The INSARAG Haiti Earthquake After Action Review Meeting was held in Geneva, Switzerland on 02-03 June 2010 with more than 110 participants from 36 countries and 12 organizations. The meeting was hosted by the Government of Switzerland and co-organized by OCHA’s Field Coordination Support Section, in its capacity as the INSARAG Secretariat. The meeting was chaired by Ambassador Toni Frisch, Chairman of INSARAG. Keynote presentations were given by Ms. Marie Alta Jean-Baptiste, Director of Civil Protection, Government of Haiti, Mr. Rudolf Müller, Chief, Emergency Services Branch, OCHA Geneva, Mr. Rene Carrillo, USAID-ODFA Regional Advisor on behalf of the Chairman of the INSARAG Americas Regional Group, and Mr. Jesper Lund, Officer-in-Charge of the Field Coordination Support Section of OCHA Geneva. The list of participants (Annex G) and the agenda of the meeting are attached (Annex F).

The main objectives of the meeting were:

- To share the professional experience of urban search and rescue (USAR) teams that participated in search and rescue operations in Haiti,
- To draw lessons from the international USAR efforts in Haiti,
- To discuss how to further develop the cooperation with different partners and organisations that respond to earthquakes,
- To initiate greater awareness on the importance of USAR capacity building in developing countries.

To reach these objectives, the first day of the meeting was composed of presentations focusing on different aspects of the USAR operations in Haiti. These were presented in the order of an operations cycle (preparedness, mobilisation, operations, demobilisation and transition beyond the rubble) as defined in the INSARAG Guidelines. On the second day of the meeting, participants discussed key areas of the USAR operations in Haiti in five working groups, namely i) Information Management, ii) Search and Assessment, iii) Transition from USAR, iv) USAR in Security Challenged Environments and v) Capacity Building. The five topics for the working groups were structured based on the feedback received from the participants of the INSARAG Team Leaders Meeting, which was held in Abu Dhabi, UAE in March 2010. The detailed outcomes from this meeting together with the details of the international USAR operations in Haiti that were presented on the first day of the meeting will be included at a booklet. The major outcomes of the meeting is summarised below.
Summary of the Major Meeting Outcomes:

The discussions during the meeting resulted in some key recommendations for follow up activities and further development of the INSARAG methodology. The INSARAG Steering Group will receive an update on the key lessons learnt which thereafter will be discussed further at the regional level and subsequently presented at the INSARAG Global Meeting in Japan in September 2010.

The key outcomes of the INSARAG Haiti Earthquake After Action Review Meeting are listed out in the following 4 main categories, below:

1. Recognition of the Expanding Roles of USAR teams:

The meeting recognized that in recent years the roles of USAR teams were extended beyond the search and rescue phase strictly speaking to support the humanitarian world, hence the expression “beyond the rubble”. This role was specifically observed during the transition phase from life saving USAR phase to humanitarian relief during the Haiti response operation. USAR teams were deployed with added capacities to strengthen on going humanitarian assistance and/or further support the humanitarian actors once the USAR phase was over.

It was recognized that this is an added value of USAR teams to engage with the other humanitarian relief operations. Therefore, the meeting suggested establishing and strengthening the links with the relevant clusters and adding this to the INSARAG methodology to ensure that this added value of USAR teams will be appropriately practiced, “beyond the rubble”.

2. USAR Capacity Building at All Levels:

USAR capacity building in disaster prone countries is one of the key elements for effective response preparedness in order to ensure that adequate capacity exists where it is needed most. Therefore, the meeting recognized the need to focus on this subject. For this reason, the organisational and operational standards for capacity building of national USAR teams as well as the incorporation of INSARAG Guidelines and Methodology into the national response plans in line with the UN General Assembly Resolution 57/150 of 2002 should be given priority. The meeting suggested various recommendations and follow up actions regarding USAR Capacity Building to be implemented through the INSARAG Secretariat. These recommendations are also listed in Annex A.

3. INSARAG External Classification (IEC):

The IEC is a capacity building tool for USAR teams aiming to deploy internationally and an assurance for the recognition of international minimum standards. IEC classified teams’ demonstrated professionalism, followed the INSARAG Guidelines throughout their deployment, and made a genuine difference during the response to the Haiti earthquake.
The meeting suggested actions to be taken to ensure that priority be given to IEC classified teams by the affected countries in a disaster. The UNDAC training already carries an element of INSARAG training including the IEC concept, so that first arriving UNDAC members are able to facilitate the teams’ effective deployment. The IEC system will continue to be further promoted as the standard to achieve for the international teams.

4. Strengthening the INSARAG Guidelines and Methodology:

The meeting agreed that the INSARAG methodology worked efficiently during the response to the Haiti earthquake despite of the fact that some of the deployed teams were not very familiar with it. However, it was also recognized that due to the changing nature of disaster response, there are new areas that require additional attention and strengthening in the field of international USAR response and coordination. These areas were discussed in the working groups during the meeting.

Examples of the INSARAG Methodology that needed review include:

- a. A common methodology for USAR operation planning including the information management needs and search and assessment related issues (proposed to be developed by an Operations Working Group),

- b. Elements of security to provide greater awareness to USAR teams while working under security challenged environments,

- c. A new format of INSARAG Forms and Post Mission Reporting- to further disseminate and discuss in the regional groups and USAR Team Leaders Meetings and trial it during the next INSARAG earthquake response exercise,

- d. Cross cutting issues with the clusters,

- e. National capacity building needs (in line with the proposed the organisational and operational standards for capacity building of national USAR teams).

The detailed list of outcomes with the actions to be taken is attached (Annex A, B, C, D and E).

It was further suggested that the technical lessons learned should be translated into “INSARAG Guidance Notes”, for subsequent learning for the USAR teams. The aim of these “INSARAG Guidance Notes” would be to provide a resource of globally accepted best practices. This would also be very relevant to some of the outcomes from INSARAG Working Groups.
## ANNEX A– Capacity Building Working Group Recommendations

**Working Group Facilitator 1:** Arjun Katoch, Switzerland (consultant)  
**Working Group Facilitator 2:** Kjell Larsson, Sweden  
**Working Group Facilitator 3:** Santiago Baltodano, USA

<table>
<thead>
<tr>
<th>Issue</th>
<th>Suggested Solution</th>
<th>Follow up Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination among donors</td>
<td>Increased awareness by the recipients</td>
<td>INSARAG Secretariat to communicate with the receipt country, evaluate the situation and share the results with donors. This is to be done through OCHA Regional Offices and UN Resident Representatives. The INSARAG Secretariat to coordinate these efforts, but not to actually do the work.</td>
</tr>
<tr>
<td></td>
<td>Better coordination</td>
<td>INSARAG inspire (like in the case of Pakistan)</td>
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<td></td>
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<td>INSARAG Secretariat through the Regions and team leaders to work on the amendment of the Chapter G of INSARAG Guidelines to include national capacity building issues.</td>
</tr>
<tr>
<td>Clarity in recipient government’s structure.</td>
<td>Bottom up way</td>
<td>OCHA FCSS</td>
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<tr>
<td></td>
<td>Increase the government’s awareness</td>
<td>INSARAG Secretariat through the regions to find the focal points. These focal points should be at the policy level and technical level.</td>
</tr>
<tr>
<td>Absence of national standards (such as light, medium and heavy)</td>
<td>Guidelines on national standards</td>
<td>INSARAG Secretariat through the Regions and team leaders to work on the amendment of the Chapter G of INSARAG Guidelines to include national capacity building issues.</td>
</tr>
<tr>
<td>Lack of INSARAG focal points in many countries. This makes capacity building initiatives more difficult.</td>
<td>Inspire the governments to appoint focal points.</td>
<td>INSARAG Secretariat through the regions to find the focal points. These focal points should be at the policy level and technical level.</td>
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</table>
## ANNEX B – Information Management Working Group Recommendations

**Working Group Facilitator 1:** Gisli Olafsson, Iceland  
**Working Group Facilitator 2:** Thomas Peter, OCHA

<table>
<thead>
<tr>
<th>Issue</th>
<th>Suggested Solution</th>
<th>Follow up Recommendation</th>
</tr>
</thead>
</table>
| Operational Planning needs to be improved  | - Define methodology for operational planning  
- Create training program for operational planning  
- Establishing OSOCC Operational Support Teams in each region | - OWG to drive creation of methodology  
- TWG to work on training program  
- Donors to fund OSOCC Operational Support training and teams in their region |
| Information Flow needs to be improved      | - Information management processes need to be better defined  
- Ways of extending the use of VO in the field as a coordination information system should be explored  
- Collaborate with GDACS IM working group | - OWG to drive definition of information management processes  
- TWG to identify ways of improving IM training for USAR teams and OSOCC liaisons  
- Guidelines to be amended to include updated forms  
- GDACS to look at ways that VO could support field activites |
| Roles need to be clarified                 | - Define a scalable organization structure for operations cell  
- Training of liaison officers needs to be improved  
- Training of OSOCC support team needs to be improved | - OWG to drive creation of org structure and role definitions  
- TWG to work on training program for liaison officers  
- TWG to work on training program for OSOCC support |
| Communication needs to be improved         | - More clearly defined communication strategy needs to be defined  
- More clearly define communication requirements of teams  
- Allocation of call signs | - OWG to drive definition of communication strategy  
- OWG to work on proposal for communication clarification of guidelines  
- OWG to work with ETC cluster on callsigns and other support |
<table>
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<tr>
<th>to IEC teams</th>
<th>- Collaborate with Emergency Telecoms Cluster</th>
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<tbody>
<tr>
<td><strong>USAR team information management capacity needs to be improved</strong></td>
<td>- Information management training for USAR teams</td>
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<td>- Team leader training in humanitarian operations</td>
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<td>- Guidelines for arriving teams</td>
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<td></td>
<td>- TWG to look at IM training for USAR teams</td>
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<td></td>
<td>- TWG to look at creating T/L training on humanitarian operations</td>
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<td>- OWG look at creation of information package for incoming teams.</td>
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<tr>
<td><strong>Capacity in the field is limited</strong></td>
<td>- Encourage and help drive the creation of systems like Project 4636 and USHAHIDI</td>
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<td>- Create a process for handling incoming reports via social media</td>
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<td>- Explore ways to scale out information management and operational planning efforts via social networks</td>
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<td>- OWG to work with creators of social network based reporting systems</td>
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<td></td>
<td>- OWG to include in the planning process a way for social media reports to be included</td>
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<td></td>
<td>- OWG to explore new ways of scaling out work via Internet.</td>
</tr>
<tr>
<td>Issue</td>
<td>Suggested Solution</td>
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<td>------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Coordination</td>
<td>- OSOCC: Taking care about problems (USAR, camp management, fuel).</td>
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<td>- Intention is not to set up one BoO.</td>
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<td>- OSOCC is not limited to USAR.</td>
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<td></td>
<td>- Profile of liaisons for OSOCC.</td>
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<tr>
<td>Technical capacity to be used</td>
<td>- Experts to stay on.</td>
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<tr>
<td></td>
<td>- Scope USAR team clearly defined</td>
</tr>
<tr>
<td>USAR personnel is not trained for humanitarian</td>
<td>- Skills.</td>
</tr>
<tr>
<td>aid activities</td>
<td>- Use of USAR knowledge (medical, logistics, communications/CIS, IMC)</td>
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<td>- Assessments.</td>
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<td>- Local population to be considered</td>
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</tr>
<tr>
<td>Other activities of USAR teams</td>
<td></td>
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<tr>
<td>Mandate of USAR team</td>
<td>- Use USAR teams during stand-down: assisting.</td>
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<td></td>
<td>- Op/Plans or liaison in team structure with UNDAC knowledge.</td>
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<td>- Not to change the mandate</td>
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<td>Perception competition</td>
<td>- Not to extend USAR mission.</td>
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<td>- While USAR teams are there, assistance in structural engineering and medical</td>
</tr>
</tbody>
</table>
| Coordination mechanism USAR-humanitarian aid | - Important role of UNDAC  
- Assign better role of liaison in the OSOCC  
- Revision of templates for assessments with accurate/needs humanitarian aid related information.  
- Expanded role of OSOCC. | - Education on UNDAC.  
- Training USAR teams (humanitarian aid + cluster approach).  
- Inviting UNDAC to Team Leaders Meetings (to build up relations)  
- Cluster helpdesks at OSOCC. |
### ANNEX D – Search and Assessment Working Group Recommendations

**Working Group Facilitator 1:** Wolfgang Zorner, IRO  
**Working Group Facilitator 2:** Yosuke Okita, Japan

<table>
<thead>
<tr>
<th>Issue</th>
<th>Suggested Solution</th>
<th>Follow up Recommendation</th>
</tr>
</thead>
</table>
| Defining Sectors/Assessment                                                              | - The number of sectors should be manageable by OSOCC (reduce number of sectors)  
- 1 IEC-certified team in charge of sector (including national teams/local authority, if possible)  
- Use of Sub-OSOCC  
- USAR team should have “discipline” - command from OSOCC  
- Use of one terminology of 3 levels of assessment                                                                 | - Creation of INSARAG operations working group  
- INSARAG Guidelines                                                                                         |
| Implications of search methods on INSARAG marking system.                                 | - Leave it as it is  
- Information note (at OSOCC) rather than integrating search methods to marking system (marking box)  
- Report format (standardized form) should be developed                                                                 | - INSARAG Guidelines                                                                                               |
| How search methods and partnerships in the search function of the USAR teams can be further developed | - Needs “Standards” (for each module)  
- Quality of dogs?  
- Joint training  
- Pre-defined standards for dogs  
- Debriefing in OSOCC  
- Enhancement of transition from USAR to medical care  
- Need to coordinate                                                                                     | - Training working group  
- INSARAG Guidelines                                                                                      |
<table>
<thead>
<tr>
<th>Role of FEAT at assessment</th>
<th>GPS system</th>
</tr>
</thead>
<tbody>
<tr>
<td>-Is actually more related to UNDAC team and LEMA</td>
<td>-Operations working group</td>
</tr>
<tr>
<td>-All USAR teams should have the ability (minimum detection capacities) to identify HAZMAT. If not, they should have specialist team</td>
<td>-INSARAG Guidelines</td>
</tr>
<tr>
<td>-Existence of special HAZMAT team should be announced beforehand</td>
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<td>-work with LEMA</td>
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</tbody>
</table>
## ANNEX E – USAR in Security Challenged Environments Working Group Recommendations

Working Group Facilitator 1: Olivier Bruyere, UN DSS  
Working Group Facilitator 2: Peter Crook, UK  
Working Group Facilitator 3: Pekka Tiainen, Finland

<table>
<thead>
<tr>
<th>Issue</th>
<th>Suggested Solution</th>
<th>Follow up Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Security threat is from the affected community – often because they don’t know what is happening</td>
<td>Provide information to the affected community about the situation, why it is being done and why it is important that USAR teams can work safely</td>
<td>Only the LEMA can do this but the UN/UNDAC team can encourage this and provide the information to LEMA. Addition to UNDAC handbook and training.</td>
</tr>
</tbody>
</table>
| 2 USAR teams not having security expertise                             | All USAR teams should have one person responsible for security issues.  
This person should be security trained and preferably all team members should have an awareness.  
USAR teams should create, implement and update their security plan. | Include this responsibility in a team’s structure and include security training in the team’s programme.  
UN online awareness training should be encouraged, perhaps in IEC process. |
| 3 Sharing of Security Information                                       | Two way street – UN/OSOCC to USAR and USAR to OSOCC.  
Establish better communications between teams and OSOCC | All teams to report security situation to OSOCC – classified teams do!  
Better communications equipment!!! |
| 4 NGO’s and inexperienced teams – a problem from anywhere causes everyone problems | Control and guide these teams.  
Prioritise responsible teams | Encourage IEC process.  
Encourage receiving country to control entry of teams  
Encourage sector method of co-coordinating teams. |
| 5 Lack of information about security situation at the onset stage        | USAR Teams should know how to access this information.                             | Training.  
VO to have links to relevant websites when the discussion topic is opened at the start of the event and declare the UN security level. |
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<tbody>
<tr>
<td><strong>6 More security information needed at high risk events - Haiti</strong></td>
<td><strong>A specific daily USAR team security briefing could be added to cover security issues in more depth</strong></td>
</tr>
</tbody>
</table>
| **7 Risk to USAR teams is less than aid distribution** | **Don’t mix USAR operations with aid distribution e.g. different trucks**  
**Different security measures needed** | **INSARAG guidelines?** |
| **8 Should USAR teams have their own armed security staff?** | **Different opinions! Majority say definitely not. Armed guards can hinder and compromise USAR operations. Responsibility of receiving country.** | **Follow INSARAG guidelines?** |
ANNEX F – Agenda

Wednesday 02 June 2010

0900-0940 Opening Remarks

Ambassador Toni Frisch, INSARAG Chairman
Marie Alta Jean-Baptiste, Director of Civil Protection, Government of Haiti
Rudolf Müller, Chief, Emergency Services Branch, OCHA Geneva
Timothy Callaghan, INSARAG Americas Chairman
Jesper Lund, OIC, FCSS (INSARAG Secretariat), OCHA Geneva

0940-1000 Participants Introduction and Adoption of the Agenda

1000-1015 Group Photo

1015-1045 Coffee Break

1045-1100 The Approach of INSARAG Haiti Earthquake After Action Review Meeting

Ambassador Toni Frisch, INSARAG Chairman

1100-1130 Haiti Earthquake of 12 January 2010

Marie Alta Jean-Baptiste, Director of Civil Protection, Government of Haiti

1130-1230 Session 1 – USAR Preparedness and Mobilisation

Key Note Address from the Chair, Timothy Callaghan
Presentations
Discussions

1230-1400 Lunch

1400-1530 Session 2 – USAR Response and Transition beyond the rubble

Key Note Address from the Chair, Ambassador Toni Frisch
Presentations
Discussions

1530-1600 Coffee Break

1600-1700 Session 2 – USAR Response and Transition beyond the rubble (continued)
Thursday 03 June 2010

0900-1030 Working Group Sessions

  Information Management

  Search and Assessment

  Transition from USAR

  USAR in Security-Challenged Environments

  Capacity Building

1030-1100 Coffee Break

1100-1230 Working Group Sessions (continued)

1230-1400 Lunch

1400-1530 Feedback from the Working Group Sessions and Discussions

1530-1600 Coffee Break

1600-1610 The Way Forward

1610-1630 Closing Statements

  Marie Alta Jean-Baptiste, Director of Civil Protection, Government of Haiti

  Ambassador Toni Frisch, INSARAG Chairman

1630 Closure of the Meeting
ANNEX G – List of Participants

Argentina
Mr. Martin Gómez Lissarrague
Coordinador Regional Patagonia
National Direction of Civil Protection
Traiquen 2741-(8401)
Bariloche Río Negro
Argentina
Tel: + 54294 4525770
Fax: + 54294 4525770
Mobile: + 54929 44693870
Email: mglissarrague@gmail.com

Australia
Mr. Thanh Le
Chief - HA/DR Operations
Humanitarian Emergency Response Section
AusAID
Australian Agency for International Development
GPO Box 887
Canberra
A. C. T. 2601
Australia
Tel: +61 2 62064670
Fax: +61 2 6206 4949
Mobile: +61 419381799
Email: Thanh.le@ausaid.gov.au

Austria
Mr. Wolfgang Wedan
Team leader USAR team Samaritan Austria RRT
Samaritan Austria Headquarters
Rapid Response Team
Hollergasse 2-6
1150 Vienna
Austria
Mobile: +43 676 524 98 37
Email: wolfgang.wedan@samariterbund.net

Belgium
Mr. Stéphane Bairin
Assistant Chief, Civil Protection Unit
Belgium CP + B-FAST
19 A, Rue Fleurie
B-6800 Libramont
Belgium
Tel: + 32 61 531 431
Fax: + 32 61 279 217
Email: stephane.bairin@ibz.fgov.be

Mr. Geert Gijs
Disaster Emergency Manager
Head of service
Belgian First Aid & Support Team MoH
Victor Hortaplein 40/10
1060 Brussels
Belgium
Tel: +32-2-524.89 99
Fax: +32-2-524.97.98
Mobile: +32 47 580 5877
Email: geert.gijs@pandora.be, geert.gijs@health.fgov.be

Bolivia
Mr. Richard D. Arana Rodriguez
Focal Point INSARAG - Bolivia
Bomberos Voluntarios
Alto Obras Sector “B”
Calle D-2 no. 1261 ña Paz
Bolivia
Mobile: +591 7201 7611
Email: richi_sar@hotmail.com, v-lor_boliviaotmail.com

Mr. Gustavo A. Hurtado P.
Brigadier, Director Ejecutivo
Cuerpo de Bomberos Voluntarios de Santa Cruz - FUNDASOL
Av. Las Americas # 7
Torres Caiiño Piso 6
Bolivia
Tel: +591 3 3383190
Fax: +591 3 3343353
Email: gustavo.hurtado@caiiño.org.bo

Brazil
Mr. Ivan Luis Ferreira Dos Santos
Capitán Bombero Militar
Cuerpo de Bomberos Militar del Distrito Federal de Brasil
SAM - Bloco D, Mod. E - 70620-000 - Brasilia - D. F.
Brazil
Tel: (55) 61-8114-6351
Email: ivanlfs@gmail.com

Canada
Dr. John Green
Chief, Hazardous Operations
International Rescue
2446 Bank St., Suite 455
Ottawa, ON K1V 1A8
Canada
Tel: +1 613 7947623
Email: hazmat1@magma.ca

Mr. Frédéric Miville-Deschênes
Conseiller principal (chef)
Senior Advisor (Head)
Section d'intervention en cas de catastrophes
Natural Disaster Unit
Foreign Affairs and International Trade Canada
125 Sussex, B4-193 (START/IRH)
Ottawa, Ontario
Canada K1A 0G2
Tel: +1613 943 4863
Fax: +613 943 48 75
Email: frederic.miville-deschenes@international.gc.ca
Ms. Silvie Montier  
Team Leader  
Training Coordinator  
CASDDA  
900-10611-98  
Avenue Edmonton,  
Alberta T5K 2 P7  
Canada  
Tel: + 780 977 9239  
Fax: + 780 426 2093  
Email: casdda@hotmail.com

**Colombia**

Mr. Carlos Iván Márquez Pérez  
Director Nacional de Socorro  
Cruz Roja Colombiana  
Avenida 68  
No. 68B-31  
Colombia  
Tel: + 571 4376311 / 4376312  
Fax: + 571 5402833  
Mobile: + 571 3102943747  
Email: carlos.marquez@cruzrojacolombiana.org

Mr. Mauricio Antonio Toro Acosta  
Director del Cuerpo Oficial de Bomberos de Bogotá  
CARRERA 7 No. 32-33  
Piso 14 Oficina 1401  
Bogotá  
Colombia  
Tel: + 571 3822500 Ext 1103  
Fax: + 571 3822500 Ext 1950  
Mobile: + 57-315-331-5290  
Email: maotoro@hotmail.com, toro@bomberosbogota.gov.co

**Costa Rica**

Mr. Walter Gerardo Fonseca Bonilla  
Operations Officer  
Comisión Nacional de Prevención de Riesgos y Atención de Emergencias de Costa Rica  
100 metros norte del Aeropuerto Tobías Bolaños  
San José  
Costa Rica  
Tel: + 506 22102732/+ 506 88957412  
Email: wfonseca@cne.go.cr

Mr. William Hernández  
Cuerpo de Bomberos de Costa Rica  
Ave. 8 y 10 Calle Central, San José  
Costa Rica  
Email: whernandez@bomberos.go.cr

Mr. Sigifredo Pérez  
Operations Chief  
Comisión Nacional de Prevención de Riesgos y Atención de Emergencias de Costa Rica
100 metros norte del Aeropuerto Tobías Bolaños
San José
Costa Rica
Tel: + 506 88 94 75 01/1 506 22 10 27 32/+ 506 22 10 27 71
Fax: + 506-231-6686
Mobile: + 506-8391-9627/88947501
Email: sperez@cne.go.cr

Dominican Republic
Mr. Luis Antonio Luna Paulino
Director Ejecutivo
Defensa Civil de la Republica Dominicana
Avenida Ortega y Gasset, Plaza de la Salud
Edificio Defensa Civil, 2do Piso
Santo Domingo
Dominican Republic
Tel: + 1 809 472 8614/17
Fax: + 1 809 472 8622
Mobile: + 1 809 330 44 50

Ecuador
Ms. Maria del Pilar Cornejo R. De Grunauer
Secretaria Nacional
Secretaría Nacional de Gestión de Riesgos
La Colina N26-16 y San Ignacio
Quito
Ecuador
Tel: + 59322545119
Fax: + 59322545399
Email: direccion@snriesgos.gov.ec

El Salvador
His Excellency
Mr. Eugene Arène
Ambassador
Permanent Representative of the Republic of El Salvador
Rue de Lausanne 65
Geneva
Switzerland
Tel: 022 732 70 36
Fax: 022 738 47 44
Email: mission.el-salvador@ties.itu.int, mision.ginebra@rree.gob.sv

Ms. Hilda Aguilar Moreno
First Secretary
Permanent Mission of El Salvador
to the United Nations Office at Geneva
Rue de Lausanne 65
1202 Geneva
Switzerland
Tel: +41 22 732 7036
Fax: +41 22 738 4744
Email: haguilar@rree.gob.sv

Mr. Salvador Lisandro Alvarenga
Líder USAR El Salvador
San Salvador
El Salvador
Tel: +503-25277300
Email: alvatobar@yahoo.com

ERICSSON
Mr. Stig Lindström
Director Operations
Ericsson Response
Ericsson AB
SE- 164 80 Stockholm
Sweden
Tel: +46 8 594 36520
Mobile: +46 730 311 581
Email: stig.m.lindstrom@ericsson.com

Estonia
Mr. Gert Teder
Head of the USAR team
(Estonian Disaster Relief Team)
Estonia
Mobile: +3725275643
Email: gert.teder@gmail.com

Finland
Mr. Pekka Tiainen
Training Coordinator
CMC Finland
Hulkontie 83,
Po Box 1325
FI-70821
Kupio - Finland
Tel: + 358 50 556 7757
Fax: + 358 718753650
Mobile: +358 40 580 6624
Email: pekkatiainen@hotmail.com, pekka.tiainen@tampere.fi, pekka.tiainen@cmcfinland.fi,

France
Mr. Pascal Buisson
USAR Squad Leader
Pompiers de l'urgence internationale
20 rue des fuchsias
87280 Limoges
France
Tel: + 33 06 22217262
Email: crumble87@hotmail.fr

Ms. Sylvie Deguingand
Medical Team
Pompiers de l'urgence internationale
La Valette
87510 Saint-Jouvent
France
Tel: + 06 8342 8923
Fax: + 05 5508 0122
Email: Sylvie.deguingand@laposte.net
Mr. Pierre Bansard  
Directeur du D.I.C.A.F.  
Détachement d'Intervention contre les Catastrophes et de Formation  
10 rue du Beau Bourgeol  
91170 Viry-Châtillon  
France  
Tel: +33-6 08 89 81 74  
Fax: +33-1 69 44 23 95  
Email: dicaf@Free.fr

Mr. Alain Choplain  
USAR Team Leader  
Pompiers de l'urgence internationale  
8 place de l’Eglise  
87160 Arnac la Poste  
Tel: +33 689201342  
Email: alain.choplain@orange.fr

Mr. Bruno Besson  
Chief International Missions  
Secouristes Sans Frontiere  
Lotissement le Bernadieu  
73610 Lepin Le Lac  
France  
Tel: + 33 6 8655 35 79  
Email: bbesson73@free.fr

Germany

Ms. Soo-Mi Lee  
Advisor  
Permanent Mission of Germany  
to the United Nations Office at Geneva  
Chemin du Petit-Saconnex 28c  
1209 Genève  
Switzerland  
Tel: + 41 22 730 1111  
Fax: + 41 22 743 3043

Ms. Daniela Lesmeister  
President I.S.A.R.  
International Search and Rescue  
Kaiser-Friedrich-Strasse 291  
47533  
Duisburg  
Germany  
Tel: +49 17512673741  
Fax: +49 2821 7113 730  
Mobile: +49 175 / 26 73 74 1  
Email: daniela.lesmeister@isar-germany.de

Mr. Johannes Gust  
USAR Project Manager  
International Disaster Response  
Germany  
Gfire NGO for USAR and Forest Fire Control  
Brunings Kamp 8C
49134 Wallenhorst
Germany
Mobile: +49 171 358 1870
Fax: +495407860646
Email: j.gust@at-fire.de

Dr. Eltje Aderhold
Counsellor
Permanent Mission of Germany
to the United Nations Office at Geneva
Chemin du Petit-Saconnex 28c
1209 Genève
Switzerland
Tel: + 41 22 730 1242
Fax: + 41 22 734 3043
Email: mission.germany@ties.itu.int, pol-1-io@genf.auswaertiges-amt.de

Greece
Mr. Alex Liamos
Ops Manager
Hellenic Rescue Team
5 EM. Papa str. 546 50
Thessaloniki
Greece
Tel: +3023 10238759
Fax: +3023 10888702
Mobile: +3069 44242315
Email: liamos@hrt.org.gr, hrt.alex@gmail.com

Haiti
Ms. Marie Alta Jean-Baptiste
Directrice
Direction de la Protection Civile
Ministère de l'Intérieur et des Collectivités Territoriales
Rue de la Dumasme no. 29
Port au Prince
Haiti
Tel: +509 3461-228/34788039
Email: altajeanbaptiste@yahoo.com

Mr. Abel Nazaire
Deputy Coordinator
Office of Civil Protection
Ministry of the Interior
Palais des Ministères
Rue de la Réunion
Port-au-Prince - Haiti
Tel: +509 34788038
Fax: +509 3863 2636
Email: abelnazaire@yahoo.com

Mr. Ardouin Zepherin
Captain
Cap-Haitien FD
Rue 18A, Cap.Haitien, Haiti
Tel: +509-37208864
Email: Zephirin@aol.com
Mr. Pierre Joseph Martin  
Minister Counsellor  
Permanent Mission of Haiti to the  
United Nations Office in Geneva  
64 Rue de Monthoux  
1201 Geneva  
Switzerland  
Tel: +41 22 732 7628  
Fax: +41 22 738 1933  
E-mail: mission.haiti@ties.itu.int

Iceland
Mr. Olafur Loftsson  
Team Leader  
ICE-SAR  
ICE-SAR  
Stekkjarhvammi 18  
220 HFJ  
Iceland  
Tel: + 354 555 4035  
Mobile: + 354 661 3434  
Email: olafur@ki.is

Mr. Gisli Rafn Olafsson  
Team Leader  
ICE-SAR  
MICROSOFT Corporation  
Disaster Management Team  
Skogarhlid 14  
105 Reykjavik  
Iceland  
Tel: +354-8406909  
Fax: +354 5705901  
Mobile: +354 8406909  
Email: gislio@microsoft.com

Mr. Kristinn Olafsson  
Chief Executive  
ICE-SAR  
Icelandic Association for Search and Rescue  
Skogarhlid 14  
105 Reykjavik  
Iceland  
Tel: +354 570 5900  
Mobile: + 354 8964436  
Fax: +354 570 5901  
Email: kristinn@landsbjorg.is

Japan
Mr. Yosuke Okita  
Expert, Secretariat of Japan Disaster relief Team  
Japan International Cooperation Agency  
1-4-1 Otemachi, Chiyoda-Ku  
Tokio  
100-0004 - Japan  
Tel: + 81 3 5218 3294
Fax: + 81 3 5218 9852
Mobile: + 81 9 024744877
Email: yosukeokita@mac.com

Mr. Hiroaki Sano
Special Coordinator for Disaster Assistance
Overseas Disaster Assistance Division
Ministry of Foreign Affairs
2-2-1 Kasumigaseki, Chiyoda-ku
Tokyo 100-8919 - Japan
Tel: +81 3 5501 5359
Fax: +81 3 5501 8358
Email: hiroaki.sano@mofa.go.jp

Ms. Kae Yanagisawa
Director General
Secretariat of Japan Disaster Relief Team
Japan International Cooperation Agency
5-25 , Niban -cho, Chiyoda-ku,
Tokyo
102-8012
Japan
Tel: + 81 3 5226 6492
Fax: + 81 3 5226 6348
Email: Yanagisawa.Kae@jica.go.jp

Mexico
Mr. José Manuel Martínez Murillo
Primer Comandante Operativo
Unidad Estatal de Protección Civil de Jalisco
Unidad Estatal de Protección Civil y Bomberos
Col Sta Cecilia
Ramón Serratos 2003 Guadalajara – Jalisco
Mexico
Tel: +52133-36753060 / 52334767441
Fax: +52133-3675-3060
Mobile: +521-3336753060
Email: proteccionciviljal@prodigy.net.mx,     murillo_1909@hotmail.com

Mr. Rafael Lopez Lopez
Bridaga de Rescate Topos Tlaltelolco A. C
Martha 46 Col Guadalupe Tepeyac
Delegacion Gustavo A. Madero C.P 07840
Mexico
Tel: + 56 53378778
Email: lobosartopos@hotmail.com, lobossartopos@hotmail.com

Mr. Isaac Luna
Jefe de Grupo/Logística
Bridaga de Rescate Topos Tlaltelolco A. C
Martha 46 Col Guadalupe Tepeyac
Mexico D. F.
C-P 07840
Tel: + 01 55 55 378778
E-mail: isaac.luna@hotmail.com
Mr. Mario Norberto Luna  
Subcomandante/Secretario  
Bridugla de Rescate Topos Tlaltetolco A. C  
Martha 46 Col Guadalupe Tepeyac  
Delegacion Gustavo A. Madero C.P 07840  
Mexico D. F.  
Tel: + 56 53378778  
Email: tiomeir33@hotmail.com

Netherlands  
Mr. Jan Bron  
Acting national commander  
Home Affairs  
Engelandlaan 374  
Pc 7112  
2701 ac Zoetermeer  
The Netherlands  
Tel: +316 793304604  
Fax: + 31 793304630  
Email: j.bron@denhaag.nl

Mr. Anton Slofstra  
Teamleader USAR NL  
Ministry of Home Affairs  
Engelandlaan374  
PO BOX 7112  
2701 AC Zoetermeer  
The Netherlands  
Tel: +31793304604  
Fax: + 03179330690  
Mobile: + 31622556734  
Email: a.slofstra@rbzhz.nl

Ms. Yvonne Stilting  
Senior Policy Maker  
Ministry of Home Affairs  
Engelandlaan374  
PO BOX 7112  
2701 AC Zoetermeer  
The Netherlands  
Tel: + 31 629571551  
Fax: + 31 793304630  
Mobile: + 31 629571551  
Email: yvonne.stilting@lfr.nl

Peru  
Mr. Ciro W Mosqueira Lovon  
Sub-Jefe  
National Institute of Civil Defense  
Ricardo Angulo no. 694  
Urb. Corpac  
San Isidro - Lima 27 - Peru  
Tel: +511-2240919/988062049  
Fax: +5154-226-299  
Email: cmosqueira@indeci.gob.pe

Mr. Larry Lynch
Director Unidades Especiales
Jefe – Grupo USAR Perú
Cuerpo de Bomberos Voluntarios del Perú
Ave. Salaverry #2495, San Isidro - Peru
Tel: +511-4226262 / 429-1188
Fax: + 511 4226262
Mobile: + 511 9950 69423
Email: larryaccude@hotmail.com

Mr. Cesar Rudecindo Villegas Castañeda
Comandante
Nacional Team Leader Peru
Cuerpo de Bomberos Voluntarios del Perú
Ave. Salaverry #2495, San Isidro, Lima 27 - Peru
Tel: + 511 4226262
Fax: + 511 422 62 62
Mobile: + 511 9958 0684
Email: cvillegas@emesupport.com

Poland
Maj. Mariusz Feltynowski
Deputy Head of the National Centre for Rescue Coordination and Protection of Population
National Headquarters of the State Fire Service
Podchorazych Street 38
00463 Warsaw
Poland
Tel: +48 22 523 3085
Fax: +48 22 523 3003/+ 48226286575 (24hrs)
Mobile: +48 691 521 929
Email: mfeltynowski@kgpsp.gov.pl

South Africa
Mr. Jacques Du Plessis
International Liaison Officer
Rescue South Africa
PO Box 105451
Abu Dhabi
United Arab Emirates
Tel: + 971503286049
Fax: +97124452794
Mobile: + 971503286049
Email: jacquesdu@gmail.com

Spain
Ms. Annika Coll Eriksson
Team Leader of ERICAM, Disaster Fast Response Group
Bomberos Comunidad de Madrid
Madrid
Spain
Tel: +34 690 933 996
Mobile: +34 677 569 444
Email: annika.coll@madrid.org

Sweden
Mr. Kjell Larsson
Head of Operations Section
Swedish Civil Contingencies Agency (MSB)
Norra Klaragatan 18,
SE-651 81
Karlstad
Sweden
Tel: +46 10-240 50 23
Fax: +46 10 240 56 00
Mobile: +46 70 565 69 16
Email: kjell.larsson@msb.se

Mr. David Norlin
USAR Programme Officer
Swedish Civil Contingencies Agency
Operations Section
SE-651 81 Karlstad
Sweden
Tel: +46 550 22 70 80
Fax: +46 550 22 76 00
Mobile: +46 703 856 650
Email: david.norlin@msbmyndigheten.se

Mr. Stig Lindström
Director
Ericsson Response
SE-164 80 Kista
Sweden
Fax: +46 10 713 650
Email: stig.m.lindstrom@ericsson.com

Switzerland
Ambassador Toni Frisch
Deputy Director-General and
Head of the Humanitarian Aid Department
Swiss Agency for Development and Cooperation
Sägestrasse 77, Köniz
CH 3003 Bern
Switzerland
Tel: +41 31 322 3561 / +41 31 322 3124
Fax: +41 31 324 1694
Mobile: +41 79 415 2754
Email: toni.frisch@deza.admin.ch

Mr. Urs Amiet
Programme Officer Rapid Response
Federal Department of Foreign Affairs of Switzerland (FDFA)
Swiss Agency for Development and Cooperation SDC
Humanitarian Aid and SHA
Sägestrasse 77 (Koeniz), 3003 Berne
Switzerland
Tel: +41 31 323 1587
Fax: +41 31 324 1694
Mobile: +41 79 560 5290
Email: urs.amiet@deza.admin.ch, urs_amiet@hotmail.com

Dr. Oliver Hagon
Anesthesist
Swiss Rescue
Switzerland
Tel: +41 22 372 3311
Mobile: +41 79 410 0838
Email: olivier.hagon@sdc.net

Mr. Bernard Jayet
Programme Officer
Department of Humanitarian Aid and Swiss Humanitarian Aid Unit
Swiss Agency for Development and Cooperation
Humanitarian Aid + SHA
Sägestrasse 77, Kôniz
CH 3003 Bern.
Switzerland
Tel: +41 31 323 09 25
Fax: +41 31324 16 94
Mobile: +41 79 292 4019
Email: bernard.jayet@deza.admin.ch, jayetbernard@bluewin.ch

Mr. Hans Peter Lenz
Head, Europe & CIS Section
Head Rapid Response Unit
Swiss Agency for Development and Cooperation
Humanitarian Aid + SHA
Sägestrasse 77, Kôniz
CH 3003 Bern.
Switzerland
Tel: +41 31 322 3530
Fax: +41 31324 1694
Mobile: +41 79 211 6136
Email: hanspeter.lenz@deza.admin.ch

Mr. Arjun Katoch
Emergency and Disaster Management Advisor
D-1/9 Vasant Vihar
New Delhi – 110057
India
Tel: + 91 11 44 69 63 80
Mobile: + 91 95 60710440
E-mail: arjunkatoc@hotmail.com

Turkey
Mr. Cem Behar
Team Leader
GEA Search and Rescue Team
Icodige mah. Makastar
Sok No. 13
Uskudar - Istanbul
Turkey
Tel: + 902 16 3424848
Fax: + 902 16 3424949
Mobile: + 90 532776 31 96
Email: cem@gea.org.tr

Mr. Özgür Bozoglu
SAR Team Leader
GEA Search and Rescue Team
Salacak Mah. Bestekar
Selahattin Pinar Sok. No:60/2
Uskudar - Istanbul
Turkey
Tel: + 90 216 342 28 12
Fax: + 902 342 49 49
Mobile: + 90 532 662 6272
Email: ozgur@gea.org.tr, ozgurboz@yahoo.com

Mr. Dundar Sahin
Chief of Operations
AKUT Search and Rescue Association
Buyukdere Caddesi No 120
Mecidiyekoy, Istanbul
Turkey
Tel: +90 212 217 0410
Fax: +90 212 217 0420
Mobile: +90 533 245 4242
Email: dundar@akutonline.com

United Arab Emirates
Major Mohamed J. Al-Ansari
Head
Rescue and Ambulance Department
Abu Dhabi Police
P.O. Box 6883
Almroor St.
Abu Dhabi
United Arab Emirates
Tel: +971-2 50 88 000 / 1 471 250 88 014
Fax: +971 2 50 88 070
Mobile: +971-50-6227733/+ 971 566227733
Email: al_ansari_m@yahoo.com

United Kingdom
Mr. Peter Crook
USAR Team Coordinator Hampshire Fire and Rescue Service UKFSSART Team Leader
Hampshire Fire & Rescue Service
Hampshire Fire & Rescue Service
Leigh Road ,
Eastleigh-Hampshire
SO50 9 SJ
United Kingdom
Tel: + 44 2380626800
Fax: + 44 2380643178
Mobile: + 44 7918 888001
Email: peter.crook@hantsfire.gov.uk

Ms. Sophie Hensley
Haiti Team Coordinator
RAPID UK, Unit 1 Norton's Piece,
Bristol Road Hardwicke
GL24RF - United Kingdom
Tel: + 44 1452 883233
Mobile: + 44 771 542 2179
Email: info@rapiduk.org.uk

Mr. Peter John Stevenson
USAR Commander Greater Manchester fire & Rescue Service UK ISAR Team Leader
UK-ISAR
48 Beechwood Drive, Royton,
Oldham Lancashire OL2 5XR
United Kingdom
Tel: + 44 7769 931944
Fax: + 1616084019
Mobile: + 7769931944
Email: stevenpe@manchesterfire.gov.uk

Mr. Rob Davis
SARAD
Avon Fire & Rescue,
Temple Back,
Bristol. BS1 6EU
United Kingdom
Tel: +44 1225 858 143
Mobile: + 44 7789397647
Email: rob.davis@avonfire.gov.uk

United States of America

Ms. Nance Kyloh
USAID Representative
Permanent Mission of the United States of America
to the United Nations Office at Geneva
Route de Prégny 11
1211 Chambéry
Switzerland
Tel: +41 22 749 4402
Fax: +41 22 749 4671
Mobile: +41 79 277 3556
Email: nkyloh@usaid.gov

Mr. René Carrillo
Regional Advisor
Latin America and Caribbean Office
Office of U.S. Foreign Disaster Assistance
P.O Box 920-1200 Pavas
San José
Costa Rica
Tel: +506 231 6805
Fax: +506 231 4111
Email: rcarrillo@ofda.gov

Mr. Gerald Cosey
Team Leader USA – 2
USAID/LACoFD
12605 Osborne Street
Pacoima, CA 91 331
United States of America
Tel: +1 818 890 51 00
Email: gcosey@fire.lacounty.gov

Mr. David Downey
Assistant Chief
USAR Team Leader
Miami-Dade Fire Rescue
9300 NW 41 St
Miami, Fl 33178-2414
United States of America
Tel: +1 786 331 51 04
Fax: +1 786 331 51 25
Email: david.downey@miamidade.gov

Mr. Joseph Knerr
Team Leader
Fire Station 18
Task force Leader for USA-1
Fairfax County Fire and Rescue Department
4600 West Ox Road
Fairfax, Virginia 22030
United States of America
Tel: +1 571 233 1460
Fax: +1 703 5426679
Mobile: +1 571 233 14 60
Email: Joseph.knerr@fairfaxcounty.gov

Ms. Julie Leonard
Regional Advisor
OFDA/LAC
Unit 3440, Box 365
APO AA 34020-0365
Mobile: +1 571338 3776
Email: jleonard@ofda.gov

Mr. Dewey Hindman Perks
Field Coordinator
Disaster Resources Unit
U.S. Agency for International Development
1300 Pennsylvania Avenue N.W.
Washington, DC 20523-8602
United States of America
Tel: +1 202.712.5316
Fax: +1 202.216.3191
Mobile: +1 703.981.5345, 1703 335 31 46 (pager)
Email: INSARAG@gmail.com, dperks@usaid.gov

Mr. Manuel Santana
Consultor, IRG/OFDALAC
OFDA Panama
C/73 San Francisco
PH Infinity Piso 23 Apto 23-e
Panama City
República de Panamá
Tel: +507 66702752
Fax: +507 2093541
Mr. David Stone  
Director  
USAID LACoFD  
12605 Osborne Street  
Pacoima, CA 91331  
United States of America  
Tel: +1 213 247-0946  
Email: davidstone@fire.lacounty.gov

Mr. Robert Zoldos  
Rescue Specialist VA-TF1/U.S  
USA-5  
37 South Loudoun Street  
Lovettsville  
Virginia 20180  
United States of America  
Tel: +1 703-280-9322  
Fax: +1 703-803.2119  
Mobile: +1 571-722-2781  
Email: robert.zoldos@fairfaxcounty.gov

Mr. Santiago Baltodano  
Consultor OFDA/IRG  
Consultor OFDA/IRG  
Jr. Huascarán 720,  
Lima 13,  
Tel: +511- 330 8786  
Mobile: +511-9855-2393  
Email: sbaltodano@ofda.gov

Ms. Margarita Franco de Guardia  
Administrative Assistant  
OFDA/LAC  
Apartado 920-1200 Pavas  
San José  
Costa Rica  
Email: mfranco@ofda.gov, mfranco@usaid.gov

Mr. Javier Castro  
Jefe de Operaciones  
Cuerpo de Bomberos de Costa Rica  
Cuerpo de Bomberos de Costa Rica  
Ave. 8 y 10 Calle Central, San José  
Costa Rica  
Tel: +506-255-2593 X 105  
Fax: +506-255-2593 / 260-3556  
Mobile: +506-883-6156  
Email: jcastro@bomberos.go.cr, cacha2311@hotmail.com

CEPREDENAC

Mr. Juan Alfredo Campos Zumbado  
Consultor/Punto Focal SAR/CEPREDENAC  
Dirección: 100 oeste de Pali San Antonio de Belén Heredia
Costa Rica
Tel: + 506 2239-55-27
Fax: + 506 22603556
Mobile: + 506 83344543
Email: jcamposz@racsa.co.cr, juancamposz@hotmail.com

IRO
Mr. Thomas Neckam
Assistant for Deployment and Training
International Rescue Dog Organisation
IRO
Moosstrasse 32
A-5020 Salzburg
Republic of Austria
Tel: +43 (0) 662 826526/13
Fax: +43 (0) 662 826526/20
Mobile: +43 66 4428 2231
Email: thomas.neckam@iro-dogs.org

Mr. Ove Syslak
Team Leader
NORSAR
Kneika 10
1923 Sorum
Norway
Tel: +47 63825070
Fax: +47 638 25089
Mobile: +47 952 07608
Email: ove@blatt.no

Dr. Wolfgang Zörner
President
International Rescue Dog Organization
Moosstrasse 32
A-5020 Salzburg
Austria
Tel: +43 662 826 526
Fax: +43 662 826 526-20
Mobile: +43 66 4353 4857
Email: office@iro-dogs.org

Map Action
Mr. Tan Emerson
Map Action
Lime Farm Office
Little Missenden
Amersham, Buckinghamshire
HP7 ORQ
United Kingdom
Tel: +447814568265
Mobile: +447814568265
Email: etan@mapaction.org

UN OHCHR
Mr. Olivier Bruyere
Captain
Specialized Intervention Group
Office of the High Commissioner
UNITAR/UNOSAT
Mr. Einar Bjorgo
Head, Rapid Mapping, Applications and User Relations
UNITAR/UNOSAT
Gevena
Switzerland
Tel: +41 22 767 4020
Fax: +41 22 917 8062
Mobile: +41 76 487 4998
Email: einar.bjorgo@unitar.org

OCHA
Mr. Winston Wei Shen Chang
Humanitarian Affairs Officer
Office for the Coordination of Humanitarian Affairs
Avenue de la Paix 8-14
1211 Genève - Switzerland
Tel: +41 22 917 1173
Fax: +41 22 917 0023
Mobile: +41 79 46 98588
Email: changw@un.org

Ms. Nihan Erdogan
Humanitarian Affairs Officer
Office for the Coordination of Humanitarian Affairs
Avenue de la Paix 8-14
1211 Genève
Switzerland
Tel: +4122 9171188
Fax: +41 22 917 0023
Mobile: +4179 47708 13
Email: erdogann@un.org

Mr. Ivo Freijsen
Chief, Surge Capacity Section
Emergency Services Branch
9 chemin des Verneys
1297 Founex
Switzerland
Tel: +41 22 917 1233
room 1113.
Fax: +41 22 917 0023
Mobile: 41 79 457 9173
Email: freijsen@un.org

Mr. Cherif Ghaly
Chief, Information and Communications Technology Section
Consultant
Mr. Claude Hilfiker  
Monitoring & Evaluation Officer  
Policy Development Branch  
Consultant  
9 chemin des Verneys  
1297 Founex  
Switzerland  
Tel: +41 22 917 1196  
Fax: +41 22 917 0023  
Email: hilfiker@un.org

Mr. Jesper Holmer Lund  
Officer-in-Charge  
Field Coordination Support Section  
Emergency Services Branch  
UN OCHA  
Palais des Nations  
8-11 av. de la Paix  
1211 Geneva 10  
Switzerland  
Tel: +41 22 917 1783  
Fax: +41 22 917 0023  
Mobile: +41 79 417 4166  
Email: lund@un.org

Mr. Rudolf Muller  
Deputy Chief, CRD  
Office for the Coordination of Humanitarian Affairs  
380 Madison Avenue  
New York, N.Y. 10017  
United States of America  
Tel: +1 917 367 41 16  
Fax: +1 212 963 36 30  
Email: mullerr@un.org

Mr. Martin Pérez  
Programme Assistant  
Field Coordination Support Section (FCSS)  
Emergency Services Branch  
Tel: +41 22 917 32 18  
Fax: +41 22 917 00 23  
Mobile: +41 79 469 85 90  
Email: perez1@un.org

Ms. Elena Dumitru  
Programme Assistant  
Field Coordination Support Section (FCSS)  
Emergency Services Branch  
Tel: +41 22 917 33 74
Fax: +41 22 917 00 23
Mobile: +41 79 469 85 91
Email: dumitru@un.org

Mr. Christophe Schmachtel
Associate Humanitarian Affairs Officer
Office for the Coordination of Humanitarian Affairs
Avenue de la Paix 8-14
1211 Genève
Switzerland
Tel: + 4122 9171684
Fax: +41 22 917 0190
Mobile: + 4179 444 4223
Email: schmachtel@un.org

Mr. Joseph Bishop
Emergency Management Consultant
EMC
P.O. Box 1480
22 willow lodge
Montagu garden
Queensway
Gibraltar
Tel: +350 5843 0000
Fax: +350 200 41125
Mobile: +350 5843 0000, +346 3906 5113
Email: jabishop@gmail.com, joebishop@gibtelecom.net

Mr. Thomas Peter
Manager
Emergency Relief Coordination Centre (ERCC)
Emergency Services Branch
Consultant
9 chemin des Verneys
1297 Founex
Switzerland
Tel: +41 22 917 31 43
Fax: +41 22 917 00 23
Mobile: +41 79 417 41 69
Email: petert@un.org

Mr. Gaetano Angelo Castro
FCSS-ESB
Team Assistant
Office for the Coordination of Humanitarian Affairs
Avenue de la Paix 8-14
1211 Genève
Switzerland
Tel: + 41229171500
Fax: + 41229170190
Mobile: + 41794444875
Email: castrog@un.org

Mr. Mark Cutts
Senior Humanitarian Affairs Officer
Humanitarian Reform Support Unit
UN OCHA
Palais des Nations
8-11 av. de la Paix
1211 Geneva 10
Switzerland
Tel: +41 22 917 1747
Fax: +41 22 917 0023
Mobile: +41 79 417 3186
Email: cutts@un.org

Mr. Ronaldo George F. Reario
Humanitarian Affairs Officer
Office for the Coordination of Humanitarian Affairs
Avenue de la Paix 8-14
1211 Genève
Switzerland
Tel: +41 22 9171884
Fax: +41 22 9170240
Mobile: +41 79 5386370
Email: rearior@un.org

Mr. Michael Schmidt
Intern
UN OCHA
Palais des Nations
8-11 av. de la Paix
1211 Geneva 10
Switzerland
Tel: +41789265278

EMS
Mr. Giovanni C d’Urso
Business Development Director
EMS Global Tracking
Tel: +44 1684 278 610
Fax: +44 1684 278 611
Mob: +44 7798 916 338
E-mail: durso.g@emsglobaltracking.com