



Sistema Económico  
Latinoamericano y del Caribe

Latin American and Caribbean  
Economic System

Sistema Econômico  
Latino-Americano e do Caribe

Système Economique  
Latinoaméricain et Caribéen

# Continuity of government and continuity of operations during disasters CDEMA'S Perspective

*Elvis Nurse, Director Resources Management  
Caribbean Disaster Emergency Management Agency  
(CDEMA)*

## Economic and Technical Cooperation

*Regional Seminar "Partnership between public and private sectors for disaster risk reduction: Continuity of government and continuity of operations during disasters"*

*Lima, Peru*

*7 and 8 June 2012*

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**CDEMA**

The Caribbean Disaster  
Emergency Management Agency

# Continuity of Government and Continuity of Business Operations During Disasters – CDEMA's Perspective

**Presentation by  
Dr Elvis Nurse, Director, Resources Management  
Caribbean Disaster Emergency Management Agency (CDEMA)**

**at the**

**Regional Seminar “Partnership between public and private sectors for disaster risk management: Continuity of government and continuity of operations during disasters”**

**Lima, Peru**

**June 7 - 8, 2012**

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- ☐ **Background on CDEMA**
- ☐ **Comprehensive Disaster Management**
  - **Promoting Ex-Ante DRM Measures**
  - **Strategies Adopted to Facilitate Future Treatment of DR**
  - **Implementing Authorities and Public -Private Cooperation**
- ☐ **Main Issues to be Considered by both Public & Private Sectors to Guarantee Continuity of Government & Business Operations in Case of Disaster**
- ☐ **Questions**

## Caribbean Hazard Landscape

2<sup>nd</sup> most hazard prone region in the world

Small island and low lying developing states with vulnerable economies, largely dependent on tourism and agriculture

High risk to sea level rise, 60% of population, 70% of economic activity within 2 miles of coastline

Frequent major events (hydro-meteorological and geophysical)

Regular annual disaster losses estimated at US \$3 billion in Region

Significant loss to social and productive sector and to GDP



# Caribbean Environment



# Caribbean Environment

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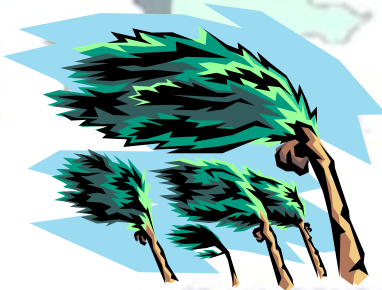


# Caribbean Landscape

## Significant Hazard Exposure

- Natural Hazards

- Hurricanes
- Floods
- Drought
- Earthquakes
- Volcanoes
- Landslides
- Tsunamis



- Human Induced

- Fires
- Oil Spills
- Chemical Explosions
- Epidemic
- Water Pollution
- Insurrection
- Theft and robberies
- Accidents
- Bomb Threats
- Kidnappings



SURINAME



## Brief on CDEMA

The regional  
inter-  
governmental  
Agency  
responsible  
for disaster  
management  
in the  
Caribbean  
Community  
(CARICOM)

Formerly  
*CDERA*

1991- CDERA  
established  
by an  
Agreement  
of Heads of  
Government  
of CARICOM

September 1,  
2009 – CDERA  
officially  
transitioned  
to CDEMA

Membership  
comprises 18  
Participating  
States (PS)

Newest PS-  
Haiti and  
Suriname  
(joined in  
September  
2009)

SURINAME

## CDEMA Participating States

1. **Anguilla**

2. *Antigua and  
Barbuda*

3. *Bahamas*

4. *Barbados*

5. *Belize*

6. **Virgin Islands**

7. *Dominica*

8. *Grenada*

9. *Guyana*

10. *Haiti*

11. *Jamaica*

12. **Montserrat**

13. *St. Kitts and Nevis*

14. *Saint Lucia*

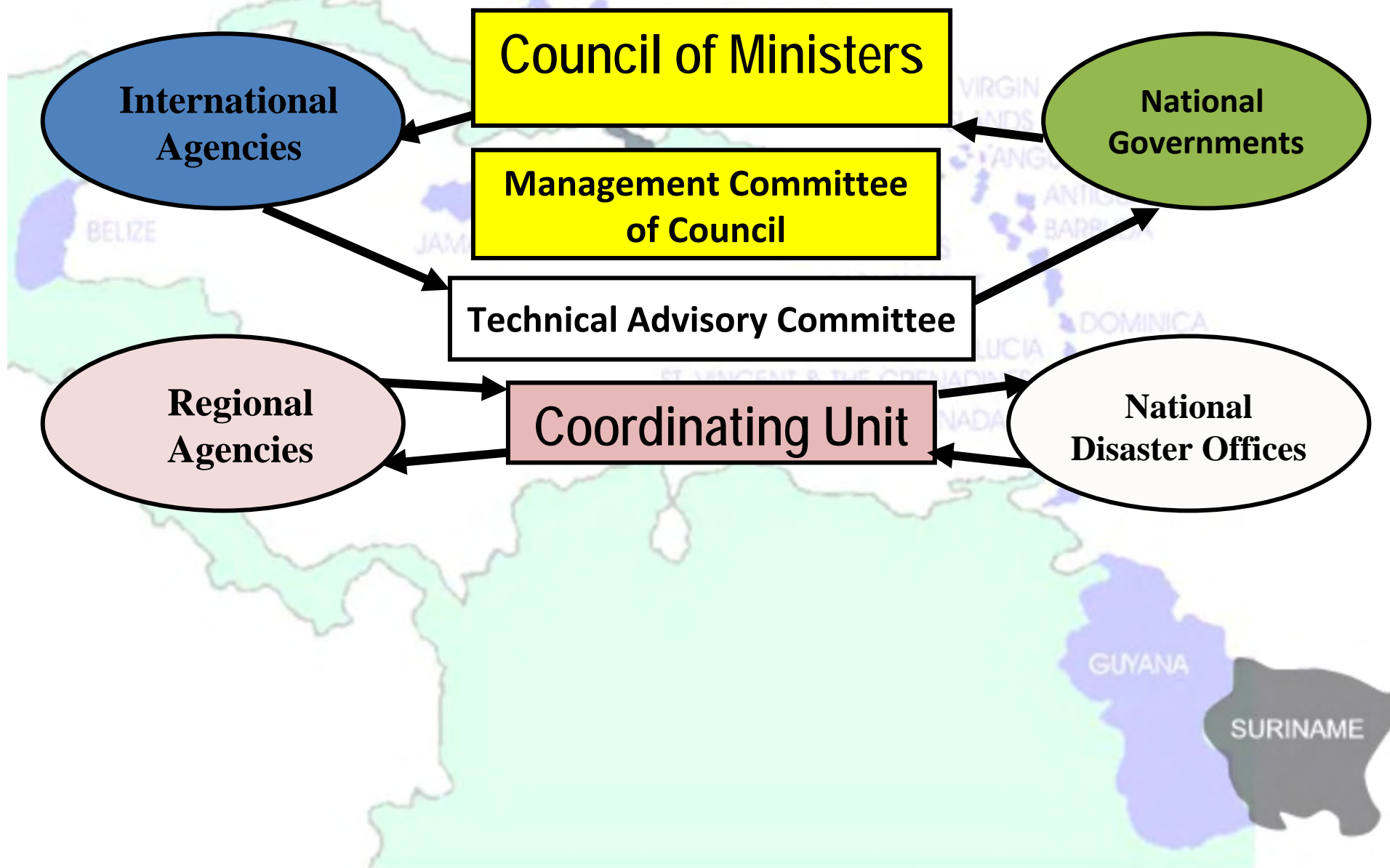
15. *St Vincent & the  
Grenadines*

16. *Suriname*

17. *Trinidad and Tobago*

18. **Turks and Caicos**

# CDEMA Structure





## Guiding Principles for CDEMA Work in the Region

Strategic  
positioning

Building on  
previous &  
existing  
mechanisms

Synergies  
with other  
ongoing  
initiatives

Sustainability

## Promoting Disaster Risk Management

Through Existing Comprehensive Disaster Management (CDM) Strategy & Programming Framework 2007-2012

Proposed 2007-2012 and Beyond CDM Strategy & Programming Framework

## Comprehensive Disaster Management (CDM)

**Comprehensive Disaster Management (CDM) is the management of all hazards**

**Through all phases of the disaster management cycle – prevention and mitigation, preparedness, response, recovery and rehabilitation**

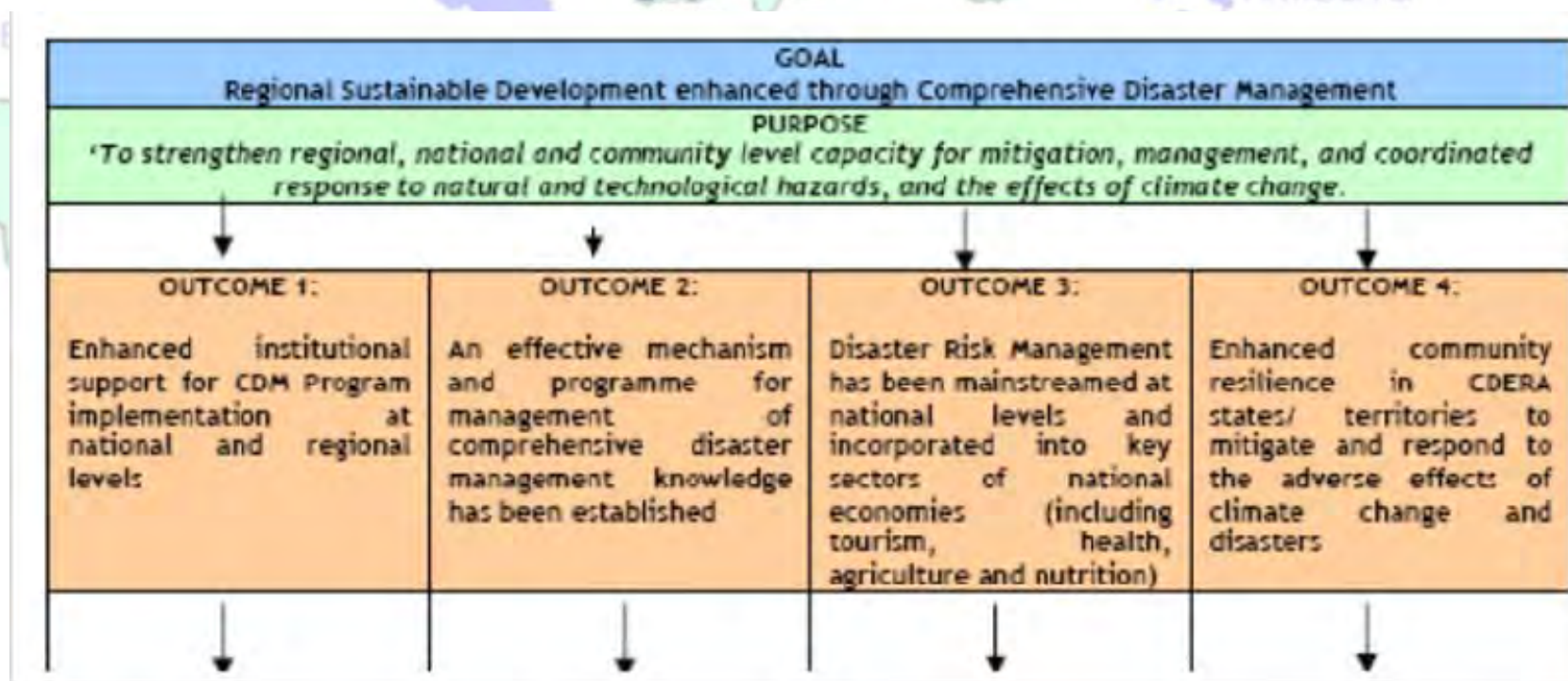
**By all peoples public and private sectors, all segments of civil society and the general population in hazard prone areas.**

**CDM involves risk reduction & management and**

**Integration of vulnerability assessment into the development planning process. (CDERA 2001, 2006)**



## CDM Strategy & Programming Framework 2007-2012



### CDM Strategy & Programming Framework 2007-2012

#### ☐ A regional framework for disaster management:

- ✓ Emphasizes natural hazard risk reduction
- ✓ Promotes a “culture of safety”
- ✓ Recognizes that strengthening disaster preparedness for better response is critical
- ✓ *Encourages strategic partner alliances*
- ✓ *Advocates for empowering of sector partners to (take responsibility) and lead dissemination and advocacy with their constituency*

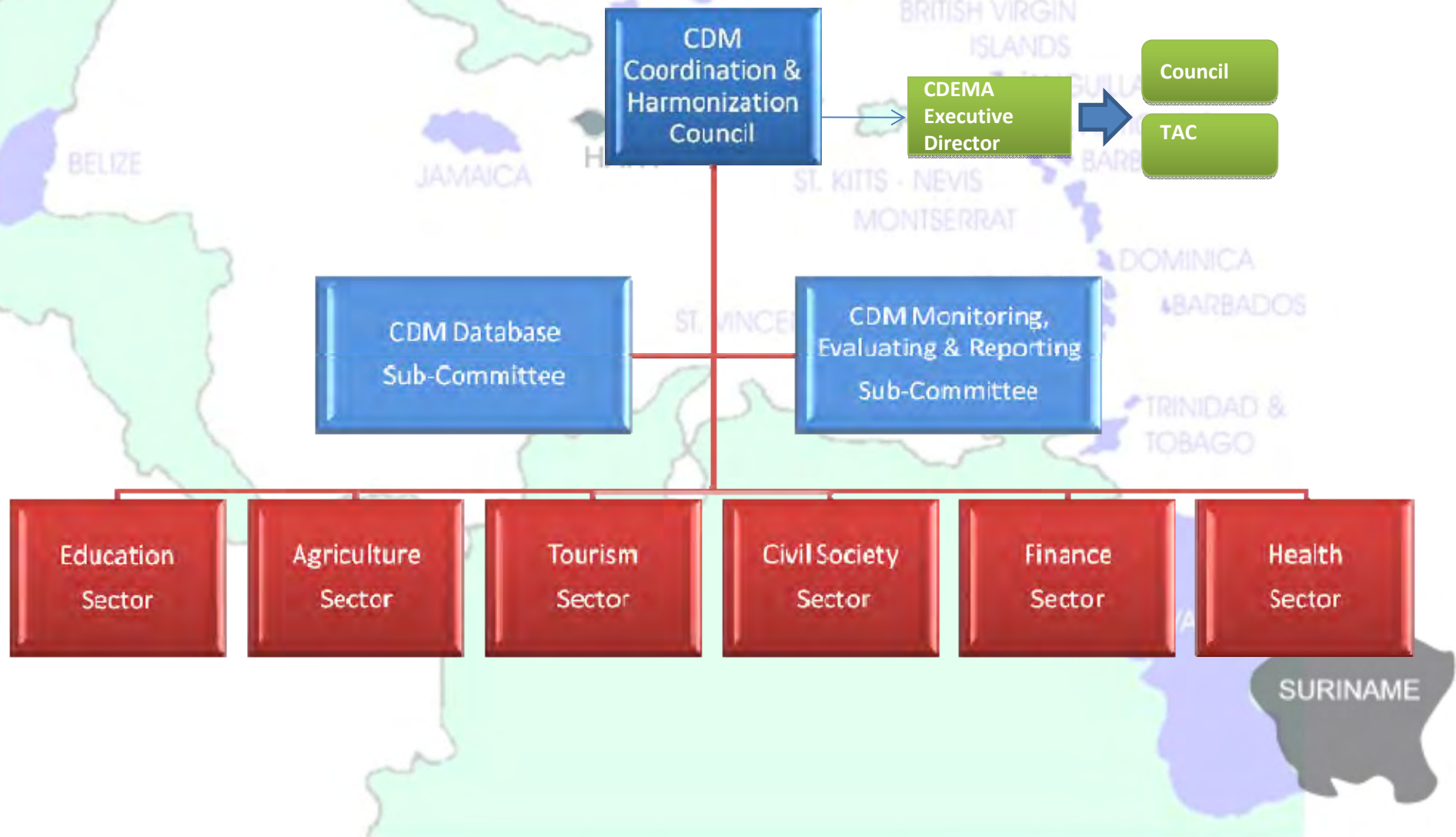
### CDM Strategy & Programming Framework 2007-2012

- ❑ Designed to support the advancement of global and regional disaster management agendas including:
  - ✓ the Hyogo Framework for Action 2005-2015
  - ✓ the CARICOM Regional Programming Framework
  - ✓ the St. George's Declaration of Principles for Environmental Sustainability
  - ✓ the objectives of the Caribbean Single Market and Economy
  - ✓ provides the mechanism for CDEMA Participating States to support the regional and hemispheric initiatives of the Association of Caribbean States through its Saint Marc, Haiti Resolution and Plan of Action for Disaster Reduction and the Organization of American States Inter-American Network for Disaster Mitigation



## CDM Cont'd

### CDM Governance Mechanism



## Drivers of CDM Strategy Beyond 2012

Persistent Implementation Gaps/Challenges

Emerging Priorities and Lessons Learned

Build on the National, Sectoral and Regional Strengths, Processes, Partnerships, Synergies and Momentum Gained to Date

## Strategies to Facilitate Addressing Disaster Risk

### **NATIONAL LEVEL:**

- ☐ All NDOs Fully Staff
- ☐ Dedicated Facilities and NEOCs
- ☐ Completion of National Work Plans
- ☐ Adoption of Model Disaster Legislation
- ☐ Broad based Stakeholder Participation
- ☐ Growing Private Sector Involvement



## Strategies for DR Cont'd

### **REGIONAL LEVEL:**

- ☐ Response Architecture Established - RRM
- ☐ Strategic CDM Framework Developed
- ☐ Standards, Tools and Products agreed and adopted
- ☐ Interface with CARICOM Architecture
- ☐ More than 20 MOUs
- ☐ Establishment of CDM Harmonization Council

## Strategies for DR Cont'd

### REGIONAL Cont'd

- ☐ MER framework Agreed
- ☐ Resource Mobilization Framework Established
- ☐ Annual DRR Forum/ Town Hall
- ☐ DRR Certification Initiated - UWI
- ☐ Key Sectors Being Mainstreamed

# Implementation Tools

- ☐ **Monitoring, Evaluation and Reporting Framework**
- ☐ **Tourism Disaster Risk Reduction Strategy, Plan of Action and Adaptation Guide for the Tourism Sector**
- ☐ **Model Information Communications Technology Contingency Plan**
- ☐ **CDEMA Audit Instrument**
- ☐ **Results Based Management Handbook**
- ☐ **Model National Hazard Mitigation Policy**

## Implementation Tools Cont'd

- ☐ Guidance document for the preparation of a National Hazard Mitigation Policy
- ☐ Model Emergency Housing Policy
- ☐ Model Legislation and Regulations
- ☐ Standards for ICT in NDOs



## Implementation Tools Cont'd

- ☐ **Model Integrated Relief Plan**
- ☐ **Model Integrated Relief Policy**
- ☐ **Regional Disaster Notification Structure**
- ☐ **Regional Emergency Communications Plan and Strategy**

# IMPLEMENTING AUTHORITIES & PUBLIC-PRIVATE COOPERATION

CDEMA CU has broad regional level ops authority

Need to drill down at National Level

Continuity planning is NDO driven - More uptake in some countries - J'ca, B'mas, BVI than others

Efforts by CDEMA CU to promote Public-Private Cooperation Networks for DR in embryonic stage

# DISASTER RECOVERY IN CDEMA SYSTEM

Recognition of need  
for action in recovery  
driven by hazard  
context in region

Development of a  
model Recovery Plan  
in 2000 and updated  
in 2010

Model Plan informed  
several Recovery  
exercises though not  
institutionalised  
(Grenada Ivan 2004,  
Dominica Earthquake  
2004, TCI Ike 2008,  
Haiti Earthquake)

Recovery planning  
largely reactive;. RP  
dependent upon  
magnitude of  
disaster; size of the  
state and availability  
of resources

## Main Issues to Consider

### What is Continuity Planning

- ☐ government/or private sector organization's need to ensure that essential functions can continue during and after a disaster.
- ☐ includes the prevention of mission critical service interruptions, and the ability to re-establish full functionality as quickly as possible.





## Main Issues to Consider

A map of the Caribbean region with Haiti highlighted in blue. The word "HAITI" is written in blue capital letters next to the highlighted area.

Safeguard  
critical  
government  
services and  
business  
processes

Providing a  
Common  
Framework for  
BCMPs

Defining  
authorities and  
Accountabilities  
For BCMPs

A map of the Caribbean region with Anguilla and St. Kitts & Nevis highlighted in blue. The words "ANGUILLA" and "ST. KITTS & NEVIS" are written in blue capital letters next to the highlighted areas.

Support  
government-  
wide  
emergency  
preparedness,  
response and  
recovery during  
a disaster or  
business  
disruption

# Key Elements of A BCM Policy – For Ministries

Establishment of Business Continuity Management Programs to ensure Business Continuity and Disaster Recovery and Operations Centre plans are developed, current and exercised

Risk Evaluation and Control as a means of protecting Critical Services – RA to identify and analyze threats to ministry business and services with a view to implement M & R strategies to lower the impact or likelihood of business interruption

Business Impact Analysis (BIA) to identify and evaluate business processes and inform the development of recovery strategies and Business Continuity Plans

## Business Continuity Strategies

1) Recovery Strategies for Critical Services based on supportive agreements inc.

- MOUs
- Service Level Agreement
- Business Continuity/Disaster recovery Contract provisions
- Vendor/Strategic Partner BCP Evaluations

## Business Continuity Strategies

2) Identification, evaluation and selection of recovery strategies based on:

- Fiscal responsibility
- Suitability
- Reliability
- Availability



## Key Elements of A BCM Policy - Cont'd



Emergency  
Response and  
Operations  
Integration of Ops  
Centre and  
Business  
continuity plans  
with Occupational  
health and safety

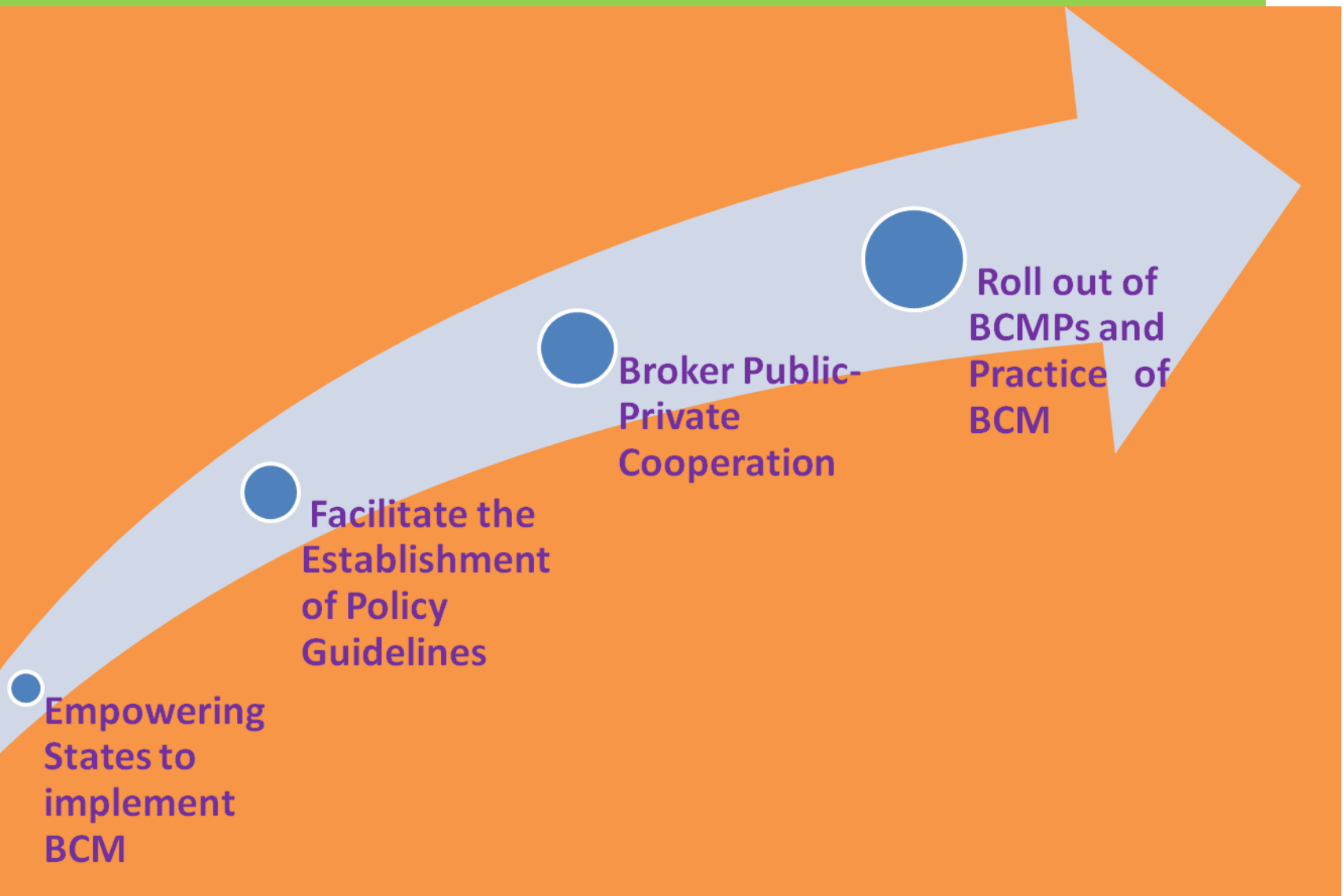
Business  
Continuity Plans  
and IT Recovery  
Plans clearly  
outlining the  
manner and  
means for  
resumption of  
Critical Services

Engage In regular  
Awareness and  
Training Programs

Business  
Continuity and  
Disaster Recovery  
Exercise, Audit  
and Maintenance

Crisis  
Communications  
SOPs developed  
for Ops Centre,  
Disaster Recovery  
and Bus.  
Continuity Plans  
to facilitate coms.  
with recovery  
team, staff,  
customers,  
stakeholders and  
other agencies  
during a crisis

# Strategic Initiatives Going Forward





**CDEMA**

The Caribbean Disaster  
Emergency Management Agency

**THE END**  
**THANK YOU**



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