



Agence canadienne de
développement international

Canadian International
Development Agency

MODEL INTEGRATED RELIEF PLAN

**Prepared as part of the CIDA Ivan Project
Funded by the Canadian International Development Agency**

2005

Table of Contents

Document History.....	i
Table of Contents.....	ii
Glossary.....	vi
List of Acronyms.....	vii
FOREWORD	1
1.0 INTRODUCTION	2
2.0 THE NATIONAL DISASTER PLAN	2
2.1. Subordinate Plans.....	2
2.2. National Disaster Organization.....	2
3.0 THE INTEGRATED RELIEF PLAN	2
3.1. Objective.....	2
3.2. Purpose.....	2
3.3. Scope.....	2
3.4. Relief Organizations and Affiliations	2
3.4.1. Regional	2
3.4.2. International.....	2
3.4.3. Relief Response Organizations.....	2
3.5. Related Documents and References.....	3
4.0 CONCEPT OF OPERATIONS	3
4.1.1. Plan.....	3
4.1.2. Source	4
4.1.3. Assemble.....	4
4.1.4. Deliver	4
4.1.5. Return.....	4
4.2. Scope.....	5
4.2.1. Levels of Response.....	5
4.3. Phases	5
4.3.1. Preparation/Alert.....	6
4.3.2. Response.....	6
4.3.3. Recovery	6
4.4. Groupings.....	6
4.5. Tasks	6
4.5.1. National Disaster Council.....	6
4.5.2. National Disaster Organization.....	6
4.5.3. Emergency Operations Centre (EOC).....	6
4.5.4. CARICOM Disaster Response Unit (CDRU).....	6

Model Integrated Relief Plan (IRP)

4.5.5.	Private Sector, NGOs and Service Clubs	7
4.6.	<i>Activation</i>	7
4.7.	<i>Stand-down</i>	8
5.0	RELIEF OPERATIONAL SERVICES	8
5.1.	<i>Transportation</i>	8
5.1.1.	Airports and Air Travel.....	8
5.1.2.	Seaports and Sea Travel.....	8
5.1.3.	Rail	9
5.1.4.	Road.....	9
5.1.5.	Coordination	9
5.2.	<i>Customs and Immigration</i>	9
5.2.1.	Cargo Shipments.....	9
5.2.2.	Passenger Travel and Immigration.....	9
5.3.	<i>Warehousing and Inventory Management</i>	9
5.3.1.	National Warehouses	9
5.3.2.	Sub-Regional Warehouses	10
5.3.3.	Inventory Management System	10
6.0	RELIEF SUPPLIES.....	10
6.1.	<i>Food</i>	10
6.1.1.	Plan	10
6.1.2.	Source	11
6.1.3.	Assemble.....	11
6.1.4.	Deliver	11
6.1.5.	Return.....	11
6.1.6.	Coordination	11
6.2.	<i>Water</i>	11
6.2.1.	Plan	11
6.2.2.	Source	11
6.2.3.	Assemble.....	12
6.2.4.	Deliver	12
6.2.5.	Return.....	12
6.2.6.	Coordination	12
6.3.	<i>Clothing</i>	12
6.3.1.	Plan	12
6.3.2.	Source	12
6.3.3.	Assemble.....	13
6.3.4.	Deliver	13
6.3.5.	Return.....	13
6.3.6.	Coordination	13
6.4.	<i>Shelter</i>	13
6.4.1.	Plan	13
6.4.2.	Source	13

Model Integrated Relief Plan (IRP)

6.4.3.	Assemble.....	14
6.4.4.	Deliver	14
6.4.5.	Return.....	14
6.4.6.	Coordination	14
7.0	HEALTH SERVICES AND MEDICAL SUPPLIES.....	14
7.1.	<i>Medical Evacuation Plan.....</i>	<i>14</i>
7.2.	<i>Medical Supplies.....</i>	<i>14</i>
7.2.1.	Plan.....	14
7.2.2.	Source	14
7.2.3.	Assemble.....	15
7.2.4.	Deliver	15
7.2.5.	Return.....	15
7.2.6.	Coordination	15
7.3.	<i>Health Services</i>	<i>15</i>
7.3.1.	Hygiene/Health Inspections.....	15
7.3.2.	Community Health Services	15
7.3.3.	Mobile Medical Services.....	15
8.0	PERSONAL SERVICES.....	15
8.1.	<i>Awareness and Preparation.....</i>	<i>15</i>
8.2.	<i>Victim Identification Programme.....</i>	<i>16</i>
8.3.	<i>Amenities and Personal Hygiene Supplies and Services.....</i>	<i>16</i>
8.3.1.	Source	16
8.3.2.	Assemble.....	16
8.3.3.	Deliver	16
8.3.4.	Return.....	16
8.3.5.	Coordination	16
8.4.	<i>Documentation</i>	<i>17</i>
9.0	ENGINEERING AND INFRASTRUCTURE	17
9.1.	<i>Construction Materials and Services.....</i>	<i>17</i>
9.1.1.	Plan.....	17
9.1.2.	Source	17
9.1.3.	Assemble.....	17
9.1.4.	Deliver	17
9.1.5.	Return.....	18
9.1.6.	Coordination	18
9.2.	<i>Utilities.....</i>	<i>18</i>
10.0	SECURITY AND COOPERATION	18
10.1.	<i>Civil/Military/Police Cooperation.....</i>	<i>18</i>
10.2.	<i>Physical and Information Security Requirements</i>	<i>18</i>
10.3.	<i>Inter-Agency Cooperation</i>	<i>18</i>
10.4.	<i>Security Materiel and Services.....</i>	<i>18</i>

Model Integrated Relief Plan (IRP)

10.4.1. Plan.....	19
10.4.2. Source	19
10.4.3. Assemble.....	19
10.4.4. Deliver	19
10.4.5. Return.....	19
10.4.6. Coordination	19
11.0 COMMUNICATIONS AND INFORMATION MANAGEMENT	19
<i>11.1. Communications and Electronic Operating Instructions.....</i>	<i>19</i>
11.1.1. General Instructions.....	19
11.1.2. Relief Operations Radio Network	20
11.1.3. Satellite Communications	20
11.1.4. Telephone/Land line.....	20
11.1.5. Internet and Intranet.....	20
<i>11.2. Communication Equipment and Services</i>	<i>20</i>
11.2.1. Plan.....	20
11.2.2. Source	20
11.2.3. Assemble.....	21
11.2.4. Deliver	21
11.2.5. Return.....	21
11.2.6. Coordination	21
12.0 HUMAN RESOURCES FOR RELIEF OPERATIONS	21
<i>12.1. Essential Personnel.....</i>	<i>21</i>
<i>12.2. Support.....</i>	<i>21</i>
12.2.1. Transportation.....	21
12.2.2. Accommodation and Feeding	21
<i>12.3. Security.....</i>	<i>21</i>
13.0 FINANCIAL MANAGEMENT AND DONATIONS	22
<i>13.1. Financial Authorities</i>	<i>22</i>
<i>13.2. Accountability and Reporting.....</i>	<i>22</i>
<i>13.3. Financial Donations</i>	<i>22</i>
14.0 CONTINUOUS IMPROVEMENT PLAN	22
<i>14.1. Performance Testing and Measurement</i>	<i>22</i>
<i>14.2. Lessons Learned</i>	<i>23</i>
<i>14.3. Annual Reviews.....</i>	<i>24</i>
<i>14.4. Plan Revisions and Dissemination</i>	<i>24</i>
15.0 MISCELLANEOUS	24
Annex A – Relief Organizations and Agencies	25

GLOSSARY

A number of concepts, terms and issues are of crucial importance in the context of this plan. It is necessary that there be common understanding, and a precise referent of these terms among emergency officials and the general public.

EMERGENCY	A single event relatively confined to one point of area. It is managed by one or two response agencies using local resources and no regional and international involvement.
DISASTER:	A natural or human-induced event which causes intense negative impacts on people, goods services and or the natural environments exceeding the affected community's capacity to respond.
SUPPLY CHAIN:	A network of organizations and facilities, typically integrated via information systems, which obtains and distributes the right product in the required quantities to the right locations at the right time.
DONATIONS:	Equipment, supplies or services provided free of charge and that do not require a return to the originator (donor).
CONTRIBUTIONS:	Equipment, supplies, services and personnel (including volunteers) provided free of charge or on a cost-recovery basis for a specific purpose and time, and that/who are returned to the contributor upon completion of the assigned tasks.

LIST OF ACRONYMS

CARICOM	Caribbean Community
CDERA	Caribbean Disaster Emergency Response Agency
CDRU	CARICOM Disaster Response Unit
CIDA	Canadian International Development Agency
CU	CDERA Coordination Unit
EOC	Emergency Operations Centre
IRP	(Model) Integrated Relief Plan
MIRP	Model Integrated Relief Programme
EOC	National Emergency Operations Centre
NGO	Non-government organization
NaDMA	National Disaster Management Agency
NEMA	National Emergency Management Agency
NERO	National Emergency Response Organization
NDP	National Disaster Plan
RSTS	Relief Supplies Tracking System
SAR	Search and Rescue
SCOR Model	Supply Chain Operations Reference Model
SUMA	Supply Management
USAID	United States Agency for International Development

FOREWORD

The 2004 Hurricane Season impact on CDERA Participating States has presented the opportunity to review the current instruments and policies for disaster response and relief coordination. A critical element for review is the relief mechanisms utilized by Participating States immediately after the impact of hazards which can have devastating effects on the normal transport and distribution mechanisms.

To bring cohesion to disaster response and relief coordination, CDERA, supported by the Canadian International Development Agency (CIDA), has undertaken a project to develop the Model Integrated Relief Programme (MIRP) to build on the lessons learned from the 2004 experiences, particularly hurricane Ivan. Through a consultative approach, CDERA plans to develop the MIRP as a foundation for the development of national relief programmes. The development of similar programmes is an important step to integrating disaster response and relief coordination amongst the CDERA member states.

One of the outcomes of the CIDA-Ivan project was to create a model Integrated Relief Plan (IRP) to service as an aid or template from which Participating States could develop their own relief plans. The following document is a combination of known aspects of relief operations at a regional level and instructions/comments for completing sections to define the national level plan. The format of the IRP has been reviewed by the CDERA Coordinating UNIT (CU) and two workshops. The workshops were held in Grenada in August 2005 and provided a national examination of the IRP (by Grenada disaster management personnel) and a regional review by delegates from the CDERA Participating States. The comments and changes expressed in those workshops have been included in this version of the model IRP.

The format of the model IRP is based on a disaster/emergency supply chain. It uses repeatable processes to describe the provision of goods, services and personnel for relief operations. This can make for a lengthy document, so each process needs to be examined for its relevance. The use of repeatable processes is designed to ensure that each aspect of the supply chain has been considered. That does not mean that each process needs to be fully developed in the final product of a national IRP.

Likewise the model IRP is one in a series of plans that describe all national activities that occur before, during and after a disaster or emergency. The **integrated** part of the relief plan means that it should contain information from other plans that are of benefit to those conducting relief operations. Conversely, elements of the IRP should be copied to other national plans to ensure the same information is being read by different groups.

1.0 INTRODUCTION

A disaster-emergency condition exists, when an event attributable directly or solely, either to the operation of the forces of nature or human intervention or to both, generates the extensive damage and destruction to life or property; is accompanied by extensive social and physical disruption and overwhelms the resources of the affected community or country to provide a timely and effective response to meet the needs of the situation. The emergency aspect of such an event requires immediate action to alleviate threats to life, pain, distress and anxiety.

2.0 THE NATIONAL DISASTER PLAN

The National Disaster Plan (NDP) is the source document for preparing and conducting disaster response. From the responsibilities assigned in it, specific plans and procedures will be designed. The responsibilities and functions of the committees, as stated in this plan, are not limited to response to tropical cyclones, but are also applicable to other natural hazards such as earthquakes, volcanic eruption, floods and landslides.

The National Disaster Plan involves the effective mobilization of the country's human and material resources in planning, training and managing the various aspects of a disaster or major emergency in order to return the country to a state of normalcy as quickly as possible. It should include:

- the establishment of national and local disaster management organizations and their structures, the role and functions of Government Ministries and key departments; public utilities, statutory bodies, non-governmental and other voluntary organizations;
- the classification and cataloguing of resources at all levels;
- the role and functions of all agencies before, during and after a disaster;
- the need for emergency telecommunications network;
- the need for the assessment of loss;
- the co-ordination between the various committees within the response operation; and
- the post-disaster relief and rehabilitation mechanisms.

2.1 *Subordinate Plans*

The National Disaster Plan should provide direction for the preparation of specific subordinate plans. These may include:

- Public Information and Education Plans
- Damage and Needs Assessment Plans
- Transportation Plan
- Welfare Plan
- Shelter Management Plan
- Health Services Plan

Model Integrated Relief Plan (IRP)

- Communications Plan
- Integrated Relief Plan
- Public Utilities Plan
- Recovery, Rehabilitation and Reconstruction Plan
- Security Plan
- Evacuation Plan
- Marine Pollution and Oil Spill Plans
- Hazardous Materials Emergency Plan

As the National Disaster Plan evolves, additional plans may be created that will impact the Integrated Relief Plan.

2.2 National Disaster Organization

This section should describe the National Disaster Organization, define the role and functions of key personnel, and explain the coordination required for relief operations. The section should also define the roles and responsibilities of any Committees and District Disaster Organizations playing a role in the disaster response effort.

3.0 THE INTEGRATED RELIEF PLAN

The Integrated Relief Plan (IRP) describes how relief operations will be conducted. This plan should be prepared in conjunction with the subordinate plans included in the National Disaster Plan (see list in section 0).

3.1 Objective

The objective of the IRP is to detail the specific aspects of relief planning and execution to cover a wide variety of emergency or disaster situations that may strike a CDERA member state.

3.2 Purpose

The purpose of the IRP is to ensure the timely and effective assistance to the affected in a coordinated manner, ensuring the greatest protection of life, property and health. The plan also defines the administrative structure in times of disaster and ensures continuity of process between the NDO and its task force/groups, private sector alliances, and public sector affiliations.

3.3 Scope

The IRP provides the operating instructions for the NDO and its associated support groups at the local and regional levels. The plan addresses relief roles, responsibilities and activities associated with all natural and some man-made hazards to which the country is exposed.

Model Integrated Relief Plan (IRP)

The plan is designed to complement any existing plans and the work of agencies responsible for specific hazards e.g. aviation, marine or industrial events. The plan addresses relief operation functions for which the NDO has primary coordination responsibility. The IRP also describes how the national plan integrates with regional and international relief plans and how relief efforts will be coordinated.

3.4. *Relief Organizations and Affiliations*

Complete the table at Annex A to list all national, regional and international organizations and agencies that provide relief support to the country. This table needs to be regularly updated. The following sections describe the structure and interoperability of these organizations and agencies in the provision of assistance.

3.4.1. Regional

Describe the workings of regional aid organizations, and any agreements relevant to disaster relief, operating in your country.

- Caribbean Disaster Emergency Response Agency (CDERA) and Participating States
- Include other agreements

3.4.2. International

Describe the workings of international relief and aid organizations operating in your country. Reiterate the requirement for NGOs to collaborate with the NDO to coordinate relief operations.

3.4.3. Relief Response Organizations

Emergency Operations Centre (EOC)

The role of the EOC is to provide standard national coordination and control of emergency/disaster response and relief operations on a 24 hour-per-day basis if necessary.

CARICOM Disaster Response Unit (CDRU)

The role of the CARICOM Disaster Response Unit (CDRU) is to provide management and logistical support to disaster response operations in CARICOM Member States. The CDRU operates in support of CDERA and the national disaster organizations of the affected states.

NGO Response Units

Outline the relief operations of NGOs, relief organizations/agencies, charities and/or local clubs. Provide contact information and coordination details.

Model Integrated Relief Plan (IRP)

3.5 Related Documents and References

List the documents that provide supporting or additional information to the Integrated Relief Plan. These may include:

- National Integrated Relief Policy
- Government Acts and Legislation
- Standard Operating Procedures
- Etc.

List regional and international documents that may assist the solicitation and provision of relief, particularly:

- The CDERA Agreement
- Guidelines for National Disaster Relief Policy, CDERA, June 1998
- Donation Management Policy, CDERA

4.0 CONCEPT OF OPERATIONS

The Concept of Operations is based on the management of a disaster/emergency supply chain that plans, sources, assembles and delivers personnel, equipment and supplies to stricken areas. The aim is to satisfy the needs of local disaster sites by converting requests and assessments into supply chain requirements that can be delivered.

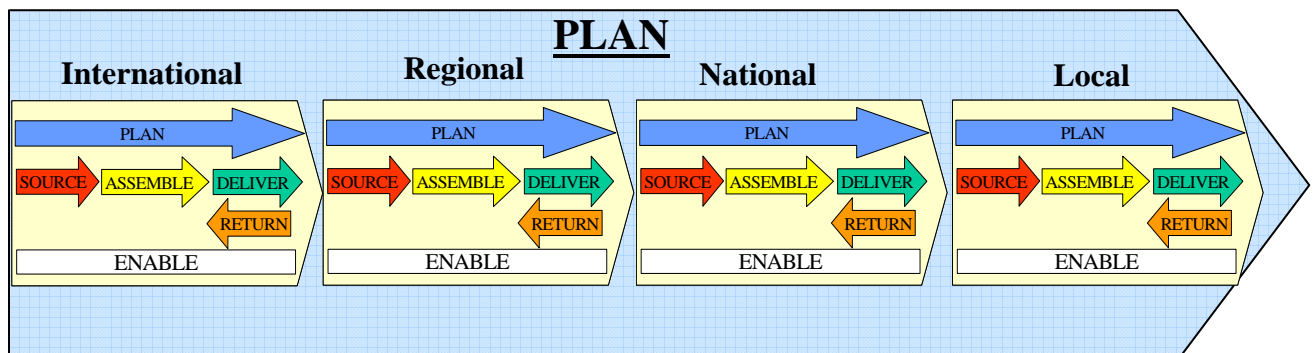
The supply chain is supported by a series of enablers that ensure that finances, personnel, procedures, inventory, transportation and other related processes are managed correctly to maximise efficiency and effectiveness in relief operations.

The disaster/emergency supply chain is a collection of repeatable process whether you are conducting relief operations at the local, national, regional or international level. The integrated plan brings together the different levels of the supply chain while coordinating the source, assemble, deliver and return process within each level.

The following sections are descriptions of the supply chain processes and how they relate to the Integrated Relief Plan.

4.1.1. Plan

Plans are made across the entire supply chain. Specific plans are also



developed for each of the management process. Plans focus on the development and establishment of courses of action over specified time periods that represent a projected appropriation of supply chain resources to meet supply chain requirements.

4.1.2. Source

The process of identifying, procuring, demanding, receiving, verifying and paying for equipment and materiel outside of a particular supply chain. Sources of supplies, equipment and personnel for disaster and emergency relief can be classified into three groups of suppliers:

- **Vendors.** These are vendors who provide equipment, supplies and personal services on a purchase/contractual basis.
- **Donors** These are NGO's charities or other countries who give freely supplies and equipment for use in disaster relief. Volunteers are the personnel side of the Donors group. Financial donations are considered an enabler to the supply chain (see section 13.0) and are tracked and managed separately.
- **Contributors.** These are countries or organizations that provide standby or readied personnel, equipment and materiel for disaster situations.

4.1.3. Assemble

This is the process of shipping, storing, conditioning and documenting equipment and supplies for relief operations. This process can include staging en route to the final assembly point. If equipment is reconditioned following its use at a disaster site, those activities are considered part of the ASSEMBLE process.

4.1.4. Deliver

The process of collecting and consolidating orders/requirements, preparing shipments and delivering supplies to affected areas or relief organizations. For equipment, this process also includes maintenance programs to keep the equipment serviceable while in use to support a relief operation.

4.1.5. Return

This is the process for the return and disposition of defective or excess equipment and supplies. There are two elements of the RETURN process. The first is the ASSEMBLE RETURN which recycles equipment and supplies for storage or delivery to another disaster area. The second is the SOURCE RETURN where equipment is returned to contributors or defective/excess product is returned to suppliers. It should be noted that there is no SOURCE RETURN for donations base on the assumption that the donator wants their submission to be used immediately or stored for later.

4.2. *Scope*

The scope of relief operations spans from planning and activation of response resources to the establishment of normalcy in the country. Recovery and reconstruction plans to address the longer-term impacts of the disaster are developed under a separate plan based on the further assessment once normalcy has been achieved.

4.2.1. Levels of Response

The region's response will be dictated by the type and magnitude of the emergency and by the Participating State(s) capacity to respond. For this reason CDERA has identified 3 levels of emergency response.

Level 1

An incident occurring at a local level in any of the Participating States for which local resources are adequate and available. The NDO informs the CDERA Coordination Unit (CU) of the occurrence of the incident and indicates that *no regional response is required*. CDERA CU actions in response to this type of incident will include monitoring, and information sharing.

Level 2

An incident occurring at a local level in any of the Participating States for which local resources and response capacity are limited. The NDO informs the CDERA CU of the occurrence of the incident and advises of the scope of impact and requests specialized regional assistance. A state of emergency/disaster area may or may not be declared. CDERA CU actions may include the provision of technical assistance, specialised equipment, emergency funds and support personnel. Actions at this level may include the activation of the response mechanism of the particular Sub Region.

Level 3

An impact occurring in any of the Participating States which clearly overwhelms the resources and capacity to respond by the local authorities. The NDO informs CDERA CU of the occurrence of the impact and requests that the Regional Coordination Plan be activated. A state of emergency/national disaster may be declared. Actions at this level may include the activation of the response mechanism of the Sub Region(s) and full activation of the Plan.

4.3 *Phases*

Relief planning and operations can be grouped into phases to distinguish between the different types of tasks, roles, and responsibilities. The following descriptions are specific to relief operations, but should be consistent with any other disaster or emergency planning and operations.

4.2.2. Preparation/Alert

This phase includes the planning process before a disaster occurs and the process to improve and revise plans based on experience and knowledge of past disasters.

4.2.3. Response

This phase includes the process of assessing relief needs and delivering goods and services.

4.2.4. Recovery

This phase is the close-out of relief operations following a major disaster. During this phase the Recovery and Reconstruction Plan will dictate the relief tasks to be carried out.

4.3. *Groupings*

This section describes how government ministries, private sector stakeholders and NGOs will be grouped in order to provide relief assistance. Details of the structure and grouping of disaster committees should be provided in the National Disaster Plan. This section is specific to relief operations and will define groupings for the response phase of the disaster only.

4.4. *Tasks*

This section details the specific tasks for key organizations and agencies involved in relief operations. As a minimum the specific tasks for the following organizations should be defined in the relief plan:

4.4.1. National Disaster Council

State the relief operation tasks for the National Disaster Council or similar government level group that oversees the response to national disasters including relief operations.

4.4.2. National Disaster Organization

State the relief operation tasks for the NDO which should be subordinate to the National Disaster Council. The NDO is generic term used to describe organizations such as NEMA, NaDMA, NERO, etc.

4.4.3. Emergency Operations Centre (EOC)

State the relief operation tasks for the EOC, which should be a component of the NDO

4.4.4. CARICOM Disaster Response Unit (CDRU)

The role of the CARICOM Disaster Response Unit (CDRU) is to provide management and logistical support to disaster response operations in CARICOM Member States. The CDRU operates in support of CDERA and the national disaster organizations of the affected states when a Level 3 response has been declared. The tasks of the CDRU include:

- Conducting a reconnaissance/assessment of the stricken area
- Managing the receipt, security, and dispatch of the disaster supplies from external sources
- Establish a satellite communications link to CDERA and the relevant national agencies
- Establish a controlling HQ for CARICOM Forces taking part in the humanitarian relief effort

4.4.5. Private Sector, NGOs and Service Clubs

State the relief operation tasks for the private sector, NGOs, and service clubs. The tasks outlined in this section are a subset of the roles defined for these organizations in the National Disaster Plan. Organizations that may be incorporated include:

Chamber of Commerce

Outline the relief tasks of the Chamber of Commerce, or equivalent business advocacy group.

Red Cross Society

Outline the relief tasks of the Red Cross.

Telecommunications

Outline the relief operation tasks for the companies and organizations in the telecommunications group.

Service Clubs and Youth Organizations

Outline the relief operation tasks for service clubs and youth organizations.

4.5. *Activation*

The section describes the particular national process for activating disaster/emergency relief operations. It should state the trigger mechanism that launches a relief operation, and be clear as to whom and how disasters are declared. This may require the inclusion of explanations of governmental powers such as the declaration of a state of emergency or national disaster site and the impact this has on relief operations.

Activation should be a step-by-step process, combining assessment, analysis and decision making authority. Partial activation should occur during the Preparation/Alert Phase so that relief operations can fully commence during or following the disaster. There should also be a trigger mechanism specifying as to how damage assessments and requests for relief will be used to define relief requirements and actions.

4.6. *Stand-down*

This section describes the particular national process for deactivating the Integrated Relief Plan. The stand-down of the IRP includes the transition to the recovery, rehabilitation and/or reconstruction plans. It should be made clear who declares the stand-down, and how this is accomplished.

The decision to stand down should only be taken on the basis of a thorough analysis of the situation by the decision making authority.

5.0 RELIEF OPERATIONAL SERVICES

5.1 *Transportation*

This section describes the overall planning and provision of transportation services to support relief operations. The section should address the movement of people, equipment and supplies through entry points into the country and the forward transportation of these supplies to storage, staging or relief areas.

The format can take different focuses based on the transportation resources in each country. There should be details by mode (air, sea, road, and rail) as they apply to relief operations.

5.1.1. Airports and Air Travel

Passengers

Specify the way in which the disaster relief personnel arriving at local airports will be managed and processed. Specific customs requirements should be detailed.

Cargo

Describe how disaster relief supplies arriving by air will be received, stored and for transport to their next destination. Specific customs requirements should be detailed.

5.1.2. Seaports and Sea Travel

Passengers

Specify the way in which the disaster relief personnel arriving by sea will be transferred to the disaster site/station. Specific customs requirements should be detailed.

Cargo

Describe how disaster relief supplies arriving by sea will be transported to their final destination. Specific customs requirements should be detailed.

5.1.3. Rail

Passengers

Specify the way in which the disaster relief personnel arriving by rail will be transferred to the disaster site/station. Specific customs requirements should be detailed.

Cargo

Describe how disaster relief supplies arriving by rail will be handled and transported to their final destination. Specific customs requirements should be detailed.

5.1.4. Road

Passengers

Specify the way in which disaster relief personnel are to be transported to and from disaster sites. This section should also outline the way in which casualties are to be transported to hospitals and first aid sites.

Cargo

5.1.5. Coordination

Describe how the use of transportation resources and services will be coordinated. Specific organizations or individuals responsible for controlling the resources and services should be identified if possible.

5.2 *Customs and Immigration*

Describe customs clearance plans and processes. Specific modal requirements should also be included in sections 5.1.1 to 5.1.5. The section may be divided into the following sections and contain information common to transportation modes, cargo or personnel:

5.1.6. Cargo Shipments

Describe the inbound and outbound cargo shipment requirements. This should include agriculture or other restrictions on the movement of goods in and out of the country

5.1.7. Passenger Travel and Immigration

Describe the inbound and outbound customs and immigration requirements for personnel traffic.

5.3 *Warehousing and Inventory Management*

5.1.8. National Warehouses

Describe the plan and procedures for relief warehouses and stockpiles. This should include, *inter alia*, the following items:

- Inventory reporting and accountability

Model Integrated Relief Plan (IRP)

- Order process (forms to be included as annexes to the plan)
- Release authorities

5.1.9. Sub-Regional Warehouses

CDERA has designated four sub-regional focal points (SRFP) warehouse operations, each with a primary responsibility to support CDERA Participating States. All SRFP have an alternate support responsibility for all Participating when required.

Primary support responsibilities are as follows:

Point	Primarily Responsible for:				
Trinidad & Tobago	Grenada	Guyana	Trinidad & Tobago		
Jamaica	Bahamas	Belize	Turks & Caicos	Jamaica	
Barbados	Dominica	Saint Lucia	St. Vincent and the Grenadines	Barbados	
Antigua	Anguilla	British Virgin Islands	Montserrat	St. Kitts/ Nevis	Antigua & Barbuda

Based on initial assessments or reports from the Rapid Damage Assessment Team, and in conjunction with The NDO, the SRFP will be instructed to send equipment and/or supplies to the stricken in support of the overall relief plan. The CDRU, if deployed, will manage the flow of equipment and materiel into the country through coordination with the EOC

5.1.10. Inventory Management System

Describe the national inventory management system in use. Explain how the national system interfaces with the regional system.

6.0 RELIEF SUPPLIES

The following sections provide specific direction as to how supplies and services will be planned, sourced, assembled, delivered and (if required) returned.

6.1. *Food*

This section describes the planning, sourcing, assembling, delivering and (if applicable) return of food supplies and/or the provision of centralized catering services.

6.1.1. Plan

Describe the concept of operations for the provision of food supplies and/or centralized catering services.

6.1.2. Source

Vendors

Describe the process for the procurement of food supplies and cooking equipment.

Donors

Specify the way in which food and catering service requirements will be communicated to donors.

Contributors

Describe the way in which contributions of food, cooking equipment and catering services will be solicited.

6.1.3. Assemble

Describe the creation and management of food storage and sorting areas. Sites should be identified prior to the start of operations.

6.1.4. Deliver

Describe how food and cooking equipment will be requested and how these demands will be met. Outline the food distributed network and responsible agencies, include any communal feeding centres and how/where they will operate.

6.1.5. Return

Describe the return of cooking equipment and surplus food, and the disposal of spoiled food.

6.1.6. Coordination

State the specific organizations responsibility for food management or food services and where/how they will operate. Individual responsibility to store emergency food supplies should also be outlined.

6.2. *Water*

This section describes the planning, sourcing, assembling, delivering and (if applicable) the return of water supplies and/or the provision of centralized water points. Restoration of normal water utility supply and services should be covered under section 9.0 as an engineering relief operation.

6.2.1. Plan

Describe the concept of operations for the provision of water.

6.2.2. Source

Vendors

Describe the process for the procurement of water supplies and equipment.

Donors

Donations of water should be restricted to palletized loads of bottled water or water containers.

Contributors

CDERA will maintain inventories of bottled, containerized and bulk water available from Participating States or other governments. The Sub-Regional Focal Point will also store a set amount of water purification equipment and supplies.

6.2.3. Assemble

Describe the creation and operation of mobile water purification units that are to be established separate from the water utility. Sites should be identified prior to the start of operations.

Describe any known or planned sites for water distribution.

6.2.4. Deliver

Describe how water will be delivered to disaster sites or evacuation areas from the assembly points.

6.2.5. Return

This section describes the return of water purification equipment, excess containers or surplus bottled water.

6.2.6. Coordination

State the specific organizations responsible for water systems or delivery and where/how they will operate. The citizen's responsibility to have an adequate emergency water supply should also be outlined.

6.3. *Clothing*

This section describes the planning, sourcing, assembling, delivering and, if applicable, the return of clothing.

6.3.1. Plan

Describe the concept of operations for the provision of emergency clothing.

6.3.2. Source

Excess or unusable clothing is not returned to the source; as such the supply of clothing is always considered a donation and countries/organisations supplying clothing 'Donors'. For this reason this section does not include a sub-section for 'Contributors'.

Vendors

Describe the process for the procurement of emergency clothing.

Donors

Donations of clothing will need to match requirements. Requirements will need to be communicated to donors before shipment to ensure relief satisfies the requirement. This sub-section should describe the way in which requirements for clothing are to be communicated to donors.

6.3.3. Assemble

Describe the creation and operation of clothing storage and sorting areas. Sites should be identified prior to the start of operations.

6.3.4. Deliver

Describe how clothing will be requested and how these demands will be satisfied. Description should include the clothing distribution network and responsible agencies.

6.3.5. Return

Describe the return of excess clothing and the disposal of unusable clothing.

6.3.6. Coordination

State the specific organizations responsibility for clothing inventory management and delivery services and where/how they will operate. Individual responsibility to store emergency clothing supplies should also be outlined.

6.4. *Shelter*

This section describes the planning, sourcing, assembling, delivering and (if applicable) the return of basic shelter requirements and/or the provision of centralized evacuation or safety centres.

6.4.1. Plan

Describe the concept of operations for the establishment, organisation and management of emergency shelters.

6.4.2. Source

Vendors

Describe the process for the procurement of the supplies needed at/for the emergency shelters.

Donors

Specify the material characteristics of the items sought. Requirements for these items are to be provided by the EOC. This section should also outline the way in which requirements are to be communicated to donors. Shelter donations may include tents, blankets, cots, etc.

Contributors

Describe the way in which contributions of tents, blankets, cots etc. will be solicited.

6.4.3. Assemble

Describe the creation and operation of shelters. Sites should be identified prior to the start of operations.

6.4.4. Deliver

Describe how shelters and supplies pertinent to shelters will be requested and how these demands will be satisfied.

6.4.5. Return

Describe the return of excess supplies.

6.4.6. Coordination

State the specific organizations responsibility for shelter management and delivery services and where/how they will operate.

7.0 HEALTH SERVICES AND MEDICAL SUPPLIES

There may be a need for a separate medical plan to provide details for the medical community. In this section, the focus is primarily on the provisions of supplies and the movement of casualties as part of the overall relief effort.

7.1. *Medical Evacuation Plan*

Incorporate the details from evacuation plans as they relate to the provision of supplies and services. Movement of casualties should be cross-referenced with the transportation plan in section 5.1.4.

7.2. *Medical Supplies*

Describe the process for sourcing, assembling, delivering and returning medical supplies.

7.2.1. Plan

Describe the planning process for the sourcing, assembling, delivering and returning of medical supplies and services.

7.2.2. Source

Vendors

Describe the process for the procurement of medical supplies.

Donors

Describe how requirements for medical supplies will be communicated to donors.

Contributors

Describe how contributions of medical supplies will be solicited.

7.2.3. Assemble

Describe the creation and operation of storage and sorting areas. Sites should be identified prior to the start of operations.

7.2.4. Deliver

Describe how medical supplies will be requested and how these requests will be satisfied. This description should include details of the distribution network and the responsible agencies.

7.2.5. Return

Describe the process for the return, sale, redistribution and/or disposal of surplus and expired materials.

7.2.6. Coordination

State the organisation(s) responsible for medical supplies inventory management and delivery services.

7.3. *Health Services*

Describe the health services that need to be coordinated with relief operations.

7.3.1. Hygiene/Health Inspections

Describe the plans for hygiene inspections as they relate to the provision of relief supplies and services.

7.3.2. Community Health Services

Describe the relationship between Community health services and relief operations

7.3.3. Mobile Medical Services

Describe any mobile medical teams that will operate before, during or after a disaster or emergency. Include how these teams will be transported and supported.

8.0 PERSONAL SERVICES

8.1. *Awareness and Preparation*

Describe the method and procedure by which individuals or groups can prepare for disaster. Explain the relationship between self-sufficiency and the commencement of relief operations, i.e. do individuals and/or groups need to look after themselves for a period of time until relief operations start?

This section should also cross reference any home guidance manuals or similar instructions for businesses and individuals.

8.2. *Victim Identification Programme*

Describe the method and procedure by which individuals or groups can communicate their relief requirements. Explain how the requests will be handled within the relief operations framework and how they will be converted into requirements that can be satisfied by the disaster/emergency supply chain.

8.3. *Amenities and Personal Hygiene Supplies and Services*

Amenities are defined as personal items for pleasure or recreation such as books, music or sports equipment. Personal hygiene items are defined as individual use items for ablution or sanitary conditions such as soap, toothpaste, or towels.

Describe the method and procedure by which individuals or groups can obtain hygiene items and personal supplies. This section should be linked to the section on shelters (6.4) and details regarding the provision of amenities and supplies to groups of displaced persons residing in shelters.

8.3.1. Source

Vendors

Describe the process for the procurement of amenities, and hygiene supplies and services.

Donors

Describe how requirements for hygiene supplies and services, and amenities will be communicated to donors.

Contributors

Describe how contributions of hygiene supplies and services, and amenities will be solicited.

8.3.2. Assemble

Describe the process for the storing and preparing of amenities, and hygiene supplies and services.

8.3.3. Deliver

Describe the process for ordering and delivering amenities and hygiene supplies and services to victims or relief providers.

8.3.4. Return

Describe the process for the return and/or disposal of amenities and hygiene supplies.

8.3.5. Coordination

State the specific organizations responsibility for personal supplies and services and where/how they will operate. Individual responsibility to have emergency amenities and hygiene supplies should also be outlined.

8.4. *Documentation*

This section should describe personal documents required to request or access supplies and services in this category. Requirements for personal identification (passport, driver's license, photo identification, etc) should also be included.

9.0 ENGINEERING AND INFRASTRUCTURE

9.1. *Construction Materials and Services*

9.1.1. Plan

In this section identify sources, type, location, costs, form of payments, and distribution of building materials in the country. State the type and location of equipment available (tractors, trucks and heavy equipment). Maintain an up-to-date inventory of infrastructure (housing stock, bridges, roads, hospitals, and other critical facilities). Identify items available in the CDERA regional warehouse (regional focal point).

State the priority of critical facilities to be restored. This section should also define the process for assessing the damage to critical facilities and infrastructure in the country, and for analysing needs.

9.1.2. Source

Vendors

This section should identify vendors (local, regional and international) of temporary bridges, communication towers, mobile hospitals, pre-fabricated housing, building materials and tools, heavy equipment, satellite phones, mobile phones. The section should also describe the process for procuring these items.

Donors

Identify donors (local, regional and international) and specify how needs will be communicated to these donors.

Contributors

Identify contributors (local, regional and international) and describe how contributions will be solicited.

9.1.3. Assemble

Identify possible suitable staging areas/warehouses for storage/assembly of equipment and materials.

9.1.4. Deliver

Describe the process for ordering and delivering construction materials, equipment and services.

9.1.5. Return

Describe the process for returning construction materials and equipment.

9.1.6. Coordination

State the specific organizations responsibility for construction material, equipment and services and where/how they will operate. Individual responsibility to have emergency building materials should also be outlined.

9.2. *Utilities*

State the specific organizations responsibility for establishing utilities and where/how they will operate. Include links or information from other plans to restore and maintain utilities following a disaster.

10.0 SECURITY AND COOPERATION

This section should detail the plans for the security of personnel, equipment, supplies and facilities involved in relief operations.

10.1. *Civil/Military/Police Cooperation*

This section describes cooperation between the civil authority, the military and the police in managing security for relief operations.

10.2. *Physical and Information Security Requirements*

This section specifies the physical security requirements at relief operation facilities, particularly at ports, warehouses and storage sites. It should include personal security requirements and the security responsibilities of individuals and groups.

Information security will govern the data and communications involved in conducting relief operations. The section should detail what information needs to be secure and how access to information will be handle and controlled.

10.3. *Inter-Agency Cooperation*

Inter-agency cooperation covers how NGO's, local disaster organizations or other relief agencies will operate within the integrated relief environment. This section should specify the need for liaison personnel and the mechanism for identifying and responding to security threats that impact relief operations.

10.4. *Security Material and Services*

This section covers the equipment, weapons, ammunition and supplies required by security forces to enable them to fulfill their role in disaster situations.

Model Integrated Relief Plan (IRP)

10.4.1. Plan
Describe the planning process for the sourcing, assembling, delivering and returning of security materiel and services.

10.4.2. Source
Describe the process for obtaining security materials and services.

Vendors

Describe the process for the procurement of security materials and services. Identify suppliers of material and services.

Donors

Identify donors and describe the process for communicating requirements to these donors.

Contributors

Identify contributors and describe the process for soliciting contributions.

10.4.3. Assemble
Describe the process for assembling security materiel and services.

10.4.4. Deliver
Describe the process for ordering and delivering security materiel and services.

10.4.5. Return
Describe the process for recycling or returning security materiel.

10.4.6. Coordination
State the specific organizations responsible for security materiel and services and where/how they will operate. Individual responsibility for personal security should also be outlined.

11.0 COMMUNICATIONS AND INFORMATION MANAGEMENT

This section describes several facets of communications for the relief operation. It should be developed in conjunction with specific telecommunication plans.

11.1. Communications and Electronic Operating Instructions

11.1.1. General Instructions
Describe the general rules governing communications before, during and after the disaster.

Model Integrated Relief Plan (IRP)

- 11.1.2. Relief Operations Radio Network
Describe how relief operations will be coordinated using a radio network.
- 11.1.3. Satellite Communications
Describe how satellite communications will be used for relief operations. Specify the equipment available or needed and how usage will be controlled.
- 11.1.4. Telephone/Land line
Describe the telephone network to be used for relief operations and identify key telephone numbers.
- 11.1.5. Internet and Intranet
If applicable, describe how the NDO intranet will be used. Provide information on internet access, usage and sites, especially for sourcing and controlling the flow of personnel and materiel. As well, describe how the Internet will be used for relief operations.

11.2. *Communication Equipment and Services*

- 11.2.1. Plan
Describe the planning process for the sourcing, assembling, delivering and returning of communication equipment and services. Include all available means of communication including LAN, intranet & internet (website for the NDO if applicable), VHF Radio, and HF radios (CB & HAM Radio). Specify process for delivering status reports, press releases and conferences.

Provide templates for written communication such as receipt, returns, and communication forms. Identify computing and printing facilities to produce flyers, reports, bulletins etc.

- 11.2.2. Source
Describe the process for obtaining communication equipment and services.

Vendors

Describe the process for the procurement of communication materials and services. Identify suppliers of equipment and services.

Donors

Identify donors and describe the process for communicating requirements to these donors.

Contributors

Identify contributors and describe the process for soliciting contributions.

Model Integrated Relief Plan (IRP)

- 11.2.3. Assemble
Describe the process for assembling communication equipment and services, include runners and dispatch riders.
- 11.2.4. Deliver
Describe the process for ordering and delivering communication equipment and services.
- 11.2.5. Return
Describe the process for returning communication equipment.
- 11.2.6. Coordination
State the specific organizations responsible for communication equipment and services and where/how they will operate. Individual responsibility for personal security should also be outlined.

12.0 HUMAN RESOURCES FOR RELIEF OPERATIONS

This section describes the plans for identifying, supporting and protecting individuals working in relief operations

12.1. *Essential Personnel*

Describe the plan for identifying essential personnel and their associated responsibilities or duties when a disaster strikes. Define the difference between essential personnel (those who MUST be available to work on relief operations) and other classes of personnel.

12.2. *Support*

12.2.1. Transportation

Describe how relief operation workers will be transported to their relief or work sites. Details should be consistent with the plan for transportation of relief operational services (section 5.1).

12.2.2. Accommodation and Feeding

Describe plans to house and feed relief workers to better enable them to fulfill their relief operation roles.

12.3. *Security*

Describe the plans to protect relief operation workers as they carry out their duties. Details should be consistent with the requirements listed in section 10.2.

13.0 FINANCIAL MANAGEMENT AND DONATIONS

This section summarizes the national policies and plans from disaster financial management and donations. Specifics should be provided as to how relief operations are to be funded and the associated accountability and audit requirements.

13.1. Financial Authorities

Describe who has the authority to commit funds to different relief activities and the process for allocating such funds.

13.2. Accountability and Reporting

Describe how expenditures will be tracked and accounted for. Include the requirement and frequency of reporting expenditures.

13.3. Financial Donations

Describe how financials donations are to be applied to the provision of goods and services. Donations of goods and services are covered in the previous commodity sections.

14.0 CONTINUOUS IMPROVEMENT PLAN

This section outlines the process of continuous improvement that will incorporate lessons learned and best practices to further mitigate the consequences of emergencies and disasters.

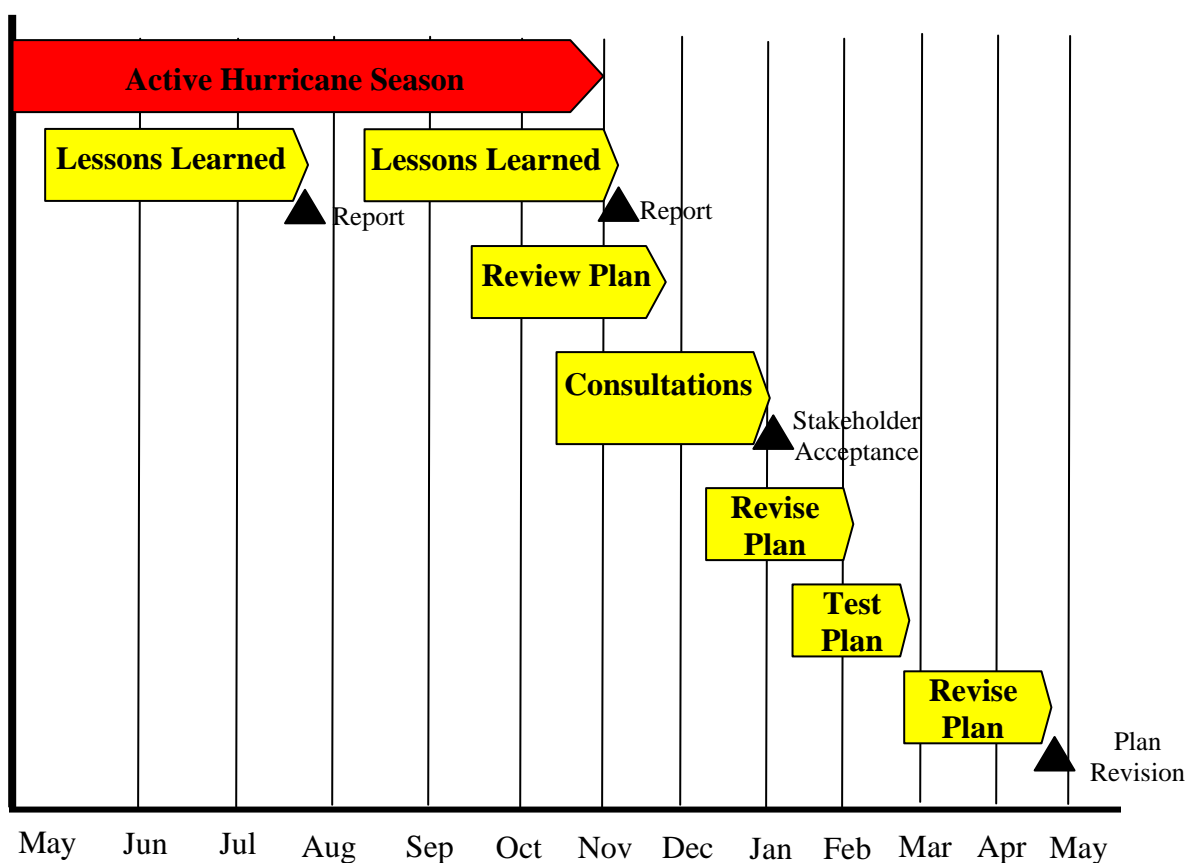
14.1. Performance Testing and Measurement

Describe the metrics that will be used in determining the efficiency and effectiveness of relief operations. Describe how and when testing of the plan will be conducted and who should/must participate.

As a guideline, the following is provided as a sample annual timeline schedule for testing and revising the IRP:

Lessons learned are developed during or immediately following a relief operation.

Model Integrated Relief Plan (IRP)



Towards the end of the active hurricane season the IRP is review based on the combined lessons learned. Consultations with key stakeholders and the public should follow this review to gather more information about the effectiveness of the plan and to develop solutions for improvement. Eventually the information gather is correlated into a revision of the IRP.

The revise plan needs to be tested to confirm the changes and to inform key stakeholders and the public as to what changes have been made for relief operations. Based on the results of the plan, a final revised IPR is prepared and ratified.

While not every year will necessitate a revision of the plan, it should at least be reviewed and tested annually.

14.2. *Lessons Learned*

Describe the mechanism for gathering lessons learned from actual relief operations or simulations/testing. Describe how courses of action will be determined from the lessons learned, and the mechanism for their implementation.

Model Integrated Relief Plan (IRP)

14.3. *Annual Reviews*

Describe the frequency for reviews of the plan (e.g. biannually, annually, biennially, etc), and who will conduct and participate in reviews. Details on public consultation should also be included in this section.

14.4. *Plan Revisions and Dissemination*

Describe how the plan will be revised (document control) and the revisions disseminated to the broader relief operations network. Details on public information about changes to the plan should also be included in this section, bearing in mind the overall Disaster Communication Plan.

15.0 MISCELLANEOUS

Items not covered in the previous sections

