



Department of Emergency Management

STRATEGIC PLAN

2019-2023



“A More Resilient Barbados”



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Message from the Director

It gives me great pleasure, and an inordinate sense of achievement, to present to you the Department of Emergency Management's (DEM) Strategic Plan 2019–2023. This plan outlines the strategic vision and goals that we as a Department, with the assistance of our many vested stakeholders, have ascertained to be those which will assist in fulfilling our mandate to serve our internal and external clientele.

The process of formulating our strategic plan has been an invaluable journey of reflection and learning, shared with many of our partners. The Department pursues its mandate in the context of changing global trends, economic uncertainties and dynamic operating environments defined by emergencies and disasters, high levels of hazard and risk exposure, competing priorities, and scarce, and in some instances untapped, resources. These challenges are counterbalanced by opportunities from emerging technologies, changing demographics and an increasing appreciation of resilience as a development goal.

Given the challenges and opportunities that exist, we considered it a priority

to further strengthen our organisational development, as well as the society's knowledge of, attitude towards and engagement in emergency management. This thrust includes enhancing the legislative framework for emergency management, building capacity in the National Emergency Management System (NEMS), strengthening internal and external communications,

excellence as an organisation and to promote a disaster-resilient Barbados through our core services of coordination of the NEMS, public awareness and communication, provision of technical services and advocacy, as well as our duty to service the Central Sub-region of the Caribbean Disaster Emergency Management Agency (CDEMA). We take this opportunity

These challenges are counterbalanced by opportunities from emerging technologies, changing demographics and an increasing appreciation of resilience as a development goal.

building the reputation of the Department, increasing external funding sources, increasing human resources skills in key areas and ensuring better utilisation of technological resources. Ongoing monitoring and reporting will be a crucial and necessary focus of the Department as we proceed with the implementation of this Strategic Plan.

The strategic goals and objectives contained within this document attest to our commitment to achieve

to express our sincerest gratitude to all those who have contributed to the various stages of the formulation of this Strategic Plan. We invite the continued support of the entire NEMS and the Barbadian society to make this plan a success and transform not only the premier national emergency management agency but steer our country to becoming more resilient.

**Kerry Hinds,
Director**



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

The DEM has identified six (6) core values under which it will operate. These are important and, at the core, represent what the DEM stands for, how the DEM will treat its employees and stakeholders. These values also identify how the DEM wants to be perceived by the community along with what attitudes and behaviours are crucial for present and future employees.



Proactivity – Proactive behaviour involves acting in advance of a future situation, rather than just reacting. The DEM will be taking control and making things happen rather than adjusting to a situation or waiting for something to happen.



Consultation – The DEM will ensure that it engages its respective stakeholders to ensure consultation is afforded to all parties within reason.



Integrity – This speaks to being honest and having strong moral principles, or moral uprightness. The DEM commits to holding its team members to consistent standards which can lead to honesty and accuracy of one's actions.



Commitment – This is where the DEM will be dedicated to the cause of bringing resilience to the country through its activities carried out.



Care – The DEM will demonstrate care with every interaction between internal and external stakeholders.

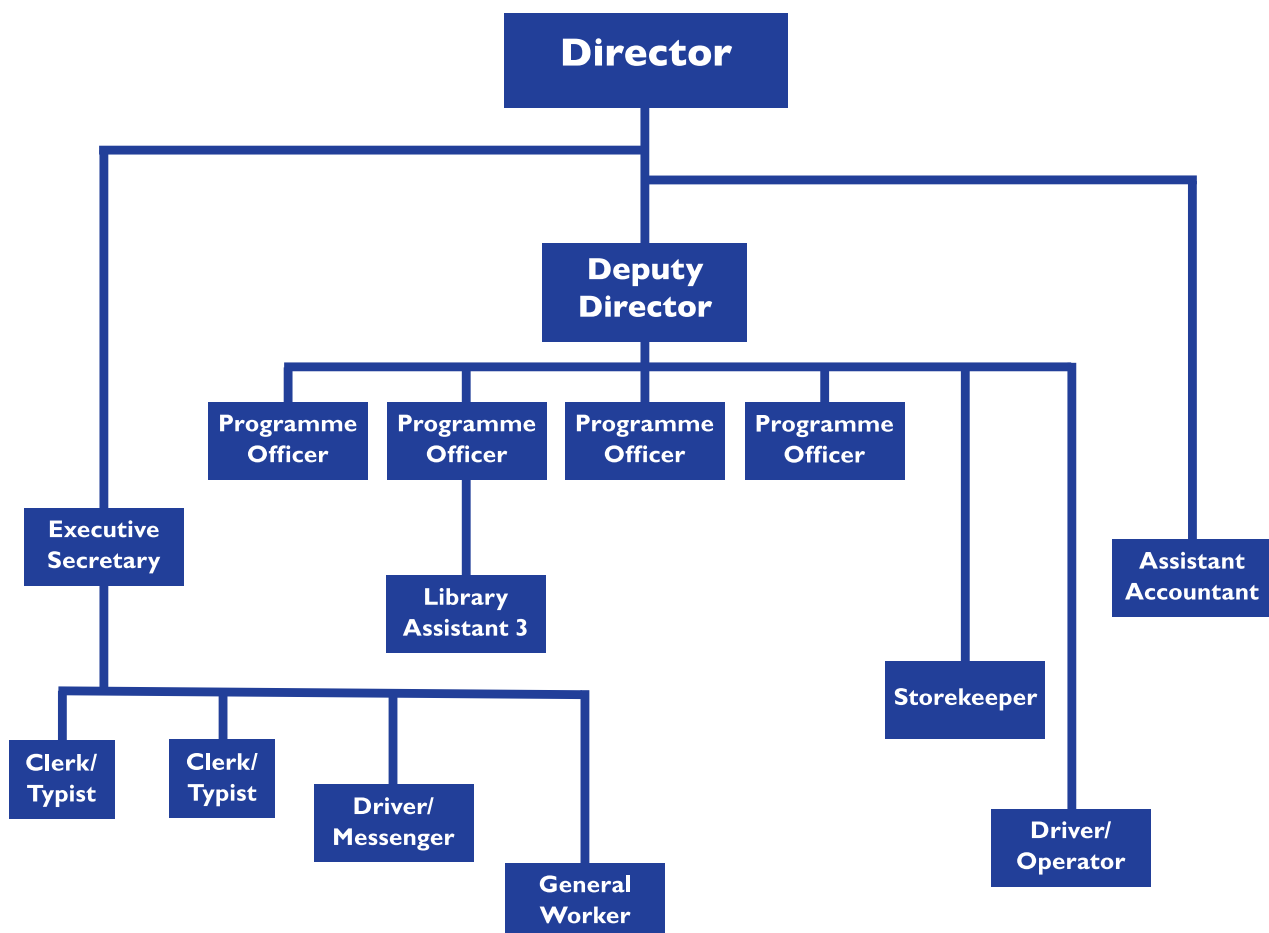


Innovation – The DEM believes that making meaningful changes to improve services and processes to create value for all stakeholders, is an integral part of the daily work of the organization.

Department of Emergency Management

The Department of Emergency Management (DEM) was established under legislation by the Emergency Management Act, CAP 160A and officially came into being in April 2007.

The DEM replaced the Central Emergency Relief Organisation (CERO) which was initially formed to provide coordinated response and relief after the impact of a storm or hurricane. The DEM's mandate has been expanded beyond that of CERO and now encompasses a Comprehensive Disaster Management policy and approach to building resilience.



Our Mandate

To develop, promote and maintain a comprehensive National Disaster Management Programme which will:

- Educate all citizens about the various elements of Disaster Management.
- Create appropriate mechanisms to promote and advance Disaster Management activities at all levels of the society.
- Promote and institutionalize the practice of appropriate preventative and mitigation measures for all possible hazards.
- Promote the development and maintenance of effective warning, response and recovery plans for all sectors of the society.

The DEM is the government agency with lead responsibility for managing and coordinating any response to a national emergency or disaster situation. This is accomplished through:

1. Informing, educating and training entities in Comprehensive Disaster Management.
2. Mobilising resources to respond to emergencies, crises and disasters.
3. Coordinating all other emergency management activities including issuing alerts and warnings, evaluating and updating emergency and/or disaster management plans and encouraging the development and implementation of disaster risk reduction programmes.

Department of Emergency Management Staff



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Director



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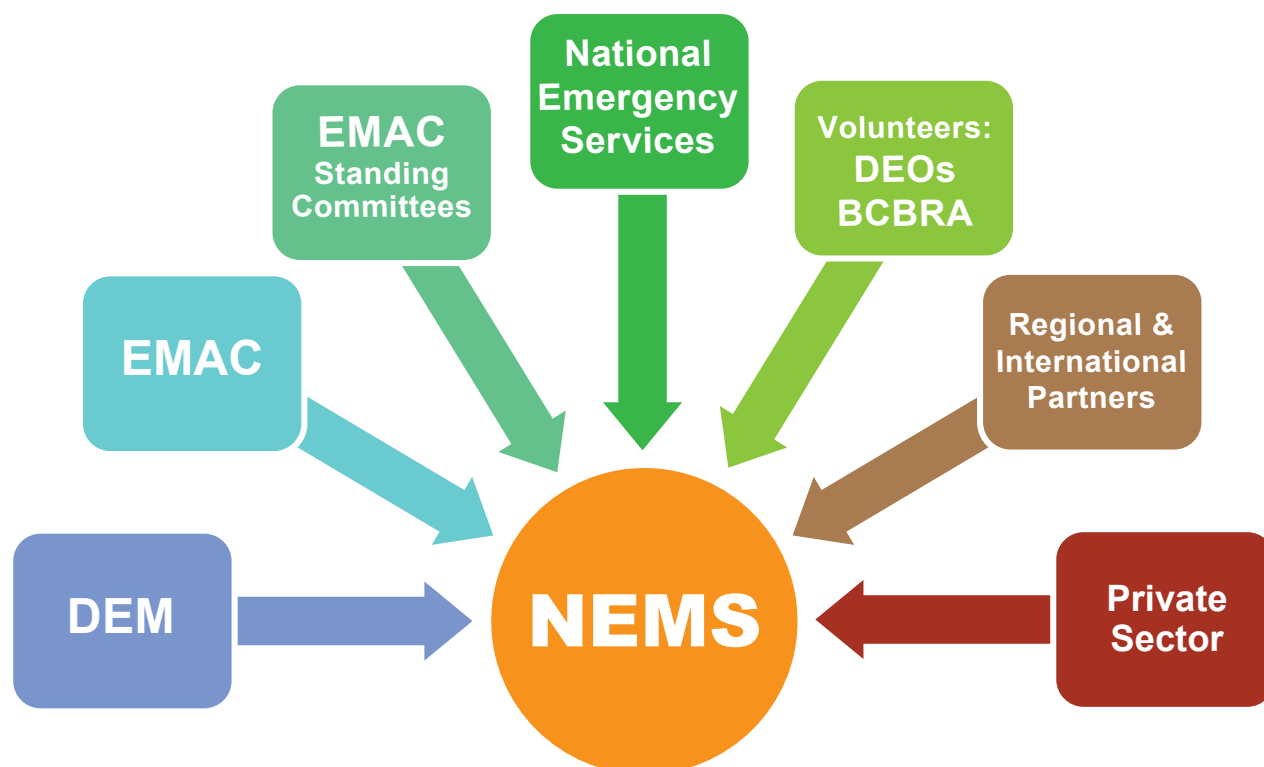
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National Emergency Management System (NEMS)

The National Emergency Management System (NEMS) is a broad-based multi-sector stakeholder mechanism coordinated by the D.E.M as depicted below.

It comprises the Emergency Management Advisory Council (EMAC) and its 15 Standing Committees, national emergency services, local volunteers, non-governmental (NGOs) and community-based organisations (CBOs), regional and international partners and the private sector. These organisations bring together human resource elements, technical expertise and other resources to ensure an effective state of readiness and to address disaster risk reduction in Barbados.



Emergency Management Advisory Council (EMAC)

The Emergency Management Advisory Council (EMAC) is chaired by the Minister responsible for Disaster Risk Management. The EMAC has been established by the Emergency Management Act Cap. 160 (2006) and comprises public and private sector as well as non-governmental representation.

The functions of the EMAC include recommendation of policies, programmes and activities to enhance the emergency management programme and reviewing the work of its Standing Committees with respect to their specialized areas.

The current representation on the EMAC is as follows:

- Minister, Ministry of Home Affairs (Chair)
- Minister, Ministry of Transport, Works and Maintenance (Deputy Chair)
- Chief of Staff, Barbados Defence Force
- Chief Fire Officer, Barbados Fire Service
- Commissioner of Police, Royal Barbados Police Force
- Permanent Secretary, Ministry of Agriculture and Food Security
- Permanent Secretary, Ministry of Education, Technological and Vocational Training
- Permanent Secretary, Ministry of Environment and National Beautification
- Permanent Secretary, Ministry of Health and Wellness
- Permanent Secretary, Ministry of Transport, Works and Maintenance
- Permanent Secretary, Ministry of Innovation, Science and Smart Technology
- Permanent Secretary, Ministry of Tourism and International Transport
- Permanent Secretary, Ministry of People Empowerment and Elder Affairs
- Chief Town Planner, Town and Country Development Planning Department
- Barbados Chamber of Commerce and Industry (BCCI)
- Community Representative
- The Department of Emergency Management as the Secretary of the EMAC.

Standing Committees of the Emergency Management Advisory Council (EMAC)

Sixteen (16) Standing Committees fall under the EMAC and are responsible for planning for the emergency response functions (ERFs) both at the national and sectoral level.

Their membership is organised by emergency response, for example - shelter management, emergency telecommunications, public utilities, damage utilities, damage assessment and needs analysis among 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.

COMMITTEE		CHAIRPERSON
1	Emergency Services Committee * Mass Crowd Committee	Director, Department of Emergency Management Commissioner, Royal Barbados Police Force
2	Public Information & Education	Chief Information Officer Government Information Service
3	Damage Assessment & Needs Analysis	Director Barbados Statistical Services
4	Health Services Committee	Chief Medical Officer Ministry of Health & Wellness
5	Food & General Supplies	Chief Agricultural Officer Ministry of Agriculture & Food Security
6	Public Utilities Committee	Permanent Secretary Ministry of Energy & Telecommunications
7	Road Clearance & Tree Trimming	Chief Technical Officer Ministry of Transport, Works & Maintenance

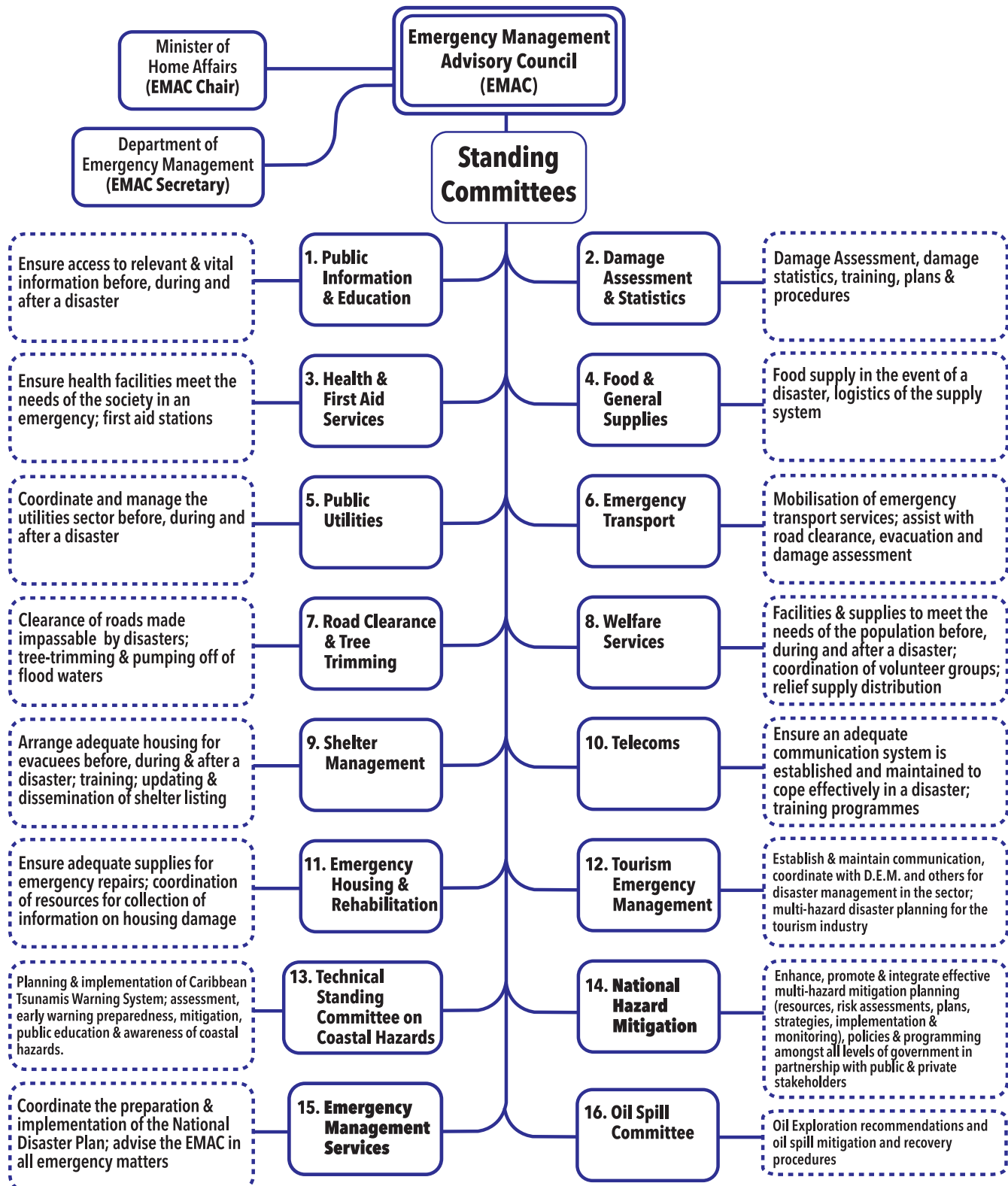
* Note: The Mass Crowd Committee is a sub-committee of the Emergency Services Committee.

Standing Committees of the Emergency Management Advisory Council (EMAC)

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COMMITTEE		CHAIRPERSON
8	Emergency Transport	Chief Technical Officer Ministry of Transport, Works & Maintenance
9	Welfare Services	Chief Welfare Officer Welfare Department
10	Shelter Management	Chief Education Officer Ministry of Education, Technological & Vocational Training
11	Telecommunications	Chief Telecommunications Officer Telecommunications Department
12	Housing & Rehabilitation	Chief Technical Officer Ministry of Housing, Lands & Rural Development
13	National Mitigation Committee	Chief Town Planner Town & Country Development Planning Office
14	Tourism Emergency Management	Permanent Secretary Ministry of Tourism & 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

Standing Committees of the Emergency Management Advisory Council (EMAC)



District Emergency Organizations

There are thirty (30) District Emergency Organisations (DEOs) and these are the primary vehicle for the execution of the National Community Preparedness Programme.

The DEOs are the voluntary arm of the National Emergency Management System and are responsible for organising and coordinating community resources for an effective response during crises.

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). Their membership comes from the communities which they are intended to serve.

This community volunteer movement affords the general population the opportunity to participate in the national disaster management system.



DEO volunteers gather data and develop community risk profiles



Top: Volunteers support Emergency Response.

Middle left: DEO volunteers conduct CDM Public Outreach and Education initiatives

Middle right: DEO volunteers assist with community drills.

Bottom: DEO volunteers promote Comprehensive Disaster Management to the public.



Comprehensive Disaster Management (CDM)

CDM is the management of **all hazards** through **all phases** of the disaster management cycle by **all people**, public and private sectors, all segments of civil society and the general population. CDM promotes risk reduction and management, and the integration of risk assessment into the development planning process.



The Strategic Planning Process

The development of the DEM Strategic Plan 2019-2023 was facilitated by a team of consultants and guided by a strategic planning group comprising technical and managerial personnel, drawn from within and outside of the DEM.

The process (see figure below) began with an Environmental Scan – a thorough assessment of the internal and external issues that affect the DEM and that have an influence on the organization’s capacity to deliver on its mandate.



Through consultations, surveys and interviews, the strategic planning consultants garnered perspectives from internal and external stakeholders on the DEM’s strengths, weaknesses, opportunities and threats; perceptions of its performance, responsiveness, visibility and messaging; and the integration of technology in its business processes. These early stages of the process sought to answer the questions of “Who are we?” and “Where are we now?” and guided the articulation of the Mission and Vision of the organisation.

The Strategic Planning Process

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With an understanding of the character of the organisation and the implementation environment in which it operates, the next step was to determine the strategic direction—where did the DEM want to go? To answer this question, the Strategic Planning group examined the results of the Environmental Scan as well as the DEM’s core services, its stakeholders’ needs, emerging trends and potential impediments to its future growth. This analysis informed the strategic priorities, goals, and objectives for the DEM for the next four years.

The last stages of the process identified the actions that would achieve the strategic objectives (“How do we get there?”), and the means by which to measure success (“How will we know when we have arrived?”). The outcomes of these final stages were an Implementation Plan was developed for the strategy as well as a Monitoring and Evaluation Framework which set out performance objectives, measures and targets to monitor the progress and achievements of the strategy.



Priority Areas

The Environmental Scan identified a number of critical issues within the macro and micro environment of the DEM which were important to its capacity to achieve its stated mandate. There were seven (7) priority areas that should be addressed by the Strategic Plan.

These **Priority Areas** are

1. The deficiencies of the legislative and regulatory framework
2. Human resource limitations
3. Financial and budgetary constraints
4. Low organizational profile of the DEM
5. Internal and external communication
6. Lack of cohesion within the NEMS
7. Insufficient technological resources

These priorities informed the Plan's strategic goals and objectives.



The Strategic Framework Snapshot

SMART Goals

1. To enhance the emergency management network by revising the existing Act & developing regulations that strengthen the emergency management standards in Barbados by 2021.	2. To build capacity in the National Emergency Management System (NEMS) through the implementation of six (6) educational and planning programmes annually	3. To integrate IT solutions to improve information management and decision support by the end of 2022	4. To strengthen internal and external communications to improve stakeholder satisfaction by 10% annually	5. To raise the Department of Emergency Management's (DEM) profile by improving visibility and advocacy by 10% annually.	6. To increase external funding by 10% to augment the implementation of the comprehensive disaster risk management programming annually.	7. To increase the skills in human resources in the areas of IT, legal, marketing and research capacities by 2021
Secure dedicated technical assistance with legal expertise for DEM to support the work of the Office of the Chief Parliamentary Counsel (CPC) by the end of 2019	Implement a Training Needs Assessment for the National Emergency Management System by December 2019	Implement a document management system at the DEM by June 2020	Implement a DEM Communications Plan	Establish a Social Media and Visibility Strategy	Publish, annually, a suite of priority initiative/projects/programmes which are available for funding	Recruit an IT officer (or secure dedicated IT skills) for the DEM by the end of 2019
Complete a comprehensive review of legislation relevant to emergency management in Barbados by June 2020	Review educational and planning programmes	Improve NEOC operations by using information management systems for damage assessment, logistics and real-time decision-making by December 2019	Establish annual programme planning sessions with DEOs	Increase presence in print media monthly	Host biennial seminars on funding opportunities for disaster risk management project and programmes	Acquire dedicated technical assistance with legal expertise for DEM by the end of 2019
Conduct a minimum of three (3) partner consultations by the end of 2020	Develop educational and planning programmes	Integrate the National Coastal Risk Information Planning Platform (NCRIPP) into DEM planning and decision-making processes by end of 2020	Establish the proposed enhanced DEO structure	Make a minimum of one (1) TV and radio appearance every six (6) months	Develop a minimum of two (2) project proposals annually to support activities in the national DRM programme	Secure technical assistance for conducting research, market analysis and external evaluation by 2019

SMART Goals continued

Amend existing legislation and develop regulations through partner consultation June 2021	Implement educational and planning programmes	Complete staff training staff in the relevant areas by July 2020	Create new, and revise existing Public Awareness and Educational (PAE) material	Deliver two (2) workshops on grant & proposal writing and project management for DEM staff, the DEOs & the wider NEMS
		Conduct post-training evaluation of staff		

Strategic Priorities

The deficiencies of the legislative and regulatory framework	Lack of cohesion within the NEMs	Insufficient technological resources as well as sub-optimal use of existing resources	Internal and external communication	Low organizational profile of the DEM	Financial and budgetary constraints	Human resource limitations
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Outcomes

Enhanced Emergency Management Act (No. 20 of 2006)	Capacity built in the NEMs	Better utilisation of technological resources	Strengthened internal and external communications	Improved visibility and advocacy of the department's profile	Improved visibility and advocacy of the department's profile
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Conclusion

The DEM Strategic Plan 2019-2023 provides a framework for collective and coordinated action of its stakeholders around shared goals and objectives. The plan acts as the key driver for reform of the DEM's activities over the next (3) three years.

As a framework for action, the plan provides details of how the strategies are to be operationalised. Operational and implementation work plans in sync with the strategic plan would include activities, targets, timelines, and budgets to achieve the goals and objectives outlined in the Strategic Plan.

The DEM will leverage strengths, which include a dedicated staff complement, good organizational ability, diverse communication networks, a strong volunteer arm and its attractiveness as an implementing partner, to gain external agency buy-in, and to strategically position the department for its role in the near future, given the current economic, social, legislative and regulatory landscape in which it functions. There is therefore scope and opportunity to, inter alia, develop the social media outreach, to leverage the existing partnerships and develop new ones, to embrace new IT related solutions and to use the expertise of the department both locally and regionally, thus optimising resources.

However, there is also a call to be equally aware of the several threats, which have the potential to impede the growth and development of the organisation. The planning team has identified the steps needed to be made to address the critical issues and priority areas, which originated from the scan of the micro and macro environment of the DEM.

Strategic direction for the organisation, therefore, will be actualised through assessing, monitoring, evaluating and deepening approaches to its work, in an effort to better serve its partners, strengthen its relationships and fulfil its mandate. The vehicle through which this direction is gained, is the dedication to operating according to its six core values as an organisation – proactivity, consultation, integrity, commitment, care and innovation, as these influence the culture and perception of the DEM.

Embarking on this new approach to the strategic management of the DEM will facilitate the advancement of the organization's vision and mission. With clear goals, objectives and strategies to achieve the same over the three year period, the department will increase its overall operational efficiency and effectiveness.

Conclusion - continued

The anticipated benefits would include an enhanced legislative structure, increased human resource skills, improvements in the NEMS, the development of a tailored communication plan, an injection of external funding on a continual basis and better integration of information technology.

Additionally, the achievement of the developed organisational goals will lend to mitigating and overcoming the deficiencies in the areas of legislation, human resources, finances, communication, technology and the NEMS operations. The year 2019 will see the DEM commence the work towards executing and implementing the defined objectives to accomplish such goals.



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