

Report 14.581
Date 28 October 2014
File Z/01/04/19

Committee Civil Defence Emergency Management Group
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MCDEM Monitoring and Evaluation (M&E) Assessment in January 2015

1. Purpose

To inform the Joint Committee about the Monitoring and Evaluation (M&E) Assessment of the Wellington region to be carried out by the Ministry of Civil Defence Emergency Management (MCDEM) during the period 19 January to 10 April 2015.

2. Background

Wellington is characterised by some of the most significant known hazards and associated infrastructural vulnerabilities in New Zealand. The Wellington CDEM Group is responsible for ensuring the reduction, readiness, response and recovery arrangements for all its communities of interest are at an appropriate level, and take cognisance of the impact a major event would have on the ability of the region and nation to function. Whilst the CDEM Group has made some great advances over the past few years, the Wellington CDEM Group can do even better.

The new CDEM Group Plan implemented in January 2013 has already reshaped the strategic direction of the Group to ensure appropriate structures and governance arrangements have been established, that resources available are aligned to the objectives, and a programme of work that promotes the delivery of an enhanced level of CDEM to the community is in place (CDEM Business Plan and WREMO Annual Plan).

The Wellington region was assessed by MCDEM in 2009 but owing to the Canterbury earthquakes, the final assessment report was only released in 2011. MCDEM scored the Wellington CDEM Group at 44.3%.

Although the assessment at the time fell in the 'satisfactory' zone, there were clearly important improvements and gains to be made for the future. MCDEM has indicated that the Wellington CDEM Group should at least achieve around 56% with the next M&E Assessment in 2015.

3. Monitoring and Evaluation

Monitoring and evaluation is about learning from experience, maintaining awareness of the capacity and capability of an organisation, and monitoring progress towards goals and objectives. By doing so we:

- enhance organisational learning and development
- ensure informed decision-making and planning
- support substantive accountability
- build capacity and capability
- improve outcomes
- ensure effective leadership (Joint Committee, CEG, CEG Sub Committee, WREMO)
- ensure an optimal organisational culture
- clarify the roles and responsibilities of WREMO and Councils, and
- enhance the structure of the Group

The National CDEM Strategy is being used as a framework with the following performance indicators and measures to cover all aspects of CDEM (e.g. community resilience, reducing risks from hazards, enhancing the capability to manage civil defence emergencies, enhancing capability to recover from emergencies, governance and management arrangements to support and enable CDEM and, organisational resilience to support effective crisis management).

4. Why assessments?

Under the CDEM Act 2002, section 8(2)(f), the Director of Civil Defence has a requirement to monitor “the performance of Civil Defence Emergency Management Groups and persons who have roles and responsibilities in CDEM. The CDEM Act also has other sections relating to monitoring and evaluation of the National CDEM Strategy (section 8(2)(c)), National CDEM Plan (section 8(2)(d)); and that CDEM Groups should monitor and report on compliance with the Act (section 17(1)(h)).

5. How long does it take?

Completing a capability assessment (new version) should not be an onerous task. Previous assessments have shown the average time to complete an assessment are as follows:

An individual completing an assessment on behalf of an organisation	1-2 hours
An internal group discussion exercise to complete an assessment of	1-2 days

an organisation

External evaluation (e.g. of a CDEM Group) – qualitative

1-2 weeks

6. What does the M&E Assessment involve?

The M&E Assessment involves all agencies with responsibilities under the CDEM Act completing and submitting an assessment using the CDEM M&E Assessment Tool. It is mostly done by ‘self-assessment’ – it is not practical for all assessments to be conducted by external parties – but agencies will be encouraged to undertake a comprehensive approach to the assessment within their organisation (i.e. have several people involved in evaluation and scoring), in order to get a representative view of the organisation.

Assessments will be collated at a CDEM Group, and then national level, with the aim of identifying strengths, weaknesses and gaps across the country. These may either be trends in single line items, or across wider functional areas.

The purpose of this process is not to find fault, but to identify trends and issues.

The National M&E (Capability) Assessment will result in a ‘National Capability Assessment Report’ that will report these trends in capability, as well as progress towards desired outcomes. Each member organisation within a CDEM Group needs to complete a self-assessment, which would be collated at a Group level.

There is also value in adding additional components to a CDEM Group assessment, for example – to spend some time interviewing key members of the Group (Joint Committee, CEG, CEG Sub Committee, WREMO staff) to get more qualitative information on how the Group is perceived to be functioning. The CDEM Capability Assessment Tool is quite a quantitative approach to assessment, and by adding a qualitative component will result in a more rounded, comprehensive assessment.

This aspect of the assessment would be conducted by a small panel, likely to comprise MCDEM staff plus others as needed or requested.

Any costs incurred by this process will be paid for by MCDEM.

7. ‘Self Assessment’ carried out by WREMO – August 2014

The three WREMO Teams (Business and Development, Community Resilience and Operational Readiness) have carried out ‘self assessments’ to gauge the current status of the Wellington Region Emergency Management Group. An overall score of 65.9% was achieved. The ‘Self Assessment’ is **attached** to this report.

8. Further opportunities for improvement

The 'Self Assessment' identified some areas for improvement and these are:

Hazards and Risks

- Hazard risk information informs organisational plans, priorities, and expenditure
- Hazards, vulnerabilities, and risks are monitored on an ongoing basis
- Risk management is comprehensive and integrated throughout the organisation
- Business Continuity Management has a formalised programme with high-level commitment
- Critical business functions and processes, and potential impacts on them are defined
- Business continuity strategies and arrangements are developed and implemented

Training

- Adaptive capacity is fostered through active learning and capability development
- Emergency operating centres (EOC/ECC) are staffed adequately

Exercising

- Exercising is effective in improving capability
- Exercising is integrated across organisations and levels

Public Information Management (PIM)

- Communication with partner agencies is able to be maintained in an emergency

Logistical planning

- Critical resources can be sourced rapidly in response to an emergency
- Logistics processes are in place to manage resources effectively in an emergency

Welfare planning

- Local welfare planning is comprehensive and coordinated

Recovery

- Structures, roles and responsibilities for recovery are pre-determined and documented
- Recovery Managers are identified, trained, supported and ready to perform the role
- Recovery Plan outlines arrangements for holistic recovery management
- Recovery planning is integrated with risk reduction and other community planning
- Arrangements for the transition from response to recovery are pre-defined
- Impact assessments are conducted before, during and after events in order to inform recovery planning and management
- Plans and procedures for establishing a recovery centre or 'one-stop shop' are in place
- Information management systems are effective in supporting recovery management

9. Conclusion

Following the outcome of the MCDEM M&E report (April 2015) a 'Corrective Action Plan' will be developed and implemented to address any issues identified in the report

10. Recommendations

That the CDEM Group:

1. ***Receives the report;***
2. ***Notes the contents of the report; and,***
3. ***Prepares to be engaged in the M&E Assessment process***

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Attachment 1: CDEM Capability Assessment Tool 2014