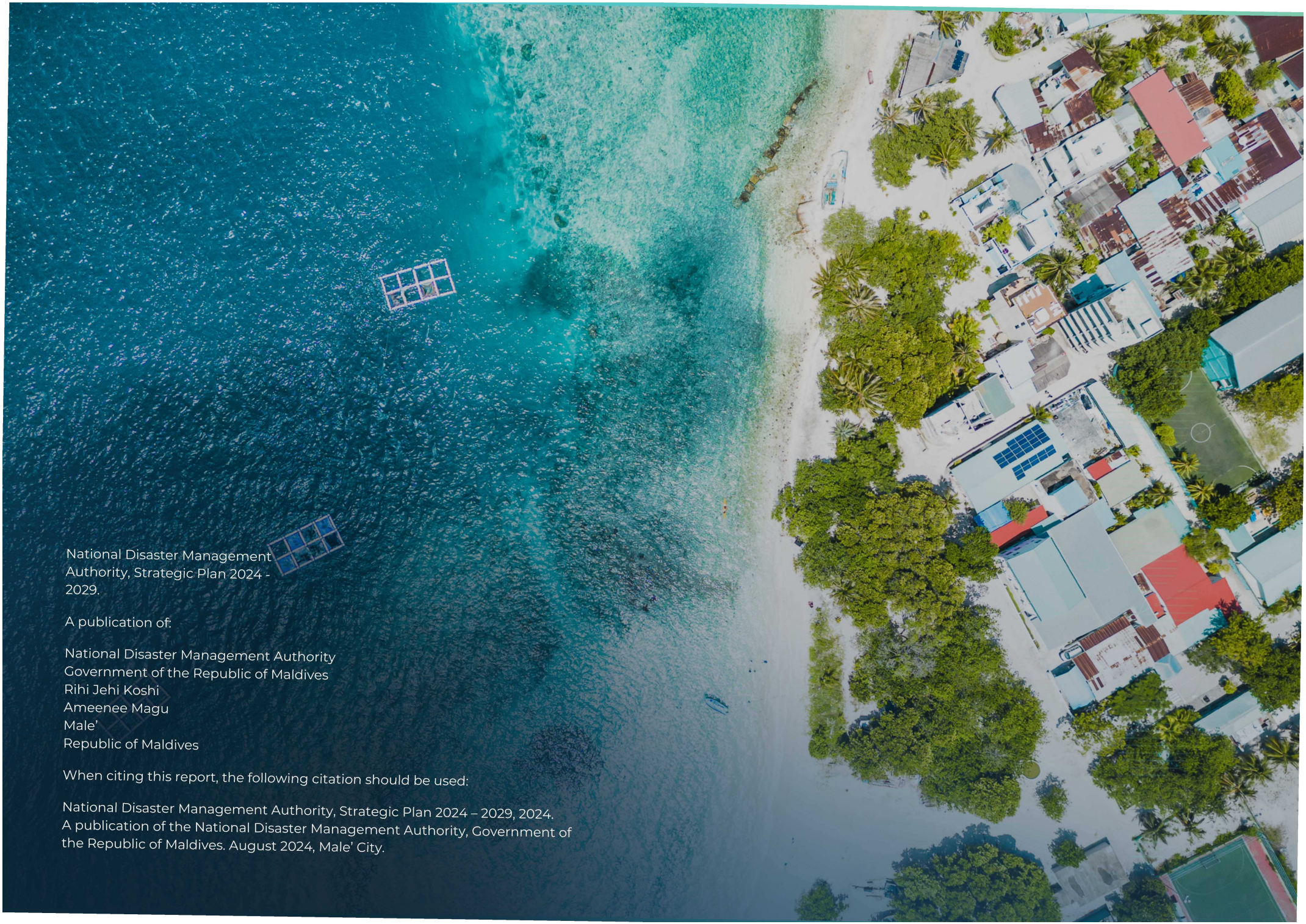


STRATEGIC PLAN 2024-2029

NDMA
NATIONAL DISASTER MANAGEMENT AUTHORITY

NDMA
NATIONAL DISASTER MANAGEMENT AUTHORITY

STRATEGIC PLAN 2024 - 2029



National Disaster Management Authority, Strategic Plan 2024 - 2029.

A publication of:

National Disaster Management Authority
Government of the Republic of Maldives
Rihi Jehi Koshi
Ameenee Magu
Male'
Republic of Maldives

When citing this report, the following citation should be used:

National Disaster Management Authority, Strategic Plan 2024 – 2029, 2024. A publication of the National Disaster Management Authority, Government of the Republic of Maldives. August 2024, Male' City.

Foreword by the Minister



Mohamed Ghassan Maumoon
Minister of Defence

It gives me great honor to introduce the Strategic Plan 2024 - 2029 of the National Disaster Management Authority (NDMA) of the Maldives. The Strategic Plan 2024 - 2029 comes at a defining moment when NDMA is completing its 20 years of service to the nation.

Given the vulnerability of the Maldives stemming from its geography, rural and urban landscape, along with our limitations in resources, effective disaster management remains a key challenge for the country. Hence, it remains a key priority for the current administration. The exacerbating and cascading impacts of hydrometeorological risks in this era of climate change heightens the significance of this plan.

The strategic direction encompassed in this plan ties closely with the mandate of the Ministry of Defence to ensure the safety of the Maldives, its residents, and resources from disasters of all natures. NDMA is assigned with a significant responsibility in addressing hazards, responding to emergencies and disaster events in the country.

Since its inception, the Authority's efforts in maintaining an equilibrium of safety in the country has been remarkable. It is my hope that this Strategic Plan will allow NDMA to amplify its capacity and capabilities, leading us to strengthen the current momentum. As such, on behalf of President Dr. Mohamed Muizzu, I wish to extend my appreciation to the Chief Executive Hisan Hassan and the entire team at NDMA for this well-timed initiative.

I am eager to support NDMA in ensuring the success of this Strategic Plan and see it contribute towards enhancing our capacity to address the unique challenges of the Maldives, while increasing our national resilience capacity. As the Minister charged with overseeing this critical resilience-based organization, I wish NDMA all the very best in translating its ambitious Strategic Plan 2024 - 2029 to action, in its full effect.

Message by the Chief Executive



Hisan Hassan
Chief Executive

The NDMA emerged from the necessity to organize and coordinate disaster relief and response following the 2004 tsunami and its grave consequences. Since then, the Authority has been leading the efforts in administering the response to disaster events, national crises and incidents across the Maldives, providing our people with crucial support during times of adversity.

The increasing threats to the Maldives due to worsening climate impacts, compounded by the complexities arising from the rapidly evolving urban landscape and the existing rural challenges of our dispersed and low-lying islands necessitate stronger strategizing and far-sighted planning in terms of disaster management. NDMA's Strategic Plan 2024 - 2029 intends to further enhance our preparedness, capacity, capability, and resilience in addressing disaster events in the country.

The development of this strategy is based on extensive research, consultations and best practice methods in disaster management. The document is reflective of lessons learnt from foregone events of emergencies and crises, including the humanitarian, resource and capacity needs, along with the outcomes of our response efforts. It underscores our approach to building capacity and knowledge regarding disaster preparedness, while increasing the resilience of our island communities. We have given particular attention to develop a strategy that holistically addresses the challenges we face, and brings together impactful solutions. This strategy also highlights our goal to adopt innovative methods and expand our resources in order to ensure efficient and effective processes in anticipating, preparing, addressing, assessing and following up with disaster events and incidents. With the guidance of this plan, NDMA will continue to foster strategic partnerships to facilitate mutual growth and ability to garner support during periods of adversity.

A significant importance was given to integrate NDMA's core values of compassion, impartiality, fairness, integrity, and neutrality into the objectives of this strategy. I am hopeful that the implementation of this strategy will pave the way for significant improvements in disaster management in the Maldives in the years to come. With diligent execution and collaborative effort, we can strive towards a safer and more resilient future for all.

Introduction

The NDMA is the lead coordinating agency for disaster mitigation, planning, response, and recovery in the Maldives. We endeavor to reduce the risk of disasters through community empowerment, engagement, and education with the vision of building a disaster resilient Maldives.

The Strategic Plan 2024 - 2029 of NDMA provides a resilience-oriented strategic outlook for the future development of the organization in line with its core values, vision, mission and the statutory obligations under the Disaster Management Act 28/2015. The document aims to position NDMA to respond to a changing risk landscape in which the emergency management community must embrace its expanding and challenging role. To meet this challenge, the Strategic Plan outlines five bold and ambitious strategic focus areas. The planning process for this Strategic Plan was initiated by the Chief Executive through a series of strategic planning sessions conducted with participation of the Senior Management Team and key members of NDMA. To ensure the alignment of the Plan with the regulatory framework and capacity needs, an evaluation of the current mandate, relevant laws and regulations, existing activities, and the policy directions of the current administration was conducted. The strategic priorities and their associated objectives are developed based on the information attained through extensive and focused stakeholder engagements.

These strategic focuses are based on Enhancing Emergency Response and Preparedness, Organizational Development and Reform, Building National Resilience, Disaster Governance, Partnerships, Research and Advocacy. The strategic outcomes that fall under each strategic focus are aimed at enhancing the overall service delivery to the community and executing the statutory requirements of the Disaster Management Act 28/2015.

Vision

NDMA's vision is **"building a disaster resilient Maldives."** Our long-term resilience agenda encompasses initiatives to make the nation and its communities resilient to the adversity of natural hazards and man-made crisis. We aim to achieve this through a culture of preparedness by maintaining a constant state of readiness, which involves advance planning to ensure island communities, individuals, families, and businesses are prepared for all types of disasters that may impact the nation.

Mission

NDMA's mission is **"helping people before, during and after disasters through preparedness, response, empowerment and education".** This is achieved through collaboration and coordination. We strive to enhance preparedness and mitigation through shared experiences and resources to build the response mechanisms that the nation needs and deserves. For this we draw upon the strengths and expertise of stakeholders from all levels of government/society — national, cities, atolls, islands communities, the private sector, civil society organizations and individuals.



Our Core Values

Proactiveness

We embody a proactive approach, anticipating and mitigating risks before they escalate. By identifying vulnerabilities and implementing preventive measures, we aim to reduce the impact of disasters and create a safer and more secure environment for all.

Professionalism

Our professionalism encompasses unwavering accountability and expertise. We adhere to the highest ethical standards, ensuring transparent and responsible use of resources. Through continuous learning, we enhance our proficiency to deliver effective, efficient, and impactful emergency response services.

Innovation

Fostering a culture of innovation, we seek creative and adaptive solutions to address the dynamic challenges of disaster management. By embracing new technologies, methodologies, and ideas, we strive for continuous improvement, staying at the forefront of effective and efficient emergency response strategies.

Humanitarian Service

Rooted in a commitment to fairness and diversity, our humanitarian service values the inherent dignity of every individual. We will ensure impartiality and equal access to our services, prioritizing inclusivity, and respecting the diversity of cultures, backgrounds, and perspectives within the communities we serve.

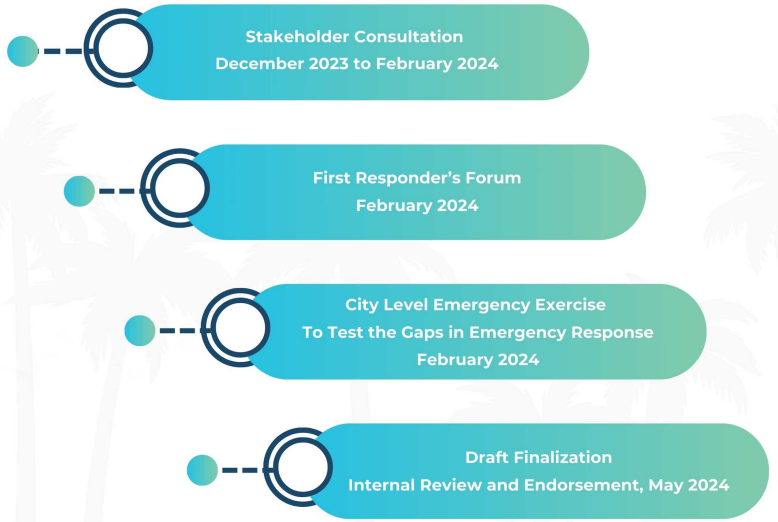
Resilience

We champion resilience, striving to empower communities and systems to withstand, adapt, and recover from disasters. Our commitment lies in building sustainable, long-term solutions that enhance the capacity of individuals and communities to navigate challenges with strength and dignity.

Strategic Plan Development Process

The process of developing the Strategic Plan was initiated by the NDMA's Chief Executive in the beginning of December 2023, with the formation of a Strategic Planning Group. Extensive consultations with the public, private and civil society stakeholders was conducted to understand their concerns about disaster management in the Maldives. During this process, careful consideration was given to ensure a complete representation of the Maldivian communities.

As part of this process, 17 State/Government agencies, along with 08 Non-Government Organizations and Community-Based Organizations participated in one-on-one consultations and focus group sessions. Deliberations of the major concerns identified during these consultations were undertaken at the First Responder's Forum that took place in February 2024. Following this, a full-scale emergency exercise was conducted in Hulhumale' Phase 2 to test the gaps in emergency response. The collated input and findings from these consultations and events is applied to the development of strategic objectives.





Strategic Focus

There are five main strategic focuses of the NDMA, Strategic Plan 2024 – 2029. They are:

1. Enhancing Emergency Response and Preparedness
2. Organizational Development and Reform
3. Building National Resilience
4. Disaster Governance
5. Partnerships, Research and Advocacy



Strategic Focus alignment with Sustainable Development Goals and the Sendai Framework for Disaster Risk Reduction.

Strategic Objective	Sustainable Development Goals	Sendai Framework for Disaster Risk Reduction
Enhancing Emergency Response and preparedness	 1.5, 11.5, 11.b, 13.1, 13.3, 13.b 16.6,	A, B, E, G
Organizational Development and Reform	 4.7, 5.5, 8.5, 8.8, 10.2, 10.3, 11.b, 13.1, 13.3, 13.b, 16.6	E
Building National Resilience	 1.3, 1.5, 9.1, 11.3, 11.4, 11.5, 11.a, 11.b, 13.b, 12.4, 12.8, 13.1, 13.2, 13.3, 17.14	A, B, C, D, E

Strategic Objective	Sustainable Development Goals	Sendai Framework for Disaster Risk Reduction
Disaster Governance	 5.5, 10.4, 11.5, 13.1, 13.2, 13.3, 17.14, 17.16, 17.3, 11.b, 13.b, 16.b, 11.b, 5.c	A, B, C, D, E
Partnerships, Research and Advocacy	 4.7, 9.4, 11.b, 12.8, 13.b, 13.3, 16.8, 17.6, 17.16, 17.17, 17.9,	D, E, F



1. Enhancing Emergency Response and Preparedness

Leading and coordinating national action and assistance across the emergency management continuum, we want to ensure the delivery of principled, timely, quality and value-based emergency response to the people of the Maldives. The scattered geography of islands in the Maldives poses a significant challenge in responding to various emergencies that arise across the nation. In order to ensure effective reach to the population, it is imperative to decentralize the response mechanism and infrastructure required for it while also integrating technology into the process.

Strategic Objectives

1.1 Strengthen National Disaster Management Infrastructure;

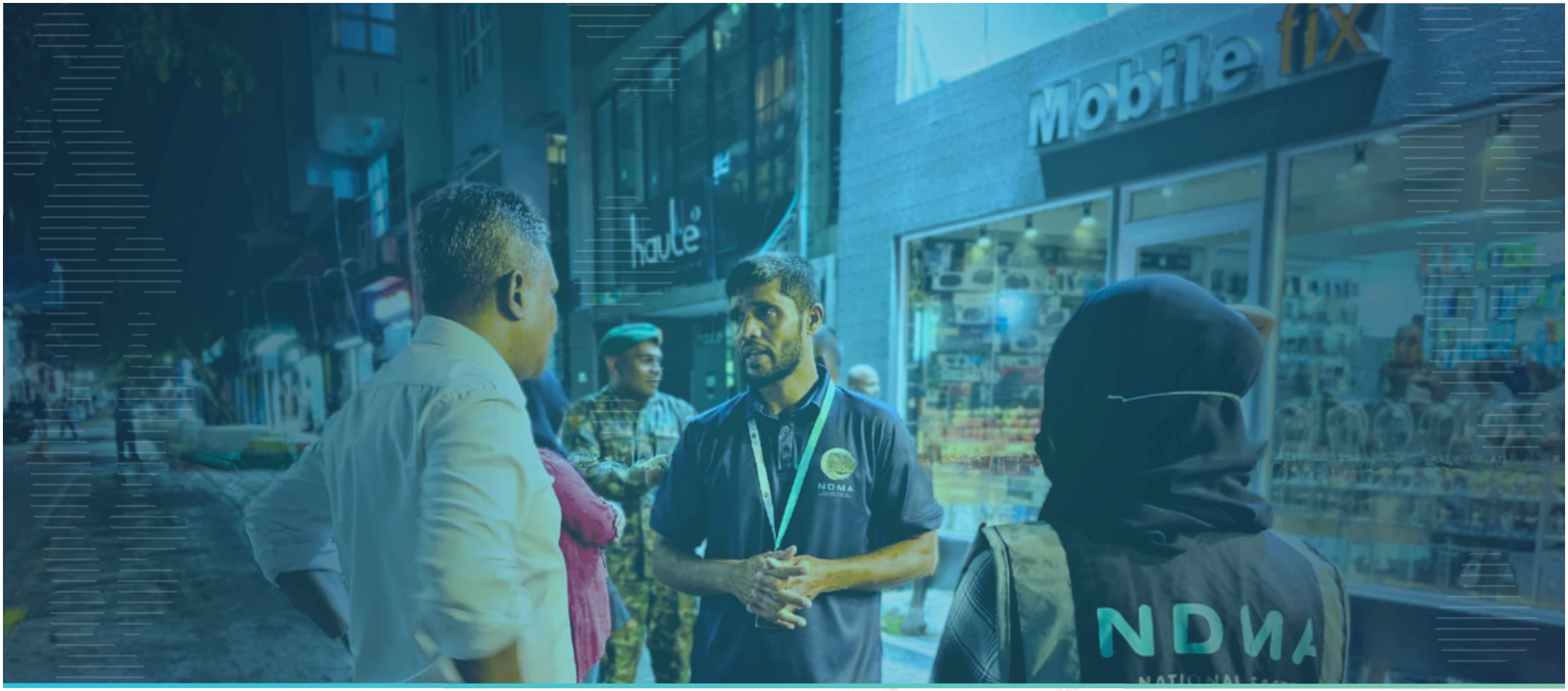
- Establish a National Emergency Operations Center.
- Develop temporary shelter facilities.
- Establish a permanent headquarters of NDMA.
- Establish a national disaster management warehouse.

1.2 Promote and sustain a ready NDMA and a prepared nation;

- Strengthen the capacity of emergency services and the responders.
- Posture NDMA to meet current risk landscape and the emergent threats.
- Increase climate literacy among the responders and the disaster management community.
- Assist in the creation of elite Urban Search And Rescue teams.
- Operationalize the National Disaster Response Force.
- Develop a mechanism through which volunteerism can be better harvested in disaster response.

1.3 Implement a decentralized regional approach to disaster management;

- Establish Regional Emergency Operation Centers.
- Establish strategically located regional warehouses with stockpiles for disaster management.
- Recruit and train regional emergency managers.



1.4 Risk Information for All;

- Establish a mechanism for the dissemination of multi-hazard risk information for risk-informed decision making.
- Develop a Disaster Information Management System.
- Develop the National Hazard Profile of the Maldives.
- Develop the National Risk Registry of the Maldives.

1.5 Early warning for anticipatory action;

- Work with relevant government stakeholders to develop an effective early warning system for the Maldives.
- Develop-mobile based cell broadcasting capabilities to ensure that early warning is accessible for all.
- Ensure all-inclusive accessibility to early warnings.

1.6 Policies, plans and procedures for effective response;

- Revise the National Emergency Response Plan.
- Publish the Maldives National Incident Management System Framework.

2. Organizational Development and Reform

The organizational development effort would focus on improving NDMA's organizational capability through the alignment of strategy, structure, people, rewards metrics, and management processes. It would also ensure increased communication, feedback, and engagement within the organization. Improving communication aims to align all employees to shared organizational goals and values. The strengthening of the internal governance of NDMA would create further efficiency in the services delivered to the community. It would also embolden the trust and confidence of the community in NDMA to be a reliable organization in their hour of need.



Strategic Objectives

2.1 Ethics, accountability, and transparency;

- Review all existing Standard Operating Procedures.
- Establish new and strengthen existing internal control and accountability mechanisms.
- Ensure due diligence in enforcement of policies and service delivery to the public.
- Strengthen internal grievance procedures.

2.2 Build a competent and proficient workforce;

- Functional restructuring of the organization for effective service delivery.
- Strengthen performance and supervision management.
- Develop the non-technical skills of the employees.
- Develop a performance and achievement-based reward mechanism.
- Strengthen recruitment and manpower management processes.
- Enhance diversity and inclusiveness within the organization.
- Establish standards for proper Occupational Health and Safety.

2.3 Enhance the use of technology and innovation;

- Digitalize the Loss and Damage reporting mechanism in the Maldives.
- Improve the utilization of technology in emergency response and preparedness.
- Digitalize of the disaster management archive.
- Digitalize of Hazard, Vulnerability and Capacity Assessment Maps.

2.4 Establish a culture of continuous learning to meet the emergent risk landscape;

- Establish the National School of Emergency Management.
- Develop a Competency Framework based on technical and non-technical training needs.
- Align learning and training to the risk landscape and emerging threats.

2.5 Enhance role of media and public relations;

- Enhance the public image of NDMA to build public confidence and trust.
- Increase media engagement and accessibility in all phases of the disaster management cycle.



3. Building National Resilience

Community resilience is the ability of the communities to prepare for anticipated hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions. Activities, such as disaster preparedness which includes prevention, protection, mitigation, response, and recovery are key steps of the community resilience process. Climate change has brought about acute and chronic impacts to our natural environment. Hence, communities must build resilience to various threats such as extreme rainfall, flooding, heatwaves and wildfires. With the support from partner organizations, NDMA is dedicated to utilizing its resources to invest in communities, empowering them to directly address their own disaster risks and threats, particularly exacerbated by climate change.





Strategic Objectives

3.1 Integrate climate change adaptation into community-based disaster risk management;

- Review the current Community Based Disaster Risk Management Framework.
- Integrate climate change adaptation into all community level programs.
- Establish Island Disaster Management Plans and conduct community-based Hazard, Vulnerability, and Capacity Assessments (HVCA) in all the islands of the Maldives.

3.2 Community Emergency Response Teams (CERT);

- Review the national CERT framework.
- Train CERTs in all inhabited islands of the Maldives.
- Equip all inhabited islands with dewatering equipment for flood management.
- Equip all inhabited islands with defensive firefighting equipment.



3.3 Resilient built environment;

- Publish disaster management guidelines for key national infrastructures.
- Assist relevant government authorities in the development process of building codes and governance mechanisms.
- Work with relevant government authorities to develop a process of Disaster Impact Analysis ahead of all major developmental projects.
- Working with relevant government authorities to reduce the impact of fires in the built environment.
- Train Industrial Emergency Response Teams.

3.4 Resilient Business;

- Develop business continuity guidance to Small and Medium Enterprises on dealing with the impacts of climate induced disaster events.
- Assist State Owned Enterprises develop their corporate resilience (contingency planning, business continuity management and emergency response) functions.
- Strengthen the disaster management capacity of the tourism sector.
- Work with insurance service providers to develop insurance products and build a culture of insurance in the Maldives.



4 Disaster Governance

Disaster governance refers to the way in which the government authorities, public servants, media, private sector, and civil society coordinate in communities, and on regional and national levels in order to manage and reduce disaster and climate related risks. Good governance is the fundamental essence under which disaster management and risk reduction is institutionalized at all levels of the government. The public perception, political will, democratic governance, and sufficient capacities are key factors underpinning the disaster risk reduction (DRR) as a principle in whole of the society. Disaster governance will ensure principles of good governance, broad-participation, transparency, accountability, efficiency and responsiveness in all efforts related to disaster management and risk management.

Strategic Objectives

4.1 Institutionalization of disaster management within local governments;

- Establish disaster management committees at island, atoll and city levels.
- Assist local governments in developing their emergency management capabilities.
- Conduct regional disaster management forums.
- Publish disaster management and emergency planning guidelines for local governments.





4.2 Strengthening the national disaster management planning and policy;

- Publish the National Disaster Management Strategy.
- Formulate the National Disaster Management Plan.
- Review the national framework for managing internally displaced persons in the Maldives.
- Conduct a risk based evaluation of the Disaster Management Act 28/2015 and its implementation process.
- Explore ways to revitalize the growth of the National Disaster Management Fund.

4.3 All Inclusive Disaster Risk Management;

- Develop and publish a gender equality guideline for disaster management.
- Promote the participation of vulnerable populations and people with special needs in all the stages of the disaster management cycle.

5. Partnerships, Research and Advocacy

Partnerships, research and advocacy are fundamental tenants of the whole of society approach through which NDMA fosters a culture of preparedness in society. It lays down the foundations of the international, local and public-private partnership which play important roles in disaster management, community resilience and developing risk awareness.







Strategic Objectives

5.1 Research and Innovation;

- Collaborate with universities to conduct hazard specific scientific research into the disaster risks faced by the Maldives.
- Obtain national accreditation for training programs conducted by NDMA.

5.2 Mainstreaming disaster management into education system;

- Collaborate with relevant government agencies to create higher education opportunities in disaster management and emergency response.
- Work with education sectors to integrate disaster management studies and practices into the curriculum.
- Develop short courses to upskill the civil servants on disaster management and climate change.
- Work with the education sector to ensure resilience of education facilities.





5.3 International cooperation in disaster management;

- Build bilateral cooperation with disaster management offices around the world.
- Ensure active cooperation and coordination with United Nations and multilateral agencies dealing with disaster management and displacement.
- Share and exchange information and knowledge with partner countries and international agencies.
- Ensure the active participation of Maldives in the regional and international disaster management organizations, blocs and mechanisms.

5.4 Working with Civil Society Organizations;

- Ensure the participation of Civil Society Organizations (CSO) in the training programs conducted by NDMA.
- Ensure the participation of CSOs in the development of policies, plans and strategies related to disaster management.



Implementation, Monitoring and Evaluation

To implement this plan, it is necessary to make all the personnel of NDMA thoroughly aware of the strategic direction that this document sets forth. The plan will also be made readily available to both national and international partners that work with NDMA to build resilience. In order to make this plan an active roadmap for change, a detailed action plan will be formulated.

Furthermore, the implementation process for the Strategic Plan 2024 - 2029 includes the following process:





- Familiarize all staff of NDMA with the Strategic Plan 2024 - 2029.
- Appoint a member from the senior management team to lead the implementation of the strategic objectives set forth in this document.
- Ensure that the Strategic Focuses envisioned in this document are adhered to in the development of all policies, plans, projects and programs of NDMA.
- Align the preparation and formulation of NDMA's budget with the Strategic Objectives of the plan.
- Establish a 3-member technical team that will continuously monitor, evaluate and assess the Strategic Plan's goals and objectives and report bi-annually to the Chief Executive.