ag) on 16th July 2018.

Permanent Appointments

NAME OF OFFICER	PERMANENT POSTING	EFFECTIVE DATE
Mr. Anthony White	Driver Messenger	1 st March 2018
Miss Sharifa Roach Vaughn	Secretary	2 nd May 2018

Table 1: Department of Emergency Management Permanent Appointments 2018

Temporary Appointments

The following temporary appointments occurred during the review period:

OFFICER	POST	PERIOD
Miss Joy-Anne Johnson	Programme Officer (ag.)	January 1 to December 31, 2018
Miss Annie Aymes	Secretary (ag.)	January 1 to May 1, 2018
Miss Shanni Taylor	Assistant Accountant (ag.)	January 1 to July 16, 2018
Miss Alison Rowe	Assistant Accountant (ag.)	July 16 to December 31, 2018
Miss Gerianne Bullard	Clerk Typist (ag.)	January 1 to April 27, 2018
Mrs Daveda Chase	Storekeeper (ag.)	January 1 to December 31, 2018
Mr Wesley Nicholas	Driver/Operator (ag.)	January 1 to December 31, 2018
Mr Anthony White	Driver/Messenger (ag.)	January 1 to February 28, 2018
Miss Wendy Greene	General Worker (ag.)	January 1 to November 16, 2018
Miss Cheryl Burke	General Worker (ag.)	November 23 to December 31, 2018

Table 2: Department of Emergency Management Temporary Appointments 2018

Reactivation of Post

- The Ministry of Civil Service reactivated the dormant post of Technician/Operator for a period of two (2) years in the first instance, with effect from May 26th, 2017. This position of Technician/ Operator is critical to the overall functioning of the Department of Emergency Management in ensuring a constant state of departmental and national readiness, specifically ensuring that all communications systems are in place and the supporting infrastructure maintained to facilitate prompt and coordinated response to any emergency or disaster occurring at any time. This post continued to be active during 2018 however, it still requires filling.

Internships

- During the period under review, the Department participated in the Caribbean Catastrophe Risk Insurance Facility (CCRIF) Internship Programme hosting Ms. Shavel Watson for the period July 16 to September 14 2018. Ms Watson was assigned to support the DEM Work Programme specifically the Emergency Operations and Community Preparedness components.
- Mr. Rasheed O'neal was attached to the administrative section of the Department for the period May 22 to June 29, 2018. Due to Mr O'neal's high professional and efficient manner, his internship was further extended to July 27, 2018
- Mr. M'kenzie Haynes a final year Barbados Community College Student interned at the Department for the period June 11 to July 20, 2018. Due to his valuable contributions in assisting the Department to execute its mandate, Mr. Haynes' internship was extended to August 31, 2018.

Consultancies

- During the 2018 period, the Department also retained the services of Miss Danielle Howell to provide support to the implementation of the technical work programme specifically in the areas of Public Awareness and Education, Emergency Operations and Project Proposal Development.

4. FRAMEWORK ALIGNMENT

Global Framework

4.1. The international context for Disaster Risk Reduction is anchored in agreements such as the Johannesburg Declaration and Plan of Implementation, the Barbados Plan of Action (BPOA) and the Mauritius Strategy for Implementation, Agenda 21 and the Millennium Declaration, the Millennium Development Goals and the Sendai Framework for Disaster Risk Reduction 2015-2030, which are driving development agendas and international cooperation and development aid priorities worldwide.

4.2. Global Disaster Risk Reduction Frameworks are considered as important instruments for raising public and institutional awareness, generating political commitment and focusing and catalysing actions by a wide range of stakeholders at all levels. Since the adoption of the Hyogo Framework for Action in 2005, as documented in national and regional progress reports on its implementation as well as in other global reports, progress has been achieved in reducing disaster risk at local, national, regional and global levels by countries and other relevant stakeholders, leading to a decrease in mortality in the case of some hazards. Effective disaster risk management contributes to sustainable development and the reduction of disaster risk has been proposed as a cost-effective investment in preventing future losses.

4.3. During the 2015 World Conference on Disaster Risk Reduction, states reiterated their commitment to addressing disaster risk reduction and the building of resilience to disasters with a renewed sense of urgency within the context of sustainable development and poverty eradication, and have agreed to integrate, as appropriate, both disaster risk reduction and the building of resilience into policies, plans, programmes and budgets at all levels and to consider both within relevant frameworks.

4.4. The outcome document, referred to as the Sendai Framework for Disaster Risk Reduction 2015-2030, was adopted at the Third United Nations World Conference on Disaster Risk Reduction, held from 14th to 18th March, 2015 in Sendai, Miyagi, Japan, articulates this renewed commitment. This document is essentially a concise, focused, forward-looking and action-oriented post-2015 framework for disaster risk reduction.

Regional Framework

4.5. Barbados, and by extension, the DEM, is a member of CDEMA and subscribes to the concept of Comprehensive Disaster Management (CDM) which embodies all hazards, at all phases of the disaster cycle and at all levels of society. This strategy was officially adopted by the Cabinet of Barbados in August 2003 and essentially guides the National Emergency Management programme in Barbados.

4.6. The ultimate goal of the CDM Strategy and Framework is to realize a *“Safer, more resilient and sustainable Barbados through Comprehensive Disaster Management”*. This goal is supported by four (4) high level priority outcomes and sixteen (16) outputs. The strategic framework also embodies seven (7) elements, which, when realized, will lead to the desired future state of Barbados. These are:

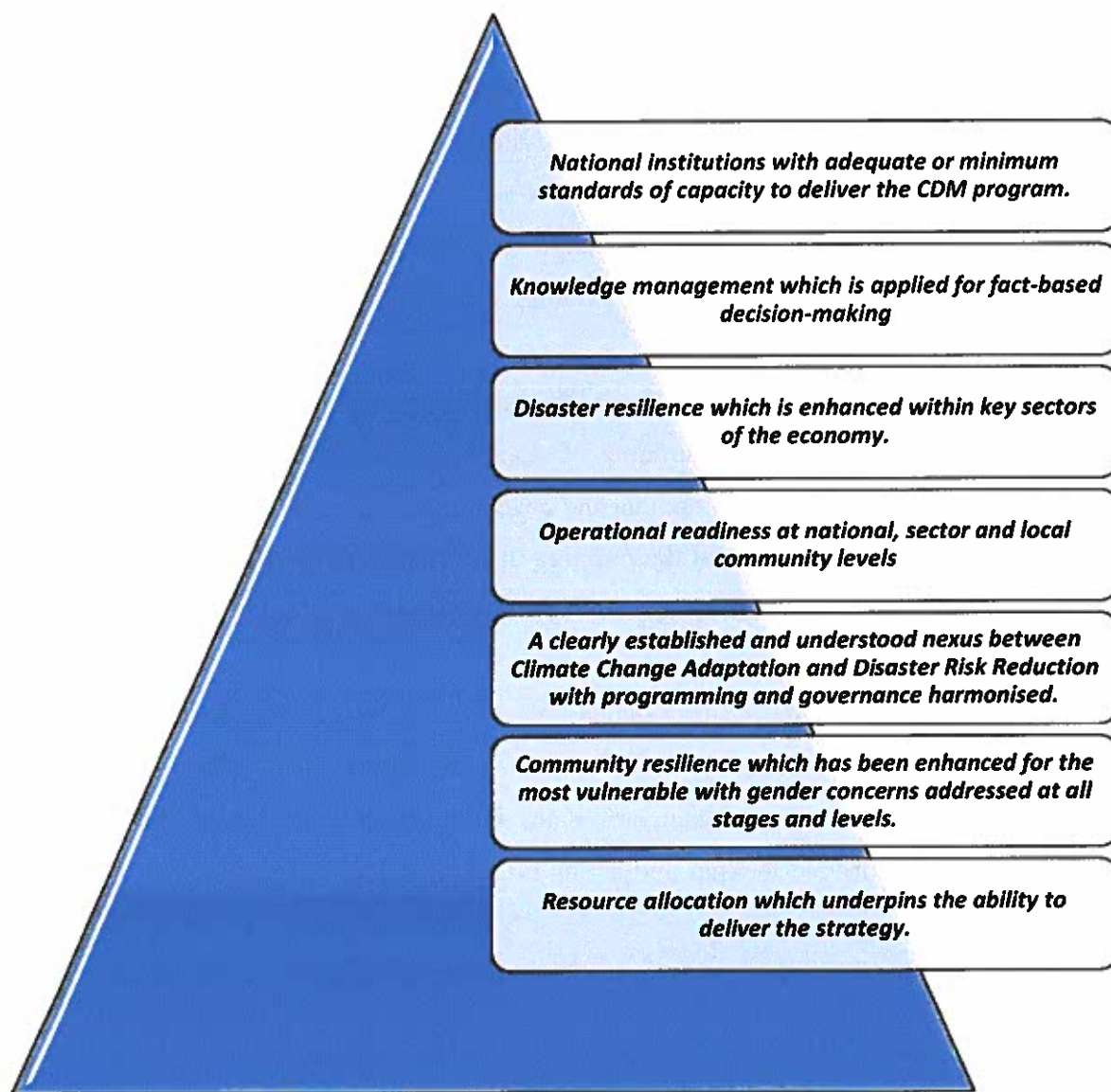


Diagram 4: The Elements of the Strategic Framework

National Policy Framework and Context

4.7. Being the premier advocate for the fostering of national disaster resilience, the DEM's Work Programme is not only in alignment with the preceding global and regional frameworks but it also supports the attainment of the Sustainable Development Goals in the local Barbadian context and reflects the priorities in the area of disaster management in Barbados Medium Term Growth and Development Strategy 2013-2020.

Section 5.5.14. Disaster Management of the said strategy document reflects the following:

Objective

To improve disaster management

OVERVIEW

Barbados must ensure that its people and physical infrastructure, are well protected against natural and man-made hazards. Therefore, it is necessary to maintain and improve a Comprehensive Disaster Management system.



1. Update the National Multi-Hazard Disaster Management Plan.
2. Develop a modern disaster management system with an appropriate legislative and technological framework.
3. Develop a Hazard Mitigation policy and improve on the early warning system.
4. Enhance the response capacity at the national and community levels.
5. Develop and enforce a comprehensive National Building Code.
6. Improve and maintain a National Emergency Operation Centre.
7. Promote regional and hemispheric cooperation to deal with the impact of hurricanes and severe weather systems and other hazard events.
8. Encourage and facilitate universal home insurance coverage.
9. Reform the community preparedness programme and improve the national mass alert system.
10. Expand the portfolio of the Caribbean Catastrophe Risk Insurance Facility.
11. Continue the disaster management mainstreaming into key sectors programme.
12. Develop Tsunami warning protocols.
13. Improve the public awareness and public information system.
14. Strengthen human resources.
15. Enhance the legislation which governs disaster management.
16. Implement a Coastal Risk Assessment and Management Programme.
17. Improve the resilience of the national coastal infrastructure.
18. Strengthen the policy, regulatory environments and institutional capacity of the Coastal Zone Management Unit (CZMU).

Challenges

1. Lack of technically skilled persons
2. High staff turnover rate
3. The legislation does not reflect the roles and responsibilities of all the National Emergency Management System stakeholders
4. Lack of appropriate infrastructure for a National Emergency Management Centre
5. Lack of financing
6. Limited human resources
7. The public's attitude to disaster preparedness and disaster management
8. Land Acquisition
9. Slow Cabinet Approval
10. Slow Town Planning Approval





5. AN OVERVIEW OF THE NATIONAL EMERGENCY MANAGEMENT SYSTEM

5.1. The National Emergency Management System (NEMS) is a broad based multi-sector stakeholder mechanism coordinated by the DEM as depicted in Diagram 2. It comprises the Emergency Management Advisory Council (EMAC) and its fifteen Standing Committees, national emergency services, local volunteers, non-governmental (NGOs) and community-based organisations (CBOs), regional and international partners and the private sector. These organs bring together human resource elements, technical expertise and other resources to ensure an effective state of readiness.

The National Emergency Management System (NEMS)

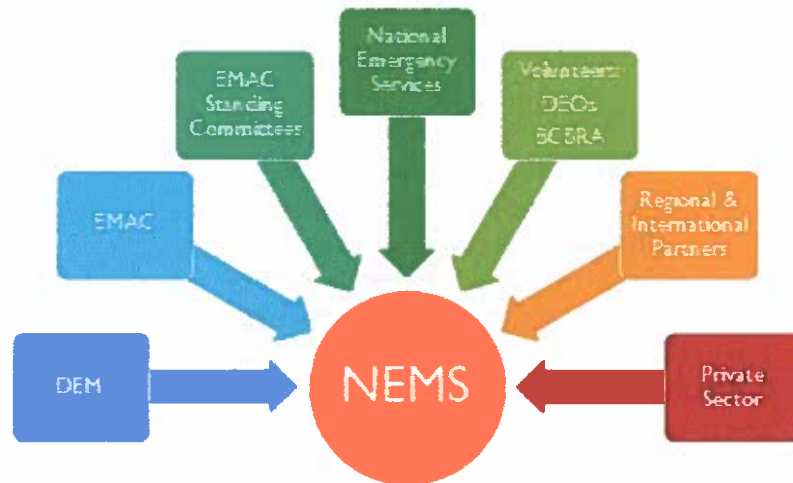


Diagram 5: Construct of Barbados' National Emergency Management System

The Emergency Management Advisory Council (EMAC)

5.2. The EMAC Council, chaired by the Minister responsible for Disaster Management, comprises representatives of the public and private sector as well as non-governmental organisations. Part III Section 7 (3), of the Emergency Management Act, Cap 160A, outlines the functions of the EMAC to include recommendations of policies, programmes and activities to enhance the emergency management programme and reviewing the work of the Standing Committees with respect to their specialized areas..

5.3. The representation on the Council is outlined below:

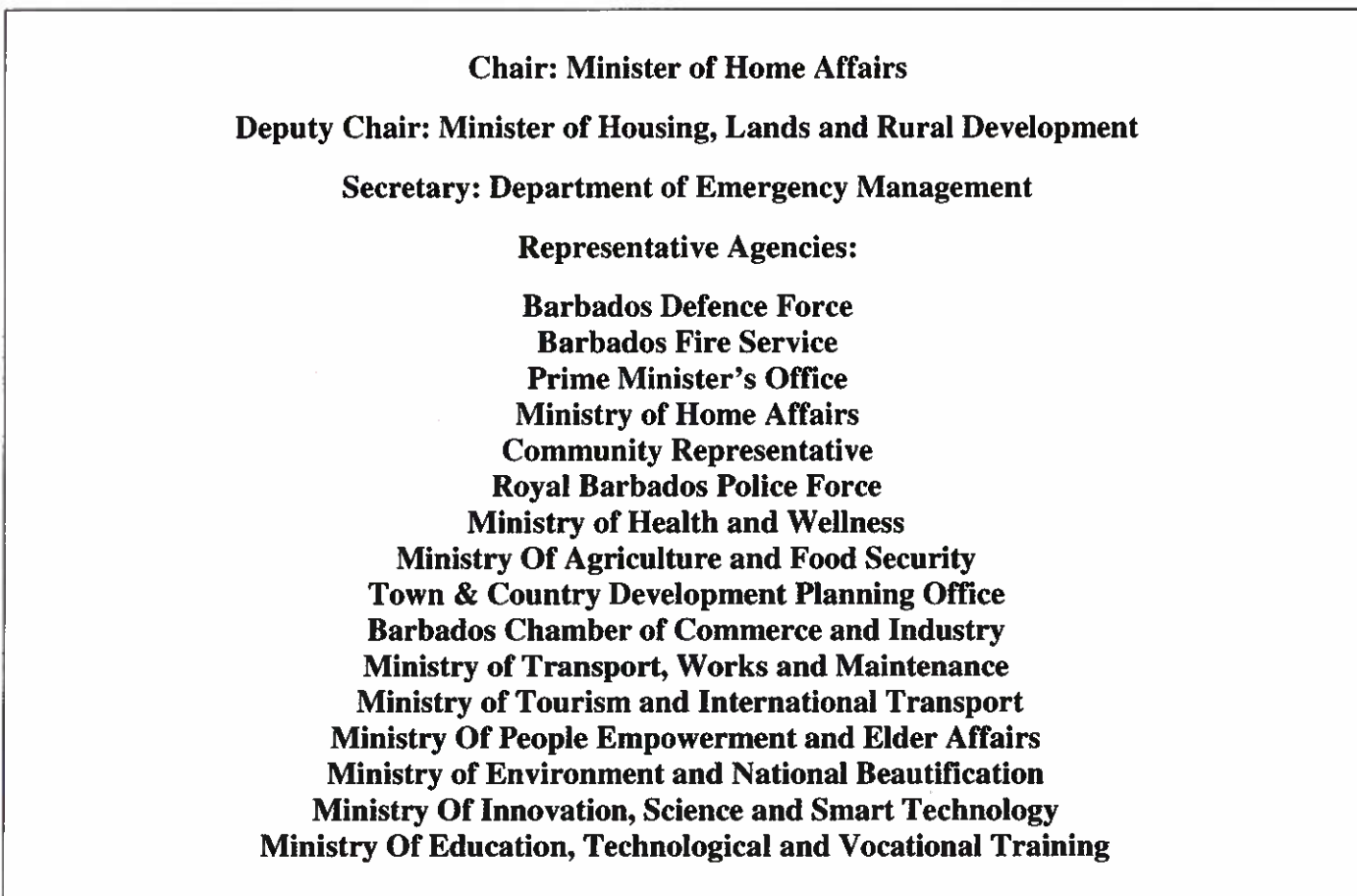


Diagram 6: Representative organizations of the Emergency Management Advisory Council (EMAC)

Standing Committees of the Emergency Management Advisory Council

5.4 The First Schedule, Section 7 of the Emergency Management Act Cap. 160A, indicates that the Council shall consist of: (c) members not exceeding 15 as may be nominated by the Minister to represent and (xv) such other persons or organisations as the Minister thinks fit who volunteer or are required by law to perform functions related to the mitigation of, preparedness for, response to and recovery from emergencies and disasters in Barbados.. In this regard, fifteen (15) Standing Committees and a Community representative Ms

Kimberley Agard received instruments of appointments on September 14, 2018 from the Minister of Home Affairs, Honourable Edmund Hinkson. These members are responsible for planning the Emergency Response Functions (ERFs), both at the national and sector levels. Their membership is organized by emergency response functions for example - shelter management, emergency telecommunications, public utilities, damage assessment and needs analysis, amongst others. Technical heads of government agencies with responsibility for the execution of national disaster management policy and programmes in their respective areas of expertise, chair the Standing Committees, as outlined in Table 3.

SER	COMMITTEE	CHAIRPERSON
1	Emergency Services Committee * Mass Crowd Committee	Director, Department of Emergency Management Commissioner, Royal Barbados Police Force
2	Public Information and Education	Chief Information Officer Government Information Service
3	Damage Assessment and Needs Analysis	Director Barbados Statistical Services
4	Health Services Committee	Chief Medical Officer Ministry of Health and Wellness
5	Food and General Supplies	Chief Agricultural Officer Ministry Of Agriculture and Food Security
6	Public Utilities Committee	Permanent Secretary Prime Minister's Office Division of Energy and Telecommunications
7	Road Clearance and Tree Trimming	Chief Technical Officer Ministry of Transport ,Works and Maintenance
8	Emergency Transport	Chief Technical Officer Ministry of Transport ,Works and Maintenance
9	Welfare Services	Chief Welfare Officer Welfare Department
10	Shelter Management	Chief Education Officer Ministry Of Education, Technological and Vocational Training
11	Telecommunications	Chief Telecommunications Officer Telecommunications Unit
12	Housing & Rehabilitation	Chief Technical Officer Ministry of Housing, Lands and Rural Development

13	National Mitigation Committee	Chief Town Planner Town & Country Development Planning Office
14	Tourism Emergency Management Committee	Permanent Secretary Ministry of Tourism and International Transport
15	Technical Standing Committee on Coastal Hazards	Director, Department of Emergency Management Director, Coastal Zone Management Unit
16	National Oil Spill Committee	Director Environmental Protection Department

** Note the Mass Crowd Committee is a sub-committee of the Emergency Services Committee.*

Table 3: Representative Standing Committees of the Emergency Management Advisory Council (EMAC)

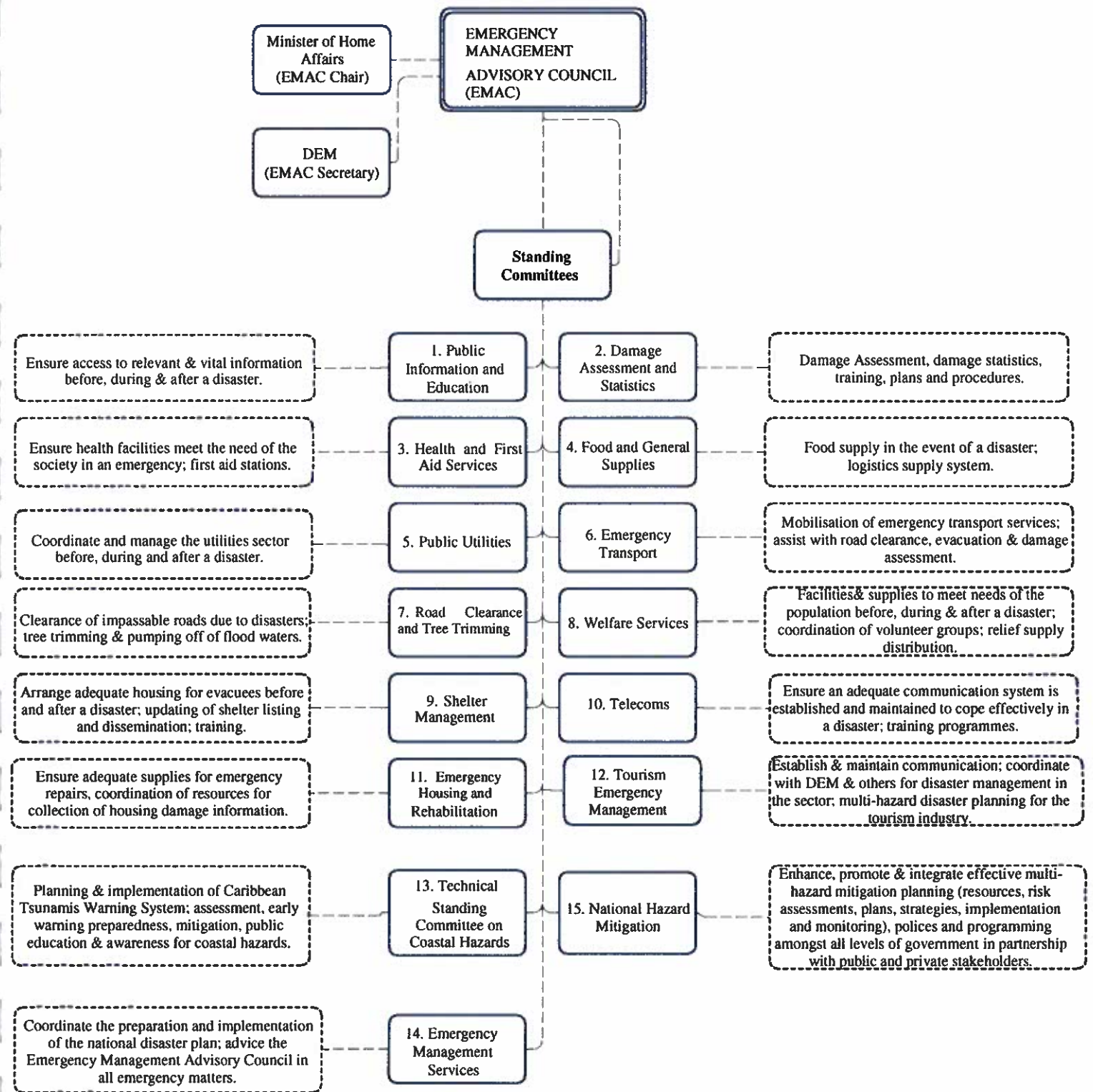


Diagram 7: Schematic Showing the Standing Committees of the Emergency Management Advisory Council

Emergency Management Team

5.5. These Emergency Management Operations Teams form part of the National Emergency Operations Centre which manage operations during crises.

District Emergency Organisations (DEOs)

5.6. District Emergency Organisations are the primary vehicle for the execution of the National Community Preparedness Programme and are currently aligned along the thirty (30) political constituencies. This community volunteer movement affords the general population the opportunity to participate in the national disaster management system.

5.7. The DEOs are the voluntary arm of the DEM and are responsible for organising and coordinating community resources for an effective response during crises. Their membership come from the communities which they are intended to serve. The DEOs play a very important role in the national emergency management architecture. They work with the community to develop and mobilize disaster prevention and preparedness programmes to reduce the impact of identified hazards (e.g. flood, hurricane, fire, earthquake, vehicular accidents).

5.8. A typical DEO is composed of a Chairman, a Deputy Chairman, a Secretary, a Public Relations Officer, and various officers covering the areas of Shelter Management, First Aid, Information and Damage Assessment, Road Clearance, Transportation, Communication, Clothing and Feeding. General members of the DEOs become involved and function in the areas that are of interest to them and in which they possess the desired level of proficiency/competency. The 2018 DEO Chairpersons are listed in table 4.

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NUMBER	DISTRICT	NAME OF CHAIRPERSON
1	CHRIST CHURCH WEST CENTRAL	MR CHARLES LEGALL
2	CHRIST CHURCH WEST	MR ORLANDO ALLEYNE
3	CHRIST CHURCH EAST	--
4	CHRIST CHURCH EAST CENTRAL	MR RAWLE SEALY
5	CHRIST CHURCH SOUTH	MS. LAURA RUDDER
6	ST. ANDREW	MS. HYACINTH RAMSEY
7	ST. JAMES CENTRAL	MR. SELWYN BROOKS
8	ST. JAMES NORTH	MS KIMBERLEY AGARD
9	ST. JAMES SOUTH	MR. DAVID HALL
10	ST. GEORGE SOUTH	MR. ROGER PADMORE
11	ST. GEORGE NORTH	MR. RODERICK YARD
12	ST. JOHN	MR. ADRIAN SMALL
13	ST. JOSEPH	MS. HEATHER WALROND
14	ST. LUCY	MR. RONTAE JOHNSON-ANNIUS
15	BRIDGETOWN	MR. SAMUEL HOLDER
16	ST. MICHAEL NORTH EAST	MR PETERSON YEARWOOD
17	ST. MICHAEL SOUTH	MR. LEONARD HEADLEY
18	ST. MICHAEL CENTRAL	--
19	ST. MICHAEL NORTH WEST	MR. DORIEL GILL-SKINNER
20	ST. MICHAEL WEST CENTRAL	--
21	ST. MICHAEL NORTH	MR. JOHN DOWNES
22	ST. MICHAEL WEST	MS. OLETHEA PRESCOD
23	ST. MICHAEL EAST	--
24	ST. MICHAEL SOUTH CENTRAL	MR. BARTON GREEN
25	ST. MICHAEL SOUTH EAST	MS. SOPHIA GREAVES
26	ST. PETER	MR. DAVE HURLEY
27	ST. PHILIP NORTH	MS. MARIA MAYERS
28	ST. PHILIP SOUTH	MS SHARON ROSE GITTENS
29	ST. PHILIP WEST	MR. IAN SMITTEN
30	ST. THOMAS	MR. RONALD SPRINGER

Table 4 DEO Chairpersons 2018

Strategic Partners Offering Voluntary Services

5.9 Over the years, in addition to the DEOs, the DEM has benefitted strategically from the assistance, support and ongoing cooperation, which has been rendered by a number of voluntary organizations such as the Roving Response Team (RRT), the Barbados Citizens Band Radio Association (BCBRA) and the Amateur Radio Society of Barbados (ARSB). These organizations act as multipliers and enablers and assist in filling

gaps which may exist in relation to DEM and the other emergency services efforts to provide island wide coverage.



**The Department of Emergency Management
salutes all National Volunteers on the
United Nations International Volunteer Day!**



**Volunteers build Resilient Communities
You are appreciated!**

DEM's Social Media Campaign post, recognising the work and contributions of all National Volunteers.

Department of Emergency Management

Major Achievements and Activities

6. MAJOR ACHIEVEMENTS AND ACTIVITIES

6.1. The DEM continued to achieve its overall objectives of preparing for and responding to hazard impacts to which Barbados is vulnerable.

6.2. Objectives were achieved through the enhanced capacity of the DEM staff, other personnel of the National Emergency Management System and volunteers, as a result of their attendance at local, regional and internal training, workshops and meetings.

6.3. Detailed below are the major activities undertaken and accomplishments of the DEM during the review period. These undertakings were organized under programme areas of: *Institutional Strengthening, Emergency Operational Strengthening, Departmental Human Resource Strengthening, Community Preparedness, Public Awareness and Public Information and External Relations.*

Department of Emergency Management

Institutional Strengthening

7. INSTITUTIONAL STRENGTHENING

The goal of this programme is to enhance the DEM's institutional capacity to develop and execute Comprehensive Disaster Management programmes

7.1. Under the Institutional Strengthening aspect of the programme, there were a number of programmatic activities and initiatives during the period including, but not limited to:

(i) **Lobbying for a permanent, ultra-modern, purpose-built home for the DEM**

This facility proposes to accommodate offices for the current staff and a projected increase staff complement, the National Warehouse as well as the National Emergency Operations Centre.

During the period there was an indication that no central budget funding was available for this venture therefore plans to construct were placed on hold until alternate funding could be identified.

(ii) **The continued enhancement of the DEM's Library and Documentation Centre to facilitate internal operational research and development requirements as well as to service the general public**

During the period, the Department focused on promoting its social media platforms in an attempt to reach a wider segment of the population with emergency/disaster management information. There was a marked surge in the use and viewership of the Department's Facebook page especially during the months of September and October which was known to be the peak period during the Hurricane Season.

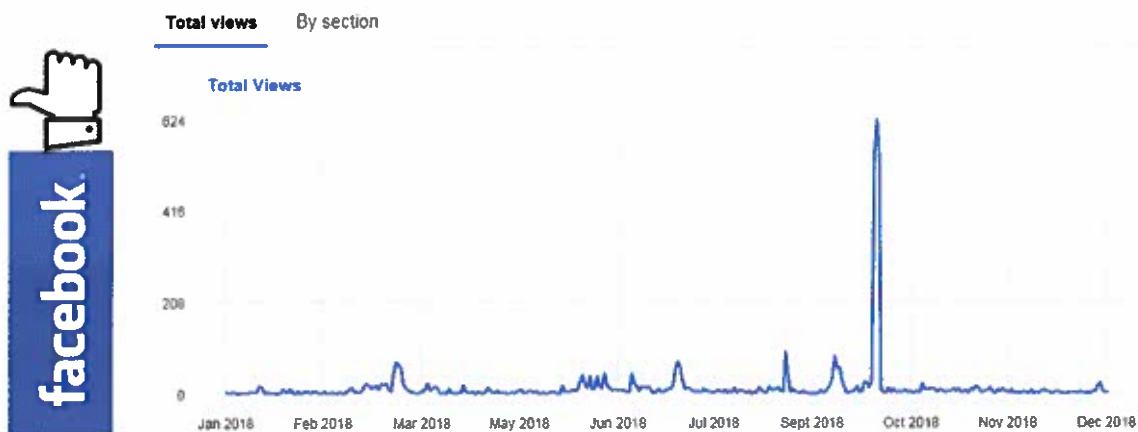


Diagram 8 showing statistics of total views and the peak periods on the Facebook page.

Website

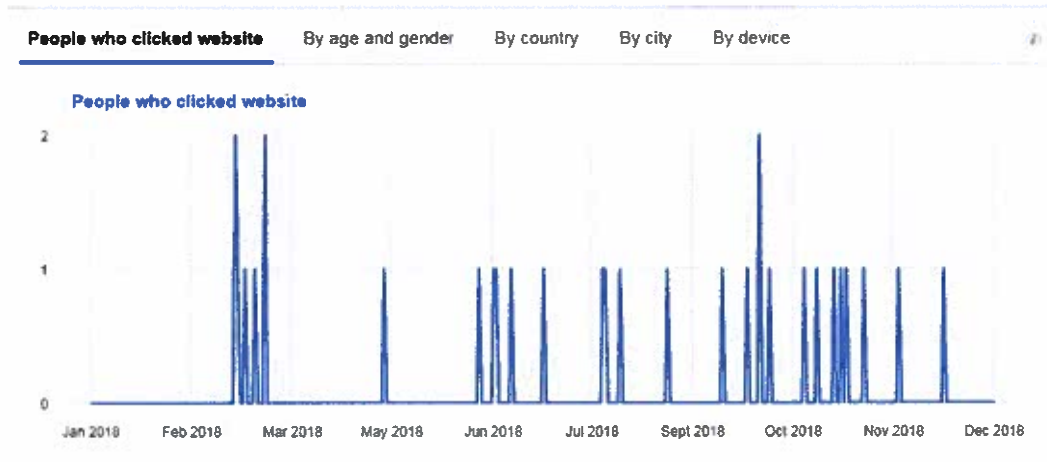
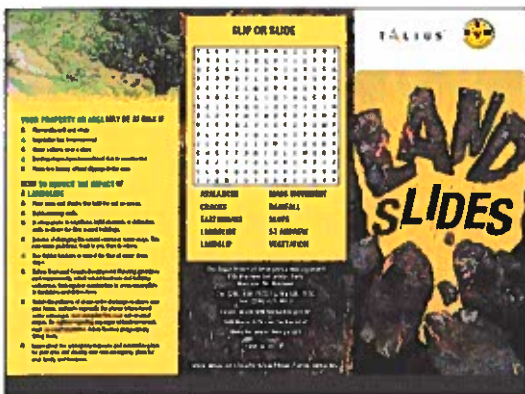
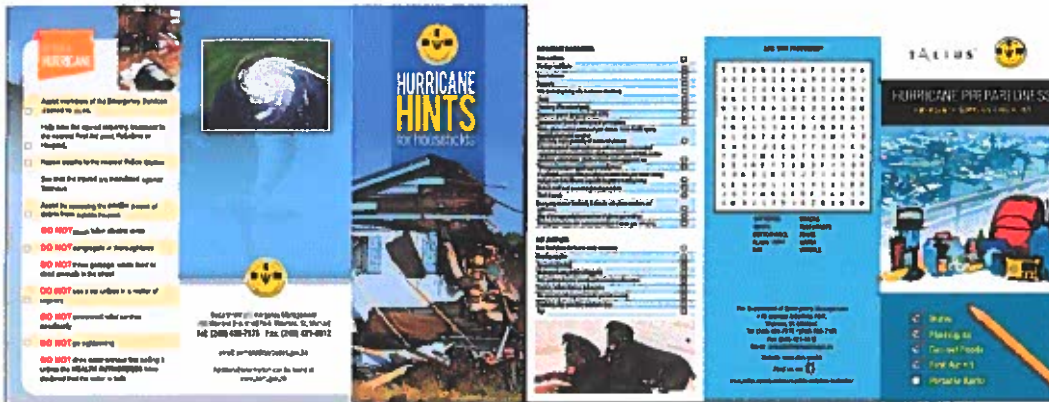


Diagram 9 showing the statistics of total website (www.dem.gov.bb) clicks from the Facebook page and its peak periods.

The Department's website (www.dem.gov.bb) continued to be updated periodically to the benefit of its users. The updates continue to reflect current activities and programmes being undertaken by the Department.

During 2018, the DEM occasionally met with the Data Processing Department (DPD) to discuss website updates. These updates included making the website more user friendly by including a search engine for easier navigation of the website and allowing for greater flexibility of the DEM staff to provide their own updates and photographs to the website.

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THE DEPARTMENT ALSO UNDERTOOK REVIEW AND REFINEMENT OF ITS PRINTED PUBLIC AWARENESS MATERIALS DURING THE PERIOD, THUS ADDING NEW PAMPHLET OFFERINGS OF AWARENESS AND EDUCATIONAL MATERIALS TO OUR CLIENTS, STAKEHOLDERS OF THE NATIONAL EMERGENCY MANAGEMENT SYSTEM AS WELL AS MEMBERS OF THE PUBLIC. VISUAL PRODUCTS SUCH AS PUBLIC SERVICE INFORMATIONAL VIDEOS FOCUSING ON DISASTER PREPAREDNESS WERE ALSO PROMOTED DURING THE PERIOD.

(iii) Strengthening of the Information Communications Technologies (ICT) Mechanism within the Department to facilitate improved business processes within the agency

During the period under review the Department also continued to upgrade its ICT equipment in an effort to improve its operations and business processes.

The Department focused primarily on the procurement of equipment and upgrade of the existing ICT systems.

During the review period the post of Technician /Operator remained vacant. This post is expected to provide some level of ICT support to the Department.

As a result of the lack of in-house IT expertise, there has been ongoing support from various external partners.

(iv) Continued contribution to the development of the Country Risk Profile Document

The Department continued to make the documentation available to the various National Emergency Management System stakeholders, the donor community and the public by posting it on the DEM's website: www.dem.gov.bb.

(v) Production of the Department's Annual Report

As stipulated by law, the Department submitted the annual report to the Emergency Management Advisory Council and the Cabinet of Barbados respectively during this period.

(vi) Technical Support to Ministry of Tourism: Mainstreaming Disaster Management in the Tourism Sector

The Department of Emergency Management continued to support the Tourism Emergency Management Committee as they sought to improve the sector's capacity. Areas of support included technical expertise with telecommunications challenges, training, exercising and capacity building for Tourism Emergency Operations Centre (TEOC) operatives and technical assistance with the review of plans and procedures for the sector.

(vii) Development of the Barbados Comprehensive Disaster Management (CDM) Country Work Programme (CWP) 2019 – 2023.

The Department of Emergency Management, with the support of the Caribbean Disaster Emergency Management Agency (CDEMA) and the United Nations International Strategy for Disaster Reduction (UNISDR), completed a Comprehensive Disaster Management (CDM) audit for Barbados during 2018.

The CDM audit assessed the country's capacity to advance all phases of the disaster management cycle (mitigation, preparedness, response and recovery). The results of the Audit provided information that was used strategically to develop national disaster risk management programmes and targeted limited resources more efficiently and effectively.

(viii) Establishment of a Community Based Institutional Framework

During the period, the Department continued sensitization about, and population of the National Volunteer Registry which captures pertinent information relating to the Department's many volunteers. Quarterly capacity inventions occurred with volunteers to improve community response to emergencies and disasters.

Discussions continued with respect to the accessing universal insurance coverage for all volunteers.

The National Guidelines for the District Emergency Organisations were reviewed during the period.

(ix) Emergency Management Advisory Council (EMAC) Meeting

The Seventh (7th) Working Meeting of the EMAC was convened at the Accra Beach Hotel and Spa on 14th September 2018, under the chairmanship of the Honourable Edmund Hinkson, M.P. and Minister of Home Affairs. During this convening, the Honourable Edmund Hinkson reviewed the EMAC Terms of reference and presented instruments of appointment to the EMAC members.



The Seventh (7th) Working Meeting of the Emergency Management Advisory Council.



Dr. the Honourable. William F. Duguid, J.P. B.D.S., F.D.S., Minister of Transport, Works and Maintenance receiving his instrument of appointment.

Presentations were also made by Mr. Clive Lorde of the United States Agency for International Development/ Office of U.S. Foreign Disaster Assistance (USAID/OFDA), Ms. Andria Grosvenor on

The Comprehensive Disaster Management (CDM) Strategy and Framework: A Regional Perspective, Mr Renee Evelyn on the Common Alerting Protocol (CAP), Miss Gayle Drakes on the CDM Audit and Country Work Programme and Mrs Danielle Skeete on the status of the District Emergency Organisations (DEOs).

Department of Emergency Management

**EMERGENCY OPERATIONAL
STRENGTHENING**

8. EMERGENCY OPERATIONAL STRENGTHENING

The goal of this programme is to actively promote inter-agency collaboration by sensitizing agency representatives to their roles and responsibilities in the National Emergency Management System as well as updating plans and Standard Operating Procedures under the Multi-Hazard National Disaster Plan and exercising those plans and procedures.

The DEM engaged in several activities under the Emergency Operational Strengthening Programme.

8.1 Annual Emergency Management Sensitisation and Training

8.1.1 During the period under review, the EMAC met and were briefed on a number of emergency management plan and policy issues. This body had only one meeting during this period.

8.1.2 The Department of Emergency Management also discussed the Policy Framework & Standard Operating Procedures for the Systematic National Shutdown and Reactivation of Barbados with the stakeholders of the Social Partnership.

8.1.3 The Cabinet of Barbados, representatives of various ministries, agencies and select private sector entities were briefed on and or received training in relation to emergency management matters during this period.

8.2 Mainstreaming of Emergency Management in curriculum/training schedule of the Public Service and locally based tertiary institutions

8.2.1 There were ongoing discussions with Training Administration Division (TAD) on the development and facilitation of an Emergency Management Course for Ministry and Agency Liaison Officers as well as Health and Safety Officers. In February 2018, the DEM conducted a Liaison Officer Training for over seventy (70) officers to sensitize the assigned Liaison Officers within each organisation to their roles and responsibilities, as well as to guide them through the process of developing and/ or reviewing your organisation's emergency management plan.

8.2.2 There were exploratory discussions with the Barbados Institute of Management and Productivity (BIMAP) with respect to offering emergency management courses as part of their curriculum.

8.2.3 The Samuel Jackman Prescod Polytechnic continued to offer the course "Regional Code of Practice for the Construction of Houses".

8.3 Completion of the National Multi-Hazard Disaster Management Plan

8.3.1 There were a number of policies, plans and procedures identified for either development or review. The major focus during the year was placed on the Policy Framework and Standard Operating Procedures for the systematic National Shutdown and Reactivation of Barbados . This document was the subject of a series of technical and legal reviews.

8.4 Technical Services to the EMAC Technical Standing Committees and other National Level Multi-agency Committees

8.4.1 The DEM continued to service the National Emergency Management System's Emergency Management Advisory Council and its fifteen (15) standing committees as well as other multi-agency committees such as the National Civil Aviation Security Committee, Coastal Risk Management Project Committee, Vulnerable Persons Committee, the National Climate Change Committee (NCCC) and the National Security Advisory Committee. This technical assistance included the review of plans and procedures for emergency management functions, delivery of training in specialized emergency management, facilitation of seminars targeted at the committee membership or beneficiaries of the committees' programmes.

8.4.2 In particular, during this period the Department assisted with the coordination, or contributed to the development and or updating of:

1. Technical Standing Committee on Coastal Hazards Work Programme
2. CaribeWave Exercise Plan and Report Documents
3. Barbados National Progress Report for National Tsunami Preparedness and Mitigation Programme
4. Annual Reporting of Information on National Programmes for Protection against Chemical Weapons, Under Articles X of the Chemical Weapons Convention for the Year 2017 document.
5. Schools' Emergency Management Plans
6. Barbados Child Care Board Disaster Management Plan
7. Alternate Site for Queen Elizabeth Hospital
8. The Department of Emergency Management's Contingency Plan
9. Barbados Emergency Management Plan
10. National Emergency Operations Centre SOP

11. National Telecommunications Emergency Plan
12. Food and General Supplies Committee (FGSC) Disaster Preparedness plan
13. Disaster Social Relief Plan
14. Emergency Shelter Management Policy
15. Barbados Fire Service SOP
16. Activation of Rescue Teams
17. SSA's Input to the National Disaster Plan
18. Emergency Plan Barbados Port Inc
19. Damage Assessment and Needs Analysis Plan
20. Harrison's Cave Emergency Response Manual
21. Tourism Emergency Operations Centre- Multi-Hazard SOP
22. The Barbados Tourism Sector- Tropical Weather Systems Plan (2018)
23. Emergency Transport Plan
24. MTWM Disaster Management Plan and Departmental Instructions
25. Soil Conservation Unit- Emergency Plan
26. Management of Anthrax in Barbados Procedural Manual for Dangerous Infectious Diseases and Biological Threats
27. Ebola Surveillance Protocol
28. Procedural Manual for Ebola
29. Ebola Surveillance Protocol
30. Evacuation of St. Lucy District Hospital and Elayne Scantlebury Centre SOP
31. Guidelines on Investigating cause of death during an Ebola virus disease
32. Ministry of Health Hurricane Plan
33. Health Emergency Operations Centre SOP
34. The Provision of Transportation Services To Ministry of Health Personnel Following an Adverse Weather System
35. National Multi Hazard Health Sector Disaster Management Plan for Barbados

8.5 Technical Support to the Business Sector

During the period under review, the Department of Emergency Management facilitated and participated in training and sensitisation workshops, technical assistance and capacity building meetings aimed at mainstreaming disaster management in the business sector.

- The DEM contributed and supported the Global Private Sector Alliance for Disaster Resilient Societies or ARISE Initiative, which promotes proactive actions from the private sector to prevent economic loss and new business opportunities related to disaster management. This is in keeping with the global framework endorsed in Sendai, Japan, through the Sendai Framework for Disaster Risk Reduction 2015 to 2030. A Declaration of Cooperation was signed between the Barbados Chamber of Commerce and Industry (BCCI), the United Nations Office for Disaster Risk Reduction, the Caribbean Disaster Emergency Management Agency (CDEMA) and the Department of Emergency Management in July 2018.
- During the period, the Food and General Services Standing Committee met with the business community with a view of improving arrangements related to food security in an emergency setting. As a result, four (4) memoranda of understanding were signed between the Ministry of Agriculture and Food Security (MAFS) and the following agencies:
 1. Massy Distribution Barbados Ltd.
 2. Banks Holdings Ltd (BHL)
 3. Bryden Stokes Limited
 4. Armstrong Agencies

These MoU's provided the basis for at least two months provisions of supplies of goods, general supplies and toiletries to the country after a disaster or other emergency.

8.6 Humanitarian Assistance Policy

The Department of Emergency Management engaged in a number of fora at the regional and international level which discussed international disaster relief and humanitarian assistance in the

Caribbean countries with a view of informing national level legislation, policy and plans as well as the CDEMA Articles of Agreement.

8.7 Exercising of Plans and Procedures

During the year under review, the Department and other stakeholders in the National Emergency Management System were involved in a number of exercises:

8.7.1 Region Rap 2018

The DEM participated in the CDEMA CU's Region Rap Communication exercise which was designed to test regional telecommunications using various modes during a disaster scenario.

8.7.2 National Emergency Operations Centre (NEOC) Orientation and Exercise

The activity, which was held at the Alternate National Emergency Operations Centre (ANEOC), located at the Barbados Fire Academy, Arch Hall Fire Station, was designed to:

(i) Orient the operatives of the NEOC to the SOP as well as their roles and responsibilities within the Operations Centre.

(iii) To confirm/exercise the operatives, a Table-Top & Functional Exercise was also executed in order to exercise the NEOC Multi-Hazard Standard Operational procedures document, Emergency Support plans, policies, and procedures. It also sought to clarify roles and responsibilities and identify resource gaps in an operational environment. The Functional aspect of the Exercise was designed to validate the communications functionality between the ANEOC and other operational centres.



2018 NEOC Orientation and Exercise

8.7.3 CaribeWave 2018

Barbados like many of the other countries and territories in the Caribbean and the Adjacent Region once again participated in the CaribeWave Exercise. This Exercise (CaribeWave 2018) was coordinated in-country by the Technical Standing Committee on Coastal Hazards which is co-chaired by the Department of Emergency Management and the Coastal Zone



Management Unit. Exercise Caribe Wave 2018 was conducted on *Thursday 15th March 2018*. It simulated a Tsunami threat to the Caribbean which resulted in countries of the region including Barbados activating and executing their Tsunami response plans and protocols. Barbados participated in the scenario where there was a tsunami threat after a magnitude 8.6 earthquake occurring to the south-east of Barbados.

The following elements were tested during the exercise:

- a) The tsunami warning system and protocol;
- b) The emergency telecommunications system,
- c) The emergency evacuation of a school, and select businesses and public offices;
- d) The relocation of critical emergency operations to secondary locations.

The following agencies participated in the exercise;

- a) Barbados Defence Force
- b) Barbados Meteorological Service
- c) Department of Emergency Management
- d) Holetown Public Complex- Post Office & Barbados Revenue Authority (BRA)
- e) Mango Bay Hotel
- f) Royal Barbados Police Force (RBPF)- Holetown Station and Central Station Control Room
- g) St. James Primary School
- h) Bank of Nova Scotia Holetown Branch

8.6.4 TEOC Exercise

The DEM supported the Ministry of Tourism's Tourism Emergency Management Committee (TEMC) by preparing and facilitating a desk-top simulation exercise designed to review and test the Tourism Emergency Operations Centre (TEOC) Standard Operating Procedures and related protocols.

8.7 Management of Mass Crowd Events

Mass Crowd Events continued to be a large component of the DEM's programme. The annual calendar was marked with a number of national and private events which required the Department to provide emergency contingency planning as well as emergency operations coordination services.

Events which required coordination and technical support by way of deployment of resources from the Department during the period under review included the National Crop Over Festival, Reggae on the Hill, National Primary and Secondary Schools track and field events, National Senior Games, Barbados Manufacturers Exhibition, Holetown and Oistins Fish festivals, AgroFest, May Day Celebrations, Independence Celebrations, high-level conferences and meetings as well as regional and international cricket tournaments.

Department of Emergency Management

Human Resource Strengthening

9. DEPARTMENTAL HUMAN RESOURCE STRENGTHENING

This goal of this programme is to strengthen the human resource capacity of DEM, emergency response personnel and community volunteers through targeted training and development programmes. This will be done through exposure/attendance at/participation in local in-service training (as outlined in the Annual Departmental Training Proposal) and local conferences, seminars and workshops, as well as enhancing competencies through attendance at international and regional conferences and meetings.

9.1. During the period, the DEM seized available opportunities to strengthen its Human Resource capacity by selecting personnel to take part in several training courses, seminars and workshops locally and internationally. The trainings engaged officers in technical roles to facilitate Disaster Risk Management/Reduction activities and interventions. These included:

- Caribbean Public Policy Symposium at the Sagcor Cave Hill School of Business – March 2018
- Caribbean Climate Outlook Forum (CariCOF) – May 2018
- Consortium of Regional Sectoral Early Warning – Roadmap and Plan of Action 2019-2028- May 2018
- Pilot Workshop: Knowledge and Application of Comprehensive Disaster Management – June 2018
- Climate Risk and Early Warning Systems (CREWS) Workshop – June 2018
- Logistics Warehouse Training Workshop – June 2018
- Global Food Security Cluster Training Simulation – July 2018
- CARICOM Disaster Relief Unit Training
- USAID/OFDA Plastic Sheeting Training
- UNOCHA Workshop
- Plastic Sheeting Training- August 2018
- National Coastal Risk Information Platform (NCRIPP) Training– November 2018
- Technical Forum on Monitoring the Sendai Framework, Sustainable Development Goals and Paris Agreement in Bonn, Germany – November 2018

9.2. Partner Meetings and Projects

There were a number of meetings and project activities which contributed to the general improvement and output of staff of DEM and officers within the National Emergency Management System to carry out

their agency mandates. These activities also assisted in improving the response capacity and capability within the system.

Staff participated in a number of technical meetings, projects and other activities organized by CDEMA and other partners:

9.2.1 Meetings

- (a) Eastern Caribbean Partner Development Group for Disaster Management (ECPDG-DM) Meetings
- (b) CDEMA Board and Council Meetings
- (c) CDEMA After Action Review Meeting of the 2017 Atlantic Hurricane Season
- (d) CDEMA Technical Advisory Committee (TAC) Meeting
- (e) Coastal Risk Management Project workshops and meetings
- (f) Emergency Management Advisory Council Meeting in September 2018
- (g) Emergency Management Advisory Council Technical Standing Committee Chairpersons
- (h) Barbados Renewable Energy Association (BREA) Meetings and Workshops
- (i) Barbados Meteorological Service's Automatic Weather Stations training seminar
- (j) CDM Audit and Country Work Programme Development workshops
- (k) Sendai Framework Regional Action Plan for Latin America and the Caribbean
- (l) Weather Climate Ready Nations
- (m) Project Steering Committee: Disaster Risk and Energy Access Management (DREAM) - Promoting Solar Photovoltaic (PV) Systems in Public Buildings for Clean Energy Access, Increased Climate Resilience and Disaster Risk Management
- (n) Humanitarian Assistance and Disaster Relief Seminar
- (o) CARICOM Disaster Relief Unit Opening Ceremony
- (p) Barbados National Union of Fisherfolk Organizations Meeting
- (q) Town and Country Planning Stakeholder Meetings (regarding the physical development plan)
- (r) Crisis Preparedness Workshop
- (s) Caribbean Catastrophe Risk Insurance Facility Meetings
- (t) Caribbean Electric Utility Services Corporation (CARILEC) Meetings
- (u) World Food Programme Meetings

9.2.2 Projects

During the period under review the Department of Emergency Management:

- Contributed to the Coastal Risk Assessment and Management Programme (CRMP) Project. DEM attended and engaged in the interviews with the consultants and attended the NCRIPP Information Management Workshops and the NCRIPP Launch.
- Developed a successful project proposals for submission under the CDEMA Country Directed Funds to support the development of the Department's Strategic Plan.

Department of Emergency Management

Community Preparedness

10. COMMUNITY PREPAREDNESS

The goal of this programme is to empower communities across Barbados to be more knowledgeable about all types of hazards. This will be achieved through the continued provision of ongoing technical assistance inclusive of training and development of volunteers in community-based organizations, equipping of the community emergency response units, and through the provision of practical tools/toolkits to enhance capacity at the community level.

10.1 DEM – District Emergency Organisations Interface

10.1.1 Throughout the reporting period, the DEM provided technical support to the District Emergency Organisations (DEOs). Support was in the form of plan development and exercise training for select DEOs, public relations support, general awareness and sensitisation training, assistance with telecommunications equipment troubleshooting and upgrades and dissemination of equipment to support DEO operations.

10.1.2 In this regard, the DEM spearheaded a number of activities as part of its Community Awareness and Capacity Building Disaster Risk Management Programme which saw the active participation of several community volunteers during the period under review in the following areas:

- (a) St. George North Vulnerability Assessment Exercise
- (b) St. John DEO World Tsunami Awareness Day Presentation along with the CZMU/ CTIC
- (c) St. John DEO Community Walk Through
- (d) St. Peter DEO Sixmen's Beach Clean Up
- (e) St. Michael South East Satellite Emergency Operations Center Launch
- (f) The Annual Meeting of DEO Chairpersons was convened in June 2018

10.2 Development of Community Evacuation Maps

10.2.1 During the July to September 2018 period the DEM with the assistance of the CCRIF intern Ms. Shavel Watson developed tsunami evacuation maps for two communities, Holetown, St. James and Shermans, St. Lucy. During this period community preparedness programmes were implemented through community consultations.

10.3 Parish Independence Celebrations

10.3.1 Disaster Management was one of the proposed project topics shared to the 2018 Parish Independence Committees (PIC) under the Ministry of Culture Sports and Youth. The DEM provided technical support and guidance to three (3) PIC namely St. Andrew, St. Michael and St. James.

10.4 Ministry of Tourism and International Transport Junior Minister Competition

10.4.1 The Department of Emergency Management provided subject matter expertise to the Barbados Tourism Product Authority's 2018 Junior Minister of Tourism Competition. One of the competition's area of focus was disaster management as a result of the impact of various hazards during the 2017 Atlantic Hurricane Season and the increased seismic activity in the region. The Department represented by the Director sat on the judging panel and provided questions to the competitors.

Department of Emergency Management

**PUBLIC AWARENESS AND
INFORMATION**

11. PUBLIC AWARENESS AND INFORMATION

The goal of this programme is to enhance the knowledge of the general public about the various hazards, which will be achieved through the continued delivery of public education and public awareness programmes, focusing on multi-hazards, with special enhancement of Information Communication Technologies (ICT).

11.1. The DEM's mandate under the Public Awareness and Information Programme is to provide information to improve public understanding and increase local/community-based knowledge sharing on priority hazards. In this regard, the Public Awareness and Information programme of the DEM was extremely active during the period. DEM continued its outreach educational programmes aimed at community groups, faith-based organizations, the public and private sectors, the tourism and other economic sectors, the marine community, professional associations, embassies and consulates, schools and the general public. In addition to the traditional elements of public awareness and information, the DEM also participated in a number of other activities geared towards enhancing public awareness and information as it relates to the many hazards that have the potential for adversely affecting Barbados:

11.1.1 Tsunami and Earthquake Smart Month

- (a) Annually, March is designated as "Tsunami and Earthquake Smart Month." During the month, the Department, in collaboration with the Technical Standing Committee on Coastal Hazards (TSCH), the Government Information Service and the University of the West Indies Seismic Research Centre (UWI-SRC) successfully facilitated the Earthquake and Tsunami Smart month of Activities. Activities and initiatives included an appearance on "On A Real" Radio Show and the Barbados Fire Service 311 Radio Show, collaborative Panel Discussions with the UWI Cave Hill, a Movie Night, presentations to various businesses such as Arawak Cement Company Limited, Republic Bank, Principals and Senior Teachers, Consumers Guarantee General Insurance Limited, a 5th and 6th Form Geography Students Symposium, a Caribe Wave Sensitization session with the St. James Primary School, the installation of a Tsunami Sign in the Sherman's Community along with a Community Awareness Day and the inaugural Run Tsunami Run 5K Walk and Run.

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Mrs Danielle Skeete and Mr. Renee Evelyn on the radio show "On a Real"



The audience at the Glebe, St. George Panel Discussion.



Senior Teachers and Principals present for the Earthquake and Tsunami Sensitization session.



The movie night set up at Folkestone Marine Park



Health & Safety Team of the Arawak Cement Plant attentively listening during Dr. Latchman's presentation.



5th and 6th form Geography students of the Earthquake and Tsunami Symposium.



Ms Danielle Howell, DEM speaking to a resident of the Six Men's Community on the Tsunami Hazard.



Staff of the Holetown and Speightstown branch of Republic Bank actively participating during Dr. Latchman's presentation.



A photo of the sponsors, two students of the Half Moon Fort Primary School and a tourist after the unveiling of the Tsunami Smart Sign in Shermans.



Participants assembling before the start of DEM's first Run Tsunami Run 5K Walk and Run.

11.1.2 **Hurricane Awareness Month of Activities**

(b) In June 2018, the DEM successfully completed its annual Hurricane Awareness month of activities under the theme *“Helping Ourselves and Our Neighbours”* which included:

- The Annual Church Service at the Mile and A Quarter Seventh-day Adventist Church
- The Annual Press Conference - “2018 Atlantic Hurricane Season”
- Comprehensive Disaster Management (CDM) Audit Verification Workshop
- Annual Meeting Of The District Emergency Organisation (DEO) Chairmen
- The 3rd Annual T20 Cricket Match “Talius DEOs verses the DEM Hurricanes”
- Workshop To Pilot A Community-Based Disaster Resilience Graduate Course
- Talius 1st Hurricane Preparedness Expo 18
- Presentation To The Deaf Community
- Community Talks In Conjunction With The University Of The West Indies (UWI) Cave Hill Campus

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Winners Talius DEOs of the Annual Hurricane Awareness Month T20 Cricket Match



Community Talks in Conjunction with the University Of The West Indies (UWI) Cave Hill

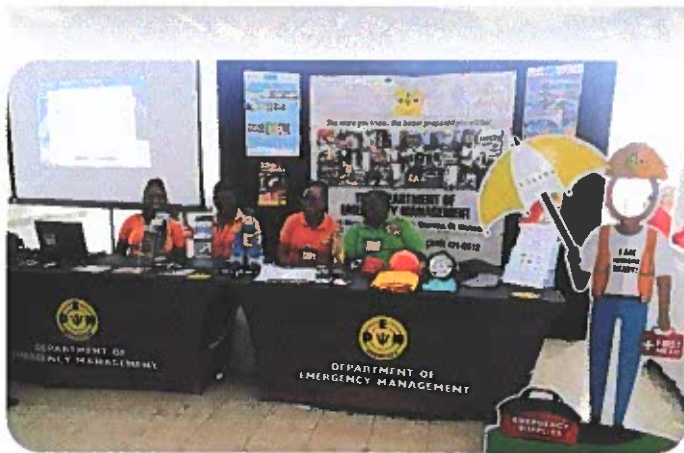
DEM's Public Awareness booth at BMEX 2018



DEOs and DEM Staff at the Annual Church Service at the Mile and A Quarter Seventh-day Adventist Church



Team DEM at the Annual Hurricane Awareness Month T20 Cricket Match



Annual Meeting of The District Emergency Organisation (DEO) Chairmen



Participants at the Comprehensive Disaster Management (CDM) Audit Verification Workshop

11.1.3 World Tsunami Awareness Day

(c) In observance of World Tsunami Awareness Day 2018 (November 5), DEM facilitated a:

- Half-day business continuity workshop for private and public sector agencies in the Holetown area.
- Earthquake and Tsunami presentation along with an Earthquake Drill at the Blackman and Gollop Primary School, Christ Church.



Official Logo for World Tsunami Awareness day 2018



Blackman and Gollop Primary School Students during an earthquake drill



World Tsunami Awareness Day Business Continuity Planning Presentation at Folkestone Marine Park

Department of Emergency Management

EXTERNAL RELATIONS

12. EXTERNAL RELATIONS

The goal of this programme is to actively promote cooperation and collaboration between Barbados and external partners, with a view of advancing the national disaster risk management programme. Historically, the Ministry of Foreign Affairs has played a facilitating role in this area and it is envisaged that it would continue as necessitated. The DEM sees it necessary to continue strengthening bilateral relationships with regional and international partners, in an effort to enhance capacity to address matters relating to emergency management and information sharing by experts.

12.1 Barbados- UNESCO IOC Intergovernmental Coordination Group (ICG)- Caribbean Tsunami Information Centre (CTIC) Relations

12.1.1 The Department of Emergency Management, as the agency responsible for the national emergency management programme, continued to provide technical support in the area of tsunami disaster risk reduction. Barbados, through the Technical Standing Committee on Coastal Hazards (TSCCH) which is co-chaired by the Department of Emergency Management and the Coastal Zone Management Unit, continued to contribute to the Tsunami and Other Coastal Hazards Warning System for the Caribbean and Adjacent Regions (CARIBE EWS Intergovernmental Coordination Group (ICG) as well as Caribbean Tsunami Information Centre (CTIC) to the benefit of the implementation of both the national and regional tsunami preparedness and mitigation programmes.

12.1.2 During the 2018 period the TSCCH made a number of changes included forming a fifth (5th) Working Group called the “Evacuation Planning” Working Group which is chaired by the Town and Country Development Planning Office, revised the Terms of References for the remaining four Working Groups and added new members to the wider TSCCH namely:

- National Conservation Commission (NCC)
- Barbados Hotel and Tourism Association (BHTA)
- Barbados National Union of Fisherfolk Organizations (BARNUFO)
- Ministry of Creative Economy, Culture and Sports (Community Independence Secretariat)
- Ministry of People Empowerment and Elderly Affairs
- Barbados Council for the Disabled (BCD)
- Barbados Chamber of Commerce and Industry
- Barbados Building Standards Authority.

The TSCCH also implemented a New Public Awareness and Education Strategic Plan for the years 2018- 2022.

12.2 Barbados - United Nations Relations

United Nations Disaster Risk Reduction

12.2.1. Barbados, through the Department of Emergency Management, the Barbados Chamber of Commerce and Industry, Barbados Statistical Services, Ministry of Housing and Lands amongst others, actively participated in a number of regional and international meetings aimed at advancing the National Disaster Management Programme, the CDEMA CDM Strategy and Framework as well as the Sendai Framework for Disaster Risk Reduction 2015–2030.

12.2.2. The Department of Emergency Management also facilitated and attended a number of briefings of the United Nations System which were aimed at improving and or broadening existing partnerships and collaboration; as well as sensitising the UN family to the national emergency management system in Barbados and exploring the UN/Barbados interface.

12.3 Regional Disaster Risk Reduction Planning and DIPECHO Action Plan

12.3.1. The DIPECHO Action Plan for the Caribbean aims to support the implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030 as well as regional frameworks. As such, the Action Plan contributes to the overall goal of resilience building by providing most vulnerable populations and communities with sound technical solutions to improve their preparedness for natural hazards and by contributing to regional cooperation, exchange of information, capacity building and training. DIPECHO through United Nations Development Programme continued to provide post- project support to the NEMS with respect to the multi-hazard early warning system specifically offering technical support with Common Alerting Protocol (CAP).

12.4 Caribbean Disaster Emergency Management Agency (CDEMA)/ Barbados Relations

12.4.1. The CDEMA is the regional body established to promote Comprehensive Disaster Management inclusive of coordinating the Regional Response Mechanism (RRM). There are eighteen (18) Participating States, including Barbados. As a Participating State, Barbados makes an annual contribution to CDEMA and in return benefits from disaster management technical assistance projects, which the

Agency mobilises on behalf of its Participating States. During the period under review, Barbados through the Minister of Home Affairs and the DEM participated in the:

- CDEMA Technical Advisory Committee (TAC) Meeting
- Country Directed Funds Grant Approval Board Meeting

12.5 CDEMA Central Sub Regional Focal Point Responsibilities

12.5.1. Under the CDEMA Articles of Agreement, Barbados is one of the four sub-regional focal points of the CDEMA Regional Response Mechanism. The Regional Response Mechanism is an arrangement for the coordination of disaster response among the 18 CDEMA Participating States, Regional and International Agencies. It seeks to deliver speedy response and effective and efficient use and management of resources. To better manage an efficient response, the 18 Participating States are grouped into four sub-regions, each of which is headed by an operations unit known as a Sub-Regional Focal Point (SRFP). Barbados is the Central Sub-Regional Focal Point and therefore has responsibility for coordination of the response to Dominica, St. Lucia and St. Vincent and the Grenadines.

12.6 CARICOM Disaster Response Unit (CDRU) and Regional Security System

12.6.1 As customary, the DEM participated in the planning and facilitation of training to the CDRU and the Regional Security System in 2018. Presentations facilitated by the DEM focused on Basic Disaster Management, the National Emergency Management System and the interplay with the Regional Response Mechanism. DEM also offered remarks at the Opening and Closing Ceremonies of the CARICOM Disaster Response Unit Training held in Barbados in July 2018.



Participants in the field exercising during the 2018 CDRU Training.



Participants of the 2018 CDRU Training.

12.7 Government of Barbados- Government of United States Relations

The DEM received a donation of two hundred and fifty (250) rolls of plastic sheeting commodity from the Government of the United States of America, through the United States International Agency for Development Office of Foreign Disaster Assistance (USAID/OFDA) on behalf of the sub-region. One hundred and fifty (150) rolls of plastic sheeting commodity are for the use of the central subregion states of CDEMA, while the other one hundred (100) rolls are for Barbados' use. The Plastic Sheeting will assist Barbados for the purposes of early recovery and shelter sector activities (roof covering tec.) in response to future disaster events in Barbados. Received were 9 Pallets consisting of 90 Plastic Sheeting, 4m x 60m (RPS03-10M), 1 Roll per Carton, 10 Cartons per Pallet and 16 Pallets consisting of 160 Plastic Sheeting, 4m x 60m (RPS04-10M), 1 Roll per Carton, 10 Cartons per Pallet.

12.8 Government of Barbados-Government of Canada Relations: Canada Caribbean Disaster Risk Management (CCDRM) Fund

12.8.1 Retrofit of the George Lamming Primary School

The DEM in collaboration with the Ministry of Education, Technological and Vocational Training, the Barbados Council for the Disabled and administrators of the Canada Caribbean Disaster Risk Management (CCDRM) Fund project continue to move forward towards implementation of the retrofit of the George Lamming Primary School to accommodate persons with disabilities. It is also anticipated that this retrofit will result in the George Lamming Primary School being elevated from a Category 2 shelter to a Category 1.

12.8.2 Relaunch of the St. Michael South East District Emergency Organisation Satellite Emergency Operations Center (SEOC)

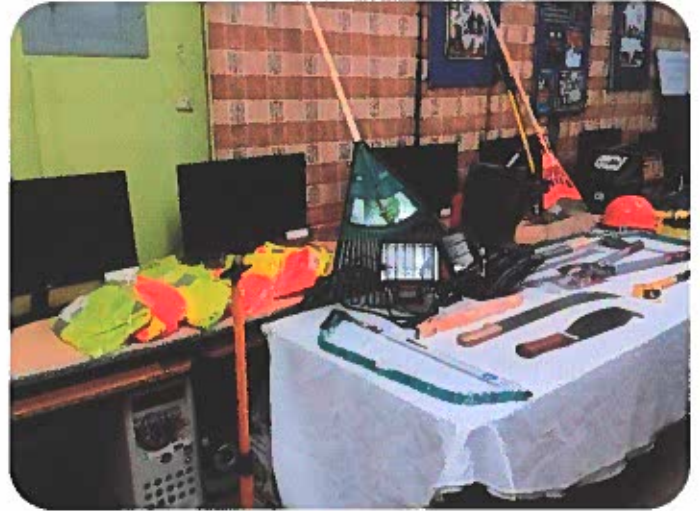
St Michael South East DEO, in conjunction with the Pinelands Creative Workshop and with the support of the Canadian High Commission had the vision for a "Building Resilience in Communities (BRIC) Project".

The project pursued a roof replacement, the installation of shutters and communication equipment, the purchasing of equipment for emergency use and training of DEO members. Barbados' newest Satellite

Emergency Operations Centre will serve to enhance operations of the National Emergency Operations Centre through trained personnel and additional communications in an area of the island which previously was very limited.



Canadian High Commissioner, Minister of Education and Parliamentary Representative for the St. Michael South East and Chairperson of the St. Michael South East DEO cutting the ribbon to officially relaunch the SEOC.



Equipment for Emergency use in the St. Michael South East SEOC.

Department of Emergency Management

MAJOR CHALLENGES ENCOUNTERED

13. MAJOR CHALLENGES ENCOUNTERED

13.1. Major challenges faced by the Department during this period were:

(a) **Budgetary** – the department continues to suffer from a lack of adequate budgetary resources which hinders the upgrade/relocation of the agency’s facility and the implementation of the emergency management programme at both the agency and national level;

(b) **Staff Recruitment**–

(i) the impact of the Ministry of Civil Service/ Personnel Administration Division not facilitating the necessary recruitment process for critical technical and support posts continues to plague the operations of the department and the delivery of its services to its various clients. Staff deficiencies most certainly impact negatively on the organization’s ability to fully execute its range of programmes in an effective, efficient and cost-effective manner. Therefore, staff vacancies need to be filled as a matter of urgency, especially in the technical section;

(c) **Human Resources** –

(i) There is also a need to create new technical and administrative posts in the department to improve on its delivery of service. For example Senior Programme Management and Field Officers to manage and service the Community Disaster Management Programme are urgently required. There is also a need for a dedicated Communications Officer to enhance the public awareness and education, marketing and public relations portfolio of the department taking into consideration the new social media thrust;

(ii) the non-existence of dedicated Information Technology Officer(s) to deal with various IT based Disaster Management solutions and system troubleshooting and maintenance of DEM’s vast IT resources remains a noticeable deficiency;

(iii) it is critical that the DEM ensures that all communications systems are in place and the supporting infrastructure maintained, to facilitate prompt and coordinated response to any emergency or disaster occurring at any time. While the Ministry of Civil Service has reactivated the post of the Technician/Operator, the Personnel Administration Division has been slow to accede to the request to fill

the post. The post is vital to the Department's ability to properly service the National Emergency Telecommunications System and the National Early Warning System to effectively facilitate wide scale training of the national agency and other stakeholders in use of the system and ensure the regular maintenance of the system;

(iv) the administrative section of the department can also benefit from an increase in numbers in an effort to adequately service the needs of the internal and external clients;

(v) within the above context of the human resource deficiencies outlined, urgent consideration needs to be given to restructuring and reorganizing the Department in order to enhance its service to Barbados.

(d) **Building and Facilities** – DEM's current location and facilities represent an improvement over prior locations; however, grave concerns still remain: the single access road and its tendency for flooding and traffic congestion; the absence of hurricane straps on the roof; the ageing facility which not only houses the daily operations of the Department, but the National Emergency Operations Centre in times of crisis and the national warehouse, lack of sleeping and accommodations for NEOC personnel and extremely limited washroom facilities; and the need for increased security.

(e) **Amendments to the Emergency Management Act** – the proposed amendments to the Emergency Management Act have been reviewed by the Emergency Management Advisory Council (EMAC) and are awaiting further action and support by the legal arm of Government in order for the legislation to be updated and the requisite Regulations put in place to improve the legislative environment in which the Department is being asked to carry out its mandate. The delay in having the Act addressed or reviewed continues to impact the DEM's progress in coordinating and advancing the national emergency management agenda; and

(f) **Information and Communication Technology (ICT)** – the implementation of a number of DEM programmatic initiatives continues to be hindered by a lack of appropriate and modern information communication technology infrastructure, as well as lack of designated in-house posts for trained ICT personnel.

Department of Emergency Management

**SYNOPSIS OF EMERGENCY
RESPONSE EVENTS 2018**

14. SYNOPSIS OF EMERGENCY RESPONSE EVENTS 2018

14.1. The Department continued to render emergency response and logistical support during 2018 at the national level.

14.2. At 6:00 a.m. on Wednesday, September 26, 2018 Barbados was placed on a Tropical Storm Warning. Following the issuance of this warning the Hon. Dale Marshall, M.P., Q.C., Acting Prime Minister of Barbados, chaired a pre-strike meeting of stakeholders of the National Emergency Management System (NEMS). This meeting was held at 2:00 p.m. at Government Headquarters, Bay Street St Michael. Emanating from this meeting was the decision to close all nursery, primary and tertiary institutions under the purview of government ministries on Thursday, September 27, 2018.

14.3. The National Emergency Operations Centre (NEOC) was fully activated for Tropical Storm Kirk, at 5:53 a.m. on Thursday, September 27, 2018. Damage Assessment reports state that there was flooding and minor infrastructural damage in the following areas;

- Murphy Pasture and Chapman Lane
- Wotton, Christ Church
- Lower Holders Hill and Haynesville Housing Area, St. James
- Farm Tenantry, St. Peter
- Woodbourne, St. Philip
- Airy Hill, St. George

The NEOC officially stood down on Friday September 28, 2018 at 4:40 p.m.

In the immediate aftermath, the Department of Emergency Management provided coordination and logistical services, mobilisation and deployment of trained personnel inclusive of volunteers, equipment, emergency supplies and materials to support the national response efforts to the affected areas.

Department of Emergency Management

FINANCIAL OVERVIEW

15. FINANCIAL OVERVIEW

15.1. The Department operated on a financial budget allocation of BDS \$1,212,927 which included allocations towards personal emoluments as well as goods and services, with a total expenditure for the period of BDS \$1,238,565.68. This budget was supplemented with significant donor funding regional and international funding sources which the Department ascertained through its relationships with these external partners.

FINANCIAL RESOURCES		
DETAILS	1 JANUARY TO 31 DECEMBER, 2018	
	ACTUAL EXPENDITURE	APPROVED ESTIMATES (WARRANTS)
SUB-PROGRAMME 0206: Department of Emergency Management 1. Financial Resources	\$1,238,565.68	\$1,212,927
2. Number of Staff	13	15
- Statutory	11	13
- Other	2	2
3. Savings	N/A	N/A

Table 5: Department of Emergency Management Financial Resources for 2018

15.2 Through the European Commission funded, “*Strengthening of the Capacity of the CDEMA Coordinating Unit (CU) and Participating States for Implementation of Comprehensive Disaster Management Project*”, monies were allocated to allow the CDEMA CU to continue to provide its eligible Participating States with financial support through the Country Directed Fund (CDF) mechanism. The

CDF arrangements were therefore enhanced based on internal and external reviews including the Comprehensive Disaster Management Harmonisation Implementation Programme (CDM HIP). Evaluation to build upon previous successes, strengthen the process and position the facility for future growth.

With its emphasis on providing quality country centred programming support; the CDEMA CU implements the Country Directed Fund (CDF) with a view to strengthening the foundation that has been laid for transforming the CDF into a grant mechanism that meets international standards.

In 2018, Barbados received a total of BDS \$24,892.65 from the Country Directed Fund (CDF) to implement the following disaster risk management related capacity development project:

PROJECT 1/2018

Project Name: Development of a Strategic Plan for the Department of Emergency Management in Barbados

Project Date: July - December 2018

Project Cost: € 9,985.50 (BDS \$24,892.65)

Description: This collaboration among the Department of Emergency Management and Lisa Gale Consultancy, will support the strategic planning process that will have short, medium and long-term benefits for the DEM, its partners and Barbadian communities. Firstly, the strategic plan, and the strategic planning process, will strengthen the DEM as an organization by focusing its priorities, improving performance and building greater team cohesion. Secondly, this project will also be an opportunity to deepen external partnerships, capture and leverage lessons learned, and align the strategic period with national budgetary planning schedules. And finally, a strategic plan will improve design and implementation of national CDM programmes to reduce disaster risk in Barbadian communities. The ultimate result will be a more resilient country and a stronger enabling environment for sustainable development.

Department of Emergency Management

STRATEGIC OUTLOOK

16. STRATEGIC OUTLOOK

- 16.1. The Department of Emergency Management is the government agency responsible for national emergency management coordination. The Department's programme focuses on the development, implementation and evaluation of the National Emergency Management initiatives under the Comprehensive Disaster Management Strategy and Framework.
- 16.2. With the recent articulation of a new vision statement – “A more resilient Barbados” and the updated mission statement of the Department which states “To coordinate a comprehensive disaster management system to ensure a more resilient Barbados through a consultative, proactive, participatory process”, the Department has sought to outline its raison d'être in a 21st-century operational environment. This is buttressed by the further articulation of seven (7) strategic goals and associated objectives focussed on the major functions of the DEM and outcomes the Department aims to achieve. These goals include enhancing the legislative framework, building capacity in the National Emergency Management System (NEMS), strengthening internal and external communications, reputation building, increasing external funding, increasing the human resources skills in key areas and ensuring better utilisation of technological resources. These goals provide a roadmap for fulfilling the strategic direction.
- 16.3. The Department of Emergency Management acknowledges that it continues to operate in a context of economic uncertainties, dynamic operating environments dotted by emergencies and disasters, high levels of hazard and risk exposure, competing priorities, scarce and in some instances untapped resources. However the department thrives on its dedicated staff compliment, good organizational ability, diverse communication networks, a strong volunteer arm and its attractiveness to gain external agency buy-in. These positive attributes will be further leveraged to strategically position the department for its crucial role in the national, regional and international arenas.
- 16.4. Concurrently with the agency spearheading the national level process of information gathering through the application of the Comprehensive Disaster Management (CDM) Audit, Barbados has been able to identify its' disaster risk reduction priorities for focused intervention over the next three to five years. Essentially The CDM audit forms the basis of the development of the Country Work Programme

(CWP) through identification of key gaps. The Country Work Programme (CWP) is yet another opportunity which has further defined and mapped out the strategic intent of the national emergency management agenda and simultaneously align such with the work of our regional and international partners in the field. As a result of the consultative process of developing the country work programme, five (5) priority areas and accompanying desired outcomes have been articulated and will support the strategic direction of Department of Emergency Management and the National Emergency Management Programme in Barbados. (See graphic below)

Priority Areas

CWP Outcomes

1. Institutional Strengthening for CDM	<ul style="list-style-type: none"> • 1.1 Strengthened enabling environment for CDM • 1.2 Resilient Critical Infrastructure
2. Preparedness Response and Mitigation Capacity	<ul style="list-style-type: none"> • 2.1 Operational Readiness enhanced • 2.2 CDM mainstreamed into key sectors
3. Strengthening Community Resilience	<ul style="list-style-type: none"> • 3.1 Strengthened community mitigation, preparedness & response • 3.2 Community Livelihoods sustained through effective Risk Management
4. Research and Knowledge Management	<ul style="list-style-type: none"> • 4.1 Risk-informed development planning regulations and decision making • 4.2 Learning for CDM enhanced
5. Recovery	<ul style="list-style-type: none"> • 5.1 Enhanced National Recovery Framework

Table 6: Showing the disaster risk reduction priorities for the next three to five years and its Outcomes.

17. LIST OF ABBREVIATIONS AND ACRONYMS

BCBRA	Barbados Citizens Band Radio Association
BCCI	Barbados Chamber of Commerce and Industry
BPOA	Barbados Plan of Action
CAP	Common Alerting Protocol
CARICOM	Caribbean Community
CBC	Caribbean Broadcasting Corporation
CBO	Community-Based Organization
CDEMA	Caribbean Disaster Emergency Management Agency
CDM	Comprehensive Disaster Management
CDRU	CARICOM Disaster Response Unit
CTIC	Caribbean Tsunami Information Centre
CZMU	Coastal Zone Management Unit
DEM	Department of Emergency Management
DEO	District Emergency Organization
DIPECHO	Disaster Preparedness, ECHO
EMAC	Emergency Management Advisory Council
EOC	Emergency Operations Centre
ERF	Emergency Response Functions
EWISACT	Early Warning Information Systems Across Climate Timescales
EWS	Early Warning System
GOB	Government of Barbados
ICG	Intergovernmental Coordination Group
ICT	Information Communications Technologies
IOC	Intergovernmental Oceanographic Commission
IT	Information Technology
KAP	Knowledge Attitude and Practice
NEMS	National Emergency Management System
NEOC	National Emergency Operations Centre

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NGO	Non-Governmental Organization
PRDS	Performance Review Development System
SRFP	Sub-Regional Focal Point
TAC	Technical Advisory Committee
TSCCH	Technical Standing Committee on Coastal Hazards
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNISDR	United Nations International Strategy for Disaster Reduction
USAID	United States Agency for International Development
UWI-SRC	University of the West Indies Seismic Research Centre

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