Regional Strategic Roadmap for Emergency Management

Pacific Strong

Stronger Pacific, Safer Communities

2021 -2025

March 2021

PIEMA

PACIFIC ISLANDS EMERGENCY MANAGEMENT ALLIANCE

Contents

PIEMA project support partners

Australian Government
Department of Foreign Affairs and Trade

NEW ZEALAND
FOREIGN AFFAIRS & TRADE

Key Terms and Definitions

Emergency Management

'Emergency Management' is used throughout to refer to the organisation and management of resources and responsibilities for dealing with all aspects of emergencies, in particular preparedness and response in order to lessen the impact of disasters. It can be used interchangeably with 'Disaster Management' which is also used throughout the region.

Emergency Management Community

'Emergency management community / sector' refers to the range of government, non-government, voluntary and private agencies that deal with the whole spectrum of emergency needs including prevention, preparedness, response and recovery.

DCRP

The Disaster and Community Resilience Programme is the largest technical pillar within the Geoscience, Energy and Maritime (GEM) Division at the Pacific Community (SPC). It develops, implements and supports coordination of innovative applied science and technical action to respond to some of the greatest challenges facing Pacific Island countries and territories. It also helps drive critical partnerships for action by using science to better inform decision making. The Regional SREM will serve as a key guidance document for DCRP's capacity development support.

PIEMA

Pacific Islands Emergency Management Alliance (the Alliance). PIEMA is a network of key emergency management agencies in the Pacific including the National Disaster Management Offices (NDMO), Police and Fire and Emergency Services. Also see Text Box 1.

PIEMA Project

The PIEMA Project (2017-2022) is supported by Australia and New Zealand and aims to enhance sustainable development of Pacific Island Countries (PICs) through the implementation of measures to strengthen preparedness for, response to, and recovery from, emergencies and disasters. The PIEMA Project also provides secretariat support for the Alliance.

1 Executive Summary

The Pacific Islands Regional Strategic Roadmap for Emergency Management 2021 – 2025 (henceforth the SREM or Regional SREM) serves as an implementation plan to guide and support efforts to enhance emergency preparedness and response in the Pacific islands region. The Regional SREM describes and supports implementation priorities identified by **Pacific Island Emergency Management Alliance (PIEMA)** agencies and is framed by key regional strategies including the *Framework for Resilient Development in the Pacific* (FRDP) and the *Boe Declaration on Regional Security*.

The SREM has been developed based on inputs and advice collected from participants of the 2019 PIEMA Annual Meeting; regional workshop held in Suva in March 2020; and a validation webinar held with PIEMA members in March 2021. The SREM is underpinned by principles[1] that recognise the vast range of people, skills and assets within the region that if coordinated more effectively, would see the Pacific 'helping itself', as per the concepts of localisation and regionalism.

First and foremost, the SREM will highlight and help progress country priorities; it aims to promote common approaches; facilitate exchange of knowledge and capabilities; and enhance coordination of preparedness and response across the region. The Vision of the SREM is:

Enhanced emergency preparedness for effective response in the Pacific

The SREM establishes three **Strategic Pillars** that frame the collective emergency preparedness and response priorities to be progressed through regional coordination and support:

1. **Governance:** Now more than ever strong emergency management governance is needed. Good governance starts with strong legislative and policy frameworks; inclusive approaches; and coordinated and influential emergency management decision making at both national and regional levels. Consistent emergency systems and processes will help drive interoperability.

2. **Capacity and Capability:** Technical and knowledge-based capabilities help put plans into action. Establishing common approaches and promoting broadly recognised training and qualifications will accelerate development of a professional emergency management workforce. With guidance and support countries can ensure they have the skills and capabilities to operationalise their emergency management systems effectively

3. **Asset Coordination:** Emergency response performance is enabled through efficient and timely deployment of assets, including people, logistical assets, communication systems and specialised response capabilities. Pacific island countries are beset by resource and capacity limitations. Through greater coordination limited resources can be put to greater use and benefits of national and intra-regional support for preparedness and response may be realised.

For each Strategic Pillar, **SREM Outcomes** and **Actions** are determined by PIEMA (the alliance of members). As secretariat to the SREM, the Pacific Community will establish and maintain a SREM Workplan on behalf of PIEMA. The Workplan will be updated based on a collaborative process. The SREM will be monitored and reported annually to the **Forum Sub-Committee on Regional Security (FSRS)** as means to demonstrate Emergency Management progress as part of the Pacific regions' resilient development story.

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[1] Aligned with SENDAI; FRDP and the Regional SREM Workshop Outcomes Statement

Image: *Regional SREM Workshop Participants, Suva March 2020.*

About PIEMA

Established in 2013, the Pacific Islands Emergency Management Alliance (PIEMA) is a partnership between the key emergency management agencies in the Pacific – the National Disaster Management Offices (NDMO), Police and Fire and Emergency Services – to improve coordination and create 'excellence in emergency management for safer Pacific communities'.

The Strategic Agenda 2020, developed and endorsed by Pacific Island Countries and Territories in 2015, articulates the objective of PIEMA and responds to the need to have a regional coordination mechanism for emergency management.

Recent natural disaster events in the Pacific have seen the capacity brought to bear by armed forces (Tonga, Fiji and PNG) to deliver immediate life-saving assistance. In response, PIEMA has evolved to see the armed forces as a core partner of the Alliance, both at the national and regional levels.

Pooling resources from key emergency management agencies is an efficient and effective solution when responding to disasters. PIEMA is unique in its ability to deliver efficiencies through enabling Pacific exchanges, supporting localisation and facilitating regional surge support in line with regional platforms, such as the Boe Declaration and Framework for Resilient Development in the Pacific.

Text Box 1: *About PIEMA*

Vision	Enhanced emergency preparedness for effective response in the Pacific

	Governance	Capacity and Capability	Asset Coordination
Strategic Pillars	Governance	Capacity and Capability	Asset Coordination

SREM Outcomes

Governance

Outcome 1.1 Coherent emergency management policies plans and procedures.

Outcome 1.2 Diverse and inclusive emergency management.

Outcome 1.3 Strengthened emergency management decision making and influence.

Capacity and Capability

Outcome 2.1 Professionalisation of emergency management across the Pacific.

Outcome 2.2 Enhanced knowledge management and sharing across stakeholders and partners.

Outcome 2.3 Enhanced interoperability between key response agencies.

Asset Coordination

Outcome 3.1 New and strengthened response capabilities established.

Outcome 3.2. Enhanced coordination of assets (equipment, personnel and capabilities).

SREM Values

Sovereignty and localisation; Regional coordination and collaboration; Trust, Teamwork and Leadership, Transparency and Accountability; Interoperability and Standards, Diversity and Inclusion, People-Centred and Collaboration, Strength Focused

Figure 1: *Strategic Roadmap for Emergency Management Outcomes Framework*

2 Context and Rationale

> *"All actions must be taken on the basis that Pacific countries are an extended family of island nations."*

Strategic alignment

The Pacific has long recognised the benefits of working together to prepare for, respond to and recover from disasters. The Biketawa Declaration (see **Text Box 2**) captures this sentiment, which has since been reinforced through the *Framework for Pacific Regionalism*; the emerging *2050 Blue Pacific Strategy*, the *Framework for Resilient Development in the Pacific (FRDP, 2017-2030),* and the *Boe Declaration on Regional Security.* This SREM aligns with and operationalises these key regional strategies (see **Figure 2** below). These strategies link closely to various global United Nations agreements, in particular the Sustainable Development Goals, the Paris Agreement on Climate Change, and the Sendai Framework for Disaster Risk Reduction 2015–2030. The Sendai Framework includes a focus on 'disaster risk governance' and 'enhancing disaster preparedness for effective response' at local, national, regional and global areas, and the Paris agreement requires countries to enhance adaptive capacity, strengthening resilience and reduce vulnerability to climate change, which in the Pacific context is driving increasingly hazardous weather events.

| Framework for Resilient Development in the Pacific	Boe Declaration on Regional Security and Action Plan
The FRDP serves as the regional framework providing voluntary guidance to enhance climate and disaster resilience by sub-national, national, private sector, government and regional agencies. This SREM aligns with **Goal 3** (Strengthened Disaster Preparedness, Response and Recovery) and establishes actions to be progressed.	The Boe Declaration articulates a broad vision of security in the Pacific and calls on PIEMA to play a key role in progressing key priorities. Under **Strategic Focus Area 2** (Human Security and Humanitarian Assistance), commitment is made to '*develop a regional coordination mechanism for disaster preparedness and response and humanitarian assistance (pre-approved partners; pre-positioning of approved goods; pooling of resources).*

The SREM describes PIEMA agency priorities for action aligned with the FRDP and Boe Declaration.
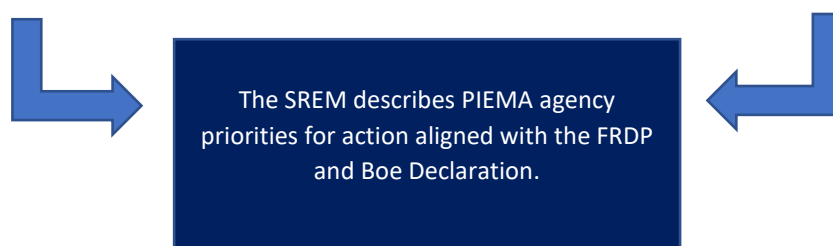
Figure 2 - SREM regional alignment

The SREM encompasses the themes of the ***Strategic Agenda 2020***, and reinforces a commitment to emergency management coordination, and excellence drawing on the foundations of ***trust, teamwork, and leadership***.

Mechanisms for coordination and action

PIEMA was established in 2013 as a mechanism to strengthen the emergency preparedness and response capability and capacity of key national response agencies in the Pacific. Through PIEMA, agencies and practitioners across the region have been supported with opportunities for informal

exchange and information sharing. PIEMA has also brought into focus the common challenges and priorities in the sector and helped attract and direct donor support and new partnerships. The SREM builds on this by documenting and formalising a shared plan based on commonly shared priorities for action. Doing so reinforces PIEMA and the associated **Regional Disaster Managers Meeting** as key regional platforms driving stronger emergency management. Platforms such as the Pacific Resilience Partnership (PRP) and the Pacific Resilience Standards can be supported and in turn support ongoing delivery of the SREM.

Image - PIEMA logo

Emergency management in the 'new normal'

The COVID-19 Pandemic has demonstrated the need for strong whole of government approaches to emergency management and prompted regional support for national responses. The combined impacts of COVID-19 and Tropical Cyclone Harold (in April 2020) have highlighted the benefits of strong national and regional cooperation to facilitate emergency response. It has renewed the region's sense of cohesion and collaborative spirit, demonstrated through the establishment of the Pacific Humanitarian Pathway for COVID-19 (see **Text Box 3**).

In response to the COVID-19 Pandemic, the Pacific Humanitarian Pathway for Covid-19 (PHP-C) was established to support medical and humanitarian assistance needs of Pacific Island Countries in response to the global health pandemic.

The PHP-C experience has highlighted:

- The need for coordination mechanisms ready to respond and convene during times of regional emergency.
- The advantages of having pre-defined protocols or guiding principles common to emergency response.

This SREM provides a timely opportunity to respond to leaders' call for development of a regionally supported response mechanism(s), building on and taking lessons.

Text Box 3 – How ready is the Pacific to support national response priorities when needed?

Looking forward, building on strengths

Common emergency management approaches, pre-defined protocols, interoperable systems, and complementary capabilities are key to effective emergency management. This applies at regional, national and sub-national levels. Similarly, there are advantages in building emergency management capacity via a strong collaborative 'Pacific-to-Pacific' approach, including: maximising of resources including those from regional partners; promoting Pacific-led capacity development, including through mentoring and peer-to-peer learning, and harnessing and supporting the capabilities that exists across the region. In the context of COVID-19, drawing on expertise at both the national and regional levels may be most practical.

Bilateral arrangements and relationships have and will continue to play a critical role in supporting emergency preparedness, response and recovery. Stronger collaboration and coordination within the Pacific may facilitate future intra-regional coordination of an emerging set of capabilities that are being developed at the national level. These include Fiji Emergency Medical Assistance Team (FEMAT) and Solomon Islands National Emergency Response Team (NERT) (see **Text Box 4**, next page). These existing arrangements may serve as a foundation on which to strengthen intra-regional cooperation. An existing intraregional arrangement is through the FRANZ Agreement which coordinates post disaster support from France, Australia and New Zealand to host countries.

Within the Pacific there are examples of intra-regional cooperation at the various stages of the emergency management cycle (planning, preparedness, response, recovery). At the national level, there are examples of initiatives such as the Fiji Emergency Medical Assistance Team (FEMAT), 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. Similarly, the Solomon Islands has established a multi-sector National Emergency Response Team (NERT) that is capable of being deployed at short notice to provide surge support during a response. The SREM will facilitate opportunities to learn from these nationally based initiatives and their experiences across the region.

Text Box 4 - *The SREM has in part been developed based on a recognition of the new and emerging emergency management capabilities in the region. It will build on existing and support development of new initiatives.* ***Images:*** *Left: Mobile field hospital deployed in Suva (source: WHO), Right: Solomon Islands NERT members (source: Solomon Islands NDMO Facebook)*

The Regional SREM is responsive to range of emergency management challenges and interlinked opportunities faced in the Pacific (see **Table 1** below).

Table 1 – Summary of strengths and opportunities pertinent to the Regional SREM

Strengths and Opportunities	Challenges
✓ Strong strategic framework and leaders mandate to progress Pacific-Pacific co-ordination and support mechanisms. ✓ Established regional organisations seeking to support country-owned and led approaches. ✓ A growing cadre of highly skilled and experienced emergency managers and experts in the Pacific. ✓ A growing range of specialised national emergency response capabilities fit for deployment (e.g. emergency response teams). ✓ A strong network of non-government, civil society and community organisations as well as development partners. ✓ Existing coordination platforms such as PIEMA, the Regional Disaster Managers Meeting and the PRP.	✓ Limited resources and finances to support comprehensive national and community emergency management capabilities. ✓ No well-established regional mechanism to support the coordination of support and resources for preparation, response, and recovery capacity development and support. ✓ Varying levels of coordination and mainstreaming of emergency management across national government agencies. ✓ Vast distances between countries and limited air/maritime assets challenging the feasibility of rapid response and deployment of shared assets and resources. ✓ Increasing expectations of emergency management agencies within the community. ✓ Increasing exposure to hazards due to climate change, urbanisation, population growth and persistent rates of poverty (basic needs poverty line).

Roadmap for Action

3

> **Vision**
>
> *Enhanced emergency preparedness for effective response in the Pacific.*
>
> **Mission**
>
> *Identify and act on common emergency management priorities and guide regional support and coordination.*

Values

The following values will guide ongoing implementation of the SREM[2].

I.   **Sovereignty and Localisation**: The SREM will guide nationally led, regionally supported approaches and respect the sovereignty of individual Pacific Island Countries. We prioritise the leadership at national and local levels, including in the coordination of international assistance, and embrace traditional and local knowledge.

II. **Regional Collaboration and Cooperation:** The Pacific is a deeply interconnected family of nations and we are committed to working together to build resilience, ensuring no one is left behind.

III. **Trust, Teamwork and Leadership:** Emergency management excellence is built on the twin foundations of trust and teamwork. We will recognise and embrace strong leadership and foster emerging leaders at all levels.

IV. **Transparency and Accountability:** Through transparency in information and knowledge sharing and progress reporting we will be accountable for our shared progress.

V.   **Interoperability and Standards:** We recognise the benefits of consistent approaches across the region and wherever possible will facilitate integration with existing systems, standards, norms and procedures.

VI. **Diversity and Inclusion:** We recognise and harness the strength of diversity across the community and promote practices and solutions that increase equality across genders and other often marginalised populations within the community. We respect and draw strength from the cultural values of individual countries and the entire Pacific region.

VII. **People-Centred Collaboration:** We recognise that effective emergency management places people and the community at the centre of all design and implementation processes. Actions will be shaped through the meaningful contribution of all members, development partners, regional and international agencies, response agencies and the affected population.

VIII. **Strengths-Focused:** We will maximise benefits from existing mechanisms and avoiding the creation of new arrangements.

SREM Outcomes

The Vision and Mission embody Pacific leaders' ambitions to progress development of a regional coordination mechanism for disaster preparedness and response and humanitarian assistance. Each of the SREM Outcomes is considers a building block towards these capabilities. The three Strategic Pillars

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[2] Demonstrable and measurable adherence to and operationalisation of these values will be incorporated into monitoring and evaluation frameworks

and SREM Outcomes frame the practical actions to be coordinated and implemented over the 5-year life span of this SREM.

Strategic Pillar 1: Governance

Now more than ever strong emergency management governance is needed. Good governance is underpinned by strong national legislative and policy frameworks, inclusive approaches and coordinated and influential emergency management decision making. As a region, the aim is to strive for common approaches, and guidance to help drive interoperability and consistency is needed. Most countries are in the process of updating emergency management frameworks with the support of various partners to incorporate lessons and align (where relevant) with regional and international arrangements. Better aligned emergency management legislative and policy frameworks will have benefits, including to drive more efficient and effective responses, including when working with local partners and coordinating regional and international support.

➢ **Outcome 1.1 Coherent emergency management policies plans and practices.**

It is critical that fit for purpose national legislation, regulation, policy, and plans are developed or continuously updated to articulate mandates and clarify emergency management arrangements for local actors, including facilitation of any regional and international assistance. National level arrangements clearly identify the roles and responsibilities of response agencies (such as, Police, Fire and Emergency Services), and provide a framework for sector level policies and plans. A recent assessment[3] concludes that there would be value in developing regional level frameworks to flexibility (and voluntarily) guide national arrangements particularly in terms of guiding regional and international assistance and coordinated response mechanisms. Initiatives such as the PHP – C provide a starting point to learn and build from. Opportunities to strengthen linkages between national coordination and response agencies and locally led emergency capacity, such Community (and other[4]) Disaster Committees and engagement with the private sector, for example through the Business Resilience Network is promoted. This is particularly important in countries where there is a focus on decentralised emergency management. Strategic activities to progress include:

✓ Supporting the development and updating of national emergency policies, plans and procedures.
✓ Strengthen policy and planning linkages with community and other disaster committees and the private sector to ensure coordination and maximise use of local capacity.
✓ Further develop regional guidance and standards, which describe prerequisites for regional assistance, including as the basis of a regional response capability

➢ **Outcome 1.2 A more diverse and inclusive emergency management sector.**

All genders in the Pacific bring different skills, ways of thinking, and experiences to a situation, however these are not always leveraged and utilised by agencies. When these differences are harnessed and embraced, responses are more effective.[5] Guided by the *PIEMA Responding Together Strategy*, the SREM prioritises actions that help build the capability of a more diverse cohort of leaders; strengthen the policy environment to support diversity and inclusion and promote positive attitudes to diversity and inclusion. Strategic activities to progress include:

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[3] Hopkins & Leveni, 2020, International Disaster Response Law in the Pacific, International Federation of the Red Cross
[4] Such as the NGO led Country Disaster Committees established through the Disaster Ready Program
[5] PIEMA Responding Together Strategy

✓ Including gender, diversity and inclusion modules in existing leadership training.
✓ Promoting and supporting approaches that integrate diversity, inclusion and gender into emergency management arrangements, including with regard to the needs and capacity of people with disabilities.
✓ Identifying and supporting workplace diversity and inclusion training.

➢ Outcome 1.3 Strengthened emergency management decision making and influence.

Emergency management is everybody's business. It is critical that emergency management priorities continue to inform and be informed by the broader development policy discussion, including at leadership levels. This can be done by strengthening the linkages between national emergency management authorities and central agencies. There is scope to further integrate emergency management issues into high-level regional strategy and decision making, and for the emergency management sector to have greater influence in major policy formulation and resource allocation decisions. Sound emergency management governance encompasses evidence-based and consultative policy making, transparency of roles, process driven decision making, strong civil society and private sector engagement, and leadership and stewardship of emergency management priorities and challenges across all sectors. The SREM will prioritise efforts to raise awareness and better integrate emergency management across all levels of government. Doing so will also facilitate countries to 'prepare for recovery' by strengthening recovery and reconstruction governance to further bridge the response-recovery-development nexus. Strategic activities to progress include:

✓ Supporting efforts to work with central agencies to better integrate and enable emergency management priorities through top-down planning and budget decision making processes.
✓ Establish a preparedness and response financing strategy at national levels with regional support.
✓ Promotion of emergency management issues through effective coordination and representation through key regional platforms, including the Forum Sub-Committee on Regional Security and other forums.
✓ Establishment of a leadership development programme for senior Emergency Management Managers.

Strategic Pillar 2: Capacity and Capability

Strategic Pillar 2 recognises opportunities to better support capacity development of emergency management practitioners. It promotes opportunities to streamline training and skills development through better coordinated and standardised approaches and brings a focus to achieving interoperability and professionalism through a focus on inclusive simulation exercises.

➢ Outcome 2.1 Professionalisation of emergency management across the Pacific.

Supporting a more standardised and structured approach to emergency management training will result in accelerated and better aligned skills development, and enhanced mobility and application of skills across the region. The SREM prioritises training and development of that align with clearly defined emergency management roles, responsibilities, and functions as well as with consideration to the types of emergency events experienced across the region. Further it promotes training and skills that are recognised and meets consistently applied training standards. To promote flexibility and training that counts, opportunities to establish micro-

qualifications will be promoted. Greater collaboration with existing registered training organisations will be progressed and greater understanding of available skills and skills gaps will guide course development. Recognising the importance of sub-national actors, strategies will also target skills development at sub national (i.e. provincial and community levels. Similarly, PIEMA recognises the vital role of strong leadership to bring about meaningful change, and active support for emerging leaders will be also prioritised[6]. Strategic activities to progress include:

- ✓ Developing emergency management frameworks and professional development pathways, based on defined needs and through identified accredited courses, incorporating micro-qualifications for greater flexibility.
- ✓ Supporting a sustainable capacity development model for the emergency management sector at the national level which includes investment in national trainers, registered training organisations and contextualised micro-qualification courses.

➢ Outcome 2.2 Enhanced knowledge management and sharing across stakeholders and partners.
Effective knowledge management enhances preparedness and response to emergencies. Currently, different types of knowledge - generated through After Action Reviews and Lesson Learned Reports; scientific knowledge; and traditional knowledge – are not fully utilised nor managed effectively. The SREM aims to support enhanced knowledge management within and across government, civil society, private sector and community partners. In doing so it will support greater transparency and accountability and empower the emergency management sector. Strategic activities to progress include:

- ✓ Developing guidelines and frameworks for knowledge management systems development (including terminology and coding).
- ✓ Developing centralised national data bases and emergency management information and knowledge management platforms that support the sharing of lessons, good practice and innovation across communities, interventions & countries alongside multi-stakeholders are supported.
- ✓ Strengthening of regional knowledge sharing platforms such as PIEMA and the Regional Disaster Managers Meeting as well as online resources such as Pacific Disaster Net.

➢ Outcome 2.3 Enhanced interoperability between key response agencies.
Greater coordination of emergency management training needs, opportunities and schedules will drive interoperability in times of emergency. To help overcome agency siloes, the SREM will promote support that brings a more structured and strategic approach to capacity development. Guided by national level strategic training plans (2.1 above), the SREM will develop guidance on and support the undertaking joint simulation exercises; enhance coordination of training opportunities; and facilitate deployment of a wide range expertise from within the region. Strategic activities to progress include:

- ✓ Development of guidance and tools to support greater levels of interoperability at operational levels, including through undertaking of multi-agency simulation exercises is supported.

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[6] The PIEMA Project Publication – Becoming a Leader: a leadership learning pathway for PIEMA will be instructive.

- ✓ Strengthening early warning and preparedness to link warning centre messaging to response actions.
- ✓ Strengthen linkages with humanitarian recovery and development sectors.
- ✓ Structured support for robust after-action review processes to address key gaps.
- ✓ Developing an intra-regional deployment roster to encourage sharing of experience to enhance disaster preparedness.

Strategic Pillar 3: Asset Coordination

Pillar 3 brings a focus to mobilisation and use of capabilities and assets for emergency response. Timely deployment of assets, including logistical assets and specialised response capabilities underpins emergency response performance and are key in establishing a regional response capability. The Fiji Emergency Medical Assistance Team (FEMAT) and Solomon Islands National Emergency Response Team (NERT) are examples of emerging capabilities to assist with national and sub-national responses. Depending on demand from countries and support from partners during emergencies, these and other capabilities have the potential to be deployed regionally through coordinated response mechanisms[7].

➢ **Outcome 3.1: New and strengthened response coordination and capabilities established.**
Where possible and applicable, learnings from initiatives like the Solomon Islands NERT initiative can be replicated in other countries to strengthen national responses. In other circumstances and where cost may be a major factor, building local and complementary capacity to enable deployment of initiatives like FEMAT rather than replicating makes sense. This is already underway with, for example, the development of national Emergency Medical Teams in several countries[8]. Building a coherent and integrated set of capabilities across the region is a prerequisite for progressing a response mechanism that coordinates the deployment of regional assistance to support national responses, if and when requested. Strategic activities to progress include:

- ✓ Identifying and supporting development of emergency management capabilities aligned with established national emergency management plans.
- ✓ Building on lessons from the Pacific Humanitarian Pathway for COVID-19, an Intra-regional cooperation strategy for disaster response and recovery that describes policy settings, governance arrangements, procedures and protocols, and secretariat support arrangements for a regional coordination mechanism to effectively support deployment in response to country requests[9].

➢ **Outcome 3.2 Enhanced coordination of emergency management assets (equipment, personnel and capabilities).**
This will bring greater awareness and transparency of the assets that exist within Pacific Island Countries to support a more effective national response. Such transparency and awareness is a prerequisite for any potential regional deployment. Actions will be taken at all levels to better understand and map asset availability and address gaps. Strategic activities to progress include:

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[7] Pacific Leaders have called for the establishment of a 'regional coordination mechanism for disaster preparedness and response and humanitarian assistance'.

[8] Five established national EMTs: Cook Islands, Northern Mariana Islands, Solomon Islands, Tonga and Vanuatu

[9] As with Outcome 1.1 this will build on the PHP-C experience and progress key arrangements and resources for any future emergency.

- ✓ Providing guidelines and support for the undertaking of national assets inventory processes.
- ✓ Providing support for strengthened communication systems for emergency response agencies.
- ✓ Developing an intra-regional deployment roster to support PICTs during disaster response and recovery.
- ✓ Developing capability (systems, processes and mandates) to access and deploy pre-approved partners; goods; and pooling of resources.

4 Implementation and Work Plan

Implementation of this SREM will occur through actions and initiatives supported at the national and regional levels by regional organisations, development partners and other stakeholders (see **Figure 3** below).
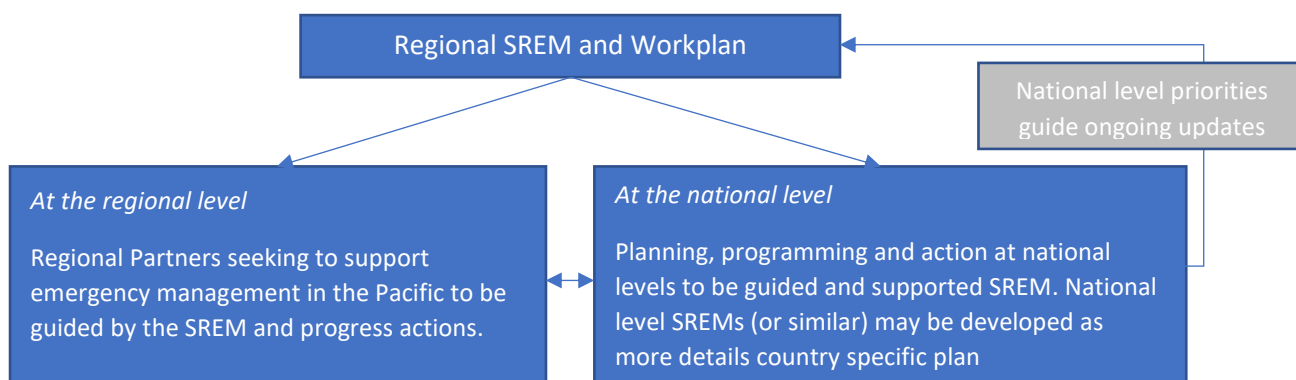

Figure 3 - Basic SREM implementation structure

Specific actions aligned with the Outcomes of this Roadmap will be detailed in the **Regional SREM Workplan** to be developed and maintained as described below. Some countries have developed National level SREMs[10] that detail and coordinate priorities and actions at the national level (see **Text Box 5**).

In summary, implementation arrangements are as follows (also see **Figure 4** over the page):

1) **Overall implementation will be driven and guided by Pacific Island Emergency Management Alliance agencies.** PIEMA (annual meeting) and the Regional Disaster Managers Meeting will serve as key platforms advising on SREM priorities, implementation and progress.

2) **The Pacific Community (SPC) will support implementation by providing secretariat support for implementation and monitoring of the SREM.** SPC, through the Disaster and Community Resilience Programme (DCRP), will provide regional emergency management stakeholders with coordination, technical, information sharing, partnership brokering, and resource mobilisation support. SPC will lead on coordination and implementation of key regionally driven activities, including development of regional response mechanisms. Support will be provided for implementation, monitoring, updating, and revising of the Regional SREM Annual Workplan and providing forums for knowledge sharing and exchange.

3) **Implementation of SREM Actions will be progressed through the combined work of regional, and national entities and partners**. National level SREMs may be developed to detail priorities and actions at national levels to be implemented (see **Text Box** 5).

4) **Updates on the implementation of the SREM will be presented to the Forum Officials Committee - Sub Committee on Regional Security (FOC FSRS).** The FSRS will review progress of SREM implementation as part of their broader oversight of Boe Declaration implementation progress, and provide strategic direction, advice, and guidance. The Pacific Islands Forum will work with SPC to coordinate this.

> Some countries in the region have or are in the process of developing a national level SREM that are tailored to country specific priorities. These may serve as the national level implementation plan for relevant priorities set out in this Regional SREM, tailored to country needs.

Text Box 5 – Country-level SREMs

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[10] National level SREMs: To date four (4) SREMs have been finalised for Niue, Kiribati, Cook Islands and Solomon Islands; two (4) have been drafted for Vanuatu and Tonga; and three (3) currently under development for PNG, Nauru and Tuvalu.
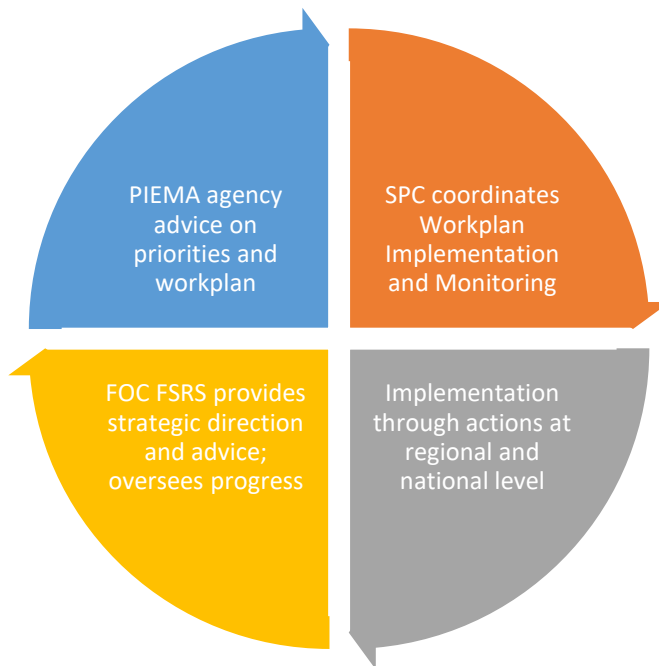
Figure 4 *- Regional SREM Implementation Cycle*

SREM Annual Workplan

SPC DCRP will support the emergency management community and partners under NDMO leadership to develop and maintain the SREM Workplan that will describe specific activities to be prioritised, on an annual basis. Based on the scale of regional activities, and interest and demand from countries, activities will be costed and used as a basis for aligning with development partners support   The Workplan will be aligned with the SREM Outcomes and Results Framework (see Annex I) and reviewed and updated annually to reflect up-to-date priorities.
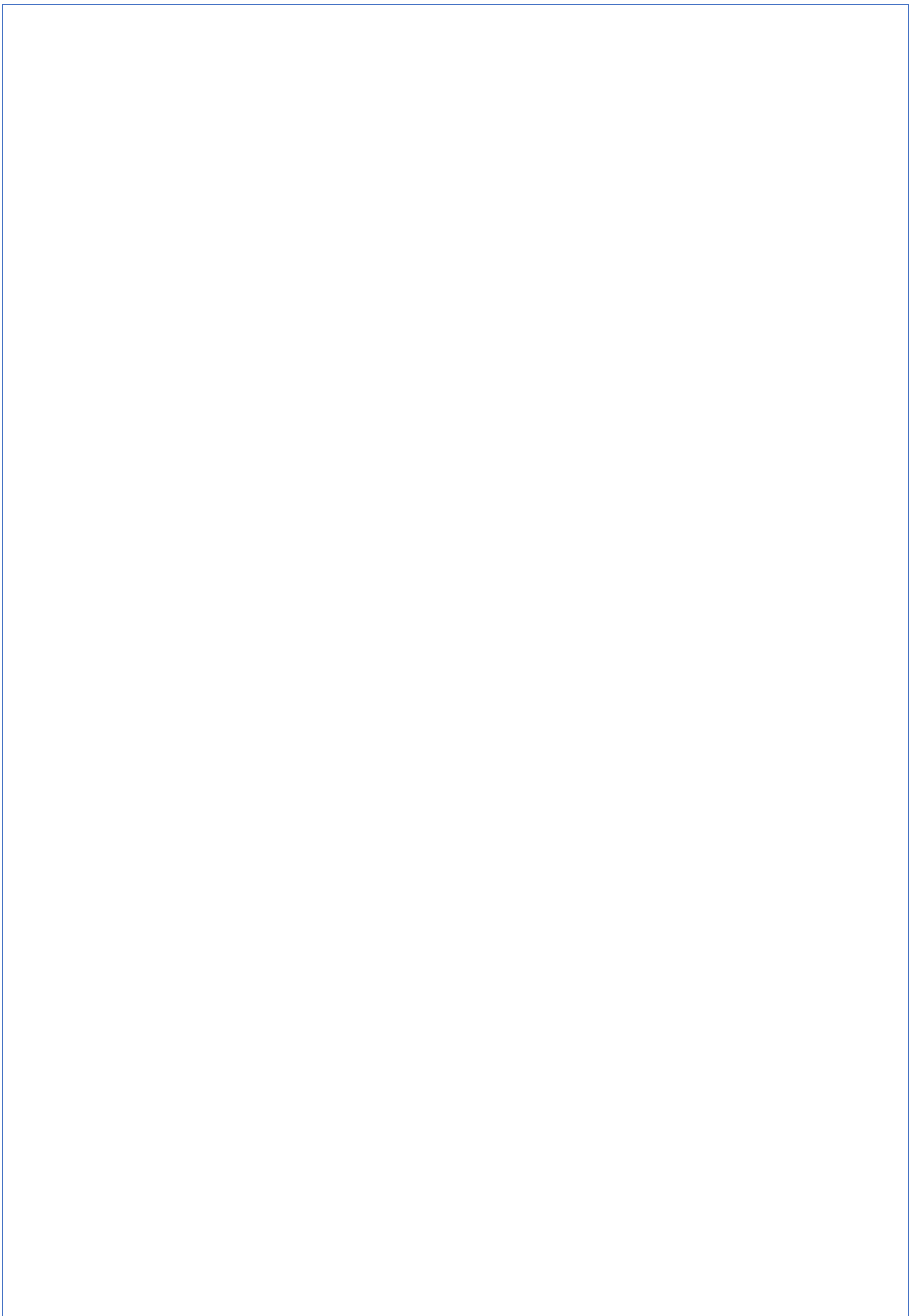
Results Monitoring

Progress against the Regional SREM will be monitored and reported on an annual basis. SPC will coordinate a state of the sector snapshot report (or similar) detailing progress against priorities aligned with the Results Framework (annexed). Countries will be supported to submit country reports, detailing implementation progress at national levels, and SPC will develop a regional report highlighting progres. Opportunities to ensure SREM results monitoring feeds into broader FRDP and *Boe Declaration Action Plan* monitoring will be progressed, and opportunities to support and align with monitoring of the Pacific Resilience Standards (in development) will be explored. A strategic review of the Regional SREM and associated processes will be undertaken periodically (e.g., every two - three years) with the aim of assessing progress against Outcomes, overall effectiveness, and value.

Implementation Next Steps

Upon endorsement of the SREM by the FOC FSRS,

- SPC (PIEMA Project) will coordinate development and reporting of the SREM Workplan.
- The Workplan will be presented, modified, and endorsed at the Regional Disaster Managers Meeting, in association with the PIEMA annual meeting.
- The Workplan will aim to link specific SREM work priorities with support available through development partners and identify timelines for implementation.

Annex I – [DRAFT RESULTS FRAMEWORK]

SREM Results Framework			
Outcome	**Strategic Actions**	**Progress Indicator**	**Means of verification**
Strategic Pillar 1 – Governance			
Outcome 1.1	Coherent emergency management policies plans and practices	✓ Supporting the development and updating of national emergency policies, plans and procedures ✓ Strengthen policy and planning linkages with community and other disaster committees and the private sector to ensure coordination and maximise use of local capacity ✓ Further develop regional guidance and standards, which describe prerequisites for regional assistance, including as the basis of a regional response capability	-Number of countries with, or in process of strengthening / updating National emergency management frameworks as basis for functional IMS, and level of consistency with regional guidance -Extent to which regional guidance is informing national level arrangements as basis for regional interoperability	-SPC to collate annually as part of state of the sector snapshot -SPC to collate annually as part of state of the sector snapshot
Outcome 1.2	A more diverse and inclusive emergency management sector	✓ Including gender, diversity and inclusion modules in existing leadership training ✓ Promoting and supporting approaches that integrate diversity, inclusion and gender into emergency management arrangements, including with regard to the needs and capacity of people with disabilities ✓ Identifying and supporting workplace diversity and inclusion training	-Number of examples of gender mainstreaming and targeted gender initiatives supported through SREM implementation - Number of agencies that have new/improved policies / processes on gender, diversity and inclusion - Number of agencies using tools provided by PIEMA to strengthen policy development or implementation	-SPC to collate annually as part of state of the sector snapshot
Outcome 1.3	Strengthened emergency management decision making and influence	✓ Supporting efforts to work with central agencies to better integrate and enable emergency management priorities through top-down planning and budget decision making processes. ✓ Establish a preparedness and response financing strategy at national levels with regional support. ✓ Promotion of emergency management issues through effective coordination and representation through key regional platforms, including the Forum Sub-Committee on Regional Security and other forums. ✓ Establishment of a leadership development programme for senior Emergency Management Managers.	-Number of disaster national committees (or similar) activity guiding preparedness and coordination -Number of countries integrating disaster risk management budgeting across all agencies -Evidence of SREM (and other issues) being discussed at key regional forums (FSRS, FEMM) -Availability and uptake of leadership development opportunities	-SPC to collate annually as part of state of the sector snapshot
Strategic Pillar 2 – Capacity and Capability			
Outcome 2.1	Professional standards of emergency management across the Pacific	✓ Developing emergency management frameworks and professional development pathways, based on defined	-Number of countries with emergency management training frameworks based on defined needs	-SPC to collate annually as part of state of the sector snapshot

		needs and through identified accredited courses, incorporating micro-qualifications for greater flexibility ✓ Supporting a sustainable capacity development model for the emergency management sector at the national level which includes investment in national trainers, registered training organisations and contextualised micro-qualification courses	-Number of regionally or nationally accredited training opportunities (modules) available	
Outcome 2.2	Enhanced knowledge management and sharing across stakeholders and partners	✓ Developing guidelines and frameworks for knowledge management systems development (including terminology and coding). ✓ Developing centralised national data bases and emergency management information and knowledge management platforms that support the sharing of lessons, good practice and innovation across communities, interventions & countries alongside multi-stakeholders are supported. ✓ Strengthening of regional knowledge sharing platforms such as PIEMA and the Regional Disaster Managers Meeting as well as online resources such as Pacific Disaster Net.	-Regional emergency management knowledge framework established -Number of improved national (and regional) level data and information management systems in place -Satisfaction and value of PIEMA and Regional Managers meeting as knowledge sharing platform	-SPC to collate annually as part of state of the sector snapshot -PIEMA and RMM satisfaction and feedback survey
Outcome 2.3	Enhanced interoperability between key response agencies	✓ Development of guidance and tools to support greater levels of interoperability at operational levels, including through undertaking of multi-agency simulation exercises is supported. ✓ Strengthening early warning and preparedness to link warning centre messaging to response actions. ✓ Strengthen linkages with humanitarian recovery and development sectors ✓ Structured support for robust after-action review processes to address key gaps. ✓ Developing an intra-regional deployment roster to encourage sharing of experience to enhance disaster preparedness.	-Number of countries implementing joint exercise schedules in alignment with relevant emergency management policy, SoPs and frameworks -Extent to which action reviews are guiding ongoing reforms -Number of intra-regional deployments supported during planning and preparedness phases	-SPC to collate annually as part of state of the sector snapshot
Strategic Pillar 3 – Asset Coordination				
Outcome 3.1	New and strengthened response capabilities established	✓ Identifying and supporting development of emergency management capabilities aligned with established national emergency management plans ✓ Building on lessons from the Pacific Humanitarian Pathway for COVID-19, an Intra-regional cooperation strategy for disaster response and recovery that	-Number and maturity of emergency response capabilities within the region -Documentation, governance and management arrangements to operationalise intra-regional mechanism in place	-SPC to collate annually as part of state of the sector snapshot

		describes policy settings, governance arrangements, procedures and protocols, and secretariat support arrangements for a regional coordination mechanism to effectively support deployment in response to country requests[11]		
Outcome 3.2	Enhanced coordination of emergency management assets (equipment, personnel and capabilities)	✓ Providing guidelines and support for the undertaking of national assets inventory processes. ✓ Providing support for strengthened communication systems for emergency response agencies. ✓ Developing an intra-regional deployment roster to support PICTs during disaster response and recovery. ✓ Developing capability (systems, processes and mandates) to access and deploy pre-approved partners; goods; and pooling of resources.	-Number of countries with, and regional, asset inventory and management and deployment plans in place -Intra-Regional deployment roster developed to support PICTs during disaster response and recovery	-SPC to collate annually as part of state of the sector snapshot
Implementation				
1. PIEMA agency advice on priorities and workplan		✓ PIEMA Annual Meeting held in accordance to revised ToR ✓ RDMM held in accordance to revised ToR	-Number and diversity of members represented -PIEMA members are actively informing development of the SREM Workplan -SREM workplan updated and endorsed annually - Extent to which Members are satisfied with SREM process and adherence to Values	- Annual PIEMA survey - PIEMA Annual meeting
2. SPC coordinates Workplan Implementation and Monitoring		✓ SPC Secretariat resourced and structured adequately to support SREM coordination	-Number of Workplan activities with resources / support partners identified	-Regional SREM Snapshot
3. Implementation through actions at regional and national levels		✓ SPC to coordinate resources, partners and actors ✓ Countries to develop national SREMS to guide implementation	-Number of Workplan Activities implemented -Number of national level SREMS guiding implementation	-Country reports -Regional SREM Snapshot
4. FOC FSRS provides strategic direction and advice; oversees progress		✓ RDMM is represented at regional level (FSRS) ✓ Provide progress updates to FOC FSRS	-FOC FSRS provides advice and recommendations regarding SREM implementation	-FoC Outcomes Statements / Minutes

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[11] As with Outcome 1.1 this will build on the PHP-C experience and progress key arrangements and resources for any future emergency.