



MINISTRY OF TOURISM AND FOREIGN AFFAIRS

DEPARTMENT OF TOURISM

TOURISM RISK MANAGEMENT SECTION

**DISASTER RISK REDUCTION, PREPAREDNESS
AND EMERGENCY RESPONSE**

Manual for Large Tourism Establishments

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LIST OF ABBREVIATIONS

ARDM –Agency Responsible for Risk and Disaster Management

DRR - Disaster Risk Reduction

EDP Plan- Emergency and Disaster Preparedness Plan

EMT - Emergency Management Team

TD Department of Tourism- Ministry of Foreign Affairs and Tourism.

GLOSSARY

The definitions below are provided by the United Nations International Strategy for Disaster Reduction Terminology which “aims to promote common understanding and common usage of disaster risk reduction concepts and to assist the disaster risk reduction efforts of authorities, practitioners and the public.” (UNISDR, 2009: 1-12).

Capacity: The combination of all the strengths, attributes and resources available within a community, society or organization that can be used to achieve agreed goals.

Capacity development: The process by which people, organizations and society systematically stimulate and develop their capacities over time to achieve social and economic goals, including through improvement of knowledge, skills, systems, and institutions.

Contingency planning: A management process that analyses specific potential events or emerging situations that might threaten society or the environment and establishes arrangements in advance to enable timely, effective and appropriate responses to such events and situations.

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

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

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

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

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

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

Hazard: A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Light search and rescue: a preliminary stage of search and rescue that does not involve shifting substantial pieces of materials and debris and specialist equipment.

Mitigation: The lessening or limitation of the adverse impacts of hazards and related disasters.

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

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

Prevention: The outright avoidance of adverse impacts of hazards and related disasters.

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

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

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

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

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

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

Risk Management: The systematic approach and practice of managing uncertainty to minimize potential harm and loss.

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

Promoting Sustainable Tourism

The Seychelles Tourism Master Plan 2012-2020 which states that:

'Tourism in Seychelles shall continue to be developed to the highest standards for the optimum social and economic benefit of the Seychellois people while reaffirming and further rooting the commitment to sustainable, responsible and ethical tourism at each step of the supply chain with balanced of economic, socio-cultural and environmental integration, conservation and protection.

(Government of Seychelles, 2012)

Introduction

Planning for natural or man-made disasters and emergencies is something every tourism establishment must engage in, regardless of its size or location. While we cannot stop natural hazards from occurring, efficient planning and timely action can ensure the well-being, health and safety of everyone in your establishment or other facilities. The main objectives are the minimization of loss of life and property and the resumption of business in a safe environment. In the longer term, effective disaster management will help us develop a culture of safety at all times.

This manual is intended for use by the management and staff of large tourism establishments, with the support of the disaster management focal point for the tourism sector. According to the Tourism Department's classification large tourism establishments are those that have more than 25 rooms.

The procedures described in this manual are expected to apply within the requirements of emergency response plans at national and local levels. It is also important to note that procedures for effective risk reduction and disaster management must include planning for all phases of the disaster management cycle. Thus the specific procedures presented here apply to the following phases:

- Before a disaster event (i.e. Prevention and Preparedness)
- During (Response) and
- After the event (Restoration, Rehabilitation and Recovery).

The guidelines contained in this manual aim to:

- Guide large tourism business managers/owners in assessing disaster risks and undertaking protection measures;
- Support them in developing emergency and disaster preparedness plans best suited to their specific contexts;
- Help them develop skills and make provision for emergency and disaster preparedness, response and rapid recovery.

The manual outlines processes for:

1. Establishing an Emergency Management Team;
2. Assessing risks, vulnerabilities and capacities;
3. Developing an emergency and disaster preparedness plan;
4. Communicating the plan, raising awareness and building capacity;
5. Preparedness and emergency response;
6. Practicing drills, monitoring and updating the plan.

The contents of this manual are expected to apply to the following potential hazards:

- Fire inside buildings
- Fire in grounds or surrounding area
- Flooding – resulting from heavy rainstorms, sea swell, tsunami
- Wind and rain storms, including lightning
- Landslide
- Transportation (road, sea) accident
- Loss or failure of utilities (water, power)
- Hazardous materials release
- Civil unrest (including armed attack)
- Epidemic

Actions related to pandemics are to be found in the Health Sector manuals.

There may be other potential hazards specific to particular contexts and establishments. Generally, however, to respond effectively to potential hazards, standard emergency response procedures are used, although they need to be adapted to the circumstances of each incident and each establishment. They are built around **six basic emergency procedures**:

1. Evacuation of buildings
2. Assemble and shelter outside
3. Evacuate to safe haven
4. Shelter-in-place
5. Lockdown
6. Emergency accommodation.

These procedures are explained in Section 5.

The six sections that follow give details of the processes involved and steps to be followed for disaster preparedness and in emergencies.

1. Establishing an Emergency Management Team

Planning for disaster mitigation and the safety of everyone within the establishment is the responsibility of the managers/ owners of the establishments. An Emergency Management Team should be set up; it may consist of three or more persons depending on the size of the establishment.

1.1 Emergency Management Team (EMT)

Responsibilities of the EMT:

- ✓ Familiarize itself with the disaster preparedness and emergency procedures,
- ✓ Help staff and clients to become familiar with emergency procedures,
- ✓ Carry out assessments of risks, vulnerabilities and capacities of the establishment,
- ✓ Develop, adapt, implement and update an emergency and disaster preparedness plan, to ensure it is workable,
- ✓ Set up an 'Emergency Control Team' and organise a 'Command system' and emergency teams (e.g. for communication, logistics, operations - fire, first aid, evacuation, etc. *See sub-section 5.2 below*) and assign responsibilities to members of the management and staff, based on individual capacities for each anticipated emergency situation.
- ✓ Organise training for all stakeholders involved,
- ✓ Assist the Emergency Control Team in leading disaster mitigation activities in the event of a disaster,
- ✓ Ensure that at least two fire and evacuation drills are carried out annually,
- ✓ Lead one full simulation drill annually,
- ✓ Evaluate the results and adjust the plan accordingly,
- ✓ Assist with planning for recovery and resumption of business,
- ✓ Maintain links with the focal point for disaster management, DRDM and district level mechanisms for DRR.

1.2 Membership and Meetings of the EMT

Depending on the size of the business, organisation or establishment, membership of the EMT can include members of the management as well as staff. The Team should be led by the general manager or owner of the establishment, with one other person designated as emergency co-ordinator in the event that the leader is absent. Other management staff in charge of specific departments (such as Food & Beverage manager, persons responsible for engineering, housekeeping, front office, security, recreational co-ordinator, etc...) should also be members of the Team along with other interested members of staff. The Team could comprise between three and fifteen members, with specific responsibilities allocated to each.

Initially it is expected that the team will meet often to familiarize members with the procedures and undertake the necessary assessments and planning activities; then it may meet monthly and after practice drills, over the course of the year. It is important to remember that building resilience to disasters is not something that can be accomplished all at once; it is a continuous process that will have to be broken down into small steps.

2. Assessing Hazards, Risks, Vulnerabilities and Capacities

The EMT must take the lead in this process. It is important to identify all the possible hazards – both natural and man-made – that your establishment may face, the vulnerability characteristics and the resulting risks that these hazards may pose.

'Vulnerability characteristics' means the circumstances that make your establishment and its environment more susceptible to the damaging effects of a hazard. It can apply to people as well as to the natural and built environment. For example, young children, older people and those with disabilities, and people who do not speak languages you understand may be more at risk than others; coastlines unprotected by coral reefs, mangrove forests and beach hedges; buildings not constructed to withstand location-specific hazards all have higher levels of vulnerability.

It is important to prioritize the potential hazards in relation to their vulnerability levels. It is also important to assess the structural and non-structural hazards that may have an impact on the safety of buildings and grounds.

2.1 Assessing structural hazards

Structural safety has to do with the safety of buildings, especially weight-bearing structures, on or near the establishment site. Using the *'Structural Safety Checklist'* at **Appendix 1**, and where necessary with the assistance of engineering support, identify all structural safety concerns that should either be further investigated or dealt with immediately. (See sub-section 5.1 for possible protective actions)

2.2 Assessing non-structural hazards

Non-structural elements of buildings include those aspects such as windows, doors, stairs, roofs, water systems, fire suppression equipment, furnishings, room and office equipment and other objects inside and outside the buildings. The safety of the surrounding grounds should also be assessed in this context.

This assessment will require a room-to-room check on all the non-structural elements of the buildings, as well as inspection of the grounds and surrounding sites.

It is also important to enquire from older persons in the neighbourhood of past disasters or hazardous events that may or may not recur. It would also be helpful to liaise with the Tourism Sector focal point for disaster management to obtain relevant data on hazards due to floods, landslides, fires, windstorms, etc. from government and other agencies dealing with weather, geology, environment or housing.

The assessment should be carried out with specific hazards in mind; see *Non-Structural Hazard Checklist 2* at **Appendix 2**, for some examples of what to look out for. For all the hazards identified, note what can be done, who should do it and when it should be completed. (See sub-section 5.1 for possible protective actions).

2.3 Assessing capacities and resources

The management and staff of all tourism establishments also have many strengths, in terms of capacities and resources that would enable them to mitigate, respond to and recover from disasters. It is therefore necessary to identify these strengths and build on them, in collaboration with other partners at national and community and levels.

- Find out what disaster response skills the EMT members, other members of the management and staff have, and on the basis of that, plan for further training to fill identified gaps.

- Make a list of people and agencies who can assist with improving the establishment’s risk reduction capacities, such as: the Tourism Sector focal point for disaster management, environmental experts, fire and rescue agency staff, the district police and healthcare staff, the district administrator, volunteer groups such as the Red Cross, emergency management experts, clients; and explore ways of tapping into their expertise. Some of them may also assist with response and recovery activities. Where appropriate maintain a list of such persons’ contact details.
- Maintain a property inventory.
- Consider the provisions that will be needed for disaster response and recovery, such as: arrangements for alternative shelter, food and sanitation, water supply, communication links, a crisis communication policy, mutual aid agreements with other hotel establishments, recovery and resumption of business.

On the basis of the findings (from 2.1, 2.2 and 2.3), the EMT develops an Emergency and Disaster Preparedness Plan (referred to as ‘the Plan’ from here on).

3. Developing an Emergency and Disaster Preparedness (EDP) Plan

The Plan should outline the policies and procedures to be followed in the event of a threatened or actual emergency or disaster. Its aim should be to ensure the protection and safety of all clients and staff before, during and after the incident. It should have the following characteristics:

- It should provide specific directions for immediate action, while remaining flexible enough to allow for adjustments and changes as unexpected situations develop.
- It should specify step-by-step procedures in a clear and simple manner.
- It should give a clear standard procedure for each particular emergency response.
- It should specify a clear chain of command in the execution of emergency procedures, for instance, who should take charge in the absence of the EMT leader and others.
- It must be reviewed and adjusted on a regular basis, to take account of changing circumstances, technical and technological advances and changes in policies and regulations at national and community levels.

The Plan should have the following components:

1. The establishment’s profile
2. Emergency management
3. Hazard and Risk assessment
4. Emergency response
5. Practice, monitoring and updating the Plan
6. Restoration and Recovery

Appendix 3 gives a possible format for such a plan and provides details of what should be included in each component.

Regulatory Aspect

A copy of the Plan and all SOPs should be available in each establishment and may be viewed by Risk Management Section, or the Standards and Regulation Section staff, or the tourism sector focal point, for disaster management, Tourism Department and other regulatory bodies including the Agency Responsible for Disaster Risk Management.

4. Communicating the Plan, Raising Awareness and Building Capacity

All staff must become familiar with the Plan and staff and clients must be made to understand clearly what is expected of them in the Plan. This can be done in a variety of ways: through meetings with existing staff and induction sessions for new one; promotional activities related to safety and DRR, eg getting staff to volunteer as safety ambassadors; instructions to clients when they first arrive and drill practice exercises involving staff and possibly clients who happen to be on the premises at the time; and any other methods that work best for individual establishments.

Emergency response plans (in particular, evacuation plans) and other related information should be placed in all guest rooms and service areas in the form of leaflets and small posters on the back of doors and other appropriate places. The attention of guests and staff should be drawn to these instructions routinely. The process of communication and sharing should be on-going, especially as adjustments are made to the Plan and new staff are recruited.

It is also important to keep updated records of staff and guests' contact details, including backups in a safe location and in readily accessible formats.

All members of the management and staff must know well in advance **all** the emergency procedures that may apply, including systems of emergency notification. As many members of staff as possible should also be trained in activating emergency procedures as well as in basic first aid.

5. Preparedness and Emergency Response

Through carrying out regular hazards assessment the EMTs of large tourism establishments should be able to minimize their impact by addressing safety issues directly under their control and by bringing others not under their control to the attention of the authorities concerned. Such safety issues may be related to structural hazards, non-structural hazards, local infrastructure and environmental conditions.

5.1 Physical and environmental protection measures

Structural hazards: building maintenance is a critical aspect of maintaining structural and non-structural safety. The general managers/ owners of tourism establishments are responsible for ensuring that the safety of guests and staff are not compromised as a result of poor maintenance of buildings. Preventative maintenance measures should always be taken; damage should be repaired as soon as it is discovered.

Non-structural hazards: safety measures here are those not connected with the weight-bearing system of the buildings. Establishment managers /owners must ensure that all fire prevention and fire safety measures are taken: i.e. that sources of flammable and hazardous materials are limited, isolated, eliminated or secured; that fire extinguishers are regularly refilled, other fire suppression equipment are regularly checked and maintained; that detection and alarm systems exist and work; that exit routes are marked and clear of obstructions, and assembly points are identified and marked; that electrical systems are not overloaded, that mechanical and other systems are maintained and do not add to hazards.

In case of windstorms, it is important to ensure that loose roof sheeting, trees or branches close to buildings, other objects that can fly off or get torn off are repaired or removed as soon as these are observed.

Local infrastructure safety: this includes the water, electricity, gas, communications and transportation systems in the area of the tourism establishment. They are usually part of larger systems provided and maintained by government and private agencies. However, where it is felt that they present a hazard, the EMT should investigate ways of solving the problems in collaboration with the agencies concerned, and where necessary with the intervention of the Tourism Department and the Tourism Sector focal point for disaster management.

Environmental conditions: these include the possibilities of flooding, landslides, extreme weather conditions, hazardous materials release and the impact of climate change. There are many ways in which the EMTs of large tourism establishments can promote greater environmental safety – through adopting a “green label” (e.g. the Sustainable Tourism Label), by participating in environmental protection projects in the community, through awareness campaigns, and encouraging staff and guests to reduce, re-use and recycle.

The EMTs should also ensure (where these apply) that:

- Adjacent marshes, waterways and outlets are kept clean and clear of debris,
- landscaping of grounds and management of surrounding areas reduce the possibility of flooding and landslides, and
- They are informed of the production or storage of hazardous materials in the vicinity of particular establishments. Where this is the case the owner/ manager of the establishment should insist on a tour of the premises, undertake regular reviews of safety with the parties concerned and keep an on-going dialogue with them. It may also be necessary to advocate for a change of location of hazardous materials if people’s safety cannot be ascertained.

5.2 Emergency Response

All tourism establishments must develop appropriate response capacity to organize and mobilize all existing skills and resources in the event of an emergency. They should have the capacity to put into operation both basic emergency procedures and procedures for specific hazards, and this should be led by the EMT and documented in the establishment’s Emergency and Disaster Preparedness Plan.

In emergency situations the EMT will set up an **Emergency Control Team**, to act as the leading body which activates and co-ordinates the various standard procedures that may be necessary in different disaster events. This is to ensure that a clear chain of command is established, so that everyone is assisted in the fastest and most efficient way possible. It should be led by the general manager or other person designated by her/ him, and members should be the heads of other departments and staff volunteers.

The Emergency Control Team has five key functions:

1. Emergency command: this involves making decisions about actions to take in an emergency and direct the emergency operations all through, allocating responsibilities (as described below from 2 – 5) to other members of the team as necessary.

2. Communications: this involves maintaining channels of communication open with staff, clients, the tourism sector focal point for disaster management, national disaster management authorities, and the public, as appropriate. It also entails documenting the situation and ensuring accurate record keeping.

3. Operations: has to do with taking action on the ground – leading evacuation and other emergency procedures, carrying out light search and rescue, fire suppression, utility shut-down, hazardous materials control, security, first aid and psychological support.

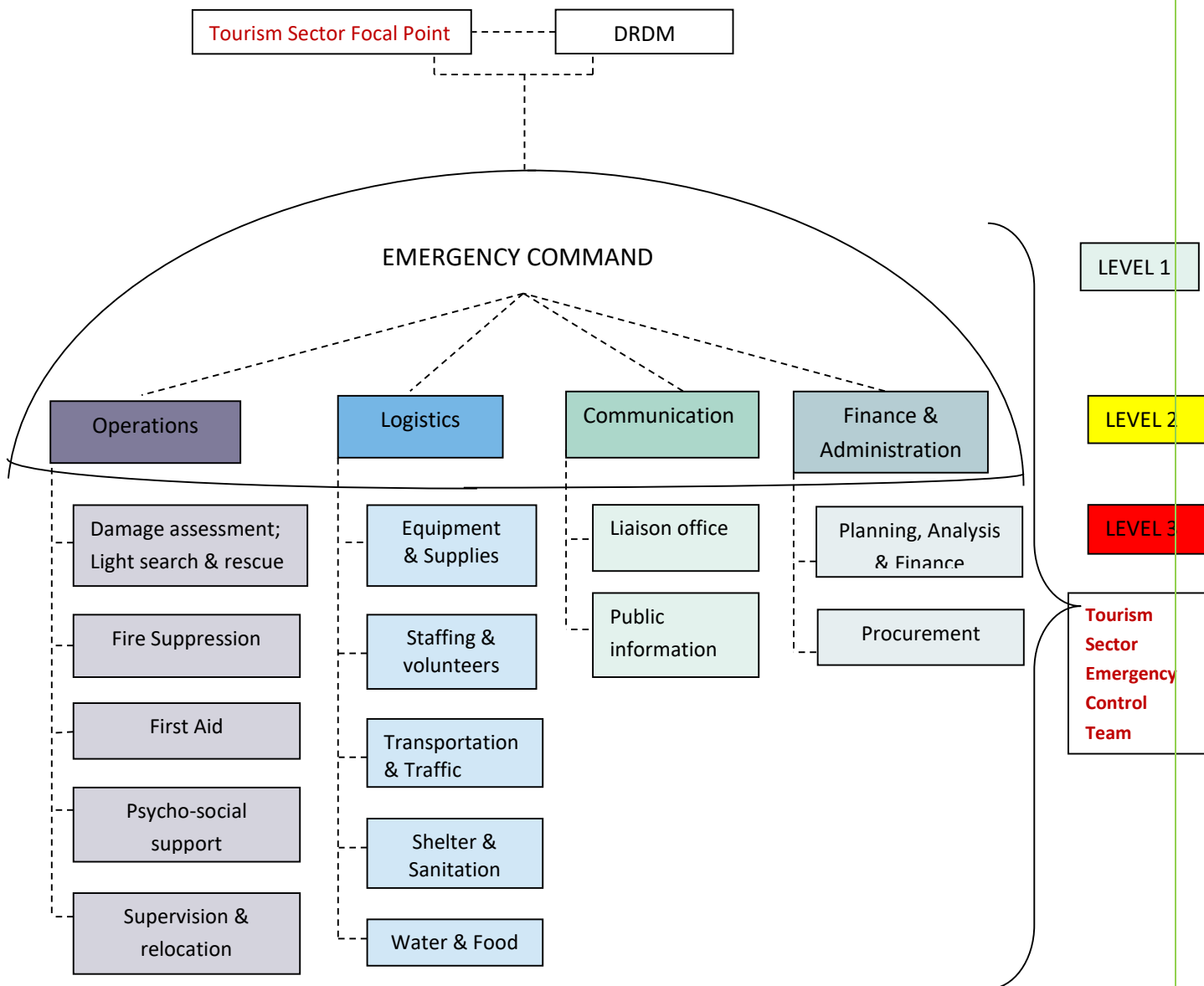
4. Logistics: involves providing support to the operations sub-team. Members need to know the site and its facilities and resources best. They need to find and distribute supplies and provisions (including water and food if necessary) shelter and sanitation, recruit volunteers and organize their assignments.

5. Finance: negotiates for additional funding and other resources, keeps records of all financial transactions and of staff time spent during an emergency for possible compensation where applicable.

In an emergency **all** these functions must be covered, although they may not all necessarily be applied. Depending on the size of establishments and the number of staff, one or more persons could be given the specific responsibilities of each function, but it is also important that all members of the Emergency Control Team are in a position to carry out all the above functions. In an emergency the establishment needs as many capable people as possible and so staff and other volunteers should cross-train. This should also help to maintain flexibility in the system; sub-teams can be appointed quickly just before an emergency situation occurs or in advance.

The diagram overleaf illustrates the functions of the Emergency Control Team. While the Team structure may differ, depending on the size and circumstances of different establishments, *the functions outlined here must be considered in all plans and put into action as an emergency unfolds.*

Emergency Control Team Functions



(Adapted from *IFC Handbook*, (2010: 21))

It will not be necessary for all the functions to be activated in every emergency. This will depend on the type and level of emergency, as indicated in the diagram by the three different levels. For example, a fallen branch causing damage to the roof of a building or a boat accident involving one or two guests may require action at Level 1 only. A small fire or flooding resulting from heavy rains may be dealt with at Levels 1 and 2, whereas a large fire, tsunami or strong windstorm occurring at a time of day when all clients are on the premises may need action at Levels 1, 2 and 3.

When an emergency occurs the Emergency Command leader (the general manager/ owner or person designated by her/ him) must quickly determine the initial response action to be taken and activate the emergency procedures accordingly (see standard emergency response procedures at 5.3 below). In making decisions the following must be considered:

- *The type of emergency*

They may include:

Fire inside the building

Fire in garden / grounds or surrounding area

Flooding – resulting from heavy rainstorms, sea swell, tsunami

Kitchen or laundry accident

Wind and rainstorms, including lightning

Landslide

Transportation (road, sea) accident

Loss or failure of utilities (water, power)

Hazardous materials release

Civil unrest, including armed attack

Epidemic

Others

- *The level of the emergency*

This could range from a disaster warning at local or national level to a minor emergency that requires Level 1 (as in diagram on page 10) type of action and that does not need the assistance of outside agencies; to a moderate type of emergency such as a small fire or rainstorm and flooding which can be dealt with at Level 2; or to a major emergency such as a sea swell or tsunami that will require outside agency assistance and activating the full emergency procedures.

- *The possible time frame in which to operate*

The hazard may happen quickly, without warning – such as landslides, a large fire, violent acts resulting from civil unrest or outside attacks; in such cases the quickest action possible (such as fast building evacuation or a lock-down) will have to be taken. Where the onset of the hazard is more moderate or slow it may be possible to close down the establishment, and organize evacuation to alternative sites.

To determine the best course of action it is also helpful to ask the following questions:

- *Is there any warning before the impact of the hazard will be felt?*
- *Are the buildings safe?*
- *Are the grounds safe?*
- *Is it safe in the community?*

Depending on the answers to these questions, the Emergency Command will have to immediately activate one of the following standard emergency response procedures described below. It is important to note, however, that modifications may have to be made to customize these different procedures.

5.3 Standard Emergency response procedures

Five main response procedures usually apply:

1. Building evacuation
2. Assemble and shelter outside
3. Evacuate to safe haven
4. Shelter-in-place
5. Lockdown
6. Alternative accommodation/ emergency travel

The matrix below gives an indication of how these procedures may apply for different types of emergencies:

Procedures Emergencies	Building evacuation	Assemble and shelter outside	Evacuate to safe haven	Shelter-in-place	Lockdown	Alternative accommodation (and/or emergency travel)
Fire inside buildings	x	x	x			x
Fire in grounds or surrounding area	x		x	x		x
Flooding including tsunami	x		x	x		x
Wind and rain storms	x		x	x		x
Landslide	x		x			x
Transportation (road, sea) accident						
Kitchen or laundry accident	x	x				
Loss or failure of utilities (water, power)		x		x		x
Hazardous materials release			x	x	x	x
Civil unrest					x	x
Epidemic	Please liaise with the Public Health Authority for appropriate guidelines					

The sub-sections that follow provide guidance on the application of each procedure.

**1. Building evacuation and
2. Assemble and shelter outside**

Emergency Command: having decided that it is not safe to stay inside the building, sound the alarm and announce the decision face-to-face; activate the emergency control system (call the emergency control team together and allocate responsibilities in relation to the specific hazard) as appropriate. Set up Emergency Command mechanism (facilities or positions, inside or outside the buildings, from where the Emergency Control Team operates), monitor and provide updates as they become available. Ensure that there are accurate records of people in the establishment; maintain communication; announce new procedures. Announce “All Clear” when emergency has ended.

Other team members:

- a) Guide everyone out of rooms following prescribed exit routes, as done in drill practice. Decide on alternative route in case of spreading fire.
- b) Check briefly that people in adjoining rooms are not in need of assistance before leading people out, making sure everyone is together.
- c) Designated persons should check closed workrooms, toilets and other closed spaces as they exit.
- d) Assemble in designated emergency assembly area, and do a head count. Check for injuries, and if necessary apply first aid.
- e) Fill out status report form and give them to designated persons to take to Emergency Command. Explain procedures to clients if necessary and pass on any relevant information that is received. Suggest that people do not use their cell phones, except for SMS contact only as they may cause communication congestion.
- f) Wait for further instructions.

Reverse evacuation: there may also be times when it becomes necessary to go back inside, because it is safer inside than outside. Then do a reverse evacuation, exactly as above.

3. Evacuate to safe haven – off establishment site

Primary and alternative off-sites for assembly need to be designated in case the buildings and grounds are not safe for assembly. The sites and evacuation routes must be identified in advance, and all staff must be informed of these sites. The sites must provide adequate shelter, it must be possible to get emergency supplies to them and they must be large enough to accommodate all staff and clients.

The same procedure as in 1 & 2 above should be followed for evacuation to safe haven.

4. Shelter-in-Place

It may be necessary to shelter inside the buildings, possibly on higher floors, when there are dangers outside that will prevent evacuation or moving to alternative accommodation, e.g. Sudden severe weather conditions, severe flooding on low lying areas, and sudden violent events.

Emergency Command: announce the decision throughout the establishment face-to-face or over a public address system. Close all doors and windows if appropriate. Activate emergency control system as appropriate. Set up Emergency Command mechanism, monitor and provide updates as they become available. Maintain communication; announce new procedures. Announce “All Clear” when emergency has ended.

Other team members:

- a) Take everyone inside, clear corridors and immediately move to the nearest available room that will accommodate the whole group comfortably or to pre-designated shelter locations inside the building.

- b) Close all doors and windows if appropriate. Assist with special needs of clients and staff.
- c) Do a head count send in Status Report form to Emergency Control when safe to do so. Turn on radio/ TV for further information and instructions. Encourage everyone to stay quiet, to listen for further information and to not use their cell phones. Engage those who wish in quiet activities and as helpers where appropriate.
- d) Wait for “All Clear” signal and return to normal premises or activate further procedures as instructed.

5. Lockdown procedure

Locking everybody inside the buildings may be necessary in the event of some form of violent crisis – e.g. a violent intruder in the building, or the spillage of hazardous materials (except gas) in the immediate vicinity of the establishment, so that it is not safe to move around or evacuate the buildings.

Emergency Command: a special siren or alarm must be used to signal a lockdown – the fire alarm system **cannot** be used for this. Announce the reason for the lockdown over a public address system. Lock all doors and windows from inside. Activate emergency control system and prepare to transfer command to police and other public safety authorities, and take cover. They will hand over command when it is judged safe to do so. Monitor and provide updates as they become available. Maintain communication; announce new procedures. Announce “All Clear” when emergency has ended. Make time to discuss and review incident with clients and staff, as appropriate.

Other team members:

- a) Take everyone inside, clear corridors and immediately move to the nearest available room that will accommodate the whole group comfortably or other secure area, away from the threat.
- b) Close and lock all doors and windows from the inside and stay away from doors and windows. Assist with special needs of clients and staff.
- c) In the event of a violent incident, turn all available tables and other similar pieces of furniture on their sides and instruct everyone to drop and cover behind the tables, making themselves as small a target as possible.
- d) Turn off lights and radios and keep silent.
- c) Wait for further instructions from police, and other public safety authorities and stay in the room until instructed in person by one of the authority representatives.
- d) Follow instructions to return to normal premises, or evacuate the building and move to alternative accommodation.

6. Alternative Accommodation or Emergency Travel

In the event that it is not safe to return to the establishment (after a thorough assessment of safety has been done) arrangements for alternative accommodation and possibly emergency travel will have to be made. Mutual agreements between tourism accommodation establishments should enable such arrangements to be made for accommodation. It is important that such arrangements are made well in advance and are formalized through MOUs (Memorandum of Understanding).

Organising emergency travel may involve the following:

- Identify commercial and emergency travel coordinators for airlines, boats and buses.
- Announce the availability of emergency travel assistance.
- Contact tour directors and determine transport requirements and the availability of any additional seats, and if they have their own transport.
- Communicate the availability of such opportunities.

5.4 Other hazard-specific response procedures

Transportation (road, sea) accident

In the event of a bus accident, it is critical that immediate action is taken. The bus driver and/or other able persons should evacuate the bus – except where injuries preclude any movement, check for injuries and provide appropriate first aid if qualified to do so, call the nearest health facility and police (151 is the emergency line for health, fire and police services), giving the exact location of the bus. Call an ambulance if necessary. Contact the destination management companies' representatives or tour operator, as appropriate, to report on the condition and location of guests, and wait for arrival of first responders. Volunteers with appropriate transportation may help with getting injured persons to the nearest health centres.

Accidents at sea

Destination management companies and tour operators should inform clients of the importance of ensuring that the boats they decide to travel on are properly licensed, are in very good condition and that they have on board all the floatation and safety equipment (individual life jackets, lifebuoys and rafts, reliable fire extinguishers, etc..) necessary in an emergency and as required by law. Ideally, all persons who are unable to swim should wear life jackets while on the water. Three possible scenarios are dealt with here: person overboard, while in water and abandon ship.

Person overboard: It is important to remain calm and act quickly. The first person who notices shouts: "Person overboard!" (En dimoun i'n tonm dan delo!). If the person overboard is visible a fellow passenger or a member of the crew should throw a lifebuoy as close to the person as possible. A life vest can also be thrown to the person if s/he hasn't got one on. The captain or skipper must take a compass reading immediately to determine the location of the person overboard; in rough seas it is easy to lose sight of the person. The captain or skipper will then take immediate action to turn about and rescue the person. Whoever jumps overboard to rescue the person must wear a life jacket and must have a rope tied to her/his waist, with the other end secured to the boat.

While in water: members of the crew will instruct passengers to hold on tightly to lifebuoys or life rafts, to make a minimum of movements so as not to tire themselves out and in rough conditions to turn their backs to waves to avoid getting water and spray in nose and mouth.

Abandon ship: this is a very difficult decision to make and it will have to rest with the captain or skipper. Once the decision is made the crew must ensure that everyone puts on their life jackets. The captain/skipper sends out MAYDAY messages to alert the authorities and seek assistance. S/he will note the exact position of the ship/boat before putting out life rafts or dinghy. The crew will instruct everyone to jump directly into the raft or dinghy if possible (to minimize the possibility of having to swim). Once in the life boat/raft collect rain water for drinking whenever it rains.

6. Practicing drills, Monitoring and Updating the Plan

Effective drills practice should form part of every establishment's normal program. The drills should be tailored to the expected hazards and practiced on a regular basis. There should be at least two fire drills per year and one full simulation drill for a major disaster annually. At least one of these practices should be performed without prior announcement. It is important to note that the purpose of the drills is to prepare for the unexpected and so they should always be viewed as 'the real thing'. It is also helpful to organize practices at different times of the day, using different scenarios and at times during the absence of the EM Team leader. Once the decision is made, it is imperative that everyone on the establishment's premises, including visitors at the time, participate in the drill practice.

A certain amount of preparation is also important. Safety issues including training in the practice of emergency procedures should be included in the induction and on-going training of staff.

6.1 Evaluation and Revision of EDP Plan

A full evaluation of the drill practice must be done afterwards. The EMT should organize debriefing sessions with staff and where appropriate guests who participated in the exercise. On the basis of all the discussions and suggestions for improvement, the plan should be updated and the revised plan should be communicated to all stakeholders. This cycle should remain on-going, with regular reviews on a yearly basis.

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