## FINALISED DRAFT

# SOLOMON ISLANDS GOVERNMENT

# National Disaster Risk Management Plan



National Disaster Council

Solomon Islands Government

Honiara Solomon Islands

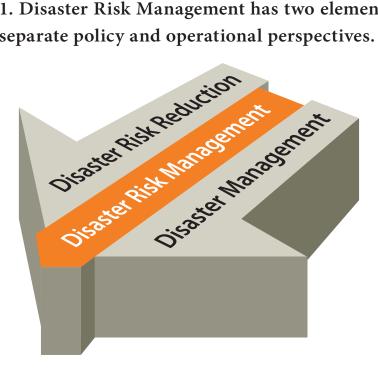
For Disaster Management Arrangements and Disaster Risk Reduction including for Climate Change

DATE OF ISSUE October, 2009

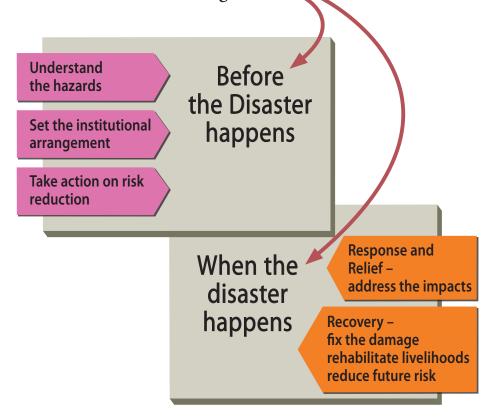
# **INTRODUCTION**

# This plan addresses a number of dimensions:

1. Disaster Risk Management has two elements requiring separate policy and operational perspectives.



2. There are two "windows" for effective Disaster Risk Management:



#### PAGE 1



# Disaster Risk Management happens within Government and within sectors

Disaster Risk Management happens with:

- Partners
- NGO's
- Civil Society
- The Private Sector

## Disaster Risk Management requires:

## A Policy consideration

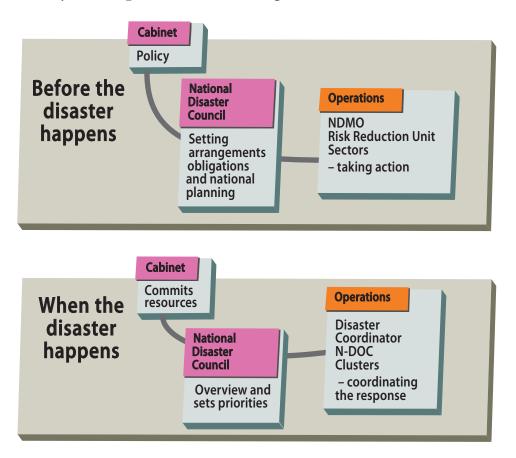
- to establish obligations and roles
- to set arrangements and accountabilities
- to provide for national planning

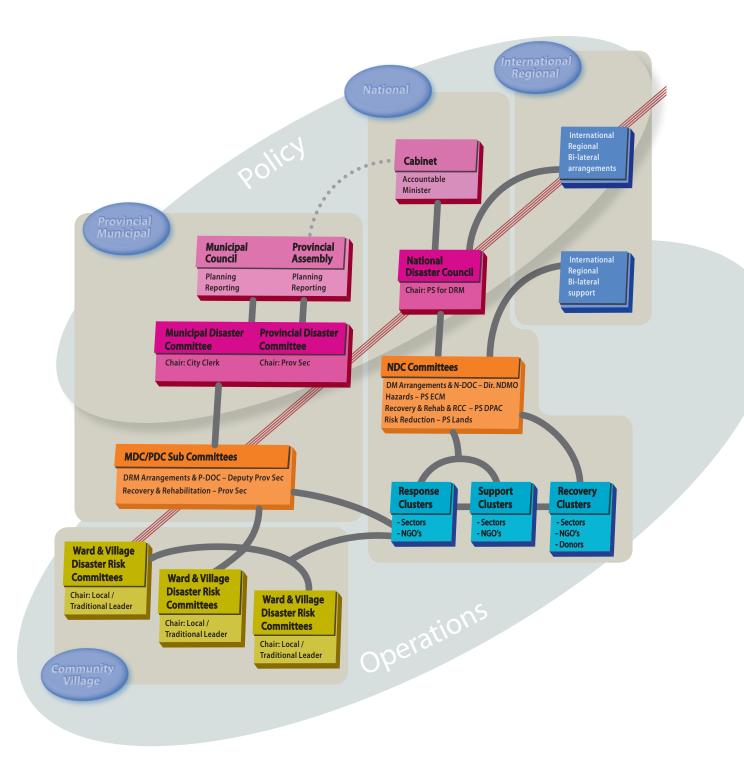
and,

## **An Operational Framework**

- to organise resources
- to establish connections
- to coordinate action
  - through standard operating proceedures (SOP's)

## Policy and Operations work together like this:





## The overall institutional framework of this Plan looks like:

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# **ABBREVIATIONS USED**

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CCA Council	Climate Change Adaptation National Disaster Council
DM	Disaster Management Disaster Risk
DR	
DRM	Disaster Risk Management = $DM + DRR$
DRR	Disaster Risk Reduction
GDP	Gross Domestic Product
IDP	Internally Displaced People
MAL	Ministry of Agriculture and Livestock
MCA	Ministry of Communications and Aviation
MCIE	Ministry of Commerce Industry and Employment
MCT	Ministry of Culture and Tourism
MDPAC	Ministry of Development Planning and Aid Coordination
MECM	Ministry of Environment, Conservation and Meteorology
MEHRD	Ministry of Education and Human Resource Development
MFA	Ministry of Foreign Affairs
MFMR	Ministry of Fisheries and Marine Resources
MHMS	Ministry of Health and Medical Services
MID	Ministry of Infrastructure and Development
MLHS	Ministry of Lands, Housing and Survey
MMERE	Ministry of Mines Energy and Rural Electrification
MOFT	Ministry of Finance and Treasury
MPG	Ministry of Provincial Government
MPS	Ministry of the Public Service
MRD	Ministry of Rural Development
MWYC	Ministry of Women, Youth and Children
NDC	National Disaster Council
NDMO	National Disaster Management Office
N-DOC	National Disaster Operations Committee
NEOC	National Emergency Operations Centre
NGO's	Non Governmental Organisations
PDC's	Provincial Disaster Committees
PDO	Provincial Disaster Officer
P-DOC	Provincial Disaster Operations Committee
PEOC	Provincial Emergency Operations Centre
РМО	Prime Minister's Office
PS	Permanent Secretary
RCC	Recovery Coordination Committee
RR	Risk Reduction
RWSS	Rural Water Supply and Sanitation
SIBC	Solomon Islands Broadcasting Corporation
SIEA	Solomon Islands Electricity Authority
SIRC	Solomon Islands Red Cross
SIWA	Solomon Islands Water Authority
SOP's	Standard Operating Procedures
TOR	Terms of Reference
UNDAC	United Nations Disaster Assessment and Coordination
US	Under Secretary

## PART ONE

# POLICIES, PRINCIPLES AND PURPOSES

#### Introduction

1. This plan provides for the establishment of institutional arrangements for the Solomon Islands Government to address disaster risk management within the country. It includes both disaster management arrangements for preparing for, managing and recovering from disaster events and institutional mechanisms for addressing disaster risk reduction, including climate change adaptation. Arrangements are addressed at the national, provincial and local levels.

This Plan updates and replaces the 1987 National Disaster Plan and extends its focus. The production of this plan was authorised by the Solomon Islands Government in 2008.

#### Development and Maintenance of the Plan

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

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

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

#### Possible Threats to Solomon Islands

- **3.** The possible threats to the Solomon Islands are significant. They include:
  - Tropical Cyclones and Wind Storms
  - ► Floods
  - Earthquakes
  - Landslides
  - Volcanic Eruptions
  - ► Tsunamis and wave surges
  - Droughts
  - Pandemics
  - Agriculture Pests and Diseases

#### PART ONE

PAGE **10** POLICIES, PRINCIPLES AND PURPOSES CONT.

- Aviation and Maritime Disasters
- ► Fires
- Industrial Accidents
- Marine Pollution
- Other man-made threats including the civil impacts of conflict
- **4.** In general terms, the effects of disasters on the country and its people include:
  - ► Loss of life
  - ▶ Injury
  - Damage to and destruction of property
  - Damage to subsistence and cash crops
  - Disruption of life-style
  - Loss of livelihood
  - Disruption of services
  - Damage to infrastructure and disruption of government systems
  - National economic loss
  - Sociological and psychological after-effects.

#### National Policy

- **5.** The Government of Solomon Islands has adopted a policy for comprehensive disaster risk management addressing:
  - disaster management for preparedness for, response to and recovery from disasters, and
  - disaster risk reduction for reducing the risks of hazards and the potential impacts of disaster events.
- 6. This policy is based upon the understanding that:
  - disasters, when they occur, can be overwhelming for small island developing states and negate years of development activity
  - sound and widely understood arrangements for managing disasters can substantially reduce the trauma of disasters in communities and the time taken to recover
  - practical measures taken to reduce the risk of hazards in livelihood practices, land use and development can significantly reduce the likelihood and the impacts of disasters.
- 7. This policy recognises both the strengths and the difficulties of implementing disaster management and risk reduction across the widely dispersed and largely rural communities of the Solomon Islands.

PAGE **11** POLICIES, PRINCIPLES AND PURPOSES CONT.

For disaster management this Plan is based upon:

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

For disaster risk reduction this policy recognises risk reduction as a development issue and this Plan is based upon:

- communities and sectors (including the private sector and levels of Government) understanding the hazards they face and taking action to reduce and mitigate their risks
- sectors setting practices to avoid risk contributing activities
- Government setting regulations to control activities in hazardous areas.
- 8. This policy recognises the fundamental role of Government to establish and sustain arrangements for DRM across the sectors and communities of the Solomon Islands. These arrangements include for:
  - the monitoring and assessment of hazards
  - the setting of policies, institutional arrangements and accountabilities to oversee and implement disaster management and disaster risk reduction across sectors and communities
  - the establishment of communication and early warning systems into communities
  - the setting of planning and budget mechanisms to include disaster risk reduction in national, sector and provincial development plans
  - the engagement with international partners and support agencies to optimise the receipt of support into communities.
- **9.** This policy provides that agencies across all sectors which have a role under this Plan are required to develop capacity and plan and provide for that role.

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#### General Concept for Disaster Risk Management

10. The general concept of disaster risk management is that communities address the hazards they face and are supported to take measures to prepare for, respond to and recover from disasters when they occur. At the same time, and over time, communities take measures to reduce their vulnerability to disaster risk.

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

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

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

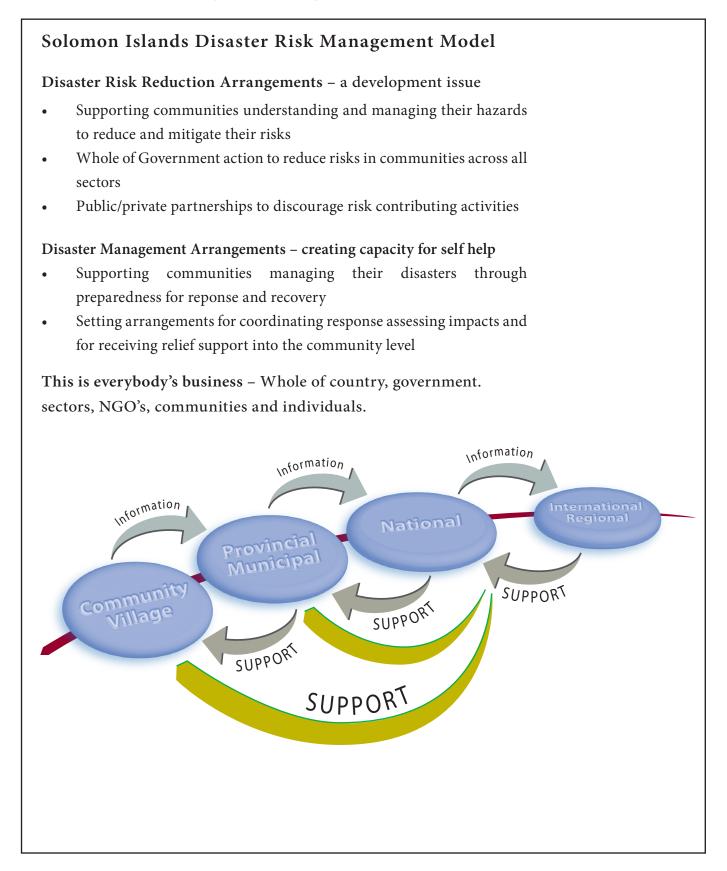
For disaster risk reduction the arrangements are to provide for hazard information, the means for risk decision making and the mechanisms for accessing resources for priority risk reduction initiatives.

12. This Plan sets out the special arrangements for disaster risk management in the Solomon Islands. Under this Plan, agencies (including the private sector and civil society) and communities will understand their roles and the explicit arrangements for filling them and be accountable for working within them.

PAGE **13** POLICIES, PRINCIPLES AND PURPOSES CONT.

## DRM Model for Solomon Islands

**13.** The following model encapsulates the general concept of DRM outlined above and is adopted to guide the arrangements set out in this Plan:



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#### Principles

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

**A:** It is a role of the SI Government to provide for DRM through local, provincial, sector and national planning and to support community self help

**B:** DRM is the practice of Disaster Management (DM) and Disaster Risk Reduction (DRR)

- ► DM is setting arrangements for managing disasters when they occur through preparedness, response and recovery
- DRR is taking action to reduce the risks of hazards and the potential impacts of disasters

**C:** DRM is supporting communities to understand and manage hazards and disasters - safeguarding lives, property and livelihood

**D:** Risk reduction management is a development issue and an investment for community resilience and sustainability

**E:** To identify and understand hazards, including climate change, is the basis for DRM

**F:** National and Provincial Government commitment and engagement with partners is vital for effective DRM

**G:** DRM is everyone's business and a whole of Country approach with:

- ▶ all agencies, communities and individuals taking ownership
- everyone knowing their roles and being responsible and accountable for them

H: Good governance is building on existing processes across all levels

- ▶ national, provincial and community with:
- ► transparency, accountability, efficiency and best practice
- strong relationships and clear arrangements within and across sectors

I: DRM is empowering community action for rural advancement

J: DRM is setting arrangements for all hazards including climate change

PAGE **15** POLICIES, PRINCIPLES AND PURPOSES CONT.

**K:** Committed resourcing and cost effective action is essential for effective DRM.

L: Provincial Government is an essential and critical partner in DRM

**M:** The involvement of women in DRM arrangements at all levels is essential for effective DRM

**N:** DRM will recognise community and individual rights and be based on a concern for equity, fairness, gender and minority group issues.

## Purposes of the Plan

**15.** The purposes of this Plan are to:

- detail institutional arrangements for the overview and implementation of disaster risk management in the Solomon Islands
- allocate roles and accountabilities for disaster risk management to agencies across sectors and levels of government including civil society and the private sector
- set explicit structures across levels of government, sectors and communities for preparing for, managing and recovering from disasters
- set mechanisms for understanding hazards and addressing disaster risk reduction, including climate change adaptation, within national, sector and provincial planning and budgeting processes
- provide for the promotion and development of disaster management in communities and for the addressing of hazard risk in livelihood practices, land use and development
- promote initiatives in disaster risk management which are gender and child specific, recognising particular roles and vulnerabilities in communities.

## Scope

- **16.** The scope of this Plan in relation to the above purposes is to set:
  - the institutional arrangements for the overview and implementation of disaster risk management in the Solomon Islands

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- ► the roles, accountabilities and relationships of agencies with functions under this Plan
- ▶ the processes for declaring and activating a state of disaster
- ► special powers available during a state of disaster

#### Standard Operating Procedures (SOP's)

**17.** Standard Operating Procedures (SOP's) must be prepared by any committee, sub-committee or cluster having a role under this Plan. SOP's are to set out the membership, terms of reference and mode of activation and operation of the committee, sub-committee or cluster and are to be approved by the Council, the Disaster Coordinator or the Provincial Disaster Committees as provided for in this Plan.

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

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

#### Hazard Specific Contingency Plans

**18.** Hazard specific contingency plans prepared to supplement the general provisions of this Plan are to be approved by the Council. Once approved, they become part of this Plan and carry the obligations and accountabilities of this Plan.

#### Agency Accountability and Resourcing

- **19.** Any agency with a role under this Plan must ensure it is able to fulfil that role and must plan and develop capacity for it.
- **20.** Agencies are responsible for resourcing their role. During and following a disaster, agencies may submit requests through the Council to Government for supplementary funding.

#### Relationship with Other Legislation and Plans

**21.** This Plan and the Act set out roles, powers and coordination mechanisms for agencies with roles in disaster risk management. During and following a disaster this Plan and the Act take precedence

PAGE **17** POLICIES, PRINCIPLES AND PURPOSES CONT.

over other Plans and legislation in relation to powers, priorities and coordination for the disaster.

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

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

**22.** For health pandemic and agriculture pest or disease disasters, this Plan can act in support of the lead agents for those disasters.

## **International Relationships**

23. The arrangements set out in this Plan acknowledge and provide for the receipt of relief and recovery assistance from international partners and relief agencies during and following a disaster. These agencies should make themselves familiar with these arrangements and the lead personnel involved at the appropriate cluster level.

To the extent practicable, these agencies should establish their support mechanisms in association with the operations or recovery clusters. Overall coordination of international support during a disaster will be exercised through the National Disaster Operations Committee and following a disaster through the Recovery Coordination Committee.

## Definitions

**24.** The following definitions apply to this Plan:

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

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

**Coordination:** the bringing together of organizations to ensure effective emergency management response and recovery, and is primarily concerned with systematic acquisition and application of resources (people, material, equipment etc) in accordance with requirements imposed by the threat or impact of an emergency or disaster.

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

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

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

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

**Disaster Risk Reduction:** is taking action to reduce the risks of hazards and the potential impacts of disasters within the broad context of sustainable development.

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

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

**National Emergency Operations Centre NEOC:** a facility from which the control of national emergency or disaster operations and coordination of resources is carried out.

PAGE **19** POLICIES, PRINCIPLES AND PURPOSES CONT.

**Preparedness:** the arrangements and systems to ensure that, should an emergency occur, communities are prepared and all those resources and systems which are needed to cope with the effects can be efficiently mobilised and deployed.

**Recovery:** the coordinated process of supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being.

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

**Response:** the actions taken in anticipation of, during, and immediately after an emergency or disaster to ensure that its effects are minimised, and that people affected are given immediate relief and support.

**Risk:** the likelihood of harmful consequences arising from the interaction of hazards and vulnerable elements (people, infrastructure or the environment).

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

**Standard Operating Procedures:** the prescribed routine action to be followed by staff during emergency operations.

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

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# INSTITUTIONAL ARRANGEMENTS FOR DRM

## **Outline Institutional Framework**

**25.** The outline institutional framework for DRM, addressing disaster management and disaster risk reduction in the Solomon Islands is given in Fig. 1. Ultimately it is a function of Government with accountability to Cabinet through the responsible Minister.

This Plan establishes functions and committees for the National Disaster Council addressing the Government policy positions for hazards, risk reduction, disaster management arrangements and recovery and rehabilitation. The Council is also the strategic decision making body for committing resources and priorities and advising Cabinet during a disaster.

This Plan establishes operational clusters of sector agencies at both the national and provincial levels with responsibility for coordinating disaster risk management activity within areas of common accountability.

This Plan establishes accountabilities for Provincial Assemblies and Municipal Councils for oversight of DRM planning and for risk reduction and recovery and rehabilitation at the provincial and municipal level.

This Plan establishes functions and sub-committees for Provincial and Municipal Disaster Committees addressing disaster management arrangements (including hazards, risk reduction and disaster management) and recovery and rehabilitation.

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

## National Level Arrangements Cabinet and Minister Responsible for DRM

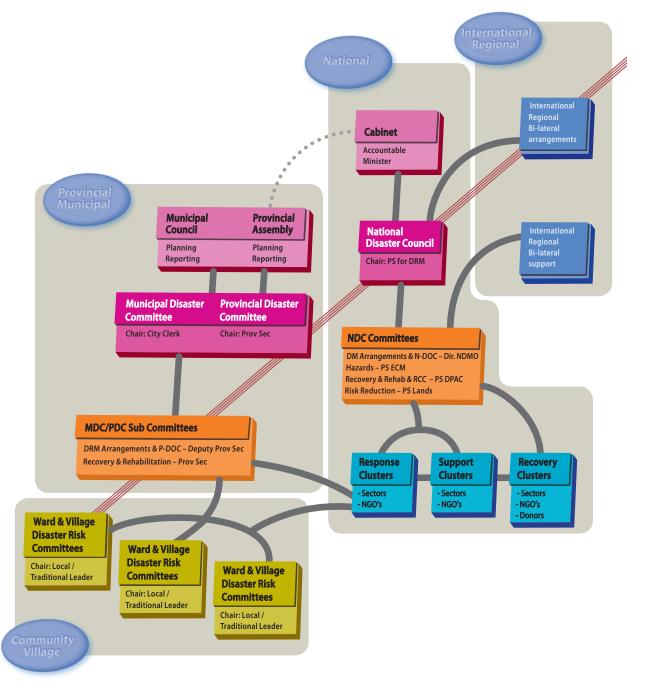
**26.** Cabinet is responsible for:

- setting the policy and regulatory framework for DRM in the Solomon Islands
- ▶ approving this National DRM Plan
- ► committing resources for government activity in DRR and DM
- decision making in relation to resources and accessing international assistance during disasters.

PAGE **22** INSTITUTIONAL ARRANGEMENTS FOR DRM CONT.

- 27. The Minister responsible for DRM is responsible for:
  - arrangements for DRR (including climate change adaptation) and DM across the Solomon Islands
  - where conditions warrant it and on the advice of the Council, declaring a state of disaster across the whole of or part of the Solomon Islands (refer Part 3).

## Fig. 1 Solomon Is Disaster Risk Management Outline Institutional Framework



PAGE **23** INSTITUTIONAL ARRANGEMENTS FOR DRM CONT.

28. Ministers responsible for health pandemics and agriculture pests and diseases are responsible for the arrangements for addressing those hazards.Under Section 80 of this Plan, the Minister responsible for DRM may, on the advice of the Council declare a state of disaster and activate this Plan to support its management. The primary advisor to the Council in these instances is the PS of the Lead Agency for the hazard.

## National Disaster Council (Council)

- **29.** The National Disaster Council is responsible to Cabinet for policy development and for the strategic management of planning and arrangements for DRM in the Solomon Islands consistent with the Purposes of this Plan in Section 15. It is also responsible for the overview of disaster events and the management of international, regional and bi-lateral support arrangements for DRM.
- **30.** The structure of the Council is given in Fig. 2. The Council has responsibility for oversight of arrangements for all hazards through four Lead Agencies being:
  - ► National Disaster Management Office all hazards except:
  - ► Ministry of Health and Medical Services Pandemics
  - ▶ Ministry of Agriculture and Livestock Pests and diseases
  - Ministry of Environment, Conservation and Meteorology Climate change adaptation
- **31.** There are four Committees of the Council responsible for policy development and strategic direction in their areas as follows:
  - Hazards Committee
  - ► Risk Reduction Committee
  - ► Disaster Management Arrangements Committee
  - ► Recovery and Rehabilitation Arrangements Committee

There is also a National Disaster Operations Committee (N-DOC) to be activated for the operational management of disaster events. For health and agriculture disaster events, N-DOC may operate in support of the Lead Agent.

- **32.** The functions of the Council are to:
  - advise Cabinet on strategic institutional, policy and funding issues necessary to provide for effective DRM in the Solomon Islands
  - provide management oversight of the activities of the Council Committees, approve annual committee programmes and

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recommend Committee initiatives for funding where appropriate

- manage relationships with international, regional and bi-lateral partners to coordinate and optimise external support for DRM activities
- approve Provincial DRM Plans and Standard Operating Procedures (SOP's) for national committees and clusters having a role under this Plan
- receive annual reports from Lead Agencies and Council committees
- in the event of a disaster, provide management oversight of, and advice to Cabinet on, the response to and recovery from the event.
- **33.** The Chair of the Council is the PS of the Ministry responsible for DRM.

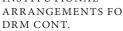
The Secretary of the Prime Minister's Office may call the Council to account.

- **34.** The members of the Council are:
  - ▶ Chair
  - ▶ PS of other Lead Agencies being:
    - ▷ Ministry of Health and Medical Services
    - ▶ Ministry of Agriculture and Livestock
    - ▶ Ministry of Environment, Conservation and Meteorology
  - Chairs of Council Committees being:
    - ▶ PS Ministry of Lands, Housing and Survey
    - ▶ PS Ministry of Environment, Conservation and Meteorology
    - ▷ Director NDMO
    - ▶ PS Ministry of Development Planning and Aid Coordination
  - PS Ministry of Finance and Treasury
  - ▶ PS Ministry of Women, Youth and Children
  - ▶ PS Ministry of Foreign Affairs
  - ► Commissioner of Police
  - PS Ministry of the Public Service
  - ▶ PS Ministry of Infrastructure and Development
  - ▶ PS Ministry of Rural Development
  - ► PS Ministry of Provincial Government
  - ► PS Ministry of Home Affairs

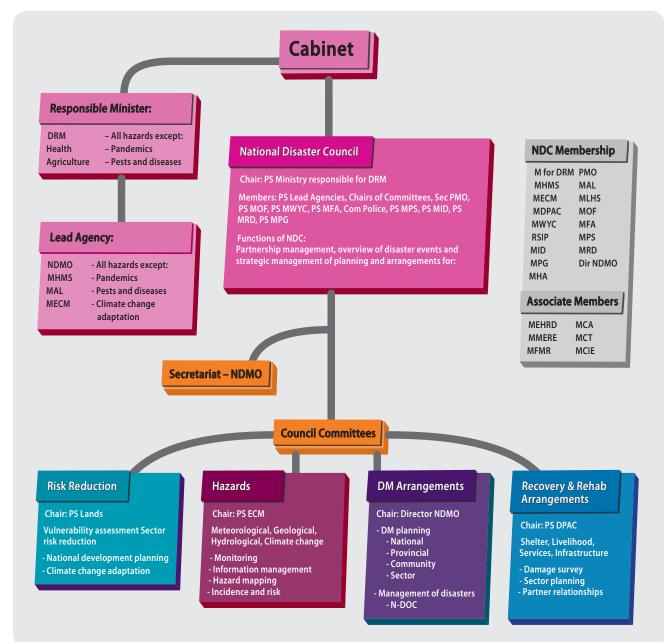
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Associate members of the Council are:

- ▶ PS Ministry of Education and Human Resource Development
- ▶ PS Ministry of Communications and Aviation
- ▶ PS Ministry of Mines Energy and Rural Electrification
- ▶ PS Ministry of Culture and Tourism
- PS Ministry of Fisheries and Marine Resources
- PS Ministry of Commerce Industry and Employment



## Fig. 2 National Disaster Council Structure



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**35.** The Council is to meet quarterly and as required during and following disaster events. The required minimum attendance for a meeting is the Chair and six members.

Associate members of Council have roles on committees or clusters and may attend Council meetings or may be called to attend a Council meeting.

The Council is serviced by the Ministry responsible for DRM through the National Disaster Management Office.

#### **Council Committees**

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

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

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

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

Committees are to report progress against programmes to the Council

**37.** The following are the functions of the Council Committees:

#### a) Disaster Management Arrangements Committee

- **38.** This Committee is responsible for establishing disaster management arrangements for preparedness and response and for providing for planning at the national, sector, provincial and community levels.
- *Refer Part 3* Responsibilities include for public awareness and training, early warning arrangements and assessment and response structures for

INSTITUTIONAL Arrangements for Drm cont.

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managing disaster events and coordinating available resources to support affected communities.

DM arrangements are set out in Part 3 of this Plan including the establishment of the National Disaster Operations Committee (N-DOC) and the N-DOC Clusters, the National Emergency Operations Centre (NEOC) and the role of Disaster Coordinator for disaster events.

This Committee is chaired by the Director of the NDMO.

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

#### b) Recovery and Rehabilitation Arrangements Committee

**40.** This Committee is responsible for establishing arrangements and procedures at the national, sector and provincial level for directing and coordinating recovery and rehabilitation from disaster events. It is also responsible to the Council for over-viewing recovery from disaster events.

Activities following an event are coordinated through a Recovery Coordination Committee and include damage assessment and hazard mapping for recovery purposes, supporting recovery and rehabilitation for shelter, welfare and livelihood and providing for recovery of services and the reconstruction or rehabilitation of facilities and infrastructure.

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

Recovery and rehabilitation arrangements are set out in Part 4 of this Plan including the establishment of the Recovery Coordination Committee (RCC) and RCC Clusters for disaster events.

This Committee is chaired by the PS of the Ministry of Development Planning and Aid Coordination. During events the RCC reports through this Committee. Refer Part 4

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Refer Part 5

#### c) Hazards Committee

**41.** This Committee is responsible for coordinating the activities of hazards agencies for DRM purposes in the Solomon Islands. This includes the natural meteorological, geological and hydrological hazards, including the impacts of climate change, and other man-made hazards.

Responsibilities include identifying needs for hazard information and hazard monitoring, establishing policies for the collection, management and availability of hazard information and allocating and overseeing programmes for monitoring, mapping and incidence and risk assessment.

The membership and functions of the Committee are set out in Part 5 of this Plan. The Committee is to work closely with other Committees as the primary provider of hazard and risk information.

This Committee is chaired by the PS of the Ministry of Environment, Conservation and Meteorology.

#### d) Risk Reduction Committee

**42.** This Committee is responsible for promoting and coordinating disaster risk reduction initiatives in the Solomon Islands at the sector, provincial and local levels. Initiatives can address livelihood and sector practices, land use management and development controls.

Responsibilities include establishing policies and mechanisms at the<br/>Government and national planning levels for assessing and addressing<br/>vulnerabilities, development of a Risk Reduction Plan for Disaster and<br/>Climate Change Risk setting out the scope and application of disaster<br/>risk reduction and climate change adaptation and allocating and<br/>overseeing programmes for risk reduction initiatives.

The membership and functions of the Committee is set out in Part 6 of this Plan. The Committee is to work closely with sectors and provinces and with the national planning and budgeting process for the implementation of initiatives.

This Committee is chaired by the PS Ministry of Lands, Housing and Survey.

#### National Disaster Management Office (NDMO)

**43.** The NDMO is responsible to the Minister and the Council for the coordination, development and implementation of DRM in the

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Solomon Islands. The NDMO sits within the Ministry responsible for DRM. To provide for the disaster risk reduction component of this responsibility a DRR Unit is to be established.

- **44.** The functions of the NDMO/DRR Unit are to:
  - provide advice to the Minister and the Council on all matters relating to DRM
  - develop policy and provide leadership and advocacy across the DRM sector
  - provide planning, and establish arrangements, for DRM at the national level
  - coordinate, support and monitor planning and arrangements for DRM at the sector, provincial and community level
  - coordinate and manage the national response to and recovery from disaster events when they occur
  - develop and support public awareness of DRM and their role within it
  - engage with partners, NGO's and civil society to ensure their involvement in DRM is effectively integrated with the arrangements of this Plan
  - establish and maintain databases for DRM information including hazard and vulnerability maps, planning documents and disaster information
  - ▶ monitor and report to Council on DRM development and activity.

The detailed functions for DM are set out in Parts 3 and 4. The detailed functions for DRR are set out in Parts 5 and 6.

## Sectors

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

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

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

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#### Clusters

**46.** Clusters of agencies are established in this Plan to coordinate identified areas of activity for response and recovery from disasters. Agencies with roles in Clusters are required to work with their Cluster to prepare for and provide for their role.

Cluster agencies are responsible for establishing and maintaining procedures and resources for activating their role at times of disaster. For critical response agencies this includes provision for 24x7 callout.

#### Role of Women

**47.** It is a Principle of this Plan (refer Part 1) that the involvement of women in DRM arrangements at all levels is essential for effective DRM.

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

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

## Partners, Red Cross, NGO's and Civil Society

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

Where agencies take roles within Committees and Clusters of this Plan they are expected to work within the SOP's of that Committee or Cluster.

#### **Private Sector**

**49.** The private sector is an important component and resource in disaster management and disaster risk reduction. The private sector is expected to address their own issues for DRM including working within the framework of this Plan where appropriate for disaster

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planning and providing for insurance and avoiding or mitigating activities which contribute to community risk.

**50.** Critical infrastructure agencies in the private sector are required to work and participate within the framework of this Plan and Section 45 in particular.

Critical infrastructure agencies are defined under Definitions in Section 24.

## Provincial/Municipal Level Arrangements

(In this Plan, reference to Provincial means Provincial/Municipal)

## **Provincial Assemblies**

**51.** It is a Principle of this Plan (refer Part 1) that Provincial Government is an essential and critical partner in DRM.

Provincial Assemblies are responsible for:

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

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

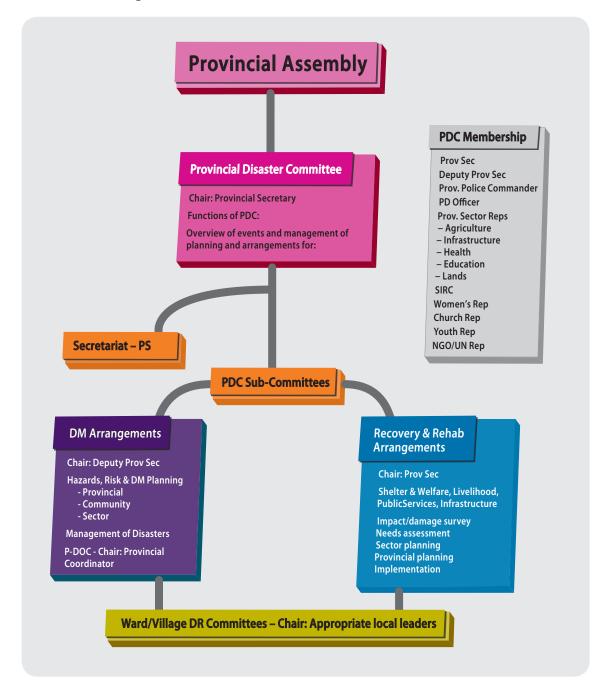
PAGE **32** INSTITUTIONAL ARRANGEMENTS FOR DRM CONT.

## Provincial Disaster Committees (PDC's)

**52.** Provincial Disaster Committees are responsible to their Provincial Assembly for arrangements and planning for DRM in their province consistent with this Plan and for recovery and rehabilitation planning and implementation in the province following a disaster. They are also responsible to the Council for the management and coordination of the response to disaster events in the province.

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

## Fig. 3 Provincial Disaster Committee Structure



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- **53.** There are two PDC Sub-committees as follows:
  - ► DRM Arrangements Sub-committee
  - ► Recovery and Rehabilitation Sub-committee

During a disaster, there is also a Provincial Disaster Operations Committee (P-DOC), with associated P-DOC Clusters, responsible to the PDC to be activated for the operational management of disaster events in the province. The P-DOC is subject to overview direction by the N-DOC.

- 54. The functions of the PDC's are to:
  - advise Provincial Assemblies on policy and DRM arrangements for the province
  - prepare a Provincial DRM Plan for adoption by the Provincial Assembly. This plan is to be approved by the Council prior to its adoption.
  - establish clusters of agencies to coordinate DRM activity in the province and provide operational support within the P-DOC during disaster events and for recovery following a disaster
  - establish arrangements for DRM at the ward/local level throughout the province including for early warning and public and community education (see note under section 51.)
  - through the Sub-committees, plan for DRM and support sector and local planning and activity in the province
  - through the P-DOC, during a disaster manage and coordinate the operational response to disaster events in the province
  - through the Recovery and Rehabilitation Sub-committee, following a disaster manage and coordinate recovery activity in the province
- **55.** The chair of the PDC is the Provincial Secretary.
- 56. The members of the PDC are:
  - ► the Provincial Police Commander
  - Provincial sector representatives for:
    - ▶ Agriculture and Livestock
    - ▶ Infrastructure and Works
    - Health and Medical Services
    - ▶ Education and Human Resource Development
    - ▶ Lands, Housing and Survey
  - the Deputy Provincial Secretary

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- the Provincial Disaster Officer
- representatives from:
  - ▶ SI Red Cross
  - ▷ Women's groups
  - Church groups
  - ▶ Youth groups
  - ▶ NGO's/UN
- **57.** The PDC's are to meet quarterly and as required during disaster events. The required minimum attendance for a meeting is five members. The PDC's are to report annually on their activities to their Provincial Assembly and to the Council.

The PDC is serviced by the Provincial Secretariat.

## PDC Sub-committees

**58.** The following are the functions of the PDC Sub-committees:

#### a) DRM Arrangements Sub-committee

**59.** This Sub-committee is responsible for establishing disaster management (DM) arrangements and planning for preparedness and response at the provincial, sector and local levels.

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

DM arrangements are set out in Part 3 of this Plan including the establishment of Village and Ward Disaster Risk Committees. Also established and set out in Part 3 are the Provincial Disaster Operations Committees (P-DOC's) with their P-DOC Clusters and the role of Provincial Coordinators for disaster events.

**60.** The sub-committee is also responsible for hazard and risk reduction planning through the province and supporting activity at the local level.

Responsibilities include providing hazard information within the province and supporting risk and vulnerability assessments and promoting risk reduction initiatives at the provincial and local levels.

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This is achieved through liaison and coordination with the national level Council Committees for Hazards and Risk Reduction set out in Sections 41 and 42.

The functions and arrangements for hazard and risk reduction activities are set out in Parts 5 and 6 of this Plan

### b) Recovery and Rehabilitation Sub-committee

**61.** This Sub-committee is responsible for establishing arrangements and procedures at the provincial, sector and community levels for coordinating and supporting recovery and rehabilitation activities in the province.

Responsibilities following an event include damage assessment and hazard mapping for recovery purposes, supporting recovery and rehabilitation for shelter, welfare and livelihood and facilitating recovery of services and the reconstruction of facilities and infrastructure.

Following an event the Sub-committee is to work closely with the Recovery Coordination Committee (RCC) of the Council and advise Provincial priorities for recovery and rehabilitation.

Recovery and rehabilitation arrangements are set out in Part 4 of this Plan.

Clusters of agencies may be established at the provincial level to coordinate with RCC clusters at the national level.

This Sub-committee is chaired by the Provincial Secretary.

# Ward and Local Level Arrangements

**62.** The impacts of disasters occur at the community level. In accordance with the policies, concepts and principles of Part 1, the arrangements of this Plan are to support community self help in preparing for, responding to and recovering from disasters when they occur. They are also to assist communities identify the hazards they face and take initiatives to reduce their risks including addressing their land use and livelihood practices where appropriate.

Provincial Disaster Committees are to work with ward and local village groupings to establish DRM arrangements across the province.

#### PART TWO

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63. These arrangements are to consist of:

### a) Village Disaster Risk Committees

**64.** Village Disaster Risk (DR) Committees are to be established at the village and associated settlement level or where appropriate amongst groups of 5 to 10 villages with a common interest based on existing community structures. To the extent possible DR Committees should be based on established groups in communities.

Villages, families and individuals within a Village DR Committee are to provide for a local network for disaster planning purposes including local arrangements for early warning, managing response to disasters and for addressing hazard and risk reduction issues.

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

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

**65.** Village DR Committees are to be supported in their arrangements (including the establishment of communications networks) and activities by their Provincial Disaster Committee.

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

### b) Ward Disaster Risk Committees

**66.** Ward Disaster Risk (DR) Committees are to be established amongst groups of Village DR Committees to provide a broader structure through the province for the distribution of support for DRM and for relief during disaster events.

To the extent possible DR Committees should be based on established groups in Wards.

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Ward DR Committees are to provide for an area network for disaster planning purposes including area arrangements for early warning, for managing response to disasters and for addressing hazard and risk reduction issues.

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

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

**67.** Ward DR Committees are to be supported in their arrangements (including the establishment of communications networks) and activities by their Provincial Disaster Committee.

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

# Functions of Village and Ward DR Committees

**68.** The functions of Village and Ward DR Committees are to facilitate DRM activities in their communities connecting and coordinating with other local arrangements of Chiefs, churches or NGO's. The detailed functions are set out in Parts 3 to 6.

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# DISASTER MANAGEMENT ARRANGEMENTS

69. Part 2 of this Plan establishes the Disaster Management Arrangements Committee under the National Disaster Council, responsible for establishing and overseeing disaster management arrangements for preparedness and response and for providing for planning at the national, sector, provincial and community levels. This Part sets out those arrangements.

## Functions of Disaster Management Operations

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

### a) Preparedness functions

- establish operational arrangements for all elements of disaster management including the response functions in b) across levels of government and sectors
- prepare plans
- establish SOP's
- set declaration and activation procedures
- ▶ establish communications arrangements across levels
- establish early warning systems
- undertake training and capacity building
- undertake public education and awareness programmes
- carry out exercises
- b) Response functions
- ► issue warnings
- activate arrangements
- identify scope and scale of event
- manage communications and public information
- initiate relief activities
- ► carry out initial impact and needs assessment
- ► address:
  - ▶ fatalities
  - ▷ injuries
  - ▷ shelter
  - ▶ welfare
  - ▷ critical infrastructure
  - distribution of relief

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- ▷ internally displaced people
- ▷ gender and child specific issues of welfare and safety
- ▶ manage processes of government and address resource needs
- manage and coordinate international assistance
- address livelihood issues across sectors
- ► carry out damage and needs assessment for initial recovery
- ► initiate recovery planning
- **71.** It is a Principle of this Plan (refer Part 1) that agencies are accountable for fulfilling their roles within explicit structures. This Part sets out the operational structures for DM and allocates functions within them.

It is a Principle of this Plan that the involvement of women in DRM arrangements at all levels is essential for effective DRM. Arrangements under this Part shall provide for their effective involvement in operational processes and decision-making particularly in relation to welfare, relief distribution and shelter.

# National Level Operations Disaster Management Arrangements Committee

- **72.** The functions of the Disaster Management Arrangements Committee are to:
  - establish and maintain structures for preparedness and response operations at the national, provincial and local levels
  - undertake the preparedness functions of Disaster Management Operations set out in Section 70
  - develop capacity for disaster management operations within the structures and at the sector level
  - ▶ prepare and maintain this Plan
  - ▶ promote and facilitate sector planning for disaster management
  - ▶ report to the Council on disaster management issues
  - as follow-up to a disaster event, undertake a review of the full disaster management process including the transition into recovery and rehabilitation and report to the Council.
- 73. The Chair of this Committee is the Director, NDMO.The members of this Committee are:
  - ► Deputy Commissioner of Police Operations
  - ► US Ministry of Finance and Treasury
  - ► US Ministry of Women Youth and Children
  - ► US Ministry of the Public Service
  - ► US Ministry of Infrastructure and Development

DISASTER MANAGEMENT ARRANGEMENTS CONT.

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- ▶ US Ministry of Rural Development
- ► US Ministry of Provincial Government
- ► US Ministry of Communications and Aviation
- ► US's of other Lead Agencies being:
  - Ministry of Health and Medical Services
  - ▶ Ministry of Agriculture and Livestock
  - ▶ Ministry of Environment, Conservation and Meteorology
- **74.** This Committee has no function during a disaster but remains accountable for the performance of the arrangements. The national response operations functions are carried out by the National Disaster Operations Committee (N-DOC) reporting directly to the Council.
- **75.** The Committee is to establish programmes and SOP's for the Functions of Disaster Management Operations set out in Section 70.

## Role of Disaster Coordinator

- 76. The role of Disaster Coordinator is established under this Plan.The Disaster Coordinator is responsible for the coordination of the overall operational response to a disaster.
- 77. The functions of the Disaster Coordinator are to:
  - maintain the National Emergency Operations Centre (NEOC) in a state of readiness for activation
  - facilitate the development of SOP's for the response components of the Functions of Disaster Management Operations set out in Section 70
  - activate the NEOC at times of potential or actual disaster and advise the Minister and the Council on declarations
  - coordinate through the National Disaster Operations Committee (N-DOC) the overall response to a disaster
  - order evacuations, road closures or closures of public spaces where such action is deemed necessary for the immediate maintenance of public safety or the avoidance of risk to life
  - coordinate and provide direction to the N-DOC Clusters and agencies and other agencies with functions under this Plan
  - provide direction and guidance to Provincial Disaster Operations Committees (P-DOC's) and Provincial Coordinators during disasters, including to Provinces not affected by a disaster being activated in support of affected Provinces.
- **78.** The Disaster Coordinator has the powers of direction to carry out these functions and to coordinate other resources made available during a disaster.

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

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

# Declaration of a Disaster

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

# Activation of Operations Arrangements

**82.** There are two stages of activation for a disaster or potential disaster. These are standby and full activation.

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

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

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

# Activation for Non-Declared Events

**84.** The NEOC arrangements may be activated by the Disaster Coordinator to support emergency activities of other agencies not requiring a declaration.

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# National Disaster Operations Committee (N-DOC)

- **85.** The National Disaster Operations Committee (N-DOC) is established for managing disaster events together with the National Emergency Operations Centre (NEOC) and N-DOC Clusters for:
  - ► Response and Initial Assessment
  - Logistics and Support
  - ► Welfare/IDP
  - Public Services
  - ► Infrastructure
  - Livelihood

The structure and functions of the N-DOC are given in Fig. 4.

- **86.** The functions of the N-DOC are to:
  - manage and coordinate the response components of the Functions of Disaster Management Operations set out in Section 70
  - ▶ manage and operate the NEOC
  - ► coordinate and provide direction to the N-DOC Clusters
  - coordinate with and provide direction to Provincial Disaster Operations Committees (P-DOC's)
  - report to and take strategic direction from the National Disaster Council.
- **87.** The Chair of the N-DOC is the Disaster Coordinator.
- **88.** The members of the N-DOC are:
  - ► Chairs of the N-DOC Clusters being:
    - ▷ Assistant Commissioner of Police Operations
    - ▶ US Ministry of Finance and Treasury
    - ▶ US Ministry of Women Youth and Children
    - ▷ US Ministry of Provincial Government
    - ▶ US Ministry of the Public Service
    - ▷ US Ministry of Infrastructure and Development
    - ▷ US Ministry of Rural Development
  - Deputy Accountant General
  - Representative from the SI Red Cross
  - ► Representative from UN (UNDAC or UNOCHA)

# National Emergency Operations Centre (NEOC)

**89.** The arrangement and functions of the NEOC and the NEOC Management Unit are to be established in SOP's by the Disaster Coordinator for approval by the Disaster Management Arrangements Committee.

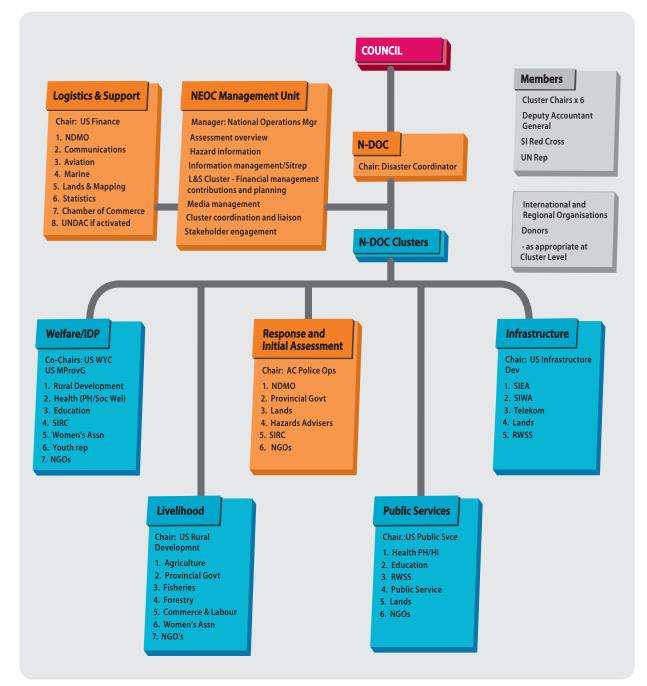
PAGE **44** DISASTER MANAGEMENT ARRANGEMENTS CONT.

# **N-DOC Clusters**

**90.** The N-DOC Clusters established in Section 85 are to be allocated response functions from the Functions of Disaster Management Operations set out in Section 70.

These functions and the members and procedures of the Clusters are to be set out in SOP's by the Cluster groups with the National Coordinator for approval by the Council.

# Fig. 4 National Disaster Operations Committee Structure – N-DOC



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# **Provincial Level Operations**

**91.** Part 2 of this Plan establishes the DRM Arrangements Sub-Committees of the Provincial Disaster Committees (PDC's). The Sub-committees are responsible to their PDC for establishing disaster management arrangements for preparedness and response and for planning at the provincial, sector and local levels.

# Provincial DRM Arrangements Sub-Committees

- **92.** The disaster management functions of the Provincial DRM Arrangements Sub-Committees are to:
  - establish and maintain the structures of this Plan for preparedness and response operations at the provincial and local levels
  - undertake the preparedness components of the Functions of Disaster Management Operations set out in Section 70
  - develop capacity for disaster management operations within these provincial and local arrangements
  - ► promote and facilitate local planning for disaster management through the Ward and Village Disaster Risk Committees
  - report to the PDC on disaster management issues
  - maintain the Provincial Emergency Operations Centre (PEOC) in a state of readiness for activation
  - as follow-up to a disaster event, undertake a review of the provincial and local disaster management process including the transition into recovery and rehabilitation and report to the PDC.
- **93.** The Chair of this Sub-Committee is the Deputy Provincial Secretary The members of this Sub-Committee are:
  - Chairs of the P-DOC Clusters being:
    - ▷ Provincial Police Commander
    - Placement from the Ministry of Women Youth and Children in association with Provincial Government
    - ▶ Head of Department of Works
  - ► Provincial Sector Representatives from:
    - ▷ Agriculture and Livestock
    - ▶ Health and Medical Services
    - ▷ Education and Human Resource Development
    - ▶ Lands, Housing and Survey
  - Provincial Disaster Officer
  - Provincial Planner

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- ► Representatives from:
  - ▷ SI Red Cross
  - ▶ Churches
  - ▷ Women's Groups
  - ▹ Youth Groups
  - ▷ NGO's/UN
- **94.** This Sub-Committee has no function during a disaster but remains accountable for the performance of the arrangements. The provincial response operations functions are carried out by the Provincial Disaster Operations Committee (P-DOC) reporting directly to the Provincial Disaster Committee.
- **95.** The Sub-Committee is to establish programmes and SOP's for its functions set out in Section 92 including:
  - establishment of the P-DOC and P-DOC Clusters and the Village and Ward DR Committees
  - early warning systems
  - communications arrangements
  - public education and awareness
  - training and capacity building
  - exercises

### Provincial Disaster Operations Committees (P-DOC's)

- **96.** The Provincial Disaster Operations Committees (P-DOC's) are established for managing disaster events at the Provincial level together with the Provincial Emergency Operations Centres (PEOC's) and P-DOC Clusters for:
  - ► Response, Initial Assessment and Logistics
  - Welfare & IDP
  - Public Services and Livelihood
  - ► Infrastructure

The structure and functions of the P-DOC are given in Fig. 5.

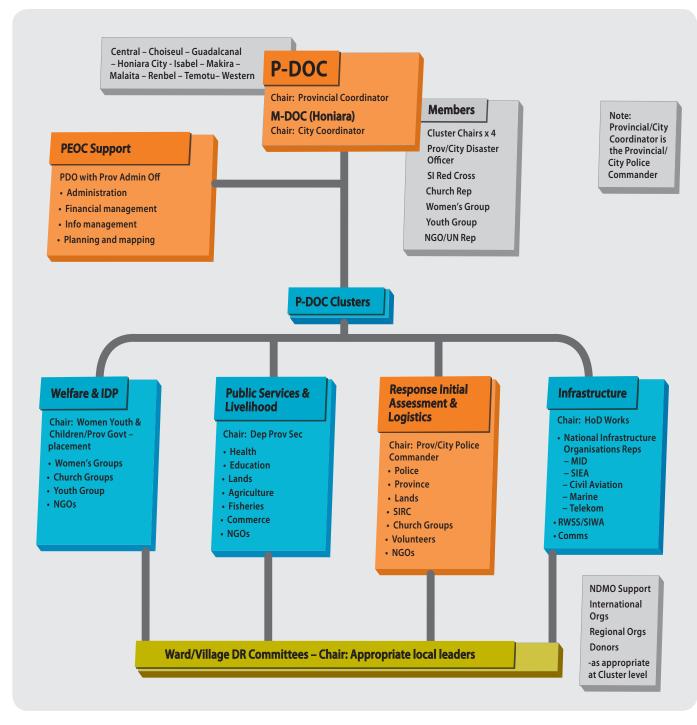
**97.** The functions of the P-DOC are to:

- manage and coordinate the response components of the Functions of Disaster Management Operations set out in Section 70
- manage and operate the PEOC
- ▶ coordinate and provide direction to the P-DOC Clusters
- ▶ coordinate with, report to and take direction from the N-DOC

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- keep the Premier and Provincial assembly informed of the disaster through the PDC and take account of their priorities
- support the Ward and Village Disaster Risk Committees in the affected areas in the management of local impacts

# Fig. 5 Provincial Disaster Operations Committee Structure – P-DOC



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- **98.** The Chair of the P-DOC is the Provincial Coordinator which is drawn from the Government members of the PDC. Unless otherwise determined by the PDC the Provincial Coordinator is the Provincial Police Commander.
- **99.** The members of the P-DOC are:
  - Chairs of the P-DOC Clusters being:
    - ▷ Provincial Police Commander
    - Placement from the Ministry of Women Youth and Children in association with Provincial Government
    - Deputy Provincial Secretary
    - ▶ Head of Department of Works
  - Provincial Disaster Officer
  - Representatives from:
    - ▷ SI Red Cross
    - ▷ Churches
    - ▷ Women's Groups
    - ▶ Youth Groups
    - ▷ NGO's/UN

# **Role of Provincial Coordinator**

**100.** The role of Provincial Coordinator is established under this Plan.

The Provincial Coordinator is responsible for the coordination of the provincial operational response to a disaster and is activated by the PDC or by the national level Disaster Coordinator.

- **101.** The functions of the Provincial Coordinator are to:
  - ensure that the Provincial Emergency Operations Centre (PEOC) is maintained in a state of readiness for activation
  - facilitate the development of PEOC SOP's for the Functions of Disaster Management Operations set out in Section 70
  - activate the PEOC at times of potential or actual disaster
  - ▶ manage the functions of the P-DOC set out in Section 97
  - keep the NEOC informed and take direction from the Disaster Coordinator

PAGE **49** DISASTER MANAGEMENT ARRANGEMENTS CONT.

**102.** The Provincial Coordinator has the powers of direction to carry out these functions and to coordinate other resources made available during a disaster.

# Provincial Emergency Operations Centres (PEOC's)

103. The arrangement and functions of the PEOC's and the PEOC Support Units are to be established in SOP's by the Provincial Disaster Committees for approval by the Disaster Coordinator.

# **P-DOC Clusters**

**104.** The P-DOC Clusters established in Section 96 are to be allocated response functions from the Functions of Disaster Management Operations set out in Section 70. The P-DOC Clusters are to maintain a relationship and coordinate with equivalent Clusters of the N-DOC.

These functions and the members and procedures of the P-DOC Clusters are to be set out in SOP's by the Cluster groups with the Provincial Coordinator for approval by the Provincial Disaster Committees.

# Local Level Operations Village and Ward DR Committees

**105.** Part 2 of this Plan establishes the Village and Ward Disaster Risk Committees.

Their disaster management functions under this Part are to carry out appropriate Preparedness and Response components of the Functions of Disaster Management Operations set out above in Section 70.

For the most part these will be through practical arrangements based on local understandings set out in SOP's or Local DM Plans established at the local level and supported by the Provincial DRM Arrangements Sub-committee or the P-DOC or P-DOC Clusters during a disaster. PAGE **50** 

# **RECOVERY & REHABILITATION ARRANGEMENTS**

### Overview

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

These levels of impacts necessarily mean the re-allocation of national and aid development budgets to the affected areas. Governments are understandably reluctant to do this and their hope is that external support will deal with it. Alternatively the problems are seen as just too big to deal with and so livelihood in the affected areas re-starts from a new lowered threshold –and from a new increased threshold of vulnerability.

Without recovery support, communities will be left to pick themselves up from where the disaster left them and begin the slow process of reestablishing their shelter and livelihoods.

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

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

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

PAGE **52** RECOVERY AND REHABILITATION ARRANGEMENTS CONT.

*See Fig 2 p25* 

**107.** Part 2 of this Plan establishes the Recovery and Rehabilitation Arrangements Committee under the National Disaster Council, responsible for establishing and overseeing policies, arrangements and procedures for coordinating recovery and rehabilitation from disaster events. This Part sets out the structures and functions of the recovery and rehabilitation arrangements.

## Elements of Recovery and Rehabilitation

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

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

The elements of recovery and rehabilitation include:

- ► shelter and community welfare
- ▶ provision of health, education and other public services
- re-establishment of livelihood activities and processes
- rehabilitation of infrastructure and facilities
- avoidance of risk from future events

### Functions of Recovery and Rehabilitation Coordination

- **109.** The functions of recovery and rehabilitation coordination following a disaster are as follows:
  - assessment of impacts at a sector level for medium and long term recovery and rehabilitation purposes including:
    - displaced people and their well-being
    - damage and destruction to shelter
    - damage and disruption to water and sanitation facilities
    - ▶ disruption to food sources and livelihood
    - ▶ disruption to health and education services
    - physical damage to public infrastructure and facilities and to private critical infrastructure referred to in Section 49
    - ▷ damage and destruction to public service housing

PAGE **53** RECOVERY AND REHABILITATION ARRANGEMENTS CONT.

- identification of needs for rehabilitation and construction arising from the impact assessments
- mapping and assessment of hazard and environmental impacts and the issuing of guidance or directives for the avoidance of future risk in recovery activities
- development of a Recovery Plan for the medium and long term on a sector by sector basis for submission to the Recovery and Rehabilitation Arrangements Committee.
- overseeing implementation of the Recovery Plan and other recovery and rehabilitation activities
- 110. These functions are carried out at the sector level but are coordinated through the RCC and RCC Clusters at the national level. Provincial input, coordination and implementation is achieved through the Recovery and Rehabilitation Sub-committees of the PDC's.

## **Recovery and Rehabilitation Arrangements Committee**

- 111. This Committee, established in Part 2, is responsible for establishing policies, arrangements and procedures at the national, sector and provincial level for directing and coordinating recovery and rehabilitation from disaster events. It is also responsible to the Council for over-seeing the recovery and rehabilitation function following a disaster event.
- **112.** The functions of the Committee are to:
  - establish policies for areas of support and resourcing for the various elements of recovery and rehabilitation at the community and sector level
  - establish and maintain the structures of the Recovery Coordination Committee (RCC) to deliver the Functions of Recovery and Rehabilitation Coordination in section 109 following a disaster and develop capacity for these functions
  - support and provide guidance to Recovery and Rehabilitation Sub-Committees of Provincial Disaster Committees
  - establish procedures for the assessment of recovery and rehabilitation needs and for the development of recovery programmes and plans
  - maintain relationships with international partners and support agencies and develop mechanisms for engagement on recovery issues following a disaster

RECOVERY AND REHABILITATION ARRANGEMENTS CONT.

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- ► following a disaster :
  - ▶ activate the RCC on the direction of the Council
  - oversee the role of the RCC and advise the Council on recovery and rehabilitation issues
  - maintain engagement with international partners and support agencies for input to the Recovery Plan and funding proposal
  - receive the Recovery Plan from the RCC and prepare a funding proposal for its implementation for submission to Cabinet through the Council
- as follow-up to a disaster, report to the Council on the recovery and rehabilitation process.
- **113.** The Chair of the Recovery and Rehabilitation Arrangements Committee is the PS of the Ministry of Development Planning and Aid Coordination.
- **114.** The members of the Committee are:
  - ► US Ministry of Finance and Treasury
  - ▶ US Ministry of Lands, Housing and Survey
  - US Ministry of Rural Development
  - ▶ US Ministry of Women, Youth and Children
  - US Ministry of Provincial Government
  - ► US Infrastructure and Development
  - US Ministry of Health and Medical Services
  - US Ministry of Education and Human Resource Development
  - US Ministry of Commerce Industry and Employment
  - US Ministry of Public Service

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

# National Arrangements for Recovery Operation Recovery Coordination Committee (RCC)

**115.** The Recovery Coordination Committee (RCC) is established and is accountable to the Recovery and Rehabilitation Arrangements Committee.

Also established are RCC Clusters for:

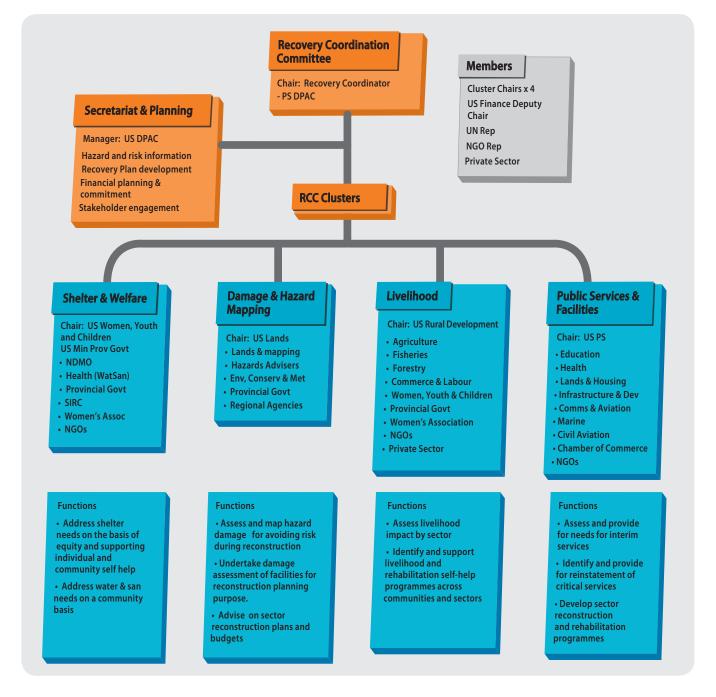
- Damage and Hazard Mapping
- ► Shelter and Welfare
- Livelihood
- Public Services and Facilities

PAGE **55** RECOVERY AND REHABILITATION ARRANGEMENTS CONT.

The structure and functions are given in Fig.6.

- **116.** The functions of the RCC are to:
  - establish terms of reference and SOP's for its functioning
  - establish the RCC Clusters with terms of reference and SOP's
  - during disasters, carry out the functions of Recovery and Rehabilitation Coordination set out in Section 109
  - liaise and coordinate with provincial PDC Sub-committees for Recovery and Rehabilitation





PAGE **56** RECOVERY AND REHABILITATION ARRANGEMENTS CONT.

- 117. The Chair of the RCC is the Recovery Coordinator
- 118. The members of the RCC are US level representatives from:
  - Chairs of the RCC Clusters being:
    - ▷ Ministry of Lands, Housing and Survey
    - ▷ Ministry of Women Youth and Children
    - Ministry of Provincial Government
    - ▷ Ministry of Rural Development
    - ▷ Ministry of Public Service
    - ▶ Ministry of Development Planning and Aid Coordination
  - Ministry of Finance and Treasury

Representatives from UN and NGO organisations and the private sector may be coopted as members of the RCC.

### Activation of Recovery and Rehabilitation Coordination

**119.** As soon as it is evident following a disaster that the coordination of recovery and rehabilitation will be necessary under the arrangements of this Plan, the Council may direct the Recovery and Rehabilitation Arrangements Committee to activate the operational Recovery Coordination Committee (RCC).

This should occur as soon as practicable in the disaster event, even while relief activities continue, in order that planning and data collection for recovery and rehabilitation can commence.

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

### **Role of Recovery Coordinator**

**120.** The role of Recovery Coordinator is established under this Plan and is activated with the decision to activate the RCC in Section 119.

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

- **121.** The functions of the Recovery Coordinator are to:
  - facilitate the development of SOP's for the Functions of Recovery and Rehabilitation Coordination set out in Section 109

PAGE **57** RECOVERY AND REHABILITATION ARRANGEMENTS CONT.

- facilitate the development of Terms of Reference and SOP's for the RCC Clusters for approval by the Recovery and Rehabilitation Arrangements Committee
- during activation, manage the activities of the RCC in carrying out its functions
- coordinate and provide direction to the RCC Clusters and sector agencies with functions under this Part of this Plan
- provide direction and guidance to provincial PDC Sub-Committees for Recovery and Rehabilitation
- ▶ manage the development of the Recovery Plan following a disaster
- on the advice of the RCC, issue guidance or direction on the avoidance of future risk in recovery activities
- **122.** The Recovery Coordinator has the power to direct agencies with a role under this Plan to undertake recovery planning and contribute to the functions of recovery and rehabilitation coordination.
- 123. The Recovery Coordinator is the PS of the Ministry of Development Planning and Aid Coordination. The role may be delegated to an Under Secretary (US) of the Ministry but the accountability remains with the PS.

# **Provincial Arrangements**

- **124.** At the provincial level the recovery and rehabilitation functions are carried out by the PDC Recovery and Rehabilitation Sub-committee established in Part 2 of this Plan.
- **125.** The functions of the PDC Recovery and Rehabilitation Sub-Committees are to:
  - obtain local input from Ward and Village Disaster Risk
    Committees and provide provincial input to the functions of the RCC
  - ▶ implement provincial components of the Recovery Plan
  - promote and support local implementation of recovery and rehabilitation activities through the Ward and Village Disaster Risk Committees
  - report to the Provincial Disaster Committee on recovery and rehabilitation matters.

**126.** The Chair of the Sub-committee is the Provincial Secretary.

The members of the Sub-committee and the SOP's are as determined by the Provincial Disaster Committees

# Local Arrangements

**127.** Part 2 of this Plan establishes the Village and Ward Disaster Risk Committees.

Their functions under this Part are to carry out local activities associated with the Functions of Recovery and Rehabilitation Coordination set out above in Section 109.

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

The Ward and Village Disaster Risk Committees are to be supported by the PDC Sub-committees in these activities. The primary functions at this level are in identifying needs following an event and implementing local initiatives.

# PART FIVE

# **ADDRESSING HAZARDS**

### Overview

**128.** Understanding hazards and their potential impacts on communities, infrastructure and facilities and the environment is the basis of disaster management planning and planning for risk reduction initiatives. It is also fundamental to environment and land use management and to the growing concern for the coming impacts of climate change.

At its most basic, hazard knowledge comes from records and memories of past disasters and this is what forms the basis of much planning particularly at the community level.

Hazard monitoring provides a technical record for the hazard and provides for analysis and more certainty in planning depending on the extent of the monitoring and the priorities of the community. The most common monitoring is of the weather leading to daily and longer term forecasts.

Of interest for disaster management, risk reduction and environmental and land use planning, is the analysis of trends leading to the understanding of potential size and incidence in time and location of extreme events which can cause disasters.

It is currently of concern that hazard monitoring in the Solomon Islands is insufficient for this purpose (indeed monitoring has degraded over the past 30 years) and there is little focus on analysis of what data does exist.

Initiatives for risk reduction for disaster purposes (as opposed to those for community development purposes) cannot be properly framed without this analysis at least at a basic level. In addition, hazard monitoring is a pre-requisite for any early warning system.

For climate change the concern is to get a better understanding of the extent to which extreme weather events (cyclones, storms, floods, wave surge, droughts) will cause larger and more frequent disasters and in what parts of the Solomon Islands. Monitoring over the next 20 years will indicate trends over the next 50 years.

129. Part 2 of this Plan establishes a Hazards Committee under the National Disaster Council to address and champion these issues. This Part sets out the functions and membership of the Hazards Committee and associated activities at the provincial and local levels. Refer Fig 2 p25

### PART FIVE

PAGE **60** ADDRESSING HAZARDS CONT.

# Hazards Committee

**130.** This Committee is responsible for coordinating the activities of hazards agencies for DRM purposes in the Solomon Islands. This includes the natural meteorological, geological, hydrological hazards, including the impacts of climate change, and other man-made hazards.

# Possible Threats to Solomon Islands

- 131. The possible threats to the Solomon Islands are significant. They include:
  - ► Tropical Cyclones and Wind Storms
  - ► Floods
  - ► Earthquakes
  - Landslides
  - ► Volcanic Eruptions
  - ► Tsunamis and wave surges
  - Droughts
  - Pandemics
  - ► Agriculture Pests and Diseases
  - Aviation and Maritime Disasters
  - ► Fires
  - Industrial Accidents
  - Marine Pollution
  - Other man-made threats including the civil impacts of conflict

# Functions of the Hazards Committee

- **132.** The Hazards Committee is accountable to the Council for the following functions:
  - identifying needs and users for hazard information and hazard monitoring on a practical hazard by hazard basis
  - developing policy to provide a framework for this across Government, including management of and access to hazard information
  - establishing effective arrangements for the coordination of hazards work across Government
  - setting work programmes for hazards agencies including over time:
    - ▶ establishing and maintaining appropriate monitoring networks
    - ▶ mapping of hazard incidence from known data

PAGE **61** ADDRESSING HAZARDS CONT.

- ▷ undertaking incidence and risk assessments
- working with sector agencies to develop risk reduction initiatives
- developing information systems
- developing capacity and tools for mapping, analysis and assessments
- promoting the use of technologies including GIS and satellite imagery
- working with the Risk Reduction Committee to develop a Risk Reduction Plan for disaster risk and climate change adaptation
- during disasters, coordinating (and as appropriate accessing externally) hazard specific advice including the mapping of the extent of effects
- following disasters, coordinating hazard advice for recovery purposes

# Membership of the Hazards Committee

- **133.** The Chair of the Hazards Committee is the PS of the Ministry of the Environment, Conservation and Meteorology.
- **134.** The members of the Hazards Committee are US level representatives from:
  - Ministry of Lands, Housing and Survey
  - ▶ Ministry of Infrastructure and Development
  - ► Ministry of Communications and Aviation
  - ► Ministry of Provincial Government
  - ► Ministry of Health and Medical Services
  - Ministry of Agriculture and Livestock
  - Ministry of Mines and Energy

plus:

- Director NDMO
- Director Meteorological Service
- Head Geologist
- Head Hydrologist
- Head Volcanologist
- Manager Agriculture Pests
- Manager Pandemic Planning

### PART FIVE

PAGE **62** ADDRESSING HAZARDS CONT.

# **Terms of Reference and Procedures**

**135.** The Committee is to establish Terms of Reference and Procedures for approval by the Council

# **Provincial Arrangements**

- **136.** At the Provincial level the hazards functions are carried out by the PDC DRM Arrangements Sub-Committee established in Part 2 of this Plan.
- **137.** The hazards functions of the DRM Arrangements Sub-Committee are to:
  - provide Provincial input to the functions of the Hazards Committee
  - provide hazards advice to the Ward and Village Disaster Risk Committees to support their disaster management and risk reduction planning
  - ▶ report to the Provincial Disaster Committee on hazards matters.
- **138.** The Chair and members of the DRM Arrangements Sub-Committee are set out in Section 93 in Part 3.

It is noted that the Provincial Planners have a key role in this area

# Local Arrangements

139. At the local level the hazards functions are carried out by the Ward and Village Disaster Risk Committees established in Part 2 of this Plan.

The Ward and Village Disaster Risk Committees are to be supported by the Provincial Sub-Committee in these activities. The primary functions at this level are in identifying hazards and vulnerabilities for disaster management and risk reduction purposes.

# PART SIX

# **ADDRESSING RISK REDUCTION**

## Overview

140. In contrast to developed countries where disaster impacts seldom exceed 1% of GDP, the Solomon Islands has experienced 6 major natural disasters in the past 30 years, the most recent of which (the April 2007 earthquake/tsunami) carries a reconstruction cost of around 80% of GDP.

Disaster events therefore pose a major threat not only to the safety and wellbeing of communities and their infrastructure and facilities but also to their efforts to develop their livelihoods over time.

It is a Principle of this Plan in Part 1 that risk reduction management is a development issue and an investment for community resilience and sustainability.

It is to be applied to practices of community livelihood, land use and sector activity as well as to land use and development controls and national and provincial development programmes for infrastructure, facilities and commercial activity.

This Part addresses measures to promote and manage activities for disaster risk reduction, including climate change adaptation, to reduce the vulnerability to disasters and avoid or reduce the potential impacts of hazards.

It is a responsibility to be applied at the community and sector level.

141. Part 2 of this Plan establishes a Risk Reduction Committee under the National Disaster Council to promote and facilitate this issue. This Part sets out the functions and membership of the Risk Reduction Committee and associated activities at the provincial and local levels.

# **Risk Reduction Committee**

- **142.** This Committee is responsible for promoting and coordinating disaster risk reduction initiatives in the Solomon Islands at the sector, provincial and community levels. Initiatives can address livelihood and sector practices, land use management and development controls.
- **143.** The Committee is to work closely with the Hazards Committee under this Plan and be involved with national development planning and development regulation to provide for inclusion of risk reduction

Refer Fig 2 p25

#### PART SIX

PAGE **64** ADDRESSING RISK REDUCTION CONT.

> issues. The Committee is also to promote risk reduction considerations in rural and community development initiatives.

> The Committee is to develop and oversee the implementation of a Risk Reduction Plan for Disaster and Climate Change Risk setting out the scope and application of disaster risk reduction and climate change adaptation and allocating programmes at the sector and community level.

# Functions of the Risk Reduction Committee

- **144.** The Risk Reduction Committee is accountable to the Council for the following functions:
  - establishing policies for the application of disaster risk reduction and climate change adaptation considerations in:
    - ▶ sector planning including practices and development
    - ▷ development planning
    - ▷ land use management and regulation
    - ▶ infrastructure and facilities development and operation
    - ▶ rural and community development programmes
  - establishing mechanisms in national planning and budgeting processes for consideration of hazard risk in programme proposals
  - promoting the development of capacity and tools and the assessment of vulnerability and risk in sectors
  - developing hazard vulnerability and incidence maps for critical hazards and key locations for land use and sector planning purposes
  - developing and overseeing a Risk Reduction Plan for Disaster and Climate Change Risk with activities allocated to responsible agencies for implementation
  - engaging with international and bi-lateral funding partners and NGO's to coordinate their DRR and CCA activities within this framework

# Membership of the Risk Reduction Committee

- **145.** The Chair of the Risk Reduction Committee is the PS of the Ministry of Lands, Housing and Survey.
- **146.** The members of the Risk Reduction Committee are US level representatives from:

PAGE **65** Addressing risk reduction cont.

- ▶ Ministry of Development Planning and Aid Coordination
- Ministry of Finance
- ▶ Ministry for the Environment, Conservation and Meteorology
- Ministry of Rural Development
- ► Ministry of Culture and Tourism
- ▶ Ministry of Infrastructure and Development
- ► Ministry of Communications and Aviation
- ► Ministry of Provincial Government
- Ministry of Health and Medical Services
- ▶ Ministry of Education and HR Development
- ► Ministry of Agriculture and Livestock
- ► Ministry of Mines and Energy
- Ministry of Commerce and Labour

plus:

- Director NDMO
- ► Head of DRR Unit
- ► Director Climate Change Office

# **Terms of Reference and Procedures**

**147.** The Committee is to establish Terms of Reference and Procedures for approval by the Council

# Risk Reduction Plan for Disaster and Climate Change Risk

**148.** This RR Plan is to be prepared based on the identification of hazards and assessment of vulnerability and risk on a priority basis over sectors and communities in the Solomon Islands. It is a practical document initially based on available information but developing over time with capacity and improved data and analysis.

The RR Plan will identify initiatives on a priority basis for which there is strong support at the sector, agency or community level and which are capable of being implemented.

- **149.** The RR Plan will:
  - address the development of policies and mechanisms for mainstreaming risk reduction activity
  - ▶ address the development of tools and capacity over time
  - identify significant hazards

#### PART SIX

- ▶ analyse and evaluate vulnerabilities and risks from these hazards
- prioritise the risks in line with national or sector or community development goals
- identify vulnerable elements or practices contributing to the risks
- identify measures to address the risks
- ► establish and provide for priority activities for implementation.

The RR Plan will be reviewed annually for progress and new initiatives and be reported to Council.

### **Provincial Arrangements**

- **150.** At the Provincial level the risk reduction functions are carried out by the PDC Sub-Committee for DRM Arrangements established in Part 2 of this Plan.
- **151.** The risk reduction functions of the DRM Arrangements Sub-Committee are to:
  - provide Provincial input to the functions of the Risk Reduction Committee
  - identify Provincial and local components for inclusion in the Risk Reduction Plan for Disaster and Climate Change Risk
  - ▶ implement Provincial components of the Risk Reduction Plan
  - support local implementation of risk reduction activities through the Ward and Village Disaster Risk Committees
  - report to the Provincial Disaster Committee on risk reduction matters.
- **152.** The Chair and members of the DRM Arrangements Sub-Committee are set out in Section 93 in Part 3.

It is noted the Provincial Planners have a key role in this area.

### Local Arrangements

**153.** At the local level the risk reduction functions are carried out by the Ward and Village Disaster Risk Committees established in Part 2 of this Plan.

The Ward and Village Disaster Risk Committees are to be supported by the Provincial Sub-Committee in these activities. The primary functions at this level are in identifying local vulnerabilities and implementing local initiatives.

# PART SEVEN

# MONITORING AND EVALUATION OF THE PLAN

- **154.** Parts 3 to 6 of this Plan will be reported on annually to the National Disaster Council and to the Minister by the Chair of the Committee responsible for that Part.
- **155.** The NDMO [Dept of DRM] will monitor national progress against the UN ISDR monitoring regime on a three yearly basis.

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