






# ANNUAL REPORT


## JANUARY – DECEMBER 2022



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DEPARTMENT OF EMERGENCY MANAGEMENT

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“A More Resilient Barbados”

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# DEPARTMENT OF EMERGENCY MANAGEMENT ANNUAL REPORT STATEMENT FOR THE PERIOD JANUARY 1<sup>ST</sup> TO DECEMBER 31<sup>ST</sup> 2022

The Department of Emergency Management's (DEM) Annual Report for the period January 1st to December 31st, 2022, is a key requirement of the Emergency Management Act, Cap.160A and a key document of the National Emergency Management System (NEMS). The Report provides an overview of the Disaster Risk Management framework in which the Department operates, referencing Work Programme 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 NEMS, 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 2022 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 2022 Emergency Response Events, a snapshot of the agency's financial disposition during 2022; 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.

## MESSAGE FROM THE DIRECTOR



**Miss Kerry Hinds, Director,  
DEM  
APP SCI, MSc, BA (Hons.)**

As I reflect on the past year, I celebrate the strides that have been realized across the emergency management landscape in Barbados. Strengthening the disaster risk management governance mechanisms and institutional frameworks have been of primary focus in recent times. Rearticulating disaster risk management public policy through the development and approval of National Comprehensive Disaster Risk Management Policy 2022 as well as the drafting of the National Multi-Hazard Early Warning Systems Policy has placed the country in an advantageous position to advance disaster resilience and citizen security. Supporting the process as it relates to improving our financial risk management portfolio also was a priority of the

department. In this instance there was full and active participation in the various policy- based loan discussions.

Advocating for and fostering capacity building across the National Emergency Management System was another significant focus throughout 2022. The Department of Emergency Management entered into a mutually beneficial collaboration with the United States Forestry Services which focused on refinement and validation of our incident management and emergency operations coordination systems along with capacity enhancement of the operatives across the National Emergency Management System inclusive of emergency service personnel, agency personnel identified to operate in the national emergency operations centre and our community volunteers. These activities are all aimed at improving programme results and service delivery. Placing our emergency personnel and volunteers in a position to deliver on our mandate cannot be underscored enough as we seek to advance our system and national readiness for the future. Raising awareness and promoting disaster resilience has been an ever-present priority and core undertaking of the department. During 2022, our disaster risk advocacy programme, which permeated across the various media platforms, was boosted by strategic partnerships and collaboration with public and private sector entities.

The recognition of the importance of disaster resilience, often perceived or placed in focus as a result of our plight as small island developing states has been brought to the fore of community, national, regional and global discourse. By necessity the national mechanism has been tasked with the management of the climate crisis that is on our doorsteps impacting our people, their livelihoods and our landscape. I caution however that we do not lose sight of the multi-hazard focus of the programme. While there is tremendous global support for tackling the climate crisis, we cannot relax our efforts with regards for effectively preparing our populations for managing other hazards which may be biological, technological, anthropogenic and seismic in nature. Ensuring that we have the knowledge and mechanisms to deal effectively with such can reduce the debilitating effect on our population, society and economy.

Identification and mobilization of critical resources as well as consolidation and sustainability of effort are critical as we forge ahead if we are to make a meaningful impact as it relates to vulnerability reduction and creating truly resilient people and systems. I look forward with earnest to 2023 and beyond where the focus must be on ensuring we continue to adequately assess and mould our existing apparatus and system to truly transform the emergency management landscape and contribute to resilient and sustainable development. The assessment and standardization of our plans and systems across sectors, the capacity enhancement of our personnel, the continued assessment and retooling of our institutional framework and mechanism are indeed important. Resurgence of community support systems, data-driven approaches to disaster risk management are critical to us transforming the emergency management space and presenting our version of disaster resilience to the world.



# ORGANISATION OVERVIEW



## **ORGANISATION OVERVIEW**

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.

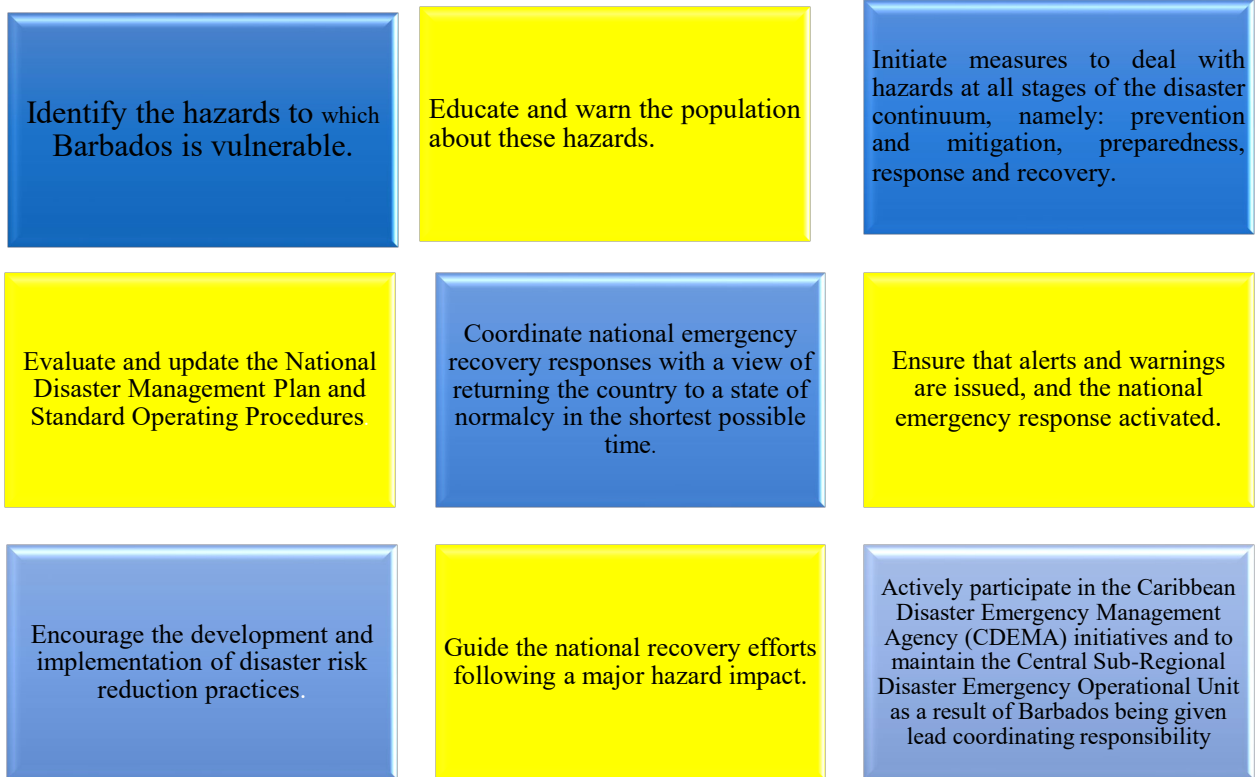
Comprehensive Disaster Management (CDM) is the management of all hazards, both natural and man-made in origin, through all phases of the disaster management cycle, by all peoples (public and private sectors), all segments of civil society and the general population. It emphasizes taking a holistic, integrated and participatory approach to addressing disaster risk, with the goal of building resilient, safer societies.

### **LEGISLATIVE AUTHORITY**

The Department of Emergency Management currently falling under the aegis of the Ministry of Home Affairs, Information and Public Affairs is the administrative arm of the National Emergency Management System (NEMS). It 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 headed by a Director, who shall be a public officer and who shall have responsibility of administering this Act; and 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”.

## THE DEPARTMENT'S PRIMARY OBJECTIVES



**Diagram 1: DEM Primary Objectives**

# MISSION, VISION, ROLE



**VISION**  
A more Resilient Barbados

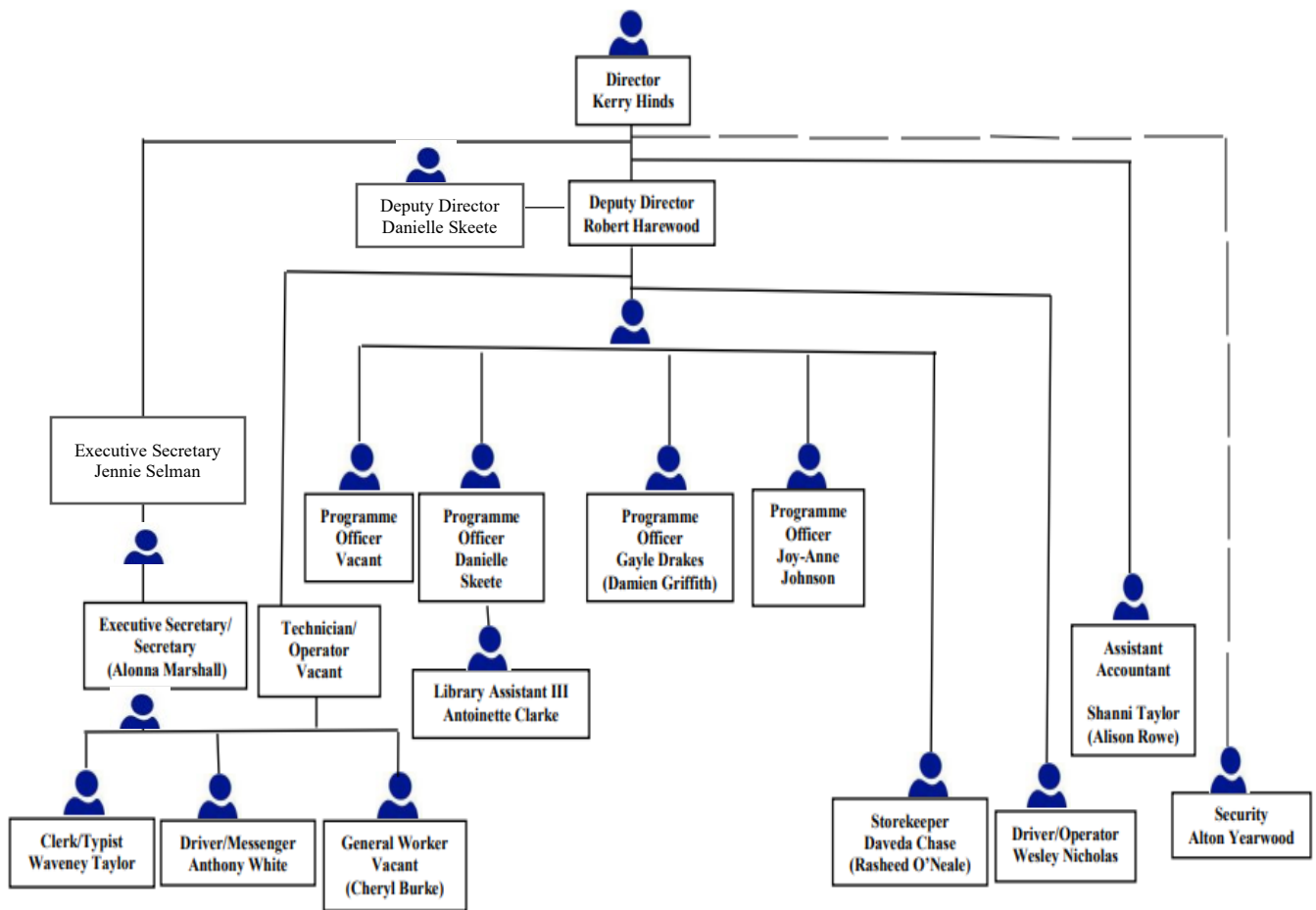
**MISSION**  
To coordinate a Comprehensive Disaster Management system to ensure a more resilient Barbados through a consultative, proactive, participatory process

**CORE VALUES**  
Proactivity  
Consultation  
Integrity  
Commitment  
Care  
Innovation

Diagram 2: DEM Mission, Vision and Role

## STAFFING

The human resource allocations for the DEM are reflected in the organisational chart below. The Department’s staff compliment stood at thirteen (13) during the period. As all posts with the exception of one (1) programme officers and the Technician/Operator remained vacant. The department continues to be understaffed as there is a requirement for posts to be filled and new positions added to improve the department’s operators.



**Diagram 3: The Department of Emergency Management Organisational Chart**

## **PERMANENT APPOINTMENTS**

There were no permanent appointments during the period.

## **TEMPORARY APPOINTMENTS**

The following temporary appointments occurred during the review period:

Name	Temporary Position	Period of Acting in Position
Mrs. Danielle Skeete	Deputy Director	January 1 – December 2, 2022
Ms. Alison Rowe	Assistant Accountant	January 1 – December 31, 2022
Mr. Damien Griffith	Programme Officer	January 1 – December 31, 2022
Mr. Rasheed O’Neale	Storekeeper	January 1 – December 31, 2022
Ms. Cheryl Burke	General Worker	January 1 – December 31, 2022
Mrs. Alonna Marshall	Secretary	November 7 - December 31, 2022

**Table 1: Department of Emergency Management Temporary Appointments 2022**

## **RETIREMENT**

Executive Secretary, Mrs. Jennie Selman retired from the Public Service effective 1 October 2022.

## **SECONDMENTS**

There were no secondments to the department for the reporting period. However, Captain Robert Harewood, Substantive Deputy Director, returned to the DEM after completing a three (3) year secondment at the Caribbean Disaster Emergency Management Agency.

## **REACTIVATION OF POSTS**

The Department of Emergency Management through the Ministry of Home Affairs and Information actively pursued with the Ministry of Public Service the reactivation of one technical post: those of Technician/Operator and Programme Officer. This position is critical to the overall functioning of the Department of Emergency Management in ensuring a constant state of departmental and national level readiness. The Department continues to follow-up with the Ministry of Public Service as up until the end of 2022 neither of these posts were filled.

## **INTERNSHIPS**

The DEM agreed to host Misses Arianna Hurley and Rhyna Daniel from July 25 to September 2, 2022, under the Ministry of the Public Service/Barbados Association of Guidance Counsellors Summer Internship Programme. They supported the administrative, public awareness and other technical aspects of the work programme.

Under the National Give Back Programme, the department welcomed two (2) students. They provided support to the Tenth Working Meeting of the Emergency Management Advisory Council (EMAC) by the transcribing of minutes from a Zoom recording.

## **CONSULTANCIES**

During the January to June 2022 period, the Department contracted the services of Miss Shanice Forte to work on Research and Knowledge Management with a specific focus on social media, public awareness, marketing and visibility.

The Ministry of Home Affairs contracted Mr. Selwyn Brooks to work with the Department of Emergency Management. The consultant provided support to the Community Preparedness aspect of the Department's work programme for the period 1 January – 31 December 2022.

Mr. Nathan Gibbons and Miss Zazeannah Walker were contracted to provide support under the technical work programme specifically in Research and Knowledge Management from June 2022 to December 2022.

Miss Carolyn Brome was contracted to provide Administrative Support services in the areas of special projects from 22 August - 31 December 2022.





### DEM STAFF COMPLEMENT AS OF DECEMBER 2022

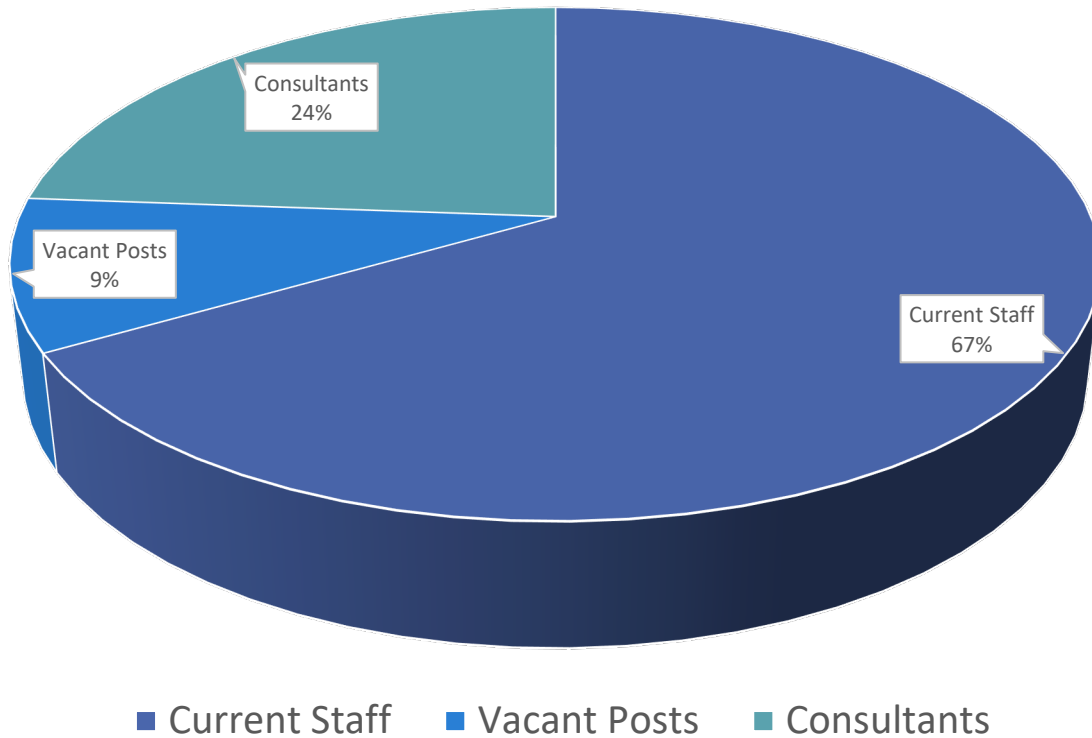


Diagram 4: DEM Staff Complement as at 31 December 2022

## FRAMEWORK ALIGNMENT

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### GLOBAL FRAMEWORK

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.

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.

The global disaster risk reduction framework document, referred to as the Sendai Framework for Disaster Risk Reduction 2015-2030, provides guidance to the current global disaster risk reduction agenda, 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. It encourages actors at the local, state, national, regional and global levels to reflect and forge programmes of action mainstreaming the following four priority areas local, national, regional and global levels in the following four priority areas:

***Priority 1:*** Understanding disaster risk.

***Priority 2:*** Strengthening disaster risk governance to manage disaster risk.

***Priority 3:*** Investing in disaster risk reduction for resilience.

***Priority 4:*** Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction.

## Chart of the Sendai Framework for Disaster Risk Reduction

**2015-2030**

### Scope and purpose

The present framework will apply to the risk of small-scale and large-scale, frequent and infrequent, sudden and slow-onset disasters, caused by natural or manmade hazards as well as related environmental, technological and biological hazards and risks.  
It aims to guide the multi-hazard management of disaster risk in development at all levels as well as within and across all sectors

### Expected outcome

The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries

### Goal

Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience

### Targets

Substantially reduce global disaster mortality by 2030, aiming to lower average per 100,000 global mortality between 2020-2030 compared to 2005-2015	Substantially reduce the number of affected people globally by 2030, aiming to lower the average global figure per 100,000 between 2020-2030 compared to 2005-2015	Reduce direct disaster economic loss in relation to global gross domestic product (GDP) by 2030	Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities, including through developing their resilience by 2030	Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020	Substantially enhance international cooperation to developing countries through adequate and sustainable support to complement their national actions for implementation of this framework by 2030	Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to people by 2030
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### Priorities for Action

There is a need for focused action within and across sectors by States at local, national, regional and global levels in the following four priority areas.

Priority 1 Understanding disaster risk	Priority 2 Strengthening disaster risk governance to manage disaster risk	Priority 3 Investing in disaster risk reduction for resilience	Priority 4 Enhancing disaster preparedness for effective response, and to «Build Back Better» in recovery, rehabilitation and reconstruction
<p>Disaster risk management needs to be based on an understanding of disaster risk in all its dimensions of vulnerability, capacity, exposure of persons and assets, hazard characteristics and the environment</p>	<p>Disaster risk governance at the national, regional and global levels is vital to the management of disaster risk reduction in all sectors and ensuring the coherence of national and local frameworks of laws, regulations and public policies that, by defining roles and responsibilities, guide, encourage and incentivize the public and private sectors to take action and address disaster risk</p>	<p>Public and private investment in disaster risk prevention and reduction through structural and non-structural measures are essential to enhance the economic, social, health and cultural resilience of persons, communities, countries and their assets, as well as the environment. These can be drivers of innovation, growth and job creation. Such measures are cost-effective and instrumental to save lives, prevent and reduce losses and ensure effective recovery and rehabilitation</p>	<p>Experience indicates that disaster preparedness needs to be strengthened for more effective response and ensure capacities are in place for effective recovery. Disasters have also demonstrated that the recovery, rehabilitation and reconstruction phase, which needs to be prepared ahead of the disaster, is an opportunity to «Build Back Better» through integrating disaster risk reduction measures. Women and persons with disabilities should publicly lead and promote gender-equitable and universally accessible approaches during the response and reconstruction phases</p>

### Guiding Principles

Primary responsibility of States to prevent and reduce disaster risk, including through cooperation	Shared responsibility between central Government and national authorities, sectors and stakeholders as appropriate to national circumstances	Protection of persons and their assets while promoting and protecting all human rights including the right to development	Engagement from all of society	Full engagement of all State institutions of an executive and legislative nature at national and local levels	Empowerment of local authorities and communities through resources, incentives and decision-making responsibilities as appropriate	Decision-making to be inclusive and risk-informed while using a multi-hazard approach
Coherence of disaster risk reduction and sustainable development policies, plans, practices and mechanisms, across different sectors	Accounting of local and specific characteristics of disaster risks when determining measures to reduce risk	Addressing underlying risk factors cost-effectively through investment versus relying primarily on post-disaster response and recovery	«Build Back Better» for preventing the creation of, and reducing existing, disaster risk	The quality of global partnership and international cooperation to be effective, meaningful and strong	Support from developed countries and partners to developing countries to be tailored according to needs and priorities as identified by them	

www.preventionweb.net/go/sfdr  
www.unisdr.org  
isd@un.org



**Diagram 5: Chart of the Sendai Framework for Disaster Risk Reduction 2015 - 2030**

## REGIONAL FRAMEWORK

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.



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.

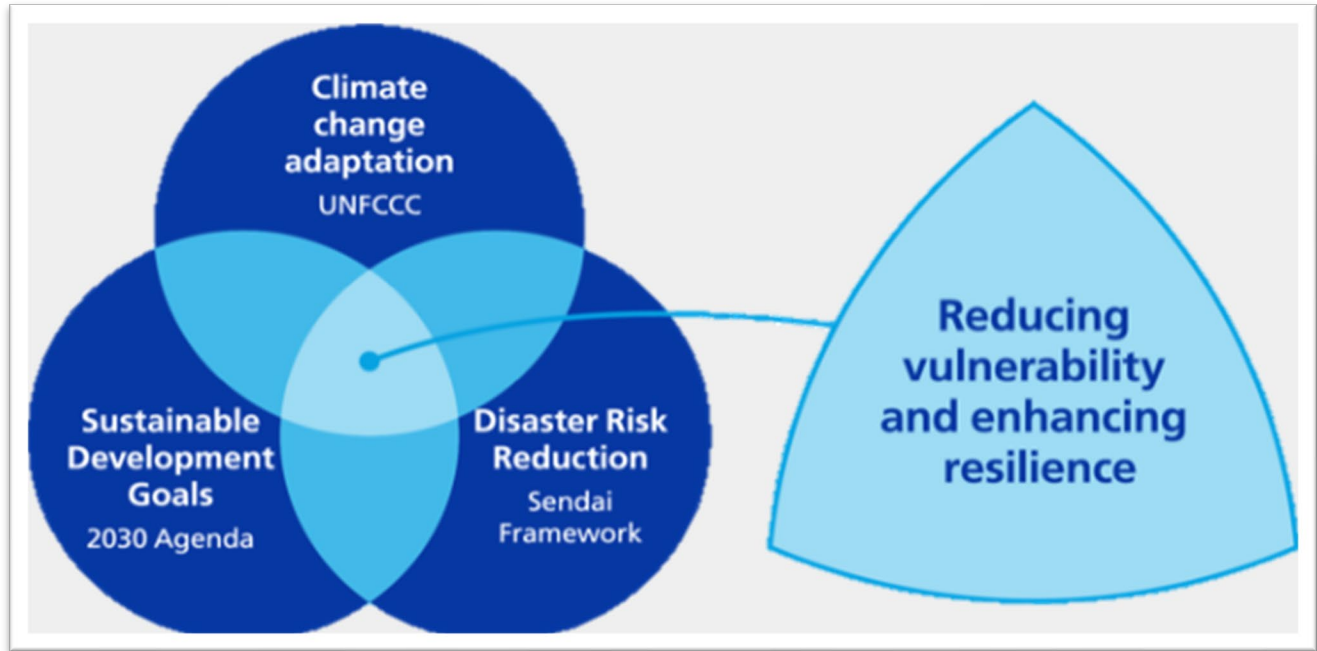
## *Elements of the Strategic Framework*



**Diagram 6: The Seven (7) Elements of the Strategic Framework**

## NATIONAL POLICY FRAMEWORK AND CONTEXT

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.



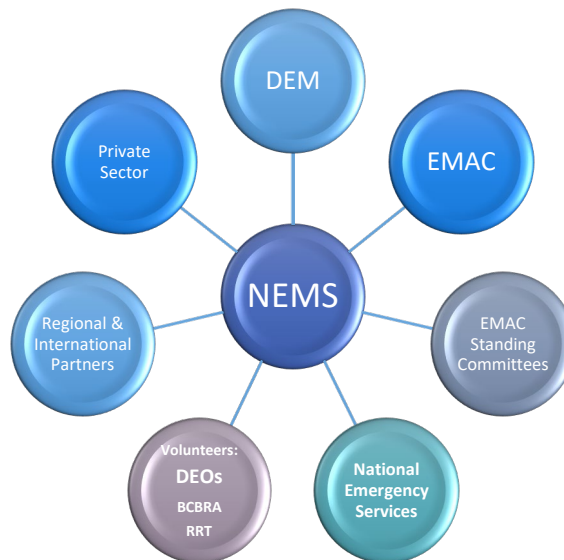
**Diagram 7: Integrating Adaptation with the Sustainable Development Goals and the Sendai Framework**

# AN OVERVIEW OF THE NATIONAL EMERGENCY MANAGEMENT SYSTEM

The National Emergency Management System (NEMS) is a broad-based multi-sector stakeholder mechanism coordinated by the DEM as depicted in Diagram 6.

It comprises the Emergency Management Advisory Council (EMAC) and its sixteen (16) 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)*

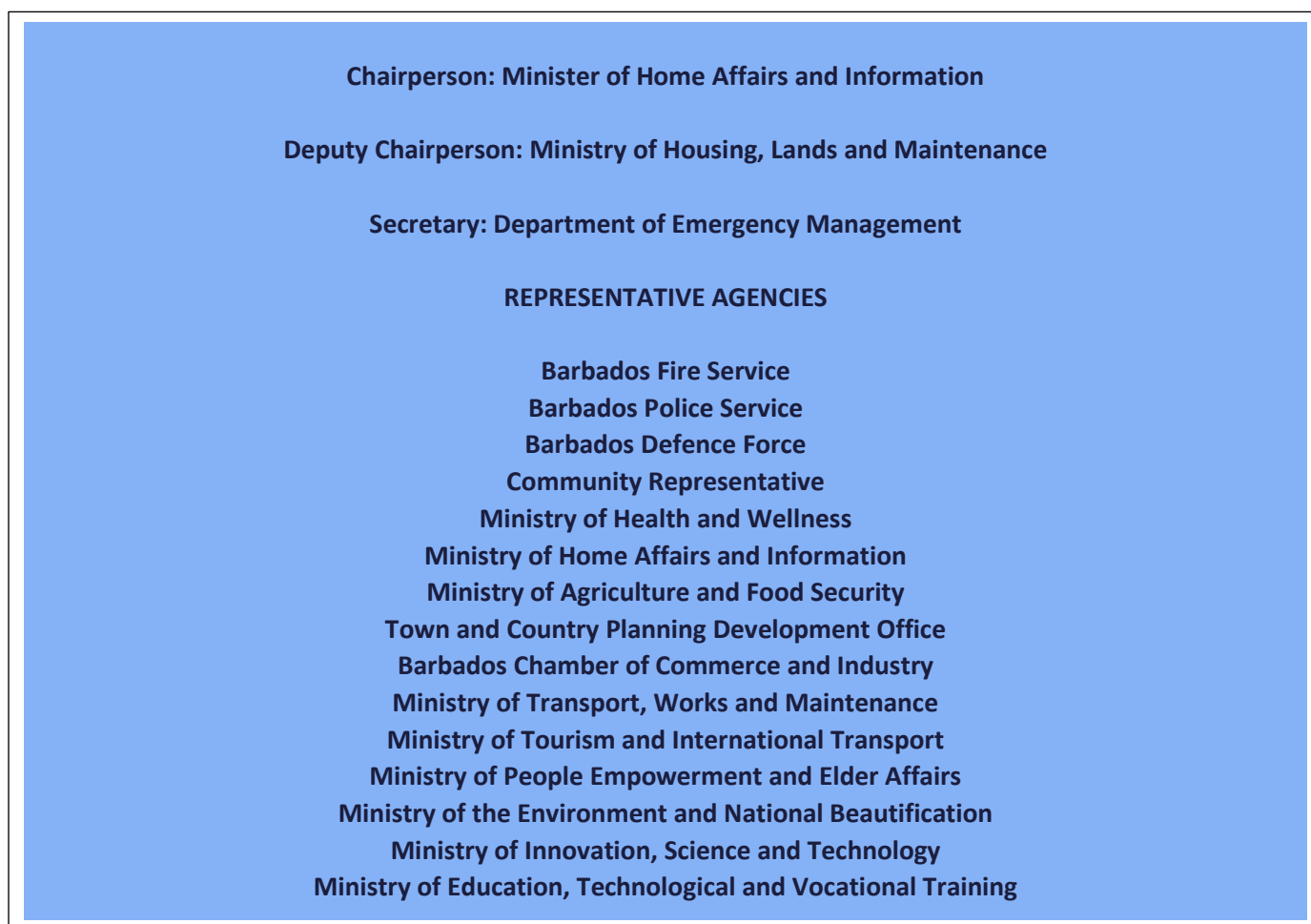


**Diagram 8: Construct of Barbados' National Emergency Management System (NEMS)**

## **THE EMERGENCY MANAGEMENT ADVISORY COUNCIL (EMAC)**

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.

The representation on the Council is outlined below:



*Diagram 9: Representative organizations of the Emergency Management Advisory Council (EMAC)*



## STANDING COMMITTEES OF THE EMERGENCY MANAGEMENT ADVISORY COUNCIL

The First Schedule, Section 7 of the Emergency Management Act Cap 160A, indicates that the Council shall consist of: members not exceeding fifteen (15) as may be nominated by the Minister to represent 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. These members are responsible for planning for 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 2.

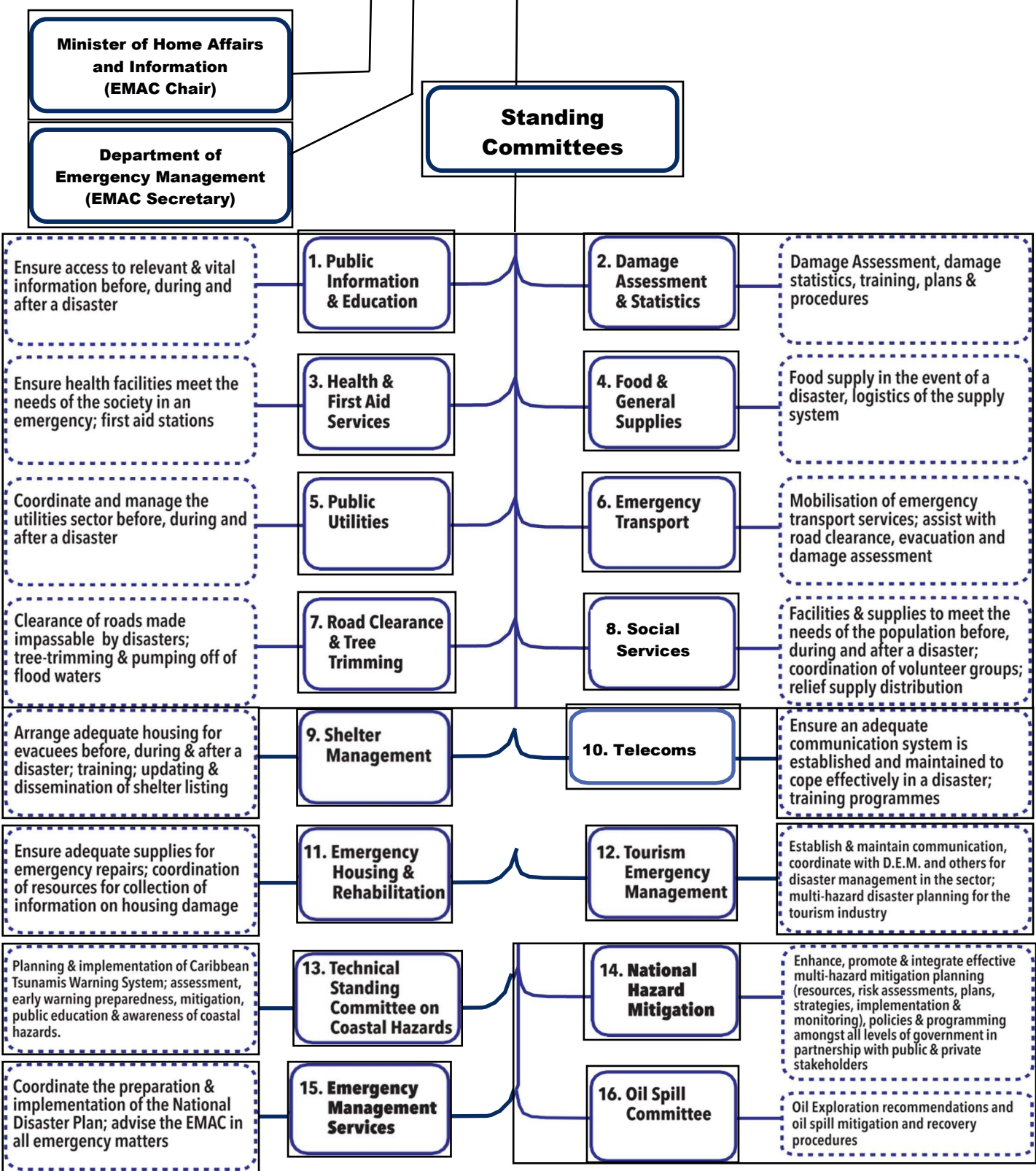
NO.	COMMITTEE	CHAIRPERSON
1	Emergency Services Committee * Mass Crowd Committee	Director, Department of Emergency Management Commissioner, Barbados Police Service
2	Public Information and Education	Chief Information Officer Government Information Service
3	Damage Assessment and Needs Analysis	Director 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	Social Services	Permanent Secretary Ministry of People Empowerment and Elder Affairs

<b>NO.</b>	<b>COMMITTEE</b>	<b>CHAIRPERSON</b>
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 Maintenance
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 2: Representative Standing Committees of the Emergency Management Advisory Council (EMAC)**

# Emergency Management Advisory Council (EMAC)



**Diagram 10: Schematic Showing the Standing Committees of the Emergency Management Advisory Council**

## **EMERGENCY MANAGEMENT TEAM**

Emergency Management Operations Teams form part of the National Emergency Operations Centre which manages operations during crises. These teams comprise of representatives across the public, private and non-governmental organisations whose expertise is required for the efficient and effective decision making and response actions, within the NEOC and the accompanying field operations.

## **DISTRICT EMERGENCY ORGANISATIONS (DEOS)**

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.

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).

A DEO Committee comprises of a Chairman, Deputy Chairman, Secretary, 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.



**Picture 1: Annual Chairperson Meeting held in April 2022**

The Department's volunteer registry reflects a total of **947** registered volunteers across the 30 constituencies. The volunteers are led by 30 elected Chairpersons listed in the table below:

### **DISTRICT EMERGENCY ORGANISATION CHAIRPERSONS**

<b>NUMBER</b>	<b>DISTRICT</b>	<b>NAME OF CHAIRPERSON</b>
1	Christ Church East Central	Mr. Jason Griffith
2	Christ Church East	Ms. Sharon Inniss
3	Christ Church South	Mr. Mohammed Ali Kothdiwala
4	Christ Church West Central	Mr. Kemar Saffrey
5	Christ Church West	Mr. Ian Smitten
6	St Andrew	Ms. Hyacinth Ramsey
7	St George North	Mr. Roderick Yard
8	St George South	Mr. Roger Padmore
9	St James Central	Mr. Ezra Marshall
10	St James North	Ms. Kimberley Agard
11	St James South	Mr. John Fleming
12	St John	Mr. John Haynes
13	St Joseph	Ms. Heather Walrond
14	St Lucy	Mrs. Rontae Johnson-Annius
15	St Michael Central	Ms. Gail Powers-Yard
16	St Michael East	Mr. Kirt Trotman
17	St Michael North East	Mr. Dahrean Yearwood
18	St Michael North West	Ms. Doriel Gill-Skinner
19	St Michael South Central	Ms. Charmaine Thompson
20	St Michael North	Mr. John Downes
21	St Michael South East	Ms. Sophia Greaves-Broome
22	St Michael South	Ms. Richelle Brathwaite
23	St Michael West Central	Ms. Mary Walker
24	St Michael West	Ms. Kathy Harris
25	City of Bridgetown	Ms. Dorcus Williams
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. Theo Jemmott
30	St Thomas	Ms. Cheryl Padmore

**Table 3: DEO Chairpersons 2022**

## STRATEGIC PARTNERS OFFERING VOLUNTARY SERVICES

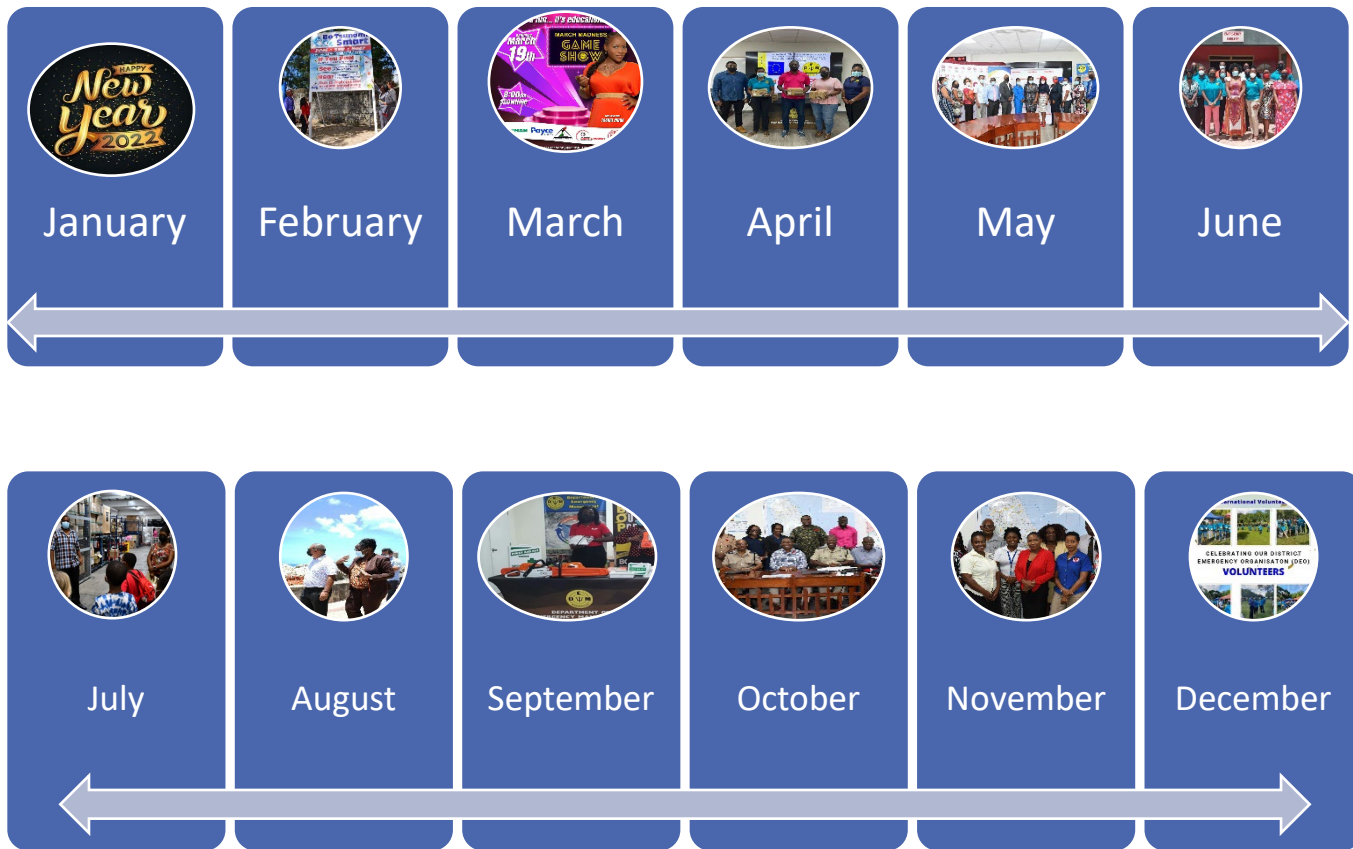
Through the years, in addition to the DEOs, the DEM has benefitted strategically from the assistance, support and ongoing cooperation, which has been rendered by a number of voluntary organizations such as:

- The Roving Response Team (RRT)
- The Barbados Citizens Band Radio Association (BCBRA)
- The Amateur Radio Society of Barbados (ARSB)
- Barbados Red Cross Society (BRCS)

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.



## MAJOR ACHIEVEMENTS AND ACTIVITIES



Picture 2: Success Stories and Accomplishments of the Department during the period January to December 2022.

## MAJOR ACHIEVEMENTS AND ACTIVITIES

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

This section details the major activities undertaken and accomplishments of the DEM during the review period. These undertakings were organized under programme areas of:

- ❖ Institutional Strengthening for Comprehensive Management
- ❖ Preparedness Response and Mitigation Capacity Strengthening
- ❖ Strengthening Community Resilience
- ❖ Research and Knowledge Management
- ❖ Recovery
- ❖ External Relations



# INSTITUTIONAL STRENGTHENING FOR COMPREHENSIVE DISASTER MANAGEMENT



Picture 3: National Emergency Organisation Committee Workshop 2022

# **INSTITUTIONAL STRENGTHENING FOR COMPREHENSIVE DISASTER MANAGEMENT**

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*The goal of this programmatic area is to pursue programmes and activities that strengthen the enabling environment for Comprehensive Disaster Management (CDM) and encourage the construction of resilient critical infrastructure.*

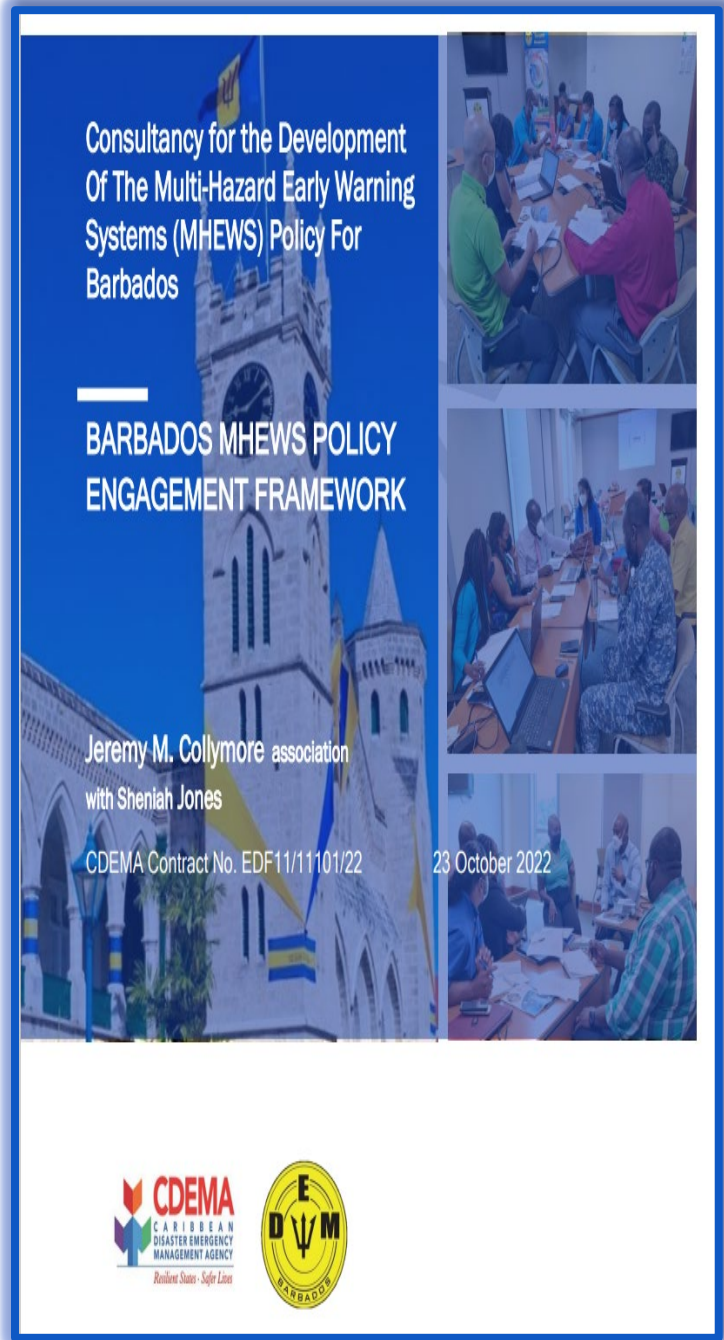
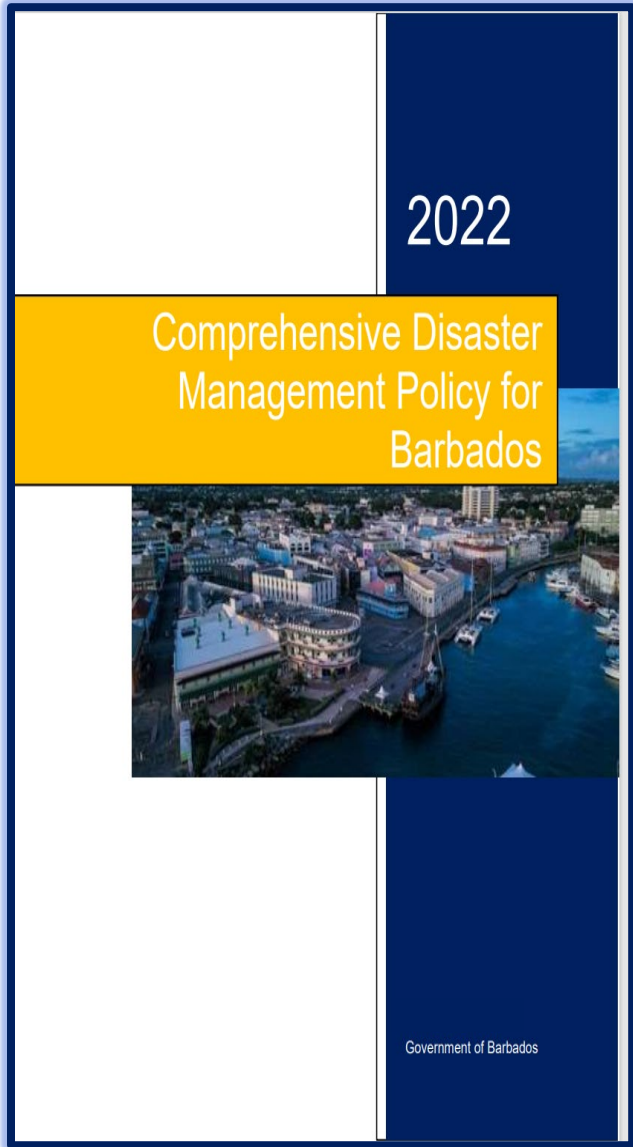
## **THE BARBADOS COMPREHENSIVE DISASTER MANAGEMENT (CDM) COUNTRY WORK PROGRAMME (CWP) 2019-2023**

During 2022, the Department of Emergency Management continuously implemented, monitored, evaluated and reported on the CWP.

The Barbados Comprehensive Disaster Management (CDM) Country Work Programme (CWP) 2019-2023 is a multi-year, results-based programme developed by the partners of the National Emergency Management System (NEMS). Stakeholders agreed on five (5) Programme Areas for work over the next four (4) years. These areas are:

- Institutional Strengthening for Comprehensive Disaster Management (CDM)
- Preparedness, Response and Mitigation Capacity Strengthening
- Strengthening Community Resilience
- Research and Knowledge Management
- Recovery.

Each area has at least one (1) outcome and several outputs to be achieved. An action plan has been developed which sets out the activities that will contribute to achieving the outputs, as well as the lead and supporting agencies responsible for implementation and the timeframes within which the activities should be completed.



Picture 4: Examples of the Comprehensive Disaster Management Institutional Documents

BARBADOS COMPREHENSIVE DISASTER MANAGEMENT (CDM) COUNTRY WORK PROGRAMME (CWP) 2019-2023

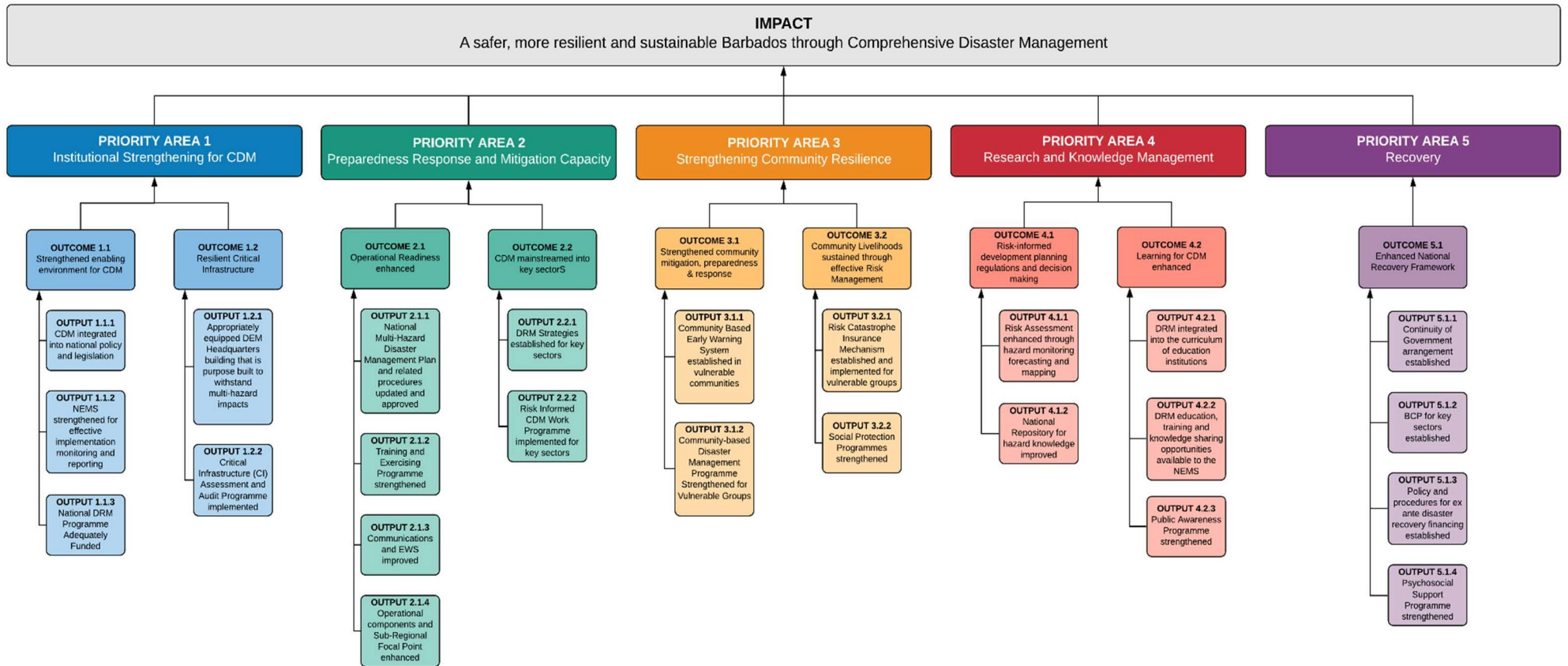


Diagram 11: Logical Framework Analysis for the Barbados CDM CWP 2019-2023

## STANDARD RELEVANT REVIEWS 2022

As stipulated by law, the Department submitted its 2021 Annual Report to the Emergency Management Advisory Council for endorsement and onward transmission to the Cabinet of Barbados. The department also conducted a standard review of the Emergency Management Orders 2021 prior to the official start of the hurricane season. This document was then forwarded through The Ministry of Home Affairs and The Office of the Attorney General for final approval by Parliament.

## APPROVAL OF AN UPDATED COMPREHENSIVE DISASTER MANAGEMENT (CDM) POLICY

The Barbados Comprehensive Disaster Management (CDM) Policy 2022 ensures that there is a strategic direction to keeping people safe and making communities more resilient to disaster and climate related risks and impacts. It provides the supportive governance and accountability arrangements to guide the development and mainstreaming of CDM policies and programs by all Ministries, Departments, statutory bodies, community-based organisations, private sector entities, non-governmental organizations, faith-based organizations, communities and individuals, for reduced losses and damages, safer communities, more resilient people, a protected environment, a stable society, and sustainable economy.

**Comprehensive Disaster Management or CDM** is the management of **all hazards**, through **all phases** of the disaster management cycle by **all peoples** public and private sectors, all segments of *civil society* and the general population.

CDM involves **risk reduction and management** and **integration of vulnerability assessment** into the development planning process.

The Department spearheaded a number of multi-stakeholder consultations over an extended period resulting in the development of the National Comprehensive Disaster Management (CDM) Policy 2022. The completed document was submitted through the EMAC onto Cabinet for approval in September 2022. The policy was accepted and approved by the Cabinet on September 29, 2022.

## **STRENGTHENING OF THE NATIONAL MULTI-HAZARD EARLY WARNING SYSTEM (MHEWS)**

### **REFINEMENT OF NATIONAL EARLY WARNING OPERATIONAL ARRANGEMENTS**

During the period, the Department of Emergency Management (DEM) in collaboration with the Barbados Meteorological Service sought to strengthen early warning operational arrangements with the assistance of the Caribbean Disaster Emergency Management Agency (CDEMA) and the World Meteorological Organisation. The assistance included capacity enhancements in weather forecasting, hydrological services and multi hazard impact warnings for enhanced decision making. The Standard Operating Procedures guiding the operational arrangements between the DEM and BMS were refined and validated.

### **DEVELOPMENT OF MHEWS POLICY**

The Government of Barbados, through the Department of Emergency Management (DEM), committed to the development of a multi-hazard early warning systems policy as part of its broader vision and programming for resilient development. This is aligned to the Roofs to Reefs (R2R) programme. A MHEWS Policy is one of the outputs agreed as part of the resource mobilisation for the R2R programme and came with boundaries for the timeline of its utilisation.

DEM, through a highly participatory multi-stakeholder process, spearheaded the development of the National MHEWS Policy during the reporting period. The Barbados MHEWS Policy will now provide guidance on the principles and processes that will inform the implementation, management, monitoring and evaluation of EWS. Additionally, it will provide the framework for defining roles and responsibilities for effective coordination and efficiency in EWS at the national and community levels, considering and addressing, existing barriers/ challenges, the diversity of hazards and stakeholders including marginalized and vulnerable groups.

## **DEVELOPMENT OF THE MHEWS POLICY ENGAGEMENT FRAMEWORK**

Stakeholders during the several formal and informal processes in the MHEWS Policy development emphasised the importance of action (implementation). This was very explicit in the Stakeholders' Consultations on the Final Draft MHEWS Policy and on its Implementation. The DEM, from the onset of the dialogue on the MHEWS Policy development, had anticipated this and it was therefore included as key deliverable.

Discussion was initiated on the MHEWS Policy Implementation, which sought to promote conversations and agreements on the action journey for the Policy. The resultant document was the MHEWS Stakeholder Implementation Engagement Framework.

The Aims of which are:

- a. To know how well the Policy Goal and Strategic Interventions (SIs) are being delivered and the associated results.
- b. To provide a shared understanding of the process for feedback on Governance, services, products and initiatives.
- c. Improve communications with stakeholders.
- d. Position the MHEWS Policy to contribute to the delivery of the National CDM Programme 2019-2024 and beyond.

Additionally, the engagement around MHEWS Policy implementation will provide DEM staff and lead and supporting actors with clarity on the types of stakeholder actions and expectations required.

# PREPAREDNESS RESPONSE AND MITIGATION CAPACITY STRENGTHENING



Picture 5: Presentation of tools and equipment from McBride's Barbados Limited to the Department of Emergency Management



## **PREPAREDNESS, RESPONSE AND MITIGATION CAPACITY STRENGTHENING**

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*The goal of this programme is to promote enhanced operational readiness through a sustained National Emergency Management System; an approved, tested and updated National Emergency Management Plan and related procedures; enhanced first responder capacities; as well as the mainstreaming and strengthening of CDM knowledge and capabilities within the entire national system. The DEM engaged in several activities under Preparedness, Response and Mitigation Capacity Strengthening.*

### **ANNUAL EMERGENCY MANAGEMENT POLICY AND OPERATIONAL DISCUSSIONS**

In lieu of the annual Minister's Hurricane Forum, the Minister of Home Affairs and Information met with various stakeholders from the national emergency management system in order to ascertain their state of preparedness for the 2022 Atlantic Hurricane Season.

### **EMERGENCY MANAGEMENT ADVISORY COUNCIL (EMAC) MEETINGS**

The Twelfth (12th) Working Meeting of the EMAC was held on Wednesday, May 27, 2022 via Zoom. This meeting was chaired by the Honourable Wilfred Abrahams M.P., EMAC Chairman and Minister of Home Affairs, Information and Public Affairs. The meeting discussed various emergency management policy and procedures and matters which were endorsed to be sent forward for the Cabinet of Barbados approval.

### **TECHNICAL SERVICES TO THE EMAC TECHNICAL STANDING COMMITTEES AND OTHER NATIONAL LEVEL MULTI-AGENCY COMMITTEES**

The DEM continued to service the National Emergency Management System's Emergency Management Advisory Council and its sixteen standing committees as well as other multi-agency committees. The technical assistance included the review, updating and validation of plans and procedures for emergency management functions, delivery of training in specialized emergency management, the facilitation of seminars targeted at the committee members as well as the development of new policies, plans and procedures.

## REFINEMENT AND APPROVAL OF NATIONAL EMERGENCY MANAGEMENT PLAN COMPONENTS

As customary, Emergency Management Plans and Standard Operating Procedures were forwarded through the Ministry of Home Affairs and Information for onward transmission to the Cabinet of Barbados for their annual review and approval.

## EMERGENCY MANAGEMENT SENSITISATION AND TRAINING

The DEM conducted or participated in several Emergency Management related training and sensitisation sessions during the review period. These included:

<b>National</b>	Shelter Manager’s Workshop held in collaboration with the United States Agency for International Development Bureau of Humanitarian Assistance (USAID/BHA) and the Ministry of Education, Technology and Vocational Training.
	Members of the Barbados Public Workers’ Co-operative Credit Union Limited (Member Education Session) This presentation was covered by the local media and excerpts were presented during news reports the following day.
	Disaster Preparedness presentation at the Hurricane Preparedness Expo held by the Barbados Light and Power Company Limited.
	Disaster Preparedness presentation to staff of the Ocean 2 Hotel and Chickmont Foods
	Disaster Preparedness presentation to members of the Moriah Seventh Day Adventist Church
	Disaster Preparedness presentation to the staff of Western Union.
	Disaster Preparedness presentation to the Members and friends of the Church of Jesus Christ of Latter-Day Saints, Rendezvous, Christ Church
	Disaster Preparedness presentation to the Members of New Wine Ministries
	Disaster Preparedness presentation to the members of the Lions Club of Bridgetown (A combination of face to face and Zoom)
	Disaster Preparedness Presentation for Small Businesses were presented to the Small Business Association
	The Role of the Church in Disaster Preparedness was presented to the Seventh Day Adventist congregants
	Barbados Chamber of Commerce and Industry received a presentation on the National State of Readiness
	<b>International</b>
Designing for Disaster Resilience presentation at the Barbados Annual Construction and Design Conference sponsored by Technical and vocational education and training (TVET) Council	
De-Risking Investments for People, Planet and Prosperity Presentation in collaboration with the United Nations (UN)	
Climate Change and Sustainable Development Series - CBS Webinar UWI Centre for Bio-Security Studies	
A presentation was made at the CDEMA Conference on the Caribbean Disaster Management Work Programme Implementation	

**Table 4: Emergency Management Training**

## **MANAGEMENT OF MASS CROWD EVENTS**

Mass Crowd Events continued to be a major module of the DEM's Work Programme. During the reporting period they were twenty-three (23) mass crowd events which required the Department to provide emergency contingency planning and emergency operations coordination.

Major mass crowd events included the following:

1. International Home Series ODIs: West Indies vs England 2022, Kensington Oval (January 22nd, 23rd, 26<sup>th</sup> ,29<sup>th</sup> ,30th)
2. International Home Series Test Matches: West Indies vs England 2022 (March 16th - 20th)
3. National Awards Ceremony (April 28th)
4. National Primary School's Athletics Championship (May 10th -13th)
5. Inaugural Barbados International Home Series: West Indies vs New Zealand 2022 (August 17th, 19th & 21st)
6. Reggae Summer Fest 2022 (August 20th)
7. AfriCaribbean Trade & Investment Forum (ACTIF) 2022 (August 31st, September 1st -3rd)
8. International Home Series T20I: West Indies Women vs. England Women (December 14th,17th,18th,22nd)

## **COMMON ALERTING PROTOCOL**

The Common Alerting Protocol (CAP.CAP) is a component of the public warning and alerting network was enhanced to facilitate automated integration with the DEM's social media network therefore allowing for the synchronized dissemination of emergency alerts across various mediums. As of December 2022, the CAP had over 27,878 persons using the application via the app and 547 via email.

## STRENGTHENING COMMUNITY RESILIENCE



Picture 6: Rasheed O’Neale, Storekeeper of DEM, receiving his certificate of participation from Joy-Anne Johnson, Programme Officer DEM, in the presence of UN Representative of the World Food Programme

## STRENGTHENING COMMUNITY RESILIENCE

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*The goal of this programme is to empower communities across Barbados to be more resilient. This will include strengthened community mitigation, preparedness and response, as well as the sustainment of community livelihoods through effective risk management. In addition, the programme is to strengthen the human resource capacity of DEM, emergency response personnel and community volunteers through targeted training and development programmes.*

### **DEM – DISTRICT EMERGENCY ORGANISATIONS (DEOS) INTERFACE**

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 selected DEOs, public relations support, general awareness and sensitisation training, assistance with telecommunications equipment troubleshooting and dissemination of equipment to support DEO operations as well as assistance with the conduct of community meetings.

The Annual Meeting of DEO Chairpersons was held on Saturday, 9 April, 2022. The meeting afforded the Chairpersons the opportunity to update the DEM Management their progress, challenges, and state of readiness for the 2022 Atlantic Hurricane season. The community volunteer units continued to ensure that they are in a state of readiness by conducting equipment audits, community profiling and vulnerability assessments primarily with the vulnerable in the communities as a primary focus.

### **TRAINING and CAPACITY BUILDING**

The DEM spearheaded or supported a number of activities as part of its Community Preparedness Programming which saw the active participation of several community volunteers during the period under review in the following areas:

**RADIO COMMUNICATION:** DEOs participated in training and practice sessions twice monthly on the National DEO Radio Net. A total of fifty (50) DEO radio operators participated in the Radio Communications and Message Handling, conducted by the BCBRA via sessions held during the month of September. DEOs also continued to actively participate in the National Emergency Telecommunications weekly radio net.

**FIRE SAFETY:** A total of forty-eight (48) DEO volunteers participated in Fire Safety Training, in collaboration with the Barbados Fire Service, at the Arch Hall Fire Academy during the month of March.

**SHOCK RESPONSE SOCIAL PROTECTION WORKSHOP:** The United Nations World Food Programme in collaboration with the DEM, Ministry of People Empowerment and Elder Affairs and Social Workers hosted a five (5) day workshop at the Accra Beach Hotel during the period 18 – 28 October 2022. A select number of DEOs were able to capatilise on this training.

**PSYCHOLOGICAL FIRST AID:** The DEOs participated in a training session in Psychological First Aid for first responders and health care workers, hosted by the Ministry of Health and Wellness in partnership with the Pan American Health Organisation (PAHO). This session was held on the 5 November 2022 via the Zoom platform. A total of twenty-three (23) persons attended this training. Certificates of Participation were delivered to participants.

**CDEMA-WFP EMERGENCY RESPONSE EQUIPMENT TRAINING AND WORKSHOP:** Members of the DEO participated in this workshop during the period 23-26 August 2022. The training was to brief members on the operations of the World Food Programme on a daily basis. The main focus was to teach participants how to assemble the mobile warehouse and office units.

### **EXERCISE EAGLE EYE**



**Picture 7: DEOs Participation at Exercise Eagle Eye**

Exercise Eagle Eye was conducted during the period 16-17 August 2022. The exercise was intended to test the capacity of the District Emergency Organisations in the below subject areas and to respond to a number of scenarios based on their training and capacity building they received over the last two (2) years:

Fire safety, damage assessment, first aid procedures, radio communication, community profiling, usage of the chainsaw, identification of and dealing with the vulnerable and interaction with other emergency agencies.

This exercise was deemed a success and met majority of the objectives of the exercise. All DEOs were invited to participate in this exercise.

### **DEO FUN DAY:**



**Picture 8: DEO Annual Family Fun Day**

The DEM organized the inaugural DEO Fun Day which was held at the National Botanical Gardens to celebrate and recognize the work of the DEOs throughout the year. At the DEO Fun Day in commemoration of National Volunteer Day, Ms. Kerry Hinds, Director, DEM presented service medals to members of the thirty (30) DEOs. These awards were in recognition of the DEO's sterling contribution to the national emergency management program. The

Department of Emergency Management saluted all

National Volunteers on the United Nations International Volunteer Day!

### **DEO STALWART DEATH:**



**Picture 9: Samuel Holder DEO Stalwart**

During the third quarter, Mr. Samuel Holder, long standing member and past Chairperson of the City of Bridgetown, District Emergency Organisation passed away. The funeral service for the late Samuel Holder took place on Thursday, September 15, 2022. The DEM paid tribute by means of words of remembrance.

## **TSUNAMI READY PROGRAMME:**

The National Tsunami Ready Programme continued with a focus on readying the Christ Church West Coastal communities for International Tsunami Ready Recognition. As a result, a number of community consultation meetings were held to sensitize the general public about the project. Consultations were held at Accra Beach, St. Matthias Church Annex and the Arthur Smith Primary School. Tsunami Evacuation Maps were presented to the community for their feedback. Community plans were developed in conjunction with the DEOs for the area.

The second project is sponsored by the Caribbean Tsunami Information Centre, focused on the St. James Central constituency. The project area runs from Holders Hill to Porters, St. James. Concurrently, there was also a focused on readying the St. James Central Coastal communities along the Holders Hill to Porters, St. James areas. Similar activities including the development of community plans, tsunami evacuation maps, and the delivery of community sensitisation sessions were conducted.



**Picture 10: Launching of the International Tsunami Ready Recognition Programme**



## ST. PHILIP NORTH AND SOUTH COMMUNITY DISASTER MANAGEMENT PROJECT

During the year 2022, the DEM in conjunction with Coastal Zone Management Unit (CZMU) and the St. Philip North and South DEO organisations, embarked on a Community Disaster Management Project.

It entailed community hazard profiling, the conduct of public community sensitisation sessions and town hall meetings for residents of St. Philip North and South as well as for the development of the Disaster Risk Management Plans for the respective communities.

This project was funded under the GOB-IDB Technical Cooperation Program



Picture 11: St Philip North and South DEOs Town Hall Meeting Flyers

**COMMUNITY ENGAGEMENT:**

Community Engagement activities included training, exercising, refinement and testing SOPs and systems, building capacity and resilience in a community setting through monthly and zonal meetings, online seminars and workshops, field assignments.



**Picture 12: DEOs First Aid and Chainsaw Training 2022**

# RESEARCH AND KNOWLEDGE MANAGEMENT



Picture 13: Public Awareness and Outreach Educational events held during 2022

## RESEARCH AND KNOWLEDGE MANAGEMENT

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*The goal of this programme is to increase and sustain research, knowledge management and learning for comprehensive disaster management (CDM). This includes the development and expansion of data and information management systems; the creation, maintenance and upgrading of social media platforms; the expansion of risk knowledge for disaster risk reduction and climate change adaptation; applied disaster and risk related information for regulations and decision-making; and knowledge enhancement of the National Emergency Management System stakeholders inclusive of internal DEM staff, emergency services, private sector, public sector, community based organisations, non-governmental organisations and the general public about the various hazards 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).*

### **PUBLIC AWARENESS, INFORMATION AND EDUCATION**

The DEM's mandate under the Public Awareness, Information and Education 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, Information and Education programme of the DEM was extremely active during the period. DEM continued its outreach educational programmes in person and virtually.



## DIGITAL ANALYSIS 2022

INSTAGRAM INSIGHTS – JANUARY – DECEMBER 2022												
ACTIVITY	MONTH											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Number of Posts</b>	15	17	35	26	23	64	34	44	64	65	50	20
<b>Number of Stories</b>	12	13	40	22	20	71	46	52	65	64	51	39
<b>Reach</b>	7376	6953	10506	4560	4560	8413	4315	7355	6050	6423	4365	4469
<b>Impressions</b>	22460	23195	51164	27519	22539	85831	43728	68,544	65361	62019	39470	31415
<b>Engagement</b>	346	243	661	357	368	1803	258	404	498	386	261	245
<b>Profile Visits</b>	379	291	875	367	342	3399	689	1000	1395	1130	508	367
<b>Website clicks</b>	7	7	19	10	13	39	4	4	7	10	8	5
<b>New Followers (Avg.)</b>	36	44	77	55	40	258	44	66	152	83	27	22
<b>Photo Likes</b>	310	349	1152	531	420	2321	418	712	527	462	397	266
<b>Comments</b>	8	10	15	1	9	480	6	3	16	5	28	1
<b>Saves</b>	92	56	295	39	52	135	21	59	50	61	29	12
<b>Shares</b>	115	119	147	151	169	656	33	47	45	49	20	9
<b>Video Views</b>	1527	4606	9220	9	2	9	2	0	1	0	0	0

**Table 5: Instagram Insights for January – December 2022**

Instagram analytics, saw an increase in the number of followers (16%) moving from 5024 followers in 2021 to 5951 in 2022. There was a 17% increase in the number of posts in 2022. The largest decrease was observed in the number of websites clicks, with an overall decline by 298%. Also, there was a notable decrease in the number of video views (120%), the average number of new followers (108%) and post shares (101%).

<b>INSTAGRAM</b>				
<b>Activity</b>	<b>2021 total</b>	<b>2022 total</b>	<b>Difference 2022- 2021</b>	<b>Percentage +/-</b>
<b>Number of posts</b>	380	457	77	17%
<b>Reach</b>	87959	75345	-12614	-17%
<b>Impressions</b>	590949	543245	-47704	-9%
<b>Profile Visits</b>	16407	10742	-5665	-53%
<b>Website Clicks</b>	529	133	-396	-298%
<b>New followers (average)</b>	1881	904	-977	-108%
<b>Photo Likes</b>	13613	7865	-5748	-73%
<b>Comments</b>	1076	582	-494	-85%
<b>Saves</b>	938	901	-37	-4%
<b>Shares</b>	3131	1560	-1571	-101%
<b>Video Views</b>	33805	15376	-18429	-120%
<b>Followers</b>	5024	5951	927	16%

**Table 6: Instagram Statistics for January – December 2022**

## FACEBOOK INSIGHTS – JANUARY – DECEMBER 2022

ACTIVITY	MONTHS											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Number of Posts</b>	15	19	38	30	25	67	54	52	64	65	49	17
<b>Total Reach</b>	55351	17813	49701	35852	17178	17057	11,964	22,554	23923	17690	4365	4399
<b>Total Engagement</b>	1322	460	7253	1993	1113	4895	2,465	5908	10227	7921	2744	2674
<b>Average Reach</b>	3690	990	1308	1195	687	1040	407	895	946	705	233	201
<b>Average Engagement</b>	88	25	220	66	45	833	82	233	403	316	152	175
<b>New Page Likes</b>	26	14	39	27	26	77	34	105	148	95	21	18
<b>Post Reactions</b>	96	118	785	577	321	884	147	344	272	303	153	87
<b>Shares</b>	121	45	141	194	119	197	60	118	168	108	18	21
<b>Comments</b>	12	8	33	31	14	92	11	23	85	23	7	1
<b>Video Views</b>	345	1305	5233	3020	592	1091	889	379	1152	1314	284	278

**Table 7: Facebook Insights for January – December 2022**

Facebook analytics, saw an increase in the number of post (10%) from 444 in 2021 to 495 in 2022. However, there was a decrease in the number of persons reached by 32%. Notwithstanding there has been an increase in engagement of persons using the page by 86% from 362 in 2021 to 2,638 in 2022.

<b>FACEBOOK</b>				
	<b>2021</b>	<b>2022</b>	<b>Difference</b>	<b>Percentage +/-</b>
<b>Number of Posts</b>	444	495	51	10%
<b>Total Reach</b>	367742	277847	-89895	-32%
<b>Total Engagement</b>	13882	48975	35093	72%
<b>Average Reach</b>	10405	12297	1892	15%
<b>Average Engagement</b>	362	2638	2276	86%
<b>New Page Likes</b>	626	630	4	1%
<b>Post Reactions</b>		4087	4087	N/A
<b>Shares</b>		1310	1310	N/A
<b>Comments</b>		340	340	N/A
<b>Video Views</b>		15882	15882	N/A

**Table 8: Facebook Statistics for January – December 2022**



TWITTER INSIGHTS – JANUARY – DECEMBER 2022												
ACTIVITY	MONTHS											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of Tweets	14	17	34	26	26	63	42	48	68	66	49	17
Engagement	181	609	985	967	329	969	520	582	727	463	395	302
Total engagement rate	100%	104%	150%	96.10%	150.30%	160%	86.83	97.20%	72.09	71.03%	69%	56%
Average engagement rate	3.24%	3.70%	4.44%	3.20%	4.84%	3.60%	2.80%	3.30%	2.40%	2.50%	2.30%	1.80%
Impressions	4612	17545	41856	42181	6606	19 700	8184	11346	64401	11,000	8102	5928
Profile Visits	383	570	929	880	860	5096	654	2059	769	601	579	434
New Followers	22	18	7	27	25	35	20	21	33	12	10	8
Tweet Likes	49	89	220	229	89	221	107	100	168	83	98	45
Replies	1	1	3	1	4	0	0	3	3	3	5	1
Retweets	30	40	125	92	29	80	23	32	138	35	28	6
Mentions	7	2	4	11	9	4	4	7	8	11	6	6
Video Views	316	1648	600	525	321	227	366	497	636	498	899	600
Video minutes watched	67	1300	2200	224	280	97	133	125	200	399	239	223
URL Clicks	1	4	7	9	2	9	2	0	1	0	0	0

Table 9: Twitter Insights for January – December 2022

Twitter analytics, saw an increase in the number of tweets posted fir 2022 by 30% to compare with 2021.

It should be noted that the videos viewed increased from 2088 in 2021 to 7133 in 2022, an increase of 71%, and the minute videos watched saw an increase from 1006 in 2021 to 5487 in 2022 an increase of 82%.

Amidst, the increase in viewing, there was also a decline in new followers from 594 in 2021 to 238 in 2022 a decrease of 150%.

<b>TWITTER</b>			
	<b>2021</b>	<b>2022</b>	<b>%</b>
<b>Activity</b>	<b>Total</b>	<b>Total</b>	<b>(+/- )</b>
<b>Number of Tweets</b>	330	470	30%
<b>Engagement</b>	4981	7029	29%
<b>Average engagement rate</b>	29%	3.18%	- 813%
<b>Impressions</b>	147094	221761	34%
<b>Profile Visits</b>	12465	13814	10%
<b>New Followers</b>	594	238	- 150%
<b>Tweet Likes</b>	636	1498	58%
<b>Replies</b>	28	25	-12%
<b>Retweets</b>	338	658	49%
<b>Mentions</b>	n/a	79	
<b>Video Views</b>	2088	7133	71%
<b>Video minutes watched</b>	1006	5487	82%
<b>URL Clicks</b>	188	35	- 437%

**Table 10: Twitter Statistics for January – December 2022**

<b>YOUTUBE INSIGHTS - JANUARY 2022 – DECEMBER 2022</b>												
<b>ACTIVITY</b>	<b>MONTHS</b>											
	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
<b>Number of Uploads</b>	1	1	8	3	1	6	1	4	10	12	7	9
<b>Impressions</b>	31831	6984	13627	11904	8600	18900	7312	8998	11508	13218	15087	10271
<b>Impressions click-through-rate</b>	1.3%	3.6%	3.9%	2.9%	3.9%	4.3%	3.6%	3.6%	3.8%	3.9%	2.6%	3%
<b>New Subscribers</b>	5	3	13	5	8	13	1	2	8	6	2	4
<b>Total Video Likes</b>	15	11	46	20	15	144	13	10	23	21	11	21
<b>Total Video Shares</b>	34	35	68	35	23	38	18	22	35	19	14	7
<b>Total Video Views</b>	1157	743	1696	780	602	1364	539	610	988	1062	1001	1031
<b>Average View Duration</b>	1.53	1.57	2.22	1:54	2:03	1:16	1:47	0:19	0:24	0:29	1:58	1:23
<b>Watch Time</b>	36.4 hours	24.2 hours	67 hours	24.8 hours	20.6 hours	22 hours	27.7 hours	18 hours	26.3 hours	28 hours	32.8 hours	23.9 hours

Table 11: YouTube Insights for January – December 2022

The YouTube chart below shows an increase in uploads from 24 in 2021 to 63 in 2022 an increase of 62%

However, there was a decrease in new subscribers from 87 in 2021 to 70 in 2022 a decrease of 24%.

Despite the decrease in new subscribers there was an increase of videos liked by 38% in 2022, an increase from 218 in 2021 to 350 in 2022.

<b>YOUTUBE</b>			
	<b>2021</b>	<b>2022</b>	<b>% (+/-)</b>
<b>Number of uploads</b>	24	63	62%
<b>Impressions</b>	88242	158240	44%
<b>Average Impressions click-through-rate</b>	3.60%	3.37%	-7%
<b>New Subscribers</b>	87	70	-24%
<b>Total Video Likes</b>	218	350	38%
<b>Total Video Shares</b>	550	348	-58%
<b>Total Video Views</b>	11584	11573	0%
<b>Average View Duration</b>	3:08	1:28	-112%
<b>Total Watch Time (hours)</b>	n/a	351.7	n/a

**Table 12: YouTube Statistics for January – December 2022**

## ACTIVITIES AND EVENTS

In 2022, a number of activities with a social media focus were coordinated under the Public Awareness and Education Programme. Some activities were repeats of what was held in 2021 while others were new as outlined in the table below.

In 2022 three strategies were applied and contributed to the overall improvement of all DEM social media channels

- ✓ Production of more high-quality videos for the YouTube channel
- ✓ Introduction of new engaging activities to keep the public interested in learning about disasters.
- ✓ Expansion of partnerships and collaborations, particularly during the hurricane season which lasts for 6 months (June to November).



Picture 14: Collage of DEM Events and Activities 2022

Month	Activity/Event	Benefits
March	<p><b>Coastal Hazards and Earthquake Smart Month: <i>Ready for the Next Wave &amp; Drop, Cover &amp; Hold</i></b></p> <ul style="list-style-type: none"> <li>✓ Launch of the PSA Videos on Coastal Hazards</li> <li>✓ National Earthquake Preparedness Day</li> <li>✓ Caribe Wave Exercise 2022</li> <li>✓ Story Time and Workshop (for Children)</li> <li>✓ March Madness Game Show (3 shows)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Engaged audiences in educational activity.</li> <li>✓ Allowed for creation of video content for the YouTube channel.</li> <li>✓ Engaged the island in Drop, Cover &amp; Hold On earthquake safety procedure.</li> <li>✓ Tested tsunami alert communications.</li> <li>✓ Engage viewers about Coastal Hazards in a fun and relaxed environment</li> </ul>
April	<ul style="list-style-type: none"> <li>✓ Volcanic Awareness Week 2022:</li> <li>✓ PSA Campaign</li> <li>✓ Story Time</li> <li>✓ Webinar: Sharing Experiences: Response to Volcano Hazards</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increase the Barbadian public's awareness of volcanos and ash fall;</li> <li>✓ Provide information on preparing for the adverse impact of such hazards;</li> <li>✓ Collaborate with national and regional partners/ stakeholders to promote Disaster Risk Management.</li> <li>✓ Introduced Barbadians to Volcanic Hazards through the delivery of a new week long campaign.</li> </ul>
June	<p><b>Hurricane Awareness Month: <i>Be Storm Ready</i></b></p> <ul style="list-style-type: none"> <li>✓ Press Conference – The 2022 Atlantic Hurricane Season</li> <li>✓ Storm Ready Poetry Contest</li> <li>✓ “This or That” Tuesdays</li> <li>✓ Annual Church Service</li> <li>✓ Hurricane Awareness Presentations</li> <li>✓ PSA Campaign</li> </ul>	<ul style="list-style-type: none"> <li>✓ Targeted various segments of the Barbadian market, from children to elders.</li> <li>✓ Introduced engaging and educational activity specifically for children.</li> <li>✓ Established/strengthened partnerships with reputable agencies and organisations.</li> <li>✓ Allowed for creation of video content for the YouTube channel.</li> <li>✓ Recognised and promoted the work of the DEM's volunteer arm.</li> <li>✓ Promoted and raised awareness of the Hurricane Hazard</li> </ul>

Month	Activity/Event	Benefits
July	<ul style="list-style-type: none"> <li>✓ <b>Hurricane Awareness Promotions</b> (Collaboration with Kooyman Barbados and Talius)</li> <li>✓ <b>Storm Ready Children's Writing Workshop</b></li> <li>✓ <b>Webinar</b> on Safeguarding at-risk Populations</li> </ul>	<ul style="list-style-type: none"> <li>✓ Informed and engaged with public about the hurricane hazard</li> <li>✓ Children were able to learn about various hazards as well as engage with professional writers</li> </ul>
August	<ul style="list-style-type: none"> <li>✓ <b>PSA Videos</b> on Emergency related topics and hazards</li> <li>✓ Tour of the Tsunami Recognised Communities in the north of the island (Shermans, St. Lucy to Mullins, St. Peter) by National and Community Representatives and the United Nations Disaster Risk Reduction Office</li> <li>✓ Coverage of Eagle Eye Simulation Exercise</li> <li>✓ Community Public Awareness and Educational activities on various hazards</li> <li>✓ Coverage of Multi-Hazards Early Warning System Consultation</li> <li>✓ Launch of the Tsunami International Recognition Programme for Barbados</li> <li>✓ Coverage of Mass Crowd events (Crop Over 2022)</li> <li>✓ Coverage of CDEMA/WFP/DEM Emergency Response workshop activities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Informed and engaged with public about the various hazards and preparation</li> <li>✓ Allowed for creation of video content for the YouTube channel.</li> <li>✓ Illustrated the excellent work done in hazard mitigation in the Northern Coastal areas</li> <li>✓ Demonstrated the important work of the DEOs in the Community</li> <li>✓ Demonstrated the important work in the area of Multi-Hazards Early Warning System</li> <li>✓ Informed and engaged with National and Regional Stakeholders on the management of the Tsunami Hazard</li> <li>✓ Highlighted the engagement of National Level Stakeholders and Volunteers</li> </ul>

Month	Activity/Event	Benefits
September	<ul style="list-style-type: none"> <li>✓ PSA Videos on Emergency related topics and hazards</li> <li>✓ <b>Story Time Post</b> (Hurricane Janet commemoration) – Janet</li> <li>✓ Handover of equipment and tools from McBride’s Caribbean Limited</li> <li>✓ PSA and Emergency Alerts</li> </ul>	<ul style="list-style-type: none"> <li>✓ Allowed for creation of video content for the YouTube channel.</li> <li>✓ Educated public on past and recent hazard impacts</li> <li>✓ Encouraged public to be prepared and not complacent</li> <li>✓ Served in Building relationship with important corporate partner</li> </ul>
October	<p><b>International Day for Disaster Risk Reduction (IDRR): <i>Early Warning</i></b></p> <ul style="list-style-type: none"> <li>✓ Informational Campaign</li> <li>✓ Close Out Meeting for the Barbados Multi-Hazard Warning System Consultation Project</li> <li>✓ People’s Business Topic: Multi -Hazard Early Warning System</li> <li>✓ PSA and Emergency Alerts</li> </ul>	<ul style="list-style-type: none"> <li>✓ Informed public on the significance of and theme for IDRR day.</li> </ul>
November	<p><b>World Tsunami Awareness Day (WTAD): <i>Substantially Enhance International Co-operation for Developing Countries</i></b></p> <ul style="list-style-type: none"> <li>✓ Informational Campaign</li> <li>✓ Wear Blue Initiative</li> </ul>	<ul style="list-style-type: none"> <li>✓ Informed various segments of the Barbadian public on the tsunami hazard.</li> <li>✓ Engaged the public with an unscramble word game.</li> <li>✓ Encouraged public to show support for WTAD by wearing blue – boosted engagement.</li> </ul>
December	<p><b>International Volunteer Day: <i>Volunteer now for our common future</i></b></p> <ul style="list-style-type: none"> <li>✓ Saluting Volunteers (video)</li> <li>✓ 25 years of Volunteerism (video)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Allowed for creation of video content for the YouTube channel.</li> <li>✓ Created a call to action for persons to join a DEO.</li> <li>✓ Informed the public on the role of a DEO member through the lens of former long- standing Chairperson Barton Green.</li> </ul>

**Table 12: Summary of DEM’s Social Programming Activities**



## HUMAN RESOURCES STRENGTHENING

During the reporting period, the DEM capitalized on various opportunities to strengthen its Human Resource capacity by selecting personnel to take part in several training courses, seminars and workshops. These training sessions can be broken down as follows:

### **DISASTER MANAGEMENT RELATED TRAINING:**

1. IDB Sensitation Session for the Contingent Credit Facility
2. Caribbean Community Risk Information Tool (CCRIT) Training Workshop
3. United Nations-Civil Military Coordination Course (UN-CMCoord)
4. National Emergency Operation Centre Exercise and Training
5. United States Forestry Services and DEM Collaboration - National Emergency Operations Centre
6. Regional Consultation on improving Multi-Hazard Early Warning Systems/Governance Consultation with National Disaster Risk Management Offices in the Caribbean.
7. Measuring Effectiveness of Early Warning Systems through Sendai Framework Target (G) and Custom Indicators

### **MANAGEMENT AND ADMINISTRATIVE TRAINING:**

1. Innovation: Transforming Ideas into Solutions – Dale Carnegie
2. “Meetings that Engage” - Dale Carnegie
3. Strategic Planning hosted by the Ministry of Home Affairs and Information
4. Learning and Development Directorate - Processing of Human Resource Matters

### **OTHER TECHNICAL TRAINING:**

1. Global Call to Action on Emergency Alerting (CAP CAP)
2. Caribe Wave 22 Webinars.
3. Sub Regional Tsunami Evacuation Mapping Workshop
4. Setting up of the Mobile Warehouse - World Food Programme Training
5. Bonfire Procurement Training
6. WinLink and UAV Pilot Training
7. University of the West Indies Psychological First Aid Training.

## RECOVERY



## RECOVERY

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*The goal of this programmatic area is to pursue programmes and activities that lead to an enhanced national recovery framework. The Recovery Framework seeks to achieve a shared understanding and a common, integrated perspective on Recovery in order to achieve unity of effort and make the most effective use of the country's limited resources. It considers and promotes social, environmental infrastructural and economic recovery. Focus is placed on the development and exercising of Continuity of Government Plans; development and application for Natural Disaster cation of model Business Continuity Plans; policy and procedures for accessing the Catastrophe Fund; as well as a strengthened Psychosocial Support Programme.*

### **CONTINGENT CREDIT FACILITY FOR NATURAL DISASTER EMERGENCIES (CCF)**

During the year, the DEM participated in a number of initiatives aimed at bolstering the National Recovery Framework for Disaster Risk Management. Work continued on ensuring that the year one (1) deliverables were met under the Contingent Credit Facility for Natural Disaster Emergencies (CCF) and articulated year two (2) goals, under the five (5) year programme.

### **WORLD BANK DEVELOPMENT BASED LOAN**

The World Bank conducted a scoping mission to Barbados from June 9 to 15, 2022, for the Green and Resilient Recovery Development Policy Loan. The main objectives of this mission were to:

- (i) discuss Barbados' development plans related to green/blue development, climate change and resilience, and fiscal sustainability,
- (ii) identify potential prior actions that could be prioritized during project preparation.
- (iii) agree on a tentative timeline for project preparation (subject to the readiness of the prior actions) and technical support to be provided between August and November 2022.

DEM also was required to identify and produce deliverables under this initiative, aimed at strengthening our National Emergency Management Programme.

## **PHYSICAL CATASTROPHE FUND COMMITTEE**

During the period under review the DEM was named as a member of the Physical Catastrophe Fund Committee which had responsibility to implement provisions under the Catastrophe Fund (Amendment) Act 2022.

During the first meeting of the Committee, the membership was required to review it terms of reference, review the legislation and other important documents as well as consider request from entities wanting to draw down on the Catastrophe Fund mechanism.

## EXTERNAL RELATIONS



**Picture 15: DEM Collaboration with UNDRR Representatives and the Barbados Met Service**

## EXTERNAL RELATIONS

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*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.*



**Picture 16: World Food Programme Mobile Warehouse Training**

## **BARBADOS CANADA ASSOCIATION – DEM – SJPI COLLABORATION - COMMUNITY WAREHOUSING ENHANCEMENT**

The Barbados Canada Association reached out to the Department of Emergency Management (DEM) to express their interest in contributing to the construction and installation of a Community Bin as part of a Community Warehousing Enhancement Programme. The purpose of this proposal was to increase the existing number of community bins located throughout Barbados.

Subsequent, to the signing of a Memorandum of Understanding (MOU) between the DEM and the Barbados Canada Association. The site chosen for the construction of the bin was the National Union of Public Workers (NUPW) Headquarters, Dalkeith House, Dalkeith Road, St. Michael.

A meeting was held at the NUPW venue in December 2022, bringing together members of the DEM, the Barbados Canada Association, and the Samuel Jackman Prescod Institute of Technology to discuss the logistics of constructing the bin.

The Barbados Canada Association has committed to funding the costs associated with erecting, installing, and stocking the community bins. The bin will be built by students of the Samuel Jackman Prescod Institute of Technology and is expected to be completed in 2023.

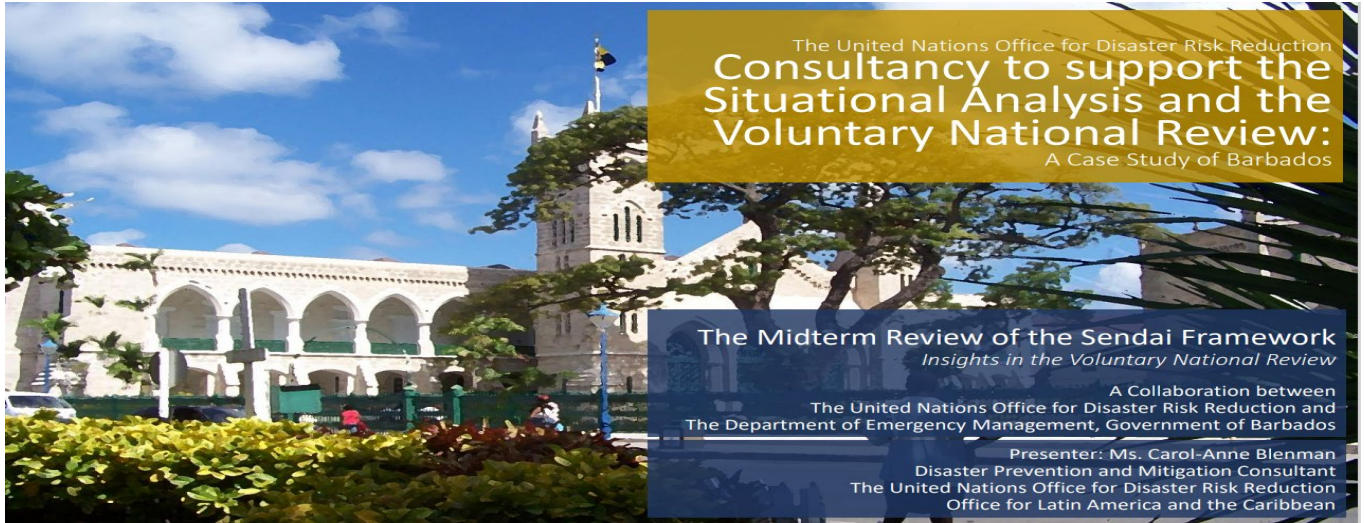
## **UNDRR-DEM INITIATIVES**

### **BARBADOS PARTICIPATION IN THE MID-TERM REVIEW OF THE SENDAI FRAMEWORK**

The United Nations Office for Disaster Risk Reduction invited the Government of Barbados to actively contribute to the global mid-term review process for the Sendai Framework 2015-2030. In accepting, Barbados, through the stewardship of the DEM, was required to develop the Disaster Risk Reduction for Barbados: Situational Analysis 2022 and the Government of Barbados: Voluntary National Report of the Sendai Framework for Disaster Risk Reduction 2015 – 2030 (MTR-SF).

National Level Multi-stakeholder workshops were convened to support this initiative.

The Disaster Risk Reduction for Barbados: Situational Analysis 2022 and the Government of Barbados: Voluntary National Report of the Sendai Framework for Disaster Risk Reduction 2015 – 2030 (MTR-SF), were reviewed and approved by the DEM and the Ministry of Home Affairs and Information, with copies sent to the United Nations. These document can be found on the United Nations [website](#).



**Picture 17: Disaster Risk Reduction for Barbados Situational Analysis 2022**

## **MULTI-HAZARD EARLY WARNING FOR ALL GLOBAL INITIATIVE**

A courtesy call was made by the United Nations Office for Disaster Risk Reduction on 31 August 2022 at DEM Headquarters, followed by a site visit to the Speightstown community to discuss the Global Early Warning for All (EW4ALL) initiative and Barbados progress in the MHEWS. In attendance were DEM, United Nations, Barbados Meteorological Services (BMS), DEO personnel and others.

Subsequently, The UN invited DEM's participation in the Regional Multi-Hazard Early Warning System (MHEWS) Workshop during the period of 6-7 October 2022 in Guyana.

The purpose of the community visit was to showcase and discuss what the EWS have been undertaking to build capacity in at-risk communities and their contribution to the enhancement of the National Multi-Hazard Early Warning System.



## **BARBADOS – CARIBBEAN DISASTER EMERGENCY MANAGEMENT AGENCY (CDEMA)**

CDEMA is the regional body established to promote Comprehensive Disaster Management inclusive of coordinating the Regional Response Mechanism (RRM). There are twenty (20) 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, as well as resource mobilisation & support during a hazard impact.

### **PARTICIPATION IN KEY PARTNER MEETINGS: CDEMA MEETINGS AND CONFERENCES**

The DEM participated and partnered with CDEMA in a number of workshops, meetings and conferences.

A number of these events are as follows:

DEM participated in the World Meteorological Organisation (WMO) and CDEMA strengthening early warning operational arrangements between national disaster offices and the national meteorological and hydrological services in the Caribbean.

DEM engaged in the CDEMA Exercise Synergy 2022 Tabletop Exercise which was conducted to test the Regional Response Mechanism response to a major hurricane which has affected the region in May 2022. The aim of the exercise aided in the building of institutional knowledge as it relates to the function of agencies within the National Emergency Management System and the function of Barbados as it relates to its responsibility in the Regional Response Mechanism (RRM) as a Sub-Regional Focal Point (SRFP).

DEM collaborated with CDEMA regarding the continued development of the National Logistics and Relief Plans and Policies. CDEMA provided short term technical assistance with regards to these plans.

## MAJOR CHALLENGES



## MAJOR CHALLENGES ENCOUNTERED

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During the reporting period there were three major challenges faced by the department:

### **Staff Recruitment:**

The impact of the Ministry of Public Service 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, existing staff vacancies of programme officer and technician operator need to be filled as a matter of urgency.

In the instance of the Technical Operator, this post is vital to the Department's ability to properly service the National Emergency Telecommunications System and the National Early Multi-Hazard Warning System while the addition of Programme Management staff will increase the technical section's ability to execute the department's work programme and support programmes captured in the national Country Work Programmes for DEM.

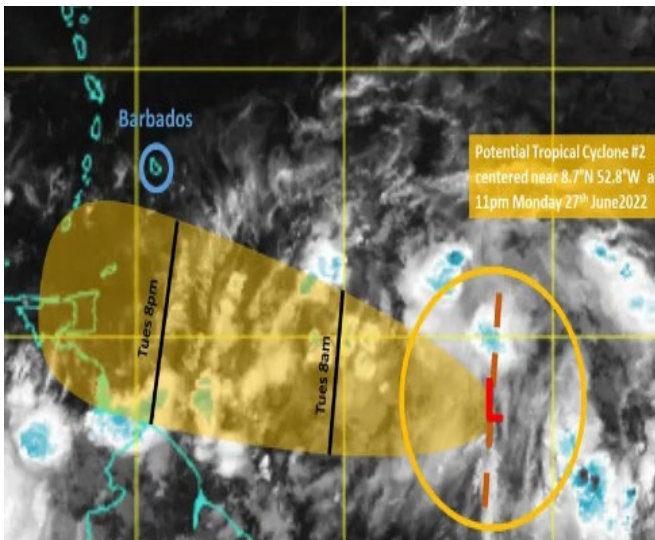
### **Human Resources Deficiencies:**

The injection of social capital is a critical requirement at the DEM as it seeks to successfully implement its work programme and deliver services to its clients. There is a real need for human resources to steward and execute the information technology, public relations, education and marketing portfolios. There is also need for middle management and administrative support to enhance the operations of the DEM.

### **Information and Communication Technology (ICT):**

The implementation of a number of DEM's work programme initiatives continues to be hindered by a lack of appropriate and modern information communication technology infrastructure, decision support systems for operators, as well as lack of designated in-house posts for trained ICT personnel. It is important that resources be mobilized and retained to remedy these gaps.

# SYNOPSIS OF EMERGENCY RESPONSE EVENTS 2022



Picture 18: Collage of Emergency Responses 2022

## **SYNOPSIS OF EMERGENCY RESPONSE EVENTS 2022**

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*2022 hazards events requiring the Department to render emergency response and logistical support at the national level included twenty-three (23) Mass Crowd events which occurred throughout the year inclusive of Crop Over 2022 activities, International Cricket Home Series amongst others.*

### **Rainfall Events**

#### **Tropical Wave of Interest, June 2022**

On June 27, 2022 the National Emergency Management System (NEMS) was briefed by the Barbados Meteorological Services (BMS) on a tropical wave of interest, located to the east-southeast of Barbados.

During the evening of June 28, 2022 there was a national shutdown of public transportation as a result of the possible effects of the system.

The NEOC captured four (4) reported incidents of structural damage in St. Michael, St. Thomas, Christ Church and St. Philip respectively. Three were dealt with by the residents while the St. Thomas incident report was referred for follow up and actioned by the Ministry of Transport, Works and Water Resources, Ministry of People Empowerment and Elder Affairs and the Ministry of Housing, Lands and Maintenance.

#### **Partial Activation of the National Emergency Operations Centre (NEOC) - October 4, 2022**

On October 4, 2022 there was a partial activation of the National Emergency Operations Centre (NEOC) regarding a tropical wave of interest which was originally predicted to affect the island from midnight to approximately midday on Wednesday, October 5, 2022.

- The NEOC's initial briefing commenced at 10:49p.m. Colonel Glyne Grannum, Director Emergency Logistics and Policy provided an overview of the current situation and the role that the NEOC would play throughout the event.

- Mr Sabu Best, Director Barbados Meteorological Services, gave a brief via Zoom to the members in the NEOC at approximately 11:05 p.m. It was noted at that time, that the Wind Alert remained at yellow as winds speeds were just below storm force. It was further noted that less precipitation than originally anticipated was expected.
- There was one report of damage. An elderly couple from Lot 3, Kings Village, Holders Hill, St. James indicated that their roof was leaking. Tarpaulin was subsequently issued to the elderly couple.
- There were no other reports of damage made to the NEOC.
- The final statement on the tropical wave of interest was issued on Wednesday, October 5, 2022 at 5:09 a.m.

#### **Fire at Spring Garden – 16 November 2022**

The DEM was contacted and activated to assist with a fire at the Massy Warehouse, Spring Garden. The DEM was included in the incident management cell supporting the decision making for the resolution of the event.

#### **Mass Casualty at Prospect, St. James – 21 November 2022**

The DEM was notified and monitored the Mass Casualty involving two (2) minibuses. There was no request of the DEM to provide any resources as this was managed by the first responders' agencies at the scene. Twenty-three persons were injured.

## FINANCIAL OVERVIEW

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## FINANCIAL OVERVIEW

The Department operated on a financial budget allocation of BDS **\$1,944,501.50** (Warrant Information) which included allocations towards personal emoluments, goods and services and capital with a total expenditure for the period of BDS **\$1,545,653.07**.

<b>FINANCIAL ALLOCATIONS AND EXPENSES FOR CALENDAR YEAR 2022</b>		
<b>1<sup>st</sup> Quarter JANUARY - MARCH 2022</b>		
	Budget Release	Actual Expenditure
<b>Personal Emoluments</b>	\$183,462.00	\$161,057.02
<b>Other Charges</b>	\$11,400.00	\$174,555.97
<b>Capital</b>		
<b>2<sup>nd</sup> Quarter APRIL - JUNE 2022</b>		
	Budget Release	Actual Expenditure
<b>Personal Emoluments</b>	\$188,913.00	\$148,990.23
<b>Other Charges</b>	\$726,200.50	\$216,398.22
<b>Capital</b>		
<b>3<sup>rd</sup> Quarter JULY -SEPTEMBER 2022</b>		
	Budget Release	Actual Expenditure
<b>Personal Emoluments</b>	\$188,913.00	\$147,700.21
<b>Other Charges</b>	\$360,950.00	\$313,706.59
<b>Capital</b>	\$45,200.00	\$5,690.00
<b>4<sup>th</sup> Quarter OCTOBER - DECEMBER 2022</b>		
	Budget Release	Actual Expenditure
<b>Personal Emoluments</b>	\$98,913.00	\$146,637.35
<b>Other Charges</b>	\$140,550.00	\$223,510.47
<b>Capital</b>		7,407.01
<b>TOTALS</b>	<b>1,944,501.50</b>	<b>1,545,653.07</b>

Table 14: Department of Emergency Management Financial Resources for 2022



## In-Kind Contributions and Donations

During the year, the Department’s budget was supplemented by donors funding from regional and international funding sources obtained through relationships with these external partners. Our relationship with the corporate and philanthropic communities in Barbados and abroad continued to thrive and they willingly provided donations when called upon. Donations are captured in the Table below:

<b>DEM CORPORATE PARTNERSHIPS AND SPONSORSHIPS 2022</b>			
<b>Name of Organisation</b>	<b>Activity</b>	<b>Month</b>	<b>Donation</b>
USAID Bureau for Humanitarian Affairs	Coastal Hazards and Earthquake Smart Month	February	Production of five (5) Coastal Hazard Public Service Announcements
Caribbean Broadcasting Corporation	March Madness Game Show	March	Complimentary Advertising, videography of one (1) game show episode and discount in production cost
USAID Bureau for Humanitarian Affairs	Hurricane Awareness Month	June	1. Production of six (6) Hurricane Preparedness Public Service Announcements 2. Videography for the poetry contest finalist
National Cultural Foundation	Storm Ready Poetry Contest	June	Facilitators sponsorship
Unicomer Barbados Ltd	Storm Ready Poetry Contest	June	Prizes for Contest
Payce Digital	Storm Ready Poetry Contest	June	Prizes for Contest
Frank Collymore Hall	Storm Ready Poetry Contest	June	Event Space for Prize Giving Ceremony
Barbados Red Cross	Donation	July	Tools
Kooyman Barbados	Hurricane Preparedness Information Booth	August	Designated Space in Kooyman Store for four (4) hours to setup a booth to display and disseminate brochures and paraphernalia.
Talius	Hurricane Preparedness Information Booth	August	Hurricane awareness expo
McBrides Barbados Limited	Donation	September	Tools and Equipment
SOL Barbados	Fuel Up and Win	October	Gas Vouchers
Barbados Public Workers Cooperative Credit Union Limited	Promotional booths and giveaways	October	Promotional Items

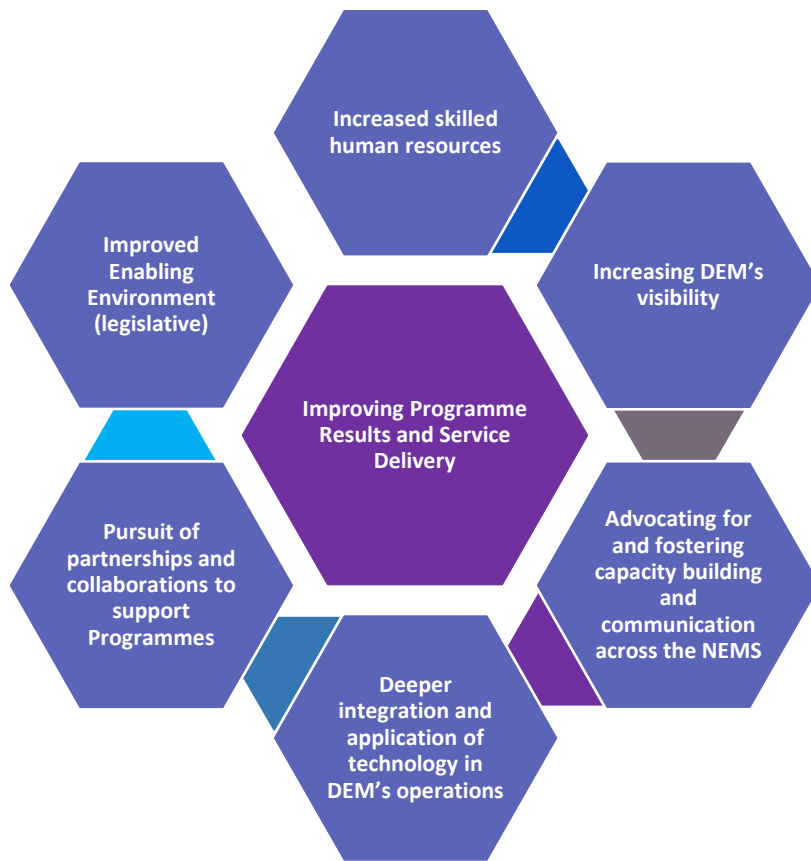
Table 15: DEM Corporate Partnerships and Sponsorships 2022

# STRATEGIC OUTLOOK



# STRATEGIC OUTLOOK

In the department's Strategic Plan 2019-2023 priority areas for improvement have been identified. These range from enhancements to the Emergency Management Act 2006, encouraging capacity building across the NEMS, strengthening internal and external communications, increasing the department's visibility, enhancement of services through increased utilization of information technology and boosting human, equipment and financial resources.



**Diagram 12: DEM Strategic Outlook**

During the year 2023 we hope to maintain and or propel our momentum as it relates to:

**1. BUILDING OUR COMMUNITY CAPABILITY IN PURSUIT OF COMMUNITY RESILIENCE**

Attaining Community resilience through DEM strategic programme assistance is a key deliverable of the DEM. The Community Disaster Risk Management Programme is one of the priority programmatic focus of the Department. As we acknowledge that disaster emergencies occur in communities and the ability of the community to effectively manage and cope with these emergency/disaster events which impact them periodically is key to attaining true resilience.

In the upcoming period, the DEM will wish the input of the community design and execute projects aimed at building the community's resilience and enhancing the capacity and capability of community volunteers and individuals to deal with disasters and emergencies

**2. DEEPENING THE INTEGRATION AND APPLICATION OF TECHNOLOGY IN DEM'S OPERATIONS**

It is recognised that the effective use of information and communication technologies (ICT) can improve all phases of disaster risk management and improve communications. Thus, the ICT application and integration process will continue to be a primary focus of the DEM as we customize our systems to better support information management and decision-making in an emergency environment facilitating speedier delivery of service.

DEM is cognisant of the fact that performance optimization in emergency operations can have a significant impact on saving lives and reducing the impact of the physical and built environment. During the period the DEM will commence the review and expansion of the Common Alerting Protocol (CAP) mechanism as well as, continue to build out an operational data and information platform for decision-making in the National Emergency Operations Centre (NEOC).

### 3. **INCREASING THE HUMAN RESOURCE COMPLEMENT**

Building the DEM's human resource capacity and capability is a strategic priority going forward. In the near term, the goal is to increase the human resource complement by filling all existing vacancies. This will contribute to improving the delivery of services to the department's various internal and external clients. It is recognised that this goal cannot be achieved without the support of our parent ministry, the Ministry of Home Affairs and Information along with the Ministry of Public Service which has overarching responsibility for public service recruitment and selection.

In the short to medium term the DEM is poised to undertake a DEM Institutional Review. This is expected to form the basis for the retooling of the department's institutional framework and mechanism.

Similarly embarking on a continuous human resource development programme is integral to the department's sustainability and productivity.

## ABBREVIATIONS AND ACRONYMS

<b>ARSB</b>	Amateur Radio Society of Barbados
<b>BCBRA</b>	Barbados Citizens Band Radio Association
<b>BCCI</b>	Barbados Chamber of Commerce and Industry
<b>BDF</b>	Barbados Defence Force
<b>BHA</b>	Bureau for Humanitarian Assistance
<b>BMS</b>	Barbados Meteorological Service
<b>BPOA</b>	Barbados Plan of Action
<b>BPS</b>	Barbados Police Service
<b>BRCS</b>	Barbados Red Cross Society
<b>CAP</b>	Common Alerting Protocol
<b>CBO</b>	Community-Based Organization
<b>CCF</b>	Contingent Credit Facility
<b>CCRIF</b>	Caribbean Catastrophe Risk Insurance Facility
<b>CDEMA</b>	Caribbean Disaster Emergency Management Agency
<b>CDF</b>	Country Directed Fund
<b>CDM</b>	Comprehensive Disaster Management
<b>CIMH</b>	Caribbean Institute of Meteorology and Hydrology
<b>CNDRMP</b>	Comprehensive Natural Disaster Risk Management Programme
<b>CTIC</b>	Caribbean Tsunami Information Centre
<b>CREWS</b>	Climate Risk and Early Warning Systems
<b>CU</b>	Coordinating Unit
<b>CWP</b>	Country Work Programme
<b>CZMU</b>	Coastal Zone Management Unit
<b>DEM</b>	Department of Emergency Management
<b>DEO</b>	District Emergency Organization
<b>DRR</b>	Disaster Risk Reduction
<b>EPD</b>	Environmental Protection Department
<b>EMAC</b>	Emergency Management Advisory Council
<b>EOC</b>	Emergency Operations Centre

<b>ERF</b>	Emergency Response Functions
<b>EWS</b>	Early Warning System
<b>GIS</b>	Government Information Service
<b>GOB</b>	Government of Barbados
<b>IADB</b>	Inter-American Development Bank
<b>ICG</b>	Intergovernmental Coordination Group
<b>ICT</b>	Information Communications Technologies
<b>IDDR</b>	International Day for Disaster Risk Reduction
<b>IT</b>	Information Technology
<b>JEU</b>	Joint Environment Unit
<b>MP</b>	Member of Parliament
<b>METVT</b>	Ministry of Education, Technological and Vocational Training
<b>MER</b>	Monitoring, Evaluation and Reporting
<b>MHA</b>	Ministry of Home Affairs and Information
<b>MHEWS</b>	Multi-Hazard Early Warning System
<b>MHW</b>	Ministry of Health and Wellness
<b>MPS</b>	Ministry of Public Service
<b>MTR SF</b>	Mid Term Review for the Sendai Framework
<b>MTWWR</b>	Ministry of Transport, Works and Water Resources
<b>NCIP</b>	National Critical Infrastructure Project
<b>NCRIPP</b>	National Coastal Risk Information Planning Platform
<b>NEMS</b>	National Emergency Management System
<b>NEOC</b>	National Emergency Operations Centre
<b>NGO</b>	Non-Governmental Organization
<b>NHC</b>	National Housing Corporation
<b>NVR</b>	National Voluntary Report
<b>PS</b>	Permanent Secretary
<b>RCP</b>	Regional Coordination Plan
<b>RRM</b>	Regional Response Mechanism
<b>RRT</b>	Roving Response Team
<b>RSS</b>	Regional Security System
<b>SDG</b>	Sustainable Development Goals
<b>SOP</b>	Standard Operating Procedures

<b>SMVSP</b>	Social Media and Visibility Strategy and Plan
<b>TAC</b>	Technical Advisory Committee
<b>TSCCH</b>	Technical Standing Committee on Coastal Hazards
<b>UN</b>	United Nations
<b>UNDRR</b>	United Nations Disaster Risk Reduction
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNOCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>USA</b>	United States of America
<b>USAID</b>	United States Agency for International Development