

Comprehensive Disaster Management (CDM)

Policy and Strategy
2016-2020

Grenada
September 2015



Comprehensive Disaster Management Policy and Strategy 2016-2020

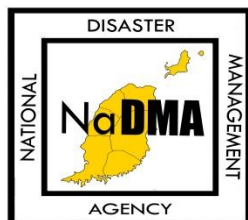
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EXECUTIVE SUMMARY

COUNTRY VULNERABILITY: 2014 marked the 10th anniversary of the passage of Hurricane Ivan and its devastation of Grenada. Hurricane Ivan was followed eleven months later by Hurricane Emily, which while not as powerful a storm inflicted widespread flooding. These two natural phenomena occurring so close after almost fifty years since the last hurricane were a clear demonstration of the vulnerability of Grenada and the human impact that flows from disasters. Moreover, the aftermath of the hurricanes demonstrated the economic impact of disasters, as the highly valuable nutmeg sector is yet to reach pre-Ivan levels.

Grenada is not vulnerable to just natural disasters such as hurricanes, flooding, landslips, and volcanic activity. The effects of human activities such as ill-planned industrial and housing developments and unsustainable agricultural practices, including “slash and burn”. Moreover, climate change creates its own vulnerabilities and can also intensify the potential adverse impact of natural phenomena.

In the period 1990 to 2006, four natural disasters impacted Grenada, affecting an estimated 62,000 persons and inflicting total damage of some US\$900,000,000.00.

COUNTRY BACKGROUND: The State of Grenada is made up an archipelago of six islands of which three; Grenada, Carriacou and Petite Martinique are permanently inhabited. It has a total area of 334 sq. km. Grenada, the largest island, is 18 km wide and 34 km long, with a coastline of approximately 121 km. Carriacou is 34 sq. km and Petite Martinique is 2.37 sq. km. The population on the three islands is estimated at 110,000, with some 5,000 on Carriacou and 900 on Petite Martinique. More than 40% of the population lives in urban settings concentrated in coastal areas, with a projected 60% in vulnerable areas by 2050 (UNDESA, 2003).

COMPREHENSIVE DISASTER MANAGEMENT: This policy gives expression to the concept of CDM, which seeks manage all hazards through all phases of the disaster management cycle – prevention and mitigation, preparedness, response, recovery and rehabilitation.

VISION: The vision for CDM in Grenada is “*A resilient nation empowered to manage all disaster risks*”. It is based on the principles of people centeredness, equity, inclusiveness, volunteerism and collaboration.

OBJECTIVES: The CDM policy is based on the guidelines developed by the Caribbean Disaster Emergency Management Agency taking into account relevant local conditions. It is designed to accomplish six objectives:

1. Promoting a national culture CDM
2. Enhancing the Enabling Environment for CDM.
3. Improving Disaster Risk Management.
4. Building Robust Disaster Resilience.
5. Mainstreaming CDM in all areas of national planning and development

6. Strengthening Partnerships for CDM.

BASELINE SITUATION AND CHALLENGES: Grenada has a formal disaster management system made up of laws, regulations and institutions. However, the system displays a number of weaknesses related to general system design, specific organisation design, resource constraints, legal and regulatory instruments, enforcement, prioritization of disaster management at various levels of the national community, public awareness and ownership.

CRITICAL SUCCESS FACTORS: A robust CDM framework in Grenada requires a high degree of political commitment and leadership and strong commitment at the community level. It also requires processes to mobilise resources in the face of the severe economic constraints faced by the country and the required investments for upgrading infrastructure and systems.

LIST OF ABBREVIATIONS

| | |
|------------|------------------------------------------------------------------------------------------|
| CARICOM | Caribbean Community |
| CBO | Community Based Organization |
| CCA | Climate Change Adaptation |
| CDEMA | Caribbean Disaster Emergency Management Agency |
| CDB | Caribbean Development Bank |
| CDM | Comprehensive Disaster Management |
| CU | Coordinating Unit |
| DANA/LA | Damage and Needs Assessment/Loss Assessment |
| DRM | Disaster Risk Management |
| DRR | Disaster Risk Reduction |
| DVRP | Disaster Vulnerability Reduction Project |
| EIA | Environmental Impact Assessment |
| EU | European Union |
| EWS | Early Warning System |
| GDP | Gross Domestic Product |
| GFDRR | Global Facility for Disaster Reduction and Recovery |
| GPRS | Grenada Poverty Reduction Strategy |
| GUT | Grenada Union of Teachers |
| HF | High Frequency |
| HFA | Hyogo Framework for Action |
| HIV/AIDS | Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome |
| IAGDO | Inter Agency Group of Development Organizations |
| IFS | Integrated Financing Strategy |
| JICA | Japan International Cooperation Agency |
| MBIA | Maurice Bishop International Airport |
| MoF | Ministry of Finance |
| MWAG | Media Workers Association of Grenada |
| NAWASA | National Water and Sewerage Authority |
| NAP | National Action Programme |
| NaDMA | National Disaster Management Agency |
| NaDMAC | National Disaster Management Advisory Council |
| NDMP | National Disaster Management Plan |
| NEAC | National Emergency Advisory Council |
| NEWLO | New Life Organization |
| NDO | National Disaster Organization |
| NGO | Non Governmental Organization |
| NSDI | National Spatial Data Infrastructure |
| NTRC | National Telecommunications Regulatory Commission |
| ODPM | Office of Disaster Preparedness and Management, Trinidad and Tobago |
| OECS | Organization of Eastern Caribbean States |
| RGPF | Royal Grenada Police Force |
| SOPs | Standard Operating Procedures |
| TAMCC | TA Marryshow Community College |
| UHF | Ultra High Frequency |
| UNCCD | United Nations Convention to Combat Desertification |
| UNDP | United Nations Development Program |
| UNDESA | United Nations Department of Economic and Social Affairs |
| UNISDR | United Nations Office for Disaster Risk Reduction |
| USAID OFDA | United States Agency for International Development Office of Foreign Disaster Assistance |
| US | United States |
| UWI | University of the West Indies |
| VHF | Very High Frequency |
| VRA | Vulnerability and Risk Assessment |

GLOSSARY OF TERMS

CAPACITY DEVELOPMENT: The process by which people, organizations and society systematically stimulate and develop their capacities over time to achieve social and economic goals, including through improvement of knowledge, skills, systems, and institutions (UNISDR 2009).

COMPREHENSIVE DISASTER MANAGEMENT: The management of all hazards through all phases of the disaster management cycle – prevention and mitigation, preparedness, response, recovery and rehabilitation – by all peoples – public and private sectors, all segments of civil society and the general population in hazard prone areas. CDM involves risk management and integration of vulnerability assessment into the development planning process (CDERA, 2001 and 2006).

CDM APPROACH: A seamless set of activities and interventions from preparation to mitigation, planning to prediction and response to recovery. Every activity is directed towards a never ending quest for disaster resilience. It is an on-going process by which governments, businesses, and civil society in CDEMA Participating States plan for and reduce the impact of disasters, react during and immediately following a disaster, and take steps to recover after a disaster has occurred (Chase, 2012).

CLIMATE CHANGE: Change observed in the climate on a global, regional or sub-regional scale caused by natural processes and/or human activity. Climate change adaptation is an adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities.

CONTINGENCY PLANNING: A management process that analyses specific potential events or emerging situations that might threaten society or the environment and establishes arrangements in advance to enable timely, effective and appropriate responses to such events and situations (UNISDR 2009).

COPING CAPACITY: The ability of people, organizations and systems, using available skills and resources, to face and manage adverse conditions, emergencies or disasters (UNISDR 2009).

DISASTER: A serious disruption of the functioning of a community or a society, causing widespread human, material, economic or environmental losses that exceed the ability of the affected community/society to cope using only its own resources. Disasters are often classified according to their cause (natural or manmade) (UNISDR 2009).

DISASTER RISK: The potential disaster losses, in lives, health status, livelihoods, assets and services, which could occur to a particular community or a society over some specified future time period (UNISDR 2009).

DISASTER RISK MANAGEMENT (DRM): The systematic process of using administrative decisions, organization, operational skills and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters. This comprises all forms of activities, including structural and non-structural measures to avoid (prevention) or to limit (mitigation and preparedness) adverse effects of hazards (UNISDR 2009).

DISASTER RISK REDUCTION (DRR): Activities to minimize vulnerabilities and disaster risks throughout a society, to avoid (prevention) or to limit (mitigation and preparedness) the adverse impacts of hazards, within the broad context of sustainable development. DRR involves: (i) Risk awareness and assessment; (2) Knowledge development; (3) Public commitment and

institutional frameworks; (4) application of multitude of measures, (5) Early warning systems, preparedness measures and reaction capacities (UNISDR 2009).

EARLY WARNING SYSTEM: The set of capacities needed to generate and disseminate timely and meaningful warning information to enable individuals, communities and organizations threatened by a hazard to prepare and to act appropriately and in sufficient time to reduce the possibility of harm or loss (UNISDR 2009).

HAZARD: A potentially damaging physical event, phenomenon and or human activity, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation (UNISDR 2009).

NATURAL HAZARD: Natural processes or phenomena occurring in the biosphere that may constitute a damaging event (UNISDR 2009).

LAND-USE PLANNING: The process undertaken by public authorities to identify, evaluate and decide on different options for the use of land, including consideration of long term economic, social and environmental objectives and the implications for different communities and interest groups, and the subsequent formulation and promulgation of plans that describe the permitted or acceptable uses (UNISDR 2009).

RECOVERY: The restoration, and improvement where appropriate, of facilities, livelihoods and living conditions of disaster-affected communities, including efforts to reduce disaster risk factors.

RESILIENCE: The ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions (UNISDR 2009).

RESPONSE: The provision of emergency services and public assistance during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected (UNISDR 2009).

RISK: The probability of harmful consequences, or expected loss (of lives, people injured, property, livelihoods, economic activity disrupted or environment damage) resulting from interactions between natural or human induced hazards and vulnerable conditions. Conventionally, risk is expressed by the equation $Risk = Hazard \times Vulnerability$ (UNISDR 2009).

SUSTAINABLE DEVELOPMENT: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs (UNISDR 2009).

VULNERABILITY: The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard (UNISDR 2009).

1.0 Introduction

1.1 Background

2014 marked the tenth anniversary of the passage of Hurricane Ivan. Ivan's passage after fifty years since Hurricane Janet in 1955, and then Hurricane Emily in 2005, underlined the vulnerability of Grenada to natural disasters. Total damage as a result of Hurricane Ivan was estimated at 200 per cent of GDP with the devastation of the country's two main economic sectors, agriculture and tourism. The human impact was demonstrated by the fact that 90 per cent of the country's houses were damaged with 30 per cent of them total destroyed; only two of the country's primary and secondary schools were operational after the passage of the storm. Notably, Hurricane Ivan also destroyed the national emergency operations centre. Ten years later, neither of the two main crops, nutmeg and cocoa, has reached pre-hurricane levels and several of the tourism and hospitality properties have not been re-built.

While the passage of these two hurricanes demonstrated vulnerability to hurricanes, Grenada is also vulnerable to other natural disasters namely, flooding, landslides, volcanic eruptions, earthquakes. Moreover, the reality of climate change increases both the likelihood and severity of the country's vulnerability to natural disasters. The effects of climate change on Grenada as on many of the Caribbean SIDS are already noticeable. One such impact is occurrence of extreme weather events, such as uncharacteristic droughts, which exacerbates other environmental problems such as land degradation and loss of critical forest areas due to the increased incidence of fires.¹

Moreover, with the quest for economic development and ensuring that immediate human needs are met, compromises are often made concerning the environment in areas such as land use, human settlement, industrial development and agricultural practices.

All of these issues present challenges for the sustainability of the quality life of the people of Grenada, Carriacou and Petite Martinique and require that robust mechanisms be put in place to ensure the resilience of the country in the face of both natural and manmade disasters. The National Comprehensive Disaster Management (CDM) Policy and Strategy provides the people of Grenada with such a framework. It recognises the vulnerability of Grenada as a small island developing state and is a paradigm shift from reactive disaster management, to a proactive, inclusive and nationally-driven approach that stimulates and empowers individual and institutional responsibility.

The Policy addresses all hazards to which Grenada is reasonably at risk and its fundamental objective is to protect and enhance the quality of life of the people of Grenada, Carriacou and Petite Martinique. The Policy pays particular attention the vulnerable in Grenada society. The policy will provide wide-ranging guidance for the delivery of disaster risk management (DRM) services at the national, district and community levels, and serve as the principal instrument for strengthening capacities for managing hazards and resultant risks.

¹ UNEP, National Environmental Summary: Grenada (2010), p.4

The CDM Policy and Strategy addresses each phase in the disaster cycle: prevention, mitigation, response, recovery and rehabilitation. The Policy also takes into account the risks inherent in climate change and incorporates, the principles and practices of climate change adaptation (CCA) where appropriate.

This policy complements, and is consistent with a number of Grenada's national policy objectives and statements as well as with regional and international commitments related to disaster management and climate change in particular:

- The Growth and Poverty Reduction Strategy (2014-2018)
- National Environmental Management Policy and Strategy 2005
- Grenada National Climate Change Policy and Action Plan 2007-2011
- The National Hazard Mitigation Policy 2003 and Strategic Plan 2006
- The National Water Policy (Draft) 2007
- The National Gender Policy
- The National Physical Development Plan 2003
- Grenada National HIV/AIDS Strategic Plan 2009-2015
- The National Strategic Plan for Health 2007-2011
- The United Nations Framework Convention on Climate Change (UNFCCC) and the Kyoto Protocol
- The Hyogo Framework for Action (HFA),²
- St. George's Declaration of Principles for Environmental Sustainability
- The Cartagena Convention
- Mauritius Strategy for the further implementation of the Barbados Programme of Action for sustainable development of SIDS

The Policy has been developed with financial support from the Caribbean Disaster Emergency Agency (CDEMA) Coordinating Unit (CU)³ and is based on the model framework developed by CDEMA. It is designed to enhance the enabling environment for integrated risk management, with concomitant positive outcomes for economic growth, sustainable livelihoods, and human health and wellbeing.

Resilience underpins any approach to securing and sustaining human development. At its core, resilience is about ensuring that state, community and global institutions work to empower and protect people [UNDP, 2014].

² The HFA details a pragmatic, nationally led agenda for disaster management globally for the period 2005-2015. It pursues implementation of five strategic priorities focused on mainstreaming DRR; risk identification and early warning system; public awareness, education and innovation; risk reduction and preparedness and response.

³ Supported through the Harmonized Implementation Programme Phase 1, which is supported by the Australian Agency for International Development (AusAID) and the Canadian International Development Agency (CIDA).

2.0 The National Context: Defining Characteristics and Trends

2.1 Country Profile

The State of Grenada is made up an archipelago of six islands of which three, Grenada, Carriacou and Petite Martinique, are permanently inhabited. The country is the southernmost windward island in the Eastern Caribbean, situated approximately 100 miles north of Venezuela and 90 miles southwest of Barbados. It is located at 12.1° North Latitude and 61.4° West Longitude. It has a total area of 334 sq. km. Grenada, the largest island, is 18 km wide and 34 km long, with a coastline of approximately 121 km. and is divided into seven parishes, with 17 disaster management districts. Carriacou is 34 sq. km and Petite Martinique is 2.37 sq. km.

The population on the three islands is estimated at 110,000, with some 5,000 on Carriacou and 900 on Petite Martinique. More than 40% of the population lives in urban settings concentrated in coastal areas, with a projected 60% occupancy in these vulnerable areas by 2050 (UNDESA, 2003).

Although Grenada ranks 79th on the Human Development Index (UNDP, 2014), is classified as a middle income country and has been graduated from several multilateral and bilateral technical assistance facilities, other indicators demonstrate systemic social and economic vulnerability, which could be easily exacerbated by disaster. The 2008 country poverty report showed poverty and indigent levels of 37.7% and 2.4% respectively and vulnerability to poverty at more than 17%. (Kairi, 2008). All indications are that these numbers have worsened over the last seven years as a consequence of the international financial crisis of 2008 and other factors.

Grenada is a small, open economy that is extremely vulnerable to high impact hazards and changes in the global economic landscape. Important economic sectors include agriculture, tourism, educational services and light manufacturing. Analysis of the Gross Domestic Product (GDP) from 2000 to 2012 showed an almost consistent reduction. During the pre-Ivan period, 2000 to 2005, GDP growth averaged about 5.5% per annum compared to a reduction of 0.4% per annum during 2006-2012 (Antoine, 2014). This substandard performance of the economy was influenced heavily by the debilitating impacts of Hurricanes Ivan (2004) and Emily (2005), and global factors including the oil spike in 2007 followed by the financial crisis which commenced in 2008. Grenada's debt to GDP ratio increased from 47.5% to 95.7%, an average increase of 8% per annum. Total public debt in 2013 was EC\$ 2.41 billion, equivalent to 107% of the GDP (MoF, 2014). A three-year structural reform programme is now in place as part of a medium term plan to revitalize economic activity.

2.2 Hazards, Vulnerabilities and Risks

All of Grenada's natural resources are concentrated in the biophysical environment - including forest, wetlands, aquatic and marine ecosystems – and are especially vulnerable to natural and manmade disasters. Further, from a geophysical perspective however, the island is predisposed to land and other types of environmental degradation due mainly to its steep slopes,⁴ highly erodible soils and low soil water holding capacity (Land Use Division, 2013).

⁴ 69.3% of slopes greater than 20° on mainland Grenada.

Grenada is extremely vulnerable to a range of hydrometeorological, geological and biological hazards. The Global Facility for Disaster Reduction and Recovery (GFDRR) rates Grenada 45 of 96 countries globally that are considered at relatively high mortality risk from multiple hazards, based on population size (GFDRR, 2010). During the last three decades (1980-2010), 62,860 persons in Grenada were affected by natural hazards, with economic damages valued at US\$ 899.8 million (UNISDR, 2014).

The passage of Hurricane Ivan in 2004 played a major role in increasing the burden of disasters on the State's resources. It claimed 28 lives, and resulted in damages estimated at EC\$ 2.4 billion, equivalent to 200% of GDP. Approximately five years later, the El-Nino influenced drought which occurred during 2009-2010, led to economic losses in the cropping subsector amounting to EC\$ 1.742 million (ECLAC, 2004; MoA, 2012)

The recent experiences with hydrometeorological hazards such as Hurricane Ivan and the increased incidence of infectious diseases have emphasized the State's vulnerability. The following are important socio-cultural issues of concern that heighten the nation's susceptibility to critical hazards.

- Unsustainable land management practices, including inappropriate land use change, and land development in vulnerable locations, such as along steep slopes, river banks and coastal areas. While all assets are prone to negative impacts in the latter areas, informal settlements are at greatest risk due to inadequate engineering and planning, aggravated by high exposure to hazard events (GRDRR, 2010; Roberts, 2012).
- Significant incidence of informal land tenure arrangements, particularly among poor and displaced individuals. This situation was brought to the forefront post Hurricane Ivan (2004), and seriously constrained allocation of financial resources from the international donor community in rebuilding homes and lives, hindering effective recovery.
- Inadequate engineering designs of building structures
- Insufficient adoption of DRR practices in the prime economic sectors and at the community level.
- Increased travel and trade resulting in heightened transmission of pathogenic organisms, with negative implications for the agriculture sector and human health.

2.3 Climate Change and Disaster Risks

Climate change and disaster risk are closely connected. More extreme events in the future are likely to increase the magnitude of disasters with negative implications for national development. Importantly, changes in climate also worsen communities' vulnerability to natural hazards, particularly through ecosystem degradation, reduction in water and food availability, and changes to livelihoods (UNISDR, 2008). Poorer communities and people are most likely to be disproportionately affected as a result of these linkages, due to inherent vulnerabilities, and comparatively lower capacities for risk reduction.

Climate change adaptation is therefore critical, and must be a part of any long-term effort to DRR. In fact, existing methods and tools of DRR provide powerful capacities for adaptation to climate change (UNISDR, 2008). The corollary is also true; adaptation to climate change contributes to effective DRR. Maximizing opportunities for synergies in CCA and CDM is therefore highly encouraged, particularly within resource-limited economies, like Grenada. While a CDM Policy and Strategy by itself will not achieve all of the desired adaptation required, fostering where feasible CCA measures as part of a CDM approach is absolutely necessary, and is consistent with the underlying philosophy of other important national policies.

3.0 Existing CDM Framework and Enabling Environment

3.1 Structure

The National Disaster Management Plan (NDMP) 2011 represents the overarching framework for CDM in Grenada and the CDM Policy and Strategy is meant to strengthen and supplement the NDMP. The NDMP sets out the structure and operating procedures for addressing CDM through a coordinated approach, ensuring human security and safety.

The National Disaster Management Advisory Council (NaDMAC) – NaDMAC is the main policy and strategy coordinating body in Grenada’s disaster management structure. The Prime Minister chairs NaDMAC. Its role is to ensure effective functioning of all aspects of the national disaster management system and includes the development of disaster management policy.

National Network – The disaster management network is made up of 13 National Committees and 17 District Disaster Management Committees. The 13 national committees are chaired by Permanent Secretaries or Heads of Departments, and 17 District Disaster Management Committees are chaired by a volunteer Coordinator drawn from the respective district. Other critical members associated with the national network include the Grenada Red Cross, the Chief Meteorological Officer and the Commissioner of Police.

The National Disaster Management Agency (NaDMA) – NaDMA is the principal entity responsible for CDM in Grenada. It comprises. The work of the NaDMA is implemented through its secretariat, the National Disaster Office (NDO). The NDO is headed by a co-ordinator and has an established staff of three persons – the Coordinator, the Deputy Co-ordinator and a Technical Officer. These three positions are on the public service establishment. In addition to its regular staff, at present the NDO has ten contract staff. NaDMA, although called an agency is a department of a government ministry, albeit the Ministry of the Prime Ministers Office. The Coordinator does not have a direct report to the political directorate but reports through a permanent secretary. This particular position is one that has a myriad of wide ranging functions reporting into it, including national security,

The NDMP specifies that each Government Agencies and Ministries is responsible for designing business continuity and emergency management plans to safeguard the delivery of services to the population and provide security for the respective organization’s human resources and other physical assets. The NDMP also suggests roles and guidance for the private sector, NGOs and civil society organisations in the event of a disaster.

3.2 Assessment of Current Framework

The formal design of the disaster management structures as set out in the NDMP represents a reasonable alignment and is fairly consistent with its operational context, including the size of the country and the resources available. Operationally, however, the system is inadequate.

Mindset – For many, including key players in CDM, disaster preparedness and disaster management is still viewed in a reactive manner. It is often weighed against what is seen as more pressing demands for attention, especially in light of the economic challenges and the resulting human and social development priorities. Moreover, even in some critical government agencies, disaster preparedness and disaster management is often not seen as a core function and is seen as an add-on to other key responsibilities.

Mission Focus - The NDMP makes provision for CDM, however, the system appears to be oriented to disaster preparedness and response based on the routine operations at the national level and makes no provision for the development of sectoral or district DRR or DRM plans.

While action and progress has been made in all of the key areas of CDM, the functioning of the NaDMA and the provision of CDM at the national level is compromised by a number of factors including inter alia:

- Inadequate policy and legislative support;
- Limited mainstreaming of DRR in national development planning;
- Insufficient capacities for hazard mapping, vulnerability and risk assessment and early warning systems; and to a lesser extent
- Capacity constraints for preparedness and response mechanisms.

Coordination – By definition CDM requires multiagency collaboration and coordination. The Grenada system is not conducive to delivering the required level of coordination. It is to be expected that certain core CDM components will be dispersed across different government agencies and departments; however, in the case of Grenada two observations can be made. First, the dispersion of functions appears excessive. Second, the positioning of CDM functions within their respective ministries and departments does not always reflect the importance of CDM and does not contribute to mission effectiveness.

Status of NaDMA – As noted, NaDMA carries the designation of “agency” but in law is a department of a ministry. This limits the autonomy of NaDMA in development of policy and strategy and the delivery of its functions; these factors are further aggravated by insufficient human and financial resources.

Available Resources – Grenada, like many other countries in the Caribbean, is experiencing financial constraints, which limits the country’s ability to allocate resources in the quantities required for optimal delivery of services. This is a challenge in many areas of national life and is not restricted to CDM. NDO, the Physical Planning Union and several other agencies have limited human, financial and technological resources to address their responsibilities.

Deployment of Resources – In addition to the constraints of limited resources, the current CDM system in Grenada could benefit from a more efficient deployment and organisation of the available resources. It should be further determined whether it is necessary at the national level

to have thirteen committees, which conduct their work separately, even while they often have common membership. For both public officers as well as private sector and other stakeholders, balance regular responsibilities with multiple meetings is a challenge and results in suboptimal outcomes. Attention should be paid to a possible rationalization and reorganization of the deployment of resources. The review at the national level should also be mirrored at the district level. Further, the Terms of Reference⁵ in some cases are inconsistent with available human and financial capital at the disposal of the committees, seriously affecting delivery of expected outputs. Notwithstanding the foregoing, for the most part there is a good level of commitment exists among members of the various entities in the system.

Technology Usage – Constraints in human and other resources could be mitigated by more effective use of technology. For example, one clear deficiency of the national CDM system is the absence of a database of critical information. Such a database will not only be an excellent tool for support research and knowledge management but would also significantly improve the level of interaction among the different nodes of the CDM system and could improve efficiency and effectiveness of meetings.

Civil Society Mobilisation – The strategic alliance of a number of Non-State Actors in the delivery of disaster management services must be saluted, cognizant that these institutions are effectively enshrined in the national culture of preparedness and response

Public Education and Public Awareness – A critical part of an effective CDM system must be continuous public education and public awareness based on principles of knowledge-attitudes-behaviour. Understandably, as a result of the resource constraints, Grenada does not have a robust PE/PA programme (and probably does not have the capacity to develop and execute such a programme). It is also questionable whether the importance of such a programme is adequately appreciated.

⁵ Example in the case of the National Shelter Management Committee.

| Strengths | Weaknesses |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Policy, legislative and institutional frameworks</p> <ul style="list-style-type: none"> ▪ Vulnerability reduction prioritized in Government’s macro-economic policy. ▪ Renaming of the National Emergency Relief Organization (NERO) to NaDMA reflect its new mandate for CDM. ▪ Approved Hazard Mitigation Policy and Plan developed and in place. ▪ Operational structures for CDM instituted at all administrative levels. <p>Hazard mapping, VRA and EWS</p> <ul style="list-style-type: none"> ▪ Capacities for implementing the Safe Hospital Index developed by PAHO. ▪ Collaborative mechanisms in place to monitor various hazards (hydrometeorological, geological,⁶ pest and epidemics). ▪ Capacity for vulnerability assessment exists through the Grenada Red Cross Society. ▪ Satisfactory dissemination of early warning information. <p>Risk reduction</p> <ul style="list-style-type: none"> ▪ CDM integrated to some extent in the primary and secondary school’s curriculum. ▪ Synergistic national and sectoral policies and legislative instruments complement CDM (e.g. the National Environmental Policy and Management Strategy, Climate Change Policy and Action plan, National Water Policy, Physical Planning and Development Control Act, and the National Physical Development Plan. <p>Preparedness and response</p> <ul style="list-style-type: none"> ▪ Well-established preparedness and response mechanisms. <ul style="list-style-type: none"> ▪ Functioning District Disaster Committees ▪ Effective communication within the response mechanism ▪ Decentralization of some services ▪ EOC Stock increased (Buildings/infrastructure) | <p>Policy, Legislative and institutional frameworks</p> <ul style="list-style-type: none"> ▪ Insufficient political commitment to CDM. ▪ Sub-optimum system design ▪ Overstretched human resources ▪ Inconsistent terms of reference for national committees. ▪ Inadequately functioning district disaster committees, fueled by low incentives for volunteers. ▪ Inadequate strategic working relationship between health care, environmental health, natural resource management and custom professionals. <p>Hazard mapping, VRA and EWS</p> <ul style="list-style-type: none"> ▪ Limited availability of hazard maps, and Unavailability of multi-hazard risk studies ▪ Low capacities for hazard mapping and VRA ▪ Non-existent standardized methodology ▪ Inadequate capacity to utilize modern technologies. ▪ Inadequate data and information system to inform CDM. ▪ Low capacity for hazard monitoring at the community level. ▪ Lack of early warning mechanisms ▪ Unregulated dissemination of hazard-related information (e.g. social media sites and FM radio stations). ▪ Risk assessment limited to the impact of climate change on coastal assets, predominantly in prime tourism areas <p>Risk reduction</p> <ul style="list-style-type: none"> ▪ Unsystematic approach to DRR integration into land use planning and management. ▪ Low integration of DRM concepts in the teacher education programme. ▪ Disproportionate emphasis on disaster preparedness and response. ▪ Inadequate budgetary provisions for CDM. ▪ Little or no sectoral CDM plans. <p>Early Warning Systems</p> <ul style="list-style-type: none"> ▪ Inadequate communication mechanisms ▪ Low availability of community/district DRM plans. ▪ Inadequate focus on risk assessments ▪ Inadequate institutional and community based EWS. <p>Risk Reduction</p> <ul style="list-style-type: none"> ▪ Low research capacity for DRR ▪ Limited integration of DRR measures into post disaster recovery and rehabilitation programmes and projects. <p>Preparedness and Response</p> <ul style="list-style-type: none"> ▪ Lack of a standardize methodology for conducting damage and needs assessment (DANA), coupled with outdated baseline datasets. ▪ Inadequate development and testing of preparedness plans at sectoral, district and community levels. ▪ Limited approved preparedness, response and business continuity plans within the private sector. ▪ Limited human and material resources to support search and rescue operations. |
| <p>⁶ Not landslides.</p> | <p>8</p> |

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Opportunities</p> <ul style="list-style-type: none"> ▪ Model CDM legislation provides the basis for developing national instruments. ▪ Predicted impacts of climate change creates potential for more funding. ▪ Innovative financing mechanisms for climate change adaption offers new opportunities for CDM. ▪ Existing multi-lateral and bilateral arrangements with regional governments and institutions offers potential for capacity building and technology transfer. ▪ Access to financing for risk assessment and reduction through the Regional Disaster Vulnerability project (World Bank and CIF). ▪ Regional tertiary institutions offer Master level degree programme in DRM. ▪ | <p>Threats</p> <ul style="list-style-type: none"> ▪ Reduced donor financing. ▪ Global economic crisis. ▪ Changing Government administration. ▪ Migration of Skills ▪ Increased, accelerated incidence and risk associated with the spread of infectious vector borne diseases. |
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3.3 Conclusion

As the State of Grenada repositions itself to limit the impacts of hazards on the lives of its people, adoption of the CDM approach that integrates climate risks is an imperative. While the NDMP has set the tone for DRM for a number of years, clearly, this is insufficient. Pursuing effective CDM necessities therefore an overarching policy supported by the necessary legislative and regulatory framework. Elaboration of the National CDM Policy and Strategy as elucidated in this document constitutes therefore an important first step in advancing the nation along an augmented path of resilience, with multiple benefits for all facets of society.

4.0 POLICY STATEMENT

4.1 Vision

The Comprehensive Disaster Management vision is: *A resilient nation empowered to manage all disaster risks.*

The fundamental purpose of this policy is to protect and enhance the quality of life of the people of Grenada by supporting resilience in the face of disasters and sustaining growth pathways that allows for economic and financial resilience, sustainable livelihoods, food and nutrition security, improved health and wellbeing of each Grenadian..

This vision is consistent with the Government's goal of transitioning to the *New Economy*; the principles enshrined in the *Social Compact: A Partnership for the Sustainable Development of Grenada for the Benefit of all its People*; the philosophy of inclusion and equity as articulated in several Government policy statements including the GPRS, and the Country Work Programme 2015-2019. It recognizes the responsibility of each member of the population in reducing vulnerabilities, and advancing a culture of resilience at the community level. It views every Grenadian as a valuable, critical team player in building this new, resilient nation. It commits to galvanizing support at all levels, including grassroots, public and private sector organizations, civil society organizations, research and academic institutions, natural resources users, householders, youths and children to become active, and responsible players in implementing the principles of CDM. This participatory, trans-disciplinary approach is especially important within the context of the emerging hazards that cross professional disciplines.

Policy makers, at all levels, commit to champion CDM, and provide leadership for its implementation. It is envisioned that CDM will become a primary component of the political agenda, and be ably supported by dedicated resources from the multiple sources, including the national budget.

CDM is positioned as an imperative for sustainable development. It is viewed by the Government and people of Grenada as a cross-cutting necessity that cannot be omitted from development planning. This new approach to risk management is regarded as an investment which creates significant returns in the short, medium and long-term. In fact, CDM establishes a key pillar for sustainable development and attainment of important indicators of improved quality of life. Mainstreaming the principles and practices of CDM in every sector of society is therefore a necessary and important strategic action for national resilience building.

Empowerment, through capacity building and public awareness and education are fundamental to attaining the competencies and skills required to implement the strategic priorities of the CDM Policy and Strategy. This necessitates the development of new, and strengthening of existing partnerships at national, regional and international levels to generate the types of capacities needed for operationalizing CDM. As part of this vision, building social capital to address development challenges is therefore critical. Each member of the State will be sufficiently

educated on the various aspects of CDM based on their responsibilities, to allow for seamless compliance with recommended best practices for DRR and DRM.

This vision recognizes the importance of innovation as critical aspects of CDM for Grenada to attain planned risk reduction targets. .

The CDM takes into consideration the potential impact of climate changes and leverages the opportunities in CCA programmes and strategies to support disaster management.

4.2 Guiding Principles

The development of the CDM Policy and Strategy was and the implementation of the CDM Policy and Strategy will be guided by the following principles:

- **People centered:** The CDM Policy and Strategy recognizes the value of protecting the lives and livelihoods of our people as the fundamental reason for fostering improved resilience.
- **Equity and Inclusiveness:** The CDM recognizes the inherent and immutable value of every citizen and resident of Grenada; it is sensitive to gender differences, uniqueness and strengths; appreciates the needs of different population groups in the country and recognises the special responsibilities to and prioritizes the needs of vulnerable groups
- **Volunteerism:** the Government and People of Grenada believe that a strong volunteer system is central to successful CDM at the district level. Therefore integrating incentives and award mechanisms to encourage voluntary commitment is at the heart of this policy and strategy.
- **Collaboration with all stakeholders:** The Policy and Strategy recognises all citizens and residents of Grenada as key stakeholders in CDM and that there are significant national and community assets, which can be mobilized in support of CDM and the importance of collaboration in pursuit of disaster resilience.

4.3 Key Success Factors

The success of the CDM Policy and Strategy will be enhanced by the following factors:

- **Political commitment:** Explicit and implicit commitment by political leaders demonstrated by proactive policies in all related areas, which are consistent with CDM and mainstreaming CDM in policy development.
- **Synergies with climate change:** Recognizing and taking on board CCA in the CDM Policy and Strategy is critical as the nation forges ahead to build resilience to all hazard events, including climate effects.
- **Accountability:** Effective integration of the values of accountability throughout the National Disaster Management Organization and all partnering institutions is central to effective CDM.

- **Mainstreaming risk and disaster management.** Building strong national, regional and international multistakeholder platforms and networks to mobilise and maximize available resources.
- **Prioritization of risk reduction:** Realization of the outcomes of the CDM Policy necessitates an ideological and behavioural shift from reactive emergency response and relief to proactive DRR at all stages in the disaster cycle.
- **Cross-disciplinary management:** As the nation faces the realities of an aggressive upsurge in the incidence and virulence of infectious diseases, particularly vector-borne infectious, a *new approach to management is needed. The new dispensation demands the engagement of atypical, trans-disciplinary skills and competencies to more effectively develop solutions for disease control and management.

5.0 STRATEGY

5.1 Goal

The goal of this strategy is the resilience of Grenada and its people.

5.1.1 Objectives

The objective of the CDM strategy is to provide a holistic framework for the management of all hazards and disaster risks through:

1. **Promoting a National Culture of CDM** - Improve the public's knowledge and understanding of natural hazard issues in order to obtain broad-based public support for and participation in the mitigation of natural hazard risks and empower local community groups to undertake natural hazard mitigation measures and proactive disaster management at all levels in the society by mobilising national and community assets, improving public awareness and empowering communities to own disaster preparedness and management.
2. **Enhancing the Enabling Environment for CDM** - Critical to the successful implementation of CDM at the national level is a well-articulated policy and legislative framework that provides the requisite authority for long term, sustained integrated risk management. Similarly, strong institutions with clear directives, responsibilities and coordinating mechanisms are considered indispensable for successful. This Strategy addresses gaps in the enabling environment for CDM at the national and district levels.
3. **Improving Disaster Risk Management** - Hazard mapping and risk assessment forms the foundation of risk management decision making through provision of information indispensable to understanding the nature of a community and/or sector's risk. Moreover, this technique fosters a comprehensive approach for development and implementation of effective risk reduction policies and interventions, a necessary and important component of resilience building.
 - a. People-centred early warning systems (EWS) empower communities to prepare for, and proactively confront the likely impacts of hazards, thus reducing injuries, loss of life and damage to property and the natural environment.
 - b. DRM will also be improved through the strengthening of the systems for improving and securing the safety of housing, business structures and other critical infrastructure reducing loss of life and livelihoods, and the costs of recovery.
4. **Building Robust Disaster Resilience.** Disaster risk reduction is an investment in a nation's future; it pays. Undoubtedly, it is one of the most effective approaches to reducing the negative impacts of disaster risks. This Strategy therefore outlines the priority areas for preventing and/or mitigating the adverse effects of hazards on national economic growth, livelihoods, human health

and ecological systems. It serves dual functions: Reduction of vulnerabilities and risks and beginning the process of CCA.

5. **Mainstreaming CDM.** Within the context of a pending hazard impact, what makes the difference between the resultant impacts is the extent to which exposed communities are capable of acting in a timely manner that saves lives and other important forms of capital. This Strategy improves existing capacities for preparedness and responses, while integrating mechanisms for sustainable development during the recovery and rehabilitation phases.
6. **Strengthening Partnerships for CDM.** Expand and strengthen partnerships for vulnerability and risk reduction, including recovery and rehabilitation at national, regional and international levels.

5.2 Objective 1 – National Culture of CDM

SO 1.1 Strategic Outcome 1.1: Members of the national community have a common understanding of CDM and its importance and are aware of their personal responsibility

Outputs

- 1.1.1 A comprehensive public awareness and public education programme on CDM and CCA
- 1.1.2 Leadership in the business community, leadership in community-based organisations, grassroots organisations, faith-based organisations, farmers' organisations and other civil society bodies have a determined minimum understanding of CDM and the role that they and their constituents can play in the process

SO 1.2 Strategic Outcome 1.2: CDM and CCA integrated into the education and training system

Outputs

- 1.2.1 Review the primary, secondary and tertiary curriculum in collaboration with the Ministry of Education, and integrate the concepts of CDM and CCA as needed.
- 1.2.2 Training material for teachers and other instructors on CDM and CCA
- 1.2.3 A cadre of teachers and other instructors familiar with CDM and CCA methods
- 1.2.4 Training material on CDM and CCA suitable to the various stages of the education system
- 1.2.5 Advocate for the inclusion of DRM/CDM/CCA in the regional education curriculum.

SO 1.3 Strategic Outcome 1.3: National community empowered to adopt behaviours consistent with integrated risk management.

Outputs

- 1.3.1 An inventory of national and community assets available for CDM
- 1.3.2 Increased capacity of civil society organizations to mainstream integrated risk management into their programmatic areas.

SO 1.4 Strategic Outcome 1.4: CDM Championed by Political and Other National Leaders

Outputs

- 1.4.1 Roles of champions at various levels in the national community identified
- 1.4.2 Communication models and guidelines for champions developed
- 1.4.3 Periodic briefings for CDM champions

5.3 Objective 2 – A Robust Enabling Environment for CDM

S0 2.1 Strategic Outcome 2.1: Audit of the CDM Framework.

Outputs

- 2.1.1 A gap analysis of policy and legislative instruments identifying weaknesses, inconsistencies and any other factors, which may compromise CDM.
- 2.1.2 An assessment of the structure and functioning of the CDM system in light of policy objectives, good operational and comparative practice and identify gaps to efficiency and effectiveness and propose recommendations to close gaps.

S0 2.2 Strategic Outcome 2.2: A consistent and mutually reinforcing body of legislation to support CDM

Outputs

- 2.2.1 Review and update national legislative and regulatory frameworks to augment capacity for risk reduction from all hazards and disaster risks
- 2.2.2 Develop and implement National Land, Sea and air space policies, including allied strategic plans and legislative instruments to foster effective zoning, regulation of use, and vulnerability reduction
- 2.2.3 Develop and enact CDM legislative and enforcement instruments based on CDEMA model legislation

S0 2.3 Strategic Outcome 2.3: District disaster management network optimally structured and resourced, including active involvement with community-based organisations and other civil society organisations

Outputs

- 2.3.1 Conduct a needs assessment for more effective district disaster management
- 2.3.2 Based on the results of the needs assessment develop and implement a programme to enhance district and community level disaster management
- 2.3.3 Design community emergency response and evacuation plans

5.4 Objective 3 – Improving Risk Management

S0 3.1 Strategic Outcome 3.1: Strengthen capacities for EWS for all hazards, benchmarked against established and comparable good practice.

Outputs

- 3.1.1 Multi-hazard maps for the entire country
- 3.1.2 Vulnerability and risk assessments (VRAs)
- 3.1.3 National EWS upgraded and expanded for all hazards to allow for more effective monitoring, forecasting, and timely broadcasting of information to end users
- 3.1.4 Audit of national agrometereological, hydrology and meteorology services systems and procedures and plan of action improvement for quality assurance and improved efficiency in service delivery
- 3.1.5 A system for effective the dissemination and communication of early warning information at the national and community levels

S0 3.2 Strategic Outcome 3.2: An accessible, user-friendly knowledge management and information- sharing platform for CDM.

Outputs

- 3.2.1 Augmented national expertise in geo-informatics and other appropriate technologies to allow for the efficient collection, storage, analysis and dissemination of CDM related information to end users
- 3.2.2 National standards for data collection and storage that are harmonious to the CDM database using a participatory approach
- 3.2.3 Comprehensive electronic database that securely stores all data and information relating to CDM, including hazard events, maps, vulnerability and risk information with the capability for effective dissemination to all stakeholders

SO 3.3 Strategic Outcome 3.3: Protection of critical facilities and infrastructure

Outputs

- 3.3.1 Inventory of critical facilities and infrastructure with appropriate vulnerability assessments
- 3.3.2 Develop priorities for protecting critical facilities and infrastructure, including retrofit critical facilities
- 3.3.3 Establish business continuity partnerships with utilities
- 3.3.4 Conduct annual preparedness assessments of critical infrastructure and facilities

SO 3.4 Strategic Outcome 3.4: Securing the safety of housing and other buildings

Outputs

- 3.3.1 Review the building code
- 3.3.2 Conduct detailed audit of the building approval process, including regulations, human resources and enforcement
- 3.3.3 Develop a programme address deficits in the system

5.5 Objective 4 – Increased National Disaster Resilience

SO 4.1 Strategic Outcome 4.1: Climate change adaptation mainstreamed into CDM.

Outputs

- 4.1.1 Groups most vulnerable to the effects of climate change mapped
- 4.1.2 Climate change adaptation issues scoped and stakeholder analysis conducted

SO 4.2 Strategic Outcome 4.2: Increased compliance with codes and standards for vulnerability reduction

Outputs

- 4.2.1 Improved human resource and technical capacity of the Physical Planning Unit (PPU) and other relevant agencies to enforce the National Building Code and other development planning legislative instruments

SO 4.3 Strategic Outcome 4.3: Developing robust disaster preparedness plans at all levels

Outputs

- 4.3.1 Develop models for sectoral, business and family disaster preparedness plans that are consistent with the national disaster management plan
- 4.3.2 In partnership with business support organisations publicise and conduct training in application of preparedness plans for the private sector
- 4.3.3 In partnership with community-based organisations, non-governmental organisations, faith-based organisations and grassroots organisations publicise and conduct training in the application of preparedness plans for families and households

5.6 Objective 5: CDM Mainstreamed in National Planning and Development

SO 5.1 Strategic Outcome 5.1: Strategic Analysis of national development policy priorities

Outputs

- 5.1.1 A gap analysis of the DDR/CCA elements of development such as health, human development, settlements, agriculture, manufacturing, tourism, prioritise deficiencies and prepare a management action plan to close gaps
- 5.1.2 Advocacy programme for increased awareness at political and policy levels

SO 5.2 Strategic Outcome 5.2: Comprehensive risk assessment guidelines

Outputs

- 5.2.1 Uniform comprehensive risk assessment guidelines
- 5.2.2 Frameworks to facilitate linkages of comprehensive risk assessments with planning processes

SO 5.3 Strategic Outcome 5.3: CDM integrated into national planning and development processes

Outputs

- 5.2.1 A comprehensive matrix of the inter-linkages between CDM and CCA on the one hand and their implications for the development process on the other, including industrial and agricultural development, health and human services, etc.
- 5.2.2 Training material, including induction and continuing education on integrating CDM and CCA into national planning processes

- 5.2.3 Training programmes for relevant personnel in relevant government ministries and agencies and in the private sector trained to integrate CDM in planning processes.
- 5.2.4 Effective system of collaboration and information sharing systems among relevant institutions in the national planning process.

SO 5.4 Strategic Outcome 5.4: Developing consistent methodological approaches for damage and needs Assessments

Outputs

- 5.3.1 Review methodological approaches used by various sectors for the conduct of DANA
- 5.3.2 Design improved and standardized tool for DANA to allow for consistency in information management
- 5.3.3 Development materials and conduct training in use of tools

5.7 Objective 6: Strengthened Partnerships for CDM and CCA

SO 6.1 Strategic Outcome 6.1: Strong Multistakeholder Platforms to Support National CDM

Outputs

- 6.1.1 Memoranda of understanding with private sector organisations articulating partnerships for CDM, identifying roles, areas of collaboration and assistance
- 6.1.2 Memoranda of understanding with civil society organisations articulating partnerships for CDM, identifying roles, areas of collaboration and assistance
- 6.1.3 Annual symposia of partners to review functioning of national CDM partnerships and to increase strength of partnerships

SO 6.2 Strategic Outcome 6.2: Technical and Financial Resource Mobilization

Outputs

- 6.2.1 Improved national processes to identify opportunities for resource mobilisation, including improved communication between local focal points for bilateral and multilateral donor agencies
- 6.2.2 Improved capacity of stakeholders in CDM and CCA to prepare project proposals to access technical and financial assistance for CDM interventions at the national and community levels

- 6.2.3 New and/or strengthen alliances with regional and international territories and DRM networks to improve access to best practices, technical support and financing

5.8 Strategy Summary

Table 1: Summary of CDM Strategy

| Strategic Objectives | Outcomes | Outputs |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.0 A national culture of CDM | 1.1 Members of the national community have a common understanding of CDM and its importance and are aware of their personal responsibility | 1.1.1 A comprehensive public awareness and public education programme on CDM and CCA 1.1.2 National leadership in sectors of society have a determined minimum understanding of CDM and the role that they and their constituents can play in the process |
| | 1.2 CDM integrated into the education and training system | 1.2.1 Scope for inclusion in curriculum identified 1.2.2 Training material for teachers and other instructors on CDM and CCA 1.2.3 A cadre of teachers and other instructors familiar with CDM and CCA methods 1.2.4 Training material on CDM and CCA suitable to the various stages of the education system |
| | 1.3 National community empowered to adopt behaviours consistent with integrated risk management | 1.3.1 An inventory of national and community assets available for CDM 1.3.2 Increased capacity of civil society organizations to mainstream integrated risk management into their programmes |
| | 1.4 CDM Championed by Political and Other National Leader | 1.4.1 Roles of champions at various levels in the national community identified 1.4.2 Communication models and guidelines for champions |

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| Strategic Objectives | Outcomes | Outputs |
|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | developed 1.4.3 Periodic briefings for CDM champions |
| 2.0 A robust enabling environment, including a strong institutional framework for CDM | 2.1 Audit of the CDM Framework | 2.1.1 A gap analysis of policy and legislative instruments 2.1.2 An assessment of the structure and functioning of the CDM system in light of policy objectives, good operational and comparative practice and identify gaps to efficiency and effectiveness and propose recommendations to close gaps |
| | 2.2 A consistent and mutually reinforcing body of legislation to support CDM | 2.2.1 Revised and updated legislative and regulatory instruments in keeping with order of priority based on CDEMA model legislation and using CEDMA guidelines for application 2.2.2 Improved enforcement of legal and regulatory instruments |
| | 2.3 District disaster management network optimally structured and resourced, including active involvement with community-based organisations and other civil society organisations | 2.3.1 Needs assessment for a more effective district disaster management system conducted 2.3.2 Based on results of needs assessment develop and implement programme to enhance district and community-level disaster management developed 2.3.3 Emergency response and evacuation plans for all communities developed |
| 3.0 Improved national capacity for disaster risk management | 3.1 Strengthen capacities for EWS for all hazards, benchmarked against established and comparable good practice. | 3.1.1 Increased human resource capacity for guiding the processes of DRR 3.1.2 Multi-hazard maps for the entire country developed 3.1.3 Vulnerability and risk assessments (VRAs) conducted 3.1.4 National EWS upgraded and expanded for all hazards |

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| Strategic Objectives | Outcomes | Outputs |
|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | 3.1.5 A system for effective the dissemination and communication of early warning information at the national and community levels established |
| | 3.2 An accessible, user-friendly knowledge management and information-sharing platform for CDM. | 3.2.1 National standards for data collection and storage developed and maintained 3.2.2 A comprehensive electronic database that securely stores all data and information relating to CDM developed and maintained |
| | 3.3 Protection of critical facilities and infrastructure | 3.3.1 Inventory of critical facilities and infrastructure with appropriate vulnerability assessments conducted 3.3.2 Hardening facilities and infrastructure 3.3.3 Business continuity and resilience enhanced |
| | 3.4 Securing the safety of housing and other buildings | 3.4.1 Improved processes for protecting the safety of buildings 3.4.2 Improved capacity to design and build residential and other structures better able to withstand disasters |
| 4.0 Increased national disaster resilience and business continuity. | 4.1 Climate change adaptation mainstreamed into CDM | 4.1.1 Groups most vulnerable to the effects of climate change mapped 4.1.2 Climate change adaptation issues scoped and stakeholder analysis conducted 4.1.3 Plan of action to reduce transboundary pollution of the marine ecosystem |
| | 4.2 Increased compliance with codes and standards for vulnerability reduction | 4.2.1 Improved human resource and technical capacity of the Physical Planning Unit (PPU) and other relevant agencies to enforce the National Building Code and other |

| Strategic Objectives | Outcomes | Outputs |
|------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | development planning legislative instruments |
| | 4.3 Robust disaster preparedness plans at all levels | 4.3.1 Develop models for sectoral, business and family disaster preparedness plans that are consistent with the national disaster management plan 4.3.2 In partnership with business support organisations publicise and conduct training in application of preparedness plans for the private sector 4.3.3 In partnership with community-based organisations, non-governmental organisations, faith-based organisations and grassroots organisations publicise and conduct training in the application of preparedness plans for families and households |
| | 5.1 Strategic Analysis of national development policy priorities | 5.1.1 A gap analysis of the DDR/CCA elements of development such as health, human development, settlements, agriculture, manufacturing, tourism, prioritise deficiencies and prepare a management action plan to close gaps |
| | 5.2 Comprehensive risk assessment guidelines | 5.2.1 Uniform comprehensive risk assessment guidelines 5.2.2 Frameworks to facilitate linkages of comprehensive risk assessments with planning processes |
| 5.0 CDM mainstreamed in national policy | 5.3 CDM integrated into national planning and development processes | 5.3.1 A comprehensive matrix of the inter-linkages between CDM and CCA on the one hand and their implications for the development process on the other, including industrial and agricultural development, health and human services, etc. 5.3.2 Training material, including induction and continuing education on integrating CDM and CCA into national planning processes 5.3.3 Training programmes for relevant personnel in relevant |

| Strategic Objectives | Outcomes | Outputs |
|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | <p>government ministries and agencies and in the private sector trained to integrate CDM in planning processes.</p> <p>5.3.4 Effective system of collaboration and information sharing systems among relevant institutions in the national planning process</p> |
| | <p>5.4 Improved capacity to consistently apply good practice methods to damage and needs assessments</p> | <p>5.4.1 A standardised process for damage and needs assessment</p> |
| <p>6.0 A strong network of partnerships for CDM and CCA</p> | <p>6.1 Strong Multistakeholder Platforms to Support National CDM</p> | <p>6.1.1 Strong and working partnerships with private sector organisations articulating partnerships for CDM, identifying roles, areas of collaboration and assistance</p> <p>6.1.2 Strong and working partnerships with civil society organisations articulating partnerships for CDM, identifying roles, areas of collaboration and assistance</p> <p>6.1.3 New and strengthened alliances with regional and international partners and DRM networks to improve access to best practices, technical support and finance</p> |
| | <p>6.2 A network of regional and international partners which are a source of technical and financial resource mobilisation</p> | <p>6.2.1 Improved national processes to identify opportunities for resource mobilisation, including improved communication between local focal points for bilateral and multilateral donor agencies</p> <p>6.2.2 Improved capacity of stakeholders in CDM and CCA to prepare project proposals</p> <p>6.2.3 New and strengthened alliances with regional and international territories and DRM networks to improve access to best practices, technical support and finance</p> |

6.0 Management Action Plan

The following plan is indicative of the actions that should flow from the policy and strategy. The suggested action plan should be approached as a guide. The details of the plan should be determined in light of conditions at the time of implementation, including availability of resources, changes in information, etc.

| Outcomes | Outputs | Activities | Time Lines | Lead Institution | Other Collaborators |
|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.0 A National Culture of CDM | | | | | |
| 1.1 Members of the national community have a common understanding of CDM and its importance and are aware of their personal responsibility | 1.1.1 A comprehensive public awareness and public education programme on CDM and CCA | <ol style="list-style-type: none"> 1. Conduct a needs analysis to identify information gaps for a K-A-B public awareness and public education programme 2. Design a comprehensive long-term public education and public awareness programme, segmented by key target audiences identified in the needs analysis | 5 years (Continuous) | NaDMA | Public Education and Information Sub-Committee Media Workers Association of Grenada (MWAG) All Media entities |
| | 1.1.2 National leadership in sectors of society have a determined minimum understanding of CDM and the role that they and their constituents can play in the process | <ol style="list-style-type: none"> 1. Identify key national leadership in various sectors, particularly in civil society and the business community, who can serve as attitude influencers on CDM 2. Group the targets and develop material appropriate to the various | 5 years (Continuous) | NaDMA | Public Education and Information Sub-Committee Media Workers Association of Grenada (MWAG) All Media entities Government Ministries |

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| Outcomes | Outputs | Activities | Time Lines | Lead Institution | Other Collaborators |
|-----------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | <p>target groups</p> <p>3. Design interventions to share messages with leaders as a basis for their advocacy with their constituents</p> <p>4. Conduct at least one annual event when leaders meet to discuss their challenges and assess their impact</p> | | | |
| 1.2 CDM integrated into the education and training system | 1.2.1 Scope for inclusion in curriculum identified | <p>1. In collaboration with Ministry of Education, TAMCC, GUT and other post secondary training institutions identify opportunities to include CDM and CCA in curriculum</p> <p>2. Conduct consultation with representatives of teachers and other instructors to validate findings</p> <p>3. Prepare plan of action to include CDM and CCA in curriculum</p> | 5 years (Continuous) | Ministry of Education | <p>T. A. Marryshow Community College (TAMCC)</p> <p>University of the West Indies (UWI)</p> <p>St. George’s University (SGU)</p> <p>Grenada Union of Teachers (GUT)</p> <p>NaDMA</p> |
| | 1.2.2 Training material for teachers and other instructors on CDM and CCA | <p>1. Establish a joint working group of Ministry of Education, GUT and representatives of NaDMA to identify sources of material to be used in developing training material for teachers and other</p> | 5 years (Continuous) | Ministry of Education | <p>TAMCC</p> <p>UWI</p> <p>SGU</p> <p>GUT</p> |

COMPREHENSIVE DISASTER MANAGEMENT (CDM) POLICY, GRENADA, 2016-2020

| Outcomes | Outputs | Activities | Time Lines | Lead Institution | Other Collaborators |
|-----------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------|-------------------------------------|
| | | <p>instructors on CDM and CCA</p> <p>2. Seek technical assistance through CDEMA and other agencies and adapt material to meet the needs of Grenada taking into account the specific risks and vulnerabilities face by the country</p> <p>3. Test material on a pilot group of teachers</p> <p>4. Refine material appropriately</p> | | | NaDMA |
| | 1.2.3 A cadre of teachers and other instructors familiar with CDM and CCA methods | <p>1. In collaboration with the Ministry of Education and the GUT, create an incentive for teachers to acquire the skills to instruct in CDM and CCA</p> <p>2. Conduct training in suitably sized cohorts at each level</p> <p>3. Continuous review training</p> | 5 years (Continuous) | Ministry of Education | NaDMA TAMCC UWI SGU GUT |
| | 1.2.4 Training material on CDM and CCA suitable to the various stages of the education system | <p>1. Establish working groups to research and identify base material for each cohort (e.g. primary, secondary, post-secondary) and adapt material to suit the needs of Grenada</p> <p>2. Conduct testing of material</p> | 5 years (Continuous) | Ministry of Education | NaDMA TAMCC UWI SGU |

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| Outcomes | Outputs | Activities | Time Lines | Lead Institution | Other Collaborators |
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| | | <p>with selected groups in collaboration with the Ministry of Education and the GUT</p> <p>3. Refine material as necessary</p> <p>4. Develop a public awareness component to make parents and other stakeholders aware of the inclusion of CDM and CCA in the curriculum</p> | | | GUT |
| 1.3 National community empowered to adopt behaviours consistent with integrated risk management | 1.3.1 An inventory of national and community assets available for CDM | <p>1. Identify civil society organisations to partner with for creating the inventory</p> <p>2. Develop terms of reference, scope of work and methodology for the inventory</p> <p>3. Pilot test the method on 2-3 communities</p> <p>4. Refine the method</p> <p>5. Execute full inventory</p> <p>6. Publicise the inventory as a motivation tool for communities and as a resource</p> <p>7. Create a database of</p> | 2 years | NaDMA | <p>Non Governmental Organizations (NGOs)</p> <p>Community Based Organizations (CBOs)</p> <p>Utility Companies</p> <p>Government Ministries</p> <p>Royal Grenada Police Force (RGPF)</p> <p>District Committees</p> |

COMPREHENSIVE DISASTER MANAGEMENT (CDM) POLICY, GRENADA, 2016-2020

| Outcomes | Outputs | Activities | Time Lines | Lead Institution | Other Collaborators |
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| | | community assets | | | |
| | 1.3.2 Increased capacity of civil society organizations to mainstream integrated risk management into their programmes | <ol style="list-style-type: none"> 1. Extract from the inventory of community assets a gap analysis 2. Prioritize communities for capacity development programmes based on risk exposure 3. In collaboration with civil society organisations (including faith based organisations) and government institutions in the respective communities, parliamentary representatives and other stakeholders and the community at large, develop plans for increasing the capacity of each community to support CDM, including CDM and CCA education programmes targeting communities 4. Publicise the process and the respective plans | 5 years (continuous) | NaDMA | NGOs CBOs |
| 1.4 CDM Championed by Political and Other National Leaders | 1.4.1 Roles of champions at various levels in the national community identified | <ol style="list-style-type: none"> 1. Secure the concurrence of the Prime Minister to serve as chief champion for CDM and CCA 2. Prepare and categorise, | 5 years (Continuous) | NaDMA | NGOs CBOs Private Sector |

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| Outcomes | Outputs | Activities | Time Lines | Lead Institution | Other Collaborators |
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| | | <p>according to criteria to be developed, champions at various levels in the national society. Champions could be offices as well as individuals in their own right</p> <p>3. Develop scope of work for champions at the various levels (political, community, private sector and other interest groups)</p> | | | |
| | 1.4.2 Communication models and guidelines for champions developed | <p>1. Develop communication models and other tools in succinct, user-friendly formats for use by champions, ensuring consistency in fundamental message</p> <p>2. Review tools at least once a year and adjust tools as necessary</p> | 5 years (continuous) | Public Education and Information Sub-Committee (NaDMA) | Media Workers Association of Grenada (MWAG) All Media Entities |
| | 1.4.3 Periodic briefings for CDM champions | <p>1. At least once a year convene a meeting of champions, attended by the chief national champion to review the process and extract learnings and identify challenges and new champions</p> <p>2. Provide feedback from learnings to review of</p> | 5 years (continuous) | Public Education and Information Sub-Committee (NaDMA) | Media Workers Association of Grenada (MWAG) All Media Entities |

| Outcomes | Outputs | Activities | Time Lines | Lead Institution | Other Collaborators |
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| | | champion tools | | | |
| 2.0 A Robust Enabling Environment, including a Strong Institutional Framework for CDM | | | | | |
| 2.1 Audit of the CDM Framework | 2.1.1 A gap analysis of policy and legislative instruments | <ol style="list-style-type: none"> 1. Prepare an annotated inventory of all policy, legislative and regulatory instruments related to and affecting CDM and CCA 2. Assess the identified framework with the relevant instruments against Grenada's commitments for CDM and CCA; international guidelines and models for good practice in CDM and CCA and comparative good operational practice 3. Assess the instruments to identify any areas of inconsistency among them 4. Prioritise deficiencies based on a risk assessment of their impact on effective CDM 5. Develop a work programme (with associated budgetary proposals) to close deficiencies based on the priority listing 6. Solicit appropriate technical and financial assistance where appropriate | 1 year | Ministry of Legal Affairs | Government Ministries Private Sector Utility Companies RGPF |

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| Outcomes | Outputs | Activities | Time Lines | Lead Institution | Other Collaborators |
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| | 2.1.2 An assessment of the structure and functioning of the CDM system plan of action to close gaps | <ol style="list-style-type: none"> 1. Develop an annotated inventory of institutions engaged in CDM and CCA in Grenada 2. Assess structure, organisational design, resourcing and other characteristics of each institution in relation to its role in CDM and CCA 3. Assess the mandates, operational autonomies and other mission-specific variables of each institution in relation to its role in CDM and CCA, attention should be paid to possible conflict or duplication of mandates, seamlessness of communication and other factors which could affect the effectiveness of the institutions 4. Prioritise deficits that need to be corrected based on potential impact on effectiveness of operations for CDM 5. Prepare work programme based (with associated budgetary proposals) on priority listing 6. Solicit technical and | 2 years | NaDMA | Department of Public Administration |

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|------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------|----------------------------|
| | | financial resources 7. Execute work programme, ensuring at all time suitability of proposals to the needs and circumstances of Grenada | | | |
| 2.2 A consistent and mutually reinforcing body of legislation to support CDM | 2.2.1 Revised and updated legislative and regulatory instruments in keeping with order of priority based on CDEMA model legislation and using CDEMA guidelines for application | 1. For each instrument developed or revised ensure widespread consultation and participation by relevant stakeholders 2. Ensure adequate public awareness, focusing on benefits to be derived by the national community | 3 years | Ministry of Legal Affairs | CDEMA |
| | 2.2.2 Improved enforcement of legal and regulatory instruments | 1. Identify and rate areas of inadequate enforcement based on potential risk 2. Determine the causes of inadequate enforcement (law, human resources, data and information, public knowledge, etc.) according to the priority listing 3. Make recommendations for adequate provisions to effect enforcement 4. Implement legal regulations | 5 years (continuous) | Ministry of Legal Affairs | CDEMA |

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| Outcomes | Outputs | Activities | Time Lines | Lead Institution | Other Collaborators |
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| 2.3 District disaster management network optimally structured and resourced, including active involvement with community-based organisations and other civil society organisations | 2.3.1 Needs assessment for a more effective district disaster management system conducted | <ol style="list-style-type: none"> 1. Design a district needs assessment method, using as far as possible community assets to secure buy-in and ownership 2. Identify common specific themes in terms of needs across districts 3. Prioritise districts and district needs according to vulnerability and risk | 2 years (Monitor and update as required) | NaDMA | District Committees CDEMA Office of Disaster Preparedness and Management (ODPM), Trinidad and Tobago Private Sector NGOs CBOs Government Ministries Welfare and Voluntary Services Committee |
| | 2.3.2 Based on results of needs assessment develop and implement programme to enhance district and community-level disaster management | <ol style="list-style-type: none"> 1. Based on the needs as assessment, design a work programme, identifying priorities, sequencing, resources, timelines and other factors for effectiveness 2. Where necessary identify and solicit technical and financial resources for implementation | 2 years | NaDMA | District Committees CDEMA ODPM, Trinidad and Tobago USAID/OFDA Welfare and Voluntary Services Committee |
| | 2.3.3 Emergency response and evacuation plans for all communities developed | <ol style="list-style-type: none"> 1. Based on vulnerability and risk assessments and in collaboration with community stakeholders develop emergency response and evacuation plans for communities, starting with the most at risk and vulnerable communities | 2 years | NaDMA | District Committees CDEMA ODPM, Trinidad and Tobago USAID/OFDA Welfare and Voluntary Services Committee |

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| | | 2. Commission plans to community ownership and provide necessary support | | | |
| 3.0 Improved national operational capacity for disaster risk management | | | | | |
| 3.1 Strengthened capacities for EWS for all hazards, benchmarked against established and comparable good practice | 3.1.1 Increased human resource capacity for guiding the processes of DRR | <ol style="list-style-type: none"> 1. Conduct human resource audit to identify any gaps in core competencies required for DRR 2. Design a short-term programme and acquire critical competencies as identified in the audit 3. Strengthen the on-going human capacity development programme for flood EWS, and design programs for other hazards 4. Network with partners and other sources of technical and financial assistance to secure cost-effective capacity development assistance | 2 years | Department of Public Administration | CDEMA St. George's University USAID/OFDA JICA UWI University of Twente (Holland) |
| | 3.1.2 Multi-hazard maps for the entire country developed | <ol style="list-style-type: none"> 1. Collaboratively agree on the priority list for hazard mapping 2. Compile an inventory of, and assess existing base maps and appropriate hazard information from the relevant sources | 3 years (Continuous) | Physical Planning | Ministry of Agriculture, Lands Division CDEMA Disaster Vulnerability Reduction Project (DVRP) NaDMA |

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| | | <ol style="list-style-type: none"> 3. Create pilot hazard maps for 2-3 areas to test best approach, including involvement of local communities 4. Roll out priority listing and where possible encourage communities 5. Explore partnerships with academic and other institutions to assist in conducting field work in multi-hazard mapping | | | <p>UWI (Seismic Research Centre)</p> <p>University of Twente (Holland)</p> |
| | 3.1.3 Vulnerability and risk assessments (VRAs) conducted | <ol style="list-style-type: none"> 1. Create a multi-stakeholder VRA working group made up of representatives of the community, private sector, subject matter experts 2. Design and agree on VRA methodology 3. Gather risk information 4. Identify hazards and vulnerabilities 5. Conduct risk analysis 6. Conduct risk evaluation 7. Conduct public consultations 8. Develop action plans | 2 years | Physical Planning | <p>District Committees</p> <p>Grenada Red Cross</p> <p>St. George's University</p> <p>Grenada Chamber of Commerce</p> <p>NaDMA</p> <p>Ministry of Agriculture (Land Use Division)</p> |

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| | 3.1.4 National EWS upgraded and expanded for all hazards | <ol style="list-style-type: none"> 1. Assess the Grenada EWS capacity against the WMO Multi Hazard Early Warning Systems method and taking into consideration the WMO 2006 multi hazard assessment 2. Conduct audit of Grenada’s national agro-meteorological, hydrology and meteorology services systems and procedures 3. Develop a plan of action for improvement | 2 years | NaDMA | Meteorological Office Ministry of Works District Committees Ministry of Agriculture (Land Use Division) National Water and Sewerage Authority (NAWASA) |
| | 3.1.5 A system for effective dissemination and communication of early warning information at the national and community levels established | <ol style="list-style-type: none"> 1. Using relevant models and guides and taking into account comparative good practice and resource constraints design a system for the communication of early warning information 2. Conclude memoranda of understanding with telecom providers and media companies for rapid and priority dissemination of early warning information | 1 year | National Telecommunications Regulatory Commission | Public Information and Education Committee – National Emergency Advisory Council (NEAC) Media Workers Association of Grenada All Media Ministry of Works (ICT Department) |
| 3.2 An accessible, user-friendly knowledge management and information- | 3.2.1 National standards for data collection and storage developed and maintained | <ol style="list-style-type: none"> 1. Establish minimum data and information parameters with appropriated data validation for CDM in | 2 years | Ministry of Works (ICT Department) | National Emergency Advisory Council St. George’s University |

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| sharing platform for CDM | | <p>Grenada</p> <ol style="list-style-type: none"> 2. Map existing data infrastructure and content 3. Develop systems and protocols for storing and securing electronic and physical risk management information, including integration of systems, protocols for access 4. Design a scalable data platform to facilitate CDM | | | <p>TAMCC</p> <p>UWI</p> <p>Department of Statistics</p> <p>Government Ministries</p> <p>National Telecommunications regulatory Commission (NTRC)</p> |
| | 3.2.2 A comprehensive electronic database that securely stores all data and information relating to CDM developed and maintained | <ol style="list-style-type: none"> 1. Create an inventory of existing information 2. Secure memoranda of understanding with non-governmental sources (such as utilities and the private sector) to gain access to non-sensitive proprietary information, which can enhance CDM 3. Organise VRA and EWS data and information to allow widest possible access by stakeholders, with special provision for access by members of the public | 2 years | NaDMA | <p>Department of Statistics</p> <p>St. George’s University</p> <p>TAMCC</p> <p>UWI</p> <p>Ministry of Works (ICT Department)</p> <p>NTRC</p> <p>Government Ministries</p> |
| 3.3 Protection of critical facilities | 3.3.1 Inventory of critical facilities | <ol style="list-style-type: none"> 1. Identify critical facilities and infrastructure | 1 year | Ministry of Works (Physical Planning) | <p>Ministry of Finance</p> <p>Ministry of Health</p> |

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| Outcomes | Outputs | Activities | Time Lines | Lead Institution | Other Collaborators |
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| and infrastructure | and infrastructure with appropriate vulnerability assessments conducted | 2. Conduct vulnerability assessments of each facility | | Unit) | Public Utilities Committee – NEAC Ministry of Agriculture (Land Use Division) Utility Companies NaDMA Meteorological Office |
| | 3.3.2 Hardening facilities and infrastructure | 1. Develop priorities for protecting critical facilities and infrastructure, including retrofit critical facilities. Priorities should be based on importance of facility and level of vulnerability 2. As appropriate, access technical and financial assistance for the process | 5 years (Continuous) | Ministry of Works | NaDMA Ministry of Finance Ministry of Health |
| | 3.3.3 Business continuity and resilience enhanced | 1. Develop emergency plans for all identified facilities, and conduct routine exercises to test effectiveness of plans 2. Conduct annual preparedness assessments of critical infrastructure and facilities 3. Establish business continuity partnerships with utilities | 2 years (continuous) | NaDMA | Grenada Chamber of Commerce SGU Private Sector Utility Companies Government Ministries |
| 3.4 Securing the safety of housing and other buildings | 3.4.1 Improved processes for protecting the safety of | 1. Review the building code to upgrade technical specifications for different kinds of buildings. Ensure | 2 years | Physical Planning | SGU Ministry of Works |

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| Outcomes | Outputs | Activities | Time Lines | Lead Institution | Other Collaborators |
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| | buildings | <p>that specific vulnerability issues are taken into account</p> <p>2. Conduct detailed audit of the building approval process, including regulations, human resources and enforcement</p> <p>3. Develop a programme address deficits in the system</p> <p>4. Publicize changes in the building code</p> | | | Shelter Management Committee |
| | 3.4.2 Improved capacity for the design of Human Settlement facilities to better be able to withstand hazards (minimize risk) | 1. Develop a training programme targeting persons in the construction sector | 2 years (continuous) | Ministry of Works (Physical Planning Unit) | Association of Engineers and Architects SGU TAMCC New Life Organization (NEWLO) |
| 4.0 Increased national disaster resilience and business continuity | | | | | |
| 4.1 Climate change adaptation mainstreamed into CDM | 4.1.1 Groups most vulnerable to the effects of climate change mapped | <p>1. Obtain data on vulnerable groups</p> <p>2. Conduct sensitization targeted at the groups</p> <p>3. Update District and Community plans to include Vulnerable Groups</p> | 5 years (Continuous) | Welfare and Voluntary services Committee | Central Statistics Office District Disaster Committees NGOs CBOs Ministry of Social Division |
| | 4.1.2 Climate change adaptation issues scoped and stakeholder | <p>1. Conduct meeting with Stakeholders</p> <p>2. Prepare a report</p> <p>3. Present findings to</p> | 1 year | Ministry of the Agriculture (Environment Division) | National Climate Change Committee |

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| | analysis conducted | stakeholders | | | |
| | 4.1.3 Plan of action to reduce transboundary pollution of the marine ecosystem | 1. Conduct Consultation/Workshop for stakeholders 2. Prepare a report 3. Develop a plan of action | 1 year | Ministry of Agriculture (Department of Fisheries) | Environment Division National Climate Change Committee Ministry of Legal Affairs Grenada Ports Authority |
| 4.2 Increased compliance with codes and standards for vulnerability reduction | 4.2.1 Improved human resource and technical capacity of the Physical Planning Unit (PPU) and other relevant agencies to enforce the National Building Code | 1. Hire adequate Staff 2. Provide relevant training | 2 years (Continuous) | Ministry of Works | Physical Planning Unit St. George's University University of the West Indies TAMCC Grenada Institute for Professional Engineers |
| 4.3 Robust CDM plans developed at all levels | 4.3.1 Models for sectoral, business and family disaster preparedness plans | 1. Review and update existing Models 2. Train personnel to assist with the development of plans 3. Conduct exercises to test the plans | 2 years (continuous) | NaDMA | District Committees NGOs CBOs |
| | 4.3.2 Training programme targeted to the business community | 1. Conduct a mapping of businesses involved in Disaster Management and Climate Change Adaptation 2. Develop a training program 3. Conduct workshops | 2 years (continuous) | NaDMA | Grenada Chamber of Commerce Grenada Private Sector Organization National Climate Change Committee |
| | 4.3.3 Training programme targeted to civil society organisations | 1. Conduct a mapping of civil society organisations involved in Disaster Management and Climate Change Adaptation 2. Develop a training program 3. Conduct workshops | 2 years (continuous) | NaDMA | NGO's CBO's IAGDO National Climate Change Committee |
| 5.0 CDM mainstreamed in national policy | | | | | |

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| 5.1 Strategic Analysis of national development policy priorities | 5.1.1 A gap analysis of the DRR/CCA elements of development completed | <ol style="list-style-type: none"> 1. Compile an inventory of policies or documents that speak to DRR/CCA issues 2. Ensure documents and policies adequately speak to specific areas and that no inconsistencies or conflicts exist 3. Prioritise resolution of inconsistencies and conflicts 4. Develop a plan of action to resolve inconsistencies 5. Develop an advocacy programme to increase awareness at political and policy levels | 2 years | Ministry of Agriculture (Environment Division) | National Climate Change Committee Ministry of Finance (Policy/Planning/Development unit) |
| 5.2 Comprehensive risk management policy | 5.2.1 Uniform comprehensive risk assessment guidelines developed | <ol style="list-style-type: none"> 1. Conduct a literature and policy review to identify existing gaps 2. Create one uniform guideline based on the results of the review 3. Conduct stakeholder consultations to validate draft guidelines 4. Finalise, publish and publicise guidelines | 2 years | Ministry of Works (Physical Planning) | Department of Statistics |

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| | 5.2.2 Frameworks to facilitate linkages of comprehensive risk assessments with planning processes | <ol style="list-style-type: none"> 1. Consult with stakeholders to develop planning framework 2. Develop drafts 3. Put out drafts for comment and consultations 4. Refine drafts, finalise, publish and publicise frameworks | 2 years | Ministry of Works (Physical Planning) | Department of Statistics |
| 5.3 CDM integrated into national planning and development processes | 5.3.1 A comprehensive matrix of the inter-linkages between CDM and CCA | <ol style="list-style-type: none"> 1. Review policy and other documents related to CDM and CCA to identify areas of difference and commonality and determine synergies 2. Develop an annotated matrix | 2 years | Ministry of Agriculture (Environment Division) | NaDMA National Climate Change Committee Ministry of Finance (Projects, Climate Change, |
| | 5.3.2 Training material, including induction and continuing education on integrating CDM and CCA into national planning processes | <ol style="list-style-type: none"> 1. Identify best practices throughout the Region for consultation with local stakeholders 2. Consult with relevant stakeholders, including Ministry of Education, Ministry of Works, Physical Planning Division, civil society organisations, faith-based organisations 3. Prepare training materials and validate through | 3 years (continuous) | Ministry of Education | National Climate Change Committee Ministry of Finance (Projects, Climate Change) SGU UWI TAMCC |

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| | | stakeholder consultations | | | |
| | 5.3.3 Training programmes for relevant personnel in relevant government ministries and other agencies | 1. Consult with CDEMA and other regional and international agencies to develop programme | 1 year (continuous) | Ministry of Education | National Climate Change Committee Ministry of Finance SGU UWI TAMCC CDEMA USAID/OFDA UNDP JICA |
| | 5.3.4 Effective system of collaboration and information sharing systems among relevant institutions in the national planning process | 1. Convene interdepartmental consultations at different levels (including technical and policy) 2. Create an interdepartmental working group to design an information sharing system for CDM and CCA 3. Develop systems, processes and protocols to ensure increased collaboration and more effective CDM and CCA | 2 years (continuous) | Department of Statistics | National Climate Change Committee All Ministries SGU UWI TAMCC Public Education and Information Committee |

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| 5.4 Improved capacity to consistently apply good practice methods to damage and needs assessments | 5.4.1 A standardised process for damage and needs assessment | <ol style="list-style-type: none"> 1. Review methodological approaches used by various sectors for the conduct of DANA 2. Design improved and standardized tool for DANA to allow for consistency in information management 3. Develop materials and conduct training in use of tools | 2 years (continuous) | Department of Statistics | Ministry of Works District Committees DANA Committee |
| 6.0 A strong network of partnerships for CDM and CCA | | | | | |
| 6.1 Strong Multistakeholder Platforms to Support National CDM and CCA | 6.1.1 Strong and working partnerships with private sector organisations articulating partnerships for CDM, identifying roles, areas of collaboration and assistance | <ol style="list-style-type: none"> 1. Establish a model for engaging private sector entities as partners for CDM and CCA conclude partnership agreements 2. Develop programmes to assist private sector entities to enhance their operational resilience 3. Develop Partnership agreements | 2 years | NaDMA | Grenada Chamber of Commerce |
| | 6.1.2 Strong and working partnerships with civil society organisations articulating | <ol style="list-style-type: none"> 1. Establish a model for engaging civil society organisations as partners in CDM and CCA | 3 years | NaDMA | NGO's CBO's IAGDO |

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| | partnerships for CDM, identifying roles, areas of collaboration and assistance | <p>2. Using information gathered in the inventory of community assets, assist civil society organisations to satisfy organisational requirements to access technical and financial assistance for community-based activities related to CDM and CCA</p> <p>3. Design networking activities for CSOs to engage with each other and for sharing of information about CDM and CCA among them</p> <p>4. Develop partnership agreements</p> | | | Public Information and Education Committee |
| | 6.1.3 New and strengthened alliances with regional and international partners and DRM networks to improve access to best practices, technical support and finance | 1. Through coordination with focal points in the system, create an inventory of potential local, regional and international CDM and CCA partners. (The inventory should contain areas of competence and interest of the respective partners, and synopses of their programming priorities and processes) | 2 year (continuous) | NaDMA | CDEMA USAID/OFDA UNDP CARICOM OECS Public Information and Education Committee Grenada Private Sector Organization NGOs CBOs All Ministries |

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| | | <p>2. Establish processes for sharing information from partners, such as request for proposals, for technical and other assistance in order to ensure that opportunities are not missed</p> <p>3. Conduct project proposal writing training for agencies and other domestic partners to improve their ability to access technical and other assistance</p> | | | |

7.0 CONCLUSION AND THE WAY FORWARD

Grenada's Comprehensive Disaster Management (CDM) Policy and Strategy seeks to establish the framework and road map towards building a resilient nation, empowered to manage all disaster risks. The Policy and Strategy sets out the stated intentions of the Government of Grenada on how CDM will be mainstreamed into developmental planning and sustainable development.

The document is strongly linked to the CDEMA ten-year strategy, 2014-2024. Building resilience and reducing risk at all levels of society is a key consideration under this policy and strategy. Ultimately, the process outlined should promote a National Culture of CDM, enhance the enabling environment, improve Disaster Risk Management, building robust disaster resilience, and mainstream CDM. Additionally, partnerships should be strengthened, and community members should have enhanced understanding of CDM and its importance, and be aware of their personal responsibility. CDM and CCA will be integrated into the education system, and robust disaster preparedness plans will be developed at all levels.

The aim of the Government of Grenada is to ensure that there is multi-sectoral participation in the entire process of Disaster Risk Reduction. CDM speaks to the participation of all people in DRR, and therefore, all professional disciplines and public interests should be mainstreamed into the process.

CDM will be championed by the Political and other National Leaders. These actions are clearly established in the CDM Declaration, signed by the Prime Minister in November 2013. (Annex 2). This action is further strengthened by Grenada's Declaration that its Prime Minister will be the CDM Champion.

This document will be endorsed by the Cabinet of Ministers, and then be circulated to all stakeholders. It is envisioned that the CDM Policy will guide the Disaster Risk Reduction aspect of Grenada's Developmental planning process during the next five years.

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Appendix 1: List of Stakeholders consulted

| NAME | INSTITUTION | PORTFOLIO/DEPARTMENT |
|-----------------------|---------------------------------------------------------------------------------------------------------|----------------------------------------|
| Abigail Telesford | NaDMA | Clerk Typist |
| Arthur Renuad (Supt.) | Royal Grenada Police Force | Officer In Charge Western Division |
| Augustine Vesprey | Ministry of Education | Curriculum Development Officer |
| Benedict Peters | Ministry of Agriculture | |
| Carol Lessie | Ministry of Agriculture | Agriculture Disaster Coordinator |
| Cecil St. Louis | Conference of Churches Grenada | Representative |
| Chery Ann Phillip | NaDMA | Clerk Typist |
| Daniel Thomas | District Coordinator | District Coordinator |
| David Lewis | NAWASA | |
| Delon Edwards | District Committee | District Coordinator |
| Deon David | NaDMA | Deputy Disaster Coordinator (Ag.) |
| Dhanraj Ramkhelawan | Ministry of Health | Environmental Health Officer |
| Dianne Roberts | Roberts Caribbean Ltd. | Policy Consultant |
| Dishorn Marquez | | |
| Donna Pierre | CDEMA | Mitigation and Preparedness Specialist |
| Dr. Andre V. Henry | Consultant | Consultant |
| Dr. George Mitchell | Ministry of Health | Chief Medical Officer |
| Dr. Theresa Mc. Cann | St. George's University | Member of the NEAC |
| Edmund Burke | Communications Committee | Communications Committee |
| Edvin Martin | Royal Grenada Police Force | Operations Officer |
| Elton Charles | GCIC | |
| Emerson Murray | District Committee | District Coordinator |
| Fabian Purcell | Physical Planning Unit | Head Officer |
| Francis St. Hillaire | District Committee | District Coordinator |
| Gary Louison | LIME | Facilities Manager |
| George Phillip | Ministry of Agriculture | |
| Gerald Mc. Phail | Ministry of Tourism | Facilities Manager |
| Glenroy Corion | Royal Grenada Police Force | Inspector |
| Hubert Whyte | Meteorological Office | Manager |
| Jerry Lewis | National Disaster Management Agency | Communication. Officer |
| Joanne Persad | CDEMA | Operations Specialist |
| John Mitchell | Royal Grenada Police Force | Officer In Charge Fire Dept. |
| John St. Louis | Ministry of Communication, Works, Physical Development, Public Utilities, ICT and Community Development | Engineer |
| Karen Roden Layne | Grenada Solid Waste Management Authority | Manager |
| Kathy Ann Morain | National Disaster Management Agency | Community Programme Officer |
| Kemron Dufont | National Disaster Management Agency | Technical Officer (Ag.) |
| Lawrence Griffith | Ministry of Works | Roads Division |
| Leroy Peters | District Committee | District Coordinator |
| Martin Felix | Customs and Excise | Customs Officer |
| Martin Mendes | District Committee | District Coordinator |
| Michael S. W. Stephen | Ministry of Finance | |
| Nolan Peters | GRENLEC | Member of the NEAC |
| Oliver Patrick | MNIB/ Disaster Relief Management | Operations Manager/ Chairman |
| Osbert Charles | Ministry of Health | Deputy Director of Hospital Services |
| Pancy Cross | Grenada Hotel and Tourism Association | Executive Director |
| Peterlyn Cooper | DIGICEL | |

COMPREHENSIVE DISASTER MANAGEMENT (CDM) POLICY, GRENADA, 2016-2020

| NAME | INSTITUTION | PORTFOLIO/DEPARTMENT |
|---------------------|------------------------------------------|---------------------------------------------------|
| Petal Rush | Ministry of National Security | Planning Officer |
| Petipha Lewis-Smith | Grenada Chamber of Industry and Commerce | Executive Director |
| Rawle Titus | Government Information Services | Chief Information Officer |
| Randy Cadet | Ministry of Finance | Economist |
| Raymond Toussaint | National Shelter Management Committee | Members |
| Ronald Simon | Volunteer | USAID/OFDA Trainer |
| Roxanne Graham | Roberts Caribbean Ltd. | Project Assistant |
| Samantha Dickson | National Disaster Management Agency | Deputy Disaster Coordinator (Ag.) |
| Silvan Chan | District Coordinator | District Coordinator |
| Simeon Granger | National Disaster Management Agency | Community Programme Officer |
| Shanta Williams Cox | District Coordinator | District Coordinator |
| Sylvester Joseph | GRENLEC | Engineer |
| Sylvan Mc. Intyre | Royal Grenada Police Force | Disaster Management Officer |
| Trevor Thwaites | Government Information Services | Member of the NEAC |
| Terence Walters | National Disaster Management Agency | National Disaster Coordinator (Ag.) |
| Valdon Paul | District Coordinator | District Coordinator |
| Valarie Phillip | National Disaster Management Agency | Administrative Assistant |
| Victoria Hughes | National Disaster Management Agency | Public Relations, Education & Information Officer |
| Wayne James | Ministry of Social Development | Housing Coordinator |
| Yvonne Dabreo | Ministry of Social Development | Member of the NEAC |

Appendix 2: Comprehensive Disaster Management (CDM) Declaration



Comprehensive Disaster Management (CDM) Declaration November 13, 2013

As members of the Government of Grenada, committed to implementing the principles of Comprehensive Disaster Management in Grenada:

We acknowledge that the definition of Comprehensive Disaster Management (CDM) is the management of all hazards through all phases of the disaster management cycle by all peoples- public and private sectors, all segments of civil society and the general population. CDM involves risk reduction & management and the integration of vulnerability assessment into the development planning process.

We recognize the economic and social benefits to be derived from the integration of CDM into national development policies, programmes and plans.

We accept the responsibility to promote CDM implementation for the empowerment of our citizens and the building of resilient communities in Grenada.

Together we declare our commitment to:

Appoint a CDM Champion who will assume the role of government advocate.

Support the building of the CDM Institutional Framework for Grenada. We commit to having a robust CDM Institutional Framework which includes:

CDM Legislation and Regulations;

CDM Policy and Strategy;

CDM Multi-year Results Based Work Programme.



We intend to harness the requisite human resource skills and technologies available to the government and people to ensure effective implementation of CDM. We commit to developing the structures and platforms required for creating safer communities.

We will continue to support the regional disaster management system in its mandate to enhance regional resilience to all forms of hazards.

For the Government of Grenada

A handwritten signature in black ink, appearing to read 'Keith Mitchell', written over a horizontal line.

**Dr. the Rt. Hon. Keith Mitchell
PRIME MINISTER & MINISTER
FOR DISASTER MANAGEMENT &
CHAIRPERSON OF THE NEAC**

Date: 13th November, 2013