



UNITED REPUBLIC OF TANZANIA  
PRESIDENT'S OFFICE REGIONAL ADMINISTRATION AND LOCAL  
GOVERNMENT AUTHORITY

DAR ES SALAAM REGION

**DarMAERT**  
**Standard Operating Procedures (SOPs)**  
**Handbook**

**May 2020**



**DarMAERT**

**Standard Operating Procedures (SOPs)  
Handbook**

**May 2020**

# Table of Contents

List of Figures .....	vi
List of Tables .....	vi
Acronyms and Abbreviations.....	vii
1. Overview .....	1
2. The SOP within the context of the EOC.....	2
3. Operational Planning Assumptions & Emergency Management Directives .....	4
4. EOC Organizational Structure.....	5
4.1 ICS Organization.....	5
4.2 Emergency Support Functions.....	9
5. EOC Scope of Operations and Activation Protocols.....	11
5.1 Current Scope and Protocols.....	11
5.2 Recommended Enhancements to EOC Scope and Protocols .....	15
5.2.1 Non-Emergency Operations.....	15
5.2.2 Pre-Disaster Operations .....	15
5.2.3 Operations During Major Emergencies / Extreme Hazard Events .....	16
5.2.4 Post-Disaster Operations.....	17
6. EOC Operational Framework.....	18
6.1 Current DarMAERT Emergency Management Framework.....	18
6.2 Recommended EOC Operational Framework.....	18
6.2.1 Stage A: Activate the EOC .....	21
6.2.2 Stage B: Build the Situation Report (SitRep) .....	25
6.2.3 Stage C: Create the Incident Action Plan (IAP) .....	27
6.2.4 Stage D: Disseminate the IAP.....	29
6.2.5 Stage E: Execute the IAP .....	29
6.2.6 Stage F: Finish (EOC Deactivation) .....	33
7. List of Proposed Duties and Responsibilities of EOC Personnel .....	36
7.1 EOC Manager.....	36

7.2 Operations Section Commander .....	38
7.3 Planning Section Commander .....	39
7.4 Logistics Section Commander .....	40
7.5 Finance/Administration Section Commander .....	41
7.6 Safety Officer .....	41
7.7 Public Information Officer .....	42
7.8 Liaison Officer .....	43
8. Hierarchy of Command/Leadership Succession .....	44
9. Operational Shifts/ Duty Relief Guidelines .....	44
10. Business Continuity Processes .....	46
11. Emergency Notification Protocols .....	46
11.1 Internal Call Tree .....	46
11.2 EOC Personnel Directory & Profiles .....	48
11.3 Communications Hierarchy .....	49
11.4 EOC Activation Message .....	50
11.5 EOC Deactivation Message (sample template only) .....	50
12. Agenda Templates .....	51
Annexes .....	53
Annex 1. DarMAERT EOC (Ilala Fire Station) Location Map .....	53
Annex 2. EOC Floor Plan .....	54
Annex 3. UN Cluster System Quick Reference .....	55
Annex 4. Simulation: EOC Activation (derived from the Red Cross/Red Crescent Climate Centre's Before the Storm) .....	59
Annex 5. Emergency Operations Center Message Form .....	63
Annex 6. Situation Report Template .....	65
Annex 7. Incident Action Plan Template .....	66
Annex 8. Rapid Damage and Need Assessment Tools and Disaster Reporting Template .....	67
Annex 9. Resource Request Form .....	88
Annex 10. Media Brief Template .....	90
Annex 11. Crosswalk of Incident Command System Command and General Staff Functions with DarMAERT Member Agencies .....	91

Annex 12. Case Study from TED Module 1-3: DarMAERT's Partial Activation for the November 2019 Floods.....	92
References.....	97

## List of Figures

Figure 1. Current Command Structure of DarMAERT.....	6
Figure 2. ICS Organizational Structure: The Command Staff.....	7
Figure 3. ICS Organizational Structure: The General Staff.....	8
Figure 4. DarMAERT's Current EOC Activation Protocol based on its ERP 2017.....	14
Figure 5. The Planning “P” Framework.....	19
Figure 6. Modified Situation Report template for tracking weather updates, emergency reports and resource status.....	27
Figure 7. Modified IAP template for tracking Incident.....	28
Figure 9. Call Tree Diagram .....	47
Figure 10. Communications Hierarchy Diagram .....	49
Figure 8. DarMAERT activates for a real-world severe thunderstorm and flooding event on November 21, 2019. The acting EOC Manager facilitates inputs for the Situation Report template in plenary, while someone else serves as the Planning Section Commander .....	95

## List of Tables

Table 1. EOC Outputs per Operational Period .....	33
Table 2. Sample Media Brief Template.....	35
Table 3. EOC Personnel Directory.....	48
Table 4. Initial Briefing Agenda Template .....	51
Table 5. Planning Meeting Agenda Template.....	52

## Acronyms and Abbreviations

AAR	After Action Report
ConOps	Concept of Operations
COP	Common Operating Picture
CHS	Core Humanitarian Standards
DarMAERT	Dar es Salaam Multi Agency Emergency Response Team
DAWASA	Dar es Salaam Water Supply and Sanitation Authority
DMD	Disaster Management Department
EM	Emergency Management
EMAP	Emergency Management Accreditation Program
EOC	Emergency Operations Center
ERF	Emergency Response Function
ERP	Emergency Response Plan
ESF	Emergency Support Function
FASC	Finance/Administration Section Commander
FAO	Food and Agriculture Organization of the United Nations
FEMA	Federal Emergency Management Agency
HC	Humanitarian Coordinators
HCT	Humanitarian Country Team
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IEMS	Integrated Emergency Management System
IFRC	International Federation of Red Cross and Red Crescent Societies
IOM	International Organization for Migration
LO	Liaison Officer
LSC	Logistics Section Commander

OSC	Operations Section Commander
PIO	Public Information Officer
PMO	Prime Minister's Office
PMO	Prime Minister's Office
PSC	Planning Section Commander
RAS	Regional Administrative Secretary
SitRep	Situation Report
SMS	Short Message Service
SO	Safety Officer
SOP	Standard Operating Procedures
TED	Training, Exercises and Drills
TEPRP	Tanzania Emergency Preparedness and Response Plan
UN	United Nations
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
USGS	United States Geological Survey
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organization



# 1. Overview

The increasing occurrence of disasters, both natural and human-induced, highlights the need for governments to ensure the availability of critical personnel and the resilience of their systems to ensure the continuity of operations and delivery of key emergency management (EM) services. The Standard Operating Procedures (SOP) described herein detail the procedures required to activate, staff and operate the Dar es Salaam Multi Agency Emergency Response Team (DarMAERT) Emergency Operations Center (EOC) during extreme hazard events and other emergency situations, to ensure that emergency operations are unhampered and efficiently implemented.

This SOP Handbook was developed by DarMAERT through the *Development and Implementation of a Training, Exercises and Drills Program* (TED) in partnership with the United Kingdom Foreign, Commonwealth and Development Office, the World Bank, Earthquakes and Developments Initiative and Ardhi University. It is designed to serve as a guidebook and a practical resource, not just for DarMAERT, but also for organizations that perform support roles during emergencies and humanitarian crises with DarMAERT. It is also a companion to the EOC Handbook and complements the latter by describing the actions required of individuals who are responsible for setting up, activating and operating the DarMAERT EOC.

This SOP handbook is a living organic document that is meant to be developed in DarMAERT's own words to ensure that the SOP makes sense to those working in the EOC, additional staff personnel or to any personnel and/or organization working with DarMAERT for emergency operations. In this context, the SOP typically begins as a simple document and becomes more mature with time as experience of EOC personnel and users develops.

This SOP Handbook is structured to provide three main perspectives, i.e. (1) the current DarMAERT context, (2) the international benchmarks and (3) recommendations on how the current processes and procedures of DarMAERT may be enhanced to align with international benchmarks. This document had been co-developed with DarMAERT and all contents improved and finalized with the end of delivery of TED Module 4.

## 2. The SOP within the context of the EOC

The SOP is framed within the context of the EOC because it is meant to be a reference for all EOC staff and all internal and external organizations that report to and/or provide support to the EOC. For this purpose, this section provides a short summary of the functions performed at the EOC and the products generated in the process.

Below are the important functions performed at the DarMAERT EOC, derived from Section 5.3 of the DarMAERT ERP 2017:

- The EOC serves as the central point for coordinating the operational, logistical and administrative support needs of response activities at the disaster/emergency site.
- The DarMAERT Coordinator activates the EOC when an emergency or major disaster occurs or threatens to occur. The Dar es Salaam Regional Commissioner directs and controls operations from the EOC.
- DarMAERT members assemble in the EOC to control and coordinate emergency response operations. Staffing and work shifts are determined by the severity of the situation. Each member requested to report to the EOC is notified by the Coordinator or his/her designated representative.
- Response personnel from various supporting organizations/agencies remain under the direction and control of the sponsoring organization, but follow assignments identified by the EOC based on the specific response needed for the disaster/emergency.
- The Operator in charge of the EOC should be able to identify and alert the appropriate response agencies (including, but not limited to, receiving hospitals, fire and rescue, police and Municipal Disaster Management Coordinators), and act as a communication bridge between response personnel and other actors at the emergency scene.
- Information received in the EOC from the field and other reliable sources are compiled and reported to the Dar es Salaam Regional Commissioner through Regional Administrative Secretary and displayed in an appropriate place in the EOC.
- Should a life-threatening situation emerge, emergency instructions to the public are disseminated by all available means. Primary responsible agencies for this are the Dar es Salaam Regional Commissioner's Office, Police Force and Media.

- A record of all persons entering and departing the EOC are maintained by personnel at the entrance.
- EOC operations continue as determined by the situation and are concluded by the order of the Regional Commissioner.

Similarly, in international best practice, the EOC operates primarily to serve as the region's information, communications and emergency operations hub during extreme hazard events and emergency situations. The value of the EOC is demonstrated through its capacity to provide disaster-correlated and corroborated information, which enable the leadership to optimize the use of resources and improve disaster preparedness and emergency response and recovery activities, thus reducing losses and minimizing operational disruption during extreme hazard events and emergency situations. The SOP operationalizes and actualizes this value.

In the global context, products expected to be generated at the EOC are:

- a. Notifications, warnings or alerts about predictable (e.g. typhoons) and sudden onset (e.g. earthquakes) extreme hazard events and emergency situations;
- b. Situation Reports (SitReps) that inform the current status, decisions and actions during extreme hazard events and emergency situations;
- c. Incident Action Plans (IAPs) that are circulated among EOC staff and key personnel involved in disaster preparedness and emergency response activities;
- d. Synopsis of information (Common Operating Picture) from reliable sources (e.g. government agencies, international scientific organizations, humanitarian portals, other media outlets, etc.);
- e. Damage assessment reports collated from iterative evaluation of damages and/or losses caused by the disaster or emergency.

### 3. Operational Planning Assumptions & Emergency Management Directives

For this SOP handbook, the following assumptions and directives apply:

- The EOC is located at the *Ilala Fire Station, Morogoro Rd., Dar es Salaam, Tanzania*. Please refer to Annex 1 for the physical location map of the EOC and Annex 2 for the EOC physical layout
- The DarMAERT EOC is the focal point of DarMAERT's coordination of its disaster and emergency preparation, response and recovery activities before, during and after significant disasters and other situations requiring emergency response.
- The geographic scope for this SOP focuses on the greater Dar es Salaam area and key assets and critical facilities that are critical to DarMAERT's major operations.

In line with international benchmarks and best practices fit to the Dar es Salaam context, the directives below should be followed:

- As a matter of internal policy, the safety of EOC staff and all DarMAERT members (and their families) should come first. Families of EOC staff should be prepared ahead of time and EOC staff is expected to report for duty once their families are secured. EOC operations can be limited to monitoring until the situation is stabilized and conditions for making rational decisions are present.
- The EOC may be activated by the most senior EOC staff member present if those listed under Section 8, Hierarchy of Command/Leadership Succession, are not present.

## 4. EOC Organizational Structure

### 4.1 ICS Organization

Currently, the DarMAERT “Silver” Tactical Command covers all ICS Command and General Staff roles during an EOC activation. While all the necessary functions are ultimately accomplished under this structure, DarMAERT Silver Tactical Command is often “dual-hatted,” or even “multi-hatted” and must execute the ICS-like function, as well as various response-specific areas of expertise at the same time, such as an Emergency Response Function or Municipal Disaster Management Coordinator role. It is recognized that such dual and multi-hatted roles introduce complexity for DarMAERT members during activations, due to the requirement to think concurrently about multiple action steps for multiple functions. Until full-time employees to staff ICS Command and General Staff roles are hired for DarMAERT, a potential solution for DarMAERT Silver Tactical Command personnel is to deploy a primary and deputy representative to the EOC during an activation, allowing the primary to focus exclusively on the ICS role, with the deputy focusing exclusively on the primary ERF or Municipal Disaster Management Coordinator function (e.g. law enforcement, firefighting, search and rescue, health and medical services or coordination role). **Error! Reference source not found.** represents the current Command Structure of DarMAERT and shows membership of the Silver Tactical Command.

The organizational structure of an EOC is designed to primarily support decision-making upon which all member organizations and corresponding emergency operations should be aligned. Its secondary objective is to facilitate information sharing and communication between and among all members and supporting external organizations during extreme hazard events and emergency situations. For this purpose, existing emergency management SOPs of DarMAERT are expected to be progressively reviewed and aligned along the EOC Concept of Operations once the latter have been put in place and tested<sup>1</sup>.

---

<sup>1</sup> Annex 11 shows the identification and correlation of DarMAERT functions to ICS Command and General staff positions which may be referenced for future EOC staffing endeavors.

## Command Levels

### Multi-agency Management Structure in Different Command Levels

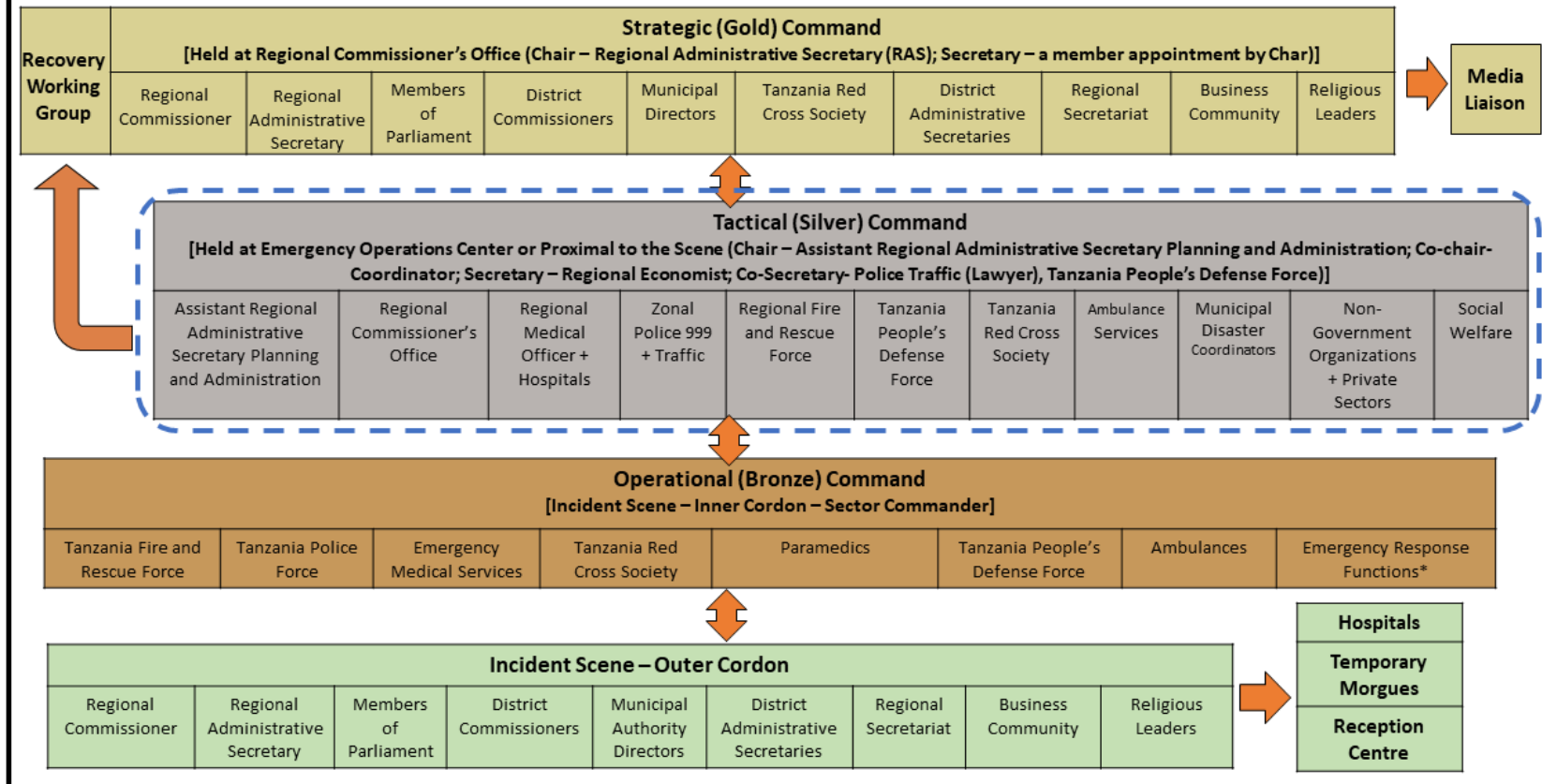
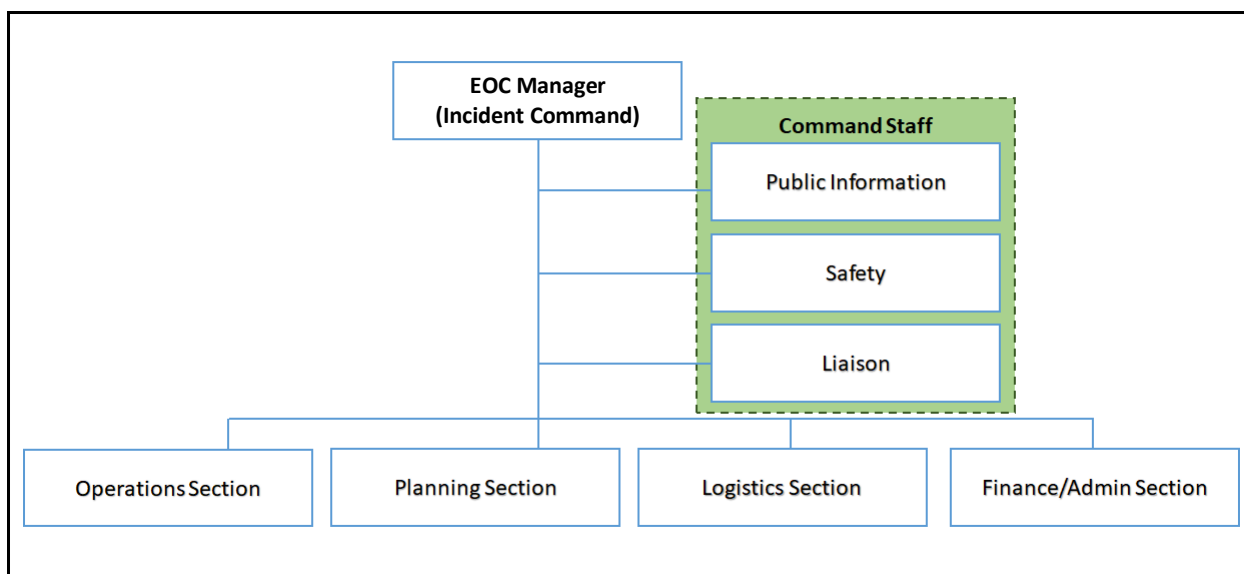


Figure 1. Current Command Structure of DarMAERT

Following the current DarMAERT context vis-a-vis global benchmarks, the DarMAERT EOC is under the direct command of the EOC Manager, i.e. the DarMAERT Coordinator. The EOC Manager is the ultimate decision-maker inside the EOC and oversees the EOC's day-to-day functional operation. The EOC staff is organized into three (3) main operational groups: a) Command Staff; b) General Staff; and c) Emergency Support Functions. At present, the DarMAERT Silver Tactical Command accomplishes Command and General Staff functions in aggregate, however, stand-alone functions can be used as identified in the following paragraphs. Please review Figure 1 for DarMAERT's current command structure including the Silver Tactical Command. On the other hand, please see Figure 2 and Figure 3 for the internationally prescribed standard organizational structure for the command and general staff.



*Figure 2. ICS Organizational Structure: The Command Staff*

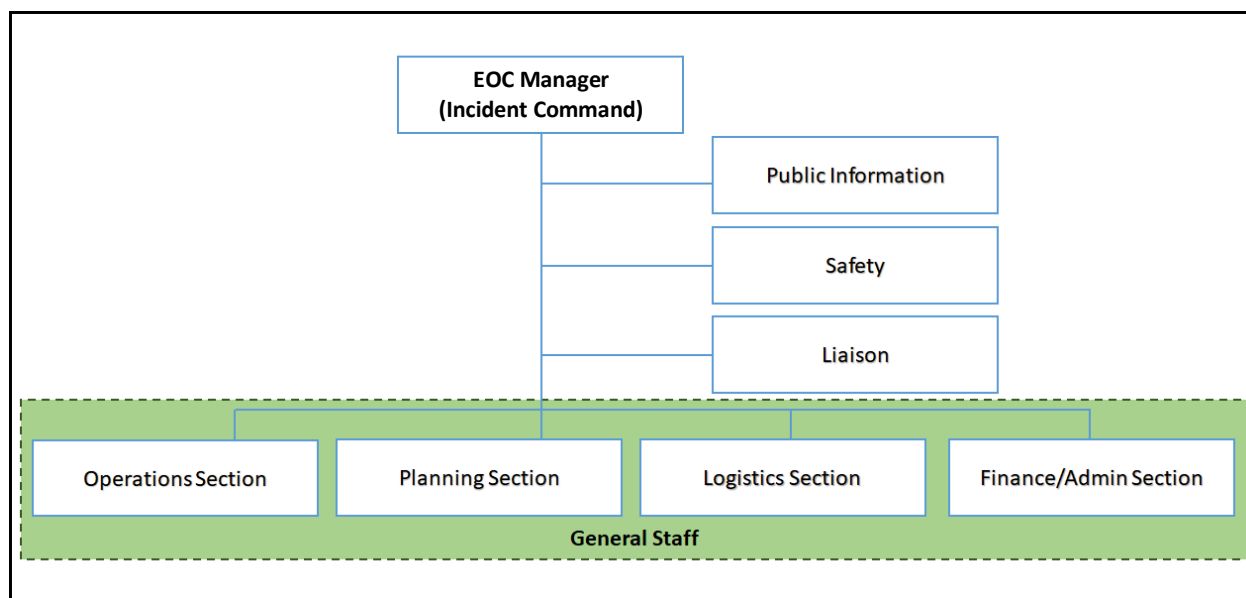
**Command Staff** carry out functions needed to directly support the Incident Commander/EOC Manager. These staff report directly to the Incident Commander and include the Public Information Officer, Liaison Officer and Safety Officer.

The **Public Information Officer (PIO)**, also known sometimes as the “Information and Media Officer,” facilitates coordinated and timely communication to the public and key officials, interacts with media and press and establishes a hub to handle public-facing information flows and publish information for public; consumption (This is known in the Incident Command System as a “Joint Information Center”).

The **Liaison Officer (LO)** is a single point of contact for representatives of government departments and agencies, jurisdictions, non-governmental organizations, international

organizations, private sector agencies and other agencies. The Liaison Officer speaks on behalf of the Incident Commander or Emergency Operations Center Director in an EOC environment.

The **Safety Officer (SO)** assesses and/or anticipates hazardous or unsafe situations. The Safety Officer is authorized to stop or prevent unsafe acts and has authority delegated from the Incident Commander to call a “stop” to an operation in the event of a severe safety event.



*Figure 3. ICS Organizational Structure: The General Staff*

In the Incident Command System, **General Staff** are a group of incident management personnel organized according to function and report to the Incident Commander (or EOC Manager). These include the Operations Section Commander, Planning Section Commander, Logistics Section Commander and Finance/Administration Section Commander. This structure is also used frequently to organize EOC operations in an international setting.

The **Operations Section Commander (OSC)** assumes command of all field operations and is fully responsible for directing all tactical actions to meet the objectives. The Operations **Section** Commander receives, evaluates and responds to requests for assistance and resources on field.

The **Planning Section Commander (PSC)** is responsible for gathering, analyzing, evaluating and disseminating technical Information. The PSC develops a Situation Report (SitRep) for each operational period and sets priorities for resource procurement and develops the Incident Action Plan (IAP).



The **Logistics Section Commander (LSC)** manages logistical needs and provides facilities, services, people and materials in support of the incident. The Logistics **Section** Commander assists with essential services and logistical support such as, but not limited to, (1) transport of supplies, equipment and personnel, (2) activating public, contractual and volunteer resources, (3) coordinating staging areas, (4) providing equipment and crews and (5) coordinating and processing resource requests.

The **Finance/Administration Section Commander (FASC)** tracks all financial and human resource needs to support other aspects of the response as required. The Finance/Administration **Section** Commander assumes the critically important role of tracking costs to report total cost of incident response.

## 4.2 Emergency Support Functions

Section 5.5 of the DarMAERT ERP 2017 identifies 15 **Emergency Response Functions (ERFs)**. These are: (1) Direction and Control, (2) Communication and Warning, (3) Evacuation, (4) Firefighting, (5) Law Enforcement, (6) Health and Medical Services, (7) Search and Rescue, (8) Shelter and Mass Care, (9) Emergency Public Information, (10) Damage Assessment, (11) Public Works and Engineering, (12) Utilities, (13) Resources Management and Supply, (14) Transportation and (15) Dead Bodies Management. The different public agencies and private agencies organizations assigned to these specific ERFs are ~~often~~ grouped to work together based on their expertise, as an emergency incident requires. The ERFs often perform the Operational Level functions (i.e. Bronze Command, review Figure 1 for further reference) where “hands-on” work is performed at the incident sites and other affected areas.

Similarly, the **Emergency Support Function (ESF)** concept of operations is the international and nationally recognized standard for modern, state-of-the-art emergency operations plans. They provide vital subject matter expertise under the Incident Command System. Emergency Support Functions are the grouping of governmental and certain private sector capabilities into an organizational structure to provide support, resources, program implementation and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure and help victims and communities return to normal.

The ESF concept provides a systematic and efficient system to (1) organize the many stakeholders that are engaged in disaster risk management, (2) to provide them with a methodology for sharing knowledge and resources and (3) for working efficiently to address the challenges of preparing, responding and recovering from any emergency situation.

Through this process, it provides for effective inter-institutional and inter-sectoral coordination. With time and regular practice, the stakeholders will develop close working relationships that yield benefits well beyond managing emergencies. The general duties of an ESF are to:

- a. Commit agency assets
- b. Approve and implement mission assignments
- c. Maintain situational awareness
- d. Report on ESF operations
- e. Represent agency on task forces and ad hoc groups
- f. Serve as technical experts

DarMAERT's ERFs, as prescribed in its 2017 ERP, fit the ESF concept of operations. In this regard, the updated ERP 2020 and this SOP adopted the same system and incorporated the identified needed enhancements until the finalization of the ERP 2020 and this SOP.

## 5. EOC Scope of Operations and Activation Protocols

### 5.1 Current Scope and Protocols

As provided in the DarMAERT ERP 2017, the EOC is independently activated upon the specific recommendation of the EOC Manager to the DarMAERT Chair and Regional Administrative Secretary. The activation of the EOC is correlated to:

- Scientific parameters of the hazard event that describe its projected severity/ impact (e.g., wind speed for tropical cyclones, amount of precipitation for heavy rainfall or magnitude for earthquakes), as reported by national government agencies, international scientific agencies and other credible sources.
- Projected level of impact of the extreme hazard event or emergency situation on the populace, critical facilities and infrastructures and operations, as described by national government agencies, international scientific agencies and other credible sources.

The activation of the EOC may take place in parallel with the activation of the EOCs of higher-level government agencies. However, the EOC Manager may also decide to activate the EOC during emergency situations (or large mass events which require constant monitoring) that are specific to Dar es Salaam.

The EOC Manager could decide on either a full or partial activation of the EOC. By definition, a full activation corresponds to situations wherein the EOC Manager calls in all EOC staff and key company personnel involved in disaster preparedness and emergency response activities to operate the EOC on a 24-hour basis. On the other hand, during a partial activation, the EOC Manager will only call on the EOC staff that are most concerned by the potential impact of the extreme hazard event or emergency situation. It must be noted that a partial activation of the EOC may be escalated to a full activation (and vice-versa) depending on the severity/ impact of the situation.

Chapter 6 of the DarMAERT Emergency Response Plan 2017 prescribes the processes for activating the plan and consequently the DarMAERT EOC (i.e. activation authority and triggers, levels, phases, debriefing and call-off). Below are relevant excerpts from the said chapter.

As emergency conditions vary with each incident, a three-tier system is used to determine levels of EOC activation, to wit:

- **Level 1:** An emergency incident can be handled routinely by one or more departments and government agencies within the Dar es Salaam Region, requiring only district/ local resources. At this level, normal government operations are not affected, hence, not requiring activation of the EOC.
- **Level 2:** An emergency requires a major response and the significant commitment of resources from the Regional Government and several departments and agencies. It has the potential to require resources in excess of those available from the responding departments to bring the situation under control, hence, a partial activation of the DarMAERT EOC and its response plan are needed.
- **Level 3:** An emergency requires an extensive coordinated response and commitment of resources from all departments and government agencies and could necessitate requesting external assistance from the Prime Minister's Office, bilateral donors or international humanitarian organizations/development partners, hence, a full activation of the DarMAERT EOC and its response plan are needed.

The DarMAERT EOC is activated when the Emergency Response Plan is activated by the Regional Administrative Secretary on the declaration of a major incident. This decision will be based in consideration of:

- Control of the incident is beyond the response capabilities of the initial responding department;
- The disruption caused or likely to be caused to a community within the Dar es Salaam Region is significant, i.e. emergency has escalated to Level 2 and Level 3. This can be determined by the levels of threat to life and property, high damage potential, incident complexity, environmental impact and other criteria established by the DarMAERT;
- When a regional emergency threatens, significantly impacts or involves multiple agencies and/or political subdivisions.
- When pre-established threat levels are reached or as part of a drill exercise, which is a simulated emergency that requires response by all DarMAERT members. This Emergency Response Plan (ERP) will be activated once a year or in anticipation of a major disaster event in a full-scale exercise;
- When control of the initially Level 1 incident is beyond the response capabilities of the initial responding department and the emergency has escalated from Level 1 to Level 2 or higher, the official will notify the Chairs of the DarMAERT Tactical level. At this time, a determination will be made as to whether the EOC and Plan should be activated (partially or fully) and personnel should be assembled.

In terms of activation phases, the Incident Commander/EOC Manager determines whether it is necessary to place the EOC and its response plan implementation into one of the following three phases:

- Alerting involves notifying staff that an incident has taken place, but no immediate action is necessary at present.
- Stand-by encourages officers to consider the implications of an event that may prompt the engagement of resources, thus, the preparation of resources and staff should a full activation be necessary. Upon notification of an incident, the DarMAERT Coordinator may call an emergency management team meeting to analyze the preparation and likely response of the region.
- Activation involves deployment of DarMAERT members to the EOC and to coordinate the response operations under the direction of the Tactical Commander.

Figure 4 provides a summary of this information. It is noted that other key information such as the timeframe and communication products for each phase are yet to be institutionalized in existing procedures and protocols.

As noted in the DarMAERT ERP 2017 and its 2020 update, communication is key to ensure a comprehensive multi-agency response in the event of a major incident. It is vital that information is cascaded to all involved agencies immediately and this should initially be carried out by the agency declaring such an incident. It is the responsibility of the lead officer from each agency to ensure that information, with details on the level of response needed, is passed on to relevant staff. On the other hand, information to the public is provided by the Regional Commissioner. Response preparations, activities and other related actions (including resources and personnel utilized) should also be ensured to be documented.

The ERP also requires that debriefing a major incident be carried out by group meetings or discussions by persons who worked together. At an appropriate time after the incident has ended, the Tactical Command level (i.e. Silver Command - DarMAERT) will give advice to the Regional Disaster Management Committee to announce the closing of the emergency response; the latter, in turn, will inform the Strategic Command level (Regional Commissioner) about the end of response.

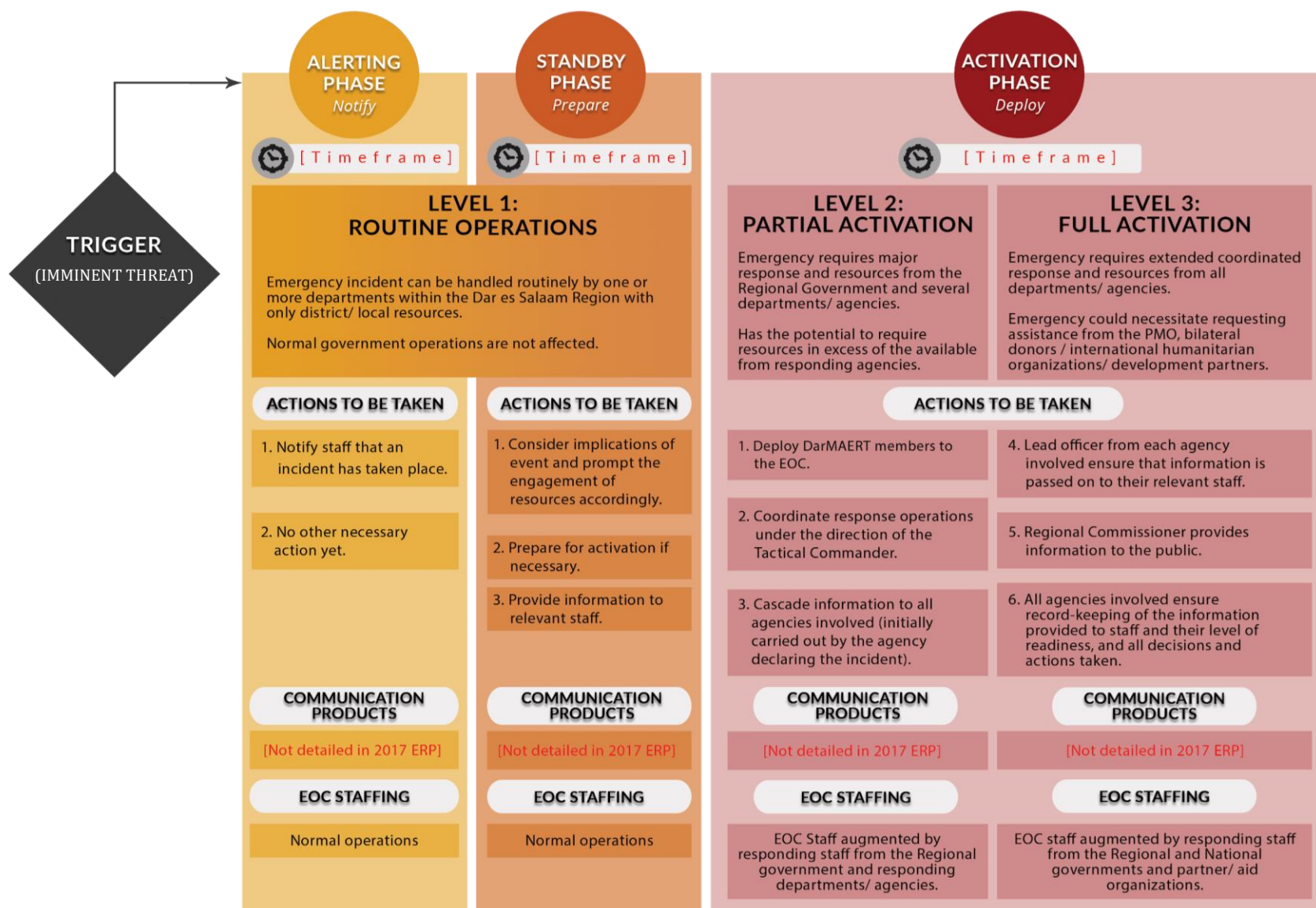


Figure 4. DarMAERT's Current EOC Activation Protocol based on its ERP 2017

## 5.2 Recommended Enhancements to EOC Scope and Protocols

It is observed that the current activation levels and phases of DarMAERT's operations may be further organized, enhanced and documented when aligned to the ICS concept of operations, particularly in the planning, implementation and documentation of each operational period. Prescribed timeframes for the different activation phases and consequent communication products are also yet to be set. Enhancements were recommended in the succeeding sub-sections and reviewed and validated by ~~with~~ DarMAERT for propriety and feasibility during the course of TED Module 3. These recommended enhancements are aligned to international standards and EMI's experience with other organizations that also host their own EOC.

### 5.2.1 Non-Emergency Operations

During non-emergency situations, the EOC will operate under normal business hours (8am - 5pm). EOC staff will actively monitor reports from government agencies, international scientific organizations and other reliable sources for the latest data and information regarding potential hazards or threats. The information is collated and developed into SitReps every two (2) weeks for submission to the EOC Manager ~~Director~~ for his/her review and approval.

In addition, EOC staff (under the leadership and guidance of the EOC Manager ~~Director~~) will establish, execute and monitor a pre-disaster planning process to improve internal procedures and readiness levels. This planning process includes activities that support the periodic training for EOC staff and DarMAERT members.

### 5.2.2 Pre-Disaster Operations

Predictable extreme hazard events (such as typhoons) and large mass events which require constant monitoring will initially call for a partial activation (normal business hours) of the EOC. A partial activation of the EOC may require only a subset of the EOC staff depending on the event/situation. However, designated Operations Officer/s and staff will go on 24-hour shifts during partial activation to ensure the continuous monitoring of the event/situation and inform the EOC Manager ~~Director~~ of any significant changes in the event/situation that may require his/her immediate attention.

During pre-disaster/pre-event operations, the EOC staff will generally prepare the following products at the direction of the EOC Manager and Planning Section Commander: (a) Two (2) SitReps (8 am & 5 pm); and (b) Two (2) IAPs (8 am & 5 pm). SitReps are prepared in the morning (8 am) and in the afternoon (5 pm) to ensure documentation of significant events, evolving incidents and changes for an entire day of operations, i.e. “before” and “after” EOC operations for the day. IAPs are also prepared, i.e. one in the morning (8 am) and one in the afternoon (5 pm) to ensure documentation of activities by the EOC for the day. These records provide important context for succeeding operations and activities by DarMAERT and its EOC.

### 5.2.3 Operations During Major Emergencies / Extreme Hazard Events

During extreme hazard events and emergency situations, the EOC Manager may decide to call for the full activation (24-hour operation) of the EOC depending on the projected severity/ impact of the situation. During this period, EOC staff will collect, corroborate, process, display and disseminate data and information regarding the scope/extent of the extreme hazard event/emergency situation including its location and extent to key officials and DarMAERT members *every eight (8) hours* to develop situational awareness and a common operating picture of the situation/event. For example, for an earthquake, this would include the magnitude, depth and location, shaking information and other data and information provided by the Tanzania Prime Minister’s Office (PMO) -- Disaster Management Department (DMD), the United States Geological Survey (USGS) or other national government agencies and international scientific organizations.

In the event that the safety and/or security within the DarMAERT EOC has been compromised, the EOC Manager may initiate the alternative plan of operations and order the immediate transfer of EOC operations to the pre-identified evacuation site.

DARMAERT ~~should~~ shall also create processes and procedures to safely transport DarMAERT members activated at the EOC to and from their places of residence, depending on the severity of the event. Creating hub points, that will not be affected from flooding for DarMAERT members to gather, using boats/buses/vans as alternative modes of transportation should be considered in these procedures.

In the event of a catastrophic disaster, the RAS will typically coordinate interactions with the United Nations (UN) Cluster System, in collaboration with the National Government through the DMD. However, UN Cluster interaction is possible at the local and municipal levels (subject to national and regional guidelines) and direct DarMAERT interaction is



theoretically possible with the UN Cluster system based on the scope and scale of the catastrophe. For reference, a background on the UN Cluster System is included in Annex 3 of this document to familiarize DarMAERT personnel with the fundamental elements of this system, should future coordination be required.

#### 5.2.4 Post-Disaster Operations

After the extreme hazard event/emergency situation, the EOC Manager may call for the scaling down of EOC activities to partial activation once the situation has stabilized or for the deactivation of the EOC if the extreme hazard event has passed or the emergency situation has been resolved.

##### *Note: Notification of Elected Officials*

*The EOC Manager will notify the appropriate local elected officials (including constitutional officials) in close coordination with and or at direction of the RAS depending on the situation. In the absence of the Manager or if the situation warrants, a designee will make notification on behalf of the EOC Manager. Notification of the concerned local officials could also be designated by the EOC Manager through the Municipal Disaster Management Coordinators.*

## 6. EOC Operational Framework

### 6.1 Current DarMAERT Emergency Management Framework

Adapted from the Tanzania Emergency Preparedness and Response Plan (TEPRP), the DarMAERT ERP currently provides the framework for DarMAERT emergency management operations. It prescribes the consolidation of capacities of stakeholders and coordinated multi-agency support. It provides information to relevant staff and agencies to bring order to response operations and ensure that responsible personnel/ organizations are aware of their roles; competent to carry out their assignments, have access to available resources and facilities and that they work collectively. Its main scope covers awareness-raising throughout the multi-agency group, developing capacities through trainings and exercises and building partnerships for a combined response. It is likewise anchored on the principles of the Incident Command System (ICS) covering three command levels (please review **Error! Reference source not found.** for reference).

### 6.2 Recommended EOC Operational Framework

The EOC Operational Framework should be anchored on the following policies:

- NOG of 2014
- EOC Handbook
- SOP Handbook
- DarMAERT ERP
- TEPRP of 2012
- DRM Act of 2015

EOC staff will operate the EOC using the Planning “P” framework prescribed by the ICS (See Figure 5 below). The framework describes the six (6) major stages of the operational cycle of the Incident Action Planning process. Please note that the final stage (EOC deactivation) is not depicted in the figure.

It is noticed that the current ERP is yet to cover details on actual EOC operational guidelines especially during activation, i.e. a framework for each operational period. Hence, to further operationalize and organize the existing processes and procedures for the DarMAERT EOC, the following operational framework<sup>2</sup>, which is anchored on the ICS “Planning P”, is recommended.

---

<sup>2</sup> This operational framework will also be iteratively reviewed and validated with DarMAERT as the TED program is implemented until its completion.

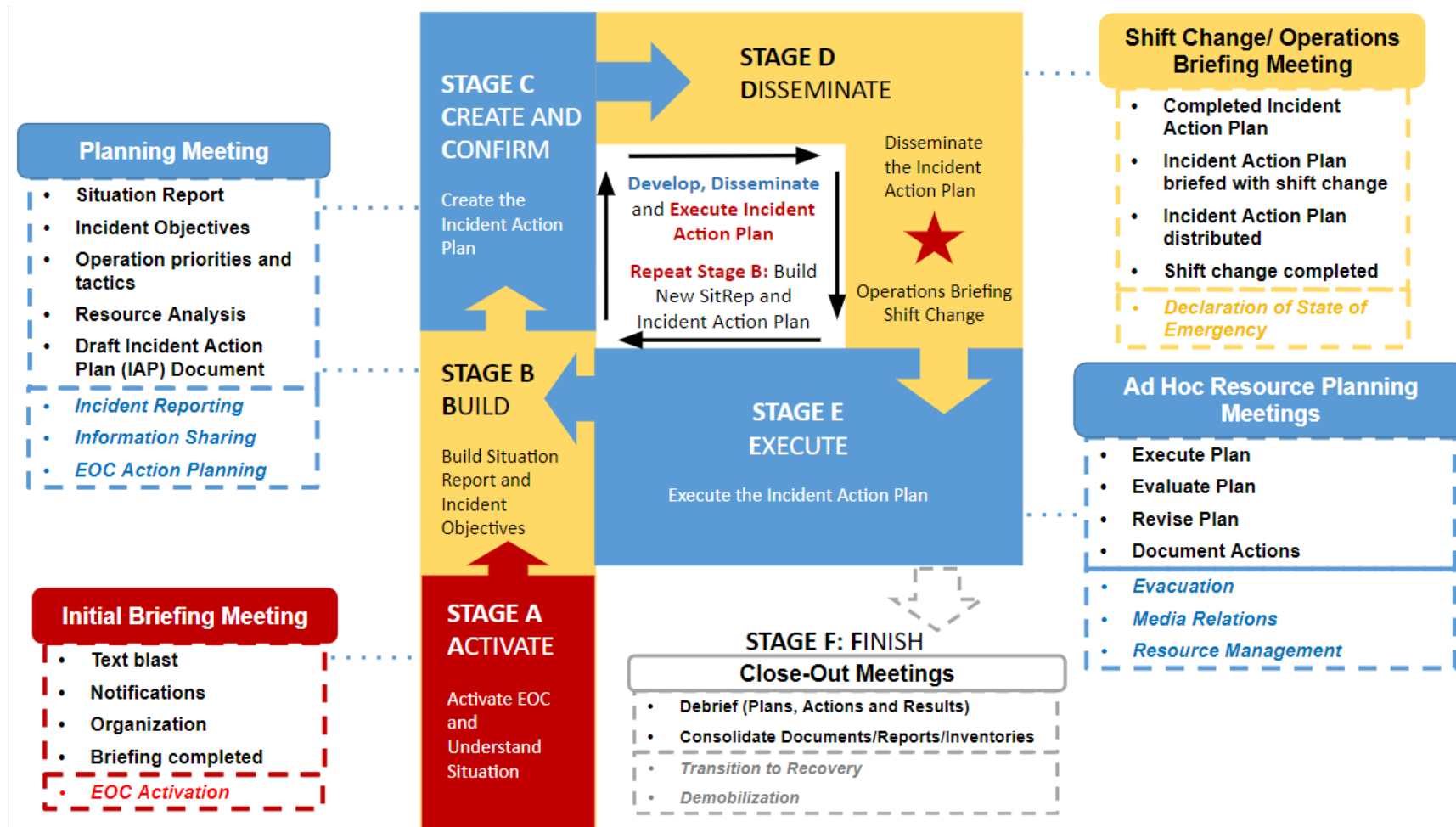


Figure 5. The Planning “P” Framework

Each Operational Period begins with a Planning Meeting. This meeting provides all EOC staff with situational awareness, updates and time to collaborate on defining **Incident Objectives** and establishing **strategies** and **tactics** to address priority activities. The outputs from the Planning Meeting are a SitRep and an IAP, which are produced for dissemination and execution for the remainder of the Operational Period.

The initial Operational Period goes through the six stages, namely, **Activate, Build & Create, Disseminate, Execute and Feedback & Finish**. The initial Operational Period begins with Stage A (which is only performed once) and is implemented until Stage E when the Operational Period ends. Succeeding Operational Periods will begin with Stage B and end with Stage E. The actions in subsequent Operational Periods are updated based on feedback from the preceding period. The entire IAP process ends with Stage F (Finish), when operations are concluded and the EOC is deactivated.<sup>3</sup> Each of these stages are further discussed in the succeeding sub-sections.

The activities, access and staffing of the EOC shall be determined by the DarMAERT Coordinator. The EOC Command and General Staff/ DarMAERT Silver Command will be notified on anticipated activation, EOC access requirements and advised of any security and resource support needed (this includes food and beverage requirements). **Note: All EOC participants are responsible for ensuring safety and security practices are observed and maintained at all times during EOC activation.**

Any time the EOC is placed in an elevated level of activation the Regional Commissioner, RAS, DarMAERT Chairperson, Regional Security Committee<sup>4</sup>, RDMC, Tanzania Police Force and the Tanzania Fire and Rescue will be notified as soon as practicable of the activation. After EOC activation, the RAS requires regular status reports with the first one being due within four (4) hours of activation.

The *Communication and Warning* ERF will be fully briefed at the earliest opportunity so that they can support the *Emergency Public Information* ERF requirements. A determination of the need for a representative in the EOC will be made at that time.

The IT personnel from RAS or other government agencies may be requested to report to the EOC to aid in computer and technical support, including Geographic Information Systems (GIS) for activation and operations.

---

<sup>3</sup> Source: Federal Emergency Management Agency (FEMA). Emergency Management Institute: ICS Review documents. 2008.

<sup>4</sup> The Regional Security Committee's composition and related functions for disasters management are provided in the Tanzania National Security Council Act of 2010.

The RAS or Regional Commissioner's Office may be contacted to coordinate for support of the Multi-Agency Communications and Vehicle, mobile fueling efforts and for additional fleet reserve vehicles for DarMAERT.

In the event of Level 1 or Level 2 EOC activation, the Emergency Management Department will notify the specific ERFs and key personnel who are required to report to the EOC. It should be ensured that more personnel than the required workstation arrangements aren't allowed unless necessary permission from the EOC Manager is granted. All other Regional/ Municipal/ Department heads, ERF and key personnel should review the DarMAERT ERP, their own agency Emergency Operations Plans, NOG 2014 and TERP to be prepared for an elevation of the activation level.

In the event of a Level 1 activation or fast-breaking event, ERF and key personnel should not wait to be notified by the DarMAERT EOC but should report to their place of duty according to their internal emergency plans. The Emergency recall will begin concurrently.

### 6.2.1 Stage A: Activate the EOC

Stage A is focused on activating the EOC when an incident occurs. It initiates the planning process and is the most important and most difficult stage of EOC operation. Major activities during Stage A include:

- Physical reporting to the EOC;
- Determining initial EOC staffing and resource requirements (tactical and strategic command groups);
- Assigning deputies for each EOC staff position, to ensure organizational redundancy;
- Notifying all members and other relevant parties that the EOC is activated;
- Gaining situational awareness information and conducting the initial briefing;
- Identifying issues and concerns and initiating the IAP process, reviewing roles and authorities and setting up logistical processes and resource ordering based on the initial briefing;
- Producing EOC outputs including initial incident priorities, expectations, guidance and direction, time and extent of initial operational period and the Planning Meeting schedule.

Conditions, levels and protocols in activating the DarMAERT EOC were discussed in detail in Chapter 5 of this document, i.e. Activation Protocol.

#### 6.2.1.1 Activation Procedures

The following activation procedures are recommended for increased clarity and efficiency in activating the EOC:

- a. The Manager or designee will contact Ilala Fire Station to control access into the EOC and the Security Team will issue the appropriate access badge for all key and essential people. The *Emergency Public Information* ERF Director will ensure that all media personnel report to the Security Team on the 1<sup>st</sup> floor to receive their designated access badges.
- b. Activate EOC workstations computers and computer phones. Workstations are labeled with ERF functions or agencies clearly designated.
- c. DarMAERT Secretariat staff will provide basic supplies for Operations personnel. Materials are stored in the EOC Secretariat room. It will be required that ERF key personnel bring supplies and equipment they would need to accomplish their mission, such as:
  - Phone charger, batteries
  - Note Pads, Departmental forms
  - Pens and Pencils
  - Own Departmental/Agency Emergency Operations Plans (EOP/ERP)
  - Snacks and other personal items
  - Laptop (for personal or departmental/agency use)
- d. DarMAERT Secretariat staff will provide each Emergency Response Function (ERF) and other EOC support functions with a workbook containing, at a minimum, the following:
  - Standard Operating Guidelines for their Emergency Response Function
  - Standard Operating Guidelines for EOC activation
  - Action Event Form
  - Expenditure Report Forms for personnel, materials and equipment
  - Message forms to include the Incident Action Plan preparation form and the EOC Message form
  - Telephone Numbers
- e. The Manager will contact and coordinate the necessary activities with the *Emergency Public Information* ERF to activate the Joint Information Center. (Laptops, telephones and support materials are stored in the EOC Secretariat Room.)

- f. DarMAERT Secretariat staff will establish a Message Control area at the DarMAERT Management Room.
- g. Security will establish a Registration Desk on the EOC lobby. All personnel (ERF representatives, employees and volunteers) must sign in and receive an access badge and must sign out with the Security guard. This applies to personnel located both within and outside the EOC.
- h. The *Emergency Public Information* ERF representatives will prepare the media briefing area adjacent to the JIC.
- i. The DarMAERT Secretariat staff with IT support will ensure that the EOC's facsimile machines, printers, internet, computers, copy machines, telephone lines and radios are in good working order and that sufficient supplies (paper, ribbons, toner, etc.) are on hand.
- j. DarMAERT Secretariat/ EOC Management will inspect the generator fuel supply and, if necessary, arrange for additional fuel.
- k. Security will implement the EOC activation parking plan.
- l. The Director or designee will coordinate efforts to ensure that sufficient staff or volunteers are available to carry out the following tasks:
  - Communications
  - Registration/ Personnel Log in Desk
  - Copy machine
  - Fax machine
  - Message handling
  - Set Up: Essential Personnel Family Assistance, Joint Information Center
  - Media Issues
  - Logistics
  - IT support
- m. Ensure there are cellular phones for use by the EOC staff.
- n. DarMAERT Secretariat staff will ensure command room/conference rooms are adequately supplied and ready for use.
- o. As soon as possible, conduct an EOC briefing for all personnel to include:
  - Situation Update, key facts and issues

- Weather briefing
  - Procedures for EOC occupants during activation and shift changes
  - Message handling procedures
  - Documentation Requirements
- p. Facilities/ Security will provide access badges, visitor identification cards and sign in/ out sheets at the lobby. DarMAERT Secretariat staff should ensure that all personnel in the EOC are wearing appropriate identification.
- q. Conduct periodic briefings with appropriate staff to determine status of emergency events and response actions. At a minimum, conduct briefing at all shift changes.
- r. When directed by the Manager, the Secretariat will activate and maintain the social media of DarMAERT page throughout the duration of the event.

#### 6.2.1.2 EOC Access Procedures

During EOC activation, access will be restricted to EOC workers, elected officials, public safety representatives, emergency related officials and designated media representatives only. Coordinating access to the facility will be the responsibility of the Safety Officer and Logistics Section Commander.

#### Entering the EOC Compound

1. Upon arriving at the EOC lobby, either use your government /agency ID Access Badge, your Temporarily Issued Key Personnel Access Badge (will be initially issued by the Security from EOC) or press the CALL button at the gate to notify the Security Guard that you are a member of the activation team and require access. **NOTE: Ensure that you bring or have easy access to your own agency/ departmental Emergency Operations Plan.**
2. As you enter the lobby of the EOC, you will be required to sign in prior to entering and must present to the Registration Desk photo identification (e.g. driver's license, agency ID, etc.) and fill out the registration Sign-in or Log In sheet. You must also sign out when leaving the building to allow for accountability. For your initial entry, the Security will issue you an access badge that will allow you to enter through the gate, front entrance and at the EOC.
3. While you are in the EOC, access will be limited to the EOC proper.



### 6.2.1.3 Message Forms and Preparation Forms

The Emergency Operations Center Message Form (Annex 5) serves as a source document that captures all pertinent and vital information as well as a resource request document. The sender of the document must fill out as much information as possible and ensure that all information provided is explicit and to the point. One copy is forwarded to the Message Control area (Secretariat) and the other copy is saved for your records.

### 6.2.1.4 Activation of the Alternate EOC (*ref to Continuity of Operations Plan*)

Situations that might require this action are:

- Damage to the primary EOC which prevents its use.
- Suspected pandemic event.
- A threat to the primary EOC
- A need for an additional site to support local, regional or national reserves.
- A situation which prevents access to the primary EOC
- A secondary event which is beyond the control of the primary EOC

In future developments, activation of the DarMAERT EOC is also recommended to be made “time-phased” and correlated to triggers based on a set of specified criteria, such as specific cyclone warnings from TMA. These time-phased criteria may be provided as the different contingency and or continuity plans for different hazards are developed.

## 6.2.2 Stage B: Build the Situation Report (SitRep)

Once the EOC is activated, the goal of the activated EOC staff is to build the SitReps in order to develop a Common Operating Picture (COP) of the extreme hazard event or emergency situation and allow the EOC Manager to define the Incident Objectives. During Stage B, the EOC begins to shift into a cycle of planning and operations, informed by periodic SitRep updates throughout each operational period. Products during Stage B include the Planning Meeting, SitRep and Incident Objectives.

Incident objectives answer the question of what must be accomplished. They must be flexible enough to allow for strategic and tactical alternatives. Incident objectives provide guidance and strategic direction but do not specify the tactics for achieving them. At the onset of each operational period, it is recommended that the Tanzania Meteorological Agency provide a detailed weather briefing to each oncoming shift.

A Planning Meeting will be conducted to:

- Develop/update the Common Operating Picture (COP) as explained in the SitRep;
- Define and prioritize Incident Objectives;
- Create the Incident Action Plan (IAP); and
- Identify tactics for accomplishing the IAP.

The first half of the Planning Meeting will cover the preparation of the SitRep while the second half the Planning Meeting will produce the IAP. Generally, all Command and General Staff as well as planning support personnel are required to attend the Planning Meeting.

The Planning Section Commander (PSC) collates all technical data and leads the development of the SitRep. A sample Situation Report, based on ICS form 209, is shown below in

<b>Situation Report</b> Dar es Salaam Flooding: August 1,2019	
<b>Time</b>	<b>Significant Event (Weather Updates and Emergency Reports)</b>
0500 hrs	Multiple reports of flooding in the residential areas of Keko Ward. Residents are trapped in their homes from rapidly rising water. Emergency services are quickly becoming overwhelmed.
<b>Time</b>	<b>Resource Status</b>
0525 hrs	Swiftwater Search and Rescue Team are dispatched to Keko Ward to initiate lifesaving operations

Figure 6. The Situation Report tracks weather and disaster information, emergency events and resource deployment status. It is recommended that this is completed electronically in spreadsheet format for ease of use and dissemination. It is vital that each new entry is timestamped for each new documented disaster update as well as weather summary from TMA. The Situation Report Template can be found in Annex 6.

<b>Situation Report</b> Dar es Salaam Flooding: August 1,2019	
<b>Time</b>	<b>Significant Event (Weather Updates and Emergency Reports)</b>
0500 hrs	Multiple reports of flooding in the residential areas of Keko Ward. Residents are trapped in their homes from rapidly rising water. Emergency services are quickly becoming overwhelmed.
<b>Time</b>	<b>Resource Status</b>
0525 hrs	Swiftwater Search and Rescue Team are dispatched to Keko Ward to initiate lifesaving operations

*Figure 6. Modified Situation Report template for tracking weather updates, emergency reports and resource status*

A Situation Report is ideally maintained in real time and published **at least once per operational period**, regardless of activation level, but the frequency can be modified at the discretion of the EOC Manager, i.e. hourly publishing if deemed needed.

### 6.2.3 Stage C: Create the Incident Action Plan (IAP)

The IAP is the official document that identifies the strategies and tactics necessary to achieve the established incident objectives for each operational period and is primarily based on the Situation Report developed in Stage B. During Stage C, the Operations Section Commander (OSC), in coordination with other EOC staff and key personnel involved in disaster preparedness and emergency response activities, identifies these strategies and tactics.

The IAP is then developed based on comprehensive situational awareness. During the second half of the Planning Meeting, the OSC leads the EOC staff in formulating the IAP based on the latest SitRep. The OSC will identify strategies, tactics and resources required to achieve the Incident Objectives defined in the IAP.

A sample Incident Action Plan, based on ICS form 202, is shown below in Figure 7. The modified IAP tracks Incident Objectives by priority. The Incident Action Plan Template can be found in Annex 7.

<b>Incident Action Plan</b> Dar es Salaam Flooding: August 1,2019	
<b>Number</b>	<b>Incident Objectives (EOC Manager's Priorities)</b>
<b>1</b>	Activate the DarMAERT EOC.
<b>2</b>	
<b>3</b>	
<b>4</b>	
<b>5</b>	

Figure 7. Modified IAP template for tracking Incident

*Note: An Incident Action Plan Preparation Report or Incident Briefing Report may be used by the Planning Section Commander (PSC) and Operations Section Commander (OSC) in developing the Situational Reports (SitReps) and Incident Action Plans (IAPs), respectively. Completion of this report will be addressed by the Planning Section Commander (times are subject to change depending on situation). All agencies represented in the EOC should forward their input for the briefings to the Planning Section commander **no later than two hours** prior to each operational briefing. The OSC may designate lead agents to ensure that all ERFs and other support agencies provide the PSC with the required information in a timely manner.*

In addition, the five (5) Municipal Disaster Management Coordinators should update and complete the *Rapid Damage and Needs Assessment Tool and Disaster Reporting Template* (Annex 8) to distill incoming damage assessment reports from the field and to support the DarMAERT Core Group's Situation Report during an EOC Activation.

#### 6.2.3.1 Sample Incident Objectives

Incident Objectives should be clearly written, with action-oriented verbs and be crafted at the tactical level to allow for specific response missions to be deployed and resources to be tracked. Example Incident Objectives derived from *Drill 1 - EOC-to-Field Protocols: Synthesizing Information* are shown below:

- Open cholera camps and mobilize staff and supplies.
- Identify evacuation center location for Ubungo Maziwa.

- Mobilize, prepare and request camps for 326 people with all facilities needed, i.e. food, water and mobile toilets.
- Consult with Dar es Salaam Water Supply and Sanitation Authority (DAWASA) regarding emerging storm water management issues.
- Prepare for contact between RAS and DMD to initiate response action plan.

#### 6.2.4 Stage D: Disseminate the IAP

Once the IAP has been finalized, the OSC secures approval from the EOC Manager to disseminate the IAP. Other relevant EOC products such as Short Message Service (SMS) blasts and similar advisories shall also be released upon approval of the IAP.

The Planning Section Commander and the Public Information Officer together lead the publication process of external-facing elements of the Incident Action Plan on 3<sup>rd</sup> party geospatial applications, such as, but not limited to, Open Street Maps.

#### 6.2.5 Stage E: Execute the IAP

EOC staff and other supporting personnel/ organizations involved in the emergency operations execute the activities listed in the IAP during Stage E, proceeding with tactical operations to achieve the Incident Objectives for the Operational Period. If necessary, small groups of experts can be commissioned to provide guidance on issues relevant to their field of expertise. EOC resources will be tracked by the Logistics Section Commander and Finance/ Administration Section Commander. The Planning Section Commander will continue to collect situational awareness information as it becomes available.

*Note: It is assumed that complex, cascading events with multiple incidents (even multi-hazard in nature) can occur within an overall disaster. For various elements being deployed or demobilized to respond to these incidents, these can be represented as sub-sections within the overall Situation Report and Incident Action Plan and are not technically separate “partial activations” of the EOC and will typically gear towards task forces of specific Emergency Response Functions.*

##### 6.2.5.1 Resource Request and Information to the National EOC Procedures

In the process of executing the IAP, there would be communication of requests for resources from the regional level to the national level. The Resource Request Form

is shown in Annex 9. The following procedures are provided to guide EOC members on resource requests:

#### Outgoing Telephone Use

- a. Emergency related officials or representatives are limited to telephone usage in the EOC.
- b. Any media representative who requires telephone usage is limited to the telephones in the Media/ JIC Room. Media representatives will be discouraged from receiving in-bound calls as there is no message service available.
- c. Telephone calls are limited to official calls only.
- d. Any media representative who requires special telephone usage, such as long-distance calls or telephone outlet for computer access, must submit a request to the Public Information Officer (PIO) or designee.
- e. All other telephone lines in the EOC are designated for restricted use or an emergency related purpose or function.

#### Incoming Telephone Use

- a. All incoming telephone calls requesting a specific person or type of information requirement, answered by an EOC telephone operator, will be recorded on the EOC Message Form. (See attached EOC Message Form and instructions, forms will be provided) (Urgency of the phone message should be indicated and acted upon.)
- b. All messages for a specific person shall be delivered to the appropriate person or posted on bulletin board inside the main area. (Urgency of the phone message should be indicated and acted upon.)
- c. Incoming messages requiring information and/or resources will be logged in at message control area. (See EOC Seating Chart) Copies will be made by message control/ Secretariat for the appropriate agencies. (Urgency of the phone message should be indicated and acted upon.)

#### Public Wireless Access Point

Public Wireless Access Point may not be yet available. For the meantime, access to the internet by the different members of the EOC could be through their personal mobile connection and/or network connection provided in their respective offices.

#### Media Briefings

- a. All media briefings, to the maximum extent possible, will be held in the media briefing area and will be coordinated through the Public Information Office and *Emergency Public Information* ERF.
- b. The Public Information Officer (PIO) will schedule periodic media briefings and coordinate information requests from media outlets, as applicable.
- c. Pre-wired outlets for television cameras should be installed in the Media Briefing Room.
- d. Arrangements for parking TV-Live trucks will be coordinated through the *Emergency Public Information* ERF.
- e. No television equipment cables will be permitted to be run through the access doors of the EOC.
- f. No television cameras will be permitted in the EOC unless authorized by the Manager, Public Information Office or designees.

#### Status Briefings

- a. Every position in the EOC must maintain the form required, Unit Log, for their position. This form is found at the Secretariat Room or will be given by them. On this form, the agency representative should list all significant activities that occurred during the operational period. This is a very important document, which can serve as a source for agency reimbursement and building a historical record of the incident.
- b. All emergency related officials in the EOC will be periodically briefed on the current situation in either written form such as the latest cyclone/ weather bulletin, advisory status report or an announcement by the Director, Operations Chief, designee or other officials. The Director will determine the briefing schedule and will be posted on the scroll screen or bulletin board at the front of the EOC main room. Agencies represented in the EOC should forward their input for the briefings to the EOC Planning Chief using the electronic version of the form (please refer to Annex 6) **no later than two hours** prior to each briefing. The EOC Operations Chief will designate lead agents to ensure that all ERF's and other support agencies provide the EOC Planning Chief with the required information to complete the Situation Report that must be forwarded RAS and RC Office in a timely manner.
- c. Each official or representative assigned or attached to the EOC has the responsibility of coordinating and communicating essential information to/from their specific agency or organization.
- d. All media representatives will be periodically briefed on the current situation by the Public Information Officer (PIO), Director or other officials. The PIO should be the primary person dealing with the media.

- e. As available, storm/ flood reports, emergency bulletins, status reports or other announcements will be made available to the Public Information Officer (PIO), DarMAERT Information Center Phone Operators.
- f. Pertinent bulletins will be transmitted via facsimile/email to other agencies with a disaster response role.
- g. Any request for information from media representatives will be coordinated through the PIO or designee.
- h. All official EOC announcements will be disseminated to all officials working in the EOC.

#### Shift Change Briefings

It is a dual responsibility for the incoming and outgoing EOC representatives to conduct a thorough and concise briefing on all actions relevant to the activities that were conducted during the previous shift. The shift briefing must be annotated in the events log provided by the DarMAERT Secretariat staff and must be signed by both parties.

#### Personal Needs

- a. Each individual assigned or attached to the EOC for emergency related purposes should bring a change of clothing, towel, personal hygiene items, medications, a sleeping bag or blanket and pillow which they can use at the rest area.
- b. Arrangements for the temporary storage of personal items will be handled by the individual.
- c. Food and Snacks are encouraged and may be stored in the tearoom.

#### Beverages and Food

- a. Coffee, hot tea and other beverages will be made available by the Secretariat. **NOTE: Exercise extreme caution when eating or drinking at the EOC workstations, information centers and media briefing areas.**
- b. Absolutely no alcoholic beverages are allowed in or adjacent to the Emergency Operations Center.
- c. Meals will be served depending on availability of fund. Snacks and light meals, such as soup and sandwiches, will be available.
- d. Persons using the tearoom will be responsible for cleaning up after they eat and depositing trash in the receptacles provided.

#### Rest Areas

Sleeping areas will be designated by the Director at the initial briefing.



### Medical Support

- a. Personnel from the *Health and Medical Services* ERF will be available at the EOC for medical assistance.
- b. Prescription medication requirements are an individual's responsibility.

The end of Stage E marks the end of the operational period. At this point, the operational cycle is repeated but begins with Stage B (Build the SitRep) instead of Stage A (Activate the EOC) since the EOC is only activated once during the operational cycle.

### 6.2.6 Stage F: Finish (EOC Deactivation)

Stage F covers the demobilization of the EOC and occurs once the extreme hazard event has passed or the emergency situation has been resolved. *After Action* meetings are conducted upon demobilization to go over recently concluded EOC operations to document actions, evaluate operations and identify ways for improvement. The following table (Table 1) provides a summary of outputs per operational period.

*Table 1. EOC Outputs per Operational Period*

Activate	Build	Create	Disseminate	Execute	Finish
1. Text blast 2. Notice of Activation 3. EOC Organization 4. Incident Brief	1. SitRep 2. Incident Objectives	1. Resource analysis 2. Draft IAP 3. Operational priorities and tactics	1. Approved/ disseminated IAP	1. Executed IAP 2. Shift change	1. Notice of Deactivation 2. Hotwash and After Action Meeting Report

#### 6.2.6.1 Demobilization Procedures

As an event begins to wind down it is imperative that all key players and personnel support all demobilization efforts that include the following:

- Retrieval and accounting of all deployed assets, generators, light towers and any other equipment deployed for operational purposes.
- Safe demobilization of EOC and field personnel.

- Support the closings of all shelter operations and ensure that all shelter evacuees are safely returned to their residence or other safe haven.
- Other governmental agencies deployed assets such as Variable Messaging Boards, Conex's, Road Closure Signs, Bull Dozers, Front end loaders, Water Tenders, Water Pumps, etc. are returned/ accounted for
- Engagement in response-to-recovery transitions, if and as appropriate for the type and scale of the event. This can potentially include the stand-up of a Recovery EOC (or a Recovery-based Field Office) in a facility separate of the DarMAERT EOC. During response-to-recovery transition some elements of the ICS-based staffing structure may potentially re-deploy to a Recovery EOC or Field Office to continue operations in a recovery context.

#### 6.2.6.2 De-Activation Procedures

- a. Upon Activation Close-Out, the Manager will coordinate with Secretariat/IT to capture all operational related e-mails and documentation to be stored in a separate folder to aid in the After Action and Reimbursement process.
- b. Conduct or make arrangements to hold a critique briefing of personnel to evaluate.
- c. Ensure that all personnel leaving the EOC sign out.
- d. Ensure that all personnel leave copies of chronological logs and expenditure reports with the Message Control Area/Secretariat.
- e. Remove and store ERF signs and administrative materials in the EOC Secretariat Room.
- f. Collect briefing packets from EOC personnel. Replace or replenish missing information and store for further use.
- g. Make a list of all supplies that need replenishing and submit to Secretariat.
- h. De-activate the media center.
- i. De-activate Call Assistance Center and return all telephones to storage.
- j. De-activate the registration desk and store materials in a proper location.
- k. Ensure all personal items are removed.
- l. Final check of "Lost and Found".
- m. Ensure that you check when you will/ may be needed next.

Note: It is recommended that recovery planning be initiated when the Situation Report is being developed. This is to support continuity from Stage B to Stage F when resources are being demobilized or potentially re-assigned to a complex recovery effort.

Response-to-Recovery transitions for EOC activations are valuable throughout the entire Planning P life cycle.

## Media Brief as a Capstone Activity of the Planning P

In terms of synthesizing information, conducting a Media Brief can be considered a “capstone activity” of the Planning P. A Media Brief involves capturing the most salient points of the Situation Report, Damage Assessment Reports and Incident Action Plans and preparing key information for public consumption. Because of its wide dissemination to the public and key authorities, the Media Brief can be regarded as the highest form of information synthesis that occurs during EOC activation. Compiling information for the Media Brief is often led by the Public Information Officer, with key support from the Planning Section Commander as well as other Command and General Staff positions. A Media Brief, like a Situation Report and Incident Action Plan, is typically updated once per Operational Period, but its frequency can be modified at the direction of the EOC Manager/ Incident Commander. Key components of the Media Brief include weather and disaster information updates, as well as public safety messages. An example Media Brief template is presented below in Table 2. While Public Information is the purview of the RAS, *preparing* the Media Brief is a synthesis of the most salient components of the Situation Report and Incident Action Plan and is recommended to be assumed as a responsibility of DarMAERT. The Media Brief Template can be found in Annex 10.

*Table 2. Sample Media Brief Template*

<b>Media Brief</b>
<b>Dar es Salaam Flooding: November 19, 2019</b>
<b>Disaster Update</b>
0700 hrs - Media Briefings will be every 1 hour to the public. Heavy rain and Strong winds is expected for the 6 hrs
Evacuation to all affected and prone areas to safer higher land areas (Municipal maps).
The general public at all times should receive credible information from TMA and DarMAERT EOC as reliable source.
08:00 hrs - Cyclone landfalls at Coco Beach,so the general public should keep clear from the Msasani Peninsula, Mbezi and Kinondoni offshore areas.
09:00 hrs - All residents of Pemba Mnazi; Kimbiji ;Kisarawe; Somangila; Mjimwema; Kibada; Tungi; Vijibweni and Kigamboni Wards to take necessary actions - of not using the Ferry transport(crossing the ocean);and nearby roads, fishing activities and ocean resort tourists, closing the Ras-Kutani Airstrip. They should use the Kongowe road for evacuation.
At same time the Ferry Services from the Inland Dar to Kigamboni for the public safety measures.

09:22 hrs - General public to watch not going nearby Ferry structures, TIPER-Oil spills, shopping center being damaged with collapsed structures, College Mwl. Nyerere premises, central bus station for Kigamboni.

#### **Response Update**

<Not filled out>

#### **Key Messages for the Public**

<Not filled-out>

## **7. List of Proposed Duties and Responsibilities of EOC Personnel**

This section provides the recommended specific duties and responsibilities of EOC Personnel<sup>5</sup>.

### **7.1 EOC Manager**

The EOC Manager is the “Incident Commander” (IC) at the EOC.

#### **“Command” Functions of the EOC Manager**

- Provide information to internal and external stakeholders via the Public Information Officer
- Ensure safety of operations via the Safety Officer
- Establish and maintain liaison with other agencies participating in the emergency response via the Liaison Officer

#### **“General” Functions of the EOC Manager**

- Manage all field operations for the accomplishment of the emergency response objectives via the Operations Section Commander

---

<sup>5</sup> These proposed duties and responsibilities are derived from international guidelines and EMI knowledge and experience and are being reviewed vis-a-vis the DarMAERT context.

- Plan all emergency response aspects via the Planning Section Commander
- Manage all logistical aspects via the Logistics Section Commander
- Manage all financial and administrative aspects via the Finance/Administration Section Commander

### **Job Duties of the EOC Manager**

- Information and Media
  - Authorize release of information to the media
  - Review public complaints and recommend solutions to higher authorities
- Safety
  - Assess requirements for maintenance of law and order, traffic and other safety functions
  - Ensure that adequate safety measures for responders and affected communities are in place
- Liaison
  - Provide situational awareness to all partner agencies involved in response
  - Brief the EOC and authorities about the situation as required
  - Establish contact with relevant organizations and seek their cooperation and support in achieving the incident objectives
- Operations
  - Manage all field operations for the accomplishment of the incident objectives
  - Deploy, activate, expand (or vice-versa) and supervise the organization
- Planning
  - Determine emergency response objectives and strategies
  - Ensure an accurate flow of situational awareness via a Situation Report (SitRep)
  - Ensure that the Incident Action Plan (IAP) is prepared and regularly updated
  - Establish immediate priorities

- Logistics
  - Consider required resources, their deployment and procurement;
  - Ensure that the record of resources mobilized from outside is maintained so that prompt payment can be made for hired resources
- Financial and Administrative
  - Consider and approve financial and administrative decisions for the EOC
  - Ensure compliance of the EOC to legal, financial and administrative requisites;

### **Day-to-Day Administrative Activities of the Incident Commander (IC)**

- Manage and grow the Emergency Management operation as an organization;
- Prepare budgets and project costs;
- Manage both internal and external emergency response training and education programs;
- Manage engagement programs with various organizations and the Media;
- Ensure that the Emergency Response Plan (ERP) is always up-to-date and evolves appropriately as After Action Report (AAR) revisions are periodically implemented;
- Develop safety and logistics management programs.

## **7.2 Operations Section Commander**

The Operations Section Commander (OSC) assumes command of all field operations and is fully responsible for directing all tactical actions to meet incident objectives. The OSC receives, evaluates and responds to requests for assistance and resources on field.

The OSC is also responsible for the activation, deployment and expansion of the Operations Section. While the structure of elements within the Operations Section frequently differ depending on the nature of the emergency, Emergency Support Functions almost always report to the Operations Section Commander. The Operations Section can be structured by district (5 geographical districts of Dar es Salaam), groups (by function) or a combination of both.

### **Job Duties of the OSC**

- Manage all field operations for the accomplishment of the incident objectives;
- Coordinate with the activated Section Commanders and brief/consult the EOC Manager;
- Ensure the overall safety of personnel involved in the Operations Section and the affected communities;
- Deploy, activate, expand and supervise organizational elements;
- Ensure resolution of all conflicts, information sharing, coordination and cooperation within the Operations Section.

#### **Day-to-Day Administrative Duties of the OSC**

- Develop operational organizational response for a large scale disaster;
- Identify available teams and resources and develop contact lists;
- Develop training for operations skills;
- Identify available intra-departmental personnel with operational skills;
- Coordinate all operational personnel identified as available;
- Develop competent Operations staff.

### **7.3 Planning Section Commander**

The Planning Section Commander (PSC) is responsible for gathering, analyzing, evaluating and disseminating technical information. The PSC develops a Situation Report (SitRep) for each operational period based on collected data, sets priorities for resource procurement and develops the Incident Action Plan (IAP) based on discussions led by the OSC during the Planning Meeting. The PSC also makes recommendations to the EOC Manager.

#### **Job Duties of the PSC**

- Assess the current situation, predict the probable course of the incident and prepare alternative strategies for the Operations by preparing the IAP. (Within IAP development, the PSC recommends incident objectives and facilitates strategy meetings and operations briefings)
- Coordinate with the activated Section Commanders for planning and preparation of the IAP in consultation with the EOC Manager
- The PSC is responsible for creating the SitRep and documenting the IAP within each operational period

### **Day-to-Day Administrative Duties of the PSC**

- Develop the Emergency Response Plan (ERP) and ensure that it is always up to date;
- Lead all AAR efforts and ensure that results are incorporated into the ERP;
- Develop both internal and external trainings for the ERP;
- Work on improving inter-departmental coordination;
- Develop warning and notification procedures;
- Draft policies where appropriate;
- Develop competent planning staff.

## **7.4 Logistics Section Commander**

The Logistics Section Commander (LSC) manages logistical needs and provides facilities, services, people and materials in support of the incident. The LSC assists with essential services and logistical support such as, but not limited to, (1) transport of supplies, equipment and personnel, (2) activating public, contractual and volunteer resources, (3) coordinating staging areas, (4) providing equipment and crews and (5) coordinating and processing resource requests.

### **Job Duties of the LSC**

- Coordinate with the activated Section Commanders;
- Provide logistic support to all emergency response efforts;
- Participate in the development and implementation of the Incident Action Plan;
- Ensure that a plan is developed to meet the logistical requirements of the Incident Action Plan;
- Review plans constantly, such as the Communication Plan, Medical Plan and Traffic Plan to meet the changing requirements of the situation;
- Brief EOC leadership on all logistics issues as needed.

### **Day-to-Day Administrative Activities of the LSC**

- Plan and implement organizational structure of the Logistics Section;
- Ensure accountability for properties in accordance with relevant regulations;
- Establish a single point ordering and order tracking system;



- Develop resource and points of contact inventories;
- Develop internal training for logistical procedures for Section Commanders;
- Develop competent logistics staff.

## 7.5 Finance/Administration Section Commander

The Finance/Administration Section Commander (FASC) tracks all financial and human resource needs to support other aspects of the response as required. The FASC assumes the critically important role of tracking costs to report total cost of incident response. FASC is typically activated during large-scale response. Otherwise, the tasks of the Finance/ Administration Section are commonly performed by the Logistics Section, for day-to-day operations or smaller activation events.

### **Job Duties of the FASC**

- Provide input in all plans for financial and cost analysis;
- Prepare all financial obligation documents;
- Develop staffing and relief plan for EOC;
- Recruit additional emergency workers, where needed;
- Prepare incident cost summaries as needed.

## 7.6 Safety Officer

The Safety Officer (SO) assesses and/or anticipates hazardous or unsafe situations. The SO is authorized to stop or prevent unsafe acts and has the authority delegated from the EOC Manager to call a “stop” to an operation in the event of a severe safety event.

### **Job Duties of the SO**

- Recommend measures to ensure safety of responders and assess or anticipate hazardous and unsafe situations through periodic situation reviews;
- Participate in planning meetings for the preparation of the IAP and review the IAP for safety implications;
- Obtain details of accidents that have occurred within the incident area if required or as directed by the EOC Manager and inform the appropriate authorities accordingly;
- Review and approve Safety Plans.

### **Day-to-day Administrative Duties of the SO**

- Develop EOC safety procedures;
- Develop safety training procedures for various hazard scenarios and plan/promote safety programs;
- Establish EOC structural review procedures for hazard events which may have an impact to the EOC;
- Assess and address potential need for various safety equipment for responders;
- Develop a trained cadre of Safety office;
- Participate in After Action Reports (AARs) and implement recommendations from the AARs.

## **7.7 Public Information Officer**

The Public Information Officer (PIO), also known sometimes as the “Information and Media Officer”, facilitates coordinated and timely communication to the public and key officials. S/he interacts with media and the press and handles public-facing information flows and publish information for public consumption. S/he also advises the EOC Manager on information dissemination and media relations and obtains information from and provides information to the Planning Section, community and the media.

### **Job Duties of the PIO**

- Prepare and release information about the incident to the media agencies and others with the approval of EOC Manager;
- Document decisions taken and directions issued and coordinate with the Planning Section for EOC activation;
- Monitor and review various media reports regarding the incident especially those useful for incident planning;
- Coordinate with the Planning Section Commander to organize Incident Action Plan meetings and directing when required.

### **Day-to-day Administrative Duties of the PIO**

- Maintain strong relationships with all media personnel;
- Develop media relations procedures for the EOC;
- Train the media about procedures to gain EOC briefings;
- Develop standardized public service announcements for media to educate the public about hazards, risks and operational procedures;

- Train all relevant officers and staff in media relations procedures;
- Develop trained Information and Media staff.

## 7.8 Liaison Officer

The Liaison Officer (LO) is the single point of contact for representatives of government departments and agencies, jurisdictions, non-governmental organizations, international organizations, private Sector agencies and other agencies. The LO speaks on behalf of the EOC Manager in an EOC environment and is the focal point of contact for various departments organizations and other outside cooperating agencies participating in the emergency response. S/he is also the point of contact to assist the first responders, cooperating agencies, line departments and municipalities. For this purpose, it is important that the LO is able to both physically move throughout the EOC to coordinate with key staff and coordinators at the EOC, and virtually communicate with external coordinating organizations and agencies.

### **Job Duties of the LO**

- Maintain a list of appropriate departments and their representatives at various locations
- Provide briefings to and answer questions from supporting organizations
- Carry out liaising activities with all concerned agencies
- Monitor operations to identify current or potential inter-agency problems
- Provide a direct liaison between ICS Command and General staff positions, Emergency Response Functions and Municipal Disaster Management Coordinators, to include frequent physical mobility between these groups during an EOC activation.

### **Day-to-Day Administrative Duties of the LO**

- Develop and train relevant governmental and non-governmental organizations in liaising responsibilities with the EOC
- Understand and coordinate the Emergency Support Function system
- Communicate with all points of contact on an ongoing basis
- Develop trained Liaison staff

## 8. Hierarchy of Command/Leadership Succession

Multi-Agency coordination is often challenged by contextual issues in leadership succession especially during 24/7 emergency operations. In this regard, international best practice prescribes the establishment of a succession system to facilitate continuity and a smooth transition of leadership as the need arise. Following this, a hierarchy of command is suggested to be included in the DarMAERT EOC SOP<sup>6</sup>.

The EOC organization will function under the Incident Command organizational structure. In the event that the EOC Manager is unable to report to the EOC and fulfill his functions and responsibilities, the following leadership succession will apply:

- a. Deputy EOC Manager
- b. Operations Section Commander
- c. Planning Section Commander
- d. Logistics Section Commander

In the event that none of the EOC officers listed above are able to report to the EOC, the EOC may be activated by the most senior EOC staff member present. This is to ensure continuity of the EOC Manager function especially during shift changes, briefings, meetings and even meal breaks.

## 9. Operational Shifts/ Duty Relief Guidelines

As the current ERP 2017 is basic in nature and is yet to be annexed with specific operational details, as a form of enhancement, this SOP document, which will be annexed to the ERP Update 2020 provides <sup>7</sup>recommended duty relief guidelines to further organize EOC operations, namely:

- EOC staff will operate the EOC during normal business hours (8 am - 5 pm) during non-emergency periods and partial EOC activation. Under full EOC activation, the EOC

---

<sup>6</sup> This recommended hierarchy of command was discussed and validated with DarMAERT during activities between Modules 3 and 4 of the TED program.

<sup>7</sup> The following recommendations were reviewed and finalized together with DarMAERT during the conduct of Modules 3 and 4.

will initially be operated 24/7 with at least two 12-hour shifts, as determined by the EOC Manager

- During full activation, as determined by the EOC Manager and as staffing becomes available, EOC staff will be relieved on a three 8-hour operational periods/shifts per day (8:00am–4:30pm, 4:00pm—12:30am, 12:00am—8:30am). It is the duty of the Operations Officer to identify key personnel who will perform EOC staff functions for each operational period during EOC activation. The list of personnel designated to report to the EOC during full activation shall be determined by the DarMAERT Coordinator and shall be annexed to this document as it is updated accordingly.
- During full activation, EOC staff shall report for duty at least 30 minutes before the time stipulated by the EOC Manager to ensure proper turnover of command by the outgoing team to the incoming team. Outgoing team staff shall personally endorse/turn over any unfinished business before leaving the EOC/duty station to ensure continuity of the work assigned. Part of the endorsements will occur during the Planning Meeting when the new IAP is drafted for the coming operational period. If the EOC is activated during weekends and holidays, outgoing personnel shall not leave their posts until the incoming staff arrive and shall observe proper turn over.
- All personnel on duty shall stay at the EOC or other assigned duty station during the entire tour of duty. In case of emergency, the EOC Manager or most senior manager (based on the succession hierarchy) should be informed prior to leaving the EOC/duty station. EOC staff shall also immediately inform the EOC Manager and Operations Section Commander if he/she cannot report to duty (or cannot come on time) in the event of an EOC activation.
- For financial management purposes, all EOC personnel shall log in and out of the EOC for reporting, timekeeping and financial reconciliation purposes. All EOC personnel shall log all significant activities in their personal logbook for reporting purposes and After Action Reporting purposes.

## 10. Business Continuity Processes

It is vital to build in business continuity as a basic EOC organizational process to ensure redundancy. Best practice examples include:

- 1) WhatsApp social media messages sent between DarMAERT members to discuss any continuity issues, including shift change logistics;
- 2) The ability of Municipal Disaster Management Coordinators or one of the agencies that comprise the Emergency Response Functions in Dar es Salaam will be prepared to assume responsibility to backfill each other as a node for receiving information from the field to the Municipal Disaster Management Coordinator desks; and
- 3) Maintaining paper copies of the Situation Report, Incident Action Plan and Media Brief templates in case of any outage of Information Technology systems.

## 11. Emergency Notification Protocols

The attachments in this section were co-developed with DarMAERT during the delivery of Modules 3 and 4.<sup>8</sup>

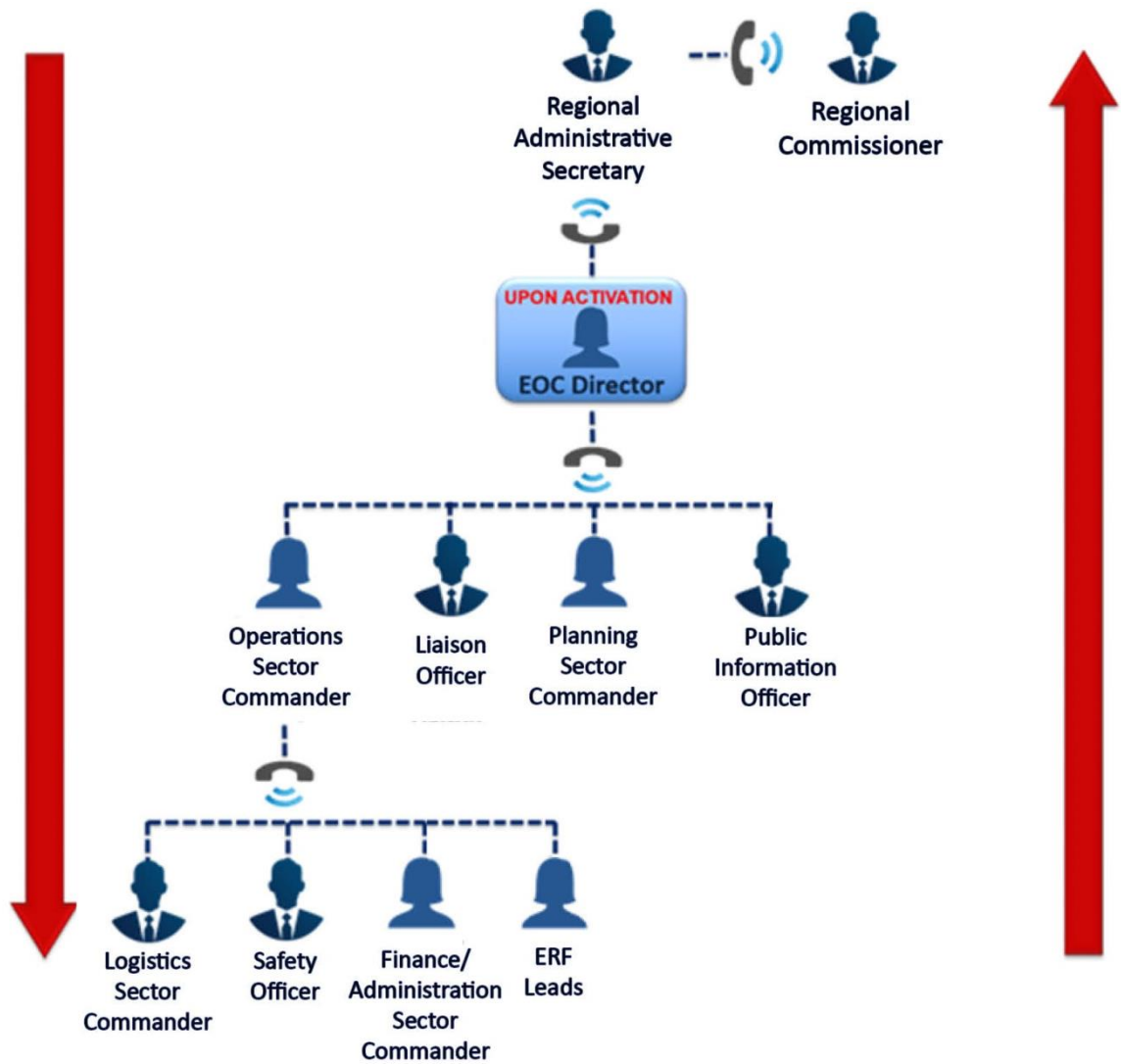
### 11.1 Internal Call Tree

A call tree<sup>9</sup> is a group notification system that is typically organized based on an organization's hierarchical structure (See Figure 8). It is especially useful as a reference for the flow of information in emergency operations by ensuring that critical information is passed to decision-makers and support staff in a logical and timely manner.

---

<sup>8</sup> Temporarily, samples/templates developed by EMI are provided in this version of this document for reference purposes and as placeholders only. These samples were taken from EMI's previous work with similar organizations for the establishment and/or enhancements of the latter's EOCs and IEMS.

<sup>9</sup> Figure used is a sample from previous EMI work and is a temporary placeholder only while DarMAERT's internal call tree is still being co-designed.



*Figure 8. Call Tree Diagram*

## 11.2 EOC Personnel Directory & Profiles

It is important that the EOC maintains an updated personnel directory<sup>10</sup> to ensure that responsible personnel (and their alternates) are accessible especially during emergency operations (See Table 4).

*Table 4. EOC Personnel Directory*

EOC Position	Name	Mobile No.	Email Address	Home Address
EOC Manager				
<b>Command Staff</b>				
Public Information Officer				
Logistics Officer				
Safety Officer				
<b>General Staff</b>				
Operations Section Commander				
Planning Section Commander				
Logistics Section Commander				
Finance/Admin Section Commander				
<b>Support Personnel</b>				
<b>ERF Teams</b>				

---

<sup>10</sup> Figure used is just a typical template, temporarily used as a placeholder while DarMAERT's directory is currently being co-developed.



## 11.3 Communications Hierarchy

A communications hierarchy<sup>11</sup> shows the different communication channels to be used in disseminating information, which are typically arranged based on accessibility and nature of information to be sent. It is noted that DarMAERT currently utilizes radio communication, e-mails, office landlines, mobile telephones, SMS messaging and the WhatsApp application for emergency communications. However, a more organized and strategic hierarchy among these communication options is yet to be established. Figure 9 below provides a sample communications hierarchy for DarMAERT. However, it is noted that utilization of this hierarchy is subject to validation and enhancements appropriate to the ICT design that will be implemented at the DarMAERT EOC in the coming years.



*Figure 9. Communications Hierarchy Diagram*

---

<sup>11</sup> Figure used is subject to validation and enhancements appropriate to the separate ICT development project being implemented by the World Bank for the DarMAERT EOC.

## 11.4 EOC Activation Message

This portion recommends a template for activation announcements to assist communications staff in providing activation information to concerned personnel and organizations.

### ***\_DarMAERT ACTIVATION MESSAGE***

---

*"The DarMAERT EOC is being Activated at Level .....(INSERT LEVEL OF ACTIVATION)  
activated as of this day .....Date.....Time.....(INSERT DATE/TIME)  
due to.....  
.....  
.....  
(INSERT INCIDENT/SITUATION).*

***Please respond to this message with the following information:***

*Name:*

*Location:*

*ETA to EOC:*

***"THIS IS NOT AN EXERCISE."***

---

## 11.5 EOC Deactivation Message (sample template only)

This portion recommends a template for de-activation announcements to assist communications staff in providing de-activation information to concerned personnel and organizations.

---

*"The DarMAERT EOC has been deactivated as of this day  
.....Date.....Time..... (INSERT DATE/TIME).*

*We will continue to monitor incidents and hazards that may affect company employees,  
facilities and operations."*

---

## 12. Agenda Templates

Below is an *Initial Briefing Agenda Template* (Table 5) and Planning Meeting Agenda Template (Table 6) co-developed with DarMAERT to assist the Command and General Staff in the facilitation of incident briefings and planning meetings.

*Table 5. Initial Briefing Agenda Template*

AGENDA ITEMS	LEAD
1. Provide briefing on current situation (event description): a) Current Org Structure in the EOC b) Facility capabilities (ie. communication systems, infrastructure) c) Incident type (weather condition, earthquake, ...) and relevant information from Government Liaison and other sources d) Risk assessment map and report e) EOC Cash-on-hand	Operations Manager IT Systems Manager  Planning Manager  Mapping Officer Admin/Finance
2. Recommendation for Level of Activation	EOC Director
3. Approval for Recommended Level of Activation	Chief Resilience Officer (CRO)
4. Send out advisory	Communications Manager
5. Develop Incident objectives	EOC Director, CRO
6. Identify tasks, tactics and strategies <ul style="list-style-type: none"> <li>Determine prioritization of tasks</li> <li>Assignment list</li> </ul>	Operations Manager
7. Presentation of the IAP	Planning Manager
8. Obtain the EOC Director's approval of the IAP	Operations Manager
9. Instruction to execute IAP	EOC Director
10. Release of communication products	Communications Manager

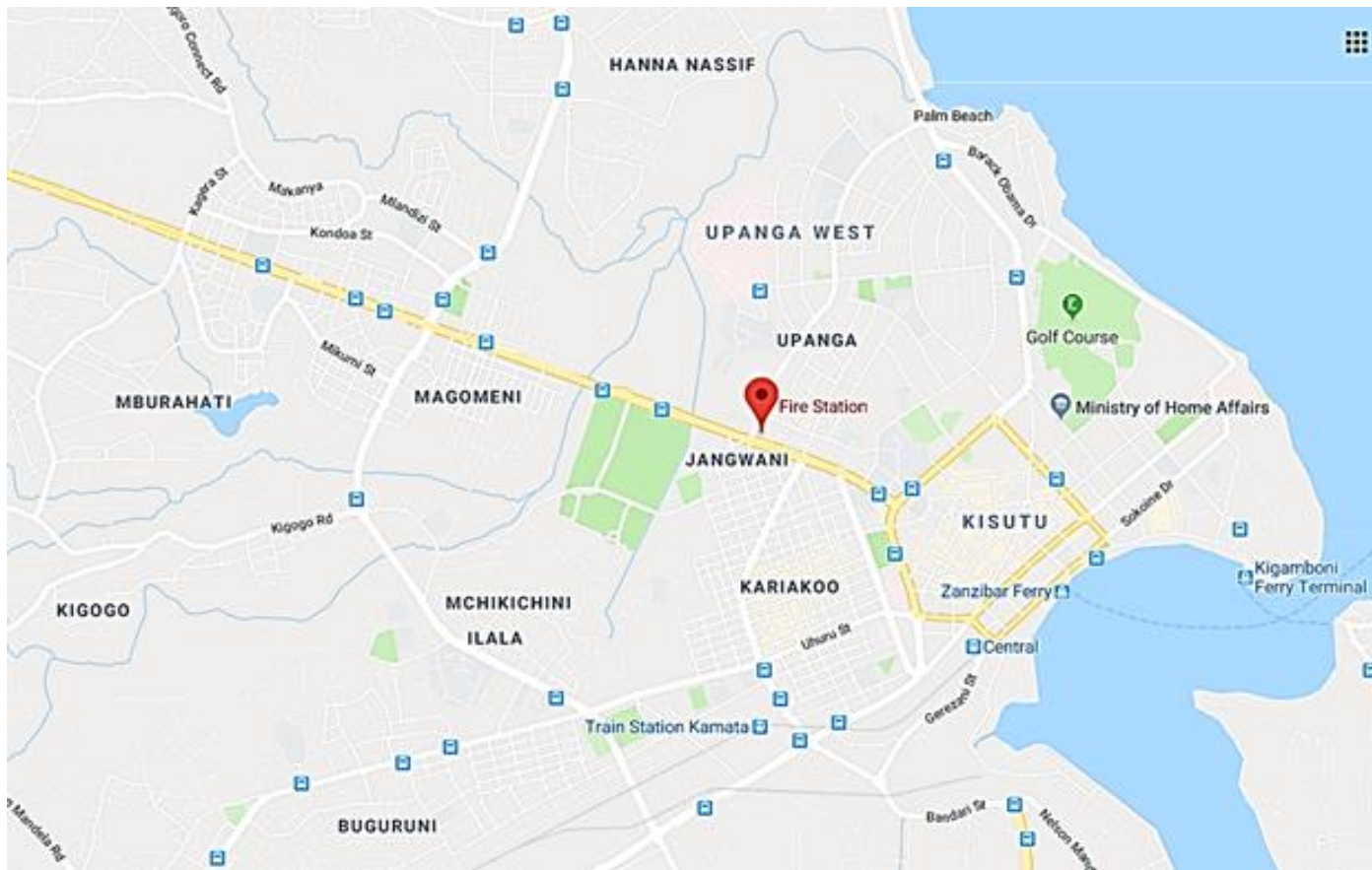
*Table 6. Planning Meeting Agenda Template*

AGENDA ITEMS	LEAD
1. Provide briefing on current situation (event description): <ul style="list-style-type: none"> <li>a) Current Org Structure in the EOC</li> <li>b) Facility capabilities (ie. communication systems, infrastructure)</li> <li>c) Incident type (weather condition, earthquake, ...) and relevant information from Government Liaison and other sources</li> <li>d) Risk assessment map and report</li> <li>e) EOC Cash-on-hand</li> </ul>	Operations Manager IT Systems Manager  Planning Manager  Mapping Officer Admin/Finance
2. Network report, based on Pre Disaster Risk Assessment <ul style="list-style-type: none"> <li>a) Status of critical lifelines</li> <li>b) Status of stockpile response goods</li> <li>c) Identified needs and pending requests from network</li> <li>d) Identified needs and pending requests from government</li> </ul>	Cluster Leads/ Coordinators  External Partner Liaison Officer
3. Present the <del>SitRep</del>	Planning Manager
4. Send out advisory	Communications Manager
5. Develop Incident objectives	EOC Director, CRO
6. Identify tasks, tactics and strategies <ul style="list-style-type: none"> <li>• Determine prioritization of tasks</li> <li>• Assignment list</li> </ul>	Operations Manager
7. Presentation of the IAP	Planning Manager
8. Obtain the EOC Director's approval of the IAP	Operations Manager
9. Release of communication products	Communications Manager

## Annexes

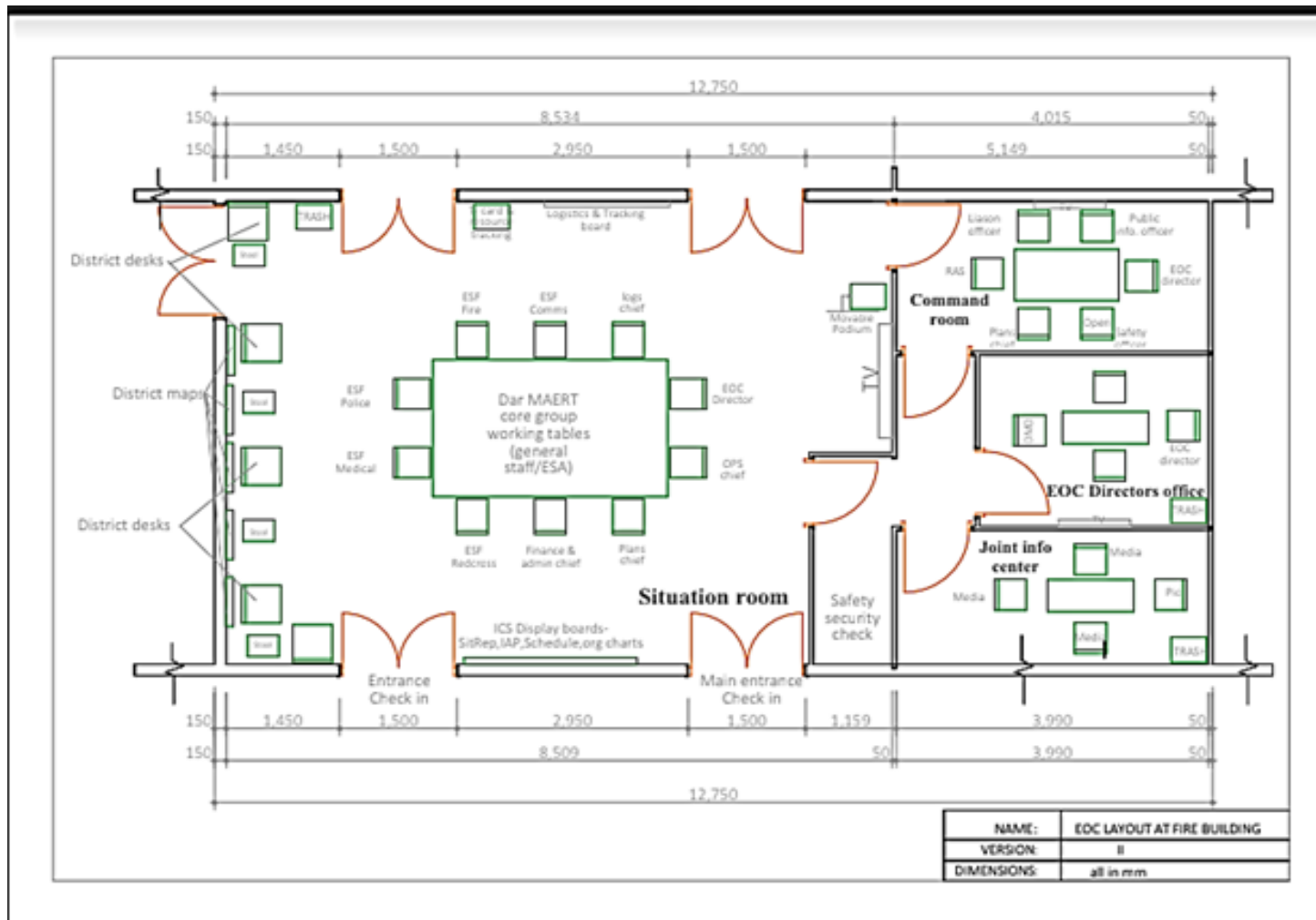
### Annex 1. DarMAERT EOC (Ilala Fire Station) Location Map

Address: 2nd Floor, Ilala Fire Station, Morogoro Rd., Dar es Salaam, Tanzania



Source: Google Maps

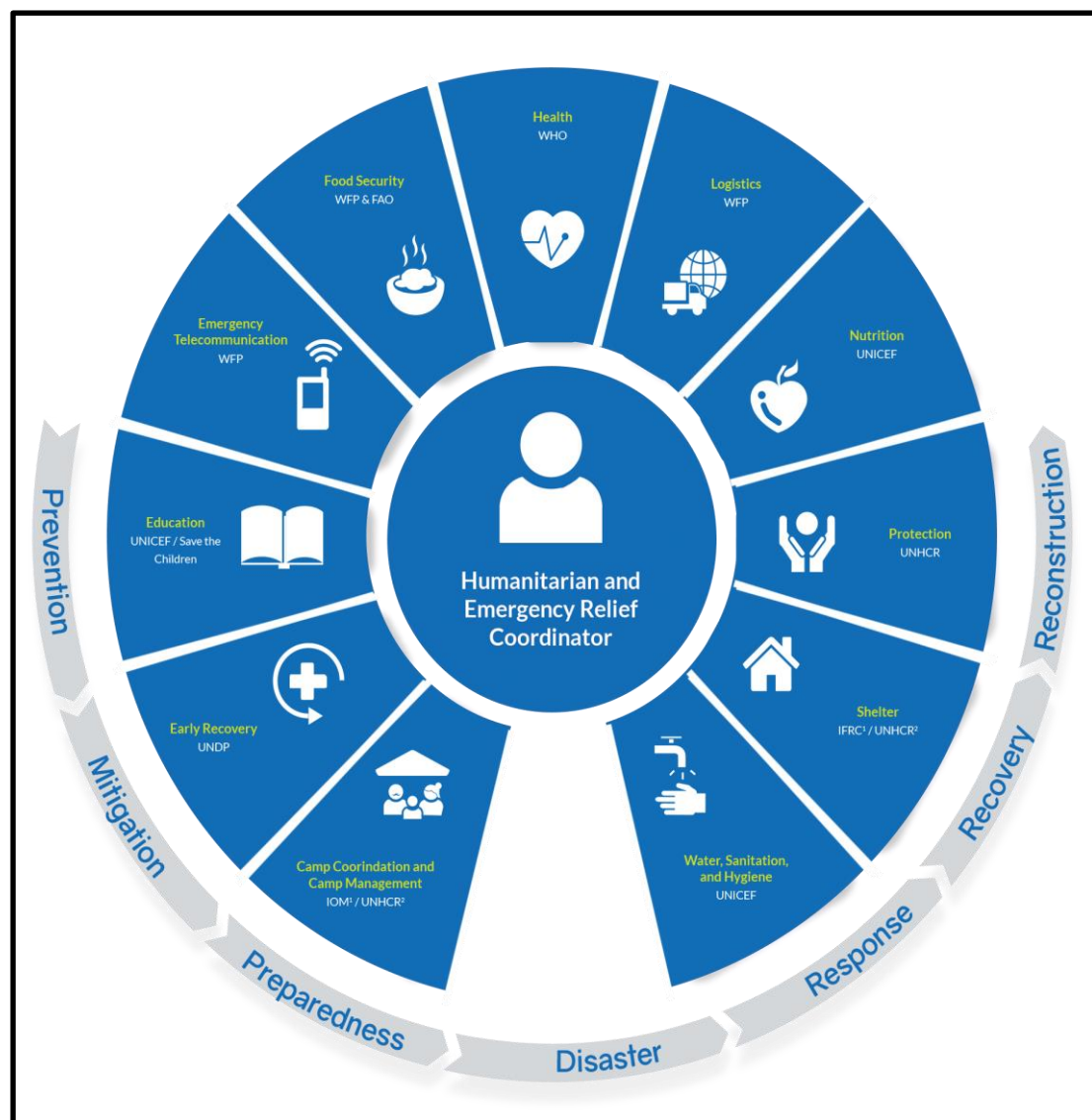
## Annex 2. EOC Floor Plan



Source: Proposed EOC Floor Plan, as referenced in the TED EOC Handbook

### Annex 3. UN Cluster System Quick Reference

To support international disaster relief operations, the United Nations has structured coordination under groupings of related humanitarian functions called “Clusters.” Like the Emergency Support Function system, a Cluster has a single lead with multiple functions supporting it. The UN Cluster System is designed to reduce the possibility of overlap or gaps in humanitarian assistance and prevents the wasting of resources concerning the delivery of care, capacity building, time and money<sup>12</sup>.



Graphical Overview of the UN Cluster System

<sup>12</sup> Source: Humanitarian Response. What is the Cluster Approach? n.d.

The Cluster organization has existed since the 2005 Humanitarian Reform Agenda and serves as a “road map” for aid workers. It is not meant to be the only system that delivers aid but it has improved the humanitarian aid processes by creating “predictability and accountability, while at the same time strengthening partnerships between NGOs, international organizations, the International Red Cross and Red Crescent Movement and UN agencies”<sup>13</sup>.

There is also synergy between the UN Cluster System and the SPHERE project, which was referenced in the Module 1 workbook. In 2014, the SPHERE handbook was updated with a “Core Humanitarian Standard on Quality and Accountability,” which was a consultative process that included inputs from over 2,000 humanitarian workers, including United Nations agencies and non-governmental organizations. The process resulted in nine commitments that humanitarian organizations can make to improve the quality and effectiveness of their services. These include commitments that humanitarian response is timely and relevant, as well as coordinated and complementary.<sup>14</sup> This commitment to coordinating service delivery and optimizing efficiencies is deeply compatible with the UN Cluster approach.

Similar to the Emergency Support Function System, when Clusters are asked by national governments to support a relief operation, they are “activated.”<sup>15</sup> Cluster Lead agencies such as the United Nations Children's Fund (UNICEF) are intended to support for a limited duration. They are then meant to be replaced by an institution from the host nation as soon as possible. Until the host nation is able to take command and control, however, the Cluster Lead agency serves as the “Provider of Last Resort.”

The Cluster system supports partnerships and co-lead with host nations and non-governmental organizations in the response phase. In the recovery phase, Cluster activity is reduced or ended, turning the responsibility back to national emergency response mechanisms<sup>16</sup>. Currently, there are eleven (11) UN Clusters as identified in the following table:

---

<sup>13</sup> Source: Inter-Agency Standing Committee. 2006.

<sup>14</sup> Source: Core Humanitarian Standards (CHS) Alliance, Groupe Urgence Rehabilitation Development (Group URD), and Sphere Project. 2014.

<sup>15</sup> Source: Inter-Agency Standing Committee. 2015.

<sup>16</sup> Source: Inter-Agency Standing Committee. 2015.



### The 11 UN Clusters and their Lead Agencies

UN Cluster	Lead Agency
1. Water, Sanitation and Hygiene (WASH)	United Nations Children's Fund (UNICEF)
2. Shelter	International Federation of Red Cross and Red Crescent Societies (IFRC) / United Nations High Commissioner for Refugees (UNHCR)
3. Protection	United Nations High Commissioner for Refugees (UNHCR)
4. Nutrition	United Nations Children's Fund (UNICEF)
5. Logistics	World Food Programme (WFP)
6. Health	World Health Organization (WHO) / Food and Agriculture Organization of the United Nations (FAO)
7. Food Security	World Food Programme (WFP) / FAO
8. Emergency Telecommunications	WFP
9. Education	United Nations Children's Fund (UNICEF) / Save the Children Foundation
10. Early Recovery	United Nations Development Programme (UNDP)
11. Camp Coordination and Management Camp Management	International Organization for Migration (IOM) / UNHCR

When a Cluster is activated, the United Nations' Humanitarian Country Team (HCT) and, more specifically, the Humanitarian Coordinators (HC) are asked to bring together those that can address critical response issues identified by the host nation.

Once established after a disaster event, country-level Clusters have “clearly identified leads (within the international humanitarian community) for all the key sectors or areas of activity, with clearly defined responsibilities for these agencies in their capacities as sectors leads”.<sup>17</sup>

Sector leads report to the United Nations Humanitarian Coordinator regarding “the functioning of the sector as a whole, while at the same time retaining their normal reporting lines insofar as their own agencies”<sup>18</sup>. This creates the independence for sector leads to use their area of expertise while keeping oversight on them at the same time.

In summary, the Cluster lead is expected to be responsible for the international humanitarian community response in its specific activity area “to ensure adequate response and high standards of predictability, accountability and partnership”<sup>19</sup>.

However, the Cluster system is not meant to take over a host nation’s response permanently. The Cluster lead is also expected to build up “local capacities and maintain appropriate links with government and local authorities, state institutions, civil society and other stakeholders”<sup>20</sup> so that the ultimate responsibility of recovery is turned over to the host nation.

---

<sup>17</sup> Source: Inter-Agency Standing Committee (IASC). (2006). Guidance Note on using the Cluster approach to strengthen humanitarian response. .  
[[https://interagencystandingcommittee.org/system/files/legacy\\_files/guidance\\_note\\_on\\_using\\_the\\_Cluster\\_approach\\_to\\_strengthen\\_humanitarian\\_response.pdf](https://interagencystandingcommittee.org/system/files/legacy_files/guidance_note_on_using_the_Cluster_approach_to_strengthen_humanitarian_response.pdf)]

<sup>18</sup> Source: Inter-Agency Standing Committee (IASC). (2006). Guidance Note on using the Cluster approach to strengthen humanitarian response. [[https://interagencystandingcommittee.org/system/files/legacy\\_files/guidance\\_note\\_on\\_using\\_the\\_Cluster\\_approach\\_to\\_strengthen\\_humanitarian\\_response.pdf](https://interagencystandingcommittee.org/system/files/legacy_files/guidance_note_on_using_the_Cluster_approach_to_strengthen_humanitarian_response.pdf)].

<sup>19</sup> Source: World Health Organization. (2007). Humanitarian Health Action: The Cluster Approach. Annex 7. [[http://www.who.int/hac/techguidance/tools/manuals/who\\_field\\_handbook/annex\\_7/en/](http://www.who.int/hac/techguidance/tools/manuals/who_field_handbook/annex_7/en/)].

<sup>20</sup> Source: World Health Organization. (2007). Humanitarian Health Action: The Cluster Approach. Annex 7. Accessed: 11/17/2018.  
[[http://www.who.int/hac/techguidance/tools/manuals/who\\_field\\_handbook/annex\\_7/en/](http://www.who.int/hac/techguidance/tools/manuals/who_field_handbook/annex_7/en/)].

## Annex 4. Simulation: EOC Activation (derived from the Red Cross/Red Crescent Climate Centre's Before the Storm)

A plenary discussion facilitated by the EMI team took place in the morning of Day 1 of TED Module 3 Delivery (November 19, 2019). The discussion and training were followed by a gaming simulation based on the Creative Commons licensed card-based simulation *Before the Storm* authored by the Red Cross Red Crescent Climate Centre.

This fast-paced game with custom playing cards was designed for each of the four groups to prioritize EOC activation steps based on Tanzania Meteorological Agency (TMA) forecast track scenarios.

Each group was provided with one “time card” and one “forecast card” corresponding to a hypothetical Cyclone Jafari nearing the coast of Tanzania.

Time cards were assigned as follows:

TIME CARDS			
<b>Group 1:</b> <b>Landfall minus</b> <b>1 Week</b>	<b>Group 2:</b> <b>Landfall minus</b> <b>3 Days</b>	<b>Group 3:</b> <b>Landfall minus</b> <b>24 Hours</b>	<b>Group 4:</b> <b>Landfall minus</b> <b>8 Hours</b>

Forecast cards were assigned as follows:

FORECAST CARDS			
<b>Group 1:</b> <b>[TMA</b> <b>Information</b> <b>Product –</b> <b>DarMAERT Co-</b> <b>Design Input]</b>	<b>Group 2:</b> <b>[TMA</b> <b>Information</b> <b>Product –</b> <b>DarMAERT Co-</b> <b>Design Input]</b>	<b>Group 3:</b> <b>[TMA</b> <b>Information</b> <b>Product –</b> <b>DarMAERT Co-</b> <b>Design Input]</b>	<b>Group 4:</b> <b>[TMA</b> <b>Information</b> <b>Product –</b> <b>DarMAERT Co-</b> <b>Design Input]</b>
<p>Cyclone Jafari is located in the Mozambique Channel, 250 kilometers offshore of Madagascar with sustained winds of 110 km/hr.</p> <p>Jafari is forecasted to loop over the Comoros Islands and pass northeast into the Indian Ocean and approach the Seychelles in 7 days, with some model outliers showing an impact on Tanzania.</p>	<p>Cyclone Jafari has increased in intensity and has made an unexpected turn to the northeast. Sustained winds are 160 km/hr with rainfall rates of 7 millimeters per hour. Landfall is now expected near Somanga in 3 days, with some model outliers indicating a more northward turn.</p>	<p>Cyclone Jafari is following a more northward storm track and is expected to make landfall near Magawa and track northward with the eyewall tracking just to the west of Dar es Salaam. Dar es Salaam is expected to receive sustained winds of 110 km/hr and torrential rains to potentially total 26 centimeters.</p>	<p>Cyclone Jafari is predicted to cause major wind damage and flooding throughout Dar es Salaam. The outer bands of Jafari are already bringing reports of periodic strong showers and gusty winds of 20 kilometers per hour at Julius Nyerere International Airport and in nearby areas.</p>

From there, each participant was distributed an “action card” shuffled from a collective deck. Action card examples included:

<b>ACTION CARDS</b>		
<b>Review!</b> Assess what was done in the last storm and adjust accordingly.	<b>Coordinate!</b> Conduct a coordination call with bronze and silver tactical command.	<b>Communicate!</b> Update the Emergency call-down list.
<b>Public Service Announcement!</b> Recommend to the RAS to interrupt television and radio and warn of the impending storm.	<b>Forecast!</b> Engage TMA to provide detailed storm projections and briefings to DarMAERT.	<b>Make a Full Activation Plan!</b> Create a 24x7 EOC staffing plan and notify DarMAERT members of potential activation.
<b>Make a Partial EOC Activation Plan!</b> Create a Silver Command staffing structure to monitor the event and invite key Emergency Response Functions to the EOC.	<b>Transportation!</b> Ensure that DarMAERT EOC personnel have transportation to-and-from the EOC for an extended activation.	<b>Check EOC Supplies!</b> Ensure that the DarMAERT EOC has adequate supplies and equipment is functional to support an activation, including meals and sleeping arrangements.
<b>Test!</b> Ensure that cell phone, e-mail, WhatsApp and radio communications systems are working.	<b>Inventory!</b> Ensure that DarMAERT Emergency Response Function partners have adequate supplies to support operations such as search-and-rescue, life safety and sheltering operations.	<b>Communicate!</b> Disseminate detailed update to the Regional Administrative Secretary (RAS) and Disaster Management Division (DMD) about DarMAERT preparations.
<b>Predict!</b> Identify households potentially at risk through	<b>Build the SitRep!</b>	<b>Create the IAP!</b>

ACTION CARDS		
assessments by TMA and the Ramani Huria Atlas.	Begin tracking weather events and key disaster information.	Begin drafting Incident Objectives for the Incident Action Plan.
<b>Make a Back-up Plan!</b> Assign deputies for coverage for each DarMAERT EOC position.	<b>Prepare your Family!</b> Ensure that your household is ready for you to be away serving at the DarMAERT EOC for an extended period of time.	<b>Get Ready for an Incident Brief!</b> Prepare to participate in a full incident brief and the "Planning P" schedule of reports and meetings.
<b>Set the Schedule!</b> Set a schedule of when shift change briefs and tactics meetings will occur and when SitRep and IAP inputs will be due.	<b>Review!</b> Review and have handy the DarMAERT Emergency Response Plan, Standard Operating Procedures and TED materials that have been helpful!	<b>Write your own step!</b> <hr/> <hr/> <hr/>

## Annex 5. Emergency Operations Center Message Form

## GENERAL MESSAGE (ICS 213)

1. Incident Name (Optional):		
2. To (Name and Position):		
3. From (Name and Position):		
4. Subject:	5. Date	6. Time
7. Message:		
8. Approved by: Name: _____ Signature: _____ Position/Title: _____		
9. Reply:		
10. Replied by: Name: _____ Position/Title: _____ Signature: _____		

<b>ICS 213</b>	Date/ Time: _____
----------------	-------------------

## ICS 213

### General Message

**Purpose.** The General Message (ICS 213) is used by the incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The ICS 213 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g. resource order, incident name change, other ICS coordination issues, etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.

**Preparation.** The ICS 213 may be initiated by incident dispatches and any other personnel on an incident.

**Distribution.** Upon completion, the ICS 213 may be delivered to the addressee and/or delivered to the Incident Communication Center for transmission.

#### Notes:

- The ICS 213 is a three-part form, typically using carbon paper. The sender will complete Part 1 of the form and send Parts 2 and 3 to the recipient. The recipient will complete Part 2 and return Part 3 to the sender.
- A copy of the ICS 213 should be sent to and maintained within the Documentation Unit.
- Contact information for the sender and receiver can be added for communications purposes to confirm resource orders.

Block Number	Block Title	Instructions
1	<b>Incident Name</b> (Optional)	Enter the name assigned to the incident. This block is optional.
2	<b>To</b> (Name and Position)	Enter the name and position the General Message is intended for. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
3	<b>From</b> (Name and Position)	Enter the name and position of the individual sending the General Message. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
4	<b>Subject</b>	Enter the subject of the message.
5	<b>Date</b>	Enter the date (month/day/year) of the message.
6	<b>Time</b>	Enter the time (using the 24-hour clock) of the message.
7	<b>Message</b>	Enter the content of the message. Try to be as concise as possible.
8	<b>Approved by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Position/Title</li> </ul>	Enter the name, signature and ICS position/title of the person approving the message.
9	<b>Reply</b>	The intended recipient will enter a reply to the message and return it to the originator.
10	<b>Replied by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position/title and signature of the person replying to the message. Enter the date (month/day/year) and time prepared (24-hour clock).



## Annex 6. Situation Report Template

[illegible]

## Annex 7. Incident Action Plan Template

Incident Action Plan	
Dar es Salaam Flooding: March 3, 2020	
Objective Number	Incident Objectives
	(EOC Manager's Priorities)
Ex.	Ex. Activate the DarMAERT EOC
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	

## **Annex 8. Rapid Damage and Need Assessment Tools and Disaster Reporting Template**

**THE UNITED REPUBLIC OF TANZANIA**



**PRIME MINISTER'S OFFICE  
POLICY, COORDINATION AND PARLIAMENT**

### **RAPID DAMAGE AND NEED ASSESSMENT TOOL AND DISASTER REPORTING TEMPLATE**

**APRIL, 2014**

Prepared by;  
Disaster Management Department,  
Prime Minister's Office,  
2 Railway Street,  
P.O. Box 980,

## Dodoma - TANZANIA

### Introduction

This tool is an aid intended for the government or partner that may need to conduct an emergency assessment. For those who have never implemented an assessment in emergency situation, this tool provides basic guidance. For experts, the tool serves as a reminders or suggestions of what should be covered in the assessment.

**Purpose:** This tool is meant to be a reference document to capture important issues to be addressed during disaster.

**Coverage:** The tool does not address every possible disaster scenario, rather gives general assessments guidance and specific information on some sectors.

**Usage of the tool:** The tool is expected to be completed by an official or team of officials from government and other emergency stakeholders. There will be a key person(s) who will be dealing with the affected community directly.

**Review of secondary data:** Collect as much information as possible on the background of the disaster affected community and the current situation from secondary sources. Government reports, project documents, other agencies' studies all should be reviewed to gather pre-disaster population figures, livelihoods, health statistics and information on infrastructure among other subjects. Unless it is the first event, results from previous event assessments, news articles, photos and maps of the disaster should be incorporated into assessment report.

### The objectives of the rapid assessment are to:

- Quantify the affected population by gender, age, status, vulnerable group membership and number of households with their composition.
- Identify immediate and underlying problems inhibiting food and non-food and security.
- Determine met and unmet needs of shelter, food, health, education, psychosocial, water sanitation, and non-food items.
- Assess logistical parameters and resource needs e.g., transport
- Identify and rank the fundamental priorities of the affected population and their preferred strategies for meeting those priorities.
- Identify key stakeholders (e.g. affected population, government, international and local organizations) and their response capacities
- Identify which types of comprehensive or in-depth assessments to conduct.
- Identify destroyed infrastructures destroyed and accessibility to affected areas.

### Disaster Response

Government and other stakeholders involved in disaster management are normally needed for disaster response services. Before they can act, they have to make sure that they are equipped with necessary data, information and tools for promptly response as the situation requires.

- **Rapid Damage and Needs Assessment:** An assessment is critical to understanding the scope of the disaster and the needs of the community to be served. Staff or volunteers can be quickly trained in the use of this Rapid Needs Assessment tool (form), deploy to the field with this form and return to office with standardized information for a thorough assessment of community's status and needs.
- **Volunteer Form:** While disaster events may call for drastic measures, some management structures must remain intact and enforced no matter the situation. When using volunteers, maintain structure through a simplified application form.
- **Situation Report:** During a disaster, communication is a key to Government staff, stakeholders, community and press. A standardized situation report easily summarizes the disaster scenario and the response offered. The template for Disaster Situation Report should be prepared and agreed upon all stakeholders before the disaster.

- **Photo/Media Release Form:** Permission is required to use any photographs, video footage or stories captured in the course of disaster response efforts. This form can be adapted and used as a photo or media release.

## Prime Minister's Office – Disaster Management Department

## Rapid Need and Damage Assessment Tool

DATE OF VISIT: \_\_\_\_\_

## Team Members:

Name	Institution	Designation	Telephone/ Email	Signature

## Local Authorities interviewee:

Name	Position	Telephone/ Email

1.	<u>GENERAL INFORMATION</u>				
1.1	Visited site:	Ward/Village/Street /Hamlet _____	Town/Township _____	District / _____	Region GPS/KM

					GPS _____																																																								
1.2	Date of Event: _____ Time: _____																																																												
1.3	Type of disaster: Flood <input type="checkbox"/> Tsunami <input type="checkbox"/> Mudslide <input type="checkbox"/> Earthquake <input type="checkbox"/> Epidemics <input type="checkbox"/> Other - Mention; _____ Number of affected ward/villages/streets/Hamlet <input type="text"/>																																																												
2.	<b><u>AFFECTED PEOPLE</u></b>																																																												
2.1	What is the total population of people in the ward/ village/street/ Hamlet? <input type="text"/> What is the estimate total population of people affected by the Disaster? <input type="text"/> Number of Household affected: <input type="text"/> <b>Table 1: Specification of Affected Population:</b> <table border="1"> <thead> <tr> <th>Category</th> <th>Female</th> <th>Male</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td colspan="4"><b>Children:</b></td> </tr> <tr> <td>Under five 5 years</td> <td></td> <td></td> <td></td> </tr> <tr> <td>5 - 14 years</td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="4"><b>Youth:</b></td> </tr> <tr> <td>15 - 34 years</td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="4"><b>Adults:</b></td> </tr> <tr> <td>35 - 59 years</td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="4"><b>Elderly:</b></td> </tr> <tr> <td>=&gt; 60 years</td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Vulnerable Groups</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Disabled</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Pregnant/Lactating</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Unaccompanied children</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Category	Female	Male	Total	<b>Children:</b>				Under five 5 years				5 - 14 years				<b>Youth:</b>				15 - 34 years				<b>Adults:</b>				35 - 59 years				<b>Elderly:</b>				=> 60 years				<b>Vulnerable Groups</b>				Disabled				Pregnant/Lactating				Unaccompanied children			
Category	Female	Male	Total																																																										
<b>Children:</b>																																																													
Under five 5 years																																																													
5 - 14 years																																																													
<b>Youth:</b>																																																													
15 - 34 years																																																													
<b>Adults:</b>																																																													
35 - 59 years																																																													
<b>Elderly:</b>																																																													
=> 60 years																																																													
<b>Vulnerable Groups</b>																																																													
Disabled																																																													
Pregnant/Lactating																																																													
Unaccompanied children																																																													

	Number of households headed by women? <input style="width: 50px;" type="text"/> Number of households headed by children? <input style="width: 50px;" type="text"/> Male <input style="width: 50px;" type="text"/> Female <input style="width: 50px;" type="text"/> Number of family headed by disabled? <input style="width: 50px;" type="text"/> Total number of unaffected households in the ward/village/street/ Hamlet? <input style="width: 50px;" type="text"/>
2.2	<b>Have people been displaced/ homeless?</b> Yes <input type="checkbox"/> No <input type="checkbox"/> <b>ii) Homeless</b> Yes <input type="checkbox"/> No <input type="checkbox"/> <b>If Yes:</b> Number of people <input style="width: 50px;" type="text"/> Number of Households <input style="width: 50px;" type="text"/> <b>(i) Displaced</b> Yes <input type="checkbox"/> No <input type="checkbox"/> <b>(ii) Homeless</b> Yes <input type="checkbox"/> No <input type="checkbox"/> <b>If Yes:</b> Number of people <input style="width: 50px;" type="text"/> Number of Households <input style="width: 50px;" type="text"/> <b>Have people been relocated/evacuated from the disaster area?</b> Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, number of <b>Children Under 5yrs</b> <input style="width: 50px;" type="text"/> <b>Women</b> <input style="width: 50px;" type="text"/> <b>Men</b> <input style="width: 50px;" type="text"/> Where are they living now? School <input style="width: 50px;" type="text"/> Other public building <input style="width: 50px;" type="text"/> Open places <input style="width: 50px;" type="text"/> Religious site: Church <input style="width: 50px;" type="text"/> Mosque <input style="width: 50px;" type="text"/> Others <input style="width: 50px;" type="text"/> Are they being supported by host communities? Yes <input type="checkbox"/> No <input type="checkbox"/> If so, how? _____
2.3	<b>General degree of impact on the households of this ward/village/street/Hamlet</b> <b>Under Five years</b> <input type="checkbox"/> Deaths: Number: F <input style="width: 50px;" type="text"/> M <input style="width: 50px;" type="text"/> Total: <input style="width: 50px;" type="text"/> <input type="checkbox"/> Injured: Number: F <input style="width: 50px;" type="text"/> M <input style="width: 50px;" type="text"/> Total: <input style="width: 50px;" type="text"/> <input type="checkbox"/> Missing: Number: F <input style="width: 50px;" type="text"/> M <input style="width: 50px;" type="text"/> Total: <input style="width: 50px;" type="text"/> <b>Youth 5 - 14 years</b> <input type="checkbox"/> Deaths: Number: F <input style="width: 50px;" type="text"/> M <input style="width: 50px;" type="text"/> Total: <input style="width: 50px;" type="text"/> <input type="checkbox"/> Injured: Number: F <input style="width: 50px;" type="text"/> M <input style="width: 50px;" type="text"/> Total: <input style="width: 50px;" type="text"/> <input type="checkbox"/> Missing: Number: F <input style="width: 50px;" type="text"/> M <input style="width: 50px;" type="text"/> Total: <input style="width: 50px;" type="text"/> <b>Adult 15 - 60 years</b> <input type="checkbox"/> Deaths: Number: F <input style="width: 50px;" type="text"/> M <input style="width: 50px;" type="text"/> Total: <input style="width: 50px;" type="text"/>



	<input type="checkbox"/> Injured:	Number: F <input style="width: 40px;" type="text"/>	M <input style="width: 40px;" type="text"/>	Total: <input style="width: 40px;" type="text"/>
	<input type="checkbox"/> Missing:	Number: F <input style="width: 40px;" type="text"/>	M <input style="width: 40px;" type="text"/>	Total: <input style="width: 40px;" type="text"/>
	<b>Elderly =&gt;60 years</b>			
	<input type="checkbox"/> Deaths:	Number: F <input style="width: 40px;" type="text"/>	M <input style="width: 40px;" type="text"/>	Total: <input style="width: 40px;" type="text"/>
	<input type="checkbox"/> Injured:	Number: F <input style="width: 40px;" type="text"/>	M <input style="width: 40px;" type="text"/>	Total: <input style="width: 40px;" type="text"/>
	<input type="checkbox"/> Missing:	Number: F <input style="width: 40px;" type="text"/>	M <input style="width: 40px;" type="text"/>	Total: <input style="width: 40px;" type="text"/>
	<b>Disabled people (Specify)</b>			
	<input type="checkbox"/> Deaths:	Number: F <input style="width: 40px;" type="text"/>	M <input style="width: 40px;" type="text"/>	Total: <input style="width: 40px;" type="text"/>
	<input type="checkbox"/> Injured:	Number: F <input style="width: 40px;" type="text"/>	M <input style="width: 40px;" type="text"/>	Total: <input style="width: 40px;" type="text"/>
	<input type="checkbox"/> Missing:	Number: F <input style="width: 40px;" type="text"/>	M <input style="width: 40px;" type="text"/>	Total: <input style="width: 40px;" type="text"/>
	<input type="checkbox"/> Severely affected [extensive loss of assets, like houses completely destroyed]			Number: <input style="width: 40px;" type="text"/>
	<input type="checkbox"/> Minor Affected [loss of some assets, generally able to cope]			Number: <input style="width: 40px;" type="text"/>
	<input type="checkbox"/> Marginally affected [loss of some assets]			Number: <input style="width: 40px;" type="text"/>

<b>3.</b>	<b><u>LIVELIHOOD</u></b>																					
<b>3.1</b>	What percentage of estimated population depend (ed) on the following economical activities for their principle livelihood: <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <th style="width: 35%;">Activities</th> <th style="width: 35%;">Pre-emergency</th> <th style="width: 30%;">Post Emergency</th> </tr> <tr> <td>Farming</td> <td></td> <td></td> </tr> <tr> <td>Livestock</td> <td></td> <td></td> </tr> <tr> <td>Fishing</td> <td></td> <td></td> </tr> <tr> <td>Trade, Professional or Civil Service</td> <td></td> <td></td> </tr> <tr> <td>Informal Section/petty trade</td> <td></td> <td></td> </tr> <tr> <td>Other _____</td> <td></td> <td></td> </tr> </table>	Activities	Pre-emergency	Post Emergency	Farming			Livestock			Fishing			Trade, Professional or Civil Service			Informal Section/petty trade			Other _____		
Activities	Pre-emergency	Post Emergency																				
Farming																						
Livestock																						
Fishing																						
Trade, Professional or Civil Service																						
Informal Section/petty trade																						
Other _____																						
<b>4.</b>	<b><u>NON FOOD ITEMS</u></b>																					
<b>4.1</b>	Availability of the below items in the village/ward/Hamlet: <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 40%;"></td> <td style="width: 20%;"></td> <td style="width: 40%;"></td> </tr> </table>																					

	Cooking utilities	Adequate <input type="checkbox"/> Not adequate <input type="checkbox"/> Not available <input type="checkbox"/>		
	Hygiene kits	Adequate <input type="checkbox"/> Not adequate <input type="checkbox"/> Not available <input type="checkbox"/>		
	Tents	Adequate <input type="checkbox"/> Not adequate <input type="checkbox"/> Not available <input type="checkbox"/>		
	Tarpaulins	Adequate <input type="checkbox"/> Not adequate <input type="checkbox"/> Not available <input type="checkbox"/>		
	Mosquito net	Adequate <input type="checkbox"/> Not adequate <input type="checkbox"/> Not available <input type="checkbox"/>		
	Buckets	Adequate <input type="checkbox"/> Not adequate <input type="checkbox"/> Not available <input type="checkbox"/>		
	Sleeping mats	Adequate <input type="checkbox"/> Not adequate <input type="checkbox"/> Not available <input type="checkbox"/>		
	Blankets Others, specify:	Adequate <input type="checkbox"/> Not adequate <input type="checkbox"/> Not available <input type="checkbox"/> _____		
5.	<b><u>WATER AND SANITATION</u></b>			
5.1	<b>Availability of safe drinking water</b> Yes <input type="checkbox"/> No <input type="checkbox"/>  <b>Is there any damage to water supply systems:</b> Yes <input type="checkbox"/> No <input type="checkbox"/>  <b>Scale: 1 to 3:</b> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> ( <i>where 1 partially damaged; 2slightly damaged and 3 is completely damaged</i> )  <b>Availability of portable water systems:</b> Yes <input type="checkbox"/> No <input type="checkbox"/>  <b>Availability of sanitation facilities:</b> Yes <input type="checkbox"/> No <input type="checkbox"/>  <b>Is there any damage to sewage systems:</b> Yes <input type="checkbox"/> No <input type="checkbox"/>  <b>Scale: 1 to 3:</b> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> ( <i>where 1 partially damaged; 2slightly damaged and 3 is completely damaged</i> )			
5.2	<b>Is there any risk of water contamination?</b> Yes <input type="checkbox"/> No <input type="checkbox"/>  <b>If yes, please indicate the source?</b> _____			
5.3	<b>Available latrine type/number:</b>  <div style="text-align: center;"> <b>Type</b> <span style="float: right;"><b>Number</b></span> </div> <div style="margin-left: 100px;"> <input type="checkbox"/> Indirect pit-pour flash with pan and pipe <input style="width: 60px;" type="text"/> </div> <div style="margin-left: 100px;"> <input type="checkbox"/> Direct pit <input style="width: 60px;" type="text"/> </div> <div style="margin-left: 100px;"> <input type="checkbox"/> Common community latrine <input style="width: 60px;" type="text"/> </div> <div style="margin-left: 100px;"> <input type="checkbox"/> Open Air <input style="width: 60px;" type="text"/> </div>			
5.4	<b>Are latrines for men and women separated?</b> Yes <input type="checkbox"/> No <input type="checkbox"/>			

6.	<b>HEALTH</b>				
6.1	<b>Functioning health facilities in the area (write distance in Km):</b>	Regional hospital District Hospital Health Center Dispensary MCH clinic Private clinic Mobile clinic Temporary field clinic	Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/>	No <input type="checkbox"/> No <input type="checkbox"/> No <input type="checkbox"/> No <input type="checkbox"/> No <input type="checkbox"/> No <input type="checkbox"/> No <input type="checkbox"/> No <input type="checkbox"/>	<input type="text"/> Km <input type="text"/> Km <input type="text"/> Km <input type="text"/> Km <input type="text"/> Km <input type="text"/> Km <input type="text"/> Km <input type="text"/> Km
6.2	<b>Is there a risk of infectious diseases? Or possibilities of diseases outbreak?</b>	Yes <input type="checkbox"/> No <input type="checkbox"/> Number <input type="text"/> If yes; type of disease _____			
6.3	<b>Availability of Doctors/ Paramedic Staff/ Reproductive health trained personnel in the area or location?</b>  <b>Any immunization campaign taken before the disaster?</b>  <b>Any evidence of Malnutrition:</b>  <b>Availability of basic essential medicine/ drugs/supplies</b>  <b>Availability of Vaccines services</b>  <b>Any other health problem:</b>	Yes <input type="checkbox"/> No <input type="checkbox"/> Number <input type="text"/>  Yes <input type="checkbox"/> No <input type="checkbox"/> Number <input type="text"/> <b>List:</b> _____  Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, Mention _____  Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, Mention the stage, Scale: 1 to 2:1 <input type="checkbox"/> 2 <input type="checkbox"/> (where 1 moderate; 2 severe)  Yes <input type="checkbox"/> No <input type="checkbox"/> Brief clarification _____  Yes <input type="checkbox"/> No <input type="checkbox"/>  Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, Mention _____			
6.4	<b>Dealing with corpses:</b>	Able to bury      Yes <input type="checkbox"/> Number <input type="text"/> No <input type="checkbox"/> Number <input type="text"/> Other (specify) _____			

	Number of hospital & health centre's affected: <input type="text"/>	-Number <input type="text"/> Adequate: <input type="text"/> Shortage: <input type="text"/> Significant Shortage:												
7.	<b>FOOD SECURITY</b>													
7.1	Food Distribution:	Is food assistance already provided in the affected area? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, how much (tones): _____												
7.2	Food Consumption	On average, has the quantity of food that people are eating changed since the crisis? <input type="checkbox"/> More food consumed <input type="checkbox"/> Same amount consumed <input type="checkbox"/> Less food consumed If not enough, approximate how much is currently needed <input type="text"/> Tones												
7.3	Food Availability Number of meals consumed:	How many people in the community currently have food stocks in their households and how long will they last? <input type="text"/> people, <input type="text"/> days 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>  Availability of food/stocks at: <ul style="list-style-type: none"> <li>Family: Yes <input type="checkbox"/> Tones <input type="text"/> No <input type="checkbox"/></li> <li>Relief: Yes <input type="checkbox"/> Tones <input type="text"/> No <input type="checkbox"/></li> <li>Market: Yes <input type="checkbox"/> Tones <input type="text"/> No <input type="checkbox"/></li> </ul>												
7.4	Food access	Do households have access to markets? Yes <input type="checkbox"/> No <input type="checkbox"/> How long does it take (walking) to reach the nearest market where food can be obtained? _____ Km Has access to the market been affected by the emergency? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, how? _____ What are the prices before and after emergency on major food items? <table border="1"> <thead> <tr> <th>Type of food</th><th>Price before (per Kg)</th><th>Price after (per Kg)</th></tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table>	Type of food	Price before (per Kg)	Price after (per Kg)									
Type of food	Price before (per Kg)	Price after (per Kg)												

<b>7.5</b>	<b>Agricultural impact</b>	<p><b>What is the level of damage to land used for crop production?</b></p> <p> <input type="checkbox"/> Completely damaged      <input type="checkbox"/> Partially damaged      <input type="checkbox"/> No damage         </p> <p>Estimate loss (hectres) _____</p> <p><b>What is the estimate crop loss/damage?</b></p> <p> <input type="checkbox"/> Total loss      <input type="checkbox"/> Partial loss      <input type="checkbox"/> No loss         </p> <p>Estimate loss (tones) _____</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <th style="width: 10%;">No.</th> <th style="width: 40%;">Type of Crop</th> <th style="width: 20%;">Partial Loss</th> <th style="width: 30%;">No loss</th> </tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </table> <p style="margin-top: 10px;"><b>What is the level of damage to the agricultural infrastructure, such as irrigation schemes, sheds, housing, machinery, stored feed and fodder?</b></p> <p> <input type="checkbox"/> Completely damaged <input type="checkbox"/> Partially damaged      <input type="checkbox"/> No damage         </p> <p><b>Percentage of Hectare damaged:</b> _____</p> <p><b>Damage to agriculture infrastructure:</b> <input type="checkbox"/> Completely damaged <input type="checkbox"/> Partially damaged <input type="checkbox"/> No damage</p> <p><b>What is the estimate livestock loss/died?</b></p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <th style="width: 10%;">No.</th> <th style="width: 20%;">Kind of livestock</th> <th style="width: 15%;">Kind of damage</th> <th style="width: 20%;">Number Loss</th> <th style="width: 35%;">Number died</th> </tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </table> <p style="margin-top: 10px;"><b>Availability of cattle feed/fodder:</b> _____</p>	No.	Type of Crop	Partial Loss	No loss													No.	Kind of livestock	Kind of damage	Number Loss	Number died															
No.	Type of Crop	Partial Loss	No loss																																			
No.	Kind of livestock	Kind of damage	Number Loss	Number died																																		
<b>8.</b>	<b><u>EDUCATION</u></b>																																					
<b>8.1</b>	<p><b>Number of schools affected:</b>_____ <b>Number of Primary:</b> <input type="text"/> <b>Number of Secondary:</b> <input type="text"/></p> <p><b>What is the level of damage to the school buildings?</b></p> <p><b>Classroom:</b></p> <p> <input type="checkbox"/> Completely damaged <b>Number:</b> <input type="text"/>      <input type="checkbox"/> Partially damaged <b>Number:</b> <input type="text"/>      <input type="checkbox"/> No damage         </p> <p><b>Offices:</b></p> <p> <input type="checkbox"/> Completely damaged <b>Number:</b> <input type="text"/> <input type="checkbox"/> Partially damaged <b>Number:</b> <input type="text"/> <input type="checkbox"/> No damage         </p> <p><b>Staff Houses:</b></p> <p> <input type="checkbox"/> Completely damaged <b>Number:</b> <input type="text"/> <input type="checkbox"/> Partially damaged <b>Number:</b> <input type="text"/> <input type="checkbox"/> No damage         </p>																																					

	<b>Hostel/Dormitories:</b> <input type="checkbox"/> Completely damaged Number: <input type="text"/> <input type="checkbox"/> Partially damaged Number: <input type="text"/> <input type="checkbox"/> No damage <b>Latrines:</b> <input type="checkbox"/> Completely damaged Number: <input type="text"/> <input type="checkbox"/> Partially damaged Number: <input type="text"/> <input type="checkbox"/> No damage
8.2	<b>What is the level of damage to equipment and educational material?</b> <input type="checkbox"/> Mostly damaged <input type="checkbox"/> Partially damaged <input type="checkbox"/> No damage Damage to other facilities, specify including owner (student, teacher etc) _____
9.	<b><u>BUILDING &amp; INFRASTRUCTURE</u></b>
9.1	<b>Government buildings affected: Mention:</b> _____ <input type="checkbox"/> Completely damaged Number: <input type="text"/> <input type="checkbox"/> Partially damaged Number: <input type="text"/>
9.2	<b>Community (churches, mosques, temples etc) building affected: Mention:</b> _____ <input type="checkbox"/> Completely damaged Number: <input type="text"/> <input type="checkbox"/> Partially damaged Number: <input type="text"/>
9.3	<b>Road damaged/destroyed: Location:</b> _____ <b>KM:</b> _____ <b>Condition of the road:</b> _____
9.4	<b>Railways damaged: Location:</b> _____ <b>KM:</b> _____ <b>Scale:</b> _____ <b>Is the railway still working:</b> _____
9.5	<b>Bridges damaged/collapsed: Location :</b> _____ <b>Village/street isolated:</b> _____
9.6	<b>Damage to communication network: Scale</b> _____
9.7	<b>Damage to Electricity network: Scale</b> _____
9.8	<b>Damage to Telecommunication network: Scale</b> _____
9.9	<b>Others (Specify)</b> _____
10.	<b><u>PROTECTION</u></b>
10.1	<b>Are there any security threats</b> Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, what type? (Sexual assault, violence against children, theft ) _____ <b>Are the law enforcement agencies or individuals providing protection to children and other vulnerable groups?</b> Yes <input type="checkbox"/> No <input type="checkbox"/>
10.2	<b>Are safe areas available for recreation and play for boys and girls of different ages?</b> Yes <input type="checkbox"/> No <input type="checkbox"/>
10.3	<b>Psychosocial issues</b>

	<p>Is there evidence that daily life is being disrupted by psychosocial symptoms such as suicides, failure to eat/sleep, failure to feed/care for children, excessive use of alcohol and other drugs, and violent behavior including gender based violence and child abuse? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If any, mention_____</p> <p>Is there need of counseling for traumatized population: Yes _____ No _____</p>
<b>11.</b>	<b><u>CURRENT RESPONSES</u></b>
<b>11.1</b>	<p><b>Any response from Local Community:</b> Type of assistance:_____</p> <p><b>Any response from Other stakeholders (FBOs, CBOs, Companies, International agencies, NGOs etc):</b> Type of assistance:_____</p> <p><b>Any response from Government:</b> Type of assistance:_____</p>

## 12. Secondary Threats:

No.	Threat	Yes	No	Type
1	Existence of epidemics			
2	Scarcity of food			
3	Scarcity of water			
4	Scarcity of Shelter			
5	Potential hazardous sites			
6	Scarcity of non-food items			
7	Any other problem			

## 13. Logistic and Distribution system:

- Availability of Storage facility:** Yes:\_\_\_\_\_No.\_\_\_\_\_Number:\_\_\_\_\_
- Means of Transportation available:** Yes\_\_\_\_\_No.\_\_\_\_\_List:\_\_\_\_\_
- Availability of Human resources:** Yes.\_\_\_\_\_No.\_\_\_\_\_Number:\_\_\_\_\_
- Any distribution criteria in place:** Yes\_\_\_\_\_No.\_\_\_\_\_Specify\_\_\_\_\_
- Any other logistics and distribution issue to be addressed:**\_\_\_\_\_

## 14. Priority needs:

<p><b>Search and Rescue:</b></p> <p>a) Need of search and Rescue</p> <ul style="list-style-type: none"> <li>Locally available</li> <li>Needed from district/region</li> <li>Needed from central government</li> </ul>	<p><b>Yes.....No.....</b></p> <p><b>Specify.....</b></p>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------

<ul style="list-style-type: none"> <li>• Needed internationally</li> </ul> <p>b) Need of Transportation and equipments:</p> <ul style="list-style-type: none"> <li>• Helicopter.</li> <li>• Boats.</li> <li>• Any other transportation (specify)</li> <li>• Special equipments (specify)</li> <li>• Heavy equipments (specify)</li> </ul> <p>c) Need of Shelter:</p> <ul style="list-style-type: none"> <li>• Temporary</li> <li>• Permanent</li> </ul>	<p><b>Yes.....No.....</b></p> <p><b>Specify.....</b></p> <p><b>Yes.....No.....</b></p> <p><b>Specify.....</b></p>
<p><b>Clothing:</b></p> <p>a) Children clothing</p> <p>b) Adult clothing</p> <p>c) Blankets</p> <p>d) Bed sheets</p> <p>e) Mattress</p> <p>f) Mats</p> <p>g) Mosquito nets</p>	<p><b>Yes.....No.....</b></p> <p><b>Specify.....</b></p>
<p><b>Food items:</b></p> <p>a) Pulses</p> <p>b) Grains</p> <p>c) Baby food</p> <p>d) Specialized food</p> <p>e) Cattle feed/folder</p>	<p><b>Estimate quantities</b></p>
<p><b>Health:</b></p> <p>a) Medical staff needed</p> <p>b) Medicine (specify)</p> <p>c) ORS</p> <p>d) Vaccines</p> <p>e) Mobile units (quantity to be specified)</p> <p>f) Blood and blood products</p> <p>g) IV fluid</p> <p>h) First aid kit</p>	<p><b>Yes.....No.....</b></p> <p><b>Specify for each type.....</b></p>



<b>Education:</b> <ul style="list-style-type: none"> <li>a) Infrastructures - Temporary/permanent</li> <li>b) Teachers</li> <li>c) Teacher kits</li> <li>d) Reading/teaching materials</li> <li>e) Availability of mid-day meal</li> <li>f) Students/pupils requirement</li> </ul>	<b>Yes.....No.....</b> <b>Specify.....</b>
<b>Water/Sanitation:</b> <ul style="list-style-type: none"> <li>a) Potable water</li> <li>b) Soap</li> <li>c) Chlorine powder and disinfectant</li> <li>d) Latrine/mobile toilets</li> <li>e) Insecticides</li> <li>f) Disinfestations of water body</li> <li>g) Detergents</li> <li>h) Manpower for carcass disposal</li> </ul>	<b>Yes.....No.....</b> <b>Specify.....</b>
<b>Crop/Agriculture/Irrigation:</b> <ul style="list-style-type: none"> <li>a) Need of seeds</li> <li>b) Fertilizer, Pesticide</li> <li>c) Types of seeds required (yes/no and specify location)</li> <li>d) Availability of local variety (yes/no and specify location)</li> <li>e) Availability of resources</li> <li>f) Repair of Irrigation infrastructure</li> </ul>	<b>Yes.....No.....</b> <b>Specify.....</b>
<b>Infrastructure:</b> <ul style="list-style-type: none"> <li>a) Repair of roads</li> <li>b) Repair of railways and bridges</li> <li>c) Power supply</li> <li>d) Telecommunication</li> <li>e) Equipment required for restoration</li> <li>f) Manpower required</li> </ul>	<b>List/Estimates</b>

- **Any other Observations:**
- **Other source of information:**
- **Interaction with affected population:**

## Prime Minister' Office – Disaster Management Department

## Disaster Situation Report

## Organization Details

Organization:	
Contacts:	(Box Number, Phone, Fax and Email)
Focal Point Contact Details:	(Name, Title, Mobile phone, Email)

Disaster Event:

Situation Report Number:

Dates Covered by Report:

Submitted By: \_\_\_\_\_

Name

Signature

Date

*Please note: sections A – I together should be no more than 400 words total.***A. SITUATION OVERVIEW**

Brief explanation on times and extent of the same disaster in the past and measures (if any)

--

**B. AFFECTED POPULATION AND PROPERTIES***(Description of the current situation giving extent of effects on life, properties infrastructure and livelihoods)*

**C. HUMANITARIAN RESPONSE**

*Description of humanitarian support provided by various organizations*

**D. LOCAL CAPACITY**

*Description of local capacity for offering humanitarian assistance and responding to the disaster victims*

**E. PARTNER COORDINATION**

*Description of partnerships and participation of other stakeholders like NGOs, CBOs, International community in offering humanitarian assistance and responding to the disaster*

## **F. LOGISTICS AND DISTRIBUTION**

*Description of logistics and distribution arrangements for humanitarian assistance*

## **G. SECURITY/SAFETY/PROTECTION**

*Description of security/safety/protection measures put into place*

## **H. GAP & CONSTRAINTS (PRIORITY NEEDS)**

*Description of the unmet needs and immediately needed support of both beneficiaries*

## **I. RECOMMENDATION**

*Including discussion of implementation strategies, identification of needed critical resources, and timeline*



## J. ANNEXES

- List of participating organizations
- List of affected population (grouped into households-with head of household, house ownership status, number of children, street with chairperson)
- Results: summary of affected population including population percentages by gender, age (child/adult/elderly), vulnerable group and family status (unaccompanied/in families), population movements, and relevant population characteristics (religion, ethnicity, skills); and female headed households
- List of relief items required
- Any other relevant document (report, map etc.,)

Prime Minister's Office – Disaster Management Department

Volunteer Application Form

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_

Area of town in which you live/closest major intersection: \_\_\_\_\_

Phone: ( ) \_\_\_\_\_ Alt. Phone: ( ) \_\_\_\_\_ Age: \_\_\_\_\_

Email: \_\_\_\_\_

Emergency Contact: \_\_\_\_\_ Phone: ( ) \_\_\_\_\_

**Availability:** Would you prefer to commit to

- Eight hours a week, one or two week days, between 8:30 and 4:30
- Four hours a week, one week day, between 8:30 and 4:30
- A given short-term project, if my schedule permits

**Have you even been convicted of a crime? \_\_\_\_ Yes \_\_\_\_ No (If yes, please explain the nature of the crime and the date of the conviction and disposition.) Are you currently under court supervision? \_\_\_\_ Yes \_\_\_\_ No If yes, please explain.** \_\_\_\_\_

Conviction of a crime is not an automatic disqualification for volunteer work. We may conduct a criminal background check if you are working in special situations.

**Please read the following carefully and check the circle to signify your acceptance of this policy.**

- **I understand this is an application for volunteering and not a commitment from Disaster Management Department of the Prime Minister's Office and certify the information provided is true, correct and complete. I understand misrepresentations or omissions by me may be cause for my immediate rejection or termination as a volunteer.**
- **During my volunteer service I will act in a professional manner in adherence with the mission of Government of Tanzania. Failure to do so may result in disciplinary action, including but not limited to termination of my volunteer services.**
- **Waiver:** I agree to assume the risk of any accident or injury to person or property that may be sustained in connection with my participation with Disaster Management department – PMO. In addition, I agree to release and discharge DMD - PMO and any of its directors, officers, employees, volunteers, partners, affiliates and successors from all liability or responsibility for any such accident or injury. I will disclose any physical or psychological ailment that might impede my work. If I enter a course of treatment that might adversely affect my performance of volunteer duties, I will disclose such to my supervisor.
- **Permission for Public Release:** I hereby authorize DMD - PMO to use or broadcast photos, film and audio recordings of me and/or my children and to publish any copy I or my children have written. I further authorize DMD - PMO to release or circulate the same in any manner for all purposes in any form. I understand the copy, photos and/or videos will be viewed by the public and that other use may be made of them.

- I will maintain, protect and safeguard the privacy and confidentiality of DMD - PMO and the Government clients and donors at all times.

<Insert agency> Volunteer Signature \_\_\_\_\_ Date \_\_\_\_\_

FOR THOSE UNDER THE AGE OF 18, Parent's or guardian's permission is required. I, as the parent/guardian of \_\_\_\_\_ give permission for him/her to volunteer with DMD - PMO, and agree to the policies stated contained herein.

\_\_\_\_\_ Date \_\_\_\_\_

*Form No. 4*

**Prime Minister's Office - Disaster Management Department**

**PHOTO/MEDIA RELEASE**

**Date:** \_\_\_\_\_

I hereby give permission for the use of photographs, video footage, and my story (and other members of my household listed below, if any) for publication or use in print and/or electronic promotional materials, Website and Social Media, and general media stories about DMD - PMO and the Government of Tanzania.

In extending permission to DMD - PMO, I limit such permission to photographs and video footage that depict me (and my children) in a favorable pose.

This consent will remain valid until revoked by me.

**Signature:** \_\_\_\_\_

Client

**Name:** \_\_\_\_\_ (print or type)

**Names of other members of my household:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Contact information:** \_\_\_\_\_

**Witness Signature:** \_\_\_\_\_

**Witness Name:** \_\_\_\_\_

(print or type)

**Description of client and setting:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Annex 9. Resource Request Form

### EOC Resource Request

Date of Request:  Time of Request:  Request No.

Priority : ☐ High (Emergency) ☐ Medium (Priority) ☐ Low (Routine) Tracking No.

Requested by:  Name  Dept/Agency/Function  Contact Number

#### What is being Requested?

Resource Type/Kind:  Quantity:

Units of Measure:  When Required:

Mission (Purpose for Resource)

Resource must come with: ☐ Fuel ☐ Meals ☐ Operator(s) ☐ Water ☐ Maintenance ☐ Lodging ☐ Power

Other: \_\_\_\_\_

**Special Instructions** (e.g. Safety message, ingress/egress routes...)



---

**Forward Request To:** (Organization/Agency/Vendor who ultimately obtains resource – use required fields only)

---

Contact  
Name/Position:Organization/  
Agency/Vendor:

Contact No.:

Estimated Cost:

Actions Taken:

---

**Delivery/Assigned Location** (use required fields only)

---

Location/ Site  
Name:Street  
Address:

City, Region:

Report  
To:Contact  
Number:Intersection  
Street 1:Intersection  
Street 2:

Completed by:

Name

Function/Title

Date &amp; Time

Entered

☐

---

**Financial Approval**

---

Spending  
Authority:

Name

Function/Title

Signature

Distribution:

Operations ☐Planning ☐Logistics ☐Finance ☐

Other: \_\_\_\_\_

## Annex 10. Media Brief Template

<b>Media Brief</b>
<b>Dar es Salaam Flooding: March 3, 2020</b>
<b>Disaster Update</b>
Ex. Multiple Reports of flooding in the residential areas of Keko Ward reported this morning. Multiple residents are reported to be trapped on their roofs awaiting rescue. Heavy rain is expected for the next 6 hours.
<b>Response Update</b>
Ex. The DarMAERT EOC has activated. Search and Rescue operations are underway.
<b>Key Messages for the Public</b>
Ex. Stay off the roads. Do not risk being trapped in your vehicle. Evacuate to high ground if you are in Keko Ward. Report any flooding to the police department. Stay tuned to further emergency updates via radio, TV, and social media.

## Annex 11. Crosswalk of Incident Command System Command and General Staff Functions with DarMAERT Member Agencies

ICS Command and General Functions	DarMAERT Member Agencies
Incident Commander / EOC Manager	DarMAERT Coordinator / Assistant Coordinator
Public Information	Regional Commissioner's Office (Under the Regional Administrative Secretary or RAS), through the DarMAERT Chair via Planning and Coordination Section
Liaison	DarMAERT Coordinator / Assistant Coordinator
Safety	Fire and Rescue Force, Police, Defense Force, Red Cross, <i>*EOC Safety Officer yet to be designated</i>
Operations	All organizations contribute to operations, Coordinator oversees operations
Planning	DarMAERT Chair via Planning and Coordination Section
Logistics	Procurement Unit under RAS, individual organizations contribute manpower and assets/resources for response operations
Finance	Finance Unit under RAS

## Annex 12. Case Study from TED Module 1-3: DarMAERT's Partial Activation for the November 2019 Floods

At approximately 11:00 a.m. on November 21, 2019, the DarMAERT Coordinator informed DarMAERT members that a “real world” severe event had occurred. A thunderstorm with torrential rains resulted in a resident of Dar es Salaam being electrocuted by lightning and an elderly resident was reported to have drowned from floodwaters.

During and following the lunch break, the Municipal Disaster Management Coordinators were observed to be entering disaster information into the *Rapid Damage and Needs Assessment Tool and Disaster Reporting Template*. At approximately 1:00 p.m., DarMAERT began real-world partial EOC activation operations utilizing Situation Report format.

The DarMAERT Coordinator assigned the Emergency Medical Service representative to assume the role of EOC Manager. The Emergency Medical Service representative physically sat underneath the projected Situation Report and facilitated the receipt of information from the Municipal Disaster Management Coordinators as well as Fire and Police. A DarMAERT participant was assigned to serve as the Planning Section Commander and maintained the Situation Report product in real time as the Emergency Medical Service representative facilitated key questions from DarMAERT participants.

The raw output from the actual activation, which is a Situation Report, is shown in the following table. The DarMAERT Coordinator stated that the intention was to provide the Situation Report to the RAS shortly during the afternoon. A photograph taken from the actual activation also follows.

*Situation Report from DarMAERT Partial Activation for November 21, 2019 Severe Storms*

<b>Situation Report</b>	
<b>Dar es Salaam Flooding: November 21, 2019</b>	
<b>Time</b>	<b>Significant Events (Weather Updates and Emergency Reports)</b>
	<b>TEMEKE</b>
11:34 AM	Reports of lighting that occurred at Tuangoma where two people were injured (struck by lightning) , one patient known as Jamir Thabit 34yrs was admitted at Mtiro dispensary later sent to Temeke Hospital and one person known as Saidi Jogoo has died. The medical Team got message about the incident and they are the one who deployed the ambulance to Temeke Hospital. This data was reported by Mbagala Division Officer
11:35	Municipal Disaster Management Coordinator informed the Municipal Disaster Management Committee accordingly.
12:30 PM	Ward Counselor (Diwani) informed the Municipal Authority about the incident.
	<b>ILALA</b>
11:34 AM	Police received reports of the two victims affected by lightning and cause of death (one person)
11:30:00 AM	Ilala disaster coordinator received a call from one of the affected community members that banana staki shari has about 15 houses surrounded by water resulting from heavy rainfall.
12:00:00 PM	TEMEKE & ILALA Municipal Disaster Management Coordinator received information about two lightning victims at Tuangoma where a public ambulance was dispatched to pick a referred patient from Mtiro to Temeke Hospital
12:04:00 PM	Municipal Disaster Management Coordinator informed the DarMAERT EOC about the flooding and affected victims

<b>Situation Report</b>	
<b>Dar es Salaam Flooding: November 21, 2019</b>	
<b>Time</b>	<b>Significant Events (Weather Updates and Emergency Reports)</b>
1:40:00 PM	ILALA disaster coordinator received reports via call that a male adult of about 37 yrs has passed away
13:40	Message - One person (adult - male) from Banana Stakishari fell down and passed away, body was taken to Amana Mortuary. This data was confirmed at 13:40 by Kipawa (Mtendaji kata) and, still, water has surrounded the mentioned houses. (Drowned victim)
	Presence of other responders on scene such as LGA - member,
13:53	Police received reports of 15 houses being surrounded by water at Kipawa area
13:57	Report from Kiwalani has reported that several houses (CHADEMA/ MIGOMBANI) have been surrounded by water resulting from DMDP construction project -at Minazi Mirefu area
13:58	Marine force dispatched on scene to assist search and rescue for the affected victims
14:00	Municipal Disaster Management Coordinator is expected to meet with DED to discuss the whereabouts of the current situation at Ilala District
12:00	Dr. Chipata received reports that Police officers reported on scene to ensure safety, search and rescue.



*DarMAERT activates for a real-world severe thunderstorm and flooding event on November 21, 2019. The acting EOC Manager facilitates inputs for the Situation Report template in plenary, while someone else serves as the Planning Section Commander*

As key lessons learned from this partial activation, Municipal Disaster Management Coordinators were observed to be completing the Rapid Damage and Needs Assessment Tool and Disaster Reporting Template just as they had in previous TED Simulations. In addition, the Situation Report template was projected in plenary and completed by the entire group. The use of these forms (including the modified versions) as well as the plenary facilitation of the overall group was observed to be highly effective and recommended as a best practice to implement in future activation events.

In terms of future simulations, based on the outputs of Module 4, DarMAERT does not necessarily need to conduct drills and exercises in “groups” of “small EOCs” but can now fully practice in organic Municipal Disaster Management Coordinator, Emergency Response Function and ICS-based Command and General Staff roles. Future simulations can also be structured around DarMAERT’s proficiency in understanding the Planning P cycle – a logical framework for future drills, tabletop exercises and functional exercises. It is recommended that a deputy for each assigned Command and General Staff position also participate in future training, exercises and drills to maximize organizational redundancy.



## References

CHS Alliance, Group URD and Sphere Project. (2014). Core Humanitarian Standard on Quality and Accountability. Accessed: 11/19/2018.  
[<https://corehumanitarianstandard.org/files/files/Core%20Humanitarian%20Standard%20-%20English.pdf>]

Earthquakes and Megacities Initiative. (2016). Integrated Emergency Management System (IEMS) Guidebook.

Federal Emergency Management Agency (FEMA). (2008). Emergency Management Institute: ICS Review documents.

Humanitarian Response. (No date). What is the Cluster Approach? Accessed: 11/16/2018.  
[<https://www.humanitarianresponse.info/en/about-Clusters/what-is-the-Cluster-approach> ]

Humanitarian Response. (No date). Share Leadership. Accessed: 5/23/2019.  
[<https://www.humanitarianresponse.info/en/how-to/share-leadership>]

Inter-Agency Standing Committee (IASC). (2006). Guidance Note on using the Cluster approach to strengthen humanitarian response. Accessed: 11/16/2018.  
[[https://interagencystandingcommittee.org/system/files/legacy\\_files/guidance\\_note\\_on\\_using\\_the\\_Cluster\\_approach\\_to\\_strengthen\\_humanitarian\\_response.pdf](https://interagencystandingcommittee.org/system/files/legacy_files/guidance_note_on_using_the_Cluster_approach_to_strengthen_humanitarian_response.pdf)]

Inter-Agency Standing Committee (IASC). (2013). Generic Terms of Reference for sector/Cluster at the Country Level. Accessed: 5/22/2019.  
[<https://interagencystandingcommittee.org/other/documents-public/generic-terms-reference-sectorcluster-country-level>]

Inter-Agency Standing Committee (IASC). (2015). IASC Reference Module for Cluster Coordination at the Country Level. Accessed: 5/22/2019.  
[[https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/Cluster\\_coordination\\_reference\\_module\\_2015\\_final.pdf](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/Cluster_coordination_reference_module_2015_final.pdf)]

The United Republic of Tanzania - President's Office Regional Administration and Local Government. (2017). Dar es Salaam Multi Agency Emergency Response Team (DarMAERT) Emergency Response Plan.

The United Republic of Tanzania - Prime Minister's Office - Disaster Management Department. (2014). National Operational Guidelines for Disaster Management.

The United Republic of Tanzania - Prime Minister's Office - Disaster Management Department. (2012). Tanzania Emergency Preparedness and Response Plan.



SUPPORTED BY:



**THE WORLD BANK**  
IBRD • IDA | WORLD BANK GROUP