

THE NATIONAL DISASTER COORDINATION PROTOCOLS

of the Commonwealth
of The Bahamas

2025 Edition



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The Disaster Risk Management Authority established under the Disaster Risk Management Act 2022, became operational in June 2024. The development of The Bahamas National Standard for Disaster Risk Analysis (NSDRA) was driven by the need to establish a technical benchmark for assessing disaster risks across the country. This is especially critical given The Bahamas' vulnerability to natural hazards such as hurricanes, flooding, and storm surges. This publication aims to (1) standardise methodologies for disaster risk analysis across sectors and institutions, (2) support evidence-based decision-making in public investment, urban planning, and emergency preparedness, (3) enhance institutional capacity for risk-informed development and climate resilience, (4) facilitate inter-agency coordination by providing a shared framework for risk assessment and (5) align national practices with global frameworks such as the Sendai Framework for Disaster Risk Reduction and IDB's DRM policy guidelines. As a living document, these standards are subject to updates and refinements as national capacities evolve, and new data becomes available. The DRM Authority gratefully acknowledges the contributions made by the Department of Meteorology in the review and finalizing of this publication.

The opinions expressed in this publication are solely those of the authors and do not necessarily reflect the views of the IDB, its Board of Executive Directors or the countries it represents.

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ABBREVIATIONS

BDOCS	Bahamas Department of Correctional Services
BNGIS	Bahamas National Geographic Information Services
BPL	Bahamas Power and Light
BRCS	Bahamas Red Cross Society
BTC	Bahamas Telecommunication Corporation
BUC	Bahamas Utility Company
CARICOM	Caribbean Community
CDEMA	Caribbean Disaster and Emergency Management Agency
CDM	Comprehensive Disaster Management
DRM	Disaster Risk Management
DWI	Disaster Welfare Information
EOC	Emergency Operations Centre
ESF	Emergency Support Function
ESG	Emergency Support Group
EWS	Early Warning System
FI	Family Island
FIDEP	Family Island Disaster Emergency Plan
GBV	Gender-Based Violence
GIS	Geographic Information Services
GoBH	Government of The Bahamas
ICC	Incident Command Centre
NDCP	National Disaster Coordination Protocols
NDEC	National Disaster Emergency Council
NDEOC	National Disaster Emergency Operations Centre
NDEP	National Disaster Emergency Plan
NGCC	Non-Government Consultative Council
NGO	Non-Government Organisation
PM	Prime Minister
SOP	Standard Operating Procedures

Foreword

The Bahamas, like many Small Island Developing States, faces increasing risks from natural hazards, especially those influenced by climate change like hurricanes, storms, flooding, and extreme heat. The lessons learned from past disaster events have underscored the need for strong, strategic, flexible, coordinated and responsive systems to guide our nation's preparedness, response, and recovery efforts. This makes effective coordination the heart of enhancing national resilience. In this era marked by increasingly complex and frequent hazards, the ability of government agencies, private sector partners, civil society, and communities to work together seamlessly can mean the difference between swift recovery and prolonged disruption. Thus, the *National Disaster Coordination Protocols* have been developed to serve as a cornerstone for our collective disaster risk management mechanisms across all sectors and all levels of government.

The *National Disaster Coordination Protocols* are established under Section 15 of the Disaster Risk Management Act, 2022 as a core instrument of national disaster risk governance. These protocols define the procedures, standards, and designated entities responsible for guiding public bodies before, during, and after the occurrence of a disaster, and throughout the phases of alert, disaster response, rehabilitation, and recovery. It sets forth the structures, processes, and responsibilities necessary to ensure that decision-making, information-sharing, and resource mobilisation occur in a timely and coordinated manner. Ultimately, these protocols serve as the backbone of operational coordination, ensuring that all stakeholders, from government agencies, local authorities, partners, and communities, act in a unified, efficient, and accountable manner.

This document reflects The Bahamas' commitment to a holistic and integrated approach to disaster risk management. By standardising coordination mechanisms, the *National Disaster Coordination Protocols* will enhance operational efficiency, reduce duplication, and foster accountability among all actors involved in disaster risk management and emergency response in the country and internationally. The *National Disaster Coordination Protocols* will be reviewed and updated annually, or following any major disaster event, to incorporate lessons learned and strengthen national resilience. In this way, they remain a living instrument: responsive to evolving hazards, emerging risks, and the changing needs of our people.

As we move forward in building a safer and more prepared nation, the DRM Authority encourages all partners to engage with this framework actively and uphold its principles. Together, through coordinated action and shared responsibility, we can build a safer, more resilient Bahamas.



H. Alexander Storr
Chairperson of the Board



Aarone Sargent
Managing Director

1. Introduction

1.1 Purpose and Statutory Authority

These National Disaster Coordination Protocols (NDCP) for the Commonwealth of The Bahamas constitute a subsidiary document under the National Disaster Emergency Plan (NDEP) of the Commonwealth of The Bahamas. The NDEP is one of two overarching plans within the National Disaster Risk Management Policy Framework (see *Section 1.2 of Chapter 1*) under the Disaster Risk Management Act, 2022. The NDEP establishes the actions and contingency arrangements for disaster emergency response mechanisms, from the early warning phase to pre- and post-disaster activities, through to the transition to recovery and rehabilitation activities. The NDEP integrates several coordination standards and guidelines, which sets the tone for the content of these protocols.

Under the Disaster Risk Management Act (DRM Act), the NDCP defines procedures and standards that guide implementation of activities from alert through to recovery. Within The Bahamas' disaster management framework, this coordination is primarily done through a network of intra-governmental committees, Emergency Support Functions and specialised roles played by the Disaster Risk Management (DRM) Authority. All roles and responsibilities are guided by the DRM Act, as well as the plans developed thereunder.

These protocols seek to add additional details to these documents by outlining:

- A detailed description of the National Emergency Management Framework, including the National Disaster Emergency Operating Centre and supporting logistics, and administrative and coordination arrangements (see [Chapter 3](#))
- The roles and responsibilities of the thirteen (13) Emergency Support Functions, which are organised into (how many?) thematic groups (see [Chapter 4](#)).
- Coordination protocols utilised at different levels of the response and recovery machinery to ensure seamless and integrated communication and decision-making under a unified command model (see [Chapter 5](#)).

These protocols must be read in tandem with and are an integral component of the NDEP. [Section 1.2 explains its relationship to other DRM plans and SOPs.](#)

1.2 Integration with Other Plans

The DRM Act, 2022 names two key plans from which all other plans are developed. The first is the National Disaster Risk Management Plan (NDRMP) which will make provision for risk analysis and the establishment of resources to improve The Bahamas’ resilience and risk management over time. The second is this National Disaster Emergency Plan, from which other operational plans, protocols, guidelines and Standard Operating Procedures (SOPs) flow. [Figure 1.4](#) summarises the NDEP’s relationship to other plans.

FIGURE 1.4 NDEP and its Relationship to Other Plans



1.2.1 Description of Plans and Related Documents

- **National Disaster Emergency Plan:** This plan establishes the actions and contingency arrangements required to manage alerts and disaster emergencies to safeguard life, protect property and restore normalcy to society during the disaster response, rehabilitation and recovery phases for the entire country. It is aimed at coordinating the technical, financial and operational capacities of a public body and an Administrator, to effectively manage alerts and disaster emergencies.
- **Local Body or Family Island Disaster Emergency Plans:** Plans that outline the actions and contingencies required to manage local emergencies and disaster emergency events as it relates to the mandates and responsibilities of the Family Island Administrator and the local government district under their responsibility.
- **Public Body Plans:** Plans that outline the actions and contingencies required to manage local emergencies and disaster emergency events as it relates to the mandates and responsibilities of that Public Body
- **Emergency Support Function Plans or Standard Operating Procedures (SOPs):** Documents developed by Emergency Support Functions to guide their activities during the disaster response, rehabilitation and recovery phases. Where, based on the nature and scope of the issues being addressed by the ESF the document requires high level sign-off (for example by one or more Permanent Secretaries or Ministers), a Plan can be used. Where the document is primarily concerned with operational details and can be changed by agreement of members of the ESF, SOPs can be used.
- **Activity Specific Plans:** Plans that outline the scope and steps involved in critical disaster emergency activities that have complex, cross-sectoral components, such as mass evacuation or mass casualty response.
- **National Mass Evacuation Plan:** A strategic framework that outlines how a country will safely and efficiently relocate large numbers of people from areas threatened or impacted by disasters, emergencies, or other hazardous events.
- **Recovery Plan:** A framework that outlines how an island/constituency/local government district/public body, or other entity will restore living conditions, infrastructure, services, the economy, and the environment after a disaster. It sets priorities, timelines, and responsibilities for rehabilitation and reconstruction, ensures support for affected and vulnerable populations, and integrates measures to build resilience and reduce future disaster risks.
- **National Humanitarian Assistance Standards:** National standards that provide the minimum standard to be met by any humanitarian assistance provided by the Government, to the Government or by humanitarian aid organizations, particularly in relation to the supply of water, the promotion of sanitation and hygiene, food security and nutrition, shelter and settlement, and health.
- **Disaster Risk Communication Plan:** A structured strategy for delivering timely, accurate, and accessible information to the public and stakeholders before, during, and after a disaster.



2.CONCEPT OF OPERATIONS (EXTRACTED FROM NDEP)

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This Concept of Operations is extracted from the National Disaster Emergency Plan (NDEP) and outlines the approach to be taken in responding to disaster emergency situations. It sets out broad parameters for the activation of disaster emergency systems at the local and national levels. It is premised on a three-tiered analysis and categorisation of emergencies, and the deployment of different levels of response, based on the risks and resources associated with each tier. See [Figure 2.1](#) for an overview of the tiered disaster emergency response.

2.1 Levels of Disaster Emergency and Emergency Response

2.1.1 Tier 1 Disaster Emergencies

A **Tier 1 Disaster Emergency** is a localised incident, affecting one community or Family Island.

Notably, disaster emergency coordination for all incidents in New Providence rests with the DRM Authority, unless the nature of the incident or impact can be managed by one public body or agency. This responsibility applies specifically to disaster emergencies triggered by natural hazards and events that meet the legal definition of a “disaster emergency” under the DRM Act. Smaller-scale incidents, such as house fires, traffic collisions, or other localised events, remain under the jurisdiction of the relevant emergency service or agency and do not fall within the DRM Authority’s mandate.

For Tier 1 Disaster Emergencies, the nature and scope of actual or potential losses are within the scope of Family Island administration and emergency management systems or can be addressed with support from one or two public bodies. The affected Family Island may determine whether to activate their Local Disaster Emergency Plan, depending on the scope and type of impact. At this tier, the Administrator(s) responsible for the affected island(s) shall coordinate disaster response activities,¹ unless, at the determination of the Prime Minister (or at the request of the Administrator), the requirements are deemed to exceed local capacity. In such instances, the Authority will assume the responsibility of coordinating disaster response activities.²

This reliance on Administrators for localised disaster emergencies reflects the subsidiarity principle built into the DRM Act, 2022, whereby *unless local capacity is insufficient*, Administrators are to be equipped to coordinate lower-level incidents, with support from the DRM Authority and selected state entities. Subsidiarity and the equipping and empowerment of Administrators

¹ Under s. 57 of the DRM Act.

² Under s. 57 of the DRM Act.



are essential for the archipelago's safety, given the geographic spread of Family Islands. The Administrator will activate the island's DRM coordination mechanisms³, and will be in continuous communication with the DRM Authority to report on progress. Prior to the event, the DRM Authority will determine what emergency communications and measures are needed and will communicate their recommendations to the Prime Minister. Post-event, if necessary, the Administrator will work with the DRM Authority to prepare a Damage Assessment and Needs Analysis report and develop a Humanitarian Needs Assessment and Recovery Plan to outline any support needed at the community or individual level.⁴ The Administrator may request support from another Administrator⁵ or a public body, depending on the nature of the damage or loss. If a disaster emergency is declared, the Authority shall have responsibility for coordinating post-event rehabilitation and recovery activities and will do so in collaboration with the Administrator and relevant public bodies.

A Tier 1 Disaster Emergency may include a Tropical Storm or another hazard that has a similar scope and scale of impact. This may vary from island to island, depending on the capacity of the FI Administrator and local DRM systems to respond to the nature of the threat.

Tier 1 Disaster Emergency Measures Checklist

For a Tier 1 Disaster Emergency, selected disaster emergency measures may be necessary, particularly at the local level. These may include the following (as needed):

- ☒ Local Disaster Incident Command Centre(s) are activated.
- ☒ Communication channels established between Administrators and DRM Authority
- ☒ Selected ESF groups are contacted and placed on alert.
- ☒ Public alerts and disaster communications should be issued but should be targeted primarily at the communities or Family Island likely to be affected.
- ☒ Voluntary (intra-island) evacuation measures may be required for selected locations.

³ Under s.34 of the DRM Act.

⁴ Under s. 35 of the DRM Act.

⁵ Under s. 35 of the DRM Act.



2.1.2 Tier 2 Disaster Emergencies

A **Tier 2 Disaster Emergency** requires resources beyond the scope of a single community or Family Island.

This may mean that the level of impact and type of response required is beyond the capacity of the affected community or Family Island and/or that multiple islands are affected. It is expected that in a Tier 2 Disaster Emergency, the DRM Authority will assume Incident Command and one or more ESF groups may be activated to address specific issues. The DRM Authority will coordinate the efforts of Administrators, ESFs and Public Bodies, as needed.

Depending on their levels of capacity and the nature of the hazard, the DRM Authority may delegate leadership to an Administrator to coordinate emergency response at the local level. Where the FI Administrator plays the lead role, they may require technical support from the DRM Authority and other Public Bodies.

Tier 2 Disaster Emergency Measures Checklist

For a Tier 2 Disaster Emergency, selected disaster emergency measures may be necessary. These may include the following (as needed):

- ☒ The Inter-Ministerial Committee on Disaster Risk Management will be notified, but may or may not convene as the National Disaster Emergency Council, depending on the scope of response and recovery efforts.
- ☒ The National Disaster Emergency Operations Centre (NDEOC) may be fully or partially activated, depending on the recommendations of the DRM Authority and the scope of expected impact.
- ☒ The NDCP is partially activated and selected ESF groups are placed on alert.
- ☒ A declaration of disaster emergency⁶ or disaster alert⁷ may be required but would be restricted to a targeted disaster zone⁸.
- ☒ Evacuation orders⁹ may be required for selected zones (e.g. coastal or flood prone communities, or communities affected by wildfires).
- ☒ Public alerts and disaster communications should be issued but should be targeted primarily at the communities or Family Island likely to be affected.
- ☒ If the National Disaster Emergency Council is called, initial meeting(s) between them and the DRM Authority will be held, to facilitate GoBH coordination of disaster response, rehabilitation and recovery activities.¹⁰

⁶ Under s. 49 of the DRM Act

⁷ Under s. 50 of the DRM Act

⁸ Under s. 55 of the DRM Act

⁹ Under s. 56 of the DRM Act

¹⁰ Under s. 53 of the DRM Act



A Tier 2 Disaster Emergency may include a Category 1 or 2 Hurricane or another hazard with a similar scope and scale of impact. However, this may vary, depending on the nature of the impact, as well as the capacity of the affected FI Administrators and local DRM systems to respond effectively.

2.1.3 Tier 3 Disaster Emergencies

A **Tier 3 Disaster Emergency** is one that requires the activation of the National Disaster Emergency Council and the National Disaster Emergency Operations Centre (NDEOC).

The level of pre- and post-event activities requires the activation of a wide range of ESF groups, and the impact of the event is expected:

- To affect multiple islands
- To include significant risk of loss of life
- To disrupt or damage multiple industries or key services, such as water supply, electricity health services/facilities and airports/port facilities
- To displace multiple communities
- To result in significant damage to infrastructure and public and private property

Tier 3 Disaster Emergency Measures Checklist

For a Tier 3 Disaster Emergency, all relevant disaster emergency measures are activated. These should include the following:

- ☒ The NDEOC and NDEP are fully activated,
- ☒ Initial meeting(s) between the National Disaster Emergency Council and the DRM Authority shall be held, to facilitate CoBH coordination of disaster response, rehabilitation and recovery activities.¹¹
- ☒ The NDCP is activated and all ESF groups are alerted and activated, as needed.
- ☒ All Family Island Authorities and Public Bodies are alerted, and those most likely to be affected are required to engage local and institutional Disaster Emergency Plans.
- ☒ A declaration of disaster alert¹² and/or disaster emergency¹³ will be needed.
- ☒ Evacuation orders are issued, as needed, and the National Mass Evacuation Plan is activated.¹⁴

¹¹ Under s.53 of the DRM Act

¹² Under s. 50 pf the DRM Act

¹³ Under s. 49 of the DRM Act

¹⁴ Under s.56 of the DRM Act



- ✓ Any other relevant plan or protocol is activated. This may include hazard specific plans or plans covering specific types of response activities.
- ✓ Public alerts and disaster communications are issued by the Authority and all relevant partners, guided by the Disaster Risk Communication Protocols. The Non-Governmental Consultation Council¹⁵ and other civil society and private sector coalitions and groups are alerted.
- ✓ Technical support and other resource allocations may be anticipated through CDEMA's subregional and regional response mechanisms, as well as through bilateral and multi-lateral partnerships with UN entities, international development partners, the Red Cross, other humanitarian organisations and diplomatic partners. These may be needed to support both pre-event (e.g. mass evacuation) and post-event emergency coordination activities and will largely depend on pre-existing partnership arrangements made with the GoBH.
- ✓ Damage assessment systems and protocols should be placed on alert and activated post-event.
- ✓ Provision of government humanitarian assistance should be anticipated, based on the recommendation of the DRM Authority, and will be guided by the National Humanitarian Assistance Standards.¹⁶ Following the event, a declaration of relief¹⁷ can be issued and provision of humanitarian assistance arranged, based on the initial damage assessment reports.
- ✓ Where the nature of the damage or loss is expected to exceed/exceeds national response capacity, the state may issue a request for international assistance¹⁸ and activate the relevant ESF group(s), as well as the statutory role of the Ministry of Foreign Affairs in coordinating international assistance¹⁹.
- ✓ The activation of national or sectoral rehabilitation and recovery processes are expected during the post-event phase.²⁰

Tier 3 Disaster Emergencies will ordinarily include Categories 3 or higher hurricanes, and other large-scale, high impact hazards. At this Tier, activities are coordinated by the DRM Authority.

The respective roles, functions and requirements involved in coordinating the response to emergencies at each tier are further outlined in the NDEP.

¹⁵ Under ss.64 and 65 of the DRM Act

¹⁶ Under s.58 of the DRM Act

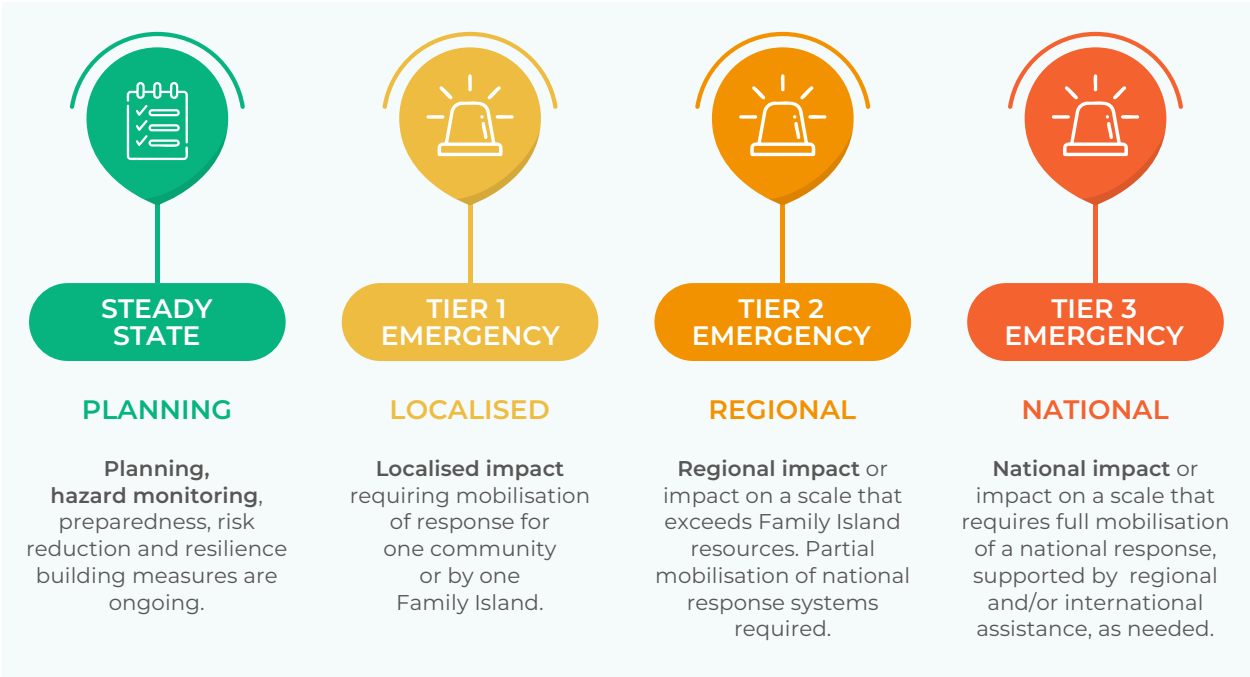
¹⁷ Under s.72 of the DRM Act

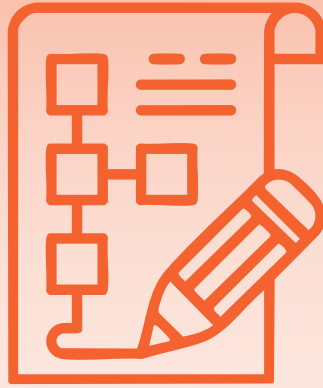
¹⁸ Under s.66 of the DRM Act

¹⁹ Under s.67 of the DRM Act

²⁰ Under s.59 of the DRM Act

FIGURE 2.1 Tiered Disaster Emergency Response System





3. NATIONAL EMERGENCY MANAGEMENT FRAMEWORK

3. NATIONAL EMERGENCY MANAGEMENT FRAMEWORK

3.1 National DRM Coordination Mechanisms

The Bahamas' DRM Act, 2022 establishes several coordination structures and systems that are designed to guide and implement national plans, protocols and standards. In addition to those named in the legislation, other institutionalised coordination mechanisms are used to ensure a joint and collaborative approach to all phases of disaster management. This section provides a guide to all existing coordination DRM mechanisms for the Commonwealth of The Bahamas.

3.1.1 Inter-Ministerial Committee on Disaster Risk Management

The Inter-Ministerial Committee on DRM is constituted under *Part IV* of the DRM Act, 2022. It is a sub-committee of Cabinet, chaired by the Prime Minister and comprised of Ministers of Government with direct DRM-related portfolio responsibilities (see Part IV, 22.1(b) of the DRM Act for a full list), including all the ministries and agencies leading or participating in Emergency Support Functions (see *Section 3.2 of Chapter 3*).

The Committee's core function is to guide the development and implementation of the National DRM Policy. It influences and monitors the implementation of sustainability and resilience-building measures laid out in the Act. The Committee is tasked with approving the plans, protocols and standards that make up the National Disaster Policy Framework. The Committee is responsible for fostering collaboration among public bodies, Administrators and the DRM Authority thereby creating a context for collaborative disaster response and recovery operations. Its role helps to ensure cohesion between the National DRM Policy and other policies and programmes of the GoBH, and to promote shared deployment of resources.

3.1.2 National Disaster Emergency Council (NDEC)

In the event of a disaster, or where there is a substantive prospect of a disaster, the Inter-Ministerial Committee on DRM then serves as the National Disaster Emergency Council²¹. The role of the Council is to work with the DRM Authority to facilitate the coordination of disaster response, rehabilitation and recovery by the GoBH. This helps to create policy level support for the operational partnerships, collaborative decision-making and unified command structures necessary for disaster operations.

²¹ See section 53 of the DRM Act, 2022.



3.1.3 The National Disaster Emergency Operations Centre (NDEOC)

The DRM Authority is empowered to establish and maintain a National Disaster Emergency Operations Centre as the headquarters for the disaster response, as per the DRM Act, Part III Section 14. The NDEOC is the operational hub of a disaster emergency response. Under a unified command system, the head of the NDEOC provides leadership for all aspects of the disaster response. This is done through a core group of command functions and supported by a network of Emergency Support Function groups, arranged into sections. These structures are described further in Section 3.2.

The NDEOC reports to the Prime Minister.

The NDEOC may be partially or fully activated. Partial activation means some ESFs may be excluded if their functions are not needed, based on the nature of the hazard or the scope of impact.

3.1.4 Emergency Support Functions (ESFs)

Emergency Support Functions (ESFs) are a network of collaborative groups that work together before, during and after a disaster event to implement key DRM-related roles and responsibilities. Each ESF is led by a public body, supported by Ministries and agencies with related functions. In some ESFs, non-government partners are included as members, based on their roles and functions. The ESF structure is explained in Section 3.2, and the core roles and responsibilities of each ESF are outlined in Chapter 4.

3.1.5 Incident Command Centre (ICC)

At the Family Island level, Administrators shall oversee disaster management activities under the direction of the DRM Authority, and may establish Incident Command Centres (ICCs) to manage the local disaster emergency response. An ICC can be constituted as a smaller and simpler version of the NDEOC and will comprise key public bodies and non-government stakeholders who have a role to play in implementing emergency response activities and the local level. An ICC can be established to:

1. Manage the coordination of a disaster emergency response process, where the nature of the disaster and level of impact are within the scope of the Administrator's capabilities and resources; or
2. Act as the local point of contact, under a national disaster response effort led at the NDEOC level/by the DRM Authority.

Public bodies may also establish institutional Incident Command Centres or Emergency Operations Centres, to lead the coordination of internal disaster response activities, under the overarching direction of the head of command at the national level.



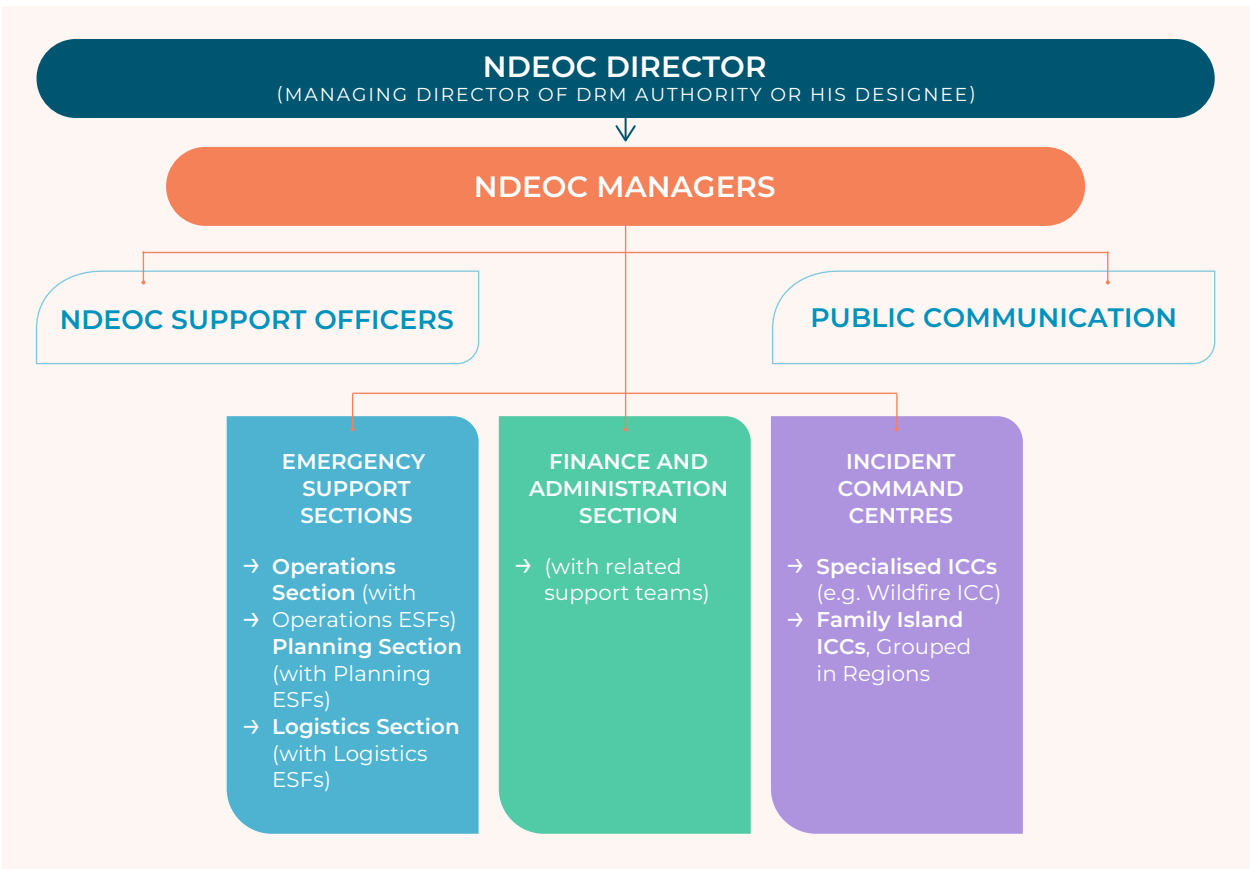
3.1.6 Disaster Risk Management Consultative Committees

At the Family Island level, DRM Consultative Committees are responsible for advising Administrators on disaster risk issues relevant to their locality (see *DRM Act Part VI, Section 34*). These Consultative Committees are appointed by the Minister responsible for DRM on the advice of the Managing Director of the DRM Authority and each Administrator. Administrators chair these Committees, which are comprised of members of their respective District Councils.

3.2 NDEOC Structure Diagram

The structure of the NDEOC is laid out in [Figure 3.2](#) and described further in the sections that follow.

FIGURE 3.2 NDEOC Framework



3.3 NDEOC Levels

The NDEOC Framework has multiple components:

- 1. Command Functions:** At the highest level of the NDEOC structure is the Managing Director of the DRM Authority, the NDEOC Director, who plays an active role in operational leadership. This ensures a high level of oversight, coordination and direction over all emergency operations. The role of NDEOC Director is supported by NDEOC Managers. Additionally, command leadership can be supported by technical and other specialists, such as a Public Information Officer or a Volunteer Liaison Officer.
- 2. Sections:** All emergency operational functions are categorized in four sections: **Operations, Planning, Logistics and Administration**. Each section is led by a Section Chief, who is ordinarily a fulltime employee of the DRM Authority.
- 3. Emergency Support Groups:** Three of these sections – Operations, Planning and Logistics – are comprised of groups of ESFs, coalescing around common functions within the disaster emergency response and recovery portfolio. This facilitates closer coordination of key functions.
- 4. Emergency Support Functions:** Represent organised collaborative work teams through which public bodies support emergency management initiatives. There are 15 ESFs addressing different core responsibilities at different points in the disaster management cycle.
- 5. Incident Command Centres:** ICCs are established at the Local Body or Family Island level and grouped geographically into different regions.

Roles and responsibilities for all levels are defined in greater detail below.

3.4 Command Positions

3.4.1 NDEOC Director

The NDEOC Director ensures that the functions of the NDEOC are well coordinated and integrated with other DRM functions. The NDEOC Director reports to the Inter-Ministerial DRM Committee and the Prime Minister (who chairs the Committee) and ensures that the systems operated by the DRM Authority are synchronized with the NDEOC. **The NDEOC Director provides:**

- Command and control of centralised emergency management functions
- Clear direction to all functions within the NDEOC
- Clear and consistent communication between the NDEOC, the Prime Minister and the Inter-Ministerial Committee on DRM
- Special communications to key stakeholders and the wider public.

- Clear directing of resources, expertise, instructions, guidance, tools and strategies across the spectrum of disaster management throughout the country, to ensure effective and efficient achievement of national goals.

3.4.2 NDEOC Support Team Members

The NDEOC may be supported by technical experts and support staff that bring key competencies to the command level. These may include the following:

Public Information Officer

The Public Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organisations. The Public Information Officer may have Assistant Public Information Officers as necessary, and the Assistant Public Information Officers may also represent assisting agencies or jurisdictions. **The following are the core responsibilities of the Public Information Officer that would generally apply during any incident:**

- Determine from the NDEOC Director if there are any limits on information release.
- Develop media releases and material for use in media briefings, secure approval and coordinate dissemination.
- Coordinate with any other Information Centres, if established.
- Arrange for tours and other interviews or briefings that may be required.
- Obtain media information that may be useful to incident planning.
- Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
- Maintain records, including compilation of news articles and Unit/Activity Log.

Volunteer Liaison Officer

Incidents generally have several volunteer organisations involved. Their efforts and activities are coordinated through the Volunteer Liaison Officer position on the Command Staff. This position is held by a member of staff of the DRM Authority, assigned to liaise with volunteers within the NDEOC. Only one Volunteer Liaison Officer will be assigned for each incident. The Liaison Officer may have Assistant Liaison Officers as necessary, and the Assistant Liaison Officers may also represent assisting agencies or jurisdictions. The Liaison Officer is the point of contact for all volunteer organisations assisting with the incident. **The following are the core responsibilities of the Volunteer Liaison Officer:**

- Maintain a list of assisting and cooperating non-state organizations and the primary point of contact for each.
- Contact point for volunteer organizations, keeping volunteer organizations supporting the incident aware of changes in incident status.

- Assist in establishing and coordinating contacts between volunteer organisations.
- Monitor incident operations to identify current or potential volunteer organisations' ability to assist or duplicate efforts.
- Maintain records of volunteer activity, including a Unit/Activity Log.

3.5 Operations Section

This section includes all ESFs that are responsible for direct disaster emergency response actions. The Operations Section therefore functions as an Emergency Support Group, under the leadership of the DRM Authority, for the following ESFs:

- **ESF 2:** Disaster Communications and Technology
- **ESF 8:** Public Health and Medical Services
- **ESF 9:** Search and Rescue
- **ESF 12:** Utilities, Water and Energy
- **ESF 13:** Public Safety and Security

In addition, this group may from time to time include Conditional ESFs, with specialist functions related to non-natural hazards. This will require a directive from the Prime Minister to expand the functions of the NDEOC beyond its mandated focus on natural hazards.

Operations Section Chief

The Operations Section Chief is a member of staff at the DRM Authority who is responsible for the management of all operations directly applicable to the primary mission, while ensuring the overall safety and welfare of all Section personnel. The Operations Section Chief activates and supervises organisational components of the response. The Operations Section Chief requests or releases resources, makes expedient changes to the incident support plans as necessary, and reports these to the NDEOC Director. The Deputy Operations Section Chief may be assigned for specific tasks (e.g. day/night operations, evacuation or contingency planning). **The core responsibilities of the Operations Section Chief therefore include:**

- Reviewing common responsibilities.
- Developing the operations support portion of the NDEOC incident support plan and completing supporting documentation, as required.
- Briefing Operations Section personnel in accordance with the NDEOC incident support plan.
- Overseeing the Operations Section support activities and ensuring the safety and welfare of all personnel.
- Establishing information requirements and reporting schedules for Planning Section ESGs/ESFs
- Determining operational needs and requesting additional resources.



- Reviewing suggested lists of resources to be released and initiating recommendations for the release of resources.
- Reporting information about special activities, events, and occurrences to the NDEOC Director.
- Maintaining a Unit/Activity Log.

3.6 Planning Section

This section includes all ESFs that are responsible for planning and recovery, guided by disaster risk information. It includes both ESFs and technical support teams related to these key functions. The Planning Section therefore functions as an Emergency Support Group, under the leadership of the DRM Authority, for the following ESFs:

- **ESF 3:** Public Works and Infrastructure
- **ESF 5:** Risk Information Management

As well as technical support teams addressing the following critical functions:



1

Situation Reporting



2

Incident Action Planning



3

GIS Management



4

Damage Assessment and Reporting

Planning Section Chief

The Planning Section Chief is a member of staff at the DRM Authority who is responsible for the collection, evaluation, dissemination and use of information about the incident and status of resources. Information is needed to:

- Understand the current situation;
- Predict the probable course of incident events;and
- Provide evidence-based guidance to direct disaster response and recovery efforts.

The Planning Section Chief is responsible for facilitating situational awareness of all the NDEOC personnel. The Planning Section Chief is also responsible for ensuring the safety and welfare of all Section personnel. **Core responsibilities include:**

- Reviewing common responsibilities.
- Collecting and processing information about the incident.
- Supervising the preparation of the NDEOC Incident Support Plan.
- Providing input to the NDEOC Director and Operations Section Chief in preparing the NDEOC Incident Support Plan.
- Tracking personnel assigned to NDEOC activation and responding personnel, as appropriate.
- Establishing information requirements and reporting schedules for Planning Section ESGs and ESFs
- Determining the need for any specialised resources in support of the incident.
- Establishing special information collection activities as necessary, e.g., weather, environmental toxins, epidemiological trends etc.
- Assembling information on alternative strategies, as requested.
- Providing periodic predictions on incident potential; updating weather/hurricane trajectory forecast etc.
- Reporting any significant changes in incident status.
- Compiling and displaying incident status information.
- Maintaining Unit/Activity Log.

3.7 Logistic Sections

This section includes all ESFs that are responsible for logistical support and includes both ESFs and technical support teams. The Logistics Section functions as an Emergency Support Group, under the leadership of the DRM Authority, for the following ESFs:

- **ESF 1:** Transportation and Evacuation
- **ESF 4:** International Assistance, Tourism, Volunteer and NGO Coordination
- **ESF 6:** Mass Care, Shelter and Welfare
- **ESF 7:** Logistics, Relief Supplies and Resource Management
- **ESF 10:** Food Security
- **ESF 11:** Agriculture, Fisheries and Animal Care

As well as technical support teams addressing the following critical functions:

- Supply Chain Management

3.7.1 Logistics Section Chief

The **Logistics Section Chief** is a member of staff at the DRM Authority who is responsible for coordinating logistics in support of NDEOC facilities, services and material, during incident operations. The Logistics Section Chief participates in the development and implementation of the NDEOC Incident Support Plan and is responsible for the safety and welfare of Logistics Section personnel. **Core responsibilities include:**

- Reviewing common Responsibilities.
- Organizing the Logistics Section.
- Assembling and briefing logistics section personnel.
- Participating in the preparation of the NDEOC Incident Support Plan.
- Coordinating and processing requests for additional resources.
- Advising on current logistics capabilities of ESGs and ESFs.
- Preparing logistical support elements of the NDEOC Incident Support Plan.
- Estimating future logistical support requirements.
- Maintaining Unit/Activity Log(s).

3.8 Finance and Administration Section

This section handles back-office/administrative support systems that are critical to the functioning of the NDEOC, including the following:

- NDEOC Administration
- Governance Coordination
- Cost Tracking
- Procurement
- Human Resources

It is an internal section of the Authority, with no assigned ESGs/ESFs.

Administration Section Chief

The **Administrative Section Chief** is a DRM Authority staff member who is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Administrative Section. **Core responsibilities include:**

- Reviewing common responsibilities.
- Managing all financial aspects of an incident.
- Providing financial and cost analysis information, as requested.



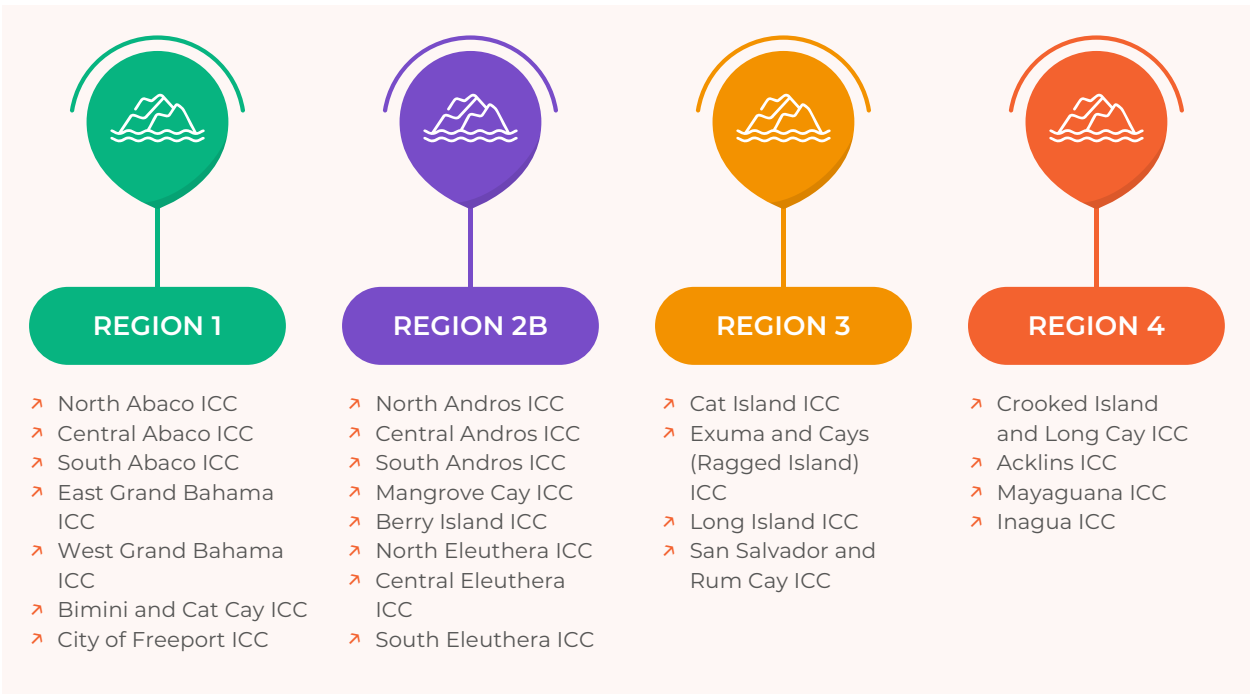
- Providing Cost Apportionment/Cost Share methodology and agreements, as necessary.
- Gathering pertinent information from briefings with responsible agencies.
- Developing an operating plan for the Administrative Section, fill supply and support needs.
- Ensuring that all personnel time records are accurately completed according to policy.
- Ensuring that all obligation documents initiated with the incident are properly prepared and completed.
- Briefing Command and General Staff personnel on all incident-related financial issues needing attention.
- Maintaining Unit/Activity Log.

3.9 ICCS Within the NDEOC

Within the fully activated NDEOC, there are Incident Command Centres within each Family Island, arranged in four regions, as set out in [Figure 3.9](#).

Incident coordination for New Providence (Region 2A) is integrated into the functions of the DRM Authority.

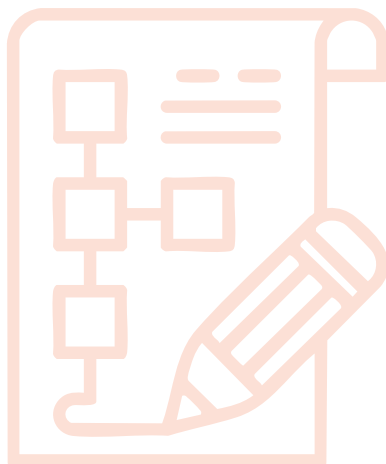
FIGURE 3.9 Family Island ICCs in Regional Groups

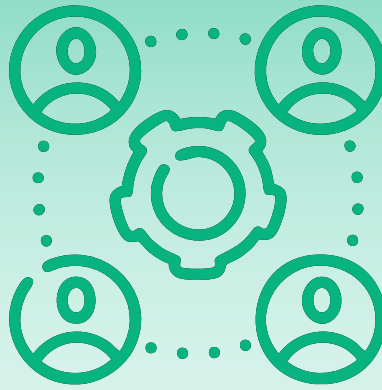


Additionally, Specialised ICCs will be formed, as needed, to coordinate response to certain hazards, based on the unique collection of functions required. These include Wildfire ICCs.

3.10 NDEOC/ESF Structure and Scalable Activation

NDEOC and ESF activation are guided by the NDEP. The structure of the NDEOC is designed using a modular, scalable concept, which allows for expansion and contraction according to the complexity of the situation. This is the principle for addressing organisational needs in events such as wildfires, floods or hurricanes in the NDEOC. The duration, scope, and scale of impacts from an incident determine the levels of command and general staff organisation mobilised for NDEOC activation. The geographic scope and location of an incident determines the number of Family Islands or Regions participating in the NDEOC.





4. ESF ROLES AND RESPONSIBILITIES

4. ESF ROLES AND RESPONSIBILITIES

4.1 Emergency Support Function 1 – Transportation & Evacuation

This ESF is jointly led by the Ministry of Energy & Transport, the Civil Aviation Authority, The Nassau Airport Development Company and the Airport Authority. Its purpose is to coordinate the transportation services, equipment and personnel used in the implementation of key response activities, including evacuations, damage surveillance and distribution of resources. In addition, it will be responsible for coordinating the restoration of land, air and sea transportation services and routes back to normalcy. Its core responsibilities include those captured in [Figure 4.1](#). A more comprehensive list of duties is included in Annex 1.

FIGURE 4.1 Core Transportation & Evacuation Functions by Emergency Phases (1 of 2)




 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<ul style="list-style-type: none"> → Review and develop ESF plans and standards. → Review transportation assets and resources and identify resource gaps for Ministry action. → Conduct training, simulations and other capacity development activities. → Catalogue public and private resources in support of transportation and evacuation needs. → Establish MOUs, standing agreements and other contractual or partnership commitments to integrate non-state. 	<ul style="list-style-type: none"> → Activate agreements with private providers. → Deploy fleet (public and private) according to needs. → Support implementation of Evacuation Orders and voluntary evacuations. → Support damage assessment surveillance. → Support search and rescue operations. → Support logistics through streamlining access to ports. → Support distribution of relief items. → Support removal of debris. → Support restoration of access to roads and ports. 	<ul style="list-style-type: none"> → Support to traffic management to facilitate rehabilitation projects. → Provide recommendations for strengthening the transportation response capacity through improved infrastructure, traffic management protocols (air, land and sea), upgrades to transportation facilities, policy changes etc. → Provide information on resource needs, including fleet management and maintenance gaps.

FIGURE 4.1 Core Transportation & Evacuation Functions by Emergency Phases (2 of 2)

 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
	<ul style="list-style-type: none"> → Restore public transportation. → Implement traffic management restrictions. 	

4.2 Emergency Support Function 2 – Disaster Communications & Technology

This ESF is co-led by the Royal Bahamas Police Force and the DRM Authority. Its purpose is to maintain communication systems and service capabilities, while supporting emergency communications through the coordinated use of technology and specialised tools and equipment. It assists the NDEOC and all ESFs to maintain internal and external emergency communication, and streamlines communication across various Family Islands, non-state groups and regional partners. Its core responsibilities include those captured in [Figure 4.2](#). A more comprehensive list of duties is included in Annex 1.

FIGURE 4.2 Core Disaster Communications & Technology Functions in Different Emergency Phases (1 of 2)







 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<ul style="list-style-type: none"> → Review and develop ESF plans and standards. → Review and develop emergency communication infrastructure, assets and resources and identify resource gaps for action by different departments. → Conduct training, simulations and other capacity development activities. 	<ul style="list-style-type: none"> → Support Disaster Risk Communication Strategy. → Assign trained personnel to emergency communication workstations in NDEOC. → Establish a contingency network of emergency communications with key partners through drones, satellite and ham radios and other emergency devices. 	<ul style="list-style-type: none"> → Make recommendations for strengthening communications networks, including the use of media and telecommunications services to support disaster rehabilitation and recovery. → Identify any upgrades to communication infrastructure needed to provide a more robust framework for disaster communications.

FIGURE 4.2 Core Disaster Communications & Technology Functions in Different Emergency Phases (2 of 2)




 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<ul style="list-style-type: none"> → Catalogue public and private resources in support of emergency communications needs. → Establish MOUs, standing agreements and other contractual or partnership commitments to integrate non-state implementers and service providers in emergency communication plans. 	<ul style="list-style-type: none"> → Assist in monitoring, supporting and restoring communication functionality across all ESFs. → Ensure effective, efficient and accessible communications among all key players (ESFs, FI Administrators, EOCs, Field/Incident Command Teams, Public Bodies, Non-Government Partners). → Ensure effective and efficient communication networks are established with essential services, including ports, telecommunications and electricity providers, health facilities etc. 	



4.3 Emergency Support Function 3 – Public Works And Infrastructure

This ESF is led by the Ministry of Works and Family Island Affairs. Its purpose is to provide engineering support to the protection and restoration of public infrastructure. It provides technical input and guidance in the evaluation, resilience strengthening and rehabilitation of key public assets and related services. Its core responsibilities include those captured in [Figure 4.3](#). A more comprehensive list of duties is included in Annex 1.

FIGURE 4.3 Core Public Works and Infrastructure Functions in Different Emergency Phases

 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<ul style="list-style-type: none"> → Review and develop ESF plans and standards. → Inspect infrastructure, assets and resources and identify areas of vulnerability to be reinforced/refurbished before each hurricane season. → Review public resources (human expertise, technological, equipment etc.) available to respond to disasters and identify any gaps to be strengthened. → Conduct training, simulations and other capacity development activities. → Negotiate and establish MOUs, standing agreements and other contractual or partnership commitments to integrate non-state implementers and service providers in emergency response plans. 	<ul style="list-style-type: none"> → Develop and implement a roster of technical experts and administrative/coordination support teams to be integrated into NDEOC functions. → Coordinate and implement debris removal. → Provide engineering support to the post-disaster assessment and restoration of infrastructure, public assets and related services. → Provide technical and logistics support to engineers and work teams deployed during the early response period, including provision of water, refreshments, portable toilets, first aid etc. → Provide progress reports of work done. 	<ul style="list-style-type: none"> → Coordinate (directly or through sub-contracts) the rehabilitation of damaged public infrastructure and the restoration of related services. → Develop key inputs for national disaster rehabilitation and recovery plans, identifying recommendations for improving the resilience of both publicly and privately owned infrastructure assets. → Identify and recommend any upgrades to infrastructure needed to improve resilience to disasters. → Identify and recommend any policy or planning changes needed to improve resilience to disasters.

4.4 Emergency Support Function 4 – International Assistance, Tourism, External Affairs, Volunteer and NGO Coordination

This ESF is led by the Ministry of Foreign Affairs. Its purpose is to coordinate international aid, NGO support and the tourism sector during emergencies. It supports communication with and the coordination and facilitation of support from external partners, including foreign governments, international agencies, humanitarian organisations and other companies and individuals. It supports the effective response of the tourism sector to disasters, and coordinates volunteers and NGOs to support national emergency management efforts. Its core responsibilities include those captured in [Figure 4.4](#). A more comprehensive list of duties is included in Annex 1.

FIGURE 4.4 Core International Assistance, Tourism, External Affairs, Volunteer and NGO Coordination Functions by Emergency Phase (1 of 2)







 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<ul style="list-style-type: none"> → Review and develop ESF plans and standards. → Review preparedness of the tourism sector, including joint protocols for the safe and efficient evacuation of tourists and ex pat groups. → Work with Non-Government Consultative Council and other representative groups to establish protocols for the seamless coordination of NGOs and volunteers during a disaster. → Prepare volunteer rosters and catalogue by skills, expertise etc. → Conduct training, simulations and other capacity development activities. → Sensitise key international humanitarian assistance partners on key 	<ul style="list-style-type: none"> → Support the activation and implementation of the National Humanitarian Assistance Standards. → Support the activation and implementation of relevant Tourism Sector Plans. → Work with FIs and the private sector to support tourism sector response and resumption of services. → Maintain contact and communications with local and international humanitarian and disaster response actors, including NGOs, members of the NGO Consultative Council, international organisations, bilateral partners, diplomatic entities, the UN, the Red Cross etc. 	<ul style="list-style-type: none"> → Provide liaison support to international disaster actors engaged in rehabilitation and recovery activities. → Make recommendations for the recovery of the tourism sector, including measures to improve resilience and reduce the timeframe for resumption of services.


FIGURE 4.4 Core International Assistance, Tourism, External Affairs, Volunteer and NGO Coordination Functions by Emergency Phase (2 of 2)

 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
considerations and guidance related to the supply of international disaster relief, including the National Humanitarian Assistance Standards.	<ul style="list-style-type: none">→ Make recommendations regarding the need for Requests for International Assistance under the DRM Act and communicate arrangements with IDR actors once issued.→ Coordinate the circulation of Requests for International Assistance among embassies, foreign missions and bilateral and multilateral partners.→ Coordinate local and international humanitarian actors and NGO partners, including through cluster-based groups.	

4.5 Emergency Support Function 5 – Risk Information Management

This ESF is led by the DRM Authority. Its purpose is to coordinate the collection, analyses, processing, and dissemination of risk and hazard data to support operations. It uses technology and artificial intelligence to enhance data-driven risk management, through predictive risk modelling, GIS mapping and other tools, and provides data analytics to support early warning, disaster risk communication and other NDEOC functions. Its core responsibilities include those captured in [Figure 4.5](#). A more comprehensive list of duties is included in Annex 1.

FIGURE 4.5 Core Risk Information Management Functions, by Emergency Phases

<div>  PREPAREDNESS </div>	<div>  RESPONSE </div>	<div>  RECOVERY & REHABILITATION </div>
<ul style="list-style-type: none"> → Review and develop ESF plans and standards. → Establish clear lines of communication with hazard monitoring entities. → Review and support the development of risk-related public education materials to strengthen disaster preparedness, response and resilience. → Develop hazard monitoring and data capture systems at the national and local levels to support effective early warning. → Conduct training, simulations and other capacity development activities. → Negotiate and establish MOUs, standing agreements and other contractual or partnership commitments to integrate non-state implementers and service providers in emergency information delivery. 	<ul style="list-style-type: none"> → Integrate hazard monitoring and other disaster risk information in NDEOC activities. → Ensure appropriate use of information technology (GIS, risk mapping etc.) to support evidence-based NDEOC decision-making and comprehensive public communication. → Coordinate the overall national effort to collect, analyse, process, synthesize, report, and display essential elements of information (EEl)s and to facilitate support for planning efforts in disaster operations. → Coordinate preparation of situation assessment reports (integrating information from Family Islands, Public Bodies and other ESFs) and disseminate critical information to key stakeholder groups. → Support risk information sharing with and among other ESFs. → Provide progress reports of work done. 	<ul style="list-style-type: none"> → Integrate disaster risk information in rehabilitation and recovery planning. → Identify strategies for the rehabilitation and improvement of national risk information and hazard monitoring systems and assets.



4.6 Emergency Support Function 6 – Mass Care, Shelter & Welfare

This ESF is led by the Department of Social Services. Its purpose is to provide emergency shelter, food and human services to displaced populations. ESF 6 is also responsible for operating a Disaster Welfare Information (DWI) system. Its core responsibilities include those captured in [Figure 4.6](#). A more comprehensive list of duties is included in Annex 1.

FIGURE 4.6 Core Mass Care, Shelter and Welfare Functions, by Emergency Response Phases (1 of 2)







 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<ul style="list-style-type: none"> → Review and develop ESF plans and standards → Work with Family Islands and Public Bodies to inspect and evaluate shelter infrastructure, assets and resources and identify areas of vulnerability to be reinforced/refurbished before each hurricane season. → Review stocks, personnel and other resources available on each Family Island to support effective shelter operations (including long term shelters in selected locations). → Work with Volunteer ESF, FIAs and NGCC to identify a corps of trained volunteers to support shelter management. → Conduct training, simulations and other capacity development activities. 	<ul style="list-style-type: none"> → Support the implementation of the National Humanitarian Standards in all ESF activities → Work with Family Islands to activate shelters and shelter management protocols → Activate pre-set agreements with non-state humanitarian actors to support shelter management and related relief distribution to families in shelters → Maintain accurate and up to date records of shelter operations - collated from shelter managers at the local level. → Support communication and information sharing between shelter management network and the NDEOC → Provide necessary added support to the most vulnerable populations. 	<ul style="list-style-type: none"> → Conduct post-closure audit and assessment of all shelter facilities (in tandem with ESF 3) and log facility rehabilitation and re-stocking requirements. → Ensure shelter rehabilitation and recovery requirements are integrated into the National Recovery Plan.



FIGURE 4.6 Core Mass Care, Shelter and Welfare Functions, by Emergency Response Phases (2 of 2)

 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<ul style="list-style-type: none"> → Negotiate and establish MOUs and standing agreements to integrate non-state partners/humanitarian organisations in shelter management and mass care, as well as to safeguard the welfare of emergency personnel. → Review and update Disaster Welfare Information System, shelter records and other databases. 	<ul style="list-style-type: none"> → Ensure that psycho-social support is provided to families in shelters. → Oversee incident response system, inspection and complaints mechanisms to ensure the protection of vulnerable persons in shelters (including GBV prevention). → Report incidents to NDEOC for action. → Provide progress reports to NDEOC. 	

4.7 Emergency Support Function 7 – Logistics, Relief Supplies & Resource Management

This ESF is led by the DRM Authority. Its purpose is to manage the supply chain of relief items and coordinate inbound and outbound logistics. It interfaces with and facilitates international disaster relief, providing streamlined, one-stop option for processing, vetting and releasing incoming disaster goods and equipment from established and new donors, matching these against national standards and population needs. Its core responsibilities include those captured in [Figure 4.7](#). A more comprehensive list of duties is included in Annex 1.

FIGURE 4.7 Core Logistics, Relief Supplies and Resource Management Functions by Emergency Phase (1 of 2)


 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<ul style="list-style-type: none"> → Review and develop ESF plans and standards → Review logistics and supply chain systems, 	<ul style="list-style-type: none"> → Integrate the National Humanitarian Assistance Standards in all ESF activities → Establish emergency 	<ul style="list-style-type: none"> → Provide logistics support to the importation (re-exportation, where necessary) of goods,

FIGURE 4.7 Core Logistics, Relief Supplies and Resource Management Functions by Emergency Phase (2 of 2)

 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<p>including systems, forms and templates used to process incoming goods, and ensure contingency measures are in place for business continuity and specialised/fast-track processes.</p> <ul style="list-style-type: none"> → Review protocols for one-stop facilities and other emergency operations at ports of entry. → Conduct training, simulations and other capacity development activities. → Sensitise key international humanitarian assistance partners on key considerations and guidance related to the supply of international disaster relief, including the National Humanitarian Assistance Standards → Develop logistics management systems to support the collection, warehousing and deployment of relief items. → Identify and make arrangements for the use of temporary facilities for use as storage and dissemination points, in the event of a major influx of relief goods. 	<p>teams at ports, to process incoming IDR.</p> <ul style="list-style-type: none"> → Maintain contact and communications regarding logistics and the processing of international relief supplies with local and international humanitarian and disaster response actors, including NGOs, members of the NGO Consultative Council, international organisations, bilateral partners, diplomatic entities, the UN, the Red Cross etc. → Make recommendations regarding the need for a Disaster Relief Order under the DRM Act and communicate arrangements with IDR actors once issued. → Process exemptions that are included in the Disaster Relief Order and facilitate the entry of disaster goods and equipment. → Facilitate the entry of approved/critical disaster relief goods, using fast-track procedures → Monitor and maintain standards, identifying and addressing specially regulated, unlawful or inappropriate goods. → Collate and report on data on the number, type and value of relief items brought in. 	<p>supplies and equipment used in disaster rehabilitation and recovery projects.</p> <ul style="list-style-type: none"> → Review warehouses and restock critical relief supplies, as needed. → Make arrangements for safe disposal of unsolicited and inappropriate goods, as needed.



4.8 Emergency Support Function 8 – Public Health & Medical Services

This ESF is led by the Ministry of Health and Wellness, and the Public Hospitals Authorities. Its purpose is to secure and provide continued access to public health, sanitation and vector services, as well as ensure access to emergency medical services. It coordinates the deployment of national medical assets to assist local communities to respond to public health and medical care needs. This includes manning the Ministry of Health’s 24-hour Alert Network. Its core responsibilities include those captured in [Figure 4.3](#). A more comprehensive list of duties is included in Annex 1.

FIGURE 4.8 Core Public Health and Medical Services Functions, by Emergency Phases (1 of 2)




<div>  <div>PREPAREDNESS</div> </div>	<div>  <div>RESPONSE</div> </div>	<div>  <div>RECOVERY & REHABILITATION</div> </div>
<div> <div>→ Review and develop ESF plans and standards.</div> <div>→ Inspect health infrastructure, assets and resources and identify areas of vulnerability to be reinforced/refurbished before each hurricane season.</div> <div>→ Recruit and train a corps of emergency health personnel and volunteers who are available and equipped to respond to medical issues during disasters and review SOPs.</div> <div>→ Conduct training, simulations and other capacity development activities.</div> <div>→ Negotiate and establish MOUs, standing agreements and other contractual or partnership commitments to integrate non-state facilities and service providers in emergency medical service delivery.</div> </div>	<div> <div>→ Deploy a roster of medical and other experts and coordination support teams to be integrated into NDEOC and/or ICC functions, as needed.</div> <div>→ Coordinate and implement rapid response hotlines and similar services.</div> <div>→ Prepare sectoral DANA reports and medical relief needs lists.</div> <div>→ Implement public health surveillance and epidemiological investigations and address any public health risks related to the disaster.</div> <div>→ Coordinate with and provide support to medical missions to ensure effective and quality coverage of emergency medical needs.</div> <div>→ Support shelters/ displaced persons with health services, as needed.</div> </div>	<div> <div>→ Guide the rehabilitation of damaged health facilities and infrastructure and the restoration of related services.</div> <div>→ Develop key inputs for national disaster rehabilitation and recovery plans, identifying recommendations for improving the resilience of both publicly and privately owned health facilities, infrastructure and assets.</div> <div>→ Identify and recommend any upgrades to health services, health policy, and public health systems to improve the population’s resilience to public health.</div> </div>

FIGURE 4.8 Core Public Health and Medical Services Functions, by Emergency Phases (2 of 2)




 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
	<ul style="list-style-type: none">→ Direct specialised medical support to vulnerable populations.→ Implement medical evacuations and oversee the evacuation of health facilities, as needed.→ Establish or support the implementation of field hospitals/clinics, ensuring quality of care→ Support the processing of inbound medical relief supplies, reviewing items for quality control and adherence to the National Humanitarian Assistance Standards.→ Provide technical guidance on disease control, treatment, prophylaxis, disinfections, and medical waste management.→ Develop (coordinating with PIO) public health information for health professionals, emergency responders, other partners and the public regarding the health and medical issues involved in the response (including panic prevention, violence prevention and psychosocial support).→ Maintain records and reports on all emergency medical and public health activities and services.	



4.9 Emergency Support Function 9 – Search And Rescue

This ESF is led by the Royal Bahamas Defence Force. Its purpose is to conduct land marine and air search and rescue operations, through a centralised command and control structure. It works in close collaboration with other partners, including coast guards, SAR teams and uniformed groups from other jurisdictions. Its core responsibilities include those captured in [Figure 4.9](#). A more comprehensive list of duties is included in Annex 1.

FIGURE 4.9 Core Search and Rescue Functions in Different Emergency Phases

 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<ul style="list-style-type: none">→ Review and develop ESF plans, SOPs and guidelines→ Inspect SAR equipment, vessels, technology, assets and resources and identify areas of vulnerability to be reinforced or upgraded before each hurricane season.→ Conduct training, simulations and other capacity development activities.→ Negotiate and establish MOUs, standing agreements and other contractual or partnership commitments (including bilateral military cooperation arrangements) to integrate partners in SAR response plans, as needed.	<ul style="list-style-type: none">→ Provide support teams to NDEOC and/or ICCs, as needed.→ Coordinate and implement SAR missions and activities, as needed.→ Provide emergency first aid and appropriate lifesaving interventions to rescued persons.→ Maintain open lines of communication with NDEOC, ICC, FIs and other ESFs regarding SAR requests.→ Provide end-of-search and situational reports, as needed.	<ul style="list-style-type: none">→ Coordinate (directly or through sub-contracts) the rehabilitation of any damaged equipment or vessels etc.



4.10 Emergency Support Function 10 – Food Security

This ESF is led by the Ministry of Agriculture and Marine Resources. Its purpose is to monitor, maintain and restore access to food, particularly among vulnerable groups. It works in close collaboration with other partners, including local NGO and humanitarian entities such as the Red Cross and the Salvation Army, as well as international organisations. Its core responsibilities include those captured in [Figure 4.10](#). A more comprehensive list of duties is included in Annex 1.

FIGURE 4.10 Core Food Security Functions in Different Emergency Phases (1 of 2)







<div>  PREPAREDNESS </div>	<div>  RESPONSE </div>	<div>  RECOVERY & REHABILITATION </div>
<div> <div>→</div> <div>Review and develop ESF plans, SOPs and guidelines, including operational plans and procedures for the organization and coordination of food security and food safety measures in the event of an emergency.</div> </div> <div> <div>→</div> <div>Inspect food-related disaster relief stores and supplies and ensure their adequacy before each hurricane season.</div> </div> <div> <div>→</div> <div>Work with FIs and local government systems to identify and strengthen food safety and security contingency measures at the local level.</div> </div> <div> <div>→</div> <div>Conduct training, simulations and other capacity development activities.</div> </div> <div> <div>→</div> <div>Negotiate and establish MOUs, standing agreements and other contractual or partnership</div> </div>	<div> <div>→</div> <div>Assess food security gaps among affected and displaced populations.</div> </div> <div> <div>→</div> <div>Coordinate with other ESFs to define food relief requirements, including among shelters and affected vulnerable communities.</div> </div> <div> <div>→</div> <div>Provide emergency food relief to evacuated and displaced persons.</div> </div> <div> <div>→</div> <div>Identify and address food safety risks (including risks related to the use of well water) that are heightened by the disaster impact.</div> </div> <div> <div>→</div> <div>Assist in the coordination of food relief NGOs, humanitarian organisations and donors, and ensure equitable distribution of food aid items.</div> </div> <div> <div>→</div> <div>Monitor incoming food-related disaster relief goods and ensure that food safety requirements are met and maintained.</div> </div>	<div> <div>→</div> <div>Make recommendations for improving food security aspects of disaster resilience across The Bahamas, with particular consideration to the special needs of vulnerable communities.</div> </div>

FIGURE 4.10 Core Food Security Functions in Different Emergency Phases (2 of 2)

 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<p>commitments (including pre-positioning procurement agreements with local warehousing and retail businesses and relief organisations) to integrate partners in food security response plans.</p>	<p>→ Collate and report on data on food relief needs and requirements as they evolve during the disaster response period.</p>	

4.11 Emergency Support Function 11 – Agriculture, Fisheries, Animal Care and Environmental Protection

This ESF is led by the Ministry of Agriculture and Marine Resources. Its purpose is to protect agricultural assets and ensure animal care during and after disasters, as well as provide rapid response to disasters affecting the health, safety and welfare of animals. This includes coordinating or implementing agricultural, veterinary and fisheries emergency response and recovery activities in pre- and post-disaster phases. Its core responsibilities include those captured in [Figure 4.11](#). A more comprehensive list of duties is included in Annex 1.

FIGURE 4.11 Core Agriculture, Fisheries, Animal Care and Environmental Protection Functions in Different Emergency Phases (1 of 2)






 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<ul style="list-style-type: none"> → Review and develop ESF plans, SOPs and guidelines → Review agricultural resources and identify areas of vulnerability before each hurricane season. → Maintain emergency stocks of animal feeds 	<ul style="list-style-type: none"> → Conduct assessments of the impact of the disaster on agricultural assets and resources, fisheries, animals and protected areas of the environment and prepare DANA reports. → Prepare a needs list for the agricultural and fisheries sectors and 	<ul style="list-style-type: none"> → Provide support for the recovery of crop, livestock and fisheries production systems. → Integrate in National Recovery Plans strategies and targets for the restoration of livelihoods and businesses within the agriculture and fisheries sectors.

FIGURE 4.11 Core Agriculture, Fisheries, Animal Care and Environmental Protection Functions in Different Emergency Phases (1 of 2)

 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<p>and other veterinary and agricultural relief supplies.</p> <ul style="list-style-type: none"> → Conduct training, simulations and other capacity development activities. → Negotiate and establish MOUs, standing agreements and other contractual or partnership commitments to integrate partners in animal safety and related emergency response plans, as needed. 	<p>make recommendations for sector-specific disaster relief.</p> <ul style="list-style-type: none"> → Support the provision of mass care to animals, as needed, including shelter arrangements and emergency feeding and medical care. → Support the circulation of public information on animal care during an emergency. → Coordinate and implement relief activities targeting agricultural and fisheries sectors, as well as environmental assets and services. → Coordinate with animal shelters and kennels to arrange evacuation and temporary shelter for affected pets. → Coordinate the collection and mass burial of animal carcasses, as needed. → Maintain open lines of communication with fishers and farmers and work with the PIO to build disaster response capacity through shared knowledge. 	<ul style="list-style-type: none"> → Acquire and distribute agricultural and marine supplies for affected farming communities. → Make recommendations and develop plans for strengthening the resilience of agriculture and fisheries sectors and protected areas. → Integrate the rehabilitation of environmental assets and resources as part of community resilience building across The Bahamas.



4.12 Emergency Support Function 12 – Utilities, Water and Energy

This ESF is jointly led by Bahamas Power and Light, and the Water and Sewerage Corporation. Its purpose is to monitor and restore critical utilities and ensure continuity of essential services. It also supports the utility-related technical and planning information that guides recovery and rehabilitation. Its core responsibilities include those captured in [Figure 4.12](#). A more comprehensive list of duties is included in Annex 1.

FIGURE 4.12 Core Utilities, Water and Energy Functions by Emergency Phases (1 of 2)







 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<ul style="list-style-type: none"> → Review and develop ESF plans, SOPs and standards → Inspect utility-related infrastructure, assets and resources and identify areas of vulnerability to be reinforced/refurbished before each hurricane season. → Review resources (human expertise, technological, equipment etc.) available to respond to disasters and emergency loss of services, including fire, wind and water damage, and identify any gaps to be strengthened. → Conduct training, simulations and other capacity development activities. → Negotiate and establish MOUs, standing agreements and other contractual or partnership commitments to integrate non-state 	<ul style="list-style-type: none"> → Develop and implement a roster of technical experts and administrative/coordination support teams to be integrated into NDEOC functions. → Monitor utility infrastructure and assets during and after the disaster event and implement measures to maintain continuity of services, where possible. → Work with Damage Assessment ESF to conduct post-disaster assessments of utilities, water and energy resources and infrastructure activities and prepare reports. → Develop project plan and schedule of response activities, based on DANA report, with a view to restoring earliest access to utilities and essential services. → Review and implement restoration of sewage 	<ul style="list-style-type: none"> → Coordinate (directly or through sub-contracts) the rehabilitation of damaged utility infrastructure and the restoration of related services. → Restore electricity and supporting infrastructure (power lines, transformers etc.) → Restore potable water supply, including removal of hazardous materials, toxic waste etc. → Make recommendations for improving the resilience of utility, water and energy infrastructure. → Develop key inputs for national disaster rehabilitation and recovery plans, identifying recommendations for improving the resilience of both publicly and privately owned utility assets.

FIGURE 4.12 Core Utilities, Water and Energy Functions by Emergency Phases (1 of 2)

 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
implementers and service providers in emergency response plans.	<p>systems, solid waste disposal and related services.</p> <ul style="list-style-type: none">→ Restore utility services and access to potable water in affected communities.→ Provide technical and logistics support to engineers and work teams deployed during the early response period, including provision of water, refreshments, portable toilets, first aid etc.→ Provide progress reports of work done.	<ul style="list-style-type: none">→ Identify and recommend any upgrades to infrastructure needed to improve resilience to disasters and overall water and energy security.→ Identify and recommend any policy or planning changes needed to improve resilience to disasters.



4.13 Emergency Support Function 13 – Public Safety and Security

This ESF is led by The Royal Bahamas Police Force and supported by the Royal Bahamas Defence Force and other organisations that play a key role in public safety during an emergency. Its purpose is to coordinate law enforcement, public order and site security. It addresses specialised public safety needs in the aftermath of a disaster event, including strategies to address the heightened risk of gender-based violence, looting and disorder, violence against children, domestic violence etc. This ESF works in tandem with any visiting security/disciplined forces who participate in the disaster response effort, either through bilateral agreements as part of the Regional Security System of the Caribbean Disaster and Emergency Management Agency (CDEMA). Its core responsibilities include those captured in [Figure 4.13](#). A more comprehensive list of duties is included in Annex 1.

FIGURE 4.13 Core Public Safety and Security Functions in Different Emergency Phases (1 of 2)







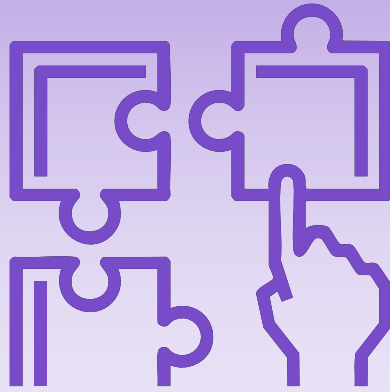
 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<ul style="list-style-type: none"> → Review and develop ESF plans, SOPs and standards. → Review public resources (human expertise, technological, equipment etc.) available to support public safety. → Work with Family Islands and Volunteer ESF to identify and train a corps of skilled volunteers to support key safety functions, including firefighting in Family Islands with limited RBPF presence. → Work with key institutions and Public Bodies to review and strengthen safety and security SOPs to be used during disaster emergencies. 	<ul style="list-style-type: none"> → Conduct key safety and security activities across all ESFs and affected Family Islands. → Ensure enforcement of laws and maintenance of public order during and after a disaster event. → Secure any incident sites for formal investigation. → Strengthen safety and security measures at shelters, relief distribution vehicles and sites, evacuation zones and other critical aspects of response activities. → Support safe evacuation, including movement of persons from jails, prisons and other high security locations. 	<ul style="list-style-type: none"> → Guide and assist in the development, implementation and monitoring of safety and security measures to support national rehabilitation and recovery plans and projects. → Ensure adequate and appropriate public safety and security measures and related resilience strategies are integrated in National Recovery Plans.

FIGURE 4.13 Core Public Safety and Security Functions in Different Emergency Phases (1 of 2)

 PREPAREDNESS	 RESPONSE	 RECOVERY & REHABILITATION
<ul style="list-style-type: none"> → Conduct training, simulations and other capacity development activities. → Negotiate and establish MOUs, standing agreements and other contractual or partnership commitments to integrate non-state implementers and service providers in disaster emergency safety and security activities. 	<ul style="list-style-type: none"> → Support safe operation of ports and other critical facilities and transportation systems in the immediate aftermath of a disaster event. → Support the securing of public infrastructure and essential services in the immediate aftermath of a disaster event. → Work in collaboration with any foreign disciplined forces engaged in the disaster response, including any representatives from CDEMA's Regional Security System. → Ensure any specialised needs of vulnerable groups are addressed in public safety strategies, including adequate attention to heightened risks of gender-based violence and violence against children. → Declare and maintain record of casualties and fatalities → Provide public safety guidance to all ESFs. → Ensure accurate and timely incident reporting and response systems are maintained during and after the disaster event. 	





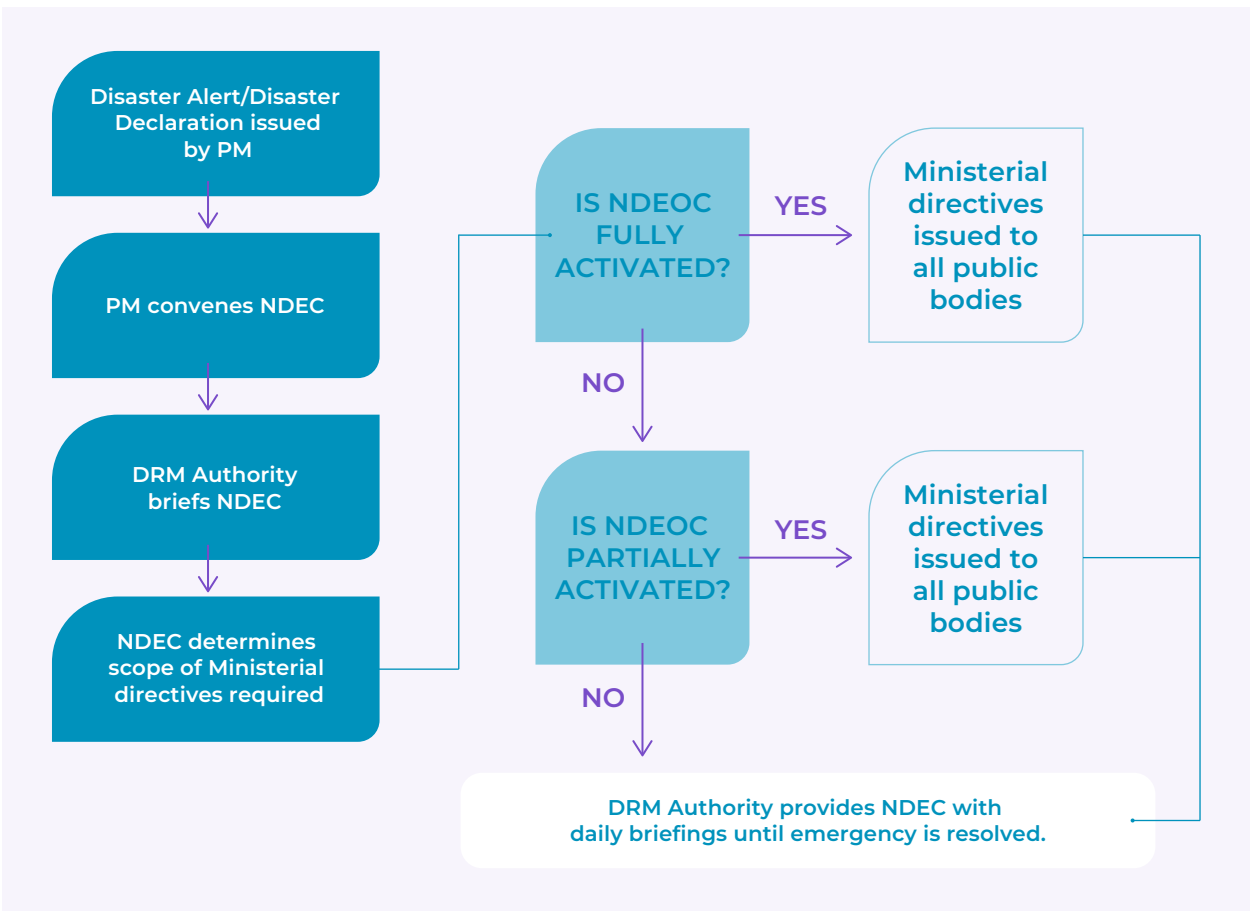
5.COORDINATION PROCEDURES AND STANDARDS

5. COORDINATION PROCEDURES AND STANDARDS

5.1 The Inter-Ministerial DRM Committee as the National Disaster Emergency Council (NDEC)

Once a Disaster Alert or Disaster Emergency Declaration has been issued, the Inter-Ministerial DRM Committee should convene as the National Disaster Emergency Council. The governing role of the Council is critical to providing oversight and support to emergency operations through the NDEOC and ESFs, which typically require quick, on-the-spot decision-making, and fast-tracked and integrated work processes. At its first convening, Ministers within the NDEC can expect to be briefed by the DRM Authority on the nature of the disaster/threat assessment, and to provide appropriate directives to their portfolio Ministries and agencies in support of response objectives. The process steps at Fig5.1A defines the expected workflow.

FIGURE 5.1 A National Disaster Emergency Council Activation and Directives Flow Chart



Depending on the nature of the emergency, NDEC Ministers determine the scope of Ministerial directives that will need to be issued. For some Ministries and agencies, the directive will represent a simple but important reminder that a Disaster Alert or Disaster Emergency Declaration places the country in an emergency mode requiring changes to established procedures and providing Ministerial support for the sectors commitment of time, efforts and resources to emergency response operations. However, for entities required to implement key processes during or immediately following a disaster, the Minister may need to formally issue Ministerial Orders suspending regulatory or policy systems, waiving fees, fast-tracking decision-making processes, etc. while the Disaster Alert/Disaster Emergency Declaration remains in force.

The DRM Authority will provide guidance to the NDEC regarding the scope of Ministerial directives and/or Orders required to support emergency response operations.

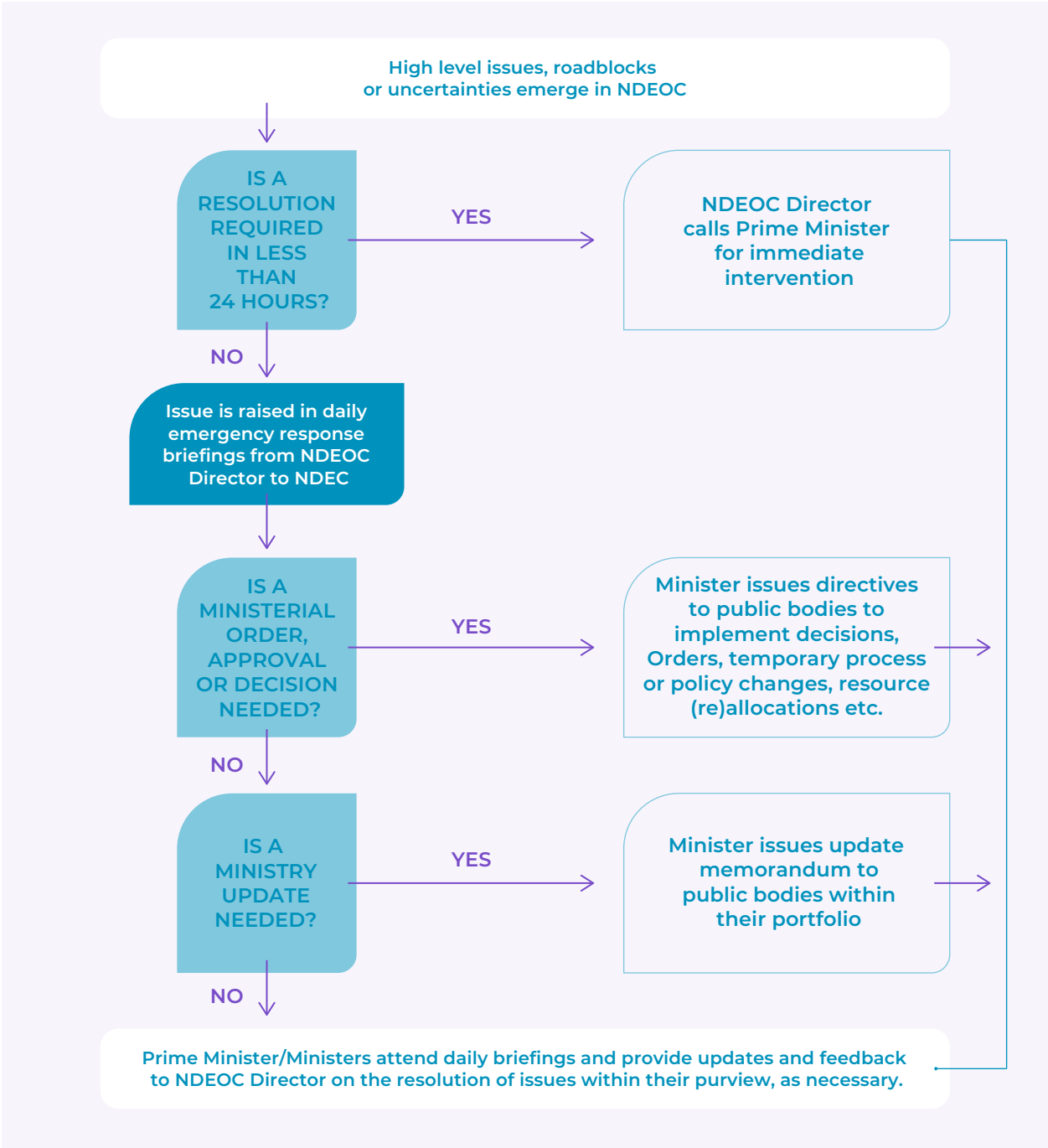
5.2 NDEC-NDEOC Communication and Decision-Making

The National Disaster Emergency Council manages policy level decisions related to emergency operations, while the NDEOC implements operations and makes decisions at that level. During the course of an emergency response, the Managing Director of the DRM Authority – acting in that capacity or as the NDEOC Director – provides daily briefings to the Council.

Through these daily briefings, the NDEOC Director will inform Ministers of any roadblocks or problems arising within their portfolio Ministries and agencies. However, where more urgent issues need to be resolved, the NDEOC Director can make immediate intervention to the Prime Minister, as the chair of the Council and the head of government. The flow chart at [Figure 5.2](#) sets out this procedure.



FIGURE 5.2 Flow of Communication for High Level/Ministerial Issue Resolution



5.3 Coordination, Communication and Decision-Making Within the NDEOC

Under the DRM Act, 2022, public bodies are required to:

- Assist the Authority in the disaster response, rehabilitation and recovery processes within the scope of their functions and jurisdiction.²²
- Designate a liaison officer to facilitate communication and coordination with the Authority.²³

These responsibilities are in part fulfilled in the assignment of personnel to ESFs and to the NDEOC. Within the NDEOC, the urgent nature of disaster emergency response decision-making and intervention means Ministry/agency representatives must have delegated authority to act on behalf of their organisation, either independently or after quick consultation with a superior and/or technical team with whom they are in constant contact.

Thus, during an emergency response, to fulfil their responsibilities under the DRM Act, public bodies should:

- ✓ Assign a high-level and/or technically competent representative.
- ✓ Activate institutional disaster plans, SOPs and contingency measures.
- ✓ Establish an institutional Emergency Operations Centre (EOC) or Incident Command Centre (ICC). Ensure technically competent personnel are included in this institutional team, and authorized to make decisions, fast-track processes, share resources etc., based on what is likely to be required during an emergency.
- ✓ Ensure that the NDEOC representative has immediate and ongoing access to the highest level of decision-making within the organisation, to facilitate any troubleshooting or decision-making that might be urgently required during the emergency response.

Where issues related to a public body's mandate arise within the NDEOC, the options for resolution will include:

- ✓ The representative on the NDEOC makes decisions, operating in delegated authority or within the scope of their job description.
- ✓ The representatives on the NDEOC confers immediately with internal technical teams within the institution's EOC and makes decisions guided by their input.
- ✓ The representative within the NDEOC confers immediately with the Ministry/agency's leadership and communicates their decisions to the NDEOC.
- ✓ If the issue cannot be resolved, the NDEOC Director refers it to the Prime Minister and/or the National Disaster Emergency Council for immediate resolution.

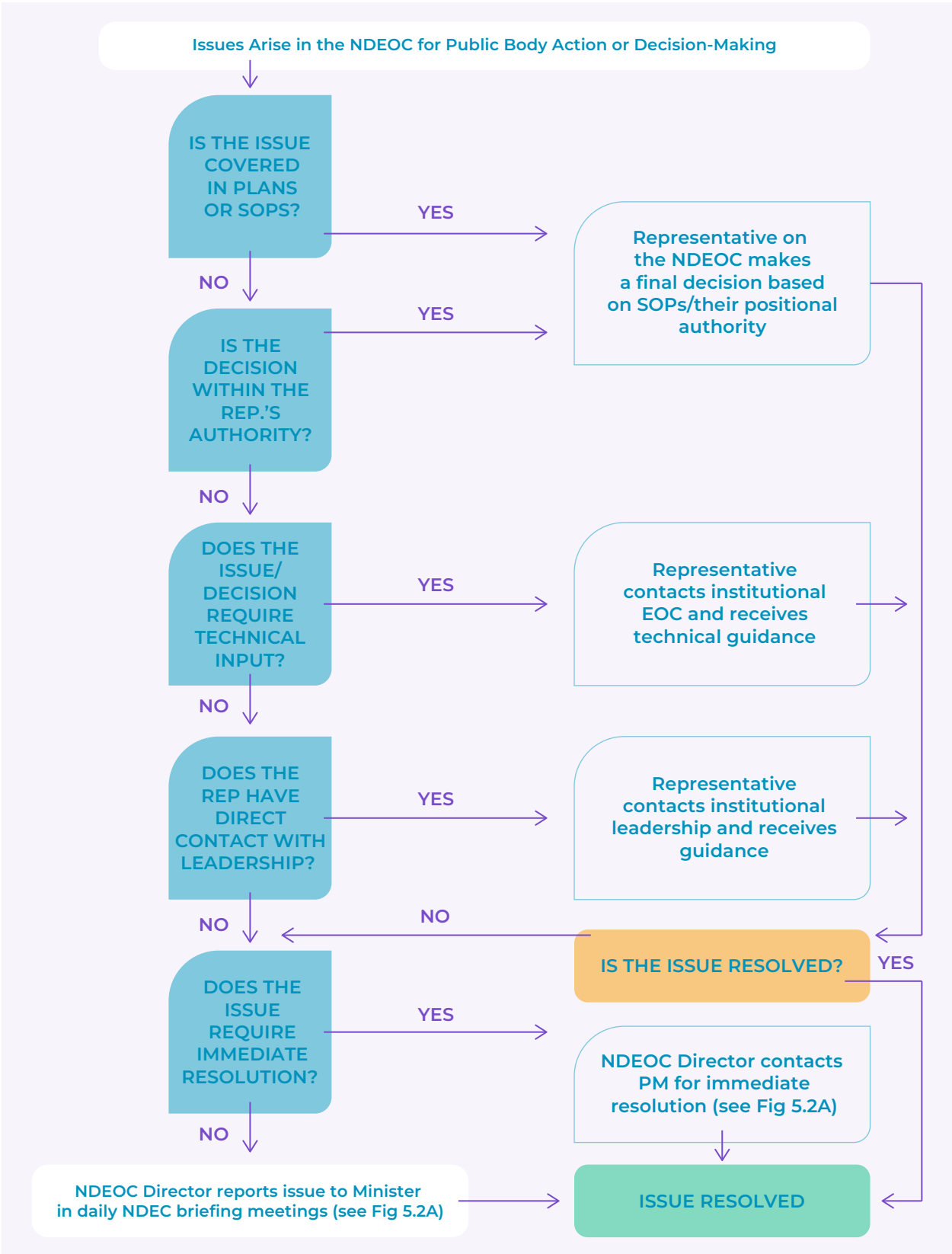
The flowchart at [Figure 5.3](#) summarises the above in a decision-making pathway.

²² DRM Act, 2022, section 38(c).

²³ DRM Act, 2022, section 45.








FIGURE 5.3 Flowchart for Resolving Public Body Issues that Arise within the NDEOC



5.4 Coordination, Communication and Decision-Making Within ESFS

Emergency Support Function teams are designed to facilitate coordinated communication and decision-making among groups of organisations, to implement actions that could not be done as efficiently or comprehensively by any one of them acting on their own. Public bodies participating in an ESF should ensure that: their representatives are duly equipped with appropriate levels of delegated authority to facilitate ease of coordinated action, particularly in the high pressure, timebound environment of an NDEOC. The checklist at [Figure 5.4](#) will assist each public or private organisation participating in the ESF to achieve this.

FIGURE 5.4 Checklist of Factors to Ensure Seamless Collaboration Among ESF Members

	Has information on institutional processes and systems been shared as comprehensively as possible with other agencies within the ESF, to facilitate joint action and decision-making?
	Have clear lines of communication been established among decision-makers at the leadership level of all organisations within the ESF, to facilitate joint action and decision-making?
	Do representatives within the ESF have sufficient technical knowledge of the types of functions that will be essential to activate during an emergency?
	Are there institutional SOPs to cover a wide range of technical or administrative issues that are likely to arise during a disaster/emergency?
	Do the representatives on the ESF have high levels of (delegated) authority within the organisation, particularly as it relates to decisions that will be necessary to support joint action during an emergency?
	Do representatives on the ESF have 24-7 access to the organisation's leadership, to facilitate urgent decision-making?
	Does the organisation have specialised procedures in place to truncate or fast-track key processes, waive fees, streamline approval requirements, suspend certain forms and implement other procedural amendments in order to facilitate joint ESF action and speedy response during an emergency?



5.5 Coordination, Communication And Decision-Making Between Fi Incident Command Centres and the DRM Authority

When a Family Island is directly affected by a disaster, emergency coordination can be implemented locally, or from the NDEOC as the command centre. This depends on several factors, including the level of impact and the scope of local response capacity. The determination, in each case, is guided by the Local Body or Family Island Disaster Emergency Plan, as well as discussions between the Administrator and the Managing Director of the DRM Authority.

Whether the Administrator is supporting an activity led by the NDEOC or leading coordination on the ground, communication with the DRM Authority remains critical. Under the DRM Act, 2022,

“(an) Administrator shall perform his duties under this Act under the direction of the Authority.”

This recognises that the technical expertise and national mandate of the Authority provide critical support to Administrators as they coordinate resources on the ground. The following protocols guide the interplay of communication and decision-making between FI ICCs and the Authority/NDEOC. They are complemented by additional details set out in the Family Island Disaster Emergency Plan, as well as in the NDEP.

Once a disaster alert or early warning notification is issued, the DRM Authority consults with the Administrator in each affected island and determines the scope of the role they will play in disaster monitoring and response. For an immediate onset disaster, discussions will surround the role of the Administrator in response, recovery and rehabilitation activities, based on the scope of damage.

5.5.1 DRM Authority-Led Coordination

Under a DRM Authority-led initiative, especially in Tier 2 or Tier 3 Disaster Emergencies, Administrators function as part of a **Unified Command System**. Their roles include:

- a. Activating the Local ICC:** The local Incident Command Centre (ICC) acts as a point of tactical collaboration that ensures alignment with the DRM Authority and national operations.
- b. Maintaining Institutional Authority while Aligning with National Goals:** Administrators retain their institutional authority but commit to shared operational goals, as set within the NDEOC or by the DRM Authority, under unified command.
- c. Situational Reporting:** Administrators are responsible for providing situational reports to the NDEOC or DRM Authority, ensuring that data on human impact, damage assessments, and resource needs are available for centralized decision-making.



- d. Liaison Duties:** Administrators serve as the key contact between local response entities and national actors such as Emergency Support Functions (ESFs) and Public Bodies.
- e. Coordinating Local Inputs:** Administrators coordinate the input of local resources, including coordinating local non-government disaster response teams, and securing linkages with contracted support services, equipment or transportation providers.
- f. Supporting Field Operations:** Administrators may be required to support field operations implemented by the DRM Authority, ESFs or approved disaster response partners. This includes administration, logistics, and coordination of response activities locally.
- g. Completing After Action Reports:** Administrators compile reports outlining actions taken, their outcomes and any lessons learnt, using templates provided by the Authority.

Thus, in this model, the FIA is a **critical node in a nationally coordinated structure**, contributing local insight and operational execution, while ensuring a seamless communication flow. Additional details regarding Administrator roles and responsibilities are provided in the Family Island Disaster Emergency Plan.

5.5.2 Administrator-Led Coordination

In localized (Tier 1) incidents where the response is within the scope of local capacity, the Administrator's roles include:

- a. Serving as Incident Commander:** The Administrator leads coordination of all local disaster response functions.
- b. Activating and Operating a Local ICC:** In these instances, the local ICC is a hub for all disaster-related decision-making and the full implementation of the Family Island Disaster Emergency Plan
- c. Directing Field Response:** This includes ensuring cohesive implementation of all field activities and coordinating with community responders, NGOs, and ESFs, where activated.
- d. Implementing SOPs and Risk Communications:** The Administrator executes local SOPs consistent with national standards and guides local communications and public engagement.
- e. Maintaining Communication with DRM Authority:** While leading locally, the Administrator remains in continuous contact with the Authority to provide updates and escalate needs, as necessary.
- f. Completing After Action Reports:** Administrators compile reports outlining actions taken, their outcomes and any lessons learnt, using templates provided by the Authority.



Thus, **under FIA-led coordination, the Administrator has full tactical control**, subject to oversight and support from the DRM Authority. In contrast, under DRM Authority-led initiatives, the FIA operates within a broader coordinated structure.

5.6 Cluster-Based Coordination

During an extensive disaster response and recovery process, the DRM Authority may utilise **cluster-based coordination to ensure cohesive implementation of activities being conducted by multiple state and non-state agencies**. This is critical to minimizing duplication of effort, while ensuring uniform access to relief benefits and rehabilitation resources. The protocols in this section are intended to guide the implementation of a cluster-based coordination system.

5.6.1 Formation of Clusters

Clusters may be formed where there is a multiplicity of humanitarian actors involved in disaster emergency response or recovery, and coordinated action would serve to reinforce the National Humanitarian Assistance Standards, preserve the rights and dignity of beneficiaries while ensuring efficient and effective implementation processes and resilient outcomes. Clusters can provide new and *ad hoc* humanitarian actors with increased knowledge, access to information and visibility, while minimizing the risks of inappropriate activities.

5.6.2 Cluster Leadership

Here clusters are formed, they may be led by non-state partners, with a counterpart GoBH point of contact. A cluster lead should be an experienced entity with an existing bilateral, multilateral or partnership-based relationship with the GoBH, as well as a commitment to the National Humanitarian Assistance Standards, or similar global models. For example, where there are a multiplicity of health-related interventions, a non-government health cluster may be led by the Pan-American Health Organisation, while the Ministry of Health acts as their GoBH counterpart, as well as the lead of the related ESF.

Cluster leadership plays a critical role in:

- ✓ Facilitating ease of communication between the GoBH and other entities providing disaster response or recovery services in that sector.
- ✓ Sharing information on the national standards, regulations and requirements that inform and influence how activities are conducted within that sector.
- ✓ Identifying any undue bureaucracy or barrier to the full functionality of cluster members and making representation to the GoBH to remove those obstacles.
- ✓ Promoting and facilitating joint actions, shared resources and coordinated technical processes among cluster members.
- ✓ Promoting adherence to national standards and requirements, including the National Humanitarian Assistance Standards.



- ✓ Providing reports to the GoBH on cluster-related activities and maintaining records, as required by the DRM Authority.

5.6.3 Role of ESFs

ESFs play a significant coordination role and can provide a designated GoBH hub around which cluster activities are centralised. This is useful where the activities of a cluster and the mandate of an ESF overlap, such as in the areas of health or mass care. The DRM Authority may assign ESF Leads to act as a liaison between a cluster and the GoBH, ensuring that there is adequate and appropriate coordination and that national policies and standards are observed.

5.6.4 Role of the NGO Consultative Council

Where cluster members are local and international NGOs, the NGO Consultative Council provides a key point of contact and assists in representing their interests at the highest levels of government. In addition to promoting public-private partnerships, the Council can assist humanitarian organisations to:

- ✓ Engage in appropriate levels of community engagement and participation.
- ✓ Ensure vulnerable groups are adequately addressed in disaster response and recovery activities.
- ✓ Implement the National Humanitarian Assistance Standards and other people-centred policies of the GoBH.

5.6.5 Inter-Cluster Coordination

Where clusters are formed by the intervention of the DRM Authority, the Authority shall convene meetings among cluster leaders to review progress, address emerging issues and ensure cohesion with national goals for response, recovery and rehabilitation efforts. Through these and other measures, clusters will be encouraged to coordinate their activities to ensure maximum impact and resource distribution.

5.6.6 Monitoring and Accountability

The DRM Authority shall establish monitoring programmes for clusters, including:

- a. Monthly monitoring meetings with Cluster Leads.
- b. Joint development of cluster plans and performance targets, to guide activities.
- c. Use of reporting templates to track cluster activities and related outcomes.



- d. Establishment of complaints mechanisms to ensure any issues arising at the community/beneficiary level are duly identified and addressed.
- e. Representation of cluster-related concerns in national recovery planning and monitoring discussions.





6. NDCP MAINTENANCE AND TESTING

6. NDCP MAINTENANCE AND TESTING

This NDCP shall be updated by the DRM Authority, as required by the DRM Act, on an annual basis.²⁴ The timeframe for updating shall be as follows:

- **Annually, by February 28th in each year.**
- **After the occurrence of a severe or unusual disaster.**

The DRM Authority shall test the NDCP or components of it in annual simulation exercises.

In preparing any changes to the NDCP, the DRM Authority shall have regard to lessons learned from preceding disaster events and simulation activities and shall provide an opportunity for state and non-state partners, including representatives of the Non-Government Consultative Council, to make recommendations based on their experiences.

The DRM Authority shall maintain a log of changes made to the NDCP, outlining:

- Scope and type of amendment
- Date on which the amendment was made
- Rationale for the amendment

The revised NDCP, along with an amendment report highlighting key changes, shall be circulated to all entities participating in its implementation and housed on the website of the DRM Authority.



²⁴ See section 9(2) of the DRM Act, 2022.



