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## **I. EXECUTIVE SUMMARY**

The turn of the millennia witnessed a dramatic change in how Trinidad and Tobago prepares for and responds to disasters. Natural and anthropogenic hazards have caused devastating loss of life or injury, property damage, social and economic disruption or environmental degradation. The goal of the National Shelter Management Policy is to establish a process that provides emergency shelter for members of the public and espouses the intention of the Government of the Republic of Trinidad and Tobago (GORTT) to reduce the probable risk of a significant percentage of the population incurring loss of property and livelihood after the severe impact of a disaster.

This Policy also aims to augment the resources of the private and NGOs to cope with their emergency shelter needs through Emergency Shelter programmes and initiatives such as the National Emergency Shelter Programme (NESP). The policy also seeks to establish the necessary requirements for the comprehensive emergency/disaster management of Trinidad and Tobago's Emergency Shelter Programme. This Policy outlines the steps and procedures necessary for actualizing an efficient Shelter Management System.

This Policy is intended to provide an overall framework for the development of a detailed shelter management plan which caters to both the human and animal audience. The Policy outlines necessary action areas that contribute to an effective Emergency Shelter System.

The document lists the roles of key stakeholders whose responsibility it is to implement and execute the action areas to achieve an effective Emergency Shelter System.

## II. GLOSSARY OF TERMS

### **Allowable Animals**

*Animals that are permitted to being accepted into the shelter.*

### **Building Code**

*A set of ordinances or regulations and associated standards intended to control aspects of the design, construction, materials, alteration and occupancy of structures that are necessary to ensure human safety and welfare, including resistance to collapse and damage.*

### **Business Continuity**

*The creation and validation of a practiced logistical plan for how an organization will recover and restore partially or completely interrupted critical functions within a predetermined time after a disaster or extended disruption.*

### **Companion Animals**

*Domestic pets but term generally reserved for dogs and cats.*

### **Comprehensive Disaster Management**

*The term that reflects the global trend for increased focus on risk management and the desire among disaster management stakeholders to accelerate initiatives in promoting disaster loss reduction. It includes:*

- *attention to all phases of the disaster management cycle - prevention, mitigation, preparedness and response, recovery and rehabilitation; and*
- *emphasis on reducing risk.*

### **Critical Facilities**

*The primary physical structures, technical facilities and systems which are socially, economically or operationally essential to the functioning of a society or community, both in routine circumstances and in the extreme circumstances of an emergency.*

### **Critical Facilities Protection**

*The use of risk management strategies, plans and procedures to reduce the risks to and to enhance the resilience of the impact of natural and technological hazards on Critical Facilities.*

### **Disaster**

*A serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts which exceeds the ability of the affected community or society to cope using its own resources.*

### **Disaster risk**

*The potential disaster losses, in lives, health status, livelihoods, assets and services, which could occur to a particular community or a society over some specified future time period.*

### **Disaster Risk Management**

*The systematic process of using administrative directives, organizations and operational skills and capacities to implement strategies, policies and improved coping capacities in order to lessen the adverse impacts of hazards and the possibility of disaster.*

### **Disaster Risk Reduction**

*The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment and improved preparedness for adverse events.*

**Domestic Pets**

*Animals tamed and made fit for human environment, kept for companionship and a person's enjoyment.*

**Emergency management**

*The organization and management of resources and responsibilities for addressing all aspects of emergencies, in particular preparedness, response and initial recovery steps.*

**Emergency services**

*The set of specialized agencies that have specific responsibilities and objectives in serving and protecting people and property in emergency situations.*

**Hazard**

*A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage; comprises natural hazards and technological hazards.*

**Land-use planning**

*The process undertaken by public authorities to identify, evaluate and decide on different options for the use of land, including consideration of long term economic, social and environmental objectives and the implications for different communities and interest groups, and the subsequent formulation and promulgation of plans that describe the permitted or acceptable uses.*

**Natural hazard**

*Natural process or phenomenon that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.*

**Preparedness**

*The knowledge and capacities developed by governments, professional response and recovery organizations, communities and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent or current hazard events or conditions.*

**Prevention**

*The outright avoidance of adverse impacts of hazards and related disasters.*

**Recovery**

*The restoration, and improvement where appropriate, of facilities, livelihoods and living conditions of disaster-affected communities, including efforts to reduce disaster risk factors.*

**Residual risk**

*The risk that remains in unmanaged form, even when effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained.*

**Resilience**

*The ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.*

**Response**

*The provision of emergency services and public assistance during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected.*

**Retrofitting**

*Reinforcement or upgrading of existing structures to become more resistant and resilient to the damaging effects of hazards.*

**Risk**

*The combination of the probability of an event and its negative consequences.*

**Risk assessment**

*A methodology to determine the nature and extent of risk by analysing potential hazards and evaluating existing conditions of vulnerability that together could potentially harm exposed people, property, services, livelihoods and the environment on which they depend.*

**Risk management**

*The systematic approach and practice of managing uncertainty to minimize potential harm and loss.*

**Recovery**

*The restoration and improvement, where appropriate, of facilities, livelihoods and living conditions of disaster-affected communities including efforts to reduce disaster risk factors.*

**Resilience**

*The ability of a system, community or society exposed to hazards to resist, absorb, accommodate and recover from the effects of a hazard in a timely and efficient manner including the preservation and restoration of its essential basic structures and functions.*

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**Risk management**

*The systematic approach and practice of managing uncertainty to minimize potential harm and loss.*

**Structural and non-structural measures**

*Structural measures: Any physical construction to reduce or avoid possible impacts of hazards, or application of engineering techniques to achieve hazard-resistance and resilience in structures or systems;*

*Non-structural measures: Any measure not involving physical construction that uses knowledge, practice or agreement to reduce risks and impacts, in particular through policies and laws, public awareness raising, training and education.*

**Threat**

*A natural or manmade occurrence, individual, entity or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.*

**Vulnerability**

*The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard.*

### III. ACRONYMS

|        |  |
|--------|--|
| ADRA   | Adventist Disaster Relief Agency                                     |
| CDEMA  | Caribbean Disaster Emergency Management Agency                       |
| CDM    | Comprehensive Disaster Management                                    |
| CDMPF  | Comprehensive Disaster Management Policy Framework                   |
| DMU    | Disaster Management Unit   |
| DRM    | Disaster Risk Management   |
| GORTT  | Government of the Republic of Trinidad and Tobago                    |
| HFA    | Hyogo Framework for Action   |
| MCD    | Ministry of Community Development                                    |
| MHE    | Ministry of Housing and the Environment                              |
| MOLG   | Ministry of Local Government   |
| MOE    | Ministry of Education  |
| MOPSDL | Ministry of the People and Social Development                        |
| NESP   | National Emergency Shelter Programme                                 |
| NSDSL  | National Schools Dietary Services Limited                            |
| NSMP   | National Shelter Management Policy                                   |
| NGO    | Non-governmental Organisations                                       |
| ODPM   | Office of Disaster Preparedness and Management                       |
| T&T    | Trinidad and Tobago  |
| T&TEC  | Trinidad and Tobago Electricity Commission                           |
| TCPD   | Town and Country Planning Division                                   |
| TEMA   | Tobago Emergency Management Agency                                   |
| TSTT   | Telecommunication Service of Trinidad and Tobago                     |
| TTDF   | Trinidad and Tobago Defence Force                                    |
| TTFS   | Trinidad and Tobago Fire Service                                     |
| TTPS   | Trinidad and Tobago Police Service                                   |
| TTRCS  | Trinidad and Tobago Red Cross Society                                |
| TTSPCA | Trinidad and Tobago Society for the Prevention of Cruelty to Animals |
| WASA   | Water and Sewerage Authority   |

## **Chapter 1: Introduction**

### **1.1 Purpose**

The purpose of the National Shelter Management policy is to define the context for the establishment, maintenance and provision of emergency shelter within the national emergency management system and available resources. Therefore, it guides on the following:

1. This document will outline areas such as shelter management training, maintenance and retrofitting of shelters, inspection of shelters, management issues, and government and private sector roles.
2. This Policy is intended to provide an overall framework for the development of a detailed shelter management plan.
3. To cater to the safety of animals in times of a crisis by inclusion of the draft Animal Emergency Response Plan which addresses the provision/facilitation of animal shelter amenities and systems. This not only serves as an animal protection measure but further as crisis prevention means in order to curb and avoid incidents which characterizes a disaster such as disease outbreak and food shortages.

### **1.2 Rationale & Conceptual Background**

In the event of any major disaster, Trinidad and Tobago stands to lose a significant portion of its housing stock. A large percentage of the country's population lives in buildings that are highly vulnerable to the effects of emergency/disasters. The vulnerability of these houses is often the result of the lack of attention to preventative and mitigative measures during construction particularly as land zoning practices may not be always observed. Limited enforcement of land use regulations and plans have resulted in a significant number of buildings being constructed in inappropriate locations. Additionally, there is an absence of updated building codes and limited enforcement of existing legislation. This has led to a significant increase in the number of housing development being impacted by hazardous events. Based on the foregoing, it is anticipated that the property stock will be adversely affected by a major emergency/disaster resulting in a large section of the population in need of emergency shelter.

The government has a responsibility for ensuring the safety of its citizenry, its critical life

lines and infrastructure GORTT has to ensure the proper mechanisms are in place to alleviate the extent of suffering and hardships caused by emergencies/disasters.

The overall policy of the Government is to establish and maintain a system for reducing damage, loss and from disasters. The Office of Disaster Preparedness and Management (ODPM) is responsible for leading all national programmes for Disaster Risk Management (DRM).

Integral to the national disaster risk management programme is a National Emergency Shelter Programme, which is to be guided by a National Emergency Shelter Policy. It is expected that there various areas are addressed and supported by legislation.

The National Shelter Management Policy is based on the premise that a significant number of residents can be made homeless and loss of livelihood by a major disaster event. In such cases, it will be the responsibility of the Government to provide safe temporary shelter for the displaced population.

### **1.3 Scope and Audience**

This policy applies to all residents including natives and visitors of the GORTT inclusive of response and recovery agencies, of both the private and public sectors; government and non-government organizations; and facilities in the GORTT and their related organizations as well as animals under the draft Animal Emergency Response Plan such as companion animals; domestic pets; stray Animals and Livestock.

It considers the need for shelter and shelter management which can exist at a local, municipal and national level. Moreover, at each of these varying levels short-term or long-term sheltering may be required. Short term sheltering is necessary of no more than 72 hours in the first instance, while long term sheltering is required for a period that exceeds the 72 hours.

Shelter and shelter management is a multiagency engagement. As a result, the policy speaks to the involvement of distinguishing functions that collaborate to provide the basic requirements of

human subsistence. The policy seeks to outline and discuss these interactions.

This National Shelter Management policy is effective as of June 11, 2012.

#### **1.4 Supersession**

This policy presents a guide to the multiagency system that exists for the continuation of life. The policy is the main policy established to speak to the core subject of shelters and shelter management, and can exist alongside similar supporting policies developed on the subject of Shelter Management.

#### **1.5 Authorities**

The National Shelter Management Policy for Trinidad and Tobago enforced by the Disasters Measures Act 1978, Chapter 16:50 Section 3 which states “For as long as an area is a disaster area, the President or any person duly authorized by him may in that area –(a) assume control of an regulate-

- (i) All means of communication and transport;
- (ii) All supplies of food and other necessities;
- (iii) All water, fuel and power installations;

(b) enter into and take possession of any building;

and guided by the HFA and objectives of CDEMA , documents Government’s commitment to disaster preparedness, prevention, mitigation and effective response.

## **Chapter 2: Policy Setting**

### **2.1 Context: Overview & Challenges**

This policy is set in the context that for the society to continue to function in the aftermath of a disaster it is necessary that the population be accommodated to the extent possible in safe, sanitary and secure structures. The provision of adequate emergency shelter is therefore seen as an effective means of alleviating additional stress and maintaining a sense of unity. Additionally it is recognised that appropriate shelter after a disaster can enhance resistance to disease and provide protection from the environment (SPHERE). It is within this general context that the present policy is being proposed.

The islands of Trinidad and Tobago are exposed to both natural and technological hazards, as well as some emerging threats. Earthquakes, and associated tsunamis, hydrometeorological events – hurricanes, tropical storms, extreme rainfall – and landslides constitute the natural events. Technological hazards are associated with the oil and gas sector and the large petrochemical industrial estates.

The 1766 earthquake which affected Trinidad had a magnitude of 7.6 and destroyed the old Spanish capital of San Jose. Since then nine earthquakes with a magnitude of 6.0 or greater have affected the island, the last being in 1988. One of these on January 23, 1910 was believed to have a magnitude 7.2. In more recent time the earthquake swarm of 1997 inflicted damage cost of TT \$18 million dollars. New and emerging hazards are linked to Global Climate Change and Sea Level Rise, as well as the growth of international travel. Food security and the possible increase in vector borne diseases are real concerns. Pandemics such as SARS, Bird flu, Swine flu, have emerged as major health threats.

According to the World Disaster Report of 1997, over the last twenty years there has been a gradual increase in the threat of technological disasters, particularly in the area of oil spills. This was most noticeable in Trinidad and Tobago where the number of spills increased from eighty nine (89) in 1984 to two hundred and forty five (245) in 1987.

For Trinidad and Tobago the threat of flooding remains a perennial problem with the most recent event being in 2010 when severe flooding during the period April-October severely impacted the island.

### **Specific Challenges to Shelter Management for Trinidad and Tobago**

There are a number of specific challenges for Trinidad and Tobago that need to be appropriately considered to ensure an appropriate shelter management system. These specific challenges are listed hereafter.

- **Lack of enforcement and absence of updated building code.** The absence of updated building codes in Trinidad and Tobago and limited enforcement of existing legislation, for instance, the Town and Country Planning Act Chapter 35:01, the Environmental Management Authority Act Chapter 35:05 and the Municipal Corporations Act Chapter 25:04. The limited enforcement of planning regulations serves to increase the vulnerability of the population to disasters. Emergency shelters should therefore be located away from vulnerable locations and should adhere to approved standards to ensure their structural integrity and ability to survive major disaster event
- **Ethnic diversity and requirements for shelter management.** The diversity of the population based on religion, ethnicity and race provides particular challenges in the areas of relief distribution and mass feeding for the displaced population. Food items that are acceptable to one group may not be acceptable to others. Shelter managers should therefore work in collaboration with local disaster committees to identify these differences and to develop food baskets that are acceptable to each specific group.
- **Poor state of designated shelters.** Based on reports from Municipalities and Borough Corporations several identified shelters are currently in a state of disrepair and are not structurally sound to fulfil the designated role of being emergency shelters.
- **Maintenance and retrofitting of structures utilized as shelters.** The neglect of long-term maintenance and retrofitting contributes to challenges experienced in shelter management.

## 2.2 Guiding Principles

The guiding principles for the National Shelter Management Policy are:

- Persons rendered homeless by a natural or other disaster will be provided with temporary shelter giving priority attention to vulnerable groups, more so the disabled, the aged, children and female headed households.
- Government's first priority is to ensure that all citizens have shelters, which can withstand the effects of disasters. In the event that an alert or a disaster results in the need for emergency shelter housing the population in structurally unsound buildings will be the chief priority.
- Government will encourage and facilitate cooperation and consultation amongst the appropriate government Ministries and Agencies, the private sector and non-governmental organizations (NGO's) to ensure the provision of adequate temporary shelter for the displaced persons following disasters.
- Government will establish a national body with the responsibility of managing and supervising the National Emergency Shelter Programme.
- Government will provide fully stocked emergency shelters as recommended by the National Emergency Shelter Programme.
- Government will take the action necessary to support programmes to expedite the rehabilitation of the displaced persons, particularly in protracted emergency situations where there is long- term sheltering requirements.
- To ensure that all emergency shelters meet the required standards, Government will bear the cost of retrofitting fully owned government shelters; and in consultation with owners contribute to the retrofitting of those emergency shelters that are privately owned.
- Government will take the necessary actions to ensure public buildings – schools, community centres, and purpose built structures are sited and constructed according to established building codes in use in Trinidad and Tobago and the region; and that they are equipped with the standard internal provisions recommended by the national shelter programme.
- Government will make provisions in the annual budget estimates for the maintenance, stocking and outfitting of emergency shelters.
- Government will take the actions necessary to ensure that the relevant government departments and agencies conduct annual emergency shelter evaluations

according to set standard guidelines.

- Government will arrange for the repairs of government and privately owned shelters, if they are damaged during occupancy as an emergency shelter.
- Government will maintain a list of public and private buildings identified as suitable for use as emergency shelters and issue regulations concerning their use.
- Government will designate the periods for which emergency shelters can be used during a threatened alert or in the aftermath of a disaster.
- Government will provide a mandatory programme of training for personnel designated as shelter managers and shelter officers or potential shelter management personnel to ensure that they are fully equipped to discharge their responsibilities.
- The ODPM in collaboration with the Town and Country Planning Division, Ministry of Local Government and the Ministry of Works will identify lands to be used for long term mass shelter for displaced persons.
- All displaced persons will be accommodated in settlements (camps) in close proximity to their normal place of residence.
- The management of shelters will be gender sensitive in carrying out their operations.
- The government will seek to attain the standard for shelters as articulated by the SPHERE project.
- Owners of facilities used as shelters will acknowledge the use of facilities in an emergency/disaster situation takes precedence over normal or daily activities by accommodating its use as a shelter.

### **2.3 Policy Statement (Vision Statement, Policy Goal, Policy Objectives)**

#### **Policy Statement**

The Government of Trinidad and Tobago seeks to reduce the level of disruption to the normal functioning of the society by ensuring that the population is adequately sheltered in the aftermath of a major disaster event.

#### **Vision Statement**

Given the ethnic and religious diversity of Trinidad and Tobago the Government undertakes to provide safe, accessible, well equipped shelters to meet the emergency needs of

the displaced population in an unbiased manner regardless of race, religion, or class.

## **Policy Goal**

To create the framework for national arrangements to manage emergency shelter needs arising from the impact of the hazards that threaten our citizenry and to expedite the rehabilitation of citizens that are displaced by these hazard events.

## **Policy Objectives**

The draft Emergency Shelter Policy provides the framework for the programme activities and is the basis for realizing the policy objective. The results achieved through an effective policy implementation are listed hereafter.

- The establishment of a national shelter body with responsibility for managing the programme.
- The provision of temporary shelter and/or support for rehabilitation of displaced persons from disasters.
- The evacuation and sheltering of guests /visitors to the islands.
- Shelters that meet the established requirements.
- Shelters that meet standards for persons with physical disabilities
- Established time frame and criteria for the opening and closure of shelters
- The establishment of a national mechanism for the provision of services for emergency shelters.
- The establishment of linkages between the emergency shelter management and other disaster response programme activities such as evacuation, relief and rehabilitation.
- The establishment of a mechanism within the emergency shelter programme for selection, identification, maintenance and upkeep of shelters.
- Trained personnel for shelter operations whose roles and responsibilities are clearly defined.
- A programme that caters for long term sheltering needs.
- A public that is knowledgeable about the emergency shelter programme.
- Shelter management system will be linked to community disaster plans and Ministry of Health special needs shelter plan.
- Procedures for the inspection of buildings designated as emergency shelters in the aftermath of an earthquake.

## Chapter 3: Legal Framework

### 3.1 Framework Alignment, Draft Laws & Regulations

#### Hyogo Framework for Action

The **Hyogo Framework for Action 2005 – 2015** sets out a “well-grounded set of technical and organizational requirements for reducing disaster risks, while leaving the details of its implementation to the decision of governments and relevant organizations, according to their needs and capacities”. The UN ISDR **Words into Action** goes one step further, by drawing on expertise and experience to produce a guide for implementation of the Hyogo Framework’s goals and priorities. CDEMA’s strategy also identifies desirable outcomes that mirror the goals and expected outcomes of the Hyogo framework.

These represent regional and international best practices that have informed the approach to CDM in Trinidad & Tobago. Accordingly, the strategic goals of the CDMPF align closely to those of the Hyogo framework and include:

The Hyogo Framework for Action (HFA) which has been adopted by 168 states, identifies five specific Priorities for Action:

1. Making disaster risk reduction a priority.
2. Improving risk information and early warning.
3. Building a culture of safety and resilience.
4. Reducing the risks in key sectors.
5. Strengthening preparedness for response.

#### CDEMA

The CDEMA Strategy has also incorporated the Hyogo Priorities. It speaks to the following outcomes:-

1. An enhanced institutional support for comprehensive disaster management programmes implemented nationally such as the National Emergency Shelter Programme and regionally.

## Chapter 4: Priority Areas for Action

The main priority areas for action, necessary to ensure an effective Emergency Shelter System, are listed hereafter.

- Identify and inspect shelters
- Retrofit of homes to meet acceptable standards for shelter
- Train shelter management personnel
- Enact of laws and regulations for shelters
- Establish links between shelter programme and other relevant plans.
- Formal budget arrangement for shelters
- Purpose built shelters

DRAFT

## **Chapter 5: Policy Implementation**

### **5.1 Roles and responsibilities of different levels: local, regional, national**

The fulfillment of responsibilities by all stakeholders is necessary in the provision of this multiagency function of shelter management as shown in Appendix A.

### **5.2 Originating Office**

The Office of Disaster Preparedness and Management

### **5.3 Review period**

Reviews shall be conducted on an annual basis

Reviews shall be conducted based on post-incident analyses, lessons learned, and operational performance.

### **5.4 Policy Plan & Implementation**

The strategic interventions necessary for a successful effectuation of an efficient Shelter Management System are listed and elaborated hereafter in Appendix B.

## Appendix A

### The roles and responsibilities of leading stakeholders.

| STAKEHOLDER ROLES AND RESPONSIBILITIES |                                  |   |                         |   |          |          |       |
|--|----------------------------------|---|-------------------------|---|----------|----------|-------|
| PHASES OF DISASTER CYCLE               | RESPONSIBILITY                   |   | AGENCIES                | EXPECTED OUTCOMES   | LEVELS   |          |       |
|  |                                  |   |                         |   | Regional | National | Local |
| Prevention                             | Emergency/Disaster Support       | 1 | ODPM                    | Enact of laws and regulations for shelters                        | √        | √        | √     |
|  |                                  | 2 | TEMA                    | Establish link between shelter programme and other relevant plans |          | √        | √     |
|  |                                  |   |                         | Advise in shelter selection and inspection exercises              |          | √        | √     |
|  |                                  |   |                         | Emergency/Disaster operations consultation                        |          | √        | √     |
|  |                                  |   |                         | Publicly inform on shelter list, status                           |          | √        | √     |
|  | Comprehensive Shelter Management | 1 | MOLG – DMU              | Update shelter list   |          | √        | √     |
|  |                                  |   |                         | Update shelter status   |          | √        | √     |
|  | Works/Infrastructure             |   | MOWI                    | Assist in shelter selection and inspection exercises              |          | √        | √     |
|  | Safety                           |   | TTFS                    | Assist in shelter selection and inspection exercises              |          | √        | √     |
|  | Works and infrastructure         |   | MOLG – Works            | Advise on the human/animal carrying capacities                    |          | √        | √     |
|  |                                  |   |                         | Maintain and reinforce shelter facility                           |          |          | √     |
|  | Security                         | 1 | MOLG – Municipal Police | Maintain law and order  |          |          | √     |
|  |                                  |   |                         | Provide crowd control   |          | √        | √     |
|  |                                  |   |                         | Aid in transport to shelters                                      |          | √        | √     |

|                 |                                  |                              |   |   |   |   |   |
|-----------------|----------------------------------|------------------------------|---|---|---|---|---|
|                 | Human Services                   | 2                            | TTPS  | Assist in shelter selection and inspection exercises<br>Provide crowd control |   | ✓ | ✓ |
|                 |                                  | 3                            | TTDF  | Facilitate safe transport to shelters   |   | ✓ | ✓ |
|                 |                                  |                              |   | Assist with the maintenance of law and order                                  |   | ✓ | ✓ |
|                 |                                  |                              |   | Provide crowd control   |   | ✓ | ✓ |
|                 |                                  | Aid in transport to shelters |   | ✓   | ✓ |   |   |
|                 | 1                                | MOPSD                        | Provide counseling services<br>Provide clothing, food items |   | ✓ | ✓ |   |
|                 | Facility Management              | 2                            | NSDSL   | Assist in the provision of food and water                                     |   | ✓ | ✓ |
|                 |                                  | 1                            | MCD   | Provide 24/7 access to the shelter  |   | ✓ | ✓ |
|                 |                                  | 2                            | MOE   | Maintain and reinforce shelter facility                                       |   | ✓ | ✓ |
|                 |                                  | 3                            | TCPD  | Assist in shelter selection and inspection exercises                          |   | ✓ | ✓ |
| <b>Response</b> | Operations Aid                   | 1                            | <sup>1</sup> *Trained NGO/Volunteers                        | Assist in shelter operations  | ✓ | ✓ | ✓ |
|                 | Comprehensive Shelter Management | 1                            | MOLG – DMU  | Open and close shelters<br>Provide shelter managers                           |   |   | ✓ |

|  |                               |   |                                      |  |   |   |   |
|--|-------------------------------|---|--------------------------------------|--|---|---|---|
|  | Health/Medical and Sanitation | 1 | MOLG – Public Health Department      | Address the general social, economic, psychological conditions                         |   |   | ✓ |
|  |                               |   |                                      | Conduct damage and needs assessment  |   |   | ✓ |
|  |                               |   |                                      | Provision of basic human services  |   |   | ✓ |
|  |                               |   |                                      | Lead the activities of the shelter management team                                     |   |   | ✓ |
|  |                               |   |                                      | Monitor the health status of shelterees  |   |   | ✓ |
|  | Works/Infrastructure          |   | MOWI                                 | Aid in transport to shelters   |   | ✓ | ✓ |
|  | Water                         | 1 | WASA                                 | Maintain clean portable water supply   |   | ✓ | ✓ |
|  |                               |   |                                      | Maintain sewer services  |   | ✓ | ✓ |
|  |                               |   |                                      | Provision of water for firefighting  |   | ✓ | ✓ |
|  |                               |   |                                      | Restoration of water systems   |   | ✓ | ✓ |
|  | Electricity                   | 1 | TTEC                                 | Maintenance of electricity supply  |   | ✓ | ✓ |
|  | Communication                 | 1 | REACT                                | Augment communication capacity   |   |   |   |
|  |                               |   |                                      | Provide communication redundancy   |   |   | ✓ |
|  | Animal Welfare                | 1 | <sup>3</sup> *Trained NGO/Volunteers | Provide rehabilitation and other services that contribute to the well being of animals | ✓ | ✓ | ✓ |
|  |                               |   |                                      | Provide animal identification systems  | ✓ | ✓ | ✓ |
| Recruiting and organizing animal response teams                        |                               |   |                                      | ✓  | ✓ | ✓ |   |
| Helping owners to evacuate their animals from the site of an emergency |                               |   |                                      | ✓  | ✓ | ✓ |   |
| Organizing temporary animal shelters for response and recovery         |                               |   |                                      | ✓  | ✓ | ✓ |   |

|                 |                |   |                                      |   |   |   |   |
|-----------------|----------------|---|--------------------------------------|---|---|---|---|
|                 | Relief         |   | MOPSD                                | Providing animal care in shelters                   | √ | √ | √ |
|                 |                |   |                                      | Triaging emergency animal care                      | √ | √ | √ |
|                 |                |   |                                      | Recording animal identification, ownership and care | √ | √ | √ |
|                 |                |   |                                      | Conduct damage and needs assessment                 |   | √ | √ |
| <b>Recovery</b> | Housing        | 1 | MHE                                  | Provide housing                                     |   | √ | √ |
|                 |                | 2 | <sup>2</sup> *Trained NGO/Volunteers | Provide repair and reconstruction services          | √ | √ | √ |
|                 | Relief         |   | MOPSD                                | Provide grants for repair/reconstruction            |   | √ | √ |
|                 | Animal Welfare |   | <sup>3</sup> *Trained NGO/Volunteers | Reuniting animals with their owners                 | √ | √ | √ |

<sup>1</sup>\* ADRA, TTRCS, TENT, Salvation Army

<sup>2</sup>\*Habitat for the Humanities

<sup>3</sup>\*Royal Valley ID Systems, Animals Alive, School of Veterinary Medicine- UWI, TTSPCA

## **Appendix B.**

### **Policy Plan and Implementation**

The strategic interventions necessary for a successful effectuation of an efficient Shelter Management System are listed and elaborated hereafter.

#### ***Shelter identification and inspection***

- Initiate the process of shelter identification. Inspect, classify and upgrade to meet acceptable standard.
- Prepare and publicize list of shelters in each community. Ensure that shelters can be accessible during inclement weather
- Ensure that shelters are compliant with international standards
- Ensure that shelters can be accessed by the physically challenged
- Establish special shelters for persons with chronic illnesses who may be unable to cope with living in a regular shelter

#### ***Retrofit homes to meet acceptable standards***

- Collaborate with local engineering body to establish safety standards for retrofitting houses in high risk areas.
- Establish arrangement with banks and other financial institutions to provide special facility for the upgrading /retrofitting of home to standard recommended by local engineering body.
- Develop a register of homes that would offer emergency shelter, population to be accommodated, and location.
- Establish links between at home shelters and relief distribution plan

#### ***Train shelter management personnel***

- Identify and train shelter managers and support staff.
- Prepare shelter management manual for all managers covering all aspects of the shelter management phase and including applicable laws, rules and regulations.
- Assign shelter management personnel to shelters within their immediate locality.
- Ensure that there is capacity to operate shelters on a 24 hour basis for an extended period.

***Enactment of laws regulations for shelters***

- Draft laws to govern the behavior of shelter residents
- Enact shelter management regulations and laws
- Develop security plans for shelters

***Establish links between shelter programme and other relevant plans***

- Integrate Evacuation and Relief Distribution Plan with Shelter Management Plan
- Collaborate with FBOs, CBOs, VOLAGS and NGOS to ensure seamless integration of their plans in shelter management plan.

***Formal budget arrangement for shelters***

- Formalize the arrangement for allocating budgetary resources to the Ministry of Education and shelter management body.
- Prepare annual Shelter Management work plan and budget for submission to Ministry of Finance.
- Implement annual activities based on budget allocation.

***Purpose built shelters***

- Commence the process of building purpose built shelter in each Municipal Corporation
- Allocate special budgetary allocation for upkeep of purpose built

**Works cited**

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2. Comprehensive Disaster Management Policy Framework draft, 2012
3. UNISDR Hyogo Framework for Action 2005-2015
4. UNISDR Terminology on Disaster Risk Reduction, 2009

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