



## Large-scale disaster recovery

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Ministry of Civil Defence  
& Emergency Management

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MESSAGE FROM

**Hon John Carter**  
Minister of Civil Defence



## A team effort required

**Welcome to the December 2008 issue of *Impact*. I am delighted with my appointment as Minister of Civil Defence and would like to take this opportunity to introduce myself to the sector and outline the Government's approach to civil defence emergency management and indicate our way ahead.**

When not in Wellington on parliamentary business, I live in the beautiful Far North. Over the years, I have become well tuned to the impacts of the weather as one of our most frequent causes of civil defence emergencies, and I am very familiar with the effect isolation has on communities and their abilities to cope with emergencies.

There is nothing more fundamental for a Government than its responsibility and obligation to look after the security, well-being and development of its people. It is easy to see that emergencies, irrespective of their cause, not only risk lives, but also destroy property and livelihoods, and hamper economic growth. The approach to civil defence emergency management adopted by New Zealand sees us working together to generate greater degrees of resilience in communities. I want to work to further improve the effectiveness of our civil defence emergency management capabilities and strengthen community mechanisms so that they can better cope with the range of hazards faced by New Zealanders.

I would like to reinforce the concept that effective civil defence emergency management across all four Rs of risk reduction, readiness, response and recovery takes a team effort. It needs an effective partnership between the community, the local authority, the regional council, central government and commercial service providers such as the utility companies. From my experience partnerships work best when they are based on strong relationships and shared understandings, which

**From my experience partnerships work best when they are based on strong relationships and shared understandings, which are developed well before they are needed in a crisis.**

are developed well before they are needed in a crisis.

We share significant responsibilities for the safety of the people of New Zealand. But the difficult economic conditions ahead will not allow dramatic increases in spending at either central or local government levels. To match our responsibilities with what can be implemented in tight conditions, all sectors including ours will be forced to focus on getting best value from every dollar spent.

It is not as though we have not done this before in civil defence emergency management. I am pleased and impressed with what we have in place. We have a world-class strategic approach to civil defence emergency management and a sound legislative framework backed by highly capable science and research. We have a wide range of initiatives being implemented by people, who are dedicated to making their communities safer. Together we will ensure that our communities are prepared for disasters, that our response arrangements are ready to go, and that we can recover quickly from emergency events.

I look forward to working with you and tackling the challenges ahead. ▲

# Getting ready to get thru: slowly but surely

Public education highlights from the past year

**The number of people who are ready to look after themselves and their loved ones in the event of a disaster is increasing – slowly but surely.**

Annual research undertaken by the Ministry as part of the national Get Ready Get Thru programme indicates that 26% New Zealanders are prepared for an emergency when at home, compared to 21% just prior to the start of the campaign in 2006. When we look at how many are fully prepared, that is when at home and away from home, then the numbers are lower with 10% saying they are fully prepared. This has however increased from 7% before the campaign.

The Colmar Brunton annual survey shows that awareness of the advertising remains high and the advertisements continue to be effective at getting people to either think about taking action, or taking action to be more prepared. Three quarters of those who have seen the ads have been prompted to think or take action to prepare for a disaster. Nearly one third have been prompted to make a survival kit and nearly one quarter have been prompted to make a survival plan.

The national advertising programme has been reinforced this year with a range of supporting activities undertaken by both the Ministry and local authorities. Here are some of the year's highlights.

**Civil Defence Emergency Management Exercises** such as Exercise Ruaumoko in Auckland in February help to raise awareness of hazards and the need for individuals and communities to be better prepared.

The opening of the **earthquake exhibition in Napier** in February commemorating the 1931 Hawke's Bay earthquake. The new displays, which include interactive touch-screens, help improve understanding of earthquakes and have been popular with families and schoolchildren.

The **Central Districts Field Days** in March where Horizons Regional Council staff employed some lateral thinking to communicate earthquake awareness messages to the general public. A series of five cubes were constructed, each representative of



a Richter scale earthquake and the corresponding energy released. These are available on loan to other councils.

The **Staying Alive Expo in Nelson** in April attracted more than 2,700 school children from all over the region. The Nelson Tasman CDEM Group displayed a three-day survival kit based on the Get Ready Get Thru message supported with visual displays and a computer game from the What's the Plan Stan? resource.

The **Earth Rocks** event at Te Papa in late October in Wellington also provided an opportunity to raise civil defence awareness and showcase CDEM capability. The event, which is held once every two years and targets families and children, attracted over 17,000 visitors this year.

During the year the Ministry developed and distributed **Kia Takatu** – the Te Reo version of What's The Plan Stan to Maori language and bilingual schools. The Ministry has also started work to review and upgrade the What's The Plan Stan resource to align it with the new curriculum which takes effect in 2010. In late 2008 two workshops were held with teachers and CDEM

staff to identify the specific areas that needed to be addressed. The resource will be sent to all primary and intermediate schools in August 2009.

The **Get Ready Get Thru website** was also upgraded. The navigation and structure of the site has been improved, making it easier for the public to quickly get the information it needs.

**Disaster Awareness Week** in the second week in October was even bigger and better this year as many local authorities around the country promoted preparedness messages. The range of activities included local advertising to piggyback on the national advertising campaign, promotions and displays at various retail outlets and supermarkets, competitions and features in local newspapers, activities targeting specific groups such as commuters and schools, exhibitions, talks and tsunami warning tests.

The screening of the TV3 docu-drama **Aftershock** during Disaster Awareness Week certainly gave us a huge boost in raising awareness and helped promote our key CDEM preparedness messages. The locally-produced 90 minute programme followed by a one-hour factual programme the next day aired in prime time. ▲



Clockwise from top left: Nelson Disaster Awareness Week supermarket stand; Earth Rocks at Te Papa; Aftershock screen grab; Horizons earthquake cubes in action.



# Tornado targets Cambridge Expo

The local Chamber of Commerce in Cambridge in conjunction with Fonterra and Waipa District Council held an Emergency Services Expo October 17 and 18.

The expo was an opportunity to educate the public as well as schools about local hazards and what to do in an emergency situation. It was also a chance for the wider emergency service community and key agencies to come together to showcase their various services, equipment and capabilities.

Planning for the event had been intensive. Then at 3.00am Friday, October 17, Cambridge was struck by a mini tornado. Beginning from the northern end of the town, the tornado followed a narrow path striking the local soccer club, bringing down lighting poles, smashing in doors and windows and leaving the playing field strewn with glass. It then crossed the river damaging several homes on the way and wreaked mayhem on the settlement of Leamington before heading out into open farmland.

Several roofs were severely damaged with varying degrees of damage to surrounding buildings. The initial tornado was closely followed by a lightening storm then torrential rain. This caused severe damage to those homes with roof damage. The narrow band of damage was amazing to see! Some homes were extensively damaged whilst houses on either side had little or virtually no damage.



Above: A staged motor vehicle accident at the Expo was somewhat up-staged by a tornado. Right: One of several houses damaged during the event.

The Cambridge Volunteer Fire Brigade responded initially but once they realized the extent of the damage, they called for support from the nearby Hamilton and Te Awamutu Fire Brigades. It was quickly ascertained that there were no injuries and the local fire station was established as an Incident Control Point.

At first light, a major cleanup effort was undertaken involving many community members supported by NZ Fire Service, NZ Police, council contractors and staff with representatives of welfare agencies and insurance industry in attendance. Fonterra staff had a scheduled training day for their rescue team and they volunteered their support in assisting the community which proved invaluable, clearing trees and removing glass.

Needless to say, this gave the Emergency Services Expo an



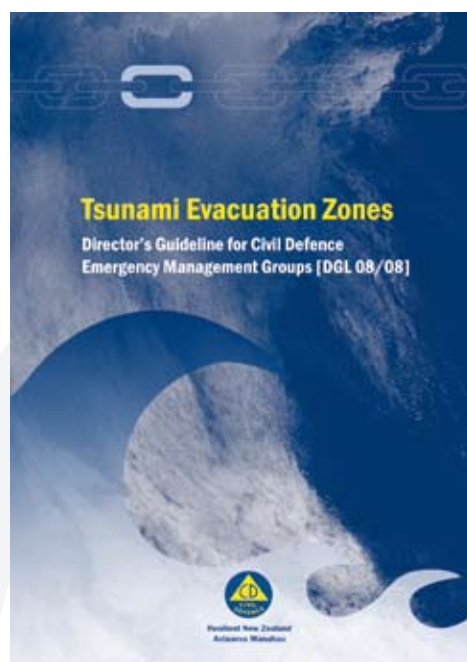
unexpected boost, the large numbers in attendance keeping organisers very busy. Local schools attended on Friday with many returning on Saturday when a staged accident involving a tanker carrying chemicals, was enacted. It's hoped to take this Expo to other communities within the Waikato Region - without the tornado of course! ▲

## Tsunami Evacuation Zone Guidelines published

The Director's Guideline for CDEM Groups Tsunami Evacuation Zones DGL 08/08 is now available for download on the Publications page of the MCDEM website, [www.civildefence.govt.nz](http://www.civildefence.govt.nz).

The guideline represents the next chapter in a series of plans, guidelines, technical standards and information developed under the MCDEM led Tsunami Risk Management Programme. In particular, the guidelines must be read in conjunction with the recently published National Tsunami Signage Technical Standard TS01/08 and the Directors Guideline for Mass Evacuation Planning DGL 07/08- both also available on the MCDEM website.

The guideline on tsunami evacuation zones represents a significant further step towards the establishment of consistent standards for the determination of tsunami evacuation zones at local level and the provision of related public information in New Zealand. The guideline has been approved by the Tsunami Working Group.





# Taranaki tackles weather

Mark Twain noted that 'everyone talks about the weather, but no one does anything about it'. Not true in Taranaki.

The Taranaki Civil Defence Emergency Management (CDEM) Group has recently received a report commissioned by the New Plymouth District Council (NPDC), the South Taranaki District Council, and the CDEM Group. The report combines work done by NIWA over the last two years. It studies and reports on the current and future meteorological hazards faced by the Taranaki region.

NIWA has previously delivered a number of specific reports to the NPDC and to the CDEM Group covering risks from events related to meteorological events such as landslips, lightning, ex-tropical cyclones, rainfall, tornadoes, and wind. The reports have added considerably to our understanding of the Taranaki hazardscape. The composite report, *Climate trends, hazards and extremes-Taranaki synthesis report*, updates and collates the earlier individual reports, including an assessment of last summer's drought that hit southern Taranaki in particular. It also includes the latest scenario work done by the Inter-governmental Panel on Climate Change (fourth Assessment Report).

The CDEM Group Plan for Taranaki (2004) stipulates work to be done relating to meteorological hazards, including identifying and analysing long-term risks to human life and property from natural hazards. This new report considers the current regional climate, and addresses the likely impact on the region of climatic warming during the 21st Century.

The report notes an increasing intensity and frequency of rainfall in the region since the late 1990s. While climate warming is likely to lead to an increase in extreme wind and rainfall intensity and frequency in the region, the south is likely to become drier overall and more likely also to experience drought from time to time. 1977-78 and 2007-08 have been the two driest periods on record.

While the strongest winds are most frequently from the



A recent storm surge on the Taranaki coast.

west (as visitors to the region might remember), the most extreme winds have in fact come from the southeast.

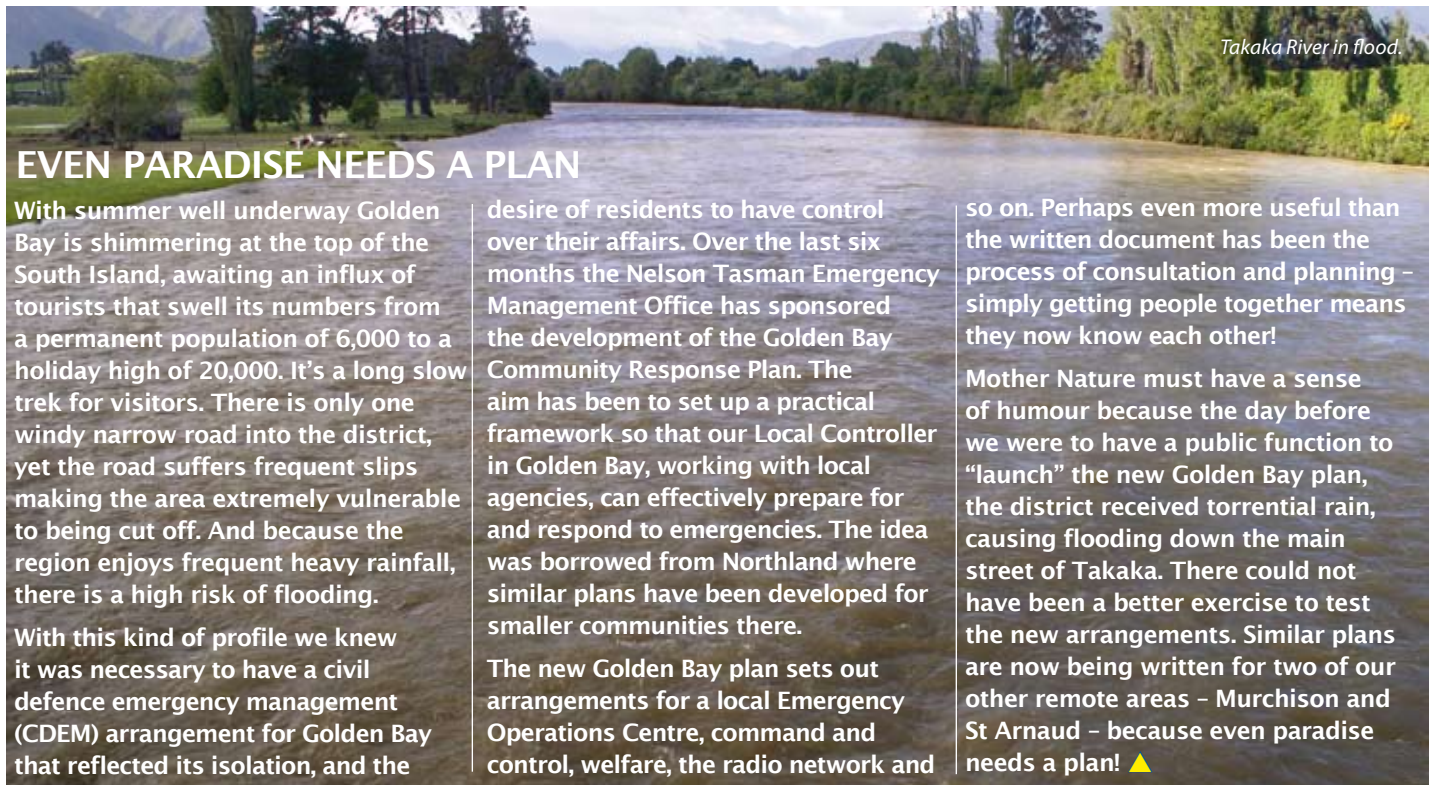
One of the more surprising discoveries is that on average, Taranaki will be hit by a tornado every year, with damaging tornadoes about one in four years. The more extreme tornadoes in the region have wind speeds in excess of 180 kph. Taranaki is one of the areas in New Zealand with the highest frequency of tornadoes. They usually come in from the west or north, hitting the coast.

The region is likely to be affected by an ex-tropical cyclone sweeping past NZ in three years out of every five, on average. Most of these will pass well to the east, but not always.

The region can be hit by up to several thousand lightning strikes every year, most frequently in the morning or mid-late afternoon (golfers and runners should take note).

Dr Jim Salinger, principal author of the report, will deliver presentations on the report and its implications at public seminars in the region. A previous seminar, co-incidentally following the tornadoes that hit the region last year, had a huge public attendance

The information presented through the report will provide significant background in the revision of the Group Plan for Taranaki, due in 2009. Contact Taranaki CDEM Group on 06-765 7127 for more information. ▲



Takaka River in flood.

## EVEN PARADISE NEEDS A PLAN

With summer well underway Golden Bay is shimmering at the top of the South Island, awaiting an influx of tourists that swell its numbers from a permanent population of 6,000 to a holiday high of 20,000. It's a long slow trek for visitors. There is only one windy narrow road into the district, yet the road suffers frequent slips making the area extremely vulnerable to being cut off. And because the region enjoys frequent heavy rainfall, there is a high risk of flooding.

With this kind of profile we knew it was necessary to have a civil defence emergency management (CDEM) arrangement for Golden Bay that reflected its isolation, and the

desire of residents to have control over their affairs. Over the last six months the Nelson Tasman Emergency Management Office has sponsored the development of the Golden Bay Community Response Plan. The aim has been to set up a practical framework so that our Local Controller in Golden Bay, working with local agencies, can effectively prepare for and respond to emergencies. The idea was borrowed from Northland where similar plans have been developed for smaller communities there.

The new Golden Bay plan sets out arrangements for a local Emergency Operations Centre, command and control, welfare, the radio network and

so on. Perhaps even more useful than the written document has been the process of consultation and planning – simply getting people together means they now know each other!

Mother Nature must have a sense of humour because the day before we were to have a public function to “launch” the new Golden Bay plan, the district received torrential rain, causing flooding down the main street of Takaka. There could not have been a better exercise to test the new arrangements. Similar plans are now being written for two of our other remote areas – Murchison and St Arnaud – because even paradise needs a plan! ▲





# Large-scale disaster recovery

## Illustrations from Taiwan and China

**Peter Wood and Bo-Yao Lee, from the Ministry of Civil Defence & Emergency Management, attended the Workshop on Large-Scale Disaster Recovery in Taiwan held on 22-28 September 2008.**

The workshop was convened under the Asia Pacific Economic Cooperation Task Force for Emergency Preparedness (TFEP), which was set up following the earthquake and tsunami of 26 December 2004. The aim: to better prepare Asian and Pacific economies, including New Zealand, for large-scale emergencies.

The workshop was held to coincide with the 9th anniversary of the 1999 Chi-Chi earthquake in Taiwan (which happened on 21 September 1999 – and so is called the “921 earthquake”). The workshop had a particular significance, being jointly hosted by Taiwan and the People’s Republic of China.

The workshop began with a two-day conference in Taipei with case studies and experience sharing from 14 of the attending APEC economies. Topics included earthquakes, tsunami, hurricane, typhoons, debris flows, floods, and ice-snow storms. The focus, large-scale disaster recovery, and

presentations covered all of the 4Rs – reduction, readiness, response, recovery.

There were field trips to see evidence of the 921 earthquake and recovery from it, as well as post-earthquake debris flows induced by subsequent typhoons. The recovery so far is impressive and encouraging.

The 921 earthquake museum was opened on the 5th anniversary of the Chi-Chi earthquake. It was built to commemorate those who died and suffered and to remind the public and the government of the event and to be attentive to disaster prevention and relief work.

Using the original site of Kuang-Fu Junior High School, the museum preserved the signs of seismic action; fault movement, collapsed school buildings and a deformed rail track. It also provides a wide range of interactive displays including earthquake and tsunami detection, earthquake engineering, earthquake preparedness, response, and recovery. The museum has proved to be a popular educational facility catering

*The 921 Earthquake Museum preserves signs of seismic action (left) and a partially collapsed school building (right)*





## MENG FOON: GISBORNE, AND THE WENCHUAN EARTHQUAKE

The cover image features Meng Foon, Mayor of Gisborne, standing in front of collapsed buildings in Sichuan, China. Meng represented civil defence interests in a team of five New Zealanders who visited Sichuan to learn of the impacts of the magnitude 8 earthquake of 12 May 2008 and the aftershocks, and to see something of the recovery efforts. The team visit was organised by the New Zealand Society for Earthquake Engineering and Chinese counterparts. Meng comments on his experience.

*"My visit to Sichuan earthquake zones was a sobering experience. You have to be there to see the enormity of the devastation. Gisborne and Sichuan may be worlds apart and the differences are huge, but there was no difference in the motivation for response. All helped their families, friends, neighbours and even strangers."*

*I could not help but reflect on those who have lost loved ones and what they are going through, and as I said in one interview in Sichuan, "I am still numb".*

*I wonder if the city of Wellington can handle such a large-scale earthquake disaster? It has experienced a bigger event in 1855. It is no mean feat to respond when the lifelines are impacted, with water, roads, electricity, hospitals, airports and rail disrupted for days, weeks, even months. Most devastating of all would be the loss of life. These are realities which are probable for our capital city because of the large faults which run through the region.*

*New Zealand is doing well on most fronts. However, we need to continue to be vigilant enforcing the earthquake building code by strengthening vulnerable buildings. We need to keep up our education and promotion programmes "What's the plan Stan" and "Get Ready Get Thru". We need to ensure we close no more hospitals and that we look after our volunteers in all of the emergency services. We need to ensure that the intent of the Resource Management Act can be addressed while emergency repairs are made to*



*lifelines. Also, we need to ensure our armed forces continue to train in civil emergency matters.*

*Thank you so much to the New Zealand Society for Earthquake Engineering for providing this opportunity. The experience was invaluable and I will be pleased to share my experience with you."*

For NZSEE reports of the Wenchuan earthquake (and the Gisborne earthquake) see <http://www.nzsee.org.nz/Events.xml>. The team will give public presentations around New Zealand in early 2009. ▲

to school groups, general public, international visitors and is highly recommended. (<http://www.921emt.edu.tw>)

The recovery of Jhong-Liao township is an excellent example of community-based learning in post-disaster recovery. This has involved university researchers and students working with the local community to explore the options for a safer sustainable community. As a consequence, the original town layout has been modified, and new buildings retain elements of the past but provide improved residential and commercial spaces.

The recovery of the Shan-An Village, and relocation of part of the community from the debris-flow hazard zone, is impressive and has become a tourist attraction. The value of a business being prepared to recover (and expand) its activity immediately after the earthquake was demonstrated by a visit to a dried-mushroom producer, which was dubbed "921 fighter" by the local media.

Two days were then spent in Sichuan Province, China, learning about and seeing impacts of the Wenchuan earthquake of 12 May 2008 as well as some of the recovery

from that event. The site visits included devastating scenes of communities, hospitals, industries and lifelines destroyed by the earthquakes; new schools and hospital under construction; and a resettlement site for the quake-affected people. During the visit to the Han-Wang Town, a brief ceremony was held by the delegation as tribute to the dead and those suffering.

A key highlight arising from the workshop and the field trips is the importance of pre-planning for recovery across agencies, at all levels, and including public/private partnerships.

Recommendations from the workshop have contributed towards the development of a "Recovery Plan and Advocacy on Pre-disaster Recovery Plan". The Plan is to address reconstruction of infrastructure, restoration of business services, reducing potential risk, enhancing preparedness and disaster resilience, and how to involve families, schools and communities to establish a defence shield against devastation and destruction. ▲

*Recovery in Sichuan Province, China. Temporary accommodation (left) and building reconstruction utilizing base isolation (right).*



# Central Emergency Operations Centre, Taiwan

**The Central Emergency Operations Centre (CEOC), equivalent to our National Crisis Management Centre, is located in Taipei, capital city of Taiwan.**

Peter Wood and Bo-Yao Lee, from the Ministry of Civil Defence & Emergency Management, visited Taiwan civil defence agencies both at the central and local levels during October. The highlight of the visit – thanks to the level 5 typhoon Jangmi disrupting travel plans – was being invited to the CEOC to see it in action in response to this typhoon. They observed an all-of-government briefing chaired by President Ma. Response arrangements included real-time information sharing across all central and local agencies, with media present.

The national emergency management arrangements of Taiwan are those of the Framework of the National Disaster Prevention and Protection Commission. These are very similar to New Zealand's national crisis management arrangements but there are some significant differences.

The CEOC opened in June 2006. It is managed by the National Fire Agency of the Ministry of the Interior and operates in three activation "modes".

**Mode 1** is the highest level of activation and involves Cabinet and most government agencies. About 110 people staff the CEOC for Mode 1.

**Mode 2** provides support to regional (city/county) emergencies. It does not involve Cabinet while government agencies have lower levels of involvement. About 80 people staff the CEOC for Mode 2.

**Mode 3** is the lowest and minimum level of activation. Mode 3 is operated by 20 staff from three central agencies: the National Disaster Prevention and Protection Commission, the Response Command Centre of the National Fire Agency (under the Ministry of the Interior), and the Air Ambulance Transfer Assessment Centre of the Department of Health – responding to all kinds of emergencies, 24/7.

The building housing the CEOC is an earthquake-resistant structure and is self sufficient for a week (power, water, etc.) There are 69 seats in the main operations area, with an additional 100 seats for support staff through 11 operations rooms. There is also provision for public information management and access for the media.

The main operations area features a large open space with a media gallery above. There are clusters of flat panel television displays. Communications facilities allow for secure internet access and simultaneous video conferencing between the CEOC and all 25 cities and counties across the country. Information displayed in the operations room is also displayed throughout the CEOC as well as to other emergency management facilities via secure internet connections.

The CEOC rooftop supports a helipad and houses designated microwave and satellite equipment. Taiwan has a designated communications satellite for disaster response and recovery.

National communications systems include 492 satellite stations across the country and 124 microwave broadband



*Taiwan Central EOC in action in response to Typhoon Jangmi of October 2008. Note media coverage from the gallery above the EOC.*

routes connecting central and local EOCs. Base stations are often co-located with satellite stations to provide redundancy. Portable (back pack) satellite and microwave communications systems are also used.

Taiwan utilises twelve emergency response command and communications trucks. These have communications that supplement satellite stations and video facilities for transferring real-time images and video conferencing. The trucks provide integrated platforms for different kinds of communications across different central/local agencies and non-government organisations and are located throughout the country.

Impact assessment procedures utilise remote sensing satellites, including imagery from the Taiwan Formosa satellite. Helicopters are equipped for image capture and near real-time image transfers. As in other countries, unmanned fixed and rotary wing aircraft are used for impact image collection. These are just large enough to carry cameras as their only payload. They have proven useful under low cloud in conditions too dangerous for manned aircraft.

The National Emergency Management Information System (EMIS) has four functions: (1) monitoring and assessment of hazards and impact information (e.g. rainfall, river flows, debris flows, earthquakes, infrastructure, etc); (2) compiling information from contributing agencies (e.g. police, fire service, welfare agencies) and comparing this with pre-event baselines to assess impact; (3) compiling response reports from responders contributions; (4) supporting command and control analysis and communications.

Whilst media are present in the CEOC for all-of-government briefings, some information may be embargoed such as that related to the status of impacted individuals (e.g. displacement, injury, death).

Chinese Taipei is well experienced in civil defence emergency management as practiced at local to central government levels. Extensive use is made of the technologies of the moment, particularly for emergency information management. While there are similarities with New Zealand's emergency management arrangements, there is much we can learn. ▲





**“...we will rebuild Aceh and Nias. And we will build it back better.”**

Susilo Bambang Yudhoyono  
President of the Republic of Indonesia

## Aceh's remarkable recovery

**Much about the 2004 Boxing Tsunami is unprecedented. The size of the earthquake and resulting tsunami, the number of people killed and the extent of the devastation.**

And yet, the global response and subsequent recovery of Aceh has proven to be similarly unprecedented. It was the largest international response to a natural disaster, the largest private response, the largest number of donors, the largest amount of aid per affected person and the fastest financial response to a disaster.

Earlier this month, Dr Kuntoro Mangkusubroto, Director of the Rehabilitation and Reconstruction Executing Agency for Aceh-Nias (BRR), visited New Zealand as part of a wider Indonesian diplomatic delegation. He delivered an open and frank public address in Wellington where he outlined recovery progress so far and formally thanked New Zealand for its contribution.

Dr Kuntoro is charged with coordinating the US\$7 billion recovery effort, of which 70% of funds are from international donations.

Prior to the tsunami event, Aceh was a region divided by years of civil unrest. Corruption was widespread and so an immediate priority was to instigate transparent systems to ensure financial integrity. A five-point system was adopted extending from individual staff members through to the National Treasury.

*Ariel view shortly after the tsunami (left). The mosque was the only surviving building. The same area early 2007 (right) the mosque having been restored.*

A website was developed, [www.e-aceh-nias.org](http://www.e-aceh-nias.org), where specific recovery programmes can be tracked. For example, international organisations assisting in housing reconstruction can literally zoom in to view each house completed, along with the new owner's details and GPS coordinates for the property listed. The result of these efforts has seen more than 90% of funds pledged committed – a truly remarkable statistic.

Given the internal conflict in the region, social recovery was a significant priority. The widespread distrust of central government was largely circumvented by allowing each village to plan its own recovery and village layout.

Tsunami devastation in many areas was total; houses along with contents and legal documentation were destroyed. The absence of survey markings and land ownership certificates, especially in a society where mistrust is widespread, resulted in significant changes to greatly reduce bureaucracy.

Changes in gender policy resulted in joint land-titling and gender equality in all development sectors.

Dr Kuntoro's address and accompanying presentation can be downloaded from the Ministry's website, [www.civildefence.govt.nz](http://www.civildefence.govt.nz). An audio CD is also available. ▲



*A summary of recovery progress as at November 2008. Of note are the number of teachers and school children killed by the tsunami, reflected in the number of teacher trainees and the fewer number of schools required.*

	Damage/Needs (early estimates)	Progress (as of November 2008)
New houses	139,000 unit	124,454 unit
Agricultural land	60,000 ha	101,240 ha
Road	3,000 km	2,971 km
Seaports	14	20
Airports/airstrips	11	12
Teachers	2,500 died	28,695 attended trainings
Schools	2,006 unit	1,135 unit
Health facilities	127 unit	908 unit
Religious facilities	3,183 unit	3,187 unit



# Introducing the MCDEM Operations Unit

The Ministry of Civil Defence & Emergency Management Operations Unit is responsible for two key functions: National Planning and National Operations. Over the last few months the Unit has undergone change due to staff movements.

**David Coetzee** is Manager, Operations and also National Controller. David is responsible for the over-all management of the Unit. He also leads the Tsunami Risk Management Programme and represents the CDEM sector on Working Groups 3 (Radio Communications Strategy) and 4 (Emergency Call Services) under the Public Protection and Disaster Relief communications framework.

## National Planning

The National Planning team is responsible for the National CDEM Plan, the Guide to the National CDEM Plan, the development of specific national contingency plans, business continuity planning, corrective action planning and the development of the Monitoring and Evaluation Framework.

**Jo Horrocks** is Team Leader, National Planning. Besides team oversight and guidance, Jo also leads the CDEM Monitoring and Evaluation programme and is responsible for combined corrective action planning. During National Crisis Management Centre (NCMC) activations she takes the role of Response Manager, supporting the National Controller.

**Jenna Rogers** is Emergency Management Advisor (National Planning). Jenna leads projects related to the review of the National CDEM Plan and the Guide to the National CDEM Plan.

**Tane Woodley** is also an Emergency Management Advisor (National Planning). Tane is responsible for specific national contingency plans. Current work includes an initial response plan for a Wellington earthquake and a generic plan for supporting other lead agencies, such as the Ministry of Health during a pandemic.

## National Operations

The National Operations Team is responsible for all MCDEM's operational duties. These include the National Exercise Programme, The NCMC and its systems, the National Warning System and the MCDEM 24/7 duty system.

**Tim Clarke** is Team Leader, National Operations. Besides team oversight, Tim is also responsible for a project



Left to right: (standing) Tane Woodley, Jenna Rogers, Keren Harris, Tim Clarke; (sitting) Jo Horrocks, David Coetzee, Jo Guard.

developing MCDEM's alternate NCMC arrangements and aspects of the MCDEM information management programme, in particular supporting the procurement and implementation of the intended Emergency Management Information System (EMIS) and alternate communications upgrade. Tim functions as a response manager during NCMC activations.

**Jo Guard** is Emergency Management Advisor (National Operations). Jo is responsible for the National Exercise Programme and operational training of MCDEM staff (working closely with the Professional Development Unit). She is also the custodian for all MCDEM standard operating procedures and is currently developing an exercise development and management guideline.

**Keren Harris** is responsible for NCMC development and readiness, the National Warning System and managing the MCDEM 24/7 duty system. From next year she will also be responsible for CDEM radio licences.

Besides their business-as-usual responsibilities, all the Operations Unit members rotate as either Duty Managers or Duty Officers as part of the MCDEM 24/7 duty system.

The team looks forward to working with the CDEM sector. They can be contacted on 04 473 7363. ▲

## Big earthquake drill could be in pipeline for Auckland

Can you imagine more than the entire population of New Zealand all taking part in an earthquake drill? That was the scale of participation witnessed by Auckland's CDEM Group Controller Harry O'Rourke, in Los Angeles last month. The Great Southern California Shakeout involved 5.5 million people. Its success has prompted thoughts of a similar natural disaster simulation for Auckland.

Harry was attending the International Earthquake Conference in Los Angeles when the Shakeout took place.

"The number who participated was incredible – schools, businesses, government, volunteers were all practising diving for cover and taking the appropriate action. There was huge public interest in the Shakeout and given the level of participation, you would hope it would result in bigger public awareness of the threats."

Shakeout assumed the area was hit with a magnitude 7.8 earthquake that killed almost 2000 people and overwhelmed emergency responders. It intended to show Californians what they need to do to prepare for a major disaster and to test the capabilities of local and state agencies.

"We do these simulation exercises all the time, but with limited involvement from the public," says Harry. "There is certainly some merit in considering a similar exercise to the Shakeout drill in LA and getting real buy-in from the public."

A recent survey found Aucklanders are the least prepared in the country for a natural disaster. "Although earthquakes may not be of high risk in Auckland, there is still a risk," says Harry. ▲



## Canterbury EOC training

During the last eighteen months the Canterbury CDEM Group through its private training establishment, EMTC, has rolled out five emergency operations centre (EOC) courses.

The 12-hour 'Introduction to EOC' and four six-hour courses on planning/intelligence, operations, logistics, and public information management have been delivered throughout the region and more than 450 people have attended them. These include council, Fire Service, Police, St John, District Health Board, Ministry of Social Development, and Ministry of Health staff. Even a few other CDEM Groups have attended some of the sessions.

Courses are for either completely untrained people or people who have been CIMS trained. They are designed to bring them up to speed with working in an EOC. Courses are delivered at a very low cost to organisations that are part the Canterbury CDEM Group or who would help with response in the region. The Group covers most of the cost and this has helped with attendance.

The courses are based on international best practice. Training effectiveness is measured during exercises or real emergencies by observing the outputs of the people and the EOC in general. For example, during both recent Canterbury flooding emergencies and the annual Group EOC exercise, Exercise Pandora, staff we found to have greater confidence in the EOC.

For more information, contact James Thompson, Group Training Coordinator, on 03 341 4047. ▲

## Dinner and a show

A winner of the Canterbury Disaster Awareness Week competition was at the centre of a real life rescue when the coast guard was called to an incident on Lyttelton Harbour.

Sue Nicholas, the second prize winner of the Emergency Services Tour, was on hand when the Coast Guard got the call to rescue a family of five adrift on a boat in the harbour due to its outboard motor overheating. The Coast Guard acted swiftly to rescue the family (along with the family dog), towing the beleaguered Bayliner back to harbour.

"We were well briefed from the beginning about what would happen if the Coast Guard got called out. It was an absolute thrill to see the Coast Guard in action, everything happened so fast and so professionally," Sue Nicholas said. "They worked as a team and each of them knew their roles. They remained calm and positive the whole time. It was just amazing."

The rest of the emergency services tour ran smoothly, without any further incidents.

Sue Nicholas was the second prize winner of the Emergency Services Tour and received a tour of Coast Guard, the Canterbury Emergency Coordination Centre, met a rescue dog and toured the St John headquarters in Christchurch.

Jordan Boot, a 12 year-old girl from Kaikoura, received the grand prize: A tour of the Christchurch Fire Station, Christchurch Police Station, and the Canterbury Emergency Coordination Centre; meeting a rescue dog and a helicopter flight. ▲

## Exercise puts Auckland GEOC through paces

The Auckland Civil Defence Emergency Management Group recently conducted exercise Hungry Tiger as a followup to an earlier national exercise, Exercise Ruaumoko.

The exercise assumed a volcanic eruption in the Manukau harbour. Auckland Group Emergency Operating Centre (GEOC) staff needed to maintain awareness of what was going on in the region and manage the effects of the eruption for a day.

Staff had to manage false reports of local tsunamis, airspace violations and panic evacuations, as well as support the fire service in managing fires and landslips caused by seismic activity. They also provided support and supplies to welfare centers and dealt with VIPs – all crammed into a very busy day.

The staff, mostly from Auckland Regional Council, utilised the new GEOC and worked well to compile situation reports and keep the controller informed of the situation.



Staff work to prepare situation reports for the Controller during Exercise Hungry Tiger.

This was mostly done with reduced communications as cellphones, landlines and external email are likely to fail during such an eruption. The staff also dealt with three formal handovers during the period as three shifts were exercised throughout the day.

Hot debriefs ensured that ideas about how the GEOC can improve and where further training needs to be focused were all captured.

Auckland Group Controller Harry O'Rourke was pleased with the overall outcome.

"The staff have really improved since Exercise Ruaumoko and the new GEOC is being used well. The quality of the information, briefings and reports that the staff are able to produce is very good and the way that they work together shows increasing confidence in their roles. Well done to them all." ▲



# CDEM Specialist Services

## CDEM Research

### Research on the Web

A dedicated section on CDEM research has recently been added to the MCDEM website. Here you'll find links to information on key New Zealand research programmes, domestic and international online resources and links to global research and higher education institutes. If there are additions you'd like to suggest for these pages (including research you or your organisation would like to share), please email us at [CDEMResearch@dia.govt.nz](mailto:CDEMResearch@dia.govt.nz).

Also on these web pages is information about the New Zealand Emergency Management Collection and library services, which provides individuals working in emergency management access to current research literature to inform their work and professional development. To register for access and receive associated library services, please fill in the form available on the MCDEM website, or email the librarians at [information@dis.govt.nz](mailto:information@dis.govt.nz).

### Science cluster development

MCDEM is facilitating engagement between science providers and CDEM to consider enhancing relationships. A model for integration is being developed – this will initially focus on arrangements for volcanic events, with the expectation that the model will be adapted across other types of hazards. MCDEM is also promoting the potential role of these advisory groups in coordinating planning for post-event science investigations. For further information contact Richard Smith (Team Leader Hazard Risk Management and Research).

### THE NATIONAL CDEM CONFERENCE 2009

The National CDEM Conference will be held at Te Papa, Wellington from 4-6 November 2009.

## International Engagement

### United Nations Disaster Assessment & Coordination (UNDAC) refresher course

Seven New Zealand UNDAC members participated in the UNDAC refresher course held recently in Sydney. The aim of the course was to enhance the capacity of the UNDAC system in Asia Pacific region through refresher training in UNDAC field methodology and operational skills, discussion of its future development, and team-building. Forty one participants from fourteen countries, attended the course which was a useful opportunity to refresh existing skills, learn new skills and network with other UNDAC members from across our region. The timing was particularly important as we enter the annual cyclone season for the Pacific.

### International Search & Rescue Advisory Group (INSARAG) Asia Pacific Region meeting

New Zealand hosted the annual INSARAG Asia Pacific Region meeting in Christchurch between 9-11 November. The meeting was jointly hosted by John Hamilton, Director of the Ministry of Civil Defence & Emergency Management and Mike Hall, National Commander and Chief Executive of the New Zealand Fire Service. The main objectives of the meeting were to discuss international and regional urban search and rescue policy issues, to further develop regional cooperation and to consolidate progress made in the

region since the meeting held in Korea in 2007. Fifty one participants from sixteen countries and three international organisations attended the meeting. The meeting provided a good opportunity to hear about the work being progressed within the region and that recent large scale events in Myanmar and China are timely reminders of the importance of international collaboration and agreed methodologies. China is the newly appointed Chair for the Asia Pacific region in 2009 and will host the next meeting.

## MCDEM courses

### November MCDEM courses in Christchurch

The MCDEM courses for Recovery Managers, Controllers and Public Information Managers were attended by both local and Group representatives, as well as a number of people from other agencies. Participants noted that they found the courses and their collaborative, scenario-based formats highly engaging. They also enjoyed the opportunity to network, benefit from others' experiences.

### Register for the April courses in Auckland

Nominations for the 2009 MCDEM courses are now being accepted. Priority is given to people currently appointed to the roles of Recovery Manager, Controller and Public Information Manager. All three courses will be offered in March/April 2009. See e-bulletin for more details.

### Media Master Class

The first MCDEM Master Class is scheduled for Friday 3 April 2009 in Auckland at the Ellerslie Events Centre, 80-100 Ascot Avenue, Greenlane East. The topic for this master class is "Working with the media in a CDEM emergency". This master class is limited to those who have completed one or more of the MCDEM courses held since 2007 for Recovery Managers, Controllers or Public Information Managers. The master class builds on the content of these courses, acknowledging the fundamental role the media plays in an emergency and facilitating a mutual understanding across CDEM roles and media of how best to work together. Registrations will open in January's e-bulletin.

## CDEM Competency Framework update

The first milestone, to identify and document generic and specialist competencies for the government and volunteer elements of CDEM, was reached ahead of time. Competencies will now be tested through an online survey, due to go live in February 2009. Details in the January e-bulletin.

The purpose of the online survey is to apply the developed competencies to the roles individuals play in CDEM in New Zealand. In addition to the competency information, the survey will also be seeking information, about individuals (role, age, gender etc) and their organisation, in order to obtain a clearer picture of the makeup of CDEM to inform future needs. It will also feed into the gap analysis process intended for Stage 2 of the CDEM Competency Framework Project.

Visit the Competency Framework page at [www.civildefence.govt.nz](http://www.civildefence.govt.nz) for more information. ▲