



DISASTER MANAGEMENT PLAN TOURISM SECTOR

Republic of the Maldives

August 2005

Prepared by

Eleanor B. Jones

UNDP Consultant to the Ministry of Tourism



REPUBLIC OF THE MALDIVES – LOCATION

FOREWORD

This disaster management plan/procedures manual was commissioned by the Ministry of Tourism of the Republic of the Maldives and supported by the United Nations Development Programme (UNDP) Recovery Support programme for the Maldives. The consultant, Eleanor B. Jones, an environmental management and disaster risk reduction specialist, conducted several consultative meetings with several agencies of government and the tourism sector, visited resort and local islands, reviewed reports on the tsunami impact and recovery initiatives, documents on the natural hazards which have affected the Maldives, environmental attributes and threats in the Maldives as well as documents related to the physical, economic and social infrastructure of the Maldives, development planning , and characteristics of population and livelihood.

The manual took full account of the geography of the Maldives, the institutional, administrative, legal and policy framework within which the tourism industry functions, and the significance of the industry to the economy of the Republic. Vulnerability arising from the distinctive geography and fragile physical form, low elevation juxtaposed with sea level rise, increasingly erratic global weather patterns, monsoon weather, and long distance typhoon impacts, seismicity and the probability of earthquakes and tsunamis were all considerations in the development of the procedures to be followed before, during and after a strike from a hazardous event.

The manual attempts to suggest a results-based framework for disaster management planning, and Goals, Strategic Objectives, Results, and Tasks are presented for the Ministry of Tourism and for the Resort/Hotel sector.

Completion of the manual within the short time frame would not have been possible without the full cooperation and support of the Ministry of Tourism and in particular Mr Ahmed Salih and technical officers, Alshath Nahula and Shizna Waheed who went the “extra mile” to ensure that appointments were made and meetings facilitated within Male and on the resorts and local islands. Resort Managers were especially helpful as well, and the diversity and product of the resort islands were amply demonstrated. The cooperation and graciousness of all persons contacted greatly facilitated the understanding of conditions in the Maldives and the context of the tourism sector.

Special thanks to Mr. Man Thapa, Ms Rita Missal and Mr Rabi of the UNDP Tsunami Recovery Unit who facilitated the contractual arrangements and provided support during the research, development and presentation stages of the document.

Participants at the two workshop presentations provided valuable feedback on the draft document and further assisted clarification of issues related to disaster management in the Maldives.

I humbly express my heartfelt gratitude to all who contributed so willingly and professionally.

Eleanor B. Jones
UNDP Consultant to the Ministry of Tourism
Republic of the Maldives
July – August 2005

Table of Contents

Table of Contents	4
SECTION A. SITUATIONAL CONTEXT	6
1.0 This Document.....	6
2.0 The Maldives Tourism Sector.....	6
3.0 Multi-hazard Experience of the Maldives.....	8
4.0 Definitions.....	9
SECTION B. THE TOURISM SECTOR STRATEGY	13
1.0 The Strategic Framework.....	13
2.0 The Results Based Framework	14
SECTION C. HOTEL/RESORT SECTOR	22
DISASTER MANAGEMENT PROCEDURES MANUAL	22
PART I. THE PROCEDURES MANUAL AND ITS CONTEXT	23
PART II. PROCEDURES FOR DISASTER MANAGEMENT	24
SECTION D. ANNEXES	46
ANNEX A EVACUATION PROCEDURES	47
ANNEX B. CRISIS COMMUNICATION PROCEDURES	51
ANNEX C. INSURANCE CONSIDERATIONS	59
SECTION E. EMERGENCY SUPPLIES	60
ANNEX D. EMERGENCY SUPPLIES.....	61
SECTION F: INFORMATION SOURCES	62

**REPUBLIC OF THE MALDIVES
DISASTER MANAGEMENT
STRATEGIC FRAMEWORK AND
PROCEDURES MANUAL
TOURISM SECTOR**

SECTION A. SITUATIONAL CONTEXT

1.0 *This Document*

This document outlines a Disaster Management Strategy and Plan for the Tourism Sector of the Republic of the Maldives. Commissioned by the Ministry of Tourism and supported by the UNDP Tsunami Recovery Programme, the plan seeks to meet the requirements of the Ministry of Tourism and the Hotel/Resort Sector for documented procedures to reduce risk and to facilitate effective response and recovery from any hazardous event, which may lead to a disaster or a crisis. The UNDP's Disaster Management Strategy for the Republic outlined assistance to the Ministry of Tourism and to the Republic for development of a sector plan and a National Disaster Plan, respectively.

The document has been organised into five Main sections. The first section presents a situational context for development of the Disaster Management Plan for the Republic of the Maldives. The Second Section, B, outlines a basic strategic results-based framework for the industry. In Section C, disaster management procedures for the Hotel/Resort sector are outlined, and Evacuation Procedures, Crisis Communications Procedures and Insurance considerations are included as Annexes in Section D. The final and fifth Section E includes Sample forms for use by the Resort in the Disaster Management programme. Procedures are presented for implementation Before, During and After an Event.

2.0 *The Maldives Tourism Sector*

The tourism sector is the mainstay of the Maldivian economy. Recent experience with the tsunami demonstrated the vulnerability of the Republic to the reaction of the international tourism market in the wake of extensive media reporting on a disaster, which had differential impact within southern and south-eastern Asia as well as within the Maldives. The industry is reported to contribute 30% directly and 70% indirectly to GDP, and in addition contributes to government revenue through taxes, leases and customs duties. Some 25,000 jobs are directly linked to the industry, which

comprises 87 resorts on the resort islands, 100 safari vessels and 24 guest houses. Some 19,000 beds are available through the combined accommodations.

The industry is private sector driven within government policy and targets the high-end component of the international travel market. The tsunami caused damage to 21 resorts. Business loss has been estimated as well in excess of US\$250million. In excess of US\$100million is estimated for rebuilding and the government has expended considerable sums to regain the lost market through a significant marketing thrust. Visitor arrival has been decimated with figures in January 2005 reflecting 5,600 arrivals compared with 20, 000 in January 2004.

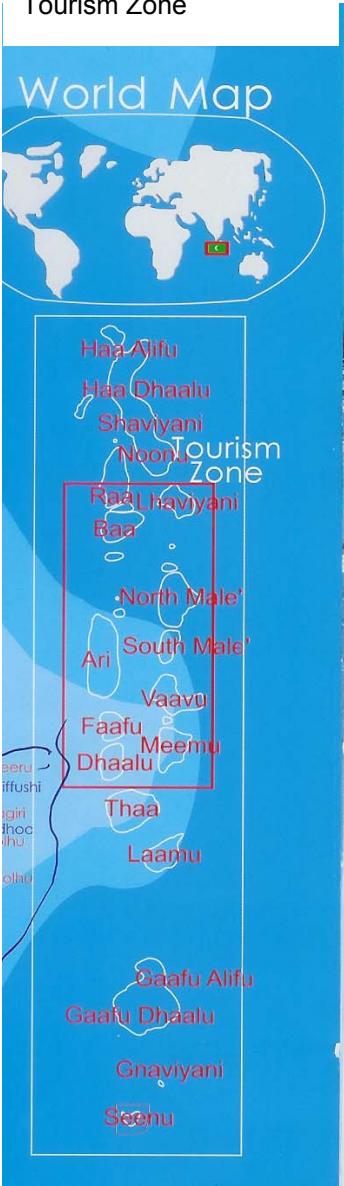


The Republic had almost achieved the targets set out in the 10 year Master Plan when the tsunami struck to set back the industry and the country substantially. Damaged resorts have been repaired and have reopened. Others are still under restoration. Some resorts are reporting good occupancy levels and others are receiving bookings for the winter season.

Reinvestment has been proceeding apace and new resort licenses have been granted. However, future development and management of the sector must take account of the multi-hazard vulnerability of the industry.

3.0 Multi-hazard Experience of the Maldives

Figure 1: Location of Tourism Zone



Disaster risk reduction within the Maldives must be closely aligned with the multi-hazard risk imbued by the geography of the archipelagic marine state, and the development patterns. Size, elevation, population distribution, and ocean corridors combine to generate a distinctiveness of character in this unique portion of southern Asia. Wide expanses of ocean between islands, boat transport as the medium for inter-island movement, fire, air and marine accidents, and oil spills are some of the technological hazards to be considered in addition to natural events.

The nation of islands comprises a chain of some 1190 islands as “drops in the Indian Ocean” in the form of a “necklace” of some 26 atolls, 20 of which have been organised into administrative units. The distance from north to south is approximately 900 kilometres, atolls stretching from just south of the equator to 4° North latitude. The tourism sector occupies islands within some ten atolls mainly in the central portion of the Republic. (Figure 1)

The location of the Maldives imbues the Republic with geophysical and hydrometeorological consequences.

Seismicity of the surrounding plate margins while not in the immediate vicinity of the Maldives causes earth tremours, and more recently the tsunami, which originated some 700 kms away was experienced. Monsoon weather patterns characterise the islands, but the impact of typhoons has occurred mainly in the form of storm waves which travel out as swell. Several destructive storms have been recorded in the natural hazard history of the Maldives and therefore disaster planning must take these into account.

Prior to the tsunami the focus of disaster management was on the impact of global warming and sea level rise. The islands' average elevation of 1.5 metres above sea level makes them extremely vulnerable to the impact of rising sea levels, tsunami and storm waves. Beach erosion is a perennial problem and is reported to occur on some 88 of the 198 inhabited islands. Coral reefs play a major role in protecting the islands from storm waves and the environmental assessment of the tsunami impact seems to indicate that greater damage was experienced where there was coral reef deterioration and loss of coastal vegetation.

Environmental protection is therefore a key ingredient in risk reduction initiatives within the Maldives.

4.0 Definitions

Definitions particularly applicable to disaster planning for the Maldives Tourism sector involve the following:

Crisis

The World Tourism Organisation (WTO) defines crisis as “any unexpected event that affects traveller confidence in a destination and interferes with the ability to continue operating normally”. The tsunami experience clearly falls into that category.

Hazard

The UN International Strategy for Disaster Reduction (ISDR) definition of a hazard is “a potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.” Hazards may therefore be natural events or they may be human induced. Natural hazards are often part of natural systems, which shape the earth (e.g. earthquakes, volcanic eruptions, tsunamis) or transfer heat energy between latitudes (e.g. typhoons, monsoon rains). They are considered hazards

because they have the latent potential to affect human activity. The Maldives lie in a multi-hazard environment as indicated in section 3 above.

Disaster

A disaster is considered to be “a serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses which exceed the ability of the affected community or society to cope using its own resources”. A disaster often results from the combination of hazard, vulnerability and insufficient capacity or measures to reduce the potential negative consequences of risk. (ISDR, 2004)

Disaster Risk Reduction

The ISDR and the Bureau of Crisis Prevention and Risk Reduction (BCPR) of the United Nations Development Programme (UNDP) now emphasise Disaster Risk Reduction (DRR) as the focus for all countries. The goal of DRR is to reduce disaster losses, enhance development, and build resilience (coping capacity) to hazards. DRR requires a holistic approach and is applicable before, during and after disaster events. The recovery period is used as an opportunity to reduce disaster risk and to prevent the reconstruction of risk. To that end vulnerability reduction is a critical component of DRR and involves addressing the root causes of vulnerability.

Effective disaster management planning in the Republic of the Maldives should therefore consider the risk reduction approach, which involves building the capacity to reduce vulnerability and loss while enhancing sustainable development.

Disaster Risk Management

Disaster Risk Management involves a “ systematic process of using administrative decisions, organization, operational skills and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters. This comprises all forms of activities, including structural and non-structural measures to avoid (prevention) or to limit (mitigation and preparedness) adverse effects of hazards.” (ISDR, 2004)

Risk

Risk involves the interaction between hazards and vulnerable conditions, and is often viewed in terms of probability of losses, especially monetary values. The ISDR defines risk as “the probability of harmful consequences, or expected losses (deaths, injuries, property, livelihoods, economic activity disrupted or environment damaged) resulting from interactions between natural or human-induced hazards and vulnerable conditions”.

Early Warning Systems

Early Warning refers to the provision of timely and effective information, through identified institutions, that allows individuals exposed to a hazard to take action to avoid or reduce their risk and prepare for effective response. Early warning systems include not only forecasting, but also very importantly dissemination of warnings, preparedness measures, and reaction capacities.

Preparedness and Response

“Activities and measures taken in advance to ensure effective response to the impact of hazards, including the issuance of timely and effective early warnings and the temporary evacuation of people and property from threatened locations” is considered Preparedness. (ISDR, 2004).

SECTION B. THE TOURISM SECTOR STRATEGY

SECTION B. THE TOURISM SECTOR STRATEGY

1.0 *The Strategic Framework*

Disaster Management Planning for the Tourism sector in the Maldives must take account of the distinctive nature of the Republic in terms of the low-lying, multi-island composition of the State, growing population and increasing density on some islands, the heavy dependence on sea transport, the marine basis of its tourism product, and the vulnerability of the archipelago to hazards of storm waves, sea level rise, earthquakes, and tsunamis as well as the man-made hazards of fire, and accidents related to air and boat transport and recreation.

Given the dependence of the Maldives on the tourism industry, sustainability is of paramount importance. Sustainable tourism development requires risk reduction considerations as well as sound management of the islands' natural and built environment, which is as distinctive as it is fragile. Vulnerability and Risk Assessment, and an effective Early Warning System are both germane to risk reduction, and both of these activities are currently being undertaken for the Maldives under the auspices of the UNDP.

Given the understanding of the need for collaboration among the many stakeholders – government, resort, private entities, communities/citizens/civil society - and the multifaceted requirements of the industry, an outline Strategic Results –based framework is suggested for consideration and adoption by the Ministry of Tourism and the Government of the Maldives. In addition it is recommended that as integral to the Communications Strategy the Ministry establish an Emergency Coordinating Committee (ECC) and Tourism Emergency Operations Centre (TEOC), which will serve as the government's focal point for the industry in the event of a crisis. An advisory panel comprising policy-makers from allied agencies should also be appointed for the ECC. This committee should not duplicate the National Disaster Management Organisation (NDMO), but rather be tourism sector specific and serve as a complement to the NDMO.

2.0 The Results Based Framework

GOAL: Sustainable Tourism in the Maldives

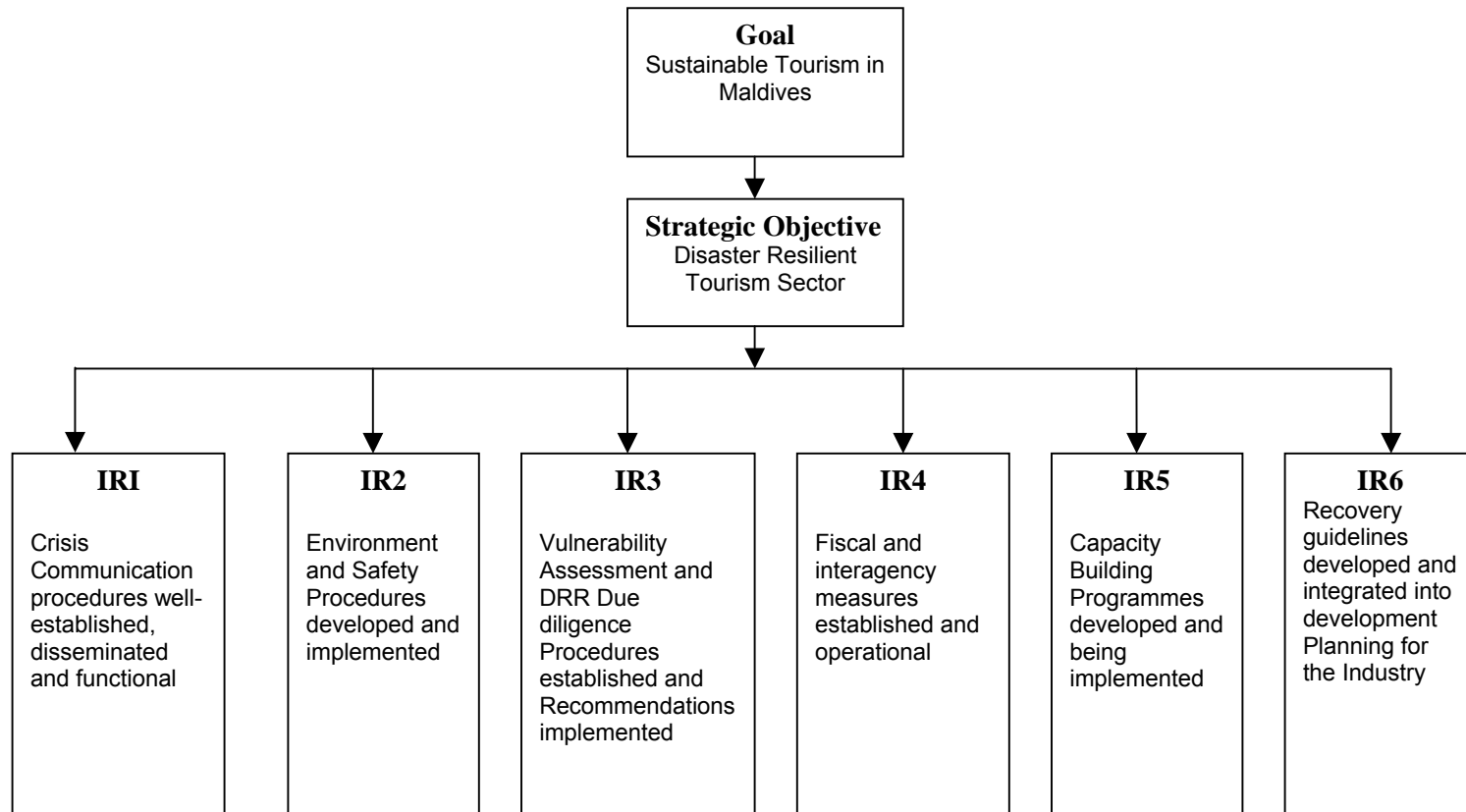
STRATEGIC OBJECTIVE (SO): Disaster Resilient Tourism Sector

6 Intermediate Results (IRs)

- IR1 Crisis Communication Procedures well-established, disseminated and functional
- IR2 Environment and Safety Procedures developed and implemented
- IR3 Vulnerability Assessment and DRR Due diligence Procedures established and Recommendations implemented
- IR4 Fiscal and interagency measures established and operational
- IR5 Capacity Building Programmes developed and being implemented
- IR6 DRR Recovery guidelines developed and integrated into development planning for the Industry

(Figure B1)

FIGURE B 1: RESULTS-BASED STRATEGIC DISASTER MANAGEMENT FRAMEWORK – TOURISM SECTOR



The detailed activities required to achieve the Intermediate Results are outlined below. The achievement of each IR can in turn be measured by indicators.

IR1. Crisis Communication Procedures well-established, disseminated and functional

1. Establish Tourism Emergency Coordinating Committee – Min. Tourism, MATI, MTPB et al (Figure B2)
2. Establish Advisory Body comprising policy makers critical to the management of crises in the tourism sector
3. Establish Location for Tourism Emergency Operations Centre (TEOC)
4. Obtain telecommunications network – satellite phones, VHF radios, (or similar communication with resorts) internet facilities
5. Establish communication focal points and protocols with Meteorological Dept – Early Warning System, National Disaster Management Centre, Airport, Port (?), Fire Department, hospitals, transport sector, other relevant agencies of government
6. Link Alert phase with EWS colour coding system of current National Emergency Procedures
7. Establish communication focal points and protocols with resorts
8. Connect airports, which already exist – e.g Gan for management of distant resorts.
9. Mandate establishment and use of emergency telecom system in key agencies (e.g. satellite phones) for emergency communication
10. Establish communication focal points in the marketplace – Germany Office, embassies, and PR companies. Establish protocol for information dissemination – phases and schedule.
11. Link communication with safari and other vessels and establish protocol for situation reports
12. Develop Mutual Aid Agreements (MOU) among resorts, seaplanes, fixed wing aircraft, boating sector, and non-resort islands
13. Develop Media policy in keeping with policy for resorts.
14. Establish central database on visitors – feed in from immigration, resorts, safari boats, and security
15. Join WTO Safety and Security Network

IR2 Environment and Safety Procedures developed and implemented

1. Integrate Disaster plan for Airport and Coast guard (NSS) into operations of Tourism Emergency Operations Centre

2. Mandate schedule for simulation exercises at critical facilities – twice per year at minimum – 1 desk and one field (especially fire, earthquake and tsunami drill, aircraft crash and airport evacuation procedures)
3. Enforce safety regulations for resort boating sector
4. Regulate anchoring protocol for safari boats
5. Integrate Disaster plan for Airport and Coast guard (NSS) into operations of Tourism Emergency Operations Centre
6. Mandate schedule for simulation exercises at critical facilities – twice per year at minimum – 1 desk and one field (especially fire, earthquake and tsunami drill, aircraft crash and airport evacuation procedures)
7. Enforce safety regulations for resort boating sector
8. Regulate anchoring protocol for safari boats
9. Establish policy in industry re management of staff safety

IR3 Vulnerability Assessment and DRR Due diligence Procedures established and Recommendations implemented

1. Utilize UNDP Vulnerability and Risk Profile of the Maldives (under development) to inform tourism related safety procedures and capability requirements
 - Airport
 - Port
 - Docks
 - Hospitals
 - Health Centres
 - Fire Service
 - Security services
 - Fuel storage
 - Water supply facilities

2. Implement risk reduction measures for
 - Runway
 - Navigation equipment
 - Power generating facilities
 - Telecommunication systems
 - Fuel storage
3. Use Risk Profile being developed by UNDP to establish and Regulate safe zones on each resort island as is feasible, and safe islands within the archipelago.
4. Regulate Mutual aid agreement for evacuation and protocol where safe zone on island is not possible
5. Establish construction/building codes to support DRR – building height, coastal protection – structural and non-structural
6. Enforce environmental protection in collaboration with Ministry of Environment as outlined in IR 2.
7. Establish and enforce safety standards for restaurants – food safety, fire prevention, safety exits

IR4 Fiscal and interagency measures established and operational

1. Establish Contingency fund in GOM budget for emergency expenditures
2. Provide fiscal incentives to support rehabilitation
3. Explore establishment of private-public partnership for insurance coverage
4. Establish Mutual Aid agreements (MOU) with Airlines for out of country evacuation
5. Establish off-island evacuation protocol with transport companies
6. Establish evacuation zoning based on vulnerability assessment of islands
7. Establish linkages with host communities on neighbouring islands
8. Establish linkages for management of distant islands – especially new resorts.

9. Establish data base of tourism employment – source islands, and respective vulnerabilities - develop interagency agreements for transport and safety
10. Link tourism plan with other sector plans viz. Health, Hospital and Medical centres.

IR5 Capacity Building Programmes developed and being implemented

1. In collaboration with NDMO utilise training needs assessment to develop training programmes for disaster risk reduction in the industry
2. Develop disaster management functions for Ministry of Tourism Management and staff and insert in job descriptions and accountabilities
3. Nominate persons from the Ministry to participate in training program of National Disaster Management Organisation.
4. Develop and/or strengthen food safety training and certification
5. Strengthen Search and Rescue capability – land and sea – in collaboration with NDMC and NSS/Coast Guard/fire service
6. Strengthen First Responder /First Aid Training for Boat Operators and within resorts and neighbouring communities
7. Seek training to strengthen Evacuation Procedures
8. Strengthen Data Management Capability within the Ministry and affiliate agencies
9. Build Fire Prevention and Fire Suppression capacity within the fire service and at resort level.
10. Strengthen safety and security training for resorts
11. Establish technical training in the relevant communication systems
12. Seek training for strengthening NSS in procedures for minimizing terrorist exposure.

IR6. DRR Recovery guidelines developed and integrated into development planning for the Industry

1. Utilise findings of Damage Assessments and Impact evaluations to inform rehabilitation guidelines and recovery planning
2. Seek technical assistance to develop recovery guidelines for the industry in the light of sustainable tourism development
3. Establish working relationship with 7th National Development Planning Programme to ensure integration of standards for sustainability.
4. Develop Building codes/standards for the resort sector
5. Include environmentally appropriate Waste Management procedures in recovery protocol
6. Review, revise (as necessary) and enforce Environmental Standards

The Emergency Coordinating Committee

The Ministry of Tourism Emergency Coordinating Committee should be named and should have as its Core, representatives of the Ministry, the Maldives Tourism Promotion Board (MTPB) and the Maldives Association of Tourism Industries (MATI), and should include representatives from key link agencies (Figure B2). The Ministry will appoint a Leader and a Spokesperson, will Develop and Maintain contact List of key persons and agencies (address, telephone) and will operationalise the communications protocol - IR 1. The Emergency Coordinating Committee should have an advisory body comprising policy makers from agencies critical to tourism sector response and recovery.

A location for a Tourism Emergency Operations Centre (TEOC) should be identified and this centre should be equipped with Radio communication, satellite phones, Internet access (bank of computers), situation reporting facilities (Boards, maps, etc.) and comfort facilities for staff. The Ministry has indicated that the Conference room that operated during the tsunami would be the probable location, radio and other necessary facilities will need to be put in place.

The overall function of the Emergency Coordinating Committee and the TEOC will be Command, Coordination, Communication and Control.

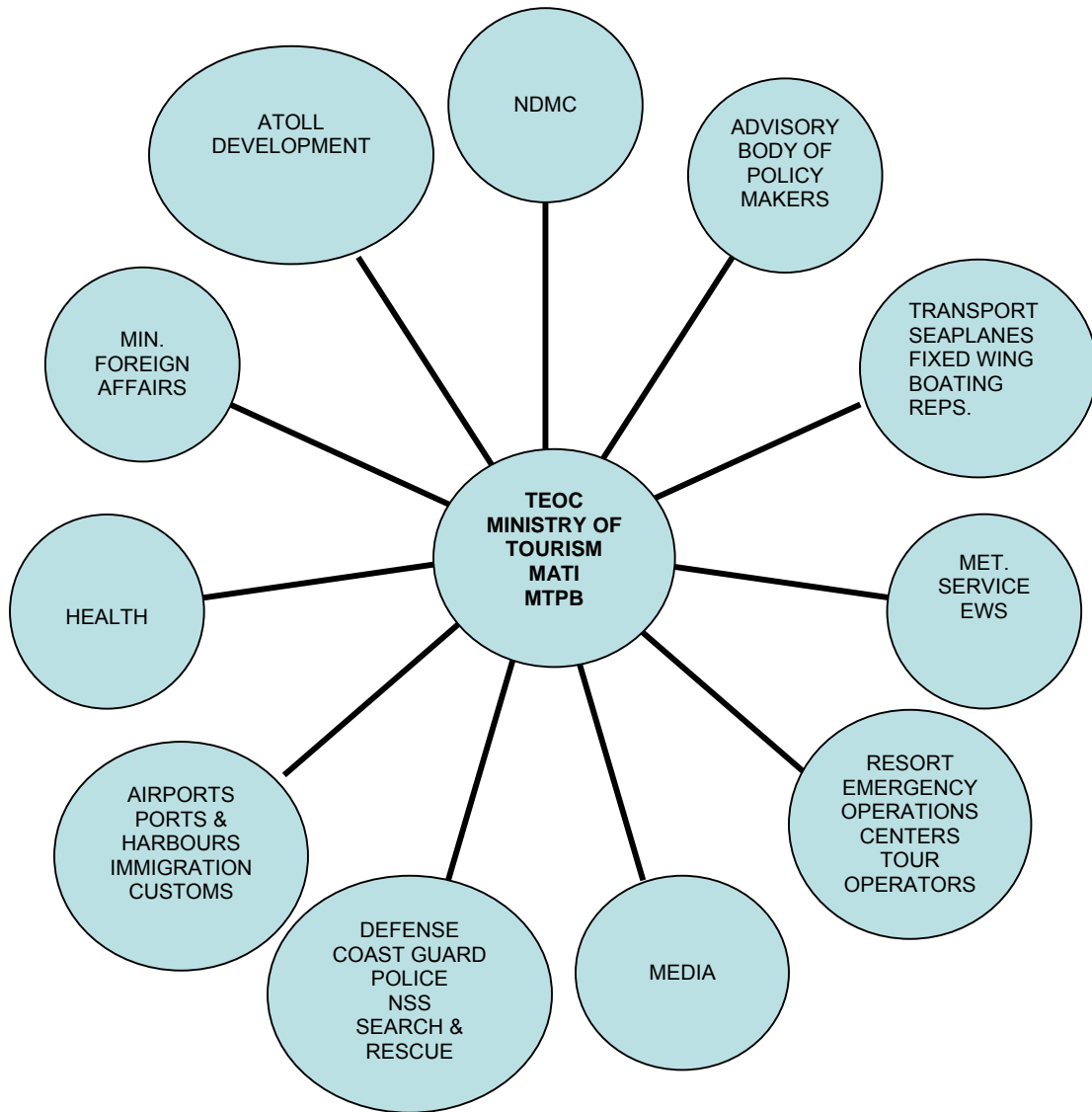


Figure B2– Tourism Emergency Operations Centre

**SECTION C. HOTEL/RESORT SECTOR
DISASTER MANAGEMENT PROCEDURES MANUAL**

PART I. THE PROCEDURES MANUAL AND ITS CONTEXT

1.0 The Procedures Manual – Format and Approach

1.1 This disaster management procedures manual has been prepared to meet the recognized needs for preparedness and response planning in the resort sector of the Republic of the Maldives. Preparedness planning can help to reduce loss and dislocation, facilitate safety and comfort of guests and staff, and assist speedy resumption of business after the event.

1.2 There are some initiatives, which need to be taken by the individual resort owner/operator; others require partnerships among hoteliers or between hoteliers and selected stakeholders within the sector and the community; and still others require national and even regional collaboration.

1.3 The time to prepare or plan is Before an Event. The plan therefore, outlines the steps and activities, which need to be taken before an event. Managing the property, guests, and staff During an event is crucial to guest safety and comfort and to business continuity thereafter. Immediately following a strike, there are several critical issues to be dealt with, and in the Section entitled After the Event guidelines for business recovery are outlined.

1.4 The plan has been designed to provide recommendations, tasks, and responsibilities for each major department within the facility. It allows for distribution of sections of the plan to the relevant departments, while at the same time allowing for the holistic application of the entire plan. Procedures and responsibility by department or function are outlined for preparedness and response, recovery, vulnerability assessment, guest relations, and crisis communications.

2.0 Testing, Maintaining, and Upgrading Procedures

2.1 This manual is a written document. It becomes a “plan” when the procedures outlined are tested, and the details for each property and department worked out and corrected through training drills and simulation exercises.

2.2 Additionally, the procedures must be integrated into the overall management plan for the organization in terms of company policy, operational budget, training, and job descriptions. Training is vital to the success of disaster management, and properties should seek to

communicate requirements to the respective staff, and to implement training programmes for the relevant procedures.

Testing of the Plan Should:

- ✓ Confirm that ALL personnel understand their responsibilities and can successfully carry them through.
- ✓ Serve as training for personnel.
- ✓ Be conducted at minimum on a bi- annual basis: one desk top and one field
- ✓ Include consideration and review of the plan, incorporating changes, as these are found necessary.
- ✓ Evaluate vulnerability assessments and requirements for action.

PART II. PROCEDURES FOR DISASTER MANAGEMENT

1.0 Planning for the Phases of the Disaster Management Cycle

Procedures for effective disaster management and risk reduction should include planning for all phases of the disaster management cycle. Specific procedures apply

- Before (Prevention and Preparedness/Readiness),
- During (Response) and
- After (Restoration, Rehabilitation and Recovery) the event.

The ultimate objective should be minimisation of loss of life and property and speedy resumption of business.

2.0 Before the Event

2.1 This phase should be ongoing throughout the year. All Departments have tasks, but leadership is given by the General Manager, and the Emergency Management Team.

2.2 During this “Before” stage, attention should be given to:

1. Creation of the Emergency Management Team/Coordinating Committee and assignment of responsibilities

2. Vulnerability Assessment of physical plant and grounds, telecommunications systems – radios, phones, internet, - Power supply, Water supply
3. Links with Ministry of Tourism Emergency Coordinating Committee re Early Warning Systems (EWS), Crisis Communications, Response and Recovery Planning
4. Measures for Guest and Staff Security and Protection (Safe Zones/Evacuation procedures, hospitality services, etc.)
5. Preparation of Guest Information Packets
6. Establishment of Mutual Aid Agreements (Memoranda of Understanding)
7. Insurance coverage determination
8. Vital records protection
9. Safety and Emergency supplies
10. Training programme for staff
11. Development and Testing of the Contingency Plan
12. Development of Crisis Communications Procedures

I. THE EMERGENCY MANAGEMENT TEAM (EMT)

2.3 In order to ensure that this emergency procedures manual is an integral part of the culture and practice in your resort, an emergency management team (EMT) should be established. This team will serve as the overall coordinating and executing body for all emergencies and will be responsible for managing and implementing procedures during all stages of a crisis event.

Structure of the EMT

2.4 The members of the EMERGENCY MANAGEMENT TEAM should be appointed by management. At the head of the Team is the Emergency Coordinator. An Alternate Emergency Coordinator should be designated in the event that the Emergency Coordinator is absent. The team should also consist of a public relations person, the environmental person (if your facility has one) and at least one representative from each of the departments or areas of the hotel or resort.

These department representatives need not be department heads but can be any member of staff who knows the department integrally and is capable of carrying out the requirements of a committee member. Figure C1 outlines a possible structure of the Emergency Management Team.

The core coordinating function should reside with the General Manager, and Heads of Housekeeping, Food and Beverage and Engineering. However, all functions stipulated on the diagram should be included in planning and implementation of disaster management plan.

Team Responsibilities

The first four projects of the EM Team should be to:

1. Familiarize themselves with the procedures
2. Help the rest of the staff to become familiar with the procedures
3. Designate responsibilities for action before, during and after an event.
4. Meet quarterly to review departmental reports, review priority areas for action and review selected procedures.

All departments at your resort or hotel should be included when responsibilities are being assigned. These responsibilities should be made clear to each department and displayed in an openly accessible place within the department.

The Emergency Management Team Structure

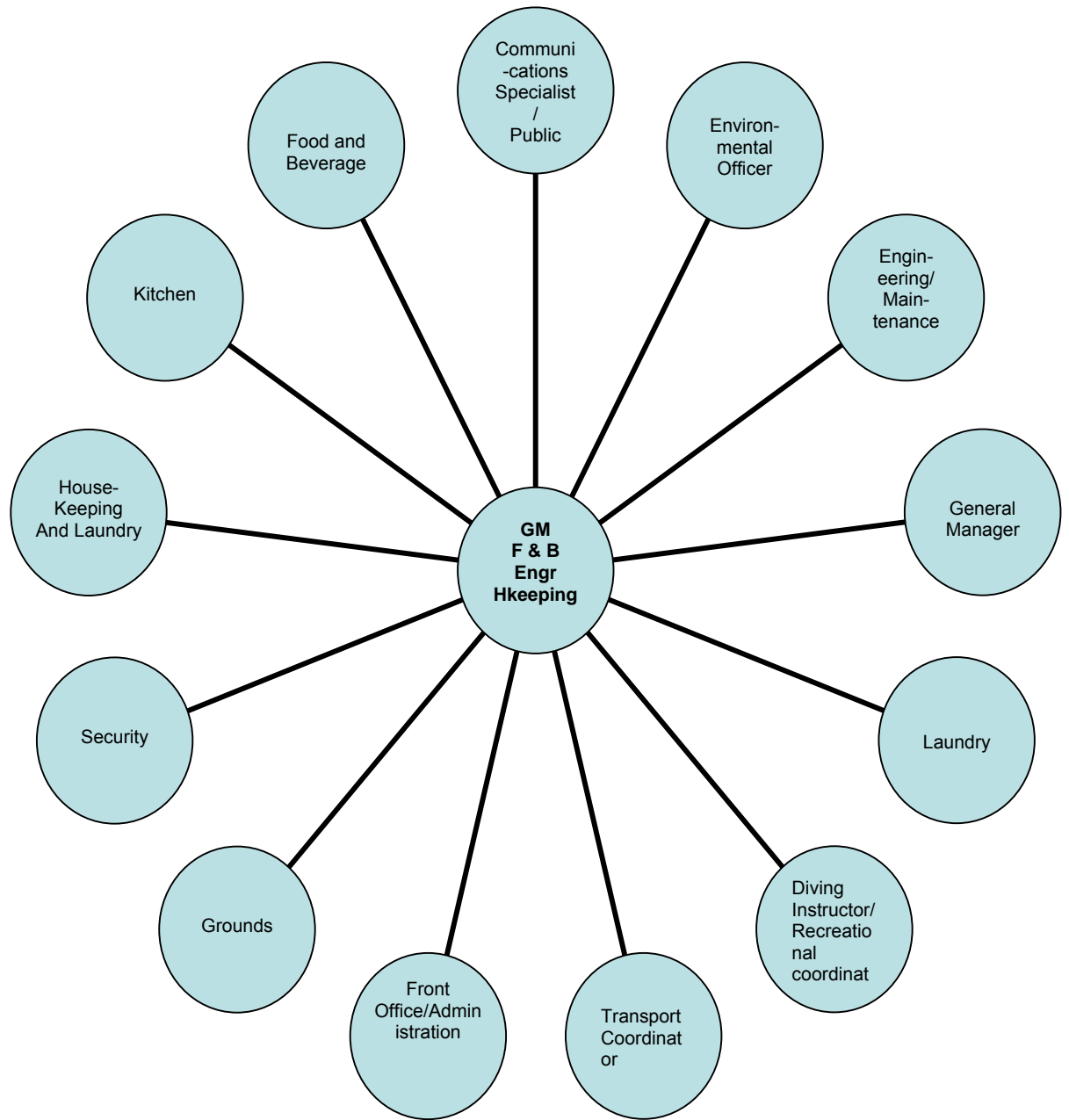


Figure C1: Emergency Management Team

General Assignments for EMTeam Members:

Team Member	Responsibility
Core Coordination Team led by General Manager	<ul style="list-style-type: none"> ✓ Create the Emergency Coordinating Committee in consultation with other management staff at the resort. ✓ Include disaster management functions in job descriptions as appropriate/relevant ✓ Disaster Management should be placed on the Agenda of monthly meetings as a Standing Item. ✓ Establish and update linkage with Ministry of Tourism /Meteorological Services ✓ Coordinate preparation and implementation of emergency procedures within the context of overall hotel/resort operations ✓ Coordinate Crisis Communications Strategy. Prepare plan and appoint spokesperson ✓ Develop and Keep current evacuation procedures ✓ Liaise with emergency and information services directly and/or through the Ministry of Tourism Emergency focal point e.g. the National Disaster Management Centre, Met Office, appropriate community contacts, and mutual aid partners. ✓ Keep staff contact information up to date and staff roster current ✓ Keep radio/TV tuned for news bulletins on weather during Monsoon/storm season and other potential events. ✓ Institute preventative measures (as described throughout this manual) to minimise opportunities for emergency situations. ✓ Conduct vulnerability assessment of the facility and services in consultation with other EC members and external expertise where necessary. ✓ Allocate appropriate budget for maintenance ✓ Develop database of guest information and special needs. Transmit to MOT focal point. ✓ Activate the Emergency Procedures as required ✓ Stand down the Emergency Procedures when all is clear

Environmental Officer	<ul style="list-style-type: none"> ✓ Provide advice to the Emergency Coordinating Committee regarding hazard - related prevention measures and Environmental risk reduction on the property. ✓ Liaise with Met Office regarding reporting on seismic activity and weather related phenomena.
Public Relations	<ul style="list-style-type: none"> ✓ Provide the link between the resort or hotel and the MOT, other government agencies, community, media and international stakeholders through a Communications Plan. ✓ Keep the Communications Plan alive and activate the Plan at the relevant time and in consultation with the Coordinator.
Departmental Representatives	<ul style="list-style-type: none"> ✓ Ensure execution of prevention and preparedness tasks accorded the respective department. ✓ Inventory relevant emergency supplies and ensure adequate stock. ✓ Hold regular meetings with departmental staff

DEPARTMENTAL RESPONSIBILITIES

GENERAL MANAGER/FRONT OFFICE/ADMINISTRATION

BEFORE AN EVENT

ACTIVITY	PROCEDURE
Guest Safety and Relations	<ul style="list-style-type: none"> ✓ Prepare emergency procedures for guests. Keep on file ✓ Distribute in guest information packet ✓ Ascertain whether medical physicians in-house. Link with Medical services in resort.
Determine Tsunami Safe Area on Resort	<ul style="list-style-type: none"> ✓ Use vulnerability assessment ✓ Experience of water levels in previous tsunami event ✓ Highest point on island - interior ✓ Areas protected by other buildings
Determine Assembly Area in Open for fire and earthquake event	<ul style="list-style-type: none"> ✓ Use vulnerability assessment
Ensure Safety of Boats	<ul style="list-style-type: none"> ✓ Receive reports from safety/security/engineering maintenance
Vital Records	<ul style="list-style-type: none"> ✓ Determine secure storage areas for VITAL RECORDS and use for permanent on-site storage. ✓ Vital records of the company must be duplicated and duplicates stored off-site. ✓ All data should have back-ups held in safe storage off-site.
Communications	<ul style="list-style-type: none"> ✓ The General Manager in consultation with the Board of Directors should determine the company's policy on communications – internal and external. ✓ ANNEX B. Crisis Communications Procedures
Damage assessment	<ul style="list-style-type: none"> ✓ Pre-assign appropriate and trained staff members to damage assessment team
Insurance	<ul style="list-style-type: none"> ✓ Hold discussions on insurance and determine policy to be followed on physical structure, liability, and loss of profit. Seek advice from insurance companies. ✓ Implement policy as soon as a decision is reached.

ACTIVITY	PROCEDURE
Mutual Aid Agreements /Memoranda of Understanding	<ul style="list-style-type: none"> ✓ Transportation for possible evacuation of guests and staff – Boats, seaplanes, fixed winged aircraft, Airlines, Tour Operators ✓ Potable water ✓ Food supplies ✓ Hardware supplies ✓ Heavy equipment service and rental companies. ✓ Fuel suppliers ✓ Review agreements annually and update status. ✓ Negotiate purchase agreements on a contingency basis where necessary, e.g. hardware supplies.
Determine Evacuation Procedures.	<ul style="list-style-type: none"> ✓ Evacuation of Guests and staff during or immediately following an event should be a decision of last choice. ✓ Guest safety is the responsibility of the Resort/Hotel and therefore evacuation of guests to designated national shelters or other properties should be carried out only when this is felt to be the only appropriate course of action. ✓ Local offices/headquarters in Male should play a role as appropriate. ✓ ANNEX A. EVACUATION PROCEDURES

THE ALERT PHASE

TASKS	
Plan Activation	<p>General Manager as head of EMT activates plan.</p> <p>EMT members lead procedures for each department</p>
Guest Safety & Comfort	<p>Evacuate guests to designated in-house SAFE AREA</p> <p>a. Alternatively, to designated safe rooms</p> <p>b. Solicit voluntary assistance from guests as may be deemed necessary or as appropriate.</p> <p>c. Evacuation from Resort</p> <p>Activate first Responder/First Aid Services Address guests on procedures for duration of event</p>
Guest Information and Security	<ul style="list-style-type: none"> ✓ Print list of resident guests and room numbers ✓ Copy to all EMT members. ✓ Send to TEOC ✓ Liaise with sales and marketing personnel.
Vital records	<p>Backup computer files. Place existing hard copies, accounts, receipts, etc., in secure filing cabinets, away from areas subject to flooding etc.</p>
Staff Roster and Quarters	<p>Ensure Staff Quarters being secured</p>

ENGINEERING/MAINTENANCE DEPARTMENT

BEFORE AN EVENT

<u>Task</u>	Activity	Responsibility
<u>Assess Your Risk</u>	<p>Check</p> <ul style="list-style-type: none"> ✓ All structures – villas, water bungalows, steps, jetties, coastal protection works, services, administration, etc (twice/annum) ✓ Grounds (beachfront, drainage on-site, etc) in May and November each year for both structural defects and non-structural vulnerability. ✓ Windows, doors, walls, roof, electrical installations, equipment, furniture, etc. <p>Schedule repair or correction of problems as soon as possible.</p>	
	Utilize Building Assessment Safety Checklist	
	Ensure compliance with Recommended Building standard and Ministry of Tourism regulations	
	<p>Utilise the assessment reports to determine:</p> <ul style="list-style-type: none"> • Most appropriate location within the facility which will serve as the COMMAND CENTRE/SAFE AREA during the event • Room which may be easily converted for use as a FIRST-AID CENTRE; • Guest Rooms which are most appropriate for the safety of the guests during an event • Whether off-site evacuation necessary 	
	Check communications equipment on a monthly/weekly basis – telecommunications, Satellite phones, VHF systems, connections with other resorts, MATI, MTPB, Ministry of Tourism, Meteorological Department	
	Institute Structural vulnerability assessment as permanent function of the Engineering Department (where one exists), or give to persons with equivalent responsibility. Findings should be acted upon.	
	Check non-structural vulnerability assessments twice annually - March and November each year. The results of these assessments must be incorporated into the building	

	maintenance programmes.	
<u>Boat Safety</u>	Check Boat Moorings	
	Check Motors and physical structure of boat	
	Check adequacy and condition of life jackets	
	Determine safety and place for docking – ferry, dive, safari, other dhonis	
<u>Emergency Supplies</u>	Inventory existing supplies.	
	Submit request for budgetary allocation for procurement of emergency supplies, and for regular maintenance of facilities. See suggested Emergency Supply Checklist (Annex D).	
	Prepare emergency supplies purchase orders, and keep in stock for distribution.	
<u>Key Policy</u>	Determine policy for handling keys and access to emergency supplies.	
<u>Equipment Safety</u>	Secure and make sure adequate supplies of polyethelene sheeting available to cover desks, and equipment as needed.	
	Determine areas for storage of outdoor furniture and fittings/furnishings	
	Have rope available for tie down and for use during/after the event	
	Establish service/maintenance schedule for equipment: <ul style="list-style-type: none"> • Electrical plant and emergency generators • Standby generator to check output reliability • Cables and oil filters, etc. 	
	Ensure adequate supplies fuel	
	Provide rain/water protection around plant.	

ALERT PHASE

<u>TASK</u>	Activity	Responsibility
<u>Secure Property and Equipment</u>	Use plywood and plastic sheeting to cover transformers if necessary	
	Secure emergency lighting for kitchen and safe area	
	Fill water tanks with emergency water supplies.	
	Operate air conditioning/boilers until power shutdown	
	Install plywood or storm shutters to areas of glass or deemed most vulnerable to breakage	
	Remove nets from courts and store in secure area.	
	Dismantle satellite dishes, antennas, umbrellas, flags, sign boards, etc.	
	Store loose "garden/ground " objects	

KITCHEN

BEFORE THE EVENT

<u>TASK</u>	Activity	Responsibility
<u>Inventory</u>	Keep inventory of Food, Water and other Supplies - canned meats, vegetables, sanitary/disposable ware etc. Report status to EMT - Request additional supplies as necessary	
<u>Meeting</u>	Conduct briefing meeting with kitchen staff, identifying priority tasks and delegate according to specific time requirements.	
<u>Menu</u>	Create cycle menu based on inventory	
	Cook outdoors as appropriate	
<u>Fire Prevention</u>	Keep Stove Hoods/Extractor Fans clean at all times	
	Keep cooking equipment serviced and clean	
	Ensure fire suppression equipment/extinguishers serviced and in place	
	Train staff in fire prevention measures and to use equipment	
<u>Other</u>	Keep additional water containers sterilised in safe place. Keep these rotated	

ALERT

<u>Task</u>	Activity	Responsibility
<u>Lighting</u>	Ensure provision of Emergency Lighting	
<u>Cleaning, Mopping</u>	Place mops, buckets, garbage cans, etc. in elevated and strategic locations.	
	Raise or remove all items on floor areas subject to flooding	
<u>Service</u>	<p>Prepare for service during emergency phase. - Set up tea/coffee/drink stations in or near designated safe area, or safe blocks of rooms, using vacuum containers.</p> <p>Arrange sterno heating with safe guard sternos.</p> <p>Arrange dishes and food</p>	
	Chill canned juices/sodas to reduce demand for ice	
	Serve sandwiches, soups, cold drinks- if all else fails	

HOUSEKEEPING / LAUNDRY

BEFORE AN EVENT

Task	Activity	Responsibility
<u>Staff Roster</u>	Keep list of housekeeping staff updated and establish tentative roster.	
	Assign staff to secure staff quarters. Request assistance as needed from Maintenance/Grounds/Maintenance	
<u>Linen</u>	Keep all linen in secure place – elevated and preferably enclosed by wall Delegate tasks with respect to securing laundry facilities. Ensure that adequate linen, etc. are available at all times.	
<u>Key Policy</u>	Ensure keys secure, but available to enable access to stores	

ALERT

Task	Activity	Responsibility
<u>Secure Room Furnishings</u>	Remove all patio furniture and pots and place in rooms.	
	Roll up rugs and store in secure position in unoccupied guest rooms.	
	All television sets (alarm clocks, radios etc.) should be secured in garbage bags, taped/stored in cupboards starting with unoccupied rooms.	
	Place all small damageable items from unoccupied rooms in closets, e.g. lamps, bed linen, etc.	
	Close all doors in unoccupied rooms	
<u>Secure Guest Items</u>	Provide guests with large garbage bags to wrap suitcases.	

SECURITY

ALERT

<u>Task</u>	Activity	Responsibility
<u>Staff Schedule</u>	Establish necessary staff rotation schedule for backup.	
<u>Emergency Lighting & communication</u>	Secure lighting for emergency use as needed. Activate radio with battery. Activate communication radios, phones - facilities as established.	
<u>Vital records</u>	Secure all important files, equipment, and data.	
<u>Security Posts</u>	Activate security posts.	
	Take all steps necessary to ensure safety of all personal property.	
	Be on the alert for damages in the area and record.	

AFTER THE EVENT

Safety of guests and staff, communication with the outside, and prompt resumption of business are the major considerations in the period following an event. There are many tasks that must be attended to in order that operations are returned to normal as soon as possible.

- ✓ Convene Emergency Management Team to activate response/restoration procedures
- ✓ Check safety of guests and staff, and security of property. Carry out head count.
- ✓ Activate the Communications Plan.
- ✓ Facilitate contact between guests and organizations to enable communication with relatives and friends.
- ✓ Liaise with Tourism EOC, tour operators, travel services concerning arrangements for guests.
- ✓ Assess damage. (Preliminary)
- ✓ Document (photograph) damage.
- ✓ Prioritize clean up and salvage.
- ✓ Seek mutual aid as needed, especially for comfort of guests.

The following TASK/ RESPONSIBILITY checklists should be used to ensure that all necessary tasks towards full recovery and restoration are completed.

Task	Activity	Responsibility
<u>Guest Relations</u>	Carry out head count of guests.	
	Find alternative accommodations for guests, if this proves necessary, utilizing mutual aid agreements.	
	Liaise with TEOC, Tour Operators, Travel services and provide guests with information on possible travel arrangements, given the state of these services.	
	Facilitate contact between guests and relatives and friends where required	
	Provide guests with information on interim arrangements being provided for their comfort and safety.	

<u>Task</u>	Activity	Responsibility
	Provide continuing information to guests to reduce their anxiety and to assure them that their interests are being attended to.	
<u>Staff Impact</u>	<p>Ascertain situation of staff members</p> <p>Ascertain condition of staff quarters</p> <p>Facilitate staff communication with family to determine home conditions and to report on resort condition</p> <p>Ascertain extent to which personal damage and dislocation necessitates return to home island</p>	
<u>Communications</u>	<p>Activate Communications Procedure.</p> <p>Accurate information to the media should be provided as requested. Ensure that statements to the press are accurate, and brief, and without exaggeration. Be positive.</p> <p>Remember: The loss of credibility with the public and guests following a crisis, could affect future operations, market share, and customer base.</p>	
<u>Evacuation</u>	Continue or Stand down Evacuation Procedure	
<u>Preliminary Damage Assessment</u>	<p>Deploy designated staff into teams with responsibility for preliminary damage assessment. (Use Damage Assessment Report Form)</p> <p>Ascertain conditions of boats and docks</p>	
<u>Service Restoration</u>	<p>Establish overall ability to provide service to guests, based on resource availability, including Mutual Aid Agreements.</p> <p>Assess shortfalls in returning to normal operations</p>	

<u>Task</u>	Activity	Responsibility
	Determine priority activities to be taken	
<u>Situation Report</u>	Prepare Situation report. Submit to TEOC and other stakeholders as required in Crisis Communications Plan.	
<u>Clean up and Salvage (Preliminary)</u>	Deploy designated staff into teams with responsibility to assess requirements for clean up and salvage operations. Develop waste management /disposal plan	
<u>Mutual aid Agreements</u>	Activate Mutual Aid Agreements - inter-hotel/company agreements for recovery operations. Assess and negotiate for joint use, lending, borrowing, and sharing of facilities, equipment, and personnel services.	
<u>Detailed Damage Assessment</u>	Consult Priority Repairs Needs Report, developed by the initial inspection team immediately following the event (See Damage Assessment Report).	General Manager & Engineering/Maintenance
	Take additional Photographs of damage	Damage Assessment Team
	Survey properties on basis of priority identified above.	“
	Insurance under-writer to accompany team/or retained quantity surveyor.	“
	Itemize structural and non-structural damage.	Engineering & Maintenance
	Assess structural and non-structural weaknesses, which contributed to damage.	

<u>Task</u>	Activity	Responsibility
	Request advice on redesign or modification of vulnerable elements.	
	Negotiate/seek assistance for structural inspection and demolition where necessary	
	Itemize damage to specific building equipment.	
	Itemize damage to utilities and communications system.	
	Identify need for contracted services.	
	Identify labour and material needs for damage repair.	
	Estimate repair costs for each building and component of infrastructure.	
	Summarize damage survey with estimated repair cost.	
	Assess reallocation of resources and unplanned expenditure.	
<u>Impact Evaluation</u>	Identify disrupted communications power, water and sanitation services	
	Ascertain Boat conditions	
	Ascertain projected restoration period.	
	Identify effect of event on total environment of Maldives	
	Identify areas of dislocation.	
	Obtain information on governmental action schedule to restore roads, utilities, airport, port	
	Determine emergency measures needed to facilitate business restoration in the interim short-term period prior to full recovery.	

<u>Task</u>	Activity	Responsibility
<u>Clean up and Salvage</u>	Activate Clean up and Salvage Team Recruit additional hands as necessary	
	Establish temporary dump on premises, where necessary	
	Identify, remove and dispose of rubble and debris	
	Activate mutual aid for transportation and other support for recovery activities	
	Secure contractor services where needed.	
	Request professional assistance if necessary.	
<u>Recovery/Business Restoration</u>	Activate plan for temporary front office, in the event of damage	
	Continue dialogue with Tourism EOC and other relevant public agencies	
	Implement recovery plan for business operations, revising marketing strategy as opportunity presents itself.	
	Make known any assistance which the resort/hotel can offer to local islands, neighbouring resorts	
	Ascertain any permits which may be required for recovery operations	
	Use findings of damage assessment and post-event evaluation to inform reconstruction. Avoid rebuilding vulnerability as far as possible. Seek the appropriate technical advice on disaster resistant land allocation and building practices. Obtain technical assistance to incorporate risk reduction measures in recovery actions.	

SECTION D. ANNEXES

ANNEX A EVACUATION PROCEDURES

ANNEX B. CRISIS COMMUNICATION PROCEDURES

ANNEX C. INSURANCE CONSIDERATIONS

ANNEX A**EVACUATION PROCEDURES****BEFORE THE EVENT**

Step	Procedure	Responsibility
1	Determine potential numbers to be evacuated at full occupancy. Keep numbers current on a daily basis	GM/Administration
2	Determine Method of Evacuation – Dhoni Boat Safari Boat Dive Boat Fishing Boat Sea plane Fixed wing aircraft	Emergency Management Team
3.	Determine Route of Evacuation based on likely jetty/dock available	Engineering – Vulnerability Assessment
4.	Prepare evacuation diagram for a. Tsunami and Storm Wave b. Earthquake and Fire Place in each room	Engineering/Emergency Management Team Administration/Housekeeping
5.	Determine Destination Open Sea within atoll on boat Dive platform within lagoon	GM / Emergency Management Team - Mutual Aid Agreement in place

	Other resort & name Other island - place Male - place	Min Tourism EOC, NDMC, Resort Head Office
6.	Determine Assembly point for guests	GM/EMT
7.	Ensure availability of maximum # life jackets required (guests and staff)	Housekeeping/Safety and security
8.	Determine safe area for storage of luggage and essentials.	Engineering/Housekeeping
9.	Determine departure point and alternate (on opposite sides of island)	Engineers/Grounds/Maintenance
10.	Maintain record of guest activities – diving, snorkeling, etc. (i.e. Know when each guest is off-island)	Activities Coordinator/Front Office

ALERT PHASE

STEP	PROCEDURE	RESPONSIBILITY
1.	Make contact with the Tourism Emergency Operations Centre and National Disaster Management Centre	GM
2.	Ensure that all members of EMT are made aware of the threat	GM/Emergency Coordinator
3.	Assemble Guests	GM/ Front Office spokesperson
4.	Announce Threat, safety procedures	GM
5.	Guests to remove valuables from rooms –wrap in plastic bags and place in central safe where available or keep on person	Guests/Housekeeping/Safety and Security
6.	Set up food stations in Safe Area	Kitchen
7.	Post Map in the room designated as Command Centre, and at the Guest Information Centre Desk.	As instructed by General Manager
8.	Telephone Operators should be instructed to refer ALL queries on the THREAT to the General Manager or designated spokesperson.	Administration
9.	Determine number of guests that do not want to move to the central area. Assign those persons to SAFE rooms where these have been established. SUBMIT LIST TO EMERGENCY TEAM. Give priority to disabled guests	Safety and Security

AFTER THE EVENT

Step	Procedure	Responsibility
1.	Conduct head count of guests and staff	Front Office/guest Services
2.	Determine numbers to be moved	Front Office/guest Services
3.	Ensure valuables removed from rooms – by guests where possible Where moved by staff, package in plastic and safely hand over to guests	Housekeeping/Safety and Security
4.	Take luggage to Departure area or safe room.	Housekeeping
5.	Communicate with Min Tourism EOC – Give and receive situation reports re status in Maldives and airport conditions	General Manager
6.	Communicate with Tour Operators – situation report and planning for airlift	Administration
7.	Communicate with Airlines – schedules for arrival and departure	Administration
8.	Determine sequence of departure for guests	
9.	Assign guests to boats/planes as predetermined	Guest Services/Safety and Security

ANNEX B. CRISIS COMMUNICATION PROCEDURES

1.0 Introduction

The best way to prepare for a crisis is when there isn't one. Being prepared also means being prepared to communicate. When a crisis occurs you will want the different people to whom you relate to see you as being confident and in control under emergency conditions. This perception will enhance your credibility and establish trust and confidence in your operation.

In order to be perceived as being in control, you must be prepared to communicate effectively.

This component of the Disaster Management Procedures Manual focuses on one essential aspect of your overall communication needs during a crisis — Dealing effectively with the local and international media, local agencies in the Maldives, tour operators, MTPB, all other stakeholders.

Some properties may already have their own public relations guidelines, and it is naturally expected that the procedures outlined here will be adapted where necessary to suit individual cases.

A crisis event is the first disaster; how reports are carried in the media can be the second! Experience has shown that greater and more-lasting damage to a property or destination can arise from the way in which a disaster is reported in the media or by disgruntled guests. This influences your image in the marketplace, which, in turn, determines client decisions and the flow of future business.

Media reports can often result in greater economic fallout to your property than the effects of the disaster itself!!

The Phases of Communication Preparedness

Several activities must be carried out and the necessary measures put in place long before A CRISIS has emerged or is anywhere near. These include the following:

1. Conduct a Communications Risk Analysis.

- ✓ Ensure appropriate telecommunication equipment on property. Equipment should be operational at all times. Do regular daily checks. Have appropriate back up.
- ✓ Have up to date guest and staff resident list – name, room number, family contact, special needs, special services to offer
- ✓ Have readily accessible contact numbers for key relevant agencies and persons
- ✓ Have readily accessible contact numbers for key persons on neighbouring islands/resorts
- ✓ Have readily accessible contact numbers for safari boats, planes, dhoni boats which are part of Mutual Agreement
- ✓ Ensure the availability of an up-dated press kit on your property. The kit should include items such as fact sheet, photographs of key personnel, guest and operating policy statements, data such as occupancy levels, and other features of the property, etc.
- ✓ Identify areas or features of your property, which may attract bad press if placed under the media microscope.
- ✓ Encourage management to correct the areas in which the property may be vulnerable to bad press.

2. Develop a Crisis Communications Policy.

Your Crisis Communications Policy should include statements such as:

- ✓ Our top priority at all times is to protect human life. We always attend to the well-being of our guests, our employees, and the general public first and foremost.
- ✓ We will ensure full cooperation with all stakeholders during a crisis - the tourism sector, government agencies, tour operators the media, and all other relevant stakeholders
- ✓ Information and details of the crisis and of its effects will be disseminated as soon as possible.

The management will be forthright at all times, and will not seek to withhold significant facts from the media or from any of its publics.

The appointed spokesperson or deputy will be the only ones authorized to make statements to the media.

3. Designate a room or area in your property, which can serve as a CRISIS COMMUNICATIONS CENTRE.

This centre should have computers with web site linkage, television, radio, and emergency telecommunications facilities. New telecommunications services will have available new mobile technology with MMS to facilitate instantaneous messaging.

4. Appoint a Spokesperson.

Determine who your spokesperson will be. Such a person must have full knowledge – or access to full knowledge – of the situation, and full authority to decide what and how much to say.

He/she must be a senior executive, familiar with the business and marketing needs of the property, and conversant with its policies. All inquiries should be referred to him/her.

Avoid having more than one spokesperson. This will ensure that what you say – the information you give to the public – remains consistent. However, it may be necessary and practical to assign a deputy in case of the unavailability of the designated spokesperson.

Accessibility and Availability: the spokesperson should be both available and accessible to the media, and be prepared to give timely responses to enquiries.

5. Brief Your Staff

As soon as a spokesperson has been appointed, he/she should meet with staff. Staff should be informed that all enquiries from the media, government agencies, tour operators, MPTB, MATI, Ministry of Tourism, National Disaster Management Centre or members of the public regarding an event should be referred to the spokesperson. Impress on staff the importance of not giving out information other than through this channel. Describe to them the dangers of rumour and unsubstantiated reports, and the damage this can do.

6. Train Key Staff.

Hold a special training session for staff in certain key positions – specifically your telephone operators and front desk personnel. These persons are your front-line to the public, and will have to field a lot of enquiries.

One recommended response might be: "Let me refer you to Mr. or Ms. X, who will be able to give you up-to-date information on this."

7. Get The Staff On Your Side

Advise the staff on how work shifts will be managed. Even with the "only one spokesperson" rule, staff will talk. You will want them to say that you are a caring establishment.

8. Coordinate Communication Procedures With Your Overseas Representative(s)

In particular, they should be advised of the following:

- ✓ Whom should they contact? - Name of in-house spokesperson, Head Office for Resort in., contact at Ministry of Tourism EMT, MTPB Germany, Public Relations offices in other locations
- ✓ Who will verify information? - Name of spokesperson
- ✓ Who will approve/authorize releases to the media in the market? - Name of spokesperson
- ✓ When and how often will situation reports be sent to them?
- ✓ How will communication with the hotel/resort be effected — by Satellite phone, Mobile cellular, internet – website, Land line

9. Coordinate Communication Procedures with the National Agencies

Tourism Emergency Operations Centre (TEOC), National Disaster Management Centre, Meteorological Service, Fire Services, Coast Guard, National Security Services (NSS) are important links. Try to resist too many contact points so as to avoid conflicting information going out and coming in.

In particular, they should be advised of the following:

- ✓ Whom should they contact? - Name of in-house spokesperson, Head Office for Resort in., contact at Public Relations offices in other locations

- ✓ Who will verify information? - Name of spokesperson
- ✓ Who will approve/authorize releases to the media in the market? - Name of spokesperson
- ✓ When and how often will situation reports be sent to them?
- ✓ How will communication with the hotel/resort be effected — by Satellite phone, Mobile cellular, internet – website, Land line

9. Prepare a Press List

- ✓ Prepare a list of key local media personnel
- ✓ Prepare a list of key overseas reporters as available from MTPB
- ✓ Post on the command Centre Information Board a list of relevant web sites.

10. Develop/Update Your Emergency Contact List

The list should include contact telephone numbers and procedures for members of the

- ✓ Resort's Emergency Management Team,
- ✓ The Tourism Emergency Coordinating Committee
- ✓ Fire services
- ✓ Hospital
- ✓ Coast Guard
- ✓ Police
- ✓ Other Key personnel and relevant organisations within the government and elsewhere.

THE EVENT

ALERT

This means that a tsunami or bad weather is in the general vicinity. Bad weather may be several hundred miles away, and, while it may appear to be heading towards your area, it may also change course and go elsewhere.

In the case of an earthquake and warning time, the resort will be advised to follow the EWS from the Met office or contact directly on the website the Pacific Early Warning System in Hawaii after an earthquake has been felt or reported.

Website: _____

Fire warnings

The preparation time for a tsunami is short and therefore procedures must be affected immediately and rapidly.

During an Alert, among other things, you should:

- ✓ Review or update all points made in the preparedness phase.
- ✓ Confirm your contact list of media and MTPB persons
- ✓ Open dialogue with local media persons and National Disaster Coordinator
- ✓ Activate Evacuation Procedures for guests. Hold a Guest Information Session whereby guests are able to ask questions and have them answered.
- ✓ Begin preparation of news bulletin or statements for dissemination to media and other relevant agencies as listed. These would include information on steps being taken to minimize personal injury and to manage the effects of the event

DURING

The safety of everyone is the principal concern here. However, Public Relations or Crisis Communications Personnel should be particularly sensitive and alert to the likely emergence of symptoms of CRISIS STRESS among guests as well as among hotel personnel. In other words, be alert to the human factor.

Ensure that the log is being maintained. This will assist you greatly when you start preparing releases subsequently.

AFTER- RESTORATION AND RECOVERY

After the event all hands will be fully engaged carrying out various requirements for conducting DAMAGE ASSESSMENT, CLEAN UP, SALVAGE, and BUSINESS RESTORATION. This is also the time when the Public Relations or Communications Team will be the busiest.

Before you thought it possible, representatives of both the local and the international media will be upon you. Brief your overseas public relations people as soon as possible -- that is, immediately after a preliminary assessment of the situation has been ascertained. Be pro-active. Don't wait to be called.

Develop a simple statement to release to the local press indicating the status of your guests and property. Transmit its contents as soon as possible to your overseas public relations people, bearing in mind that whatever is published or aired locally will inevitably be picked up overseas. In addition guests will have access to international networks and information from the property and the sector must be readily forthcoming. Afterwards, provide a more detailed statement, which should include:

- ✓ A general account of any damage sustained on property and within the Maldives
- ✓ How you are coping.

Recommended Protocol For Handling The Media

When dealing with guests, the media and representatives, your spokesperson should:

- Provide full and accurate information. If you don't have all the information, or if you need to delay or verify, make specific arrangements for any follow-up contact necessary — and keep your word.
- Never lie

Conclusion

It is important to note here that guests, returning home from a destination, which has been affected by a disaster, will be targeted by the press in their hometowns for comments and interviews. It will be a good idea for hotels/resorts to arrange, in conjunction with the MTPB 's

sales representative and overseas public relations personnel, follow-up contact with returnees, including perhaps, a letter from the hotel/resort manager, or Tourism Director, or Minister.

Returning tour groups might even be greeted at planeside – by media representatives – why not MTPB representatives?!!

ANNEX C. INSURANCE CONSIDERATIONS

When a disaster strikes, specialist insurance adjusters are sent in to the affected territories to evaluate losses and claims. You must ensure that you have the coverage you need.

Insurance Coverage Considerations

- ✓ Provide full correct description of resort/hotel, (e.g. number of rooms, number of floors, water bungalows, spa(s), restaurant(s).
- ✓ Get current property values. Check carefully about co-insurance penalties. Coinsurance requires that you, the insured, pay a portion of the loss.
- ✓ Be certain that you cover all you intend to cover, i.e. in addition to structures, remember pots and pans, artwork, signs, shrubbery (inside and outside), tennis courts, swimming pools, awning, seawalls, piers, docks, etc. Policy descriptions should be as broad as possible.
- ✓ **TIP** - for computers, list all hardware and software. Also consider boilers and machinery coverage (if applicable).
- ✓ Check whether power generators, desalination plants, sewage treatment facilities policies include coverage for debris removal and flooding. Confirm in writing.
- ✓ Consider coverage for lost utility service due to off-premises equipment failure (light, telephone, water).
- ✓ Business Interruption (loss of earnings) insurance is important coverage, but the policy must be carefully executed. Complete a business interruption worksheet with your insurance agent or broker to determine value to be insured. State exact period (e.g. three months, six months, twelve months) for which loss of earnings coverage is required. Cover those costs needed during the restoration phase, such as payroll, materials, transportation, and other unbudgeted or extra expenses. Business interruption coverage normally ends thirty (30) days after physical damage has been repaired unless endorsement states otherwise. It is more realistic to include additional time, because business to hotels/resorts is not usually restored immediately following repairs.

Special Note:

Beaches and land are not insurable, nor is loss of market, but damage to these will affect business. Consider these factors when you are negotiating interruption policies.

- ✓ All policies have a "due diligence" clause which means that in order to claim for business interruption, you must do everything possible to get back in business as quickly as possible.

IMPORTANT

Keep insurance policy in a safe place, but readily available.

SECTION E. EMERGENCY SUPPLIES

ANNEX D.

EMERGENCY SUPPLIES

Building Supplies

Chain Saw
Rain Cloaks
All-Purpose Gloves
Rubber Gloves
Suction Machine
Rope 3/4"
Rope 1/2"
Masking Tape
Camera
Film
Batteries
Flashlights
Flashlight Bulbs
Battery Lanterns
Battery Operated Radio
Saws
Hammers
Nails
Wide Brooms
Large Mops/Sticks
Wringer Pails

Shovels
Crocus Bags
Load of Sand
Water Boots
Water Scrapers
Plastic Buckets
Plastic Sheeting
Ply Board
Lumber
Generator
Helmets
7-Day's Gas, Diesel Oil (Minimum)
7-Day's Potable Water
Disposable Sanitary Ware
Forks/Knives/Spoons
Cups, Plates, Napkins, Garbage Bags
Charcoal
Chlorinating Tablets
Guy Wire
Duct Tape

Food Supplies

Tinned Protein, Tuna, Salmon, etc.
Crackers
Biscuits
Tinned Sodas
Tinned Fruit Drinks
Bottled Water
Powdered Milk
Coffee

Tea
Tinned Vegetables
Cereal
Other non perishables

Medical

Crepe Bandages
Antacids
Mercurochrome
Sterile Gauze Squares
Eye Wash
Eye Drops
Painkillers (e.g. Panadol)
Sanitary Napkins /Tampons
Baby's Pampers

Safety Pins
Thermometers
Calamine Lotion
Antiseptic
Tweezers
Rubbing Alcohol
Scissors
Plastic Bags

SECTION F: INFORMATION SOURCES

CONSULTATIONS

Ministry of Tourism and Civil Aviation

Minister Dr Mahmood Shougee
Mr. Ahmed Salih, Dep. Director Quality Management
Mr Faseeh Zahir, Legal Assistant
Ms. Alshath Nahula Quality Management Unit
Ms Shizna Waheed , Quality Management Unit

Ministry of Transport and Communication
Minister Mohamed Saeed, (former Min. of Tourism)
Mr Ahmed Wajeed, Director General, Ministry of Transport and Communication

Ministry of Economic Development and Trade
Minister Mahameb Jaleel
Mr Solih Hussain, Economic Affairs Officer

Ministry of Planning and National Development
Minister Hamdhoon Hameel
Ahmad Mohammed, Director of Strategic Planning
Sana Zemri, Resource Management Specialist, 7th National development Plan Preparation consultant

Ministry of Defense
Major Mohamed Nazim, National Disaster Coordinator

Male Municipality
Ahmed Thowfeeg, Deputy Director

Maldives Tourism Promotions Board
Dr. Abdulla Mausoom, Director
Mr Mohamed Adam, Assistant Director
Mr Abdulla Naim, Asst Director, Marketing
Mr. Aminath A. Shihab, Asst Director Marketing

UNDP Recovery Unit
Man B. Thapa, Disaster Risk Management Project Manager
Rita Missal, DM Specialist/Recovery Officer

Maldives Association of Tourism Industry (MATI)
Xena Xahid, General Manager

Maldives Airports Company Ltd
Mr Ahmed Ali Maniku, Managing Director
Mr Ahmed Shareef, Asst Director, Civil Works Unit
Mr Ibrahim Hareef, Director, Airport Operational Services Section

Maldives Ports Authority
Mr Mahdi Imad, Asst Managing Director

Telecommunications Authority of Maldives

Mohamed Amir, Chief Executive

Wataniya Telecom Maldives Pvt. Ltd

Mark Hanna, Chief Executive Officer
Mr Patson Anius, Chief Technical Officer

Maldives Transport and Contracting Company PLC. (MTCC)
Mohamed Ibrahim, Managing Director

Maldivian Air Taxi (PTE) Ltd
Ahmed Nazim, Manager Local Affairs and Flight Safety
Mohamed Shamweel

Island Aviation Services Ltd
Capt Mohamed Ameen, Flight Safety Pilot

Maldives Police Service
Mohamed Sadiq, Asst Commissioner of Police

Meeru Island Resort
Walter Kaufman, General Manager,

Thulagiri Island Resort
Abdullah Mifthah, Reservations Manager,

Taj Exotica Resort and Spa
Vivek Sah, Human Resources Manager,

Kurumba - Universal Resorts
Mohamed Naseem

Diffoshi Island
Asst to the Island Chief

Guraidoo Island
Asst to the Island Chief

DOCUMENTS REVIEWED

Report on the Assssment of the Early Warning System in the Maldives (Draft)
Asian Disaster Reduction Centre August 2005.

National Training Workshop on Disaster Risk Management – A UNDP supported Capacity
Enhancement Programme. Male, Maldives. July 10-14, 2005-08-03

Ministry of Tourism. Tsunami Damage Assessment Reports,

Disaster Preparedness and Mitigation in the Republic of the Maldives.
ADB/Min Planning and Environment. John Campbell/Hatfield Consultants Ltd. 1993

Maldives: Tourism Master Plan. 1996-2005 Vol 1. Main Report. NethConsult/Transtec in assoc.
Board Failte. 1995

Tsunami Relief for the Tourism Sector Phuket Action Plan. Visa. OMT/WTO/BTO. 2005.

Republic of the Maldives. Tsunami Impact and Recovery. Joint Needs Assessment. World
Bank/Asian Development Bank/UN system

State of the Environment 2004. Maldives. Ministry of Environment and Construction

Maldives Resort/Hotel Guide. 2005

Tourism Risk Management for the Asia-Pacific Region

WTO Crisis Guidelines For The Tourism Industry

Ministry of Tourism. Post Tsunami Review Workshops and Seminar – May 2005

UNDP – Support to Disaster Risk Management – Maldives

UNEP. Post Tsunami Assessment finds Environmental Impacts in the Maldives

UNEP. 2005. Rapid Environmental Assessment

Republic of the Maldives. National Recovery and Reconstruction Plan: Programmes and Projects

Training Needs Assessment. Post Review workshop Report on the TNA Methodology, Findings,
and Recommendations

Asia-Pacific Economic Cooperation – Strategic Risk Management for the Tourism
Sector Dec. 2003.

**MALDIVES RESORT SECTOR DISASTER MANAGEMENT PLAN
UNDP CONSULTANT ACTIVITY SCHEDULE
July 19-Aug 25, 2005**

Activity	JULY											AUGUST					
	19	21	21-23	24	25	26	27	28	29	30	31	1	2	3	4	5	25
Depart Kingston																	
Arrive Male																	
Interviews/Consultations																	
Tourism Planning Economic Development UNDP Tourism Promotion Defence Disaster Management Telecommunications Transport Seaplanes Environment and Meteorology News Media, Information Red Cross Biz4																	
Document review																	
Draft Outline Plan																	
Plan development																	
Inspect resorts																	
Present Draft Plan																	
Hold meetings with Stakeholders																	
Depart Male																	
Arrive Kgn																	
Finalise Document																	