



THE REVOLUTIONARY GOVERNMENT OF ZANZIBAR

ZANZIBAR DISASTER COMMUNICATION STRATEGY (ZDCZ)

THE SECOND VICE PRESIDENT'S OFFICE

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PREFACE

Experience throughout the history of emergency management has shown that communication strategy among various departments, agencies and volunteer organizations during emergencies is a major challenge. A successful response to an emergency or major disaster requires emergency response departments/agencies at all levels of the government to have interoperable and seamless communications.

The purpose of Zanzibar Disaster Communication Strategy (ZDCS) is to ensure operability, interoperability and continuity of communications to allow emergency responders to communicate as needed, on demand, and as authorized at all levels of the government. The ZDCS is specifically designed to support the Zanzibar Emergency Preparedness and Response Plan (ZEPRP). It outlines the organization, operational concepts, responsibilities, and procedures to accomplish emergency communications requirements. To strengthen emergency communications capabilities nationwide, the plan focuses on the use of technology, coordination, planning, training and exercises at all levels of the government. The ZDCS is divided into three components namely: Basic Strategy, Functional Annexes, and Appendices.

This communication Strategy was developed through a consultation process among key stakeholders from various government departments and agencies, Non State Actors (NSAs) and Volunteer organizations. The Disaster Management Department (DMD), in the Second Vice President's Office is grateful for the cooperation and support from all departments and agencies which contributed to the development and publication of this strategy. Special thanks go to the United Nations Joint Programme (JP 6.2) for providing financial support for this project.

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LIST OF ACRONYMS AND ABBREVIATIONS

DMD	Disaster Management Department
EAS	Emergency Alert System
ECC	Emergency Communication Center
EOC	Emergency Operation Center
EPRP	Emergency Preparedness and Response Plan
HF	High Frequency
IT	Information Technology
JEOC	Joint Emergency Operation Center
NSAs	Non State Actors
NWS	National Warning System
PI	Public Information
PIO	Public Information Officer
SOPs	Standard Operating Procedures
SOGs	Standard Operating Guidelines
TMA	Tanzania Meteorological Agency
TTCL	Tanzania Telecommunications Company Limited
UHF	Ultra High Frequency
VHF	Very High Frequency
VoIP	Voice over Internet Protocol
VSAT	Very Small Aperture Terminal
ZCT	Zanzibar Commission for Tourism
ZDCS	Zanzibar Disaster Communication Strategy
ZMA	Zanzibar Maritime Authority

DEFINITION OF TERMS

Disaster: is a serious disruption of the functioning of a community or society causing widespread human, economic or environmental losses which exceed the ability of the affected community/society to cope using its own resources.

Emergency Communication Center: is an equipped facility designated for communication activities during an emergency or major disaster.

Emergency Operations Center: is an equipped facility from which government officials exercise direction and control and coordinate necessary resources in an emergency situation.

Emergency: refers to an event involving a minor consequence for a community—perhaps a few casualties and a limited amount of property damage, e.g., car crashes, ruptured natural gas pipelines, house fires, traumatic injuries, and cardiac crises. Emergencies are events that can be managed successfully with local resources.

Hazard: is a potentially damaging physical event, phenomenon or human activity that may cause loss of life or injury, property damage, social and economic disruption or environmental degradation.

High Frequency (HF): is the radio frequency between 3 and 30 MHz.

Ultra High Frequency (UHF): is the radio frequency designates a range of electromagnetic waves with frequencies between 300 MHz and 3 GHz (3,000 MHz).

Very Small Aperture Satellite (VSAT): is a type of two-way satellite that transmits both narrow and broadband data to satellites in orbit. The data is then redirected to other remote terminals or hubs around the planet. VSATs are mainly used for wireless transmission of real-time data.

Very High Frequency (VHF): is the radio frequency range from 30 MHz to 300 MHz

Public Information: is information provided by the government to citizens via news media before, during and after an emergency or major disaster specifically including instructions on how to protect personal health, safety and property or how to obtain assistance.

Standard Operating Procedures (SOPs): are approved methods for accomplishing a task or set of tasks. SOPs are typically prepared at the department or agency level. They are also referred to as standard operating guidelines (SOGs).

PART I: BASIC STRATEGY

1.1 Introduction

Zanzibar Disaster Communication Strategy (ZDCS) focuses on the emergency communications needs of response personnel in every department, agency, and Non State Actors (NSAs) at every level of the government. Emergency communications is defined as the ability of emergency responders to exchange information via data, voice, video and signal as authorized, to complete their missions. Emergency response agencies/departments at all levels of the Revolutionary Government of Zanzibar must have interoperable and seamless communications to manage emergency response, establish command and control, maintain situational awareness, and function under a common operating picture, for a broad scale of incidents. The ZDCS has three primary characteristics:

- a) Operability - the ability of emergency responders to establish and sustain communications in support of mission operations.
- b) Interoperability - the ability of emergency responders to communicate among various levels of government, using a variety of frequency bands, as needed and as authorized. System operability is required for system interoperability.
- c) Continuity of Communications - the ability of emergency response agencies to maintain communications in the event of damage to or destruction of the primary communication infrastructure.

1.2 Purpose

- 1) The ZDCS describes the process of providing reliable and effective communication among organizations participating in an emergency operation
- 2) The ZDCS aims to ensure operability, interoperability and continuity of communications to allow emergency responders to communicate as needed, on demand, and as authorized at all levels of government.

- 3) The ZDCS is designed to support the Emergency Preparedness and Response Plan (EPRP). It outlines communications procedures and facilities by which the emergency missions and functions of the operations plan will be carried out in an emergency or disaster situation.
- 4) The ZDCS ensures that the Revolutionary Government of Zanzibar has adequate resources in place to quickly and effectively meet the information needs during an emergency or major disaster.

1.3 Situation and assumptions

A. Situation

- 1) A disaster condition may result from a significant natural or manmade/technological hazard that can cause extensive damage and/or result in a high volume of requests from all levels of government authority for services required saving lives and alleviating human suffering. These authorities require accurate and timely information on which to base decisions and guide response actions. At a time when the need for real-time electronically processed information is greatest, the capability to acquire it may be seriously restricted or nonexistent. In such situations, all surviving communications assets of the various levels of government will be needed immediately to ensure a proper response to the needs of victims of the event.
- 2) The ECC will be established and located at the EOC at the DMD premise. During emergencies, it will be staffed, on a 24-hour basis, by dispatch personnel assigned to the communications division. Sufficient communications equipment and capabilities will be available to provide the on and off-scene communications necessary for most emergencies. In severe emergencies, augmentation may be required.

B. Assumptions

- 1) The communication systems will survive and/or withstand the effects of a disaster.
- 2) This strategy will provide adequate direction for the proper coordination of all communication systems during an emergency situation, facilitating timely response activities.
- 3) The ECC will provide a protected area with communications facilities over which the DMD will be able to discharge its emergency functions during an emergency or major disaster.

- 4) The ECC will include all those communications facilities necessary for the DMD to correspond to disaster response organizations.

1.4 Concepts of operations

- 1) When emergency operations are initiated, the Director, DMD will determine which communications personnel will be required to report to duty. Staff requirements will vary according to the incident. Warning procedures, as identified in Annex B, in the EPRP and this strategy will be initiated.
- 2) All supporting agencies must be aware of their organization's abilities to provide communications equipment and personnel and know their respective standard operating procedures (SOPs) for response and recovery efforts.
- 3) Supporting agencies, in collaboration with the Director, DMD will identify communications facilities outside affected areas that may be deployed for support.

1.5 Organization and responsibilities

The communication organizational structure is outlined in Appendix 1. The Communications Coordinator will be responsible for the following tasks:

- 1) Activating and operating the ECC during an emergency or major disaster
- 2) Enlisting communications support from public communications agencies such as TTCL or Private agency such as Cellular Networks such ZANTEL, VODACOM, Airtel, and TIGO.
- 3) Maintaining adequate telecommunications systems for effective communications support during an emergency between on-scene and off-site personnel
- 4) Coordinating with Fire and Rescue communications regarding availability of warning sirens throughout the country.
- 5) Assist in facilitating deployment of communications equipment and resources to the disaster impacted area.
- 6) Assist in facilitating deployment of trained communications operators and technicians to support the operation effort.

1.6 Direction and control

- 1) The Communication Coordinator, under the direction of the Director, DMD, will be the overall in charge for the ECC and will directly be responsible for the activities and establishment of facilities in the ECC.
- 2) The ECC will ensure that communications among departments and government agencies are activated and coordinated.
- 3) Communications service providers that are assigned supporting role will have the responsibility to notify the Director, DMD of the status of their facilities.
- 4) Supporting agencies, through coordination with the Director DMD, will identify communications facilities outside affected areas that may be deployed for support.

1.7 Administration and logistics

- 1) A complete listing of communications and warning system equipment and capabilities will be maintained in the ECC.
- 2) The complete list of key contact persons, heads of departments/agencies and their telephone numbers will be maintained in the ECC.

PART II: FUNCTIONAL ANNEXES

ANNEX A: COMMUNICATION

I. Purpose

The purpose of this annex is to define the organization, operational concepts, responsibilities, and procedures to accomplish emergency communications requirements. This annex is applicable to all departments, agencies, organizations, and personnel with emergency communications responsibilities.

II. Concept of operations

- 1) Communication network systems must be designed to maintain interoperability between all levels of government (national, regional, district, and Shehia) and Non-State Actors (NSAs).
- 2) In accordance with ZDCS, emergency support and assistance, if required, will be provided as quickly and as efficiently as feasible.

III. Organization and assignment of responsibilities

A. Primary agency

The Primary Agency for communication function will be DMD. The DMD will be responsible for the national-level coordination of equipment and services and will accomplish the following tasks:

- 1) Identify and coordinate staffing requirements appropriate to the emergency situation.
- 2) Process requests for national communications assistance by coordinating support recommendations from appropriate agencies.
- 3) Collect information from support agencies and provide reports concerning emergency support operations in accordance with applicable SOPs.
- 4) Develop, maintain, and distribute appropriate SOPs.
- 5) Develop and maintain procedures for identification, location, commitment, deployment, and accountability of agency emergency support resources.

B. Support agencies

- 1) The supporting agencies for communication function will include: Disaster Management Committees (District and Shehia), Department of Information Services; Department of Communication; Cellular Website operators, Networks, (ZANTEL, VODACOM, Airtel, TIGO, TTCL, etc) and Government and Private Media (TV, Radio and Newspapers) .
- 2) All Communication supporting agencies should be aware of their organizations' capabilities in providing assistance and support. They should be prepared to respond to mission assignments from the Director of DMD for the deployment of assets owned or leased by their organizations to support the response and recovery effort.
- 3) Some agencies will provide personnel and/or equipment, while other agencies will work with response agencies or commercial organizations to supply or restore services.
- 4) Support agencies will ensure their respective personnel are properly trained. They will identify alternate or backup personnel, ensure these individuals understand task responsibilities of their individual agencies, and ensure appropriate procedures

IV. Direction and control

- 1) Direction and Control of emergency communication will be exercised in accordance with the ZEPRP.
- 2) The DMD will be responsible for coordinating all emergency communication issues during emergency situation or major disaster.

V. Equipment for telecommunications and information technology (IT)

1. *Information Technology (IT)*

In the first hours of an emergency, staff must have access to Information Technology (IT) and telecommunications services for information flow and reliable performance. In emergency situations, ECC often requires new or expanded IT and telecommunications capabilities.

2. *Very High Frequency (VHF) and Ultra High Frequency (UHF)*

Very High Frequency (VHF) and Ultra High Frequency (UHF) radio networks provide short-range (less than 70 km), high quality, and reliable communications, allowing staff members to communicate efficiently with a mobile station or a radio room. These networks are often shared among agencies/departments, facilitating common security, logistics and programme activities. VHF and UHF networks typically consist of portable (hand-held) radios, base stations, mobile sets (installed in vehicles) and repeater stations. VHF and UHF radio networks offer nearly the same equipment sizes and operational benefits. What type to use in each instance is typically determined by local authorities and what is already in use by other agencies/departments.

3. *High Frequency (HF)*

High Frequency (HF) or short-wave radio provides long-distance communications, from a few to several thousand kilometers, such as between remote offices or between a vehicle on a field mission and the ECC. HF radio is an essential security and emergency communication tool. HF networks often utilize shared channels between agencies. Necessary equipment includes a base station (installed in the radio room) and mobile stations (installed in vehicles).

4. *Very Small Aperture Satellite (VSAT)*

Very Small Aperture Satellite (VSAT) system provides voice, fax and data services. The voice service is provided using Voice over Internet Protocol (VoIP) and can also be used for data connectivity. VSAT is a complex system and requires technical assistance to assess specific needs and to install and maintain. VSAT installation requires a site survey and, in most cases, government licensing and approval.

5. It is important to keep in mind that public telephone networks are vulnerable to mechanical failure, natural disasters, human intervention and congestion. Emergency response personnel should not rely on the availability of public telephone networks during an emergency situation.
6. Before an emergency situation arises, it is imperative that all key office staff receive training on the operation of essential telecommunications equipment. This ensures that they are familiar with SOPs and the use of equipment.

ANNEX B: WARNING

I. Purpose

The purpose of this annex is to outline the organizations, operational concepts, responsibilities, and procedures to disseminate timely and accurate warnings to the general public and government officials in the event of an impending emergency situation. This annex is applicable to all departments, government agencies, organizations, and personnel with warning emergency support responsibilities.

II. Situation and planning assumptions

A. Situation

1) *Dispatching*

- a) Communications capabilities for Zanzibar Emergency Responders exist primarily with the DMD, division of Information and Education, Tanzania Meteorological Agency (TMA), Ministry of information, and the local media.
- b) Communication channels during emergencies will include, face-to-face, Radio, telephone, TV, newspapers, Internet, Sirens, Mega phones, Mobile loudspeaker (Route Alert) and “Islam Adhana Alarm¹”, “Church Bell”, “Upatu²”.
- c) In the event of a power interruption, the DMD will use a backup generator to operate the communications systems.

¹ Alert to Islamic Prayer

² Traditional Alert systems commonly used in rural areas of Zanzibar

2) *Warning*

- a) The DMD will use outdoor warning sirens to issue warning to the public during emergency situations.
- b) The sirens can be utilized for public warning in all types of emergencies, including severe weather, hazardous materials spills, and other incidents which may pose a danger to residents.
- c) There are several facilities in Zanzibar that would require special warning consideration such as schools, hospitals, nursing homes, nursery schools, and correctional facilities.
- d) Local and regional Radio Operators, Television Stations will provide additional communications once asked by the DMD office.

B. Assumptions

- 1) Zanzibar can expect to experience emergency situations that could threaten public health and safety and private and public property and necessitate the implementation of protective actions for the public at risk.
- 2) Emergency situations can occur at any time; therefore, equipment and procedures to warn the public of impending emergency situations must be in place and ready to use at any time.
- 3) Power outages may disrupt radio, telephone and television systems that carry warning messages and provide public instructions.
- 4) Timely warnings to the public of impending emergencies or those which have occurred may save lives, decrease injuries, and reduce some types of property damage.
- 5) Electronic news media are the primary sources of emergency information for the general public.
- 6) Some people directly threatened by a hazard may ignore, not hear, or not understand warnings issued by the government.
- 7) Provision must be made to provide warnings to special needs groups such as the hearing and sight-impaired, tourists and other transients, and institutions such as

schools, hospitals, nursing homes, nursery schools, and correctional facilities.

- 8) Local and regional radio and television stations will broadcast emergency messages when requested by DMD.

III. Concept of operations

A. General

- 1) The primary objective of the warning system is to disseminate timely and accurate warning information and instructions to all communities at risk from the occurrence or threat of occurrence of emergency incidents or situations.
- 2) Rapid dissemination and delivery of warning information and instructions provides the affected community with additional time to initiate emergency response and protective actions to provide for the public's safety and ensure continuity of government capabilities.
- 3) Warning information can be received from a variety of sources including local government, private organization, voluntary organizations, the media, or members of the general public.
- 4) The DMD will verify, monitor and evaluate warning information, where necessary, and disseminate pertinent information to specific local and regional officials, departments and the general public.
- 5) For certain types of time-sensitive warnings, the DMD may activate the warning system and warn the public immediately. In other situations, experts must approve the warning information and determine appropriate instructions to accompany the warning before a warning is disseminated to the public (e.g., warning on disease outbreak such Severe Acute Respiratory Syndrome (SARS)).
- 6) Citizens may also provide warning of emergency situations, generally by calling DMD emergency telephone line established. DMD is always advised to verify information on emergency situations reported by citizens before issuing the warning.

B. Dissemination of warnings to the public

The following systems will be used to issue warnings and instructions to the general public during an emergency or major disaster:

1) Outdoor warning system-sirens

Mechanical sirens are an alerting device; they alert the public, but cannot provide instructions. When the sirens are activated, people are expected to turn on their radios or televisions to obtain further information.

2) Emergency Alert System (EAS)

As supporting agencies, all commercial radio and television stations must participate in Emergency Alert System (EAS) and use their facilities to provide warning and instructions from DMD to the public. The DMD will coordinate with all stations to establish procedures for accessing the EAS. The following methods and others that will be established will be used to transmit emergency messages to EAS stations for broadcast:

- a) By telephone; with the station generally recording a verbal message and then broadcasting it.
- b) By fax; with the station receiving a written message and reading it on the air.

3) Route Alerting and Door-to-Door Warning

The public may be warned by route alerting using vehicles equipped with sirens(warning tone only) or public address system(voice message). Route Alerting may not work well in some areas, including remote rural areas where residences are some distance from the road. Response personnel going door-to-door may also deliver warnings. Both of these methods are effective in delivering warnings, but they are labor-intensive and time-consuming and may not be feasible for large areas.

4) *Electronic notification via cell-phones*

Emergency warning notification can be send via email or cell-phone. Citizens can receive notification via email or text messages. Cell-phones with their wide spread presence plus the good coverage of Zanzibar by cell towers makes cell-phone the best warning method to reach large group of people.

IV. Organization and assignment of responsibilities

A. Emergency Communication Center (ECC)

The responsibilities of the ECC will be to:

- 1) Receive warning information and instructions from different sources such as Tanzania Meteorological Agency (TMA), Director of Public health and Geological Institutions and rapidly disseminate it to all affected communities within the country.
- 2) Upon receipt of warning information and incident reports, provide emergency notification of affected areas in accordance with established procedures.
- 3) Issue emergency warning notification to the general public in accordance with the established procedures
- 4) Collect information and provide reports concerning emergency support operations in accordance with established procedures

B. Primary agency

The primary agency for emergency warning will be the DMD. The DMD as a primary agency will perform the following tasks:

- 1) Identify staffing requirements and maintain current notification procedures to ensure appropriate trained agency personnel are available for extended emergency duty in the ECC and EOC.
- 2) Develop and maintain procedures to ensure that current inventory of warning resources and contact lists are available.

- 3) Develop and maintain procedures for identification, location, commitment, deployment, and accountability of agency emergency support resources.
- 4) Identify personnel, provide equipment, and other assistance to support emergency response and recovery operations.
- 5) Ensure applicable warning information during emergencies is communicated directly to the general public.
- 6) Facilitate and confirm, as necessary, continuous communications with shelters, medical facilities, and the media throughout the emergency situation.
- 7) Provide assistance in the planning and evaluation of warning procedures.
- 8) Develop, maintain, and distribute appropriate applicable procedures.

C. Supporting agencies

Supporting agencies for warning function will included: Tanzania Meteorological Agency (TMA); Zanzibar Commission for Tourism (ZCT); Department of Information; Department of Agriculture; Department of Preventive and Public Health Services; Department of Communication; Department of Transportation and licensing; Cellular Networks (ZANTEL, Airtel, VODACOM, TIGO and TTCL); and the Media (TVs, Radio and Newspapers) and Geological Institutions.

These supporting agencies will perform the following functions:

- 1) Designate and train personnel and ensure that appropriate SOPs are developed and maintained.
- 2) Coordinate, as necessary, with the DMD to determine if warnings issued are being communicated in an expeditious manner to the affected areas.
- 3) Coordinate, as necessary, with DMD to ensure any local warning information is being communicated to all appropriate agencies.

V. Direction and control

The DMD will provide general guidance for warning activities and specific guidance for the operation of the national warning system.

ANNEX C: PUBLIC INFORMATION

I. Purpose

The purpose of this annex is to outline the means, organization, and process by which appropriate information and instructions will be provided to the public during emergency situations. This annex also provides guidance for public education to be conducted in advance of emergency situations to reduce the likelihood that citizens will place themselves in hazardous situations that may require an emergency response.

II. Situation and planning assumptions

A. Situation

- 1) Zanzibar faces a number of hazards which may cause emergency situations (see EPRP Basic Plan for a summary of those hazards, their likelihood of occurrences and possible impacts).
- 2) During emergencies, the public needs timely, accurate information on the emergency situation and appropriate instructions regarding protective actions that should be taken to minimize injuries, loss of life and damage to property.
- 3) For some slowly developing emergency situations (such as drought), there may be several days for DMD and the media to provide detailed information about the hazard and what citizens should do to protect themselves.
- 4) For other emergency situations, there may be no warning, leaving the public information system unable to react rapidly enough to properly inform the public about the hazard and what to do about it. For this reason, it is important that the public be advised of likely hazards and what protective measures should be taken to lessen the effect of an emergency and/or disaster.

B. Assumptions

- 1) An effective program combining both education and emergency information can significantly reduce loss of life and property. However, many people are unconcerned about hazards until they may be affected and will not participate in or retain pre-emergency education; therefore, special emphasis must be placed on the delivery of emergency information before, during, and after emergencies and disasters.
- 2) Local media will cooperate in disseminating warning and emergency public information during emergency situations and may participate in pre-disaster awareness programs and other disaster education activities.
- 3) Some emergency situations may generate substantial media interest and draw both local and international media, overwhelming the available emergency public information staff.

III. Concept of operations

- 1) Public information will generally be of an instructional nature focusing on issues such as warning, evacuation, and shelter.
- 2) A special effort should be made to keep the public informed of the general progress of events. Reporting positive information regarding emergency response will help to reassure the country that the situation is under control. Rumor control must be a major aspect of the informational program. Public feedback should be used as a measure of the program's effectiveness.
- 3) Education efforts need to be directed toward increasing public awareness about potential hazards and how people should prepare for them. All information and education efforts will rely heavily on the cooperation of every type of media organization.
- 4) The DMD will maintain a Media Roster that contains the names, telephone and E-mail addresses of each of the media resources (e.g., Televisions, Radios, and Newspapers).

IV. Organization and assignment of responsibilities

General

- 1) The overall responsibility for providing emergency information and instructions to the public rests with the DMD.
- 2) The director, DMD shall provide general guidance for Public Information programs and appoint a Public Information Officer (PIO).
- 3) The PIO will manage and coordinate all emergency public information related activities and direct such staff as may be assigned or recruited to assist in those activities.

Task assignments

- 1) The Director, DMD will perform the following tasks:
 - a) Recruit a Public Information Officer (PIO).
 - b) Ensure that the country has implemented and institutionalized processes and procedures to coordinate and integrate public information functions including the development of a public education program for emergency situations.
 - c) Authorize release of all information to the media.
- 2) The Public Information Officer (PIO) will perform the following tasks:
 - a) Coordinate and integrate public information functions across the country and functional agencies as required.
 - b) Develop accurate and complete information on the incident for both internal and external consumption.
 - c) Coordinate the overall emergency public information efforts of local government.
 - d) Conduct public education programs as an ongoing activity.
 - e) Develop and disseminate public information materials and maintain a stock of materials for emergency use based on hazards likely to confront the country. Such materials should include:

- i. General materials dealing with the nature of hazards and basic protective actions to take in the event of an emergency, including shelter-in-place and evacuation.
 - ii. Hazard specific instructions on “where to go and what to do” in an emergency.
 - iii. Information on how emergency warnings are disseminated and the meaning of warning signals.
- f) Develop methods (i.e., newspaper supplements, prepared TV/radio scripts for broadcast stations, brochures, leaflets and pamphlets) for distribution of public information materials to the public.
- g) Authenticate sources of information, verify for accuracy, and make consultation to higher authority before issuing news releases.
- h) Monitor media coverage of emergency operations for accuracy of reports and issue corrections where necessary.
- i) Take action to control rumors. This can be done by establishing a “hotline” phone/internet center that receives and records people’s questions about the incident. This center could be used to correct individuals’ callers’ misinformation and also to identify widely shared misinformation that would be addressed in press releases and mass media announcements.
- j) Periodically brief the media on local warning systems and warning procedures.
- k) Compile printed and photographic documentation of the emergency/disaster.

V. Direction and control

- 1) The Director, DMD has an overall responsibility for the emergency public information program. Thus, the director shall provide general guidance for emergency-related public education and information activities and shall appoint a PIO and approve all information released to the news media after seeking consultation with higher authority.

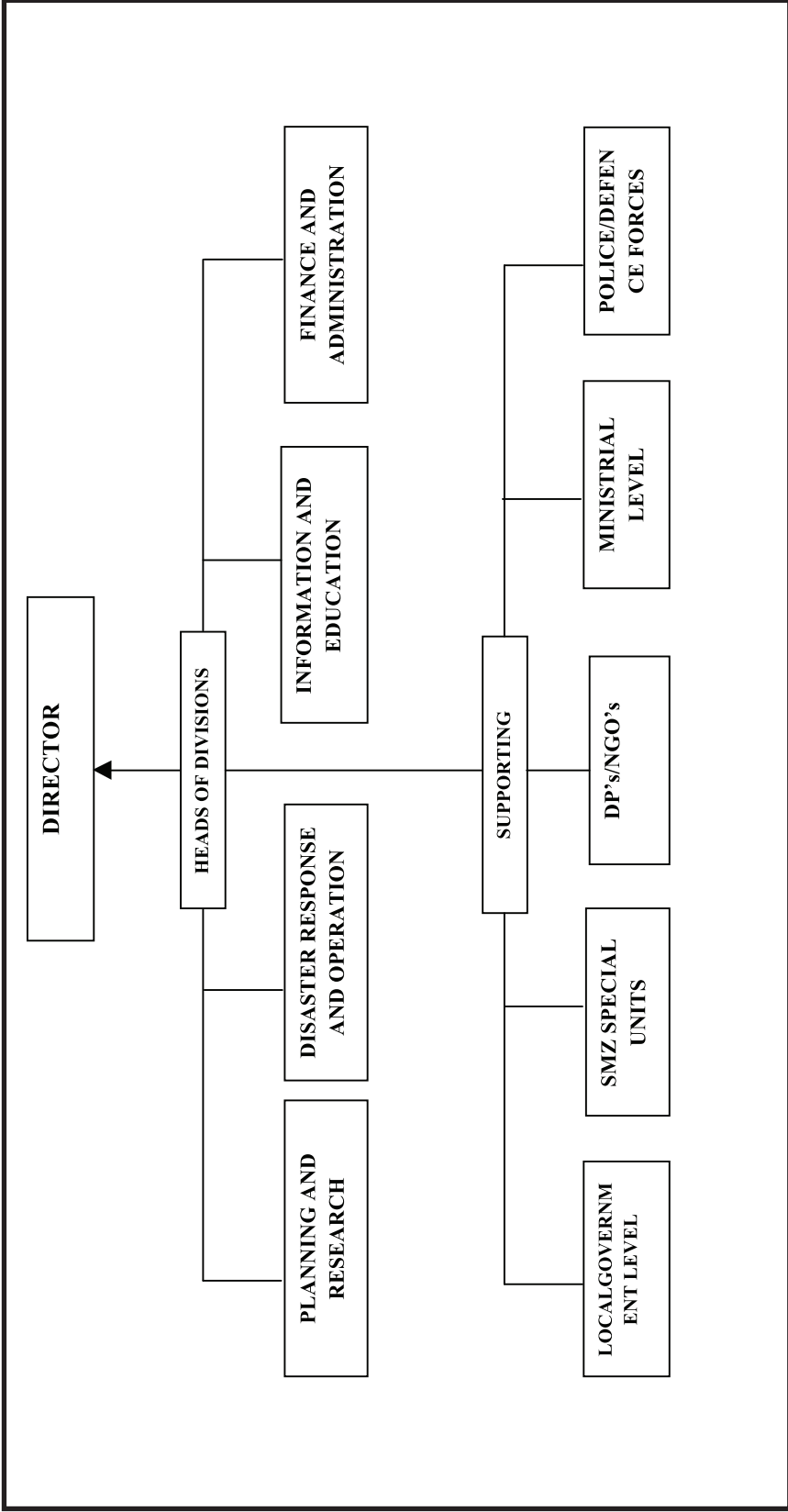
- 2) The Public Information Officer (PIO) shall direct all emergency public information activities, coordinating as necessary with other individuals, departments, and agencies performing other emergency functions.
- 3) To the extent possible, the PIO shall release, upon approval, all information to the public and the media during emergency operations. During emergency operations, departments and agencies shall refer media inquiries to the PIO.

VI. Administration and logistics

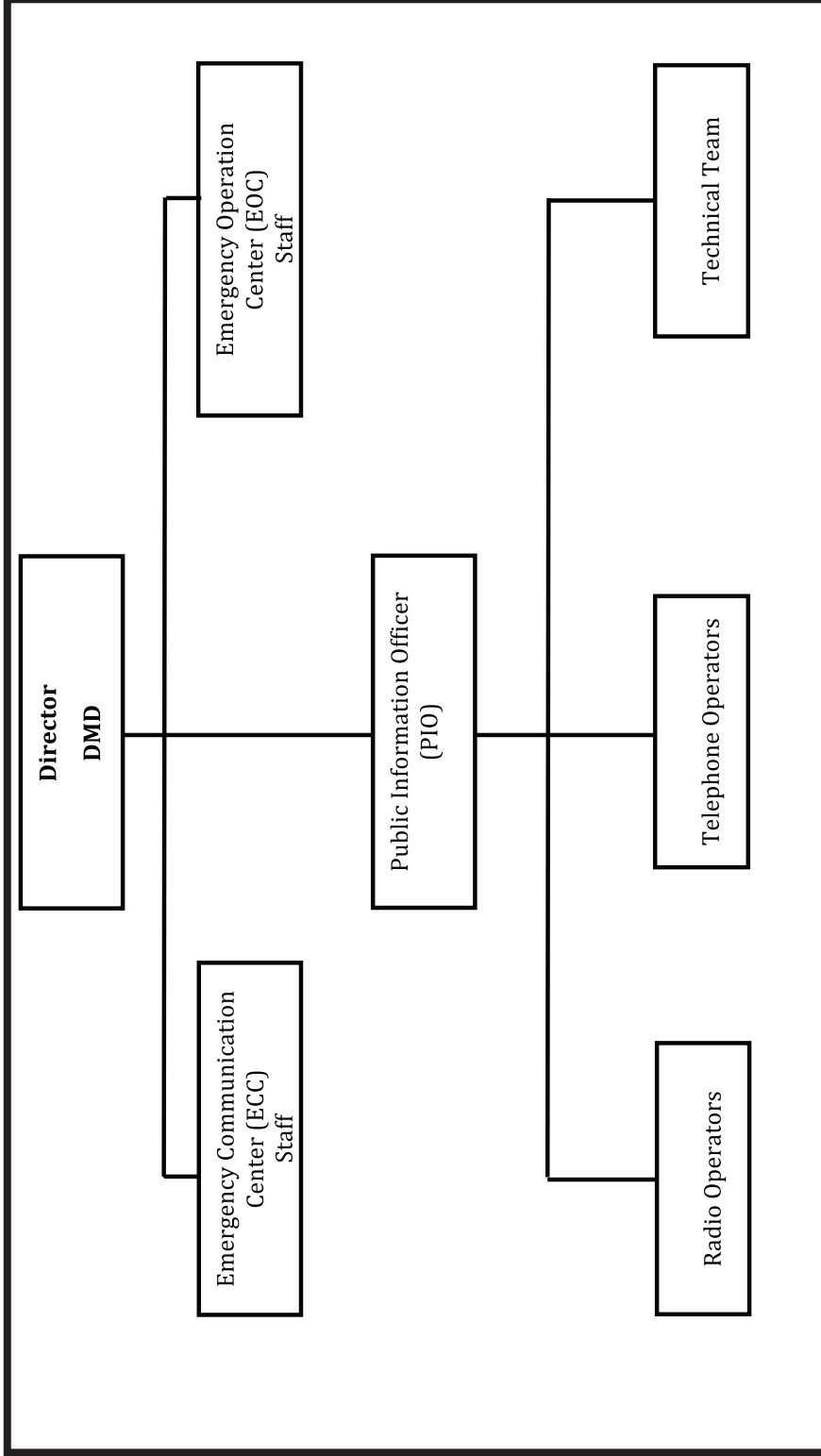
- 1) The PIO will conduct disaster educational programs to increase citizen disaster awareness and preparedness. Educational programs should include presentations in schools, displays at local public gatherings, community meetings, distribution of educational materials, and other activities. As supporting agencies, the local media will assist with such activities and local businesses will be requested to sponsor such events and assist with costs.
- 2) A wide variety of educational materials dealing with emergency management and disaster preparedness and response will be prepared and published. Such materials will include emergency preparedness information of general interest and specialized preparedness publications for school children, the elderly, tourists, and people with various disabilities.

PART III: APPENDIXES

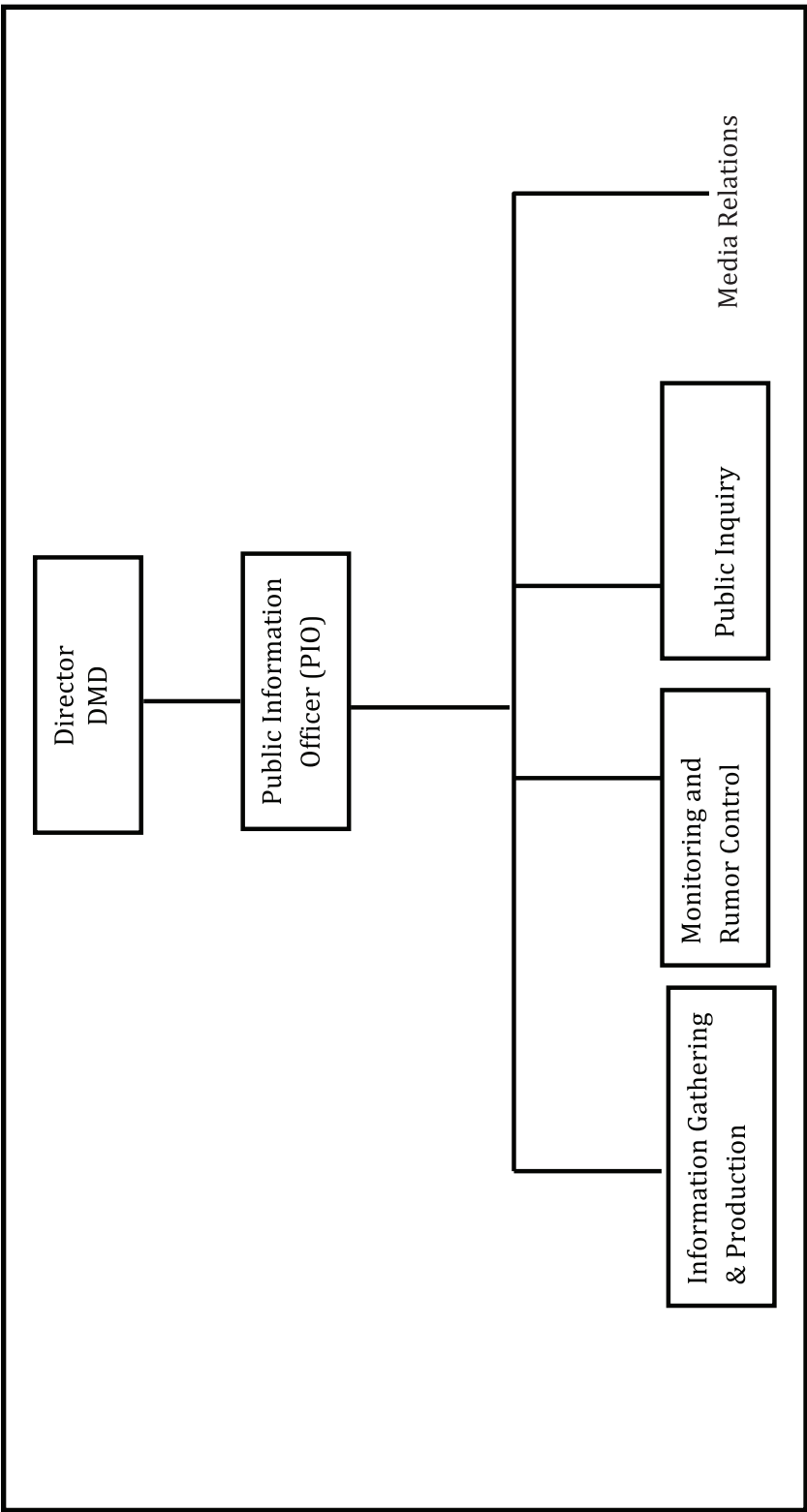
APPENDIX 1: DMD ORGANIZATIONAL STRUCTURE



APPENDIX 2: EMERGENCY COMMUNICATION INFORMATION FLOW



APPENDIX 3: EMERGENCY PUBLIC INFORMATION ORGANIZATIONAL STRUCTURE



A copy of this strategy can be obtained from the following address:

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