



# Strategic Roadmaps for Emergency Management

Lessons and Design Guidance Document

October 2019

**Whitelum Group**



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# Introduction

## Purpose

The purpose of this Strategic Roadmap for Emergency Management ('Roadmap') Lessons and Design Guidance Report ('report') is to summarise lessons learned from the Roadmap processes to date, and to communicate an updated framework for the development of future Pacific Island Roadmaps at the national and regional level.

The report draws on learnings and analysis of previous Roadmap development processes and outcomes, including evaluation of the Niue Roadmap; preliminary in-country consultations held with Fiji, Solomon Islands, Vanuatu and Tonga, as well as the discussion and direction coming from the 2019 Pacific Island Emergency Management Alliance (PIEMA) annual meeting. The report is presented in two parts.

### **Part One – Background and Learnings:**

This part sets out the i) purpose of Roadmaps in relation to the broader strategic context as articulated by the Boe Declaration and the Framework for Resilient Development in the Pacific (FRDP), and ii) learnings from project progress to date.

### **Part Two – Design Guide:**

This part sets out design guidance for future Roadmaps. It proposes Roadmaps be defined by a clear long-term vision; attainable intermediate outcomes and associated milestones; and a practical work plan<sup>1</sup> to guide immediate action. The design guide also identifies a range of design and process requirements for developing Roadmaps to ensure consistency and quality.

Since PIEMA was established in 2013 key activities include: supporting the development of three national Roadmaps (Kiribati, Cook Islands, and Niue Roadmaps), holding two PIEMA annual meetings, and supporting a program of Emergency Management (EM) sector capacity development across the region. This report aims to contribute to PIEMA's mission of EM excellence in the Pacific by establishing the platform and framework from which national and regional Roadmaps will be developed. In doing so, the report also supports PIEMA to further establish itself as a critical platform for EM dialogue and planning as part of the region's commitment to resilient development and regional security.

## Part One – Background and Learnings

### EM Coordination Challenges

The challenge of EM coordination has been evidenced throughout numerous disasters in the Pacific and globally<sup>2</sup>. Tropical Cyclone Winston (2016) in Fiji, for example, highlighted coordination challenges including with government-civil society coordination, cluster system functioning, and siloed governance arrangements<sup>3</sup>. Hurricane Katrina (2005) in the U.S. city of New Orleans, showed sub-optimal response and recovery efforts, including for example:

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<sup>1</sup> A 12-month duration is proposed but can will be determined by country.

<sup>2</sup> For more information on EM coordination, lessons etc, please see Literature Review in Annex B

<sup>3</sup> IIED, Humanitarian response for development in Fiji: lessons from TC Winston, 2018 <https://pubs.iied.org/pdfs/10853IIED.pdf>

- ineffective communication protocols leading to breakdown in timely communication and a failure to coordinate activities between local and state responders<sup>4</sup>; and
- inadequate understanding of the Disaster Plans among local, state and national responders leading to gaps in, and duplication of, response efforts<sup>5</sup>.

The challenge of effectively managing emergency and disaster events is multifaceted. One of the factors at the core of effective management is interagency coordination. No one agency can successfully manage events alone, and institutional structures, coordination arrangements and capabilities need to be strengthened to deal with what is becoming a more intense and complex disaster and emergency management context.

Greater coordination across the EM sector in the Pacific (within and between countries) is needed because:

- Hazards are increasing in frequency and scale due to climate change impacts and population growth<sup>6</sup>;
- Resource and capacity constraints exist that demand optimising use of resources through reducing duplication and maximising synergies;
- The recognition that the best EM outcomes are achieved by adopting an 'all hazards and whole of sector' approach, meaning no single EM agency can do it alone;
- Rising community engagement and expectations means that the EM sector needs to coordinate seamlessly; and
- Donor funding would be more impactful if it is funding a connected-up strategy set out by Pacific Island Countries (PICs) themselves.

PIC EM leaders recognise these challenges and have identified the need to maximise EM effectiveness through greater EM agency coordination during all phases of the emergency and disaster management cycle, including during preparedness and response phases.

### Figure 1. Emergency or Disaster Management?

The terms 'Emergency Management' and 'Disaster Management' are used by different stakeholders, in reference to related though distinct phenomena. During the PIEMA annual meeting it was heard that Emergencies generally relate to incidents that can be managed by Emergency Management agencies within their typical resourcing and capability envelopes, whereas Disasters are referred to larger scale incidents which cause disruption to social, economic and environmental processes and tend to overwhelm the response capacity of any single agency and require a scaling-up of effort and coordination beyond business as usual procedures.

For the purposes of the Roadmaps, a broad and flexible approach will be adopted, which focuses on the agencies and actors involved in both emergency and disaster procedures who are required to work together in times of emergency and disaster. The focus will be on adding value and supporting the sector better deliver on its priorities.

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<sup>4</sup> US Government, Federal Response to Hurricane Katrina: Lessons Learned 2006  
[https://tools.niehs.nih.gov/wetp/public/hasl\\_get\\_blob.cfm?ID=4628](https://tools.niehs.nih.gov/wetp/public/hasl_get_blob.cfm?ID=4628) (p. 52)

<sup>5</sup> Ibid. (p. 53)

<sup>6</sup> Climate Centre, The Impacts of climate change on the risk of natural disasters  
<https://www.climatecentre.org/downloads/files/articles/Article%20Disasters%20Maarten.pdf>

## Strategic Roadmaps for Emergency Management

Roadmaps are a response to the challenges of improving coordination by setting out a **tailored, iterative, actionable, and self-directed plan** for inter-agency coordination.

Roadmaps are proposed because coordination does not usually 'just happen'. Targeted effort is required for improvements to occur. **Roadmaps will address barriers and opportunities for enhanced coordination, for better emergency and disaster management.** It recognises that the best laid plans and intentions are ineffective, unless they are backed up by commitment, ownership and a practical pathway to success.

By establishing a vision with attainable outcomes, as well as a shared commitment to implement practical actions that support iterative, and hopefully transformational, progress towards those goals, Roadmaps will, overtime, build the way EM actors prepare for and respond to emergency situations more effectively and efficiently.

**At the national level,** the Roadmap process will focus on the co-development and implementation of a detailed and iterative action plan that address specific issues identified by the sector, framed by a broader and longer-term vision and outcomes. It is envisaged that implementation progress would be updated annually, with lessons and knowledge shared within the PIEMA at national and regional levels.

Based on consultations, learning and analysis to date, the following types of activities have been highlighted as particularly relevant for national Roadmaps<sup>7</sup>:

- Strengthening inter-agency cooperative agreements / governance / working arrangements as to ensure a shared commitment to work together;
- Strengthening policy, and legislative arrangements;
- Supporting ongoing joint training and live exercises; and
- Coordinating community engagement on EM.

**At the regional level,** the Roadmap will respond to Pacific leaders' vision as set out in the FRDP and Boe Declaration Action Plan<sup>8</sup>, which may align with PIEMA Member interest in working toward establishing a regional coordination mechanism. The Regional Roadmap will build on existing strengths and examples of regional capability, such as the examples set out in the boxes below. It will also provide a common framework for national Roadmaps with a focus on areas where coordination, consistency and alignment are needed.

In this way, the Regional Roadmap will define a vision and longer-term outcomes, and a stepwise, strategic and practical roadmap approach towards achieving these<sup>9</sup>. Considerations include:

- defining the purpose, scope, and functioning of a regional coordination mechanism;

**Figure 2: The Fiji Maritime Surveillance Rescue Coordination Centre (FMSRCC)** provides maritime surveillance and search & rescue capabilities to seven PICTs, covering six million sq. kms in the Pacific. Beginning small, FMSRCC now exists as a state-of-the-art center with tele-medical services and drone operations, backed with sophisticated 'fault-tolerant' IT infrastructure. In 2018 alone, search and rescue operations assisted 326 people and supported a range of regional and local coordination efforts. The FMSRCC is an example of EM excellence. Starting as small national initiative, it has over time demonstrated its value to leaders and been expanded its services in a professional and sustainable manner.

<sup>7</sup> During the PIEMA annual meeting, a ROADMAP activity prioritisation activity was undertaken, Results Provided in Annex A.

<sup>8</sup> The Boe Declaration Action Plan is expected to be adopted in October 2019

<sup>9</sup> During the PIEMA annual meeting, a World Café workshop was undertaken to explore participant responses to questions around the Regional Roadmap, including key considerations, influence on national Roadmaps, leveraging achievements to date, and potential priority areas. Please see Appendix F for results.

- exploring governance arrangements, including the potential need for regional and/or country-to-country agreements;
- establishing a regionally common doctrine and set of procedures;
- arrangements at the national level that enable engagement in regional EM;
- standardising and formalising EM training and qualifications;
- identifying priority areas and linking into relevant strategies on gender, diversity and inclusion.

Figure 3: The Fiji Emergency Medical Assistance Team (FEMAT) is a team of health professionals that have been trained and equipped to deploy in response to sudden onset disasters. As an official Fiji Government emergency medical team, the 20-member multi-disciplinary unit has established processes and procedures, including Standard Operating Procedures, to respond to emergencies in a professional and effective manner. FEMAT is an example of EM excellence. It is a World Health Organisation internationally accredited Type 1 fixed EMT and believes 'being small is not an excuse'.

The Regional Roadmap will build on the Strategic Agenda 2020 and provide a more focused and detailed set of outcomes, along with an implementation plan to achieve them, based on a strong regional commitment and buy-in.

Together, the National Roadmaps and Regional Roadmap will be established as an integrated and complementary planning, action and accountability framework in support of achieving world-best emergency management service delivery for the region.

This will require and build off the strength of the PIEMA as the key representative body for EM in the Pacific.

## Context

The overarching EM strategic context in the Pacific is defined by the Boe Declaration and the FRDP.

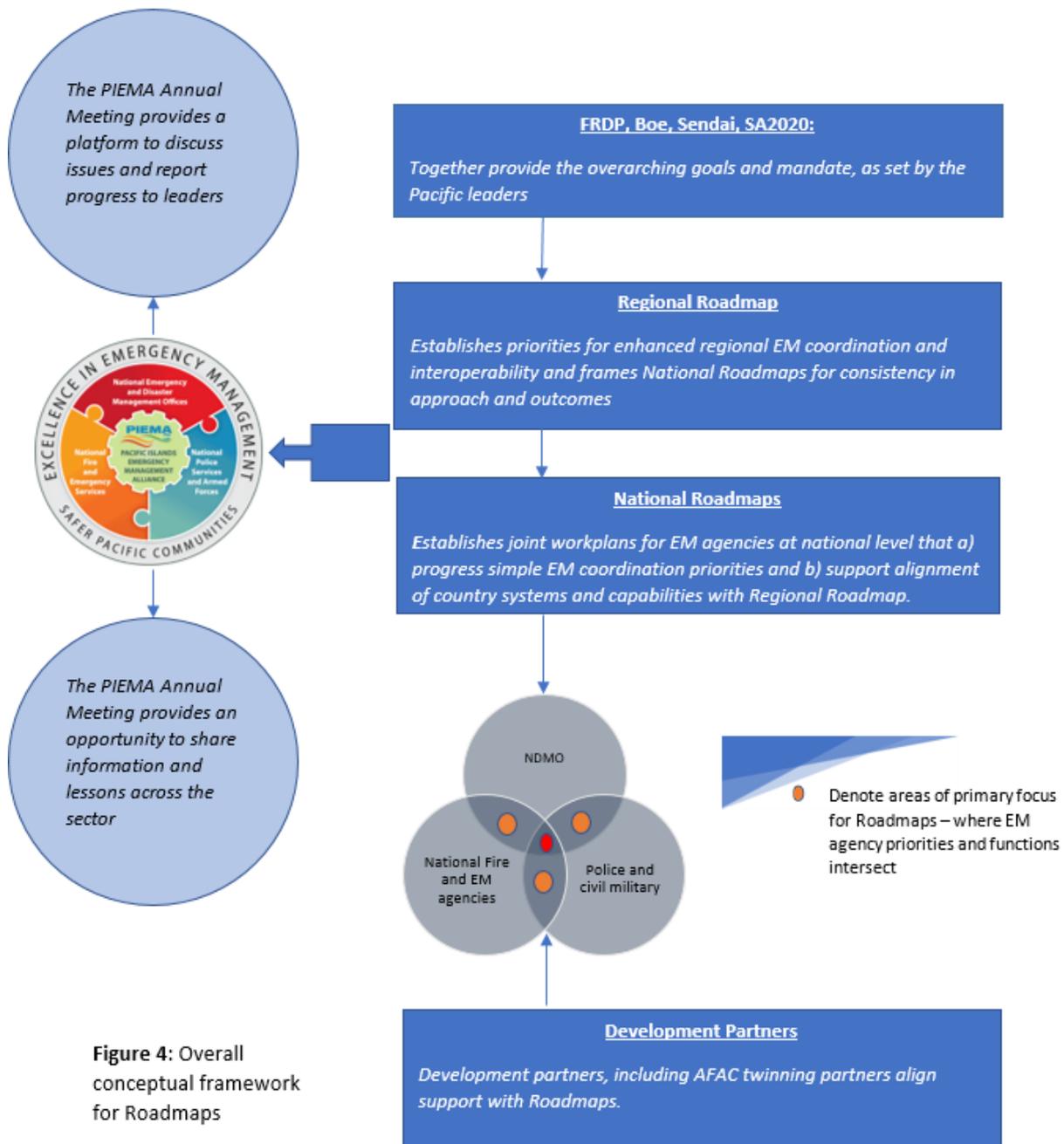
**The Boe Declaration** articulates an expanded concept of security that is inclusive of human security, humanitarian assistance, prioritising environmental security, and regional cooperation in building resilience to disasters and climate change. The declaration underlines the strategic significance of PIEMA's efforts toward EM excellence in two of its Strategic Focus Areas. The first, 'Climate Security', calls for the identification of training opportunities and scenario-based simulations to build regional capacity on responding to the impacts of climate change. The second, 'Human Security and Humanitarian Assistance', calls out PIEMA as a key mechanism through which stronger regional humanitarian assistance, preparedness and response capabilities can be built.

The **FRDP** provides another affirmation of the importance of PIEMA and the need for strengthened emergency and disaster management across the Pacific. Integrating both climate change and disaster risk management activities into a single regional framework, the FRDP sets three goals and 10 Guiding Principles for resilient development practice that collectively lay the strategic foundation upon which Roadmaps can build at both the national and regional level. Goal 3 focuses in 'Strengthened Disaster Preparedness, Response and Recovery', highlighting the specific need for greater agency interoperability and gender-responsive disaster management strategies and plans. The FRDP also provides a framework to support higher impact Roadmaps including through its emphasis on disaster resilience mainstreaming through integration into national budget and planning systems<sup>10</sup>.

<sup>10</sup> The FRDP advocates for the adoption of integrated approaches, whenever possible, for coping with and managing climate change and disaster risks, in order to make more efficient use of resources, to rationalise multiple sources of funding which address similar needs, and for more effective mainstreaming of risks into development planning and budgets.

These regional commitments underpin priorities set out in the **Strategic Agenda 2020**<sup>11</sup> which describes the strategic guidance and intent of PIEMA. Furthermore, it highlights the need for action based on strengthened foundations of **trust, leadership, and teamwork** to improve agency coordination and service delivery. The SA2020 also identifies four Key Result Areas to guide the ongoing strengthening of the emergency management sector and which will inform the development of Roadmaps at both the national and regional level

Conceptual framework for PIEMA Roadmaps



**Figure 4:** Overall conceptual framework for Roadmaps

<sup>11</sup> [http://bsrp.gsd.spc.int/wp-content/uploads/Publications/SA\\_2020\\_online.pdf](http://bsrp.gsd.spc.int/wp-content/uploads/Publications/SA_2020_online.pdf)

Together, National Roadmaps and the Regional Roadmap will build on and further detail actions to be taken aligned with the SA2020 and support PICTs and the region as a whole make progress towards to objectives defined by the Boe Declaration, FRDP, and Sendai Framework obligations.

The below conceptual framework communicates these connections, highlighting the coordinating role of PEIMA, the supporting role of Development Partners and how Roadmaps contributions to these regional commitments via the Forum Officials Committee (FOC) and National Leaders.

### Lessons and Considerations

It is important that lessons learned by the PIEMA project, and through the Roadmap processes to date, are identified and used to inform the Roadmap processes moving forward. The following lessons and considerations will inform both the design and approach to developing the Roadmaps.

The following lessons and consideration apply in different ways to both national and regional Roadmaps:

1. Demand and ownership are key to success: There must be a demand for, and ownership of, the Roadmap at both the national and regional level. This will rely on identifying and communicating Roadmap value via discussions with EM stakeholders around expectations and priorities. For the Regional Roadmap, specific attention needs to be given to discussing and articulating what the country benefit will be. Similarly, buy-in and support from across the broad range of regional partners will be needed. Opportunities to promote the Roadmap process exist through the PIEMA as well as through PIF ministerial level dialogues.
2. Starting small and demonstrate success: While Roadmaps will be ambitious in their long-term vision, it is important that they promote feasible and practical actions that can be implemented to demonstrate value over shorter timeframes. Through incremental change in the right direction, Roadmap activities can grow and scale-up.
3. The value of dialogue: It is often the case that EM agencies do not meet regularly, share information, discuss priorities and coordinate activities as a matter of practice. Post disaster lessons processes exists but there is typically limited follow-up. The Roadmap processes to date have been found valuable in supporting EM agencies to come together in this way. Roadmaps should look to support ongoing dialogue building on communication gains made during the Roadmap development process itself.
4. Simple indicators of progress are powerful: Roadmaps should be supported by fit-for-purpose monitoring and reporting arrangements, including the use of simple to report indicators of progress. Where possible these should be aligned with overarching, or broader reporting obligations.
5. Cross-agency planning, and activity delivery can be difficult. With agency specific mandates and commitments, it can be difficult for EM managers to find the time and space to make the effort that is needed to work closely with other agencies on shared objectives. When done, the rewards can be high. The Roadmap will take a realistic and supportive approach to enhancing collaboration.
6. Coordinating with Development Partners: EM agency relationships with Development Partners vary across types and degrees of engagement, including bilateral 'twinning' arrangements. Consideration needs to be given to how best to align with and leverage these relationships (including bi-lateral relationships) to advance priorities established in the national Roadmap<sup>12</sup>, while also using the Roadmaps as donor support coordination instrument. Involving these partners in the development process may be beneficial.
7. Understanding baselines: Acknowledging that countries are at different stages of EM capability, capacity and coordination is important. Given this, Roadmaps will be flexible tools

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<sup>12</sup> For more information on country priorities for development partner assistance, including twinning arrangements, see Annex D.

that can serve country interests irrespective of what stage their EM sector is at. There is also a general lack of clear and consistent baseline data across the sector – Roadmaps should promote efforts to better understand sector-wide baselines.

8. Reaching out beyond the three key agencies identified: In some cases, there may be a priority need for enhanced emergency coordination with EM actors not represented by PIEMA. Non-government medical and rescue services (such as in the case of Vanuatu) play a critical role, and institutional structures and processes do not reflect according. Similarly, Finance and Foreign Affairs, and Planning Ministries can be important agents of change for the sector, including in terms of outward representation, or internal budgeting processes. It is important that Roadmaps consider the broad range of stakeholders able to influence change.
9. Roadmaps should support PIEMA as a key regional dialogue platform in the region: PIEMA is the primary regional platform through which EM sector priorities and progress can be discussed. Roadmaps can play a key role in propagating this dialogue, including through key leaders' forums, as a basis for strengthening EM sector voice within the region.
10. Leveraging existing EM excellence in the region: Existing EM capability and resourcing in the region must be drawn upon and leveraged (FEMAT, for example). In developing the Regional Roadmap, a strong understanding of current capabilities and capacity should be established and shared with stakeholders. This information will be a key input into workshoping activities that need to build off this foundation.
11. Fostering diversity: Diversity in terms of priorities, gender, culture, and experience among stakeholders and PICTs (for regional Roadmap) area strength. Managing this diversity in an empowering and constructive manner requires efforts to design and undertake open workshop sessions where the full variety of perspectives can be heard, and participation and voice can be maximised, while looking for those areas where agreement can be reached.

### Figure 5 Niue Roadmap Evaluation

To support Niue's progress in implementing its Roadmap, and to identify lessons applicable to the development of Roadmaps with other PICs, the SPC PIEMA project commissioned an evaluation of the NIUE Roadmap. The evaluation resulted in 10 key findings and associated recommendations. In addition, key lessons were identified and have been reflected through this report. Lessons included:

- Open and strategic level dialogue between EM agencies and actors is invaluable in raising awareness, discussing challenges, and identifying priorities. As per the spirit and intention of PIEMA, periodic and frequent dialogue across EM agencies at the national (not just regional) level should be promoted where it does not already adequately exist.
- Active implementation and accountability for Roadmaps progress is key. Without designated responsibility for implementation and ongoing monitoring, the Roadmaps runs the risk of becoming forgotten. Importantly, this does not necessarily mean developing new governance or planning processes, as Roadmaps implementation and oversight can be integrated into existing arrangements.
- An understanding of baselines and developing measures of success (indicators) are valuable and will support narratives of progress.
- A focus on *how* EM agencies work together is as important, if not more important, than *what* EM agencies work together on. Robust whole of sector dialogue and cooperation will support ongoing priority identification and progress and is the foundation of EM sector progress.

## Part Two – Design Guide

Part Two sets out a framework to guide the development of Roadmaps. The guide proposes an indicative structure for Roadmaps; sets out design requirements and describes the process for Roadmap development ('process requirements'). A national Roadmap template guidance document is found at **Annex G**

### Result Areas

The Strategic Agenda 2020 (SA2020) sets out four Key Result Areas, which provides sound guidance when thinking about the outcome areas that a Roadmap may focus on. In addition, based on experience and learning to date a simple Theory of Change which describes the building blocks of effective EM has been developed. Together these can be used as a guide for the development of a fit for purpose country specific Program Logic and Results framework (discussed further below), which sets out a logical and linked set of activities to achieve the desired goal.

#### SA 2020 Key Result Areas and Objectives<sup>13</sup>:

##### KRA 1 Common Doctrine

**Objective:** Standardised emergency management operational doctrine with associated protocols developed and implemented.

##### KRA 2 Relationships and Leadership

**Objective:** Relationships will be strengthened to enhance the performance of emergency management agencies in the region.

##### KRA 3 Advocacy and Profile

**Objective:** Raise the profile of emergency management, PIEMA and engender a greater level of stakeholder participation in safety and resilience building.

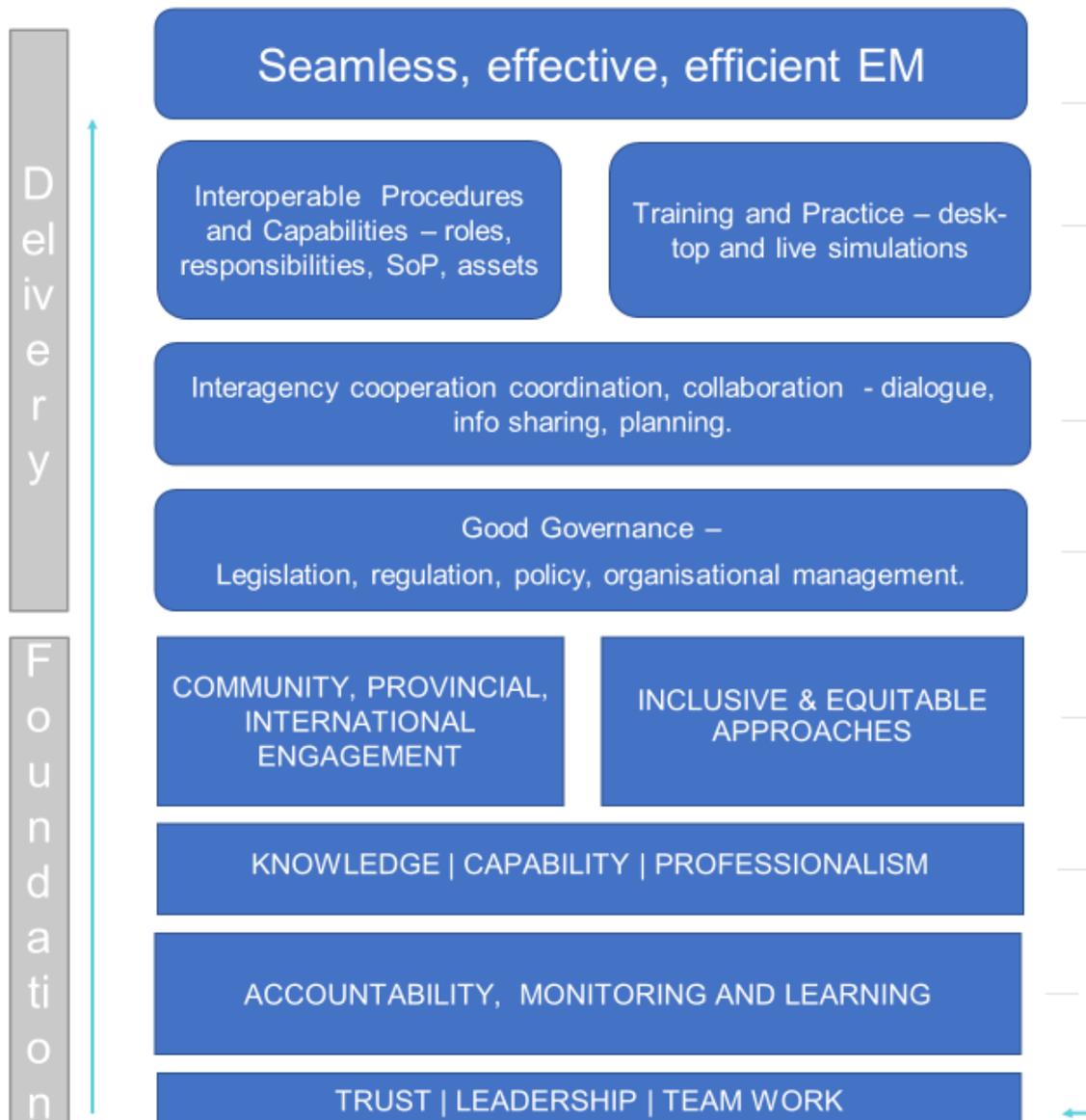
##### KRA 4 Professionalisation

**Objective:** Increasing the level of proficiency and dedication to emergency management and learning from our experiences.

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<sup>13</sup> Refer to the SA 2020 document for the full description of indicative activities associated with these objectives

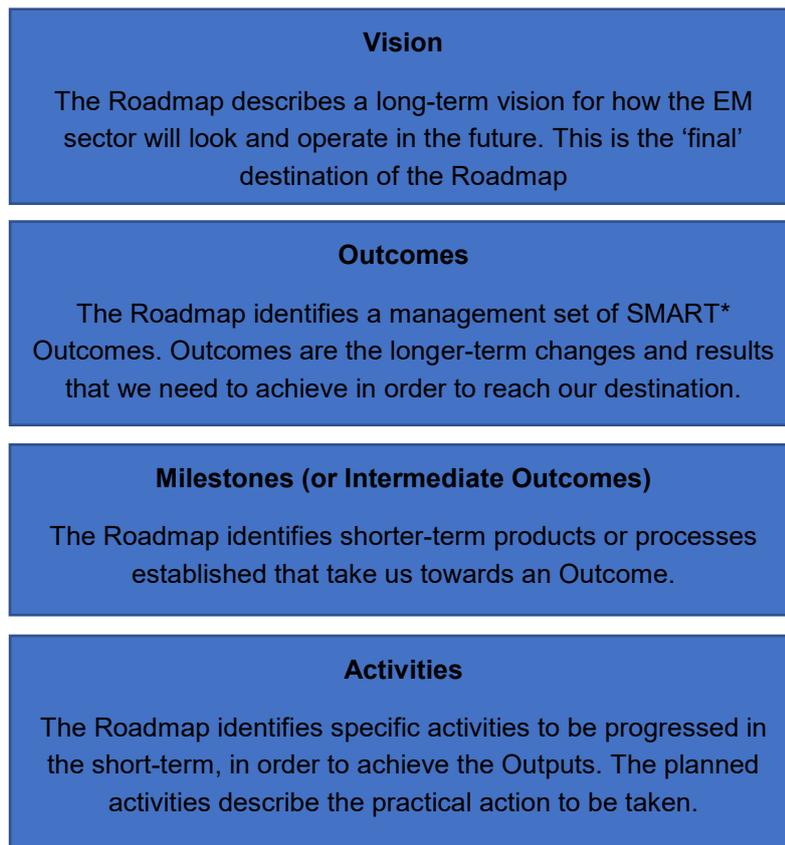
Indicative Theory of Change:



**Figure 8** – Roadmap indicative Theory of Change (ToC) to help guide Roadmap design. Roadmaps will have a focus on identifying barriers, opportunities and priorities to be addressed within the outcome areas depicted in the ToC

### Roadmap Logic and Results Framework

Using the SA 2020 Result Areas and Theory of Change as a guide, Roadmaps will identify context specific priority Outcomes. For each outcome, the Logic sets out a logical set of associated milestones and activities. The basic structure of Roadmaps is proposed as follows (Figure 7). For each level of the Roadmap Program Logic relevant baseline, progress indicators and data sources will be identified and come together as a result monitoring framework for the Roadmap.



**Figure 7 –**  
Logic hierarchy  
for Roadmaps

## Activity Workplans

To ensure countries are supported to commence action towards their goals the Roadmap process will have a focus on selecting / prioritising a manageable set of activities and developing a workplan to support their implementation. Using a work break down structure approach the workplans will support a step-wise approach to progress. The work plans will provide a basis for country progress monitoring and reporting, including to the PIEMA Annual Meeting. As has been stressed through this document, it is critical that the workplans are integrated (into national and agency planning and budgeting processes), have a high degree of ownership, and provide adequate detail and ensuring flexibility in implementation. The workplan approach is detailed further in the Roadmap Template at **Annex G**

## Design Requirements for Roadmaps

Further to the structure described above, and reflecting the lessons learned in the previous Part, it is important that Roadmaps be:

**Context Specific** - Building on national, and agency priorities and understanding of existing EM arrangements.

**Gender and Inclusivity** - Helping to operationalise PIEMA's gender equality and empowerment strategy, and through it national, agency and regional gender strategies and actions<sup>14</sup>.

**Feasible** - Ensuring the identification of activities and actions that can and will be progressed by relevant EM actors. In instances this may mean that activities are not too ambitious; or represent excessive burden on actors.

**Detailed and Stepwise** - Describing a sequential and logical series of activities that will be undertaken instead of a 'laundry list' of activities. This is particularly important for the Action Plan component that will function as a Work Breakdown Structure. Further, the Action Plan will clearly identify constraints and barriers at each step of the plan, including funding requirements and implications. To the extent possible the Action Plan will set out a plan that can feasibly be progressed by Roadmap owners.

**Adaptive and Risk Sensitive** - Identifying risks/assumptions and develop mitigations with a focus at Action Plan level.

**Monitorable and Reportable** - Building on a baseline (which is just where we are now). First, Outcomes are identified and then the Baseline simply becomes where we are now compared to these outcomes.

**Strong Implementation and Governance Arrangements** - Specifying implementation strategies and arrangements (e.g. integrates into work plans, overseen by relevant committee) and functions as a mechanism to ensure accountability with clear roles and responsibilities, and overall ownership.

**Sustainable** – Roadmaps are more about establishing a commitment and processes of continued collaboration across the EM sector, than establishing a planning document. It is important the Roadmaps are integrated as much as possible into national level planning, reporting (and other) systems and processes (including for example Ministry Corporate Working Plans and National Plans). It is recognised this may take time and in the first instance Roadmaps will serve as a standalone document to initiate and clearly communicate a shared commitment and processes for achieving longer term coordination and interoperability that is considered business as usual'.

## National Roadmaps – Development Process

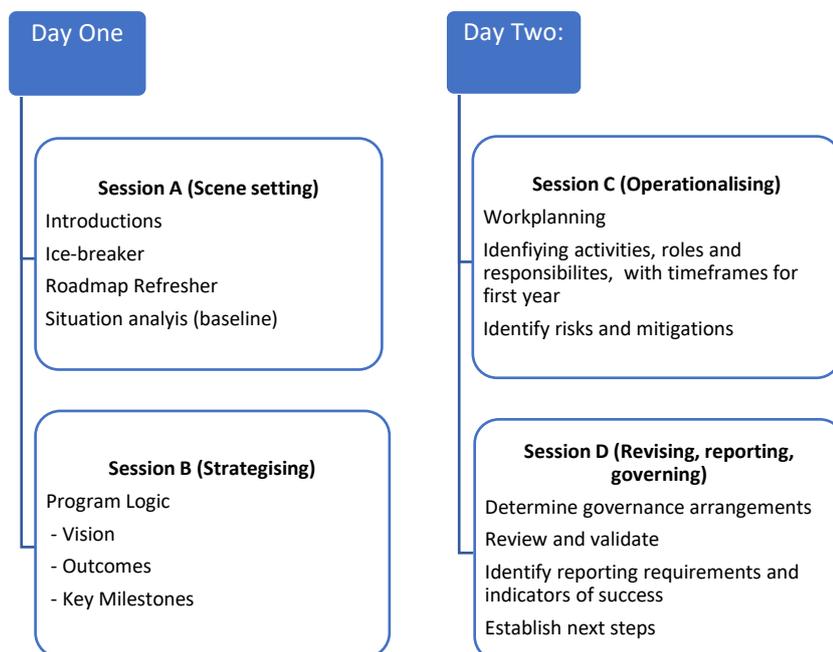
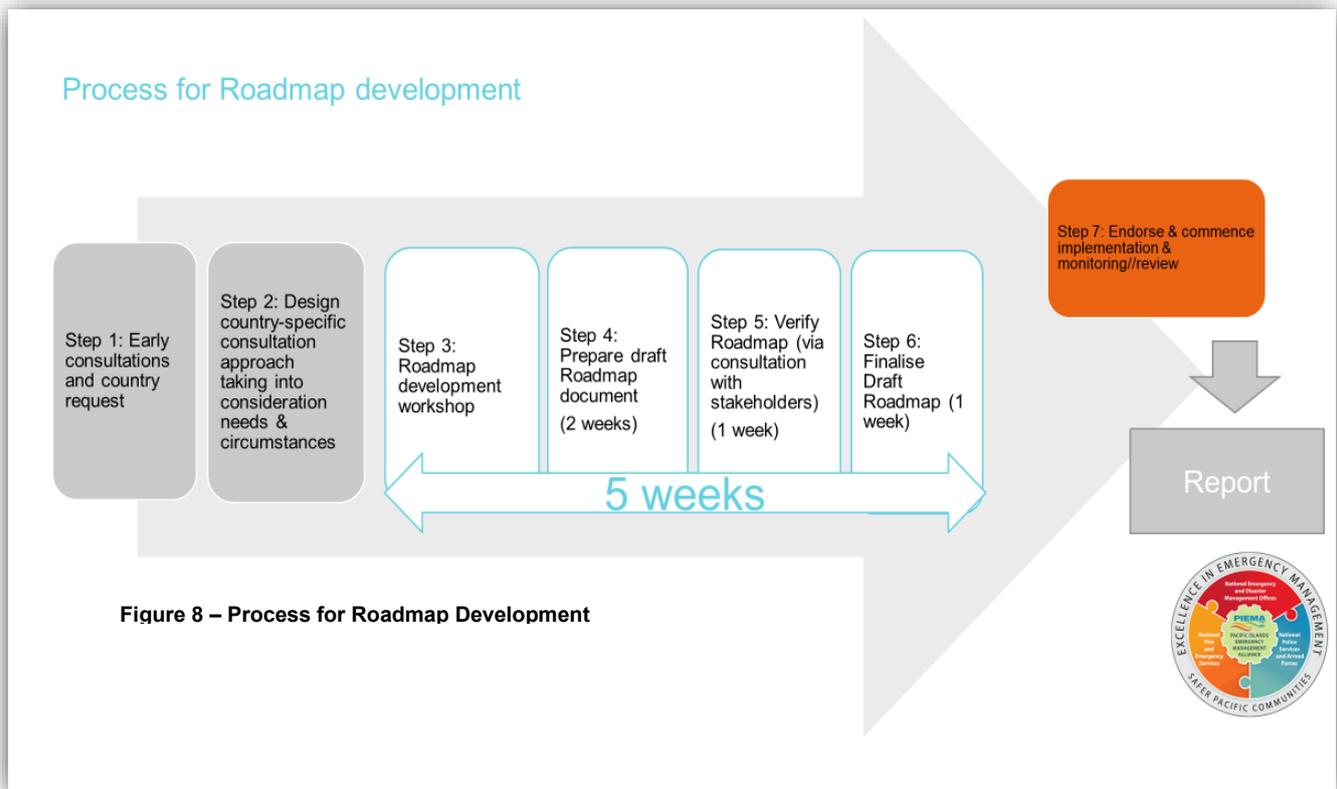
For each National Roadmap, a seven-step process has been developed and is set out below. In summary the Roadmap development process will be a short, five-week process centred on a two to three-day intensive consultation.

In general, the process will involve:

- Initial dialogue between the PIEMA project team, Country and Whitelum Group consultants. In some cases, a preliminary in-country consultation may be held.
- An official request from the country requesting the Roadmap process be supported.
- Initiate and involve a country-level Roadmap 'working group' to provide strategic direction and support.
- Be preceded by a desk-based review / situation analysis of EM sector in each country.
- Centre around an intensive three day in-country consultation trip:
  - Day One will focus on bilateral meetings with EM leaders to strengthen awareness and ensure buy-in.
  - Days Two and Three will focus on participatory workshops with the EM sector to elicit inputs towards the co-development of the Roadmap (see below for workshop information), including based on a Theory of Change approach.

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<sup>14</sup>E.g.: FRDP gender principle: integrate gender considerations, advocate and support equitable participation of men and women in the planning and implantation of all activities.



**Figure 9 – Outline of two-day Roadmap Country Workshop**

## Regional Roadmap – Development Process

The 2019 PIEMA annual meeting provided strong endorsement for the concept of a Regional Roadmap, and it was agreed that the PIEMA project team support a process along the following lines (Note relevant meetings, including of the Working Group, will be held through the process (TBC)):

- A **Regional Roadmap Working Group** is established to provide ongoing advice and direction to the process, including by sourcing advice and input from country stakeholders;
- A **Regional Roadmap Work Plan** outlining key activities, including consultations and milestones is developed;
- A **Concept Paper** is developed giving adequate details to inform regional discussion and agreement; and
- A draft Roadmap is prepared ahead of the 2020 PIEMA annual meeting and forms the basis of focused discussion and endorsement.

## PIEMA Annual Meeting Outcomes and Next Steps - 2019 onwards

The PIEMA annual meeting noted the following regarding Roadmaps:

- PIEMA Members acknowledged the value of developing national level Roadmaps and reiterated their call for the SPC PIEMA project team to support each Member to determine a pathway towards establishing fit-for-purpose Roadmaps.
- PIEMA Members expressed a strong interest in the concept of a regional-level Roadmap and requested that the PIEMA project team develop a detailed Regional Roadmap concept for consideration at PIEMA 2020.
- PIEMA acknowledged the value of using PIEMA annual meetings as a basis for dialogue, information sharing and progress reporting against national and regional implementation of Roadmaps and in doing so support ongoing dialogue in line with overall objectives of the PIEMA.

For the full Outcome Statement for the 2019 PIEMA annual meeting, please see **Annex E**.

Key Roadmaps Activities prior to the next PIEMA meeting will include:

Date	Activity / Event	Primary Responsibility	Notes / Progress / Status
16 September 2019	Solomon Islands consultation	SI EM agencies PIEMA project	Confirmed
October 2019	Tonga Roadmap consultation	Whitelum Group	Confirmed
October 2019	Boe Security Statement Meeting update	PIEMA project team	
November 2019	Vanuatu Roadmap consultation	Whitelum Group	
November 2019	Call for EOI for Roadmaps made by PIEMA project team	PIEMA project team	
December 2019	Regional Roadmap Working Group established		
January 2019	Second tranche of three Roadmaps confirmed with consultation dates TBC prior to June 2020	PIEMA project team	
February 2019	First meeting of the Roadmap Working Group and Workplan established	Whitelum Group	
May 2019	Regional Roadmap Concept Note	Whitelum Group	

23-26 June 2020	Asia-Pacific Ministerial Conference on DRR		Opportunity to provide status update and raise profile of PIEMA and Roadmaps
June 2020	Pacific Resilience Week		Timing TBC
July 2020	PIEMA Annual Meeting / Draft Regional Roadmap	PIEMA Team / Whitelum Group	PIEMA annual meeting 2020 is an opportunity to review and discuss country progress against PIEMA 2019 Outcomes and 'one-year achievements for countries' (for aspirations see Annex C)

## Annexes

- A. Roadmap activity prioritisation outcomes
- B. Rapid Literature Review
- C. One and three-year achievements: Aspiration setting for national-level Roadmaps
- D. Support from development partners, including under twinning arrangements
- E. Outcome Statement for the 2019 PIEMA annual meeting
- F. Word Café workshop responses to Regional Roadmap questions
- G. Roadmap design template

