

# THE CAYMAN ISLANDS NATIONAL HAZARD MANAGEMENT PLAN



**VOLUME 4B  
RECOVERY PLAN**



### RECORD OF REVIEWS AND AMENDMENTS

Nature of Change	Date of Change	Page(s) Affected	Changes Made By
General revisions	January 2013	All	McCleary Frederick/Omar Afflick
General revisions	August 2017	All	McCleary Frederick

## ABBREVIATIONS USED

CCRIF	Caribbean Catastrophic Risk Insurance Fund
CI	Cayman Islands
CIDB	Cayman Islands Development Bank
CIG	Cayman Islands Government
CIIB	Cayman Islands Insurance Bureau
CIMA	Cayman Islands Monetary Authority
COOP	Continuity of Operations
DCFS	Dept. Children and Family Services
DEH	Dept. of Environmental Health
DoE	Dept. of Environment
ERS	Essential Relief Sub Committee
HMCI	Hazard Management Cayman Islands
HSA	Health Services Authority
Int. Aid	International Aid
JCS	Joint Communications Services
NEOC	National Emergency operations Centre
NHDT	National Housing and Development Trust
NHMC	National Hazard Management Council
NHMEx	National Hazard Management Executive
NRA	National Roads Authority
PWD	Public Works Department
S-C	Sub Committee
SIEC	Sister Islands Emergency Committee
SOPs	Standard Operating Procedures
Sub Comm	Sub Committee

Note: The term public sector includes all CIG interests including statutory authorities and government companies.

# NATIONAL RECOVERY PLAN

---

## Table of Contents

ABBREVIATIONS USED	II
<b>1 INTRODUCTION</b>	<b>1</b>
PURPOSE	1
GUIDING PRINCIPLES	1
GOAL	2
SITUATION ANALYSIS	2
CAPACITY ANALYSIS	2
SCOPE	2
AUTHORITY	2
PLAN MAINTENANCE	3
ASSUMPTIONS	3
APPOINTMENT OF RECOVERY COORDINATOR	3
ACTIVATION	4
DEACTIVATION	4
RELATIONSHIP TO OTHER PLANS	4
<b>2 INSTITUTIONAL STRUCTURE</b>	<b>5</b>
RECOVERY STRUCTURE	5
ROLES AND RESPONSIBILITIES	5
<i>Cabinet</i>	5
<i>Premier, Leader of the Opposition and Members of the Legislative Assembly</i>	5
<i>The National Hazard Management Executive</i>	5
<i>National Hazard Management Council</i>	5
<i>Recovery Coordinator</i>	5
<i>Recovery Group</i>	6
<i>Sister Islands Emergency Committee (SIEC)</i>	7
<i>HMCI</i>	7
<i>Continuity of Operations Subcommittee</i>	7
<i>Portfolio of the Civil Service</i>	7
<i>Other Sub-Committees, Ministries, Portfolios and Agencies, Statuary Authorities, Government Companies</i>	8
<i>Scientific and Technical Agencies/Departments</i>	8
<i>Community Emergency Response Teams</i>	9
<b>3 CONCEPT OF OPERATIONS</b>	<b>10</b>
<b>4 ADMINISTRATIVE ASPECTS</b>	<b>11</b>
PROCURING OF RECOVERY SUPPLIES	11
FINANCIAL MANAGEMENT	11
FINANCIAL REPORTING	11
LEGAL REQUIREMENTS	12
<b>5 ECONOMIC RESTORATION</b>	<b>12</b>
<b>6 OPERATIONAL ASPECTS</b>	<b>13</b>
POST IMPACT	13
TRANSITION TO RECOVERY	14

PRIORITIZING AREAS FOR RECOVERY .....	14
MONITORING OF RECOVERY PROGRAMME .....	15
REPORTING AND PUBLIC INFORMATION .....	16
<b>7 POST RECOVERY .....</b>	<b>16</b>
<b>APPENDICES .....</b>	<b>17</b>
APPENDIX 1: MEMBERSHIP NATIONAL HAZARD MANAGEMENT EXECUTIVE AND COUNCIL .....	17
<i>NATIONAL HAZARD MANAGEMENT EXECUTIVE</i> .....	17
<i>NATIONAL HAZARD MANAGEMENT COUNCIL</i> .....	17
APPENDIX 2: INDICATIVE SECTORIAL REPORTS (ECLAC FORMAT) .....	19
APPENDIX 3: NATIONAL EMERGENCY OPERATIONS CENTRE STRUCTURE .....	25
APPENDIX 4: LONG TERM RESTORATION AND RECONSTRUCTION ACTIVITIES .....	26
APPENDIX 5: RECOVERY MANAGEMENT PLAN TEMPLATE .....	29

# NATIONAL RECOVERY PLAN

---

## SECTION A

### 1 INTRODUCTION

#### Purpose

The purpose of this plan is to guide the Cayman Islands recovery process after any major disaster. Once implemented, The Plan will allow coordination of all actors and sectors required for recovery.

The recovery plan outlines measures intended to restore the affected communities to a state of normalcy, while taking the opportunity to make them more resilient to future events. Recovery planning should include psycho-social, economic and physical restoration. The recovery plan will outline measures to be taken, but each disaster will result in different types and severity of damage, so the plan must be tailored to each situation to prioritize inputs to assist the rapid recovery of the affected population. The plan must therefore remain flexible enough to permit adequate adaptation.

#### Guiding Principles

The guiding principles of the Plan are as set out in the Cayman Islands Strategic Framework for Disaster Risk Management, notably:

- Recovery operations must include adequate mitigation and prevention provisions
- Environmental recovery must be included in recovery and rehabilitation plans
- Priorities for recovery must be decided through adequate consultation with affected sectors and communities
- Benchmarks for successful recovery must be set
- Recovery operations will include vulnerability reduction approaches
- Planning should be integrated and comprehensive
- All sectors will be affected by a major disaster, requiring careful multi-sectorial coordination to effectively respond to complex situations
- Economic recovery is critical

In the immediate aftermath of a major disaster, there can be conflicts between economic recovery and physical recovery. Often the higher visibility of physical reconstruction leads to this being given priority. However, giving resources to economic regeneration can stimulate physical recovery as well as reduce economic vulnerability of affected families and stimulate the national economy as well as that of affected communities.

## **Goal**

The Goal of the recovery process is to ensure that Recovery is completed within the shortest timeframe with improved resilience according to agreed national priorities.

## **Situation Analysis**

The Recovery Plan is generalized to allow implementation after the impact of any hazard. Conditions under which the Plan will be implemented will vary depending on the type of disaster. However, the following will be true for any type of disaster:

- Need for clear, accurate information from a credible source
- Need for reliable communications systems
- Need for Government operations to continue
- Need for residents and international community to be informed of what services are available and where
- Need to safeguard the health and welfare of the population
- Need to ensure that secondary hazards are controlled or eliminated
- Need to ensure that recovery increases resilience
- Need to ensure economic recovery takes place in the shortest time without compromising resilience
- Need to protect the natural environment

## **Capacity Analysis**

Within the Cayman Islands Government service and private sector the required fundamental competences exist in a number of technical areas to coordinate and implement activities for the recovery process. If additional competencies are required, there are existing processes within the Public Finance Management Law to facilitate. The contracting procedures of CIG should be followed for such procurement wherever possible. In cases where this is not practical / possible a waiver of procedure must be obtained through the Governor / Cabinet.

Any special requirements or waivers needed for importation of personnel will be managed by the Immigration Department.

## **Scope**

The plan will delineate activities to be undertaken after emergency response actions are completed or are near completion. It may overlap with some emergency response functions. It is possible that recovery activities could continue for several years.

## **Authority**

The Disaster Preparedness and Hazard Management Law, 2016 established the Department of Hazard Management Cayman Islands, whose functions are to facilitate and co-ordinate the development and implementation of Comprehensive Disaster Management Programmes.



The Disaster Preparedness and Hazard Management Law Section;

*4. (1) The functions of the Department are to facilitate and co-ordinate the development and implementation of Comprehensive Disaster Management Programmes and, without prejudice to the generality of the foregoing, such functions shall include -*

*(a) developing and implementing policies and programmes to achieve and maintain an appropriate state of national preparedness for managing all emergency situations which may affect the Islands;*

*6(4) The Director shall prepare a National Hazard Management Plan comprising a statement of the contingency arrangements under the Director's coordination, for responding to the threat, event or aftermath of a disaster in the Islands whether or not the threat, event or aftermath is such as to prompt the issuance of an alert, a declaration of disaster, a declaration of a state of emergency or a notice of evacuation, and shall cause the Management Plan to be reviewed annually.*

## **Plan Maintenance**

This Plan is reviewed annually and updated as required in accordance with the procedures outlined in the Main Plan.

## **Assumptions**

The Plan will be implemented in post-disaster conditions. As a result, communications will be difficult

- Many persons will still be involved in response activities
- There may be pressure to initiate recovery activities quickly, without due regard for vulnerability reduction/mitigation measures
- There may be considerable political lobbying as sectors seek to ensure recognition as top priority
- Government departments which are expected to be at the forefront of recovery operations may be severely affected by the disaster and may be short-staffed or displaced
- There will likely be overlap between the NEOC operations and recovery operations, therefore close coordination between the NEOC and Recovery Coordinator will be maintained until the NEOC is deactivated.

## **Appointment of Recovery Coordinator**

The Recovery Coordinator should be a senior civil servant to be appointed by the Governor / Premier. Once appointed, the Recovery Coordinator will liaise with the NEOC Manager for updating on the response efforts. A Recovery Group or Committee will also be named by the Governor in consultation with the Premier.

## **Activation**

The Plan will be activated by the Recovery Coordinator in consultation with Director HMCI and other members of the Policy Group upon the directives of the National Hazard Management Executive.

## **Deactivation**

The Plan will be deactivated by the Recovery Coordinator in consultation with the NHMC and Executive. The Plan may be deactivated before all recovery activities are completed, but responsibilities for completions of these activities must be handed over to specific Ministries, Portfolios or Agencies or other designated bodies.

## **Relationship to Other Plans**

The National Recovery Plan is a sub-plan of the National Hazard Management Plan. It takes priority over Sub Committee, Ministry, Portfolio and Departmental Plans. It will be supported by Continuity of Operations Plans, the Relief Management Plan, the NEOC SOPs and Sub Committee and Department plans.

The national Recovery Plan should be linked to pre-event planning, in order to be most effective. Meticulous preparedness planning will enhance recovery operations. Continuity between pre-event planning and recovery planning can be achieved through:

- Hazard, risk and vulnerability assessments which can forecast possible future problem areas and the scale and nature of recovery needs.
- Improved data collection at the local level and dissemination of damage reports
- Plans for temporary housing
- Ensuring critical facilities are built to adequate hazard resistant standards
- Provision of alternate educational, health and other important facilities until reconstruction is complete
- Establishing resource inventories to meet recovery needs, including those available from communities
- Registry/inventory of specialist skills needed for recovery
- Assessments and surveys to define needs and capacities of affected communities
- Supporting legal framework related to land acquisition, declaration of vulnerable areas, building codes and standards for reconstruction
- Ensuring that there is a regularly updated system in place whereby there are safety nets and support structures available for special populations such as the elderly, single mothers, persons with disabilities.

## **2 INSTITUTIONAL STRUCTURE**

### **Recovery Structure**

A Recovery Coordinator shall be appointed, and a Recovery Group will be established. The Sub Committees will be heavily involved in initial implementation of the Plan. Ministries, Portfolios, Departments, Statutory Authorities, Government Companies and Agencies will eventually carry the recovery process to completion. Private Sector recovery is recognized as an integral part of national recovery, and the Private Sector will be represented through the Economic Continuity Sub-Committee and other mechanisms as set up by the Recovery Coordinator.

The Recovery Group (RG) will be comprised of Council members plus other members from Districts, the private sector and voluntary sector as required. The composition of the Group will be finalized at the time of activation of the plan. In broad terms, all sectors should be represented.

### **Roles and Responsibilities**

#### **Cabinet**

Guide the recovery process at national level.

Responsible for final assignment of national priorities

Ensure resources are available for recovery effort

#### **Premier, Leader of the Opposition and Members of the Legislative Assembly**

Enact necessary Laws if required

Review and approve waivers of procedures where indicated

Provide information on needs of affected population

Provide feedback on recovery efforts in their electoral district

#### **The National Hazard Management Executive**

The National Hazard Management Council will:

- Provide strategic guidance for the recovery process
- Report to Cabinet and the Legislative Assembly and ensure they are kept informed of progress

#### **National Hazard Management Council**

The National Hazard Management Council will provide policy and technical support and guidance for the recovery process as needed. The Council will ensure that the recovery process is consistent with existing policies, or will advise on any policy changes required for development of more resilient systems. The Council Chair will report to the NHMEx on the Recovery effort.

#### **Recovery Coordinator**

The responsibilities of the Recovery Coordinator are:

- Management of recovery process
- Chairs Recovery Group
- Reports to NHMC on recovery effort
- Liaises with NEOC Manager and or Director HMCI and other personnel as necessary
- Oversees and guides transition to normalcy
- Responsible for evaluation and documentation of recovery process
- Ensure coordination of all actors in recovery effort

### **Recovery Group**

Under direction of the Recovery Coordinator, the Recovery Group will implement the Recovery Plan and ensure its functions are carried out.

Specifically, the Recovery Group will:

- Ensure implementation of the recovery plan
- Recommend priorities for recovery to Cabinet.
- Develop a detailed work plan for the recovery effort clearly defining strategic priorities.
- Establish work programme, targets and deadlines
- Ensure adequate monitoring, evaluation and reporting procedures are in place
- Advocate for the incorporation of prevention and mitigation strategies into recovery plans
- Ensure adequate consultation with all sectors for their input into the recovery process
- Liaise with donor, international community for loans, grants, resources towards recovery effort
- Liaise with private sector interests
- Ensure proper use of these resources and maintain transparent accounting procedures
- Coordinate detailed sectorial assessments of total cost of impact of event with HMCI and the Economic Impact Assessment committee
- Liaise with COOPs Sub Committee Chair to ensure return of Government services to full capability, including restoration of hard copy vital records, restoration of lost e-data from back-up storage media
- The Recovery Group will assist the Recovery Coordinator to produce a comprehensive report on the recovery effort when the Recovery Plan is deactivated.

### **Sister Islands Emergency Committee (SIEC)**

The Sister Islands Emergency Committee will be responsible for coordinating recovery efforts on the Sister Islands unless otherwise stated by Cabinet. The SIEC will provide reports to the NEOC initially, then to the Recovery Coordinator. The Chair, SIEC will be responsible for compiling damage data and needs lists and for making requests for any assistance for the Sister Islands, and will be responsible for management of assistance to the Islands. Assistance in compiling the damage can be provided through the Economic Impact Subcommittee.

### **HMCI**

HMCI will support the recovery process, providing technical support for mitigation and vulnerability aspects where required. HMCI will provide a liaison officer with the Recovery Group.

### **Continuity of Operations Subcommittee**

The COOP Sub Committee will be responsible for coordinating public sector recovery operations. It will:

- Ensure Order of Succession in Government and Public Sector is known and applied where necessary
- Coordinate activities to ensure maximum synergy among public sector entities
- Identification of new/additional office space, equipment if required
- Reallocation of existing work space
- Ensure that government's mission critical activities are identified according to recovery priorities and are adequately discharged
- Identification of personnel needed for critical Government Operations
- Reallocation of available CIG personnel to recovery effort if needed
- Ensuring any changes in government services, locations, procedures, requirements etc. are quickly and accurately communicated to the public

### **Portfolio of the Civil Service**

Human Resource Aspects

The CIG through the POCS should facilitate arrangements for:

- Rotation/redeployment of staff to ensure all staff have the opportunity to attend to personal matters while critical government functions are assured
- Salary advances, no-interest loans or other mechanisms for assisting staff with financial shortfalls for all public servants in need
- Special leave
- Out-of-hours access to essential supplies for emergency management and essential personnel
- Recognition of all persons who worked before, during and after the event

- Assistance with identification of living space for staff who lost homes/residences
- All public servants should have access to assistance if genuinely needed.

Arrangements for the following must also be in place:

- Psychological support and counseling for emergency management personnel and other CIG staff (Responsibility: HSA).
- Payment of staff in case e-banking systems are compromised (Responsibility: Treasury Dept.).

#### **Other Sub-Committees, Ministries, Portfolios and Agencies, Statuary Authorities, Government Companies**

- Provide personnel for the recovery process if needed
- Carry out specific activities in the recovery process
- Provide equipment and resources to assist the Recovery Group
- Provide technical expertise to the Recovery group
- Implement their respective COOPs Plans
- Provide assistance to staff in meeting welfare needs
- Facilitate customs and immigration clearance for priority resources needed for recovery effort

#### **Scientific and Technical Agencies/Departments**

A disaster will provide large amounts of data which will be important in understanding the nature of future events. This data should be captured immediately by scientific and technical agencies. Often damage assessment does not take into account damage to or loss of scientific instruments. However replacement of these instruments is vital to continued monitoring and understanding of hazards. Adequate resources and time should be devoted to data collection and analysis as well as repair and replacement of instrumentation.

- Continue monitoring of instrumentation
- Ensure that the recording of all relevant data of the hazard, by photos, video footage or other methods, and its characteristics is conducted through the effective deployment of personnel. Personnel from the private sector should be employed to assist in this process if and where necessary.
- Assess damage to scientific and technical data collection instruments to be included in the report of total damage incurred by the country.
- Guide recovery efforts by providing technical data for relocation, resettlement, reconstruction
- Provide guidance on acquisition of temporary housing, ensure such housing is safe
- Review performance of materials, advise on necessity for improving codes and standards

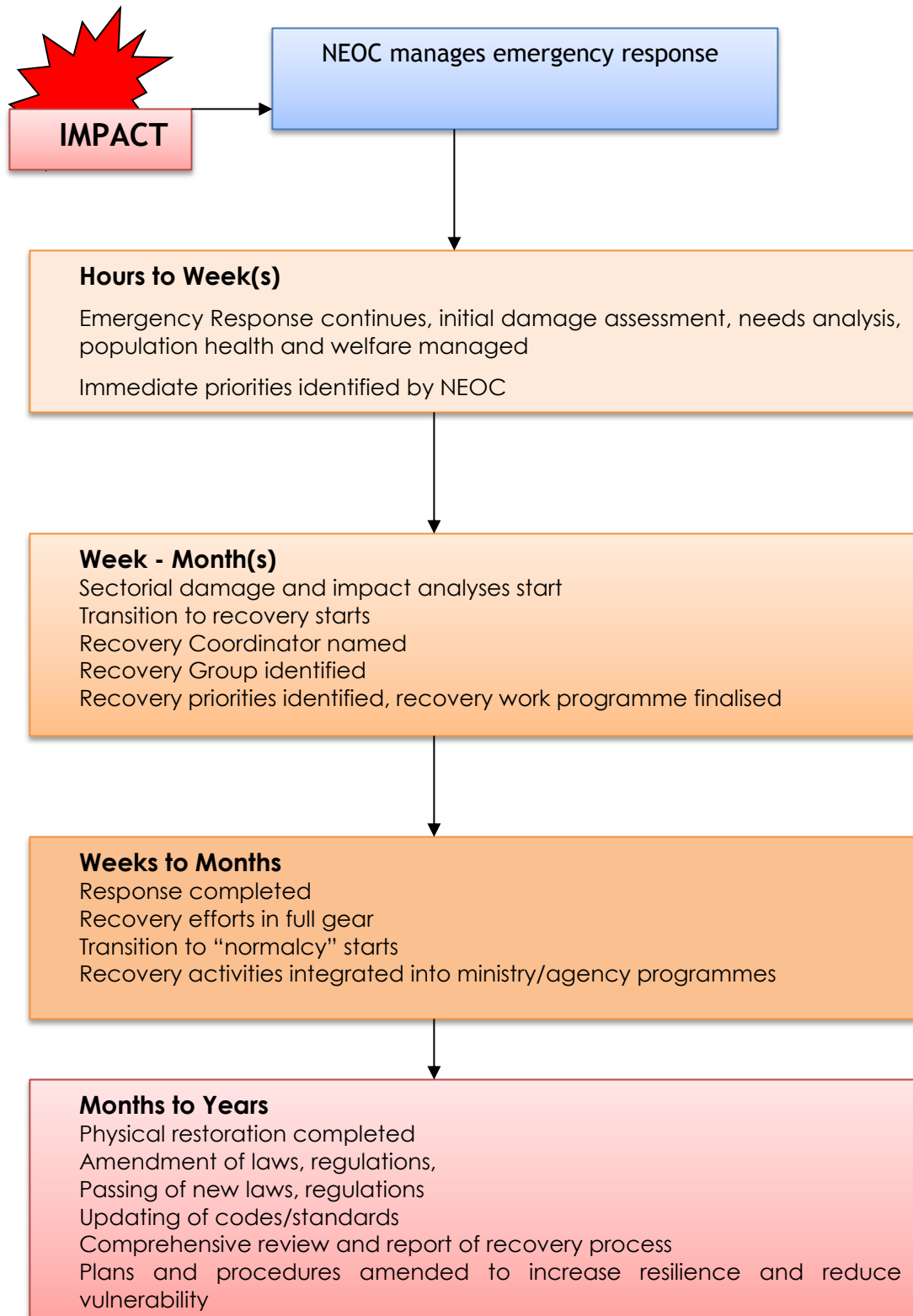
- Advise on suitability of materials being proposed for rebuilding and establish standards if necessary
- Provide detailed technical reports on event, including recommendations for loss reduction, risk management and protection of population in future events
- Identify safe sites for debris disposal including hazardous debris; provide guidelines for disposal
- Ensure protection of environment during recovery operations
- Update codes, standards and legislation based on lessons learnt from event

### **Community Emergency Response Teams**

Community Emergency Response Teams CERT will act in support of the national effort.

- Initiate plans to reduce the effects of hazards by implementing mitigation programmes and incorporating risk reduction measures in district development plans
- Assist in recovery programmes for district
- Provide NEOC/HMCI with continuing updates on needs of district
- Provide assistance to residents in clean-up and re-entry into homes
- Monitor progress of recovery activities in Districts and provide feedback to RG through HMCI/NEOC

### 3 CONCEPT OF OPERATIONS





## 4 ADMINISTRATIVE ASPECTS

### Welfare of responders during initial recovery

It must be recognized that emergency management workers and essential personnel involved in the response and initial recovery efforts may have suffered physically or psychologically as a result of the disaster. A sub-group of the Human Concerns Sub-Committee should be designated to deal with the needs of these personnel. This should include psychological debrief and stress management sessions.

### Procuring of Recovery Supplies

Procurement of equipment and supplies for recovery will be undertaken by the Recovery Committee and will follow the relevant sections of the Public Management and Finance Law.

The Resource Support Sub-Committee will maintain lists of local and international suppliers, their contacts and inventory, for supplies which may be required after a disaster. The Resource Support Sub-Committee will be assisted by the Economic Continuity Sub-Committee and the Sister Islands Emergency Committee.

**Note:** The procedure for management of relief supplies is documented in the National Relief Management Plan and is the responsibility of the NEOC through the relevant sub-committee.

### Financial Management

Expenditure during the Response phase will be in accordance with the relevant sections of the Public Management and Finance Law. Notwithstanding any other provision of this Law, where a state of emergency is proclaimed under the Emergency Powers Law the Governor in Cabinet may approve such executive financial transactions to meet the emergency as it thinks fit, whether or not those transactions have been authorized by an appropriation, and those transactions may be entered into accordingly.

Chief Officers, HODs will undertake commitments for their entity as per standard procedures. These commitments will be their responsibility.

Expenditure above these limits is to be authorized by the Chief Officer, Portfolio Internal and External Affairs.

The Recovery Coordinator will have the responsibility and authority for managing the recovery budget. Funds will be managed in accordance with the latest version of the Public Management Finance Law. Where exceptions or waivers are required, the Recovery Coordinator will seek the necessary waivers and permissions.

### Financial Reporting

The Recovery Coordinator will be responsible for ensuring that proper accounts are maintained and that required financial reports are generated.

## **Legal Requirements**

The Public Management and Finance Law,  
Financial Regulations

## **5 ECONOMIC RESTORATION**

Restoration of the economy of affected areas, whether at national or local level is one of the most critical aspects of recovery. Care must be taken not to depress the economy by wholesale dumping of relief supplies into the affected areas. Every effort should be made to procure goods and services from the affected areas so as to provide economic support and employment.

It may be necessary to put in place monitoring systems in order to prevent unfair practices such as inflating prices in accordance with the Price Gouging Control Law.

# SECTION B

## 6 OPERATIONAL ASPECTS

### Post Impact

The activation of the Recovery Plan will depend on the severity of impact of the disaster and the speed of response. However, it is recommended that the Recovery Plan be activated within a week or two of impact. Prior to the activation of the Recovery Plan the following activities should be completed and details made available to the Recovery Coordinator.

Chronological order of activities leading to the activation of the Recovery Plan

Post Impact Time	Activities	Responsibility
All Clear issued	Coordinate National response and the respective agencies EOC.	NEOC / HMCI
0 - 24 hours	Initial Damage and Life Safety assessment	NEOC – Damage Assessment S-C (reference National Damage Assessment Plan)
	Established Immediate priorities (review standing priorities)	NEOC
	Commence Impact Assessment	NEOC – Economic Impact Assessment S-C
	Situation Report of Impact for CIG	NEOC – HMCI
	CIG statement on impact	CIG executive
24 – 36 hours	Compile / coordinate Initial National Needs List	NEOC – HMCI – (SIEC)
	Inform International Community of National Needs List	Governor's office lead – Director HMCI
	Coordinate all S-C to prepare an initial report for the NHMC and Exe for the revision of response and recovery priorities	NEOC Manager
48 – 72 hours	Meeting of the NHM Executive and NHMC to review Initial Damage and Life Safety assessment to discuss / formulate strategies for recovery	Governor – Director HMCI

Post Impact Time	Activities	Responsibility
	Decision to activate Recovery Plan	National Hazard Management Executive
	Appointment of Recovery Coordinator	Governor / Premier
	Activate Recovery Plan	Recovery Coordinator Governor / Premier – Cabinet
	Decision on Caribbean Catastrophic Risk Insurance Fund (CCRIF) Application (If necessary) Apply to CCRIF	Financial Secretary - Cabinet
Over 72 hours	National Damage and Impact Assessments continues being more detailed	Sub committees and agencies

### Transition to Recovery

Once the sectorial analyses and reports are completed the Recovery Coordinator and Group in consultation with the NHMC and Executive, will:

Review and reset priorities

Identify short, medium and long term priorities

Develop a detailed work plan including targets, time frames, indicators and costs for each activity

Harmonize “normal” work programme of public sector with recovery activities, and identify which activities will be financed under CIG budget

Establish tracking and reporting mechanisms, schedules and responsibilities

Identify the means by which the recovery effort will be evaluated and documented

### Prioritizing Areas for Recovery

The following list should be used as a guide by the Recovery Group for prioritizing areas (economic, social and infrastructure) for recovery.

Subject Area	Lead Agency	Activity
Population	Shelter Management Relief Aid Management Resource Support	Health Welfare

Subject Area	Lead Agency	Activity
		Shelter Essential supplies
Psychosocial Support	Human Concerns Cluster	Population Emergency management and essential personnel
Transportation, Infrastructure	Initial Clearance Sub Comm.	Road Air Sea Fuel
Utilities	Utilities Sub Comm.	Power Water
Communications	Utilities and Communications OFTEL	Television Radio Emergency
Continuity of Government	Portfolio of the Civil Service Finance Dept.	Continuity of Operations Finance
Law and Order	Security and Law Enforcement /RCIPS	Maintaining Law and Order
Environmental and Public Health	Medical Relief Services DEH/Public Health Dept.	
Debris Management	Infrastructure and Debris Management/DEH/NRA	
Education	Shelter Operations/Dept. of Education	
Tourism	Dept. of Tourism	
Business/Commerce	Economic Continuity	
Environment	Initial Clearance/Dept. of Environment	
Agriculture	Dept. of Agriculture	

## MONITORING OF RECOVERY PROGRAMME

The Recovery Coordinator (RC) will identify how the recovery programme will be monitored. Monitoring should include regular written updates to the RC and Recovery Group as well as comprehensive interim reports at six or twelve month intervals depending on the length of the recovery.

## **REPORTING AND PUBLIC INFORMATION**

The NHMEx should be briefed at weekly then monthly intervals. The NHMEx will determine the reporting frequency and format for Cabinet and the Legislative Assembly.

The Recovery Group should initiate a programme for keeping the public abreast of progress of recovery efforts. This could include town meetings, radio and television programmes, newspapers, newsletters and the use of the official CIG websites etc.

## **7 POST RECOVERY**

At the end of the recovery programme, the Recovery Coordinator and Group will:

Organize a review of recovery operations

Produce a comprehensive report including lessons learned and recommendations for improving the recovery process

Update the Recovery Plan

Provide Director with HMCI with recommendations for any improvement to other plans and procedures

## **APPENDICES**

### **APPENDIX 1: Membership National Hazard Management Executive and Council**

#### **NATIONAL HAZARD MANAGEMENT EXECUTIVE**

- a) The Governor - Chairman
- b) Premier
- c) Leader of the Opposition
- d) Deputy Governor
- e) Attorney General
- f) Minister with responsibility for Hazard Management Cayman Islands
- g) Minister with responsibility for Finance
- h) Chief Officer, with responsibility for Hazard Management Cayman Islands
- i) Director, Hazard Management Cayman Islands
- j) Police Commissioner
- k) Cabinet Secretary
- l) District Commissioner

#### **NATIONAL HAZARD MANAGEMENT COUNCIL**

- a) Deputy Governor - Chairman
- b) Chief Officer, Ministry of Home Affairs - Deputy Chairman
- c) Cabinet Secretary
- d) Solicitor General (or designate)
- e) All Chief Officers
- f) Director, Department of Children and Family Services
- g) Director, Hazard Management Cayman Islands - Secretary
- h) Deputy Commissioner of Police
- i) Chief Fire Officer
- j) Director General, Cayman Islands National Weather Service
- k) Director, Public Works
- l) Director, National Roads Authority
- m) Director, Vehicle and Equipment Services
- n) Director, Office of Telecommunications
- o) Chair, Sister Islands Emergency Committee
- p) Director, Government Information Services
- q) Director General, Civil Aviation Authority
- r) Director, Department of Environmental Health
- s) Director, Department of Environment
- t) Chief Immigration Officer
- u) Chief Executive Officer, Airports Authority
- v) Chief Executive Officer, Port Authority
- w) Collector of Customs
- x) Chief Executive Officer, Chamber of Commerce
- y) Director, Red Cross
- z) Director, Adventist Development Relief Agency

- aa) Director, Water Authority
- bb) Director, Tourism
- cc) Director, Risk Management
- dd) Director, Needs Assessment Unit



## **APPENDIX 2: Indicative Sectorial Reports (ECLAC format)**

(FOR GUIDANCE)

### **HEALTH**

- Capacity of system
- Personnel
- Status of Supplies
- Status of Equipment
- Cost of Damage
- Cost of Rehabilitation/Replacement
- Projections of downtime/recovery time
- Recommendations for prevention and mitigation
- Total cost of recovery including any additional mitigation measures needed

### **ENVIRONMENTAL AND PUBLIC HEALTH**

- Sanitation
- Landfill
- Vector Control
- Debris management
- Cost of Damage
- Cost of Rehabilitation/Replacement
- Recommendations for prevention and mitigation
- Total cost of recovery including any additional mitigation measures needed

### **PHYSICAL and MENTAL HEALTH**

- Population – Reports on treatment of casualties, Identification of deceased etc.
- Emergency Management Personnel – welfare of Emergency management personnel. Plans for psychological debrief and support.
- Provision of counseling services for affected population including but not limited to school guidance counselors, social welfare counselors,
- Persons trained in Stress Management in disasters, psychologists, psychiatrists

### **UTILITIES**

- Equipment and supplies needed
- Additional Personnel required
- Cost of Damage
- Cost of Rehabilitation/Replacement
- Recommendations for prevention, mitigation
- Projections for downtime/recovery
- Total cost of recovery including any additional mitigation measures needed

### **INFRASTRUCTURE**

- Level of damage by road type – Arterial/secondary
- Rehabilitation needed
- Cost of Damage

- Cost of Rehabilitation/Replacement
- Recommendations for prevention, mitigation
- Total estimated cost of recovery including any additional mitigation measures needed

## **PORTS OF ENTRY**

### Sea Ports/Piers/Jetties

- Damage
- Alternative locations
- Additional equipment/resources needed
- Any additional measures needed
- Recommendations for prevention, mitigation
- Cost of damage
- Estimated closure/downtime
- Total estimated cost of recovery including any mitigation measures needed

### Airports

- Damage
- Landing limitations e.g. night landings
- Repairs, timeframe
- Cost of Damage
- Cost of re-acquiring/keeping rating
- Cost of Rehabilitation/Replacement
- Recommendations for prevention, mitigation
- Total estimated cost of recovery including any mitigation measures needed
- Capacity Assessment

## **TRANSPORTATION**

- Loss of vehicle stock
- Priorities for replacement
- Duty concession
- Cost of Damage
- Recommendations for prevention, mitigation
- Total estimated cost of recovery including any mitigation measures needed

## **FUEL**

- Availability from source
- Existing stocks and distribution
- Rationing (if necessary)
- Price control
- Priorities
- Cost of damage
- Recommendations for prevention, mitigation
- Total estimated cost of recovery including any additional mitigation measures needed

## **ENVIRONMENT (Natural)**

- Type and level of damage

- Economic implications
- Remediation measures needed and availability on island
- Control measures needed
- Recommendations for prevention, mitigation
- Cost of damage
- Total estimated cost of recovery including any additional mitigation measures needed

## **ROADS**

- Damage
- Patterns of susceptibility
- Determination of causes of failure
- Changes to material/codes
- Revision of planning/zoning laws/regulations including fast tracking Cost of damage
- Recommendations for prevention, mitigation
- Total estimated cost of recovery including any additional mitigation measures needed

## **SEA DEFENCES**

- Damage
- Patterns of susceptibility
- Determination of causes of failure
- Changes to material/codes
- Revision of planning/zoning laws/regulations including fast tracking Cost of damage
- Recommendations for prevention, mitigation
- Total estimated cost of recovery including any additional mitigation measures needed

## **COMMERCIAL STRUCTURES**

- Damage
- Patterns of susceptibility
- Determination of causes of failure
- Changes to material/codes
- Revision of planning/zoning laws/regulations including fast tracking
- Cost of damage
- Recommendations for prevention, mitigation
- Total estimated cost of recovery including any additional mitigation measures needed

## **GOVERNMENT BUILDINGS**

- Damage
- Patterns of susceptibility
- Determination of causes of failure
- Changes to material/codes
- Revision of planning/zoning laws/regulations including fast tracking Cost of damage

- Recommendations for prevention, mitigation
- Total estimated cost of recovery including any additional mitigation measures needed

## **HOUSING**

- Damage extent and distribution
- Patterns of susceptibility
- Affected population
- Type/location of temporary housing
- Number of replacement units required
- Availability of workers
- Financing of replacement housing
- Availability of materials
- Incentives for mitigation measures
- Amendments to Codes, Laws, and Standards required
- Recommendations for prevention, mitigation
- Total estimated cost of recovery including any additional mitigation measures needed

## **AGRICULTURE**

### Crops damaged

- Level of Damage
- Cause of damage
- Remedies available
- Quarantine measures if needed
- Countermeasures
- Replacement
- Recommendations for prevention, mitigation
- Total estimated cost of recovery including any additional mitigation measures needed

### Livestock

- Impact – losses
- Remedies available
- Quarantine if needed
- Countermeasures
- New breeding stock
- Preventive, mitigation measures
- Cost of impact
- Total estimated cost of recovery including any additional mitigation measures needed

## **TOURISM**

- Damage to facilities/room stock
- Damage to product
- Loss of consumer confidence
- Loss of competitive advantage
- Capital injection for advertising campaigns

- Rebuilding image and facilities
- Loss of revenues
- Loss of jobs and trained personnel
- Implications for customer service, repeats
- Impact on small businesses
- Cost of damage
- Recommendations for prevention, mitigation
- Total estimated cost of recovery including any additional mitigation measures needed

## **IMMIGRATION**

- Impact on workforce numbers
- Revenue spin-offs
- Waivers, temporary permits needed
- Review of legislation,
- Total estimated cost of recovery including any additional mitigation measures needed

## **CUSTOMS**

- Impact on revenues
- Possible reductions of duty
- Need for additional workforce
- Total estimated cost of recovery including any additional mitigation measures needed

## **EDUCATION**

Analyze:

- Impact on facilities
- Impact on education personnel
- Impact on student population
- Impact on curriculum delivery

Identify:

- Priorities for curriculum delivery
- Recommendations for prevention, mitigation
- Total estimated cost of recovery including any additional mitigation measures needed

## **BUSINESS/FINANCE**

- Analyze needs
- Identify priorities
- Analyze impact

## **FOOD SECURITY**

- Establish level of food reserves
- Identify potential problem areas

## **CONTINUITY OF GOVT. OPERATIONS**

- Government entities functioning, not functioning
- Expected down time
- Status of mission critical Govt. services
- Resources/support required for resumption of services
- Cost

## **COMMUNICATIONS**

- Government Telecommunications System
- Computer Services Dept.
- Commercial communications systems

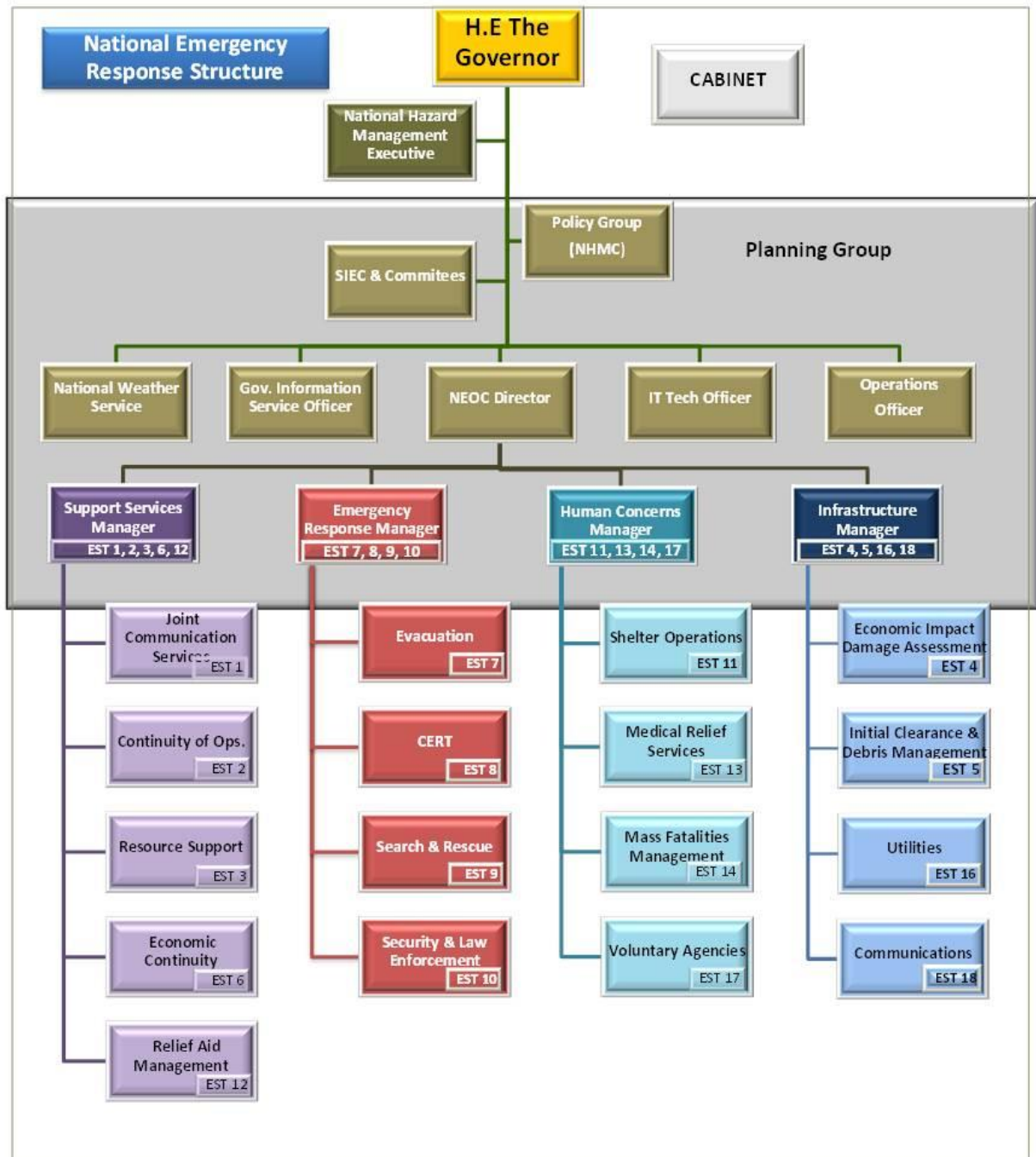
## **DISTRIBUTION OF BENEFITS**

Recovery may involve distribution of benefits, such as housing or housing assistance, building materials etc. to affected persons. Any such distribution should be in keeping with the principles of the National Relief Distribution Plan, including strict documentation and accountability procedures.

### **Note:**

Distribution of welfare benefits such as food, clothing, hygiene kits, temporary roofing should not be the responsibility of the Recovery Group. Such distribution should remain under the purview of the NEOC.

### APPENDIX 3: National Emergency Operations Centre Structure



## **Appendix 4: Long Term Restoration and Reconstruction Activities**

The following is a suggested list of activities that should be considered by the recovery group in developing a Recovery Work Plan.

### **LONG TERM RESTORATION AND RECONSTRUCTION ACTIVITIES**

The following is a suggested list of activities that should be considered by the recovery group in developing a Recovery Work Plan.

#### **SOCIO-ECONOMIC RESTORATION**

Counseling, psychological support

Investigate, distribute and track welfare benefits to affected persons , ensure no duplication or dishonesty

Assess long term health and welfare requirements and report to Recovery Coordinator

Continue monitoring environmental and public health indicators.

Assess social impact of event and establish rehabilitation programmes sensitive to needs of community

Provide information on disaster and its effects on the country, programmes for recovery and progress being made in recovery and assistance to population

#### **RESTORATION OF ECONOMIC INFRASTRUCTURE**

Restore ability of population to earn income - Provision of jobs, temporary employment

Access to international financing, procurement of loans

Ensure compliance with approved government financial procedures

Auditing of expenditure incurred by Ministries and Agencies

Economic support to affected population, businesses, commerce,

Economic support to CIG Tourism interests

Manage all financial donations and pledges coming in to country

Ensure funds available for recovery effort, honoring of claims

#### **RESTORATION OF FACILITIES/SERVICES**

Repair and reconstruction of schools

Resumption of classes

Provide special assistance for return to school for affected children

Reconstruction of health facilities

Restoration of Welfare Services

Restoration of Utilities



Restoration of Infrastructure - roads, drainage, piers, jetties, fuel pipelines, ports, airports

Restoration of Sanitation

Water Treatment and Distribution

Establishment of information and registration centres for public assistance

### **RELOCATION AND RESETTLEMENT**

Decide on closing of shelters in schools and return to homes or other temporary shelter

Ensure adequate supplies of food, clothes for affected families

Relocation of affected persons

Define areas for resettlement or new building construction or other land use

Identify land for relocation and resettlement as necessary, put in place procedures for access

Vulnerability analyses of potential sites

Ensure any units being built conform to building code

### **RESTORATION OF HOUSING STOCK**

Detailed assessment of loss/damage to housing stock

Reconstruction of houses

Application of appropriate codes and standards

Arrange access to loans, other funding for non-insured householders who may not qualify for Govt. assistance

### **HEALTH SURVEILLANCE SYSTEMS**

Monitoring of water, sanitation systems and quality

Monitor temporary shelters, accommodation, environmental health

Vector Control

Restoration of preventative care

Direct and coordinate local and overseas medical teams

Ensure reconstruction of medical facilities including mitigation measures

### **HUMAN RESOURCE MANAGEMENT**

Phased return of public officers to normal job functions

Recruit labour force and skills necessary for recovery if needed

Honoraria, recognition etc.

### **RESTORATION OF ENVIRONMENT**

Reconstruction of beaches, rehabilitation of mangroves, other sensitive habitats

Land reclamation

Monitor recovery activities to ensure environmental assets are protected.

Provide standards and guidelines as necessary

#### **RESTORATION OF AGRICULTURE**

Provision of assistance to affected farmers

#### **RECONSTRUCTION OF EMERGENCY SHELTERS**

Inspect damaged shelters and determine cause

Hazard and Vulnerability Analysis

Ensure built to higher factor of safety

Retrofit where necessary

#### **VITAL RECORDS**

Assess damaged records, prioritize and treat for restoration

Restoration of e-records from back-up storage medium

#### **CULTURAL HERITAGE**

Restoration of cultural heritage sites, libraries, museum, gallery

## Appendix 5: Recovery Management Plan Template

### RECOVERY MANGEMENT PLAN

#### INTRODUCTION

This Recovery Plan is the first step in ensuring clarity of thought and cohesive action with regard to identifying and implementing critical projects and programs that will ultimately lead to recovery from the event. Administrative aspects, roles and functions will be as provided in the National Recovery Plan.

#### SETTING PRIORITIES

*TIME FRAMES* The Recovery efforts are expected to extend over a significant period of time. The Objectives are related to time frames – short, medium and long- term. Projects will be aligned with the time frames as much as possible.

The short term – within 6 months

The medium-term – 1 to 3 years

The long-term – up to 5 years

#### KEY ACTION AREAS

Identify Key Action areas.

#### RATIONALE FOR PRIORITIZING PROJECTS

The cost of Recovery is likely to exceed available financial resources in the short and medium-term. Therefore, a suggested rationale for prioritizing projects has been provided.

It is a two-stage process. At the first stage projects will be ranked within sectors as they relate to the Key Action Areas and at the second stage at the territorial level. Five (5) features will be used for the ranking at the sectoral level and seven (7) at the territorial level.

A rolling review process will be used to ensure that as resources become available attention can be given to projects that may not be at the highest level of priority but are important for sustainable development

#### SECTORAL RATIONALE FOR PRIORITIZING PROJECTS

Provides protection from the elements for workers and critical assets or equipment

Contributes to the quality of life and wellbeing

Reduces expenditure

Has linkages with other sectors

Contributes to vulnerability reduction

#### TERRITORIAL RATIONALE FOR PRIORITIZING PROJECTS

Restores critical infrastructure or capacity

Provides major economic and social benefit  
Preserves or improves national security  
Reduces vulnerability to hazards  
Contributes to sustainable development  
Satisfies a multi-island need  
Restores or protects the natural environment

Key Action Area	Time Frame			Estimated Cost Ct\$	Priority for Ranking Projects		Totals from Priority
	Short	Medium	Long		Sector	Territory	
<b>SOCIO-ECONOMIC</b>							
* Counseling, psychological support							
* Health and Welfare							
* Social Impacts							
* Reporting							
<b>ECONOMIC INFRASTRUCTURE</b>							
* Government							
* Financial Services							
* Tourism							
<b>FACILITIES/SERVICES</b>							
* Schools							
* Ports							
* Utilities							
* Communication							
* Health Facilities							
* Roads							
* Emergency Shelters							
* Other Critical Facilities							
<b>HUMAN RESOURCE MANAGEMENT</b>							
* Civil Service Labor Force							
*							
<b>HOUSING</b>							
* Temporary Housing							
* Reconstruction and Repair							
* Relocation and Resettlement							
<b>ENVIRONMENT</b>							
* Restoration of Beaches							
* Mangroves other sensitive habitat							
<b>AGRICULTURE</b>							
* Assessment and Assistance							
<b>VITAL RECORDS</b>							
* Paper records							
* Electronic Records							
<b>CULTURAL HERITAGE</b>							
* Heritage Sites							
* Library							
* Museums							
* Galleries							