


USAR Coordination Handbook

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ACRONYMS

ASR	Assessment Search and Rescue
AST	Americas Support Team
BGAN	Broadband Global Area Network
BoO	Base of Operation
CMC	Civil-Military Coordination
DACC	Damage Assessment Coordination Centre
EMT	Emergency Medical Team
EMTCC	Emergency Medical Team Coordination Cell
ERS	Emergency Response Section
FAO	Food and Agriculture Organization
HCT	Humanitarian Country Team
IATA	International Air Transport Association
ICMS	INSARAG Coordination and Management System
ICT	Information and Communications Technology
IFRC	International Federation of Red Cross and Red Crescent Societies
IHP	International Humanitarian Partnership
INSARAG	International Search and Rescue Advisory Group
IOM	International Organization for Migration
IT	Information Technology
GDACS	Global Disaster Alert and Coordination System
GIS	Geographic information system
GPS	Global Positioning System
LEMA	Local Emergency Management Authorities
MoH	Ministry of Health
NGO	Non-Governmental Organisation
OSOCC	On-Site Operations Coordination Centre
QA	Quality Assurance
RC	Resident Coordinator
RDC	Reception and Departure Centre
RSB	Response Support Branch
SCC	Sector Coordination Cell
TL	Team Leader
UCC	USAR Coordination Cell
UN	United Nations
UNDAC	United Nations Disaster Assessment and Coordination
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNOSAT	United Nations Satellite Centre
USAR	Urban Search and Rescue
VOSOCC	Virtual OSOCC
WFP	World Food Programme
WHO	World Health Organization

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1 INTRODUCTION

Coordination is the process of organizing resources so that they work together effectively and efficiently. Implementing Urban Search and Rescue (USAR) coordination leads to effective use of available resources to save lives from collapsed structures and identifying the need for additional resources. The results are designed to provide life-saving services to the affected population.

INSARAG USAR Coordination is based on the following assumptions:

- National authorities (Local Emergency Management Authorities, LEMA) are in charge of the response within their country, including USAR operations, and international teams operate under their control.
- International USAR teams deploy bilaterally by invitation of the affected country.
- The United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA) coordination mechanism is activated in support of the USAR operations.
- A Reception & Departure Centre (RDC) at the point of entry for international teams will assist the border crossing process and getting the teams operational.
- If there is no RDC, then the first arriving INSARAG team will establish one.
- If a national RDC is in place, then the first arriving INSARAG team will offer to strengthen it by assigning staff and support with equipment.
- A USAR Coordination Cell (UCC) is set up by and for international USAR teams, which efficiently links into the national USAR coordination system. This will greatly expedite the efforts of the national system to utilize international USAR teams.
- When deploying to an international USAR mission, INSARAG teams commit to working within the INSARAG coordination system.

The coordination procedures described herein are based on the INSARAG methodology outlined in the INSARAG Guidelines. This handbook supplements Volume II Preparedness and Response: Manual B - Operations and Volume III - Operational Field Guide of the INSARAG Guidelines. The procedures are synchronized with other UN response guidelines, such as the On-Site Operations Coordination Centre (OSOCC) Guidelines and UNDAC (United Nations Disaster Assessment and Coordination) Handbook. Internet URLs of this handbook and reference material are provided in the Reference and Reading Material listed herein.

2 USAR COORDINATION ACTORS, LOCATIONS AND PLATFORMS

The entire USAR coordination system is structured around coordination actors, locations and platforms, i.e., points in a network that are connected through communication. Understanding how each of these function communicate, collaborate or are used as tools is the basis for being able to manage or work within the INSARAG coordination system.

2.1 Key Actors in USAR Coordination

International USAR coordination is the coordination between Local Emergency Management Authority (LEMA), local USAR teams, United Nation Response Support Branch (RSB) staff, members of the United Nation Disaster Assessment and Coordination (UNDAC) team, international USAR teams, and other stakeholders. While these are the key entities, many other entities are crucial to a successful mission, such as the governments of the responding teams, transport companies, and local suppliers. USAR coordination personnel should have a solid understanding of the five key entities and, during a mission, ensure that all five are continuously part of the coordination process.

2.1.1 Local Emergency Management Authority

The LEMA is the authority responsible for the disaster operations, including USAR. They lead the operations and set operational objectives and rescue priorities. LEMA is not a single point of contact, rather, LEMA will have a hierarchy broken down into different levels reaching from the government level to the site level. The UCC will be coordinating at the operations level, while the teams in the field will be coordinating with the field level LEMA representatives.

2.1.2 National USAR teams

One of the first activities of international USAR coordination is to find out the capacity of the national USAR teams and where they are working. These teams will have knowledge about the situation and USAR needs that the international teams need take into account. The better the international USAR teams can collaborate with and support the national teams, the more successful the mission. National teams are likely to not only deal with USAR operations, but also conventional activities such fires, vehicle accidents, and hazard materials. By supporting them, the international USAR community supports the affected population as a whole.

2.1.3 UN OCHA staff

The INSARAG Secretariat sits in the Emergency Response Section (ERS), which is part of the Response Support Branch (RSB) of UN OCHA-Geneva. When requested by the government of the affected country and whenever international USAR coordination is required, the RSB will activate their response mechanism. RSB staff will establish communications with the in-country UN Resident Coordinator, who represents the UN in the affected country, who in turn communicates with national government and agencies. It is often through this channel that information about the request for international assistance is confirmed or declined. At the same time, RSB staff ensure that contact is maintained with the UCC throughout the mission, either through the OSOCC Manager (or whoever the manager chooses as a representative), an UNDAC member, or directly to the UCC.

2.1.4 UNDAC Team

The United Nations Disaster Assessment and Coordination (UNDAC) is part of the international emergency response system for sudden-onset emergencies. It is designed to help the United Nations and governments

of disaster-affected countries during the first phase of a sudden-onset emergency. UNDAC teams can deploy at short notice (12-48 hours) anywhere in the world. They deploy upon the request of the United Nations Resident or Humanitarian Coordinator and/or the affected Government. Assessment, coordination and information management are UNDAC's core mandates in an emergency response mission.

2.1.5 International USAR Teams

The readers of this handbook are likely to be most familiar with the concept of international USAR teams. The teams vary greatly in size, are situated all around the world, speak many languages, but have the common INSARAG methodology to allow them to work together as a well-oiled machine. By maintaining an overview of the different teams around the world, trained USAR coordination personnel are better prepared to manage the coordination process.

2.2 Key Coordination Locations

The USAR coordination system is established in various locations, based upon need. In some cases, the affected country will establish their own mechanisms for coordinating international response. For example, the country might set up and run an RDC at an airport or set up field operations cells to link the international teams to the national teams. Therefore, upon arrival a well-trained USAR coordinator will quickly obtain an overview of the USAR coordination mechanism being used by LEMA and then proceed to either support and strengthen an existing one or establish a new one in collaboration with and under the guidance of LEMA, using the INSARAG Guidelines. Being able to quickly judge what type of coordination entities and connections are needed and then set in motion resources to get them functional is an important skill of a good coordinator.

2.2.1 On Site Operations Coordination Centre (OSOCC)

The On-Site Operations Coordination Centre (OSOCC) is one of the main coordination mechanisms set up by the UN, if such a mechanism has not already been established by the affected country. Its purpose is to provide a forum to coordinate the international disaster field response. The UN also coordinates at the national level through the Humanitarian Country Team (HCT); however, the HCT is not part of USAR operations, and therefore not part of USAR coordination. A key responsibility of UNDAC team members is to set up and manage an OSOCC. It provides a physical place for disaster responders working at the field level to communicate and collaborate; the USAR Coordination Cell is part of the OSOCC structure. Being part of the UN coordination system through the OSOCC strengthens the ability of the international USAR system to connect to the national response system. The URL for the OSOCC Guidelines is in the section References and Reading Material.

2.2.2 Reception & Departure Centre (RDC)

The aim of an RDC is to be the initial international coordination entity established in the affected country. The RDC is set up at major entry points for international assistance. The RDC is there to assist entry-point operations by facilitating the arrival of incoming response teams and relief items and therefore take the pressure off local authorities. Furthermore, the RDC assists in coordinating arriving teams' deployment to the field.

The primary responsibilities of the RDC when facilitating USAR teams can be broken down into the 10 following actions:

1. Contact port authorities, ask permission to set up an RDC, and decide how and who is needed for collaboration
2. Facilitate immigration and customs procedures for incoming teams
3. Post location information and updates to the VOSOCC and ICMS

4. Register arriving/departing teams
5. Deliver briefings on the disaster situation and USAR operations
6. Share basic logistical information to incoming and outgoing teams
7. Update the UCC about incoming team information
8. Obtain information from UCC on where to direct incoming teams
9. Direct teams to the UCC, and/or a BoO, and if requested by the UCC or LEMA, to rescue sites
10. If possible, direct non-USAR sources based on information given.

Annexes for that guide setting up and running an RDC are:

Annex A: General qualifications requirements for Coordination Personnel
 Annex B.1: Position qualifications requirements for Coordination personnel
 Annex C.1: Position checklists
 Annex D.1: RDC Information Sheet
 Annex E: RDC Equipment
 Annex F: RDC Information Displays
 Annex G: RDC Forms

2.2.3 USAR Coordination Cell (UCC)

The UCC is the entity that is responsible for the coordination of international USAR teams for the USAR operations on behalf of the teams. As such, the UCC represents the international teams. The purpose of the UCC is to provide LEMA with a single point of contact for coordination, with skilled coordinators, thus helping LEMA coordinate international USAR teams, not taking over the operations. The UCC must have a direct link to a LEMA liaison officer throughout USAR operations to discuss objectives and plans.

The UCC is a coordination cell that may be associated with the OSOCC but can also be operationalized by LEMA. A UCC can be established even if there is no OSOCC. The UCC may or may not be set up in the same location as the OSOCC.

The primary responsibilities of the UCC can be broken down into the 10 following actions:

1. Communicate with ERS, LEMA, UNDAC team members, OSOCC, and international USAR teams
2. Liaise with LEMA on finding locations for a BoO, UCC and for SCC(s)
3. Manage UCC team meetings
4. Post information and updates to the VOSOCC and ICMS
5. Share information on basic logistical support to in-country international USAR teams
6. Receive information from the RDC about team arrivals and inform RDC where to direct teams
7. Develop plan-of-action in line with LEMA objectives
8. Divide the area into sectors, in line with sectors developed by LEMA
9. Prioritize worksites
10. Responsible for the use of ICMS, assign and reassign teams to worksites and monitor their accomplishments.

Annexes for that guide managing a UCC and staff qualifications are:

Annex A: General qualifications requirements for Coordination Personnel
 Annex B.2: Position qualifications requirements for Coordination personnel
 Annex C.2: Position checklists
 Annex D.2: UCC Information Sheet
 Annex E: UCC Equipment
 Annex F: UCC Information Displays
 Annex G: UCC Forms

2.2.4 Sector Coordination Cell (SCC)

During large scale operations the UCC might decide to assign a USAR team to set up a Sector Coordination Cell (SCC) that becomes a coordination link between the UCC and the teams in that Sector. This will reduce the number of teams that the UCC needs to communicate with.

Annexes for that guide managing a SCC and staff qualifications are:

Annex B.3: Position qualifications requirements for Coordination personnel

Annex C.3: Position checklists

Annex D.3: UCC Information Sheet

Other Annexes relating to SCC are the same as annexes for UCC.

2.3 On-line Coordination Platforms

2.3.1 Virtual OSOCC (VOSOCC)

The Virtual OSOCC (VOSOCC) is the first coordination hub for international USAR teams. It is a website managed by UN OCHA. OCHA places information on the VOSOCC about the situation and the resources requested. The teams post information about their deployments. OCHA will place information from the affected country, such as the decision to accept, not accept, or stop accepting international assistance has been made. ERS uses the VOSOCC to monitor which teams are mobilizing and contacts teams that are likely to be first in country and start the USAR coordination by setting up an RDC and a UCC. Teams can share information that is useful to all teams, such as conditions at the airport, but strict protocol is enforced regarding non-critical information. Information about how to use the VOSOCC is in the Virtual OSOCC Handbook for USAR and Guidance. The URL for the handbook is in the section References and Reading Material.

2.3.2 INSARAG Coordination and Management System (ICMS)

The INSARAG Coordination and Management System (ICMS) consists of a suite of mobile phone and computer applications that combine to form an information sharing platform for decision making during a response. ICMS is a logical development of the existing INSARAG coordination entities and the current development of worldwide computer aided GIS based communication systems that are emerging with great speed. Through ICMS, USAR coordination is not just in the hands of those responding to the field but can be supported remotely.

3 RECEPTION AND DEPARTURE CENTRE (RDC)

3.1 Initial Responsibilities of the First Arriving INSARAG Classified USAR Team

3.1.1 Initial Meeting with Airport Manager / Airport Operations Manager

This section outlines the actions required for an RDC at an airport, but also the actions are applicable to any type of border crossing.

When establishing an RDC, links with those operating the point of entry are vital. There are several airport entities involved in the handling of incoming USAR teams. They need to be informed of the purpose of an RDC, its roles and responsibilities, and the support an RDC can offer to the airport authorities. This will increase the likelihood of effective cooperation. At a minimum, the RDC Manager should request permission to set up an RDC on their premises.

At an airport, these entities may include:

- Airport management (facility and operations)
- Security
- Immigration
- Customs
- Air traffic control
- Ground traffic control
- Ground handling facilitators
- Military representatives.

As soon as possible, meet with the Airport Manager and/or Airport Operations Manager. The RDC-Entry Point Authority Meeting Form (See Reference and Reading Material section for the URL) lists essential agenda considerations for the initial meeting and can be used as a checklist during meetings with airport entities. Issues to consider during the first meeting include:

- Express your condolences and solidarity with their circumstances.
- Brief them on who you are, who you represent and the purpose of the RDC and how it supports the arrival of international actors and relief items. Use the RDC Information Sheet in Annex D.1. Ask whether they give you permission to set up an RDC in their facilities.
- Explain that you are there as a result of their country requesting your deployment to, and support of the event response.
- Arrange for airport official passes for the RDC team (if required) and agree on acceptable RDC staff movement on the airport facility.
- Identify the following key contacts:
 - Air and ground traffic control
 - Immigration
 - Customs
 - Quarantine
 - Logistics
 - Security
 - Military liaison
 - Fire, Police, and Ambulance emergency telephone numbers
- Determine operational status of airport amenities:
 - Runway/s – specifications and restrictions

- Landing and take-off restrictions due to aircraft size
- Ability to manage commercial and military aircraft
- Number of aircraft stands
- Hours of operation and/or curfews
- Aviation fuel levels and refueling services
- Storage capacity and cold-chain
- Cargo handling equipment
- Ground staff
- Toilets and showers
- Food service(s), ATM's and shops (SIM card sales etc.)
- Power
- Translators
- Request venues for:
 - RDC workspace
 - RDC staff off duty and sleeping area
 - Waiting areas for teams
 - Permission to take photographs
 - Airport map
- Determine:
 - Datum to be used
 - Radio channels forbidden/allowed to use
 - State of mobile network
 - Internet access
 - Satellite communication
- Agree on:
 - Schedule for future meetings
 - Airport safety/evacuation arrangements
 - Communication channels to address unexpected issues.

3.1.2 Initial Meeting with Immigration and Customs officials

The RDC staff should aim to expedite customs, immigration, and border control processes for the arriving teams. This may include briefing Immigration and Customs officials about the types of personnel and equipment USAR teams will bring into the affected country. During meetings with the officials, the RDC should explain that the teams would supply the following entry documentation:

1. Permission to enter the country (letter or request from affected Government)
2. Completed USAR Team Fact Sheet & Demobilisation Form
3. Team manifest with all passport numbers and expiry dates listed
4. Equipment manifest
5. Radio frequency channel plan
6. Shippers declaration for Dangerous Goods (IATA Compliant)
7. Declaration of controlled drugs (medical)
8. Personal insurance
9. Vehicle documents - insurance certificates, and drivers' licenses
10. Import/Export licenses (If required)
11. Passports (with minimum 6-month validity)
12. Visas (If required)
13. Other documents required for entry into a disaster affected country
14. Original copies of vaccination cards & veterinary certificates for travel.

ERS should collect information on the affected country's customs, immigration and quarantine regulations

before teams depart their home country. This should be put on the VOSOCC and provided to RDC to share with incoming USAR teams. Country officials will be concerned with unintentional importation of potentially harmful items such as natural vegetation, seeds, and other items that may affect that country's fauna and flora. Throughout this process, it is important that local laws are not overlooked or ignored.

3.1.3 Select RDC site based on visibility

When discussing venues for the RDC with the airport authorities, various options may be given. The location of the RDC should be carefully selected to be visible and accessible to all who would benefit from its services and should have sufficient space to meet both the immediate needs and the projected expansion of the operation. The RDC is in most cases established immediately after the customs and immigration facilities to allow teams to register without affecting normal airport procedures. The RDC may be established in an existing facility or may be a separate temporary shelter (such as a tent) close by.

If staffing allows, the RDC Manager may want to request permission for an RDC staff member to be situated in area between Customs and Immigration to support teams' entry into the affected country. (Fig 3-1).

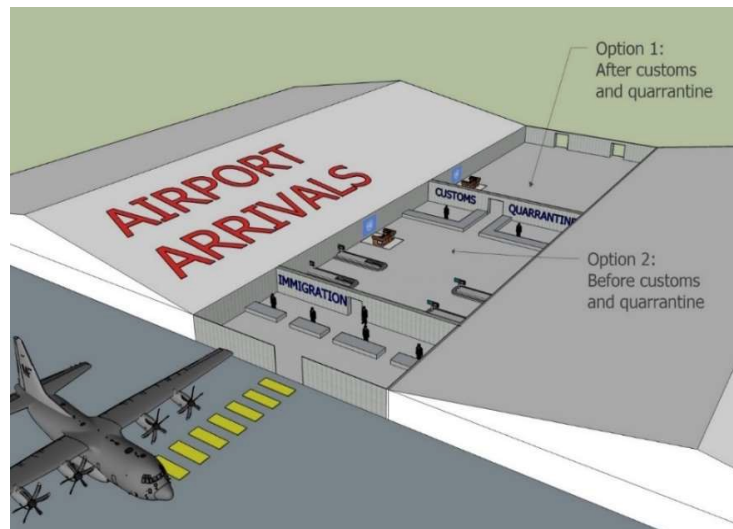


Figure 3-1. The RDC may be located before or after the customs area, or both

The RDC location should be clearly identified using:

- UN - RDC flag
- Arrows or directional signs around other areas of the airport.

3.1.4 Set up RDC equipment

INSARAG classified teams should have sufficient equipment to ensure the setup of an RDC or to provide support to ongoing coordination activities.

An example of how classified teams meet the equipment needs for RDC/UCC/SCC at a major disaster is outlined in Annex E. While it is understood that the specific items included in team kits may differ according to the level of team's classification, Annex E represents the minimum expectation for a team to be operationally effective.

The RDC equipment must be accessible immediately upon landing in the affected country. It is imperative that this equipment be easily accessible for off-loading immediately upon landing. If need be the equipment should

be off-loaded by other members of the USAR team so that those assigned to the RDC function can immediately start working on required initial establishment steps, like contacting the airport authorities.

3.1.5 Set up communication systems, contact UCC, announce operations on VOSOCC

RDC staff should set up communication equipment to be able to communicate internally, externally and internationally by utilizing mobile phones, satellite phones, and Internet connectivity. While the RDC might be operational before the UCC, the RDC prepares a communication link to be connected to the UCC as soon as the UCC becomes operational.

The RDC staff should update the VOSOCC with the following information as soon as possible:

- RDC status as 'operational'
- Location
- RDC contact information:
 - Names of RDC Manager and other key personnel
 - Email address (a new Gmail account opened by RDC Manager e.g., RDCHaiti@gmail.com)
 - Contact phone numbers
 - Number of incoming USAR team members requested to attend the RDC upon arrival
- Country entry requirements:
 - Customs
 - Immigration
 - Quarantine
 - Passport and visa.

When RDC is set up, its staff must be assigned as a “moderator” to post information to the RDC section of the VOSOCC. Staff members can obtain moderator status by contacting the ERS and providing their individual VOSOCC login details.

3.2 RDC Functions, Forms, and Functional work areas

3.2.1 RDC Functions

The RDC has three main management functions: Manager, Operations and Support, presented in Fig.3-2. below.

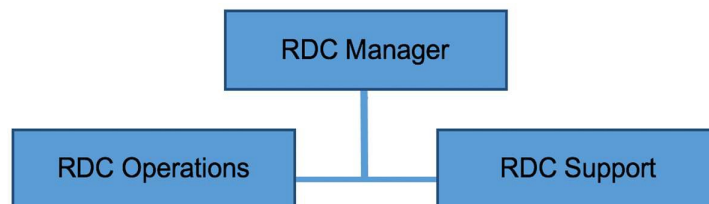


Figure 3-2. RDC Functions

The RDC is scalable to the demands of an event and the number of people working in each function can change throughout the mission, depending on the demands of the situation or staffing available at any given time. Therefore:

- Multiple functions may be carried out by an individual.
- Multiple people may carry out a single function.

Each function has several responsibilities and tasks, which are described in position checklists with a minimum set of actions, required and may be expanded in any given incident. The qualification requirements and checklist are in the following annex:

- Annex C.1 Position Checklist – RDC

Those preparing themselves to work in an RDC are advised to develop their own checklists based on the information herein and specific to their team's equipment and logistics.

3.2.2 Forms and Documents used in the RDC

Forms and documents used within the RDC can be downloaded from the INSARAG website (See Reference and Reading Material section for the URL). While USAR coordination strives to use the Internet and digital forms, it is necessary to plan for a paper-based system, just in case there is no Internet. Therefore, RDC teams must have all INSARAG forms pre-printed. The forms and documents used in USAR Coordination are in the Annex G. Those in the RDC are:

- RDC Establishment Checklist (*internal use*)
- Standard Meeting Agenda (*internal use*)
- USAR Team Fact Sheet & Demobilisation Form
- RDC Briefing Handout
- Airfield Assessment.

3.2.3 Functional work areas and information displays

In order to ensure an effective use of space and that different types of information are communicated to the right audiences, the RDC should be divided into three distinct functional work areas.

“RDC Staff Only” area

This area should be a restricted space and accessible to RDC staff only. This area includes a table and wall displays that are used by the RDC Manager for the administrative functions of the RDC. The area should be as private as possible, and available for storing any high value items or equipment not required in other spaces.

“Teams” area

This is a private area providing access for incoming team management personnel and workspace for RDC personnel containing:

- A reception desk for registering incoming teams
- Basic equipment to present information
- A briefing area to provide incident specific information not shared with the wider public:
 - There should be a maximum of three personnel per team in briefings.
 - When briefings end, teams are directed to their next destination.

“Public” area

Typically, the RDC will be located in an area utilized by the usual airport population. The target audience will be attracted to the location by signs and the UN RDC flag.

To assist with information sharing, RDC staff can display information relevant to “the public” responding to the disaster by displaying information on a notice board outside of the RDC. This information must be consistent with host government messages and not contain information that could be considered sensitive. Information on a notice board limits the number of people who want to talk to RDC staff for general information, allowing the RDC staff to focus on their tasks. For example,

when the RDC staff observes frequently asked questions, they can place relevant information on the notice board.

RDC staff must ensure that there is a clear border between the public area and working areas of the RDC. Consider using barrier tape or airport cordon control barriers.

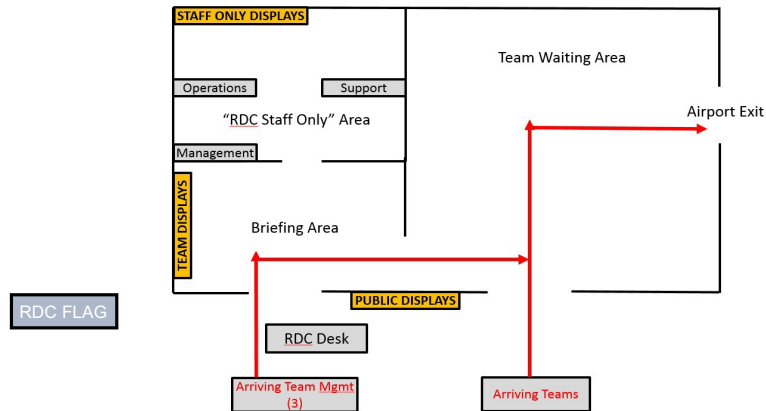


Figure 3-3. Example of an RDC layout

3.2.4 Information Displays

The RDC receives information from many sources and builds a system to manage the information. Part of the system can be a display of relevant event information and coordination details. This information can be used when delivering briefings, producing team handouts, and prepare personnel for the disaster location.

Standardized information displays have been developed with the aims:

- to minimize time for preparing the forms for information visualization
- to ensure a unified approach for information visualization
- to facilitate the processes of preparing and conducting briefings / meetings.

Display forms should be pre-printed and packed in the RDC kit. USAR teams should train how to be proficient in collecting the information needed to fill these forms.

The coordination personnel should use these displays reasonably, i.e., when it helps to deliver briefings. There is no need to place all the displays/empty displays on the walls if personnel do not have relevant information to fill them in. Suggestions for what information to place in which functional area are listed in Annex F.

3.3 Staffing, Equipment and Sustainability

3.3.1 Staffing

ERS will find out through the VOSOCC or ICMS which of the incoming teams are likely to arrive first. The ERS may make contact with the first arriving team(s) to discuss the establishment of USAR Coordination structures, including the RDC.

The first arriving team will leave personnel at the point of entry (airport, seaport, etc.), who immediately establish contact with the authorities and manage the RDC.

When choosing staff to manage the RDC, the USAR team management takes into account the training, knowledge, and experience to carry out coordination functions during the mission. The following annexes provide qualification requirements for RDC personnel:

- Annex A: General Qualifications Requirements for Coordination Personnel
- Annex B.1: Position Qualifications Requirements – RDC

3.3.2 Staff and Equipment to RDC from Arriving Teams

The RDC Manager ensures that there are sufficient staff members and equipment to run the RDC. If needed, the RDC Manager will ask incoming INSARAG classified teams for suitably trained personnel and equipment to support the RDC operations.

USAR teams may be requested to provide for the RDC:

- USAR Coordination trained personnel
- USAR Coordination trained personnel and equipment
- Equipment only.

According to the INSARAG Guidelines, each Heavy classified team (H) shall contribute a minimum of four (4) trained UC personnel, and Medium classified Teams (M) shall contribute with a minimum of two (2) trained personnel. Light classified team (L) will arrive with a minimum of one (1) person trained. Once the maximum number of personnel is drawn from a single USAR team in support of any coordination function, there is no obligation to supply additional personnel. Commitment beyond these numbers will be by exception and only occur if the team offers additional support to any of the USAR coordination mechanisms.

3.3.3 Collaboration with Emergency Medical Teams

Emergency Medical Teams (EMTs) registered by WHO are offered to affected countries by donor countries to support local medical operations in the same manner as USAR teams are offered to support the USAR operations. EMTs also need to be registered. They may deploy even though USAR teams are not and are trained to set up RDCs. The main function of the RDC for EMT operations is the same as for USAR teams, with the particularity that the key linkages need to be established with the Ministry of Health (MoH)/ Emergency Medical Team Coordination Cell (EMTCC).

When both USAR teams and EMTs are deploying, rather than running two separate RDCs, USAR team members running an RDC should suggest to the EMT RDC staff to set up a joint RDC.

If the host country has internalized the RDC mechanism into its national plans (also in cases referred to as a 'one-stop-shop'), MoH/ EMTCC may decide to locate one or more of its own staff at the RDC to provide technical support.

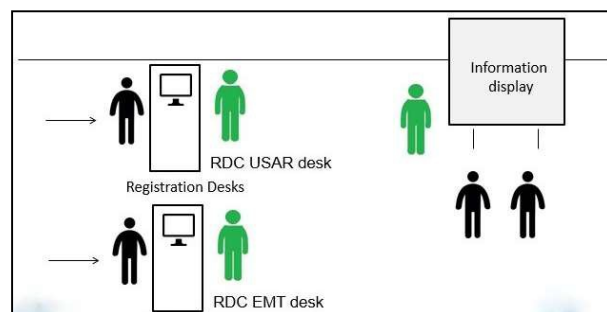


Figure 3-4. Example of RDC layout with separate registration desks for USARs and EMTs in one location

3.3.4 Sustainability

Personnel assigned a role in the RDC or any other coordination function must be equipped and ready to manage their own welfare. This specifically relates to:

- The team should support its own members
- Self-sustainability including shelter, communication equipment, food, water and hygiene
- Physical and mental wellbeing (personal security, work/rest cycles)
- Ability to maintain communications back to their own team.

It is very important for the personnel left in the RDC to maintain communication with their team. The corresponding arrangements should be made with their Team Leader and RDC Manager:

- How to communicate (calls, mails etc.)
- Communication schedule
- Security and safety
- Evacuation procedures (from the airport to team's BoO, or from country etc.)
- Personnel sustainability and support from the team.

This information should be included in the RDC Safety and Security plan.

3.4 RDC Coordination

3.4.1 Reception Process

RDC personnel monitor the VOSOCC and ICMS for updates on the status, arrival plans and logistical needs of incoming teams. Likewise, teams will be monitoring the VOSOCC and ICMS for information about the RDC reception process.

RDC personnel provide arriving teams with an overview of the reception process required, as well as specific guidance on the next steps. This includes:

- Direction to the location of the RDC
- Cargo-holding areas
- Safe areas for canines
- Waiting areas for personnel
- Transport holding areas
- Immigration and Customs arrangements made with Custom and Immigration officials
- Canine document/health check
- The current safety and security situation in the country.

3.4.2 Registration Process and Briefings

Registering

All incoming USAR teams should be registered and briefed by the RDC, not only INSARAG teams. Teams are registered by their team identification. Registration involves the teams:

- Filling in the Team Fact Sheet and Demobilisation Form on the VOSOCC
- Filling in the Team Fact Sheet and Demobilisation Form on ICMS
- Providing the RDC with a hard copy of the Team Fact Sheet and Demobilisation Form.

RDC personnel ensure that Team Fact Sheet updates are captured, documented and sent to the UCC. Teams will be prioritized according to the needs of the affected country.

It may be useful to make two lists of non-INSARAG teams coming in. One with teams that have clear written evidences of an agreement with the affected country and another list of teams that do not have such evidence.

Teams that do not have a VOSOCC or ICMS account should only complete a hard copy, and the RDC shall place the information on the VOSOCC and ICMS. The RDC must highlight that the team does not have access to these accounts and therefore cannot get information shared through them.

RDC personnel should consider a system for storing hard and electronic copies of USAR Team Fact Sheets and/or downloaded Team Fact Sheets Summary from the VOSOCC or ICMS in case of Internet disruption.

Briefings

After registration, RDC personnel give the arriving international team(s) an initial briefing regarding the current situation of the disaster, relevant information about the operations, BoO, transport, and travel obstacles. The RDC Briefing Form and Information wall displays can be used to guide the briefing (see Annex G and F).

RDC personnel will then direct teams to the affected area based on information from UCC. The UCC can tell the RDC to direct the teams to a BoO, or to the UCC and/or to a worksite.

Handouts

Any hard copies of forms or handouts can be handed to the incoming teams for them to use to brief their own team personnel. There is a RDC Handout Form which can be used (see Annex G). Teams can also take photos of displays.

Deployment

The RDC personnel will give arriving teams information of where the UCC is located and how to contact it. If the RDC has specific information from the UCC of where to direct the arriving teams, it will do so. If the UCC (or OSOCC) has not been established, the RDC will seek to obtain information from its USAR team that has continued on to the affected area, on the location of the crisis center nearest the disaster location, or possible BoO location.

3.4.3 Team Logistics and Transport Needs

In consultation with the LEMA, the RDC shall report any arrangements made by LEMA for transport of personnel and equipment to the BoO, UCC or work sites. If these resources are not supplied by the LEMA, incoming teams will need to organize them prior to or upon arrival. In order to support arrangements, the RDC shall:

- Gather information about team logistics and transport needs from Team Fact Sheets
- Work closely with arriving USAR teams, local authorities, LEMA or UCC Logistics to provide information on the resources available for the movement of personnel and their equipment
- Direct teams to potential suppliers
- Update the VOSOCC about potential suppliers as soon as information is available.

3.4.4 Maintain regular Communication with UCC

Operational decisions should be made through RDC Management and UCC Operations. Communication lines may be established with other UCC functions to facilitate RDC activities, e.g., RDC Support may work with the UCC Logistics to help the USAR team arrange transportation from the point of entry to the UCC. This ongoing information flow will allow the UCC to prepare for incoming resources, thus expediting the assignment of teams to the field.

The following arrangements must be done between RDC and UCC:

- Communications plan (method, timing) including emergency communications
- Information exchange format
- Reporting schedule
- Updated Plans of Action.

3.5 Team Demobilisation and RDC Staff Departure

The RDC will assist the host country with expediting the departure of international USAR teams. Demobilisation activities undertaken by the RDC include liaising with airport authorities and registering the departure of teams. RDC staff work closely with the UCC and the departing teams to coordinate the arrival time at the point of exit to ensure that overcrowding or excessive waiting does not occur.

3.5.1 Collaborate with UCC

The UCC must inform the RDC when the USAR operations phase is close to the end in order to allow RDC time to prepare their own team departure processing activities.

USAR teams must start preparing their departure as early as possible. Teams may have their own arrangements for transport to the exit point. If teams have difficulties with arranging transport, they should inform UCC on their departure dates and transport needs by updating the Demobilisation section of the Team Fact Sheet.

The UCC, in consultation with OSOCC and LEMA, will make a transportation plan for USAR teams needing departure assistance according to information entered in the Demobilisation section of the Team Fact Sheet. UCC shares this information with RDC. RDC uses this information for traffic planning.

3.5.2 Team Departure Procedures

While preparing for USAR teams departure activities, the RDC must liaise with the Airport Management, Custom and Immigration officials to inform them about the upcoming departure process and make relevant arrangements regarding:

- Custom clearance and Immigration procedures – list and format of documents
- Passenger and cargo handling and transport support
- Travel schedule
- Waiting area for personnel
- Relief area for canines.

In many regards, the RDC departure activities are a reverse of the process that response teams went through when they arrived:

- Identification of support needed for departing teams, either through use of a specific form, e.g., USAR Team Demobilisation Information or another format
- Coordination and/or arrangement of travel schedules
- Collection of reports, e.g., USAR Mission Summary Report
- Checking out the departing team.

The RDC must remind USAR teams to update their status on VOSOCC and ICMS.

The extent to which RDC staff are involved in departure activities will depend on the ability of the local authorities to manage the flow of international response traffic.

3.5.3 Departure Procedures for RDC USAR Staff

RDC USAR staff will depart with their respective team. Prior to departure, they will:

- In collaboration with the UCC plan the date of RDC staff departure.
- Meet with Airport Authority:
 - Inform Airport authorities and relevant entities on planned date of RDC staff departure
 - Anticipate and agree on the need for RDC closure support
 - Agree on closure procedures of taking over the RDC venue by a relevant entity.
- Post an announcement on the VOSOCC about RDC staff departure.
- RDC staff should inform their USAR team management to arrange their transportation.
- “Clean up” the venue means the space should look as it was before the RDC was established. This includes removing all wall displays, waste, and return of airport items, such as furniture to their ordinary place.
- Have an internal meeting to discuss “lessons learned” from the operation.

RDC USAR staff departing the country will maintain a copy of all materials collected during their assignment. This material will be used as the basis for a mission evaluation once all have returned home. It is important that whoever served as the RDC Manager uses the opportunity to learn from the event, share with the INSARAG network, and that the lessons are used to improve the INSARAG methodology. The RDC part of the evaluation has two directions:

1. It should become an integral part of the OSOCC evaluation
2. The team managing the RDC should include the RDC evaluation in its post mission report.

3.5.4 RDC Handover

LEMA or UNDAC may have established RDC operations for the arrival and departure of relief resources. Any collaboration of registering and briefing between USAR teams and relief teams is organized by the LEMA, the OSOCC, and the RDC Manager.

When the USAR operations phase is closed and international USAR teams are about to complete departure activities, LEMA or UNDAC may decide to continue the RDC activities that facilitate arrival and departure of relief resources.

If RDC USAR staff depart with their teams, prior to the closure of USAR operations, the RDC may be handed over to other USAR team members, or UNDAC. The staff should plan and prepare for the RDC handover starting from setting up. Preparation for handing over includes:

- Establishing a system for filing and back-up of electronic documents on a regular basis
- Updating:

- Team Fact Sheet summary (VOSOCC and ICMS versions)
- Reports
- Contact list.

RDC personnel may have information about running the RDC that would be useful to share with LEMA/UNDAC and should make a plan for the handover, to include issues such as:

- Inform on:
 - RDC facility (staff area, toilets, electricity, Wi-Fi passwords, evacuation procedures etc.)
 - Airport facilities (warehouses, handling, transport rent, SIM cards offices, money exchange offices etc.)
 - Airport internal procedures and arrangements (passes, entities working hours etc.)
 - Report schedule and format
 - Meeting with Airport authorities schedule and format
- Handover the package of relevant printed documents.

4 USAR COORDINATION CELL (UCC)

4.1 Initial Responsibilities of the First Arriving INSARAG Classified USAR Team

4.1.1 Initial Meeting with LEMA

The INSARAG Guidelines strongly discourage the self-deployment of international USAR teams (i.e, without agreement with the government of the affected country). It is vital to remember that international USAR teams arrive as guests of the affected country and were requested based on established diplomatic relations between the two governments. All humanitarian operations are led by LEMA.

The structure of a national response system will vary between countries. INSARAG teams and their coordination system become part of a national coordination system and operate under LEMA's authority and control. Therefore, having a meeting with LEMA is the highest priority of the first arriving team. UNOCHA, UNDAC members, OSOCC representatives, or the UN Resident Coordinator can help in providing contacts for LEMA and setting up the first meeting. Contact information for LEMA may already be available on the VOSOCC prior to the USAR teams' departure. Make arrangements for translators, if needed.

The initial meeting shall include:

- Express your condolences and solidarity with their circumstances.
- Introduce yourselves and be aware that LEMA may never have heard of INSARAG before and may have limited knowledge of USAR. Speak "plain language", especially if using a translation service, avoiding abbreviations and acronyms.
- Describe how the INSARAG coordination system works and introduce the INSARAG teams' capacity.
- Offer to assist LEMA in the coordination of incoming international teams and provide a copy of the UCC Information Sheet in Annex D.2.
- Discuss the situation of the RDC:
 - Let LEMA know that the first arriving team should have left two people at the RDC.
 - Ask LEMA whether registration is being handled by LEMA, in order to determine whether USAR support is needed at the RDC.
 - If USAR staff is needed at the RDC, then describe what support they will need from LEMA.

If a LEMA liaison is not assigned to the UCC, its staff is expected to have at least daily meetings with LEMA. The issues to discuss will vary according to the initial situation and how the mission progresses. The UCC-LEMA Meeting Form (See Reference and Reading Material section for the URL) lists essential meeting agenda items and can be used for the initial meeting and as a general checklist for further meetings. The issues to be discussed include:

- Go over
 - Current situation and any changes or developments that the international USAR teams need to be aware of
 - Infrastructure status
 - Safety and security issues and whether escorts may be needed
 - Local response organisations and their key contacts
 - Current known worksites
 - Established Sectors or planned Sectors. If not, introduce the sectorisation methodology and propose to use it for better coordination
 - Ongoing rescue operations and determine LEMA's rescue priorities for the international teams

- Determine:
 - UC procedures align with LEMA procedures
 - Logistics support for incoming teams to provide USAR operations
 - BoO location possibilities
 - Location for the UCC
- Medical issues:
 - Victim handover procedures (live and deceased)
 - Local emergency medical capacity
 - Any procedures for deceased encountered in rubble, such as GPS coordinates or notifications to LEMA
 - On veterinarians that USAR teams may have access to 24/7
 - Permission for foreign medical practitioners to perform medical treatment on those encountered in the rubble or others encountered during the USAR operations, such as clarification on limits to practice. Note that LEMA may refer this to the Ministry of Health (see other initial meetings below)
- Identify:
 - Any national or local restrictions to the free use of Internet for operational purposes
 - GPS Datum to be used (note that Survey 123, which is used within the ICMS, uses WGS84 by default)
 - Radio frequencies USAR teams are allowed to use
 - State of cellular network
 - Satellite communication
 - Using of drones and applicable legislation and procedures
- Set up a communication and reporting schedule:
 - Contact details of those who are the main LEMA contacts for UCC
 - Plan of how LEMA will work with the UCC, either a schedule for regular meetings will be established or be part of the UCC
 - Reporting schedule and format
 - A process for addressing unexpected issues
- Other issues.

4.1.2 Other possible Initial Meetings

The first arriving team must find out about on-going operations and possible support they may get and make plans accordingly. The team will need to find out, most likely through UNOCHA Geneva, what UN support is available in country and what UN operations relevant to USAR have already taken place. In some cases, meetings with UN entities may take place before meeting with LEMA, and/or UN entities may join the meeting with LEMA. These meetings may not necessarily be face to face and should be as short as possible in order not to delay the setting up the UCC.

Main UN entities

UN Resident Coordinator

- UNOCHA in Geneva will have been in communication with the UN Resident Coordinator (if UN is present in country) as the highest UN staff member in country as soon as UNOCHA is aware of a possible disaster.
- UNOCHA will inform the UN Resident Coordinator of the deployment of international USAR teams.
- The UN Resident Coordinator may meet the first arriving team or visit the UCC at some stage during the mission. However, it is not likely to be one of the initial meetings, unless the UN Resident Coordinator is providing support to the operations in some way.

UN OCHA in-country staff

- Similarly, if there is an OCHA office in country, the first arriving team may have a meeting with them if they are providing support.

UNDAC

- An early meeting between UNDAC and UCC Manager is essential. If an UNDAC team is deployed and is in country when the first USAR team arrives, the UNDAC team leader and/or other members will meet the USAR team. However, more often the USAR teams arrive first and are already operational when the UNDAC team arrives. UNDAC members may also travel together with USAR teams and therefore arrive simultaneously.

OSOCC

- If there is an OSOCC, the first arriving team will meet with the OSOCC Manager. However, as with UNDAC, it is more likely that the first arriving USAR team arrives before the OSOCC is set up.

Local Suppliers

- As part of establishing the UCC, its staff should research resource supplies in the area. The UCC Manager may send staff to investigate the availability of resources and establish working relationships with the suppliers. The UCC staff should also request this information from LEMA.

4.1.3 Select UCC site based on Accessibility for Teams

The decision of where to set up the UCC will be incident specific and decided in consultation with LEMA. Consideration should be given to make the location centralized to all proposed BoO locations provided by LEMA. The location should maximize efficiency of communication lines (including travel distances) between teams, LEMA, the OSOCC, and other relevant entities. Typically, the UCC is established using tents, but a hard structure can be considered if it has been declared safe by a structural engineer from the team.

The UCC should include:

- Staff workspaces
- Have access to suitable facilities:
 - Power
 - Internet access
 - Security
 - Adequate ventilation and temperature control
 - Provisions for human comfort needs, such as toilets, showers, food/water, etc.
 - Storage of food and beverage for the team members
 - Sufficient wall space for display of information, maps, charts
 - An area for electronic projection of vital incident information
 - Ability to host virtual meetings
- Include an area of sufficient size for UCC internal meetings as well as briefings with USAR Team Leaders, Sector Coordinators, UNDAC members and OSOCC representatives.

Visibility is important. Once the site has been chosen, the UCC staff should make the site visible from the outside using the UN - UCC flag.

Keep in mind that the first activities of a UCC may take place in a car park. In other words, UCC activities should not wait for a formal build up before starting to coordinate the incoming international teams.

4.1.4 Set up UCC Equipment

INSARAG classified teams should have sufficient equipment to ensure the set up or support of coordination activity.

An example of how classified teams meet the equipment needs for RDC/UCC/SCC at a major disaster is outlined in Annex E. While it is understood that the specific items included in other team kits may differ according to the level of team's classification, the Annex E represents the minimum expectation for a team to be operationally effective.

The UCC equipment must be accessible immediately upon landing in the affected country. It is imperative that this equipment must be easily accessible for off-loading immediately upon landing. If need be the equipment should be off-loaded by other members of the USAR team so that those assigned to the UCC function can immediately start working on required initial establishment steps, like contacting the LEMA.

4.1.5 Set up Communication Systems, contact RDC, announce Operations on VOSOCC

Once the UCC site is decided and posted to the VOSOCC, the UCC staff will set up a communication mechanism for internal, external and international communication. Options include mobile phones, satellite phones, and Internet connectivity. A protocol for communication should be established based on local infrastructure and the availability of data transfer systems such as Wi-Fi, local data networks or satellite connectivity.

- The best practice is by electronic means such as the ICMS, the VOSOCC, and emails
- The minimum standard is by using written documents
- Other options include mobile telephones, satellite phones, and runners.

Messages and forms may be sent via email if a network is available. However, there may be instances when there is no connectivity and hand delivery of written forms will be necessary. Contingencies should be identified, planned for, and broadly communicated in case of such system failures.

The UCC sets up a communication link with the RDC as soon as possible. The UCC has to make sure the operations in the RDC are sufficient, provide support to the RDC and maintain communication with the RDC for the remainder of the operations. Once the UCC is operational, the UCC Manager checks whether the communication system with the RDC should be updated, for instance:

- Decide who in the UCC has contact with the RDC
- How will communication be made (phone, email, other?)
- Make a schedule for regular communication, if needed
- Does the RDC have the supplies and support it needs?
- Are personnel changes managed as needed?

When UCC is set up, its staff must be assigned as a “moderator” to post information to the RDC or UCC sections of the VOSOCC. They can obtain moderator status by contacting the ERS and providing their individual VOSOCC login details.

UCC staff must confirm and verify information before posting it to the VOSOCC or ICMS, and before dissemination to appropriate parties, including the LEMA, the OSOCC, and incoming USAR teams.

As soon as possible, UCC staff will update the VOSOCC with the following information:

- UCC status as 'operational'

- Location
- UCC contact details:
 - Names of UCC Manager and other key UCC staff
 - Email address (a new Gmail account opened by UCC Manager e.g.UCC Haiti@gmail.com)
 - Contact phone numbers
- Reporting requirements
- Briefing schedules
- Assignment process, as this could be at briefings or through the ICMS, or in other ways.

4.2 UCC Functions and Functional work areas

4.2.1 UCC Functions

The UCC has five management functions: Manager, Operations, Planning, Logistics, and Information Management (note that Information Management here is the UCC Administrative Support function, not ICMS).

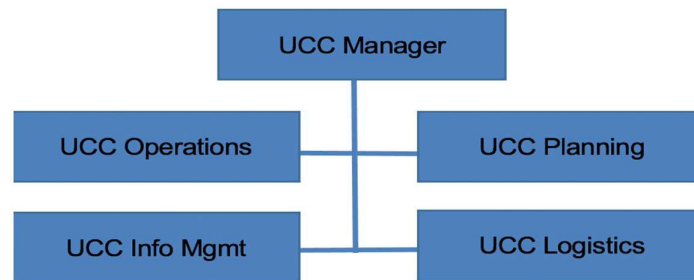


Figure 4-1. UCC Functions

The UCC is scalable to the demands of an event and the number of people working in each function can change throughout the mission, depending on the demands of the situation or staffing available at any given time:

- Multiple functions may be carried out by an individual.
- Multiple people may carry out a single function.

Each function has a number of responsibilities and tasks, which are described in position checklists with a minimum set of actions required and may be expanded in particular incident. The checklists are in the following annex:

- Annex C.2 Position Checklist - UCC

Those preparing themselves to work in an UCC are advised to develop their own checklists based on the information herein and specific to their team's equipment and logistics.

4.2.2 Functional Work Areas and Information Displays

The UCC staff may have to show creativity in organizing its located space into functional work areas. Most of the space inside the UCC should be allocated to a working area for the UCC staff and the team representatives.

“UCC Staff” Area

- This area should be a closed area accessible only to UCC staff members. This should be separate

from the Working area and should not be accessed by USAR team members.

- If possible, this area will include an office desk and a number of wall displays used by the UCC Manager for the administrative functions of the UCC. The area should be as private as possible, and available for storing any high value items or equipment not required in the other spaces.
- This space may also be used as “living quarters” for assigned staff if other arrangements are not available.

“Working” Area for UCC staff and Team Representatives

- For UCC staff, Team Managers, and LEMA
- Clearly labelled functional work areas
- Space for UCC staff to carry out their planning, reporting and analysis duties
- Basic equipment to set up a field office (see Annex E)
- Space large enough to conduct incident briefings and meetings. The space may need to be reconfigured each time a briefing or meeting is held.
- Visual postings with coordination information.

“Public” area when the UCC is in the OSOCC

- UCC staff can display information on a notice board outside of the UCC, if that is a useful way to share information to others in the OSOCC.
- Information must not conflict with the messages of the host government or contain any information that could be considered sensitive or contain personally identifiable information applicable to any team or agency.

Figure 4-2 is an example of an ideal UCC footprint. However, in reality, the space available may be much smaller, and teams will need to adapt to space they are given. Fig 4-3 is an example of UCC set up in Albania in 2019.

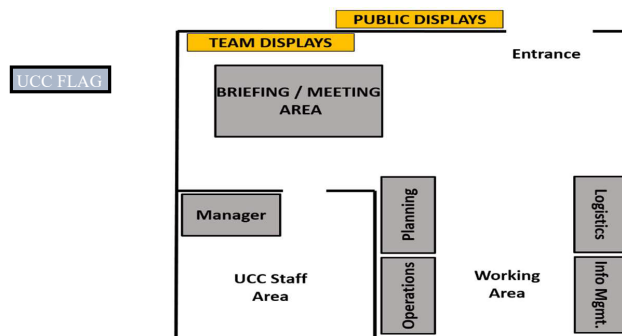


Figure 4-2. Example of UCC set up



Figure 4-3. The UCC Manager in Albania briefing USAR team representatives and LEMA

Information Displays

The UCC receives information from many sources and builds a system to manage the information. Part of the system can be a display of relevant event information and coordination details. This information can be used when delivering briefings, producing team handouts, and prepare personnel for the disaster location.

Standardized informational displays have been developed with the aims:

- to minimize time for preparing the forms for information visualization
- to ensure the unified and common approach for information visualization
- to facilitate the processes of preparation and conducting the briefings / meetings.

Display forms should be pre-printed and packed in the UCC kit. USAR teams should train how to be proficient in collecting the information needed to fill the forms.

The coordination personnel should use these displays reasonably, i.e., when it helps to deliver briefings. There is no need to place all the displays/empty displays on the walls if personnel do not have relevant information to fill them in. Suggestions for what information to place in which functional area are listed in Annex F.

4.2.3 Forms and Documents used in the UCC

Forms and documents used within the UCC can also be downloaded from INSARAG website (See Reference and Reading Material section for the URL). While the USAR coordination strives to use the Internet and digital forms it is necessary to plan for a paper-based system, just in case Internet connectivity is not possible. Therefore, UCC teams must have all INSARAG forms pre-printed. The forms and documents used in USAR Coordination are listed in Annex G. Those in the UCC are:

- USAR Coordination Cell Establishment (*internal use*)
- UCC-LEMA Meeting Form (*internal use*)
- Standard Meeting Agenda (*internal use*)
- UCC Team Assignment Plan Form (*internal use*)
- UCC Team Assignment Status (*internal use*)
- USAR Team Fact Sheet & Demobilisation Form
- Wide Area and Sector Assessment
- Assignment Briefing Package
- Incident-Sector Situation Report Form.

4.3 Staffing, Equipment and Sustainability

4.3.1 Staffing

When international USAR teams begin to deploy (or even earlier), ERS will find out through the VOSOCC or ICMS which of the incoming teams will arrive first. The ERS may make contact with the first arriving teams to discuss the establishment of USAR Coordination structures, including the UCC.

The first arriving team will choose staff members to run the UCC. When choosing personnel to manage the UCC, the USAR team management takes into account the training, knowledge, experience and judgment of personnel expected to carry out coordination functions during the mission. The following annexes provide qualification requirements for UCC personnel:

- Annex A: General Qualifications Requirements for Coordination Personnel
- Annex B.2: Position Qualifications Requirements - UCC

As soon as the USAR Team Leader (TL) learns that it will take on the role of leading the USAR coordination, the TL should take steps to start the coordination. This may happen even before the team arrives in country. The TL shall appoint someone from the team to take on the role of UCC Manager.

The UCC Manager, and any allocated support staff, shall start collecting information about other teams that are travelling to the affected country, their expected arrivals, and information that may be useful to the coordination of the teams. As the team responsible for USAR coordination, the UC Manager shall collect information to be ready for meetings with LEMA, UN and other entities, as soon as they are appointed.

4.3.2 Personnel and equipment to UCC from Arriving teams

The UCC Manager ensures that there is sufficient staff members and equipment to run the UCC. If needed, the UCC Manager will ask incoming teams for personnel and equipment to support the UCC operations.

USAR teams may be requested to provide for the UCC:

- USAR Coordination trained personnel
- USAR Coordination trained personnel and equipment
- Equipment only.

According to the INSARAG Guidelines, each Heavy classified team shall contribute a minimum of four (4) trained UC personnel, and Medium classified Teams shall contribute with two (2) trained personnel. Light INSARAG classified team will arrive with one person trained. Once the maximum number of personnel are drawn from a single USAR team in support of any coordination function, there is no obligation to supply additional personnel. Commitment beyond these numbers will be by exception and only occur if the team offers additional support to any of the USAR coordination mechanisms. Classified teams are reminded to bring all equipment listed in Annex E to be able to expand and strengthen a UCC facility.

In addition to providing staff for key UCC roles, additional arriving teams might supply the UCC with liaison personnel, if required, to ease the communication and coordination between the UCC and their team. They might also take on various tasks in support of the UCC operations, as decided by the UCC Manager.

4.3.3 Sustainability

Any personnel assigned a role in the UCC or other coordination function need to be equipped and ready to manage their own welfare. This specifically relates to:

- The team should support its own members
- Self-sustainability including shelter, food, water and hygiene
- Physical and mental wellbeing (personal security, relaxation/recreation, and work/rest cycles)
- Ability to maintain communications back to their own team.

4.4 UCC Coordination

4.4.1 Set Operations Period – Make Planning Cycle Plan

The establishment of operations periods is LEMA's decision but may require assistance from the coordination structures, such as the UCC. If LEMA does not set up a planning cycle, the UCC will. Planning cycles allow

objectives to be divided into tactical assignments and helps build a structured communication cycle and exchange. A Planning Cycle Plan includes the following:

- The length of the planning cycle for which an operations plan is made
- Fixed reporting times
- Fixed briefing times.

The UCC decides the length of the planning cycle in collaboration with LEMA. Generally, operational periods are established as 8, 12 or 24 hours. Unless there are specific and compelling reasons, rescue operations continue non-stop. Coordination cells must ensure enough assignments to keep teams working through the entire operational period.

The Operations Function focuses on the current operations period while the Planning Function focuses on the next operation period based on the progress of the current operation period. The two functions need to work closely together to make sure that they are fully aligned.

Teams report progress on their operations via meetings, ICMS, email, phone, VOSOCC or other agreed mechanism. The UCC staff states what reports should be provided and when in order to give the UCC staff enough time for processing and plan for the next briefing. When possible, issues should be addressed and resolved prior to the next briefing.

The general principal of information flow between USAR coordination cells are outlined in the figure 4-4. below. Cells compile and analyze information into summaries, and then report to the levels above them for decision-making. After coordination cells receive information about priorities, objectives and assignments from above, they plan how to best allocate teams and brief the levels below.

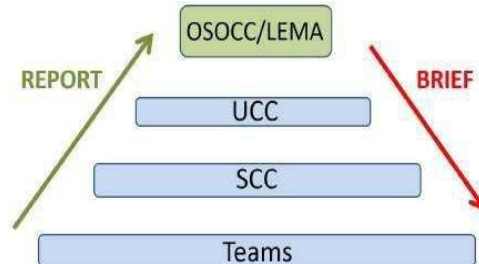


Figure 4-4. Information Flow

Adapting the above principle to a timeline leads to the continuous reporting from rescuers in the field to those setting the planning objectives, developing operations plans, who then hand out assignments back down through the chain to the rescue teams results in a cyclic pattern of planning periods. Figure 4-5. below shows this reporting cycle when a UCC and SCC have been established.

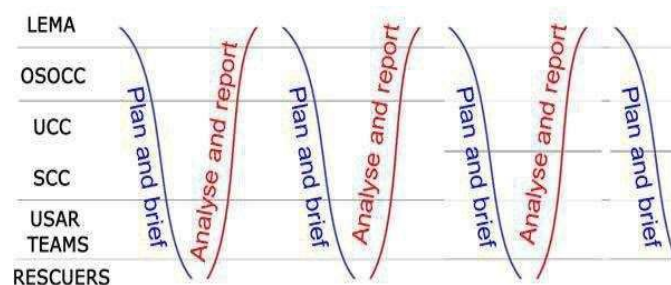


Figure 4-5. Reporting Cycle

The above reporting and briefing cycle includes six entities, from rescuer, to the team, to the SCC, to the UCC, to OSOCC, and to LEMA. This information flow is long and in reality is shortened by adding different LEMA representatives at different hierarchy levels to coordinate with the different UN and/or INSARAG levels, as shown in Figure 4-6. The figure is drawn from a USAR perspective and is a generalization of how high UN entities coordinate with government agencies:

- The OSOCC will be assigned a LEMA representative in or near the affected area. This could be a municipality level representative, a regional representative or another level that is deemed appropriate for the operation.
- UCC operations require frequent communication with a LEMA representative that understand USAR operations, and so does the SCC, which will represent a smaller area.
- The rescue teams might have direct contact with field level LEMA, such as police officers, fire fighters, and/or military personnel.

This allows fast decision making at all levels while maintaining appropriate coordination hierarchy both at the national and international level, thus avoiding delays created by long reporting and briefing lines.

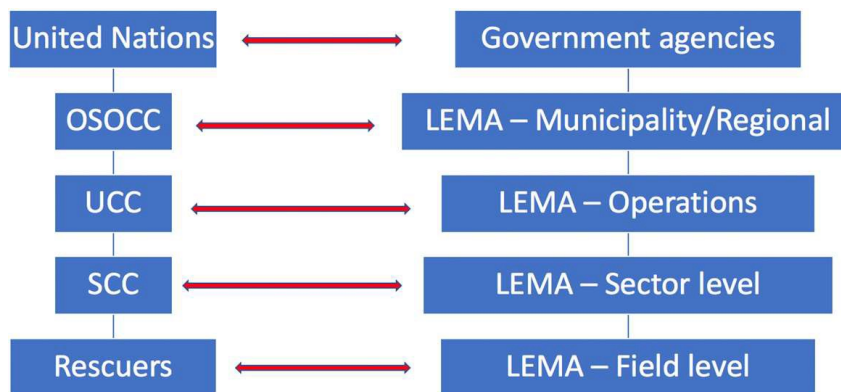


Figure 4-6. Reporting and briefing lines with different LEMA levels

Note the USAR team management does not have direct LEMA links, as the UCC is their point of coordination towards LEMA.

4.4.2 Set Objectives

The UCC Manager sets incident objectives in collaboration with LEMA. Based on these, the UCC develops its own operations mechanism to meet the incident objectives. The UCC Manager sets operations objectives for operational periods within the planning cycle. Primary objectives include:

1. Assigning teams
2. Communicate key messages and incident objectives to all teams
3. Submit incident overviews to the OSOCC and LEMA to enhance their situational awareness.

When waiting for confirmation on updated priorities from LEMA, the UCC staff commences preliminary planning based on information they have.

Management by objectives is a commonly used planning principle since 1954. It states that the philosophy of management emphasizes the setting of agreed on objectives by managers and their subordinates and the use of these objectives as the primary basis of motivation, evaluation and control efforts. The manager/commander of the mission sets objectives for a given time period that changes as the mission progresses.

The manager continuously monitors the operations to and adapts the objectives as needed. During the operations, the manager strives to set SMART objectives. S.M.A.R.T. objectives are:

- S. Specific
- M. Measurable
- A. Attainable
- R. Realistic
- T. Time-bound

4.4.3 Establish Planning Premise/Assumptions/Context

Each operations plan (for an operations period) is developed based on the context in the affected area. The UCC staff collects information about the affected area and the operations to help the staff and the teams maintain a common situational awareness. Good situational awareness is critical for successful operations, and if possible, someone in the Planning function should be assigned the sole task of maintaining the overview.

However, the extent of the situation may be so overwhelming that a clear picture of the situation may not be completely obtainable. The UCC may assist LEMA by sending USAR teams on ASR Level 1 assignments (Wide Area Assessment).

The UCC should have a plan on what information and data to collect, how to collect it and to which level of detail. Collecting unnecessary information or in too much detail wastes valuable time and resources. The best way to develop data collection, compilation, and analysis skills is through practice.

- Data collection plan
 - Understanding of the pre-incident baseline demographics of the country
 - Gather information on the way to the affected country
 - Prepare questions for the initial LEMA meeting
 - Monitor VOSOCC
 - Monitor ICMS
 - Identify useful websites
 - Develop ASR1 missions
 - Collect information from USAR teams
 - Collection information from other stakeholders
- Data collection by sector
 - A key planning premise is deciding the need to sectorise the area. Maybe the event is so localized that it is not needed, or LEMA has already sectorised
 - If sectorisation is needed, then the UCC staff should start on that as soon as possible in collaboration with LEMA
 - Sector relevant data should be compiled separately
- Data compilation plan
 - INSARAG has developed ways to compile data through INSARAG forms and ICMS
 - The UCC needs to make a plan on how and where to compile any additional data
 - The UCC staff organize where to compile situational information based on the physical and digital space available to them
 - Staff must have access to data. All UCC staff members are likely to need access to current situational information for their work. Wall displays will not be enough.

Each mission is unique regarding the type and detail of information needed. Annex H provides examples of information that is likely to be needed during a USAR mission.

4.4.4 Boundaries, Sectors and ASR2 Assessments

Initial coordination steps include understanding the boundaries of the area of operations, whether and how to divide it into sectors, and determining the need for ASR2 assessment missions. The UCC shall:

1. Establish the boundaries of the affected area:
 - From LEMA
 - From a wide area search
 - The boundary might not become clear until later in the operations
2. Set up a plan to maintain situational overview needed to assign teams, including national USAR operations:
 - From situational overview data in the Planning function
 - Scheduled team situation reports
 - Team situation updates, due to information that needs to be reported immediately
 - Arrange UCC briefings and meetings
 - Establish direct contact with teams
3. Divide the affected area into manageable working sectors, as needed:
 - Note that LEMA may already have created sectors
 - The Operations Function monitors the workload on the coordination system and suggests to the UC Manager if new sectors need to be created
 - Relocate resources between sectors as needed
4. Dispatch teams to sectors to perform ASR2 to collect information about viable sites:
 - It may take more than one team to complete an entire sector
 - This is repeated until all sectors have been visited
 - ASR2 Assessment missions can be still ongoing after site operations have started. For example, a team's first assignment could be an ASR4 for a lifesaving operation and then an ASR2 Assessment mission.

The order of execution of the above steps will be different in each mission based on the situation, what activities LEMA has already completed, and LEMA priorities. For example, LEMA may have already sectorised and assessed the entire affected area and requests that the INSARAG teams go directly to specific sites. Another example is that LEMA has gained an overview and requests that the teams start with ASR2 missions. This demonstrates how important the first meeting with LEMA is where UCC personnel get an overview of how LEMA has organized their operations.

4.4.5 Develop, Execute and Update UCC Team Assignment Plan

A key decision made by the Operations function continuously throughout the mission is deciding which team to send to which worksite and for what purpose. Trained UCC personnel must have the skills to prioritize worksites, identify appropriate teams, and assign teams quickly and methodically. The INSARG methodology provides both a paper-based planning guide and the ICMS GIS-based tool. This section outlines the paper-based version and the next section, Section 5, outlines the ICMS version.

Team assignments may be one worksite, multiple sites, or be a designated area with an unknown number of sites, for example a street. The purpose of the assignment can be in the form of ASR-1, 2, 3, 4 or 5, medical assignments, engineering assignments, and other types of assignments.

The UCC Team Assignment Plan Form has a column for prioritized worksites and a column for available teams. The UCC uses this, to assign appropriate teams to each site. When the plan is ready, the Operations function can contact each team and confirm whether they will accept the assignment.

The Operations function can make necessary changes based on the teams' responses and can prepare

Assignment Briefing Packages for the teams. Always ensure work sites are allocated to the most appropriate and capable team. It is critical to avoid any perceptions of preferential allocation of high priority work sites, especially for your own team.

Annex I is a planning guide, that summarizes in four sequential and repeated steps key information needed and the decision-making process of making, executing, and updating a UCC Team Assignment Plan. It is assumed that the area has been divided into sectors and that ASR2 mission results are available. Sectorisation and ASR2 missions do not have to be complete to start worksite prioritization and assigning teams. These steps and the associated forms try to make the planning process as systematic as possible, but the final decision will always be a judgement.

The steps outlined in Annex I are as follows:

1. Collect information
 - List worksites in order of triage results, number of victims, and other relevant issues.
 - Collect information about available teams and issues that may affect their assignments.
2. Make a Teams' Assignment Plan
 - Decide worksite priority order, based on triage order and additional operational information.
 - Decide team assignments based on capacity, location (BoO and worksite), and logistical information including transportation.
3. Determine ASR level
 - Whether teams are assigned ASR1 will depend greatly on how much LEMA and local teams have already accomplished prior to the arrival of the international teams. The request for international teams could be the result of ASR1 activities by national responders.
 - Most common types of assignments are ASR 2, 3, and 4.
 - ASR5 is usually assigned after the rescue phase. However, not all international USAR teams perform ASR5.
 - While the ASRs are conceptually defined in a sequential order, USAR assignments may not necessarily be in that order as ASR1-5 are different types of assignments, not phases. Therefore, during a mission, teams may be assigned ASRs in any order. For example, a team that has already been working in ASR3 and 4 may be sent to a new sector and start operations there with performing ASR2.
 - Note that a building completed to ASR3 may need to be searched again to level ASR4.
4. Assign team
 - Contact the team and discuss the assignment.
 - Get their confirmation that they will accept the task.
 - Give them an Assignment Briefing Package.

Annex J depicts which forms provide information that can be useful when prioritizing sites and assigning teams. It can be challenging to make a plan for more than 10 sites or 10 teams, and it is probably a good idea to group the teams or sites if managing more.

Situations can arise where using a planning guide to optimize a plan is not helpful. For example, if there are very many sites and teams, making a plan that optimizes the resources may be too time consuming and it is better to make best on-the spot decisions to get the teams out to the field as fast as possible. Optimized plans may be adopted later in the mission. Also, when there are very few worksites or few teams, the UCC may be able to quickly make a plan without the support of forms. The UCC staff therefore decides when and how to best use the forms.

Having thought through and practiced a planning process will help people to develop skills to quickly adjust to the current situation. Therefore, potential UCC personnel should exercise making and updating the UCC

Team Assignment Plans to develop their skills. No two missions are exactly the same, local conditions vary, and each UCC Manager is likely to have their own management style. During a response, the UCC personnel will develop their own best way of working.

Plans are often made with incorrect or insufficient information and may need to be updated at a fast rate or adjusted if the situation changes. Things that can go wrong in planning include:

- Premise/assumptions could be wrong (incorrect or insufficient information)
- Speed of change is high
- Time and cost restraints
- Lack of resources
- Lack of control over external factors
- Aftershocks.

Therefore, the planning process must include a feedback process, where the corrective action is taken based on information about the progress to ensure control of the mission. Changes based on feedback include:

- Plan revision due to corrected information
- Update plan due to team progress
- New situation due to aftershocks or other events that change the status of damaged buildings.

4.4.6 UCC Meetings/Briefings

Historically the USAR Team Leaders Meeting was held to share achievements, needs, progress and general updates from all USAR teams working at an incident. These meetings could take excessive time rather than be an effective exchange of information.

The definition of a meeting relates to a two-way exchange of information, where there is time for discussion between two or more parties. Teams must receive periodic briefings, which suggest one-way information sharing, to orient them to the current situation and receive coordination related disaster information. Whilst an effective briefing will allow the opportunity for questions to confirm understanding, it is not based around a two-way conversation.

To facilitate efficient UCC briefings, it is vital that all teams submit all reports with enough time for the UCC to process the data prior to each briefing. Decisions on upcoming priorities can then be made by the LEMA, OSOCC, or UCC, and given to the International Teams during operational briefings.

When hosting a briefing UCC staff should make clear:

- Who is running the briefing?
- Who is required to attend?
- What the inputs are
- Number of participants will be dictated by the space that is available.

Times must be agreed upon for:

- A schedule for meetings/briefings between key stakeholders
- A schedule for meetings/briefings between the UCC and teams
- The provision of updated registration information
- Regularly updating the VOSOCC and the ICMS.

Keep briefings to the point. Inefficient or irrelevant discussions will slow down the coordination process. To

ensure that only relevant issues are discussed the UCC staff have an agenda ready before the meeting and start with standard items like for example:

- Have participants register as they enter the briefing area
- Ask people to put their phones on silent mode
- Meeting facilitator introduces themselves
- Ask attendees to introduce themselves, if number of attendees allows
- Go over the agenda
- Relevant changes since last meeting
- Updates on operational objectives
- Go over plan for next operational period and reporting schedule. This may include assigning teams, which also could take place directly with the teams.
- Open floor for discussions about plan. The meeting manager should stop any discussions irrelevant to the meeting objectives. If need be, invite people to stay for a one-on-one meeting after the main meeting.

During briefings, questions may be asked for clarification, either on reports submitted (if the UCC/SCC is unable to do so prior to the briefing), or by the team's receiving assignments. Briefings are not a venue to resolve disputes or ask questions that are not relevant to assignments. The UCC should not ask for further updates during briefings, as the gathering should be direct, to the point and geared to get people working quickly.

The UCC will inform the USAR teams of the number of team representatives allowed to participate in a briefing. As time is critical and limited, and space may be limited as well, USAR teams must only send decision-making personnel to any briefings. In some cases, this may not be the Team Leader, rather an Operations, Logistics, Planning or even Engineering or Medical expert may be more appropriate.

Teams should only attend briefings relevant to their team. If sector coordination is established; teams do not attend UCC briefings, they attend Sector Coordination meetings. Similarly, teams working within a sector only report to their Sector Coordinator.

The participation of LEMA and the UNDAC Liaison Officer in these meetings should be expected.

ICMS reduces the need for face-to-face meetings. However, face-to face meetings should be held until it is certain that they are not needed.

4.5 Closing the UCC

4.5.1 Coordinate with LEMA, OSOCC and/or UN-OCHA

The UCC shall be operational while there are international USAR teams in-country. The UCC staff will monitor the operations and decide the appropriate time to start discussing with LEMA, the OSOCC, and ERS the need of when to end the operations.

The operations may end due to a multiple of reasons, for example:

- LEMA has announced that the rescue phase is over
- All missing people are accounted for
- The international teams have confirmed their departure
- The national teams have the capacity to finish the remaining USAR efforts.

The UCC shall monitor that international teams leave their BoO site at least as clean as it was when the teams arrived. UCC notifies LEMA when all the teams have left and ensures that LEMA is satisfied with how the teams have restored the area.

If USAR operations are still continuing when a UCC Manager departs, they will ensure that one of the remaining teams takes over the role of a UCC Manager. The replacement will be introduced to LEMA, OSOCC, and inform ERS.

4.5.2 Departure procedures for UCC Staff

Final procedures for UCC Staff include:

- Return the UCC venue/facility to its original state, e.g., remove all wall displays, paper, move the furniture items to their ordinary place.
- Have an internal meeting to discuss “lessons learned” from the operation.

The UCC keeps a copy of all paperwork and digital files for mission evaluation after arriving home. It is important that any team taking on the role of UCC Manager or manager of any of the functions use the opportunity to learn from the event, share with the INSARAG network, and that the lessons are used to improve the INSARAG methodology. The UCC part of the evaluation has two directions:

- It should become an integral part of the OSOCC evaluation.
- The team managing the UCC should include the UCC evaluation (the appreciation of the UCC Manager) in its post-mission report.

Return the UCC venue/facility to its original state, e.g., remove all wall displays, paper, move the furniture items to their ordinary place.

4.5.3 Notify through the VOSOCC

The UCC shall announce the closing of the UCC on the VOSOCC.

5 UCC COORDINATION USING INSARAG ICMS

5.1 The Components of ICMS

The INSARAG Coordination Management System (ICMS) is a suite of mobile phone and computer applications that combine to form an effective coordination system during a response. Elements of ICMS can support a response at different stages, within numerous coordination structures.

There is no substitute for experience gained by using the different aspects of ICMS during training before any operational deployment. The following sections explain the different website pages, and dashboard tabs used by the coordination structures during a deployment. It will assist you to open these pages and view them in real time, whilst also reading the explanations within this handbook.

The system can be accessed through the INSARAG HUB, which is a common landing page that provides access to events and a complete range of training material and user guides. During deployments, a link to the HUB will be posted on the VOSOCC for a specific event.

Data can be collected using two key applications for mobile devices, or online systems, and is then displayed on an Operations Dashboard.

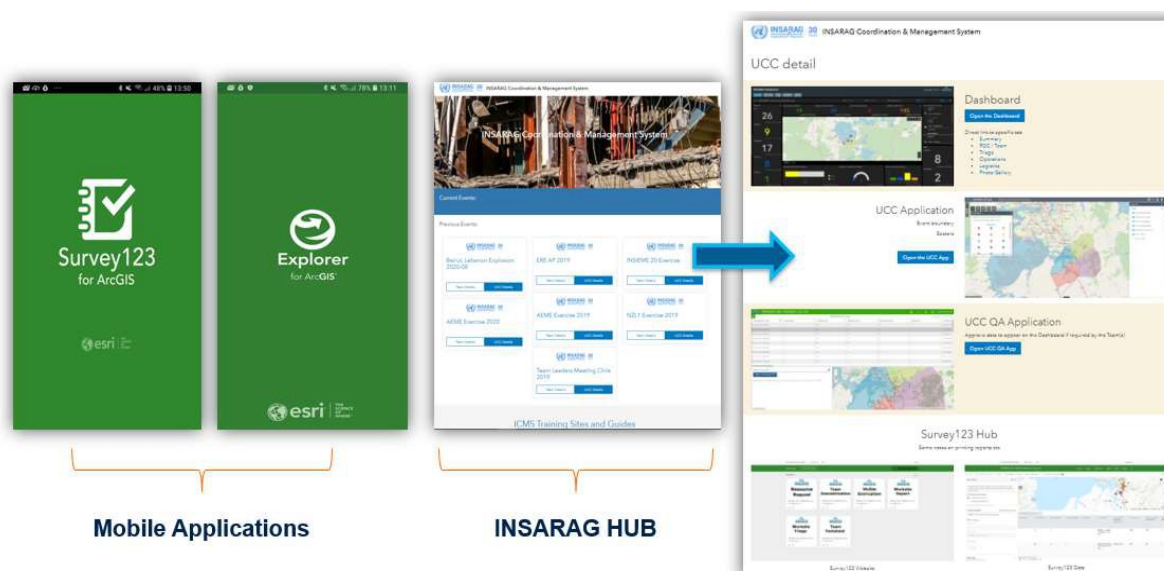


Figure 5-1. INSARAG HUB

Mobile Phone Applications

The Survey123 app allows users in the field to collect data on a mobile device. This includes all the INSARAG forms that a team would normally use during a deployment. The Explorer app can be used to view worksites on a map and retrieve partially pre-populated Worksite Reports and Victim Extrication Forms (Account details for the Apps is the same as below). These mobile applications should be downloaded before a deployment. Teams should be familiar with them.

For the INSARAG Hub location see Reference and Reading Material section for the URL.

All INSARAG classified teams have been issued unique Log-on details and passwords by the INSARAG

Information Management Working Group (IMWG). Once you have logged in from the Hub you can access live events or exercises, and training sites and guides. As you can see in the image above, the Hub also gives access to several online applications including the operations Dashboard, which gives a complete overview of the response to an event.

At the top of the INSARAG Hub landing page, below the current events, there is a link to the training sites and user guides.

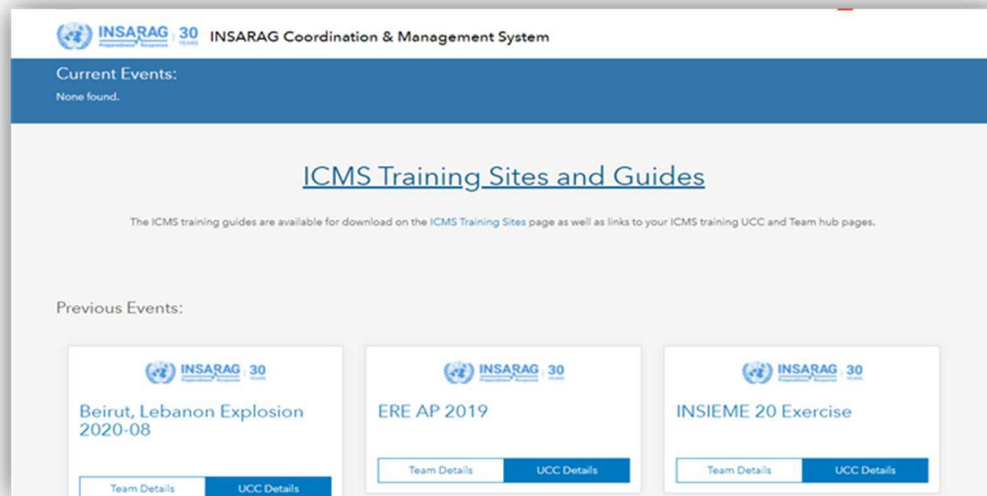


Figure 5-2. ICMS Training Guides

This is also the landing page where you can access a specific deployment. In the picture above, you can see the 'Beirut, Lebanon Explosion 2020' deployment. If your team were deploying to this event, your team account would have been added to the event by the IMWG allowing you to contribute data to the event.

Once you click on the ICMS Training Sites and Guides link (See Reference and Reading Material section for the URL), you will find user guides, presentations, and videos on how to carry out various tasks using ICMS and its different applications such as Survey123, Explorer, the QA application, Survey123 Hub, and the Dashboard.

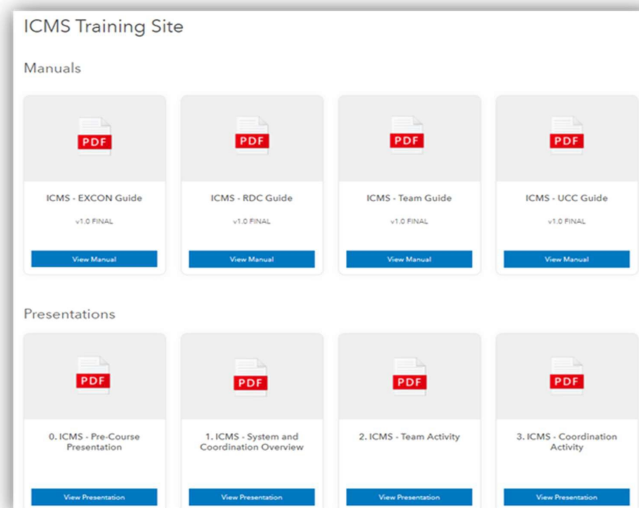


Figure 5-3. ICMS Training materials and Presentations

The training material hosted at INSARAG HUB (See Reference and Reading Material section for the URL) will be kept up to date as the wider ICMS System continues to be developed.

ICMS system has two different levels of access:

- **Team access** for sharing of information such as the Team Fact Sheets ahead of a deployment, and then data collection by teams in the field.
- **UCC access** for coordination of the wider response, which will be used by the coordination structures mentioned within this handbook.

Detailed information on how to access both levels of the system and carry out the tasks and functions that are mentioned in figure 5-4. below, and in the paragraphs that follow, can be found within the Training Guides on the INSARAG Hub.

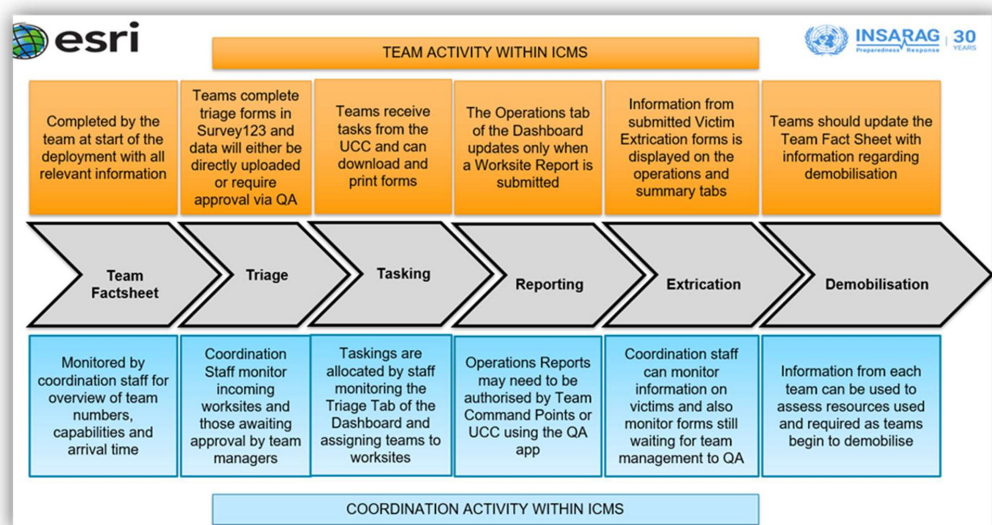


Figure 5-4. Detailed information on how to access both levels – Team and UCC access

5.2 The ICMS Dashboard



Figure 5-5. ICMS Dashboard

One of the primary applications that will be used to display operational information, and assist in the ongoing coordination of an event, is the Dashboard. It contains several tabs that can be accessed directly from the Hub. These tabs can also be selected from within the dashboard application.

The gathering of information for a deployment commences with initial notifications and alerts that may come from a range of sources, including the GDACS. GDACS is a cooperation framework between the United Nations, the European Commission and disaster managers worldwide to improve alerts, information exchange and coordination during major sudden-onset disasters.

The GDACS web platform also hosts the VOSOCC, which facilitates information exchange and coordination of bilateral assistance after major disasters.

As such, USAR teams will be familiar with uploading their Team Fact Sheet to the VOSOCC, so that the wider humanitarian community is aware they are monitoring or intend to mobilize to a disaster. Within ICMS, USAR Teams can update the same INSARAG Team Fact Sheet using Survey123. This can be done using either the mobile application, or the web-based application, and the Teams information is then displayed within the ICMS dashboard. This informs other teams deploying to the same event.

5.3 Gathering Information about Teams (Team/RDC tab)

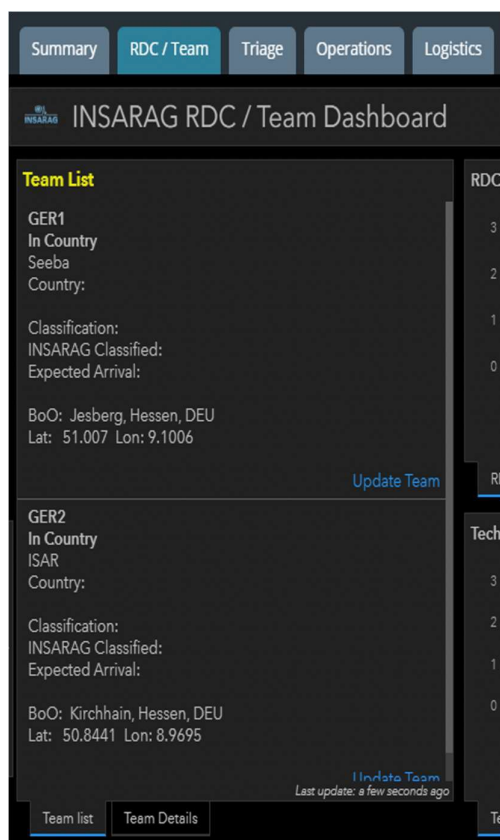


Figure 5-6. RDC Tab

Within the primary RDC responsibilities listed above, there is a requirement for the RDC to monitor and manage the registration and briefing of incoming teams. This will be determined by the ongoing situation, the information that is available, the team size, arrival time, and logistical requirements of those incoming teams.

The Summary and RDC/Team tab on the Dashboard provides an overview of teams who are responding, and access to all information that has been submitted within the Team Fact Sheets.

Coordination staff establishing an RDC, can update a team status through the 'Update Team' link on the Dashboard, which will open a web based Survey123 form to allow editing of the original form submitted by the Team.

For teams who arrive at the RDC without having registered on either the VOSOCC or within ICMS, Team Fact Sheets can be completed at the RDC to register their arrival in country.

Team Fact Sheet information can be downloaded as individual items or as a summary of the arriving teams within a spreadsheet using the Survey123 Application. Further guidance and reference material can be found within the ICMS UCC Guide.

5.1 Gathering information on Worksites and Assigning Teams (Triage Tab/Photo Gallery)

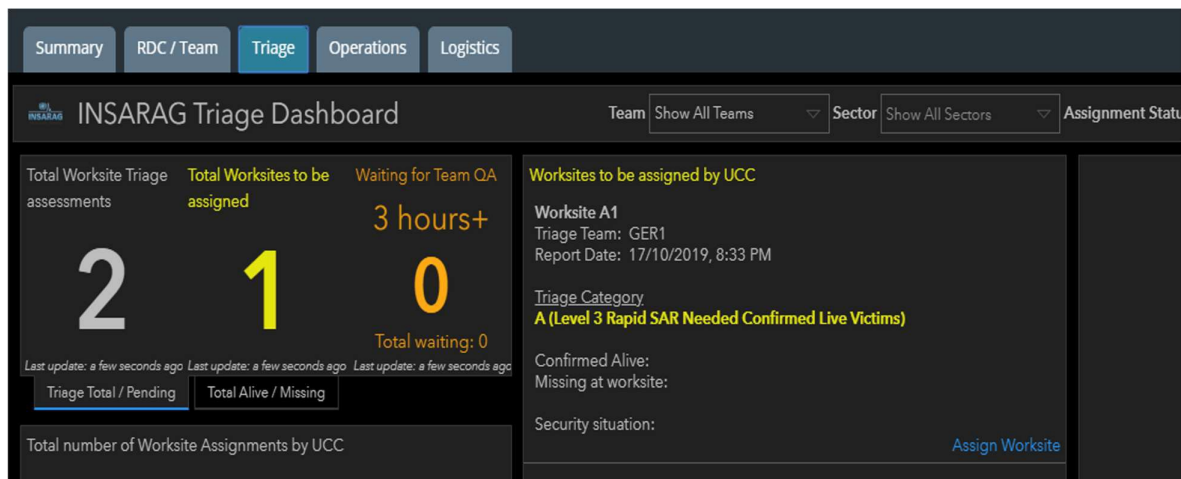


Figure 5-7. Triage Tab

The Triage Tab is arguably the most important information display, in that this is where UCC staff gets the results of the ASR2 missions about worksites and where staff can assign teams to worksites within the system. The UCC staff then send an email to the team or contact them in another way to physically notify them about the assignment.

The 'worksites to be assigned' area of the triage tab (with a blue background) presents a list of the worksites, with the highest Triage Categories and number of victims at the top of the list.

UCC staff can use this information with other known factors to assign the best suited team to a worksite. One tool for assisting in this process is the Team Assignment Plan. The ICMS system provides a link to "Assign Worksite" which opens a form that allows UCC staff to assign one or more team(s) to a particular worksite. This information pre-populates the "Assignment briefing package"

The Assignment Briefing package should be completed to show that the Worksite status is now 'Assigned', along with details of the Team(s) assigned, Date and Time of assignment, and reporting frequencies required. This process does not notify the Teams of the assignment, and the Worksite Assignment form will need to be downloaded and forwarded to them. Further reference material – ICMS UCC - Guide and the ICMS

Coordination Activity Training Presentation.

The ICMS process for receiving Triage forms from the teams, includes a team-based Quality Assurance (QA) process. The QA section of the Triage tab shows how many forms are waiting to be Quality Assured by the team, and after three hours of waiting for QA to take place, the number becomes larger and highlighted, to indicate the delay in processing the information.

UCC Staff can enter the QA system and complete the QA if the teams are not doing this. The priority should be to raise the issue directly with Teams in the first instance, but UCC access is available.

The Photo Gallery is on a separate tab and provides the ability to view photos taken during the Worksite Triage (ASR2) survey. The photos are designed to inform and help with prioritization and worksite assignment.

5.2 Gathering information about Worksite Progress (Operations Tab)

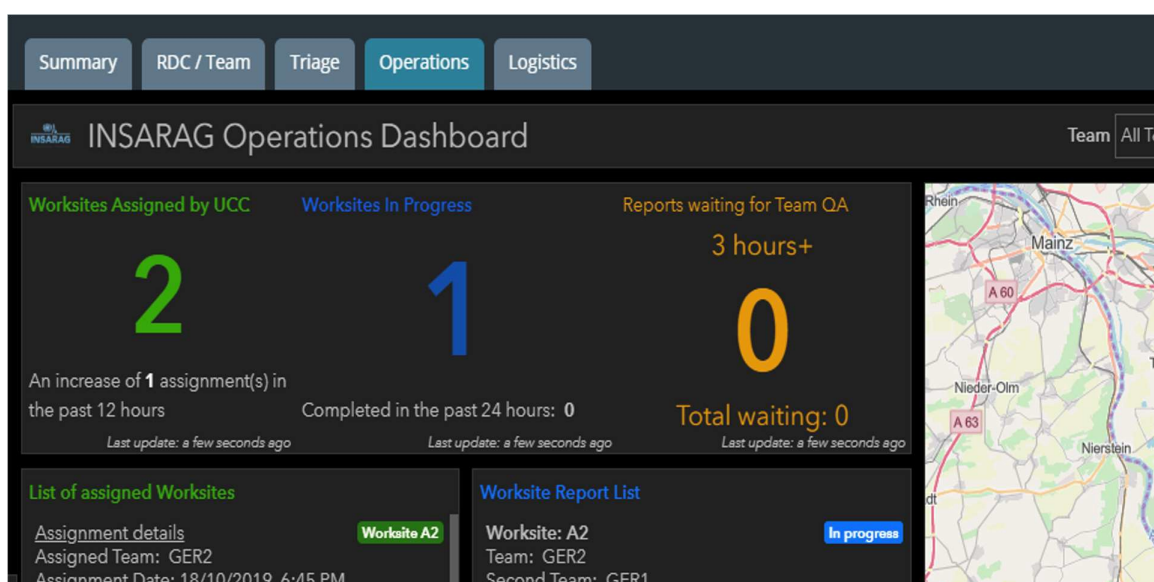


Figure 5-8. Operations Tab

The Operations tab displays information that is collected on the worksite report forms and Victim Extrication forms. It provides the ability to monitor and plan, as well understand the overall status of the event.

The sections of the Operations tab provide key filterable information to UCC staff and the OSOCC, which includes:

- Worksites assigned by UCC
- Worksites currently 'In Progress' – who have submitted a Worksite Report Form
- Worksite Reports awaiting QA
- Map showing sectors and assigned worksites
- Victim Extrication count and a summary of each Victim Extrication Form
- Victim Extrication Forms awaiting QA by teams
- Assigned worksite information: (Shows Triage detail)
- Worksite Report: Shows the most up to date or latest worksite report information
- Current worksite statistics – Worksites completed against the number assigned.

The completed Worksite Reports are available via the Survey123 Hub.

5.3 Logistical Support (Logs tab)

Dependent on how logistics are being managed, at UCC or Team level, a resource requests can be made using a separate Survey123 form. This was created specifically for teams to make requests directly into ICMS and maintain on ongoing status of the requested items.

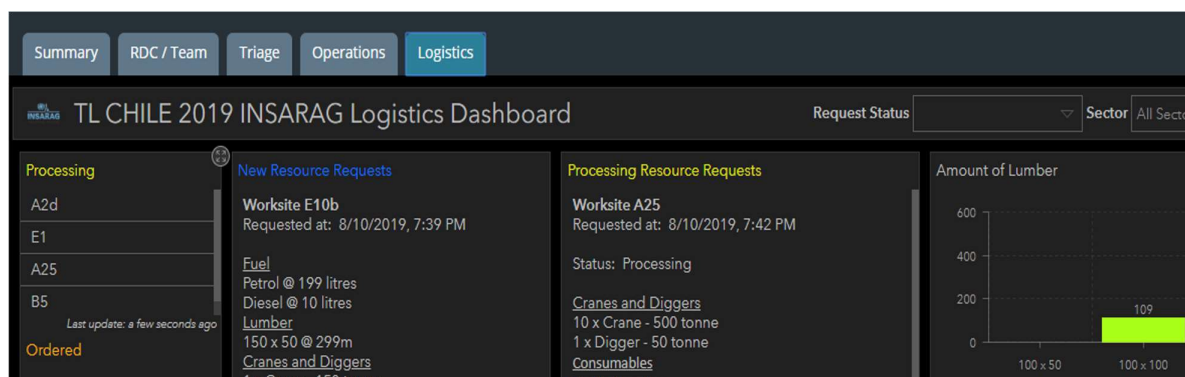


Figure 5-9. Logs Tab

Once the Survey123 'Resource Request' form is submitted by the team, ICMS receives the form and displays the request and its status on the dashboard. An 'Update Request' link on the Dashboard opens the Resource Request form and allows editing of the order status and lets UCC staff apply notes and expected delivery times. It should be noted that ICMS does not automatically order the requested items, it simply keeps a record of which requests have been made, and what action has been taken.

Reference material – ICMS Training Manuals (See Reference and Reading Material section for the URL).

5.1 Mission Progress and Reporting (Survey123 hub)

The Dashboard has been proven to be an excellent reporting and briefing tool at all levels of the response. The Dashboard can be shared using a dedicated viewer account, meaning that the information cannot be edited or changed, only viewed. The different tabs already mentioned can also be filtered to show different elements, this can include filtering the information by Team, by Sector, and by date periods.

Within the Survey123 hub, individual reports that have been submitted, such as Worksite reports for specific worksites can be downloaded as individual reports, bulk files, or the collected information can be downloaded within a spreadsheet.

5.2 Team Departure Processes (Team/RDC tab)



Figure 5-10. INSARAG Dashboard while Beirut Lebanon Explosion Response

UCC and RDC staff can monitor information supplied by the teams relating to Demobilisation information through the Dashboard. Previously, this consisted of a separate form, which was used only for Demobilisation information. Demobilisation information has now been added to the Team Fact Sheet and should be added or updated as soon as possible using the Team Fact Sheet that was submitted within Survey123, when the team deployed.

The RDC/Team tab will display the demobilisation information, specific to each team. This can be seen in figure 5-11 below.

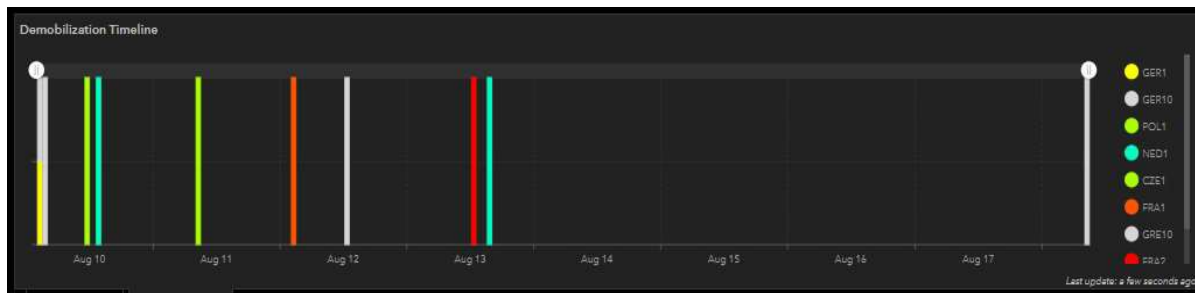


Figure 5-11. Demobilisation Timeline

Demobilisation activities undertaken by RDC include liaising with airport authorities and registering the departure of teams. RDC staff work closely with the UCC/OSOCC and the departing teams to coordinate the arrival time at the point of exit to ensure that overcrowding or excessive waiting does not occur during the departure process.

5.3 ICMS Backoffice

For any specific disaster, a new event account will be created by the IMWG. In this document, the Beirut Lebanon Explosion event has been used as an example.

Once the event has been created by the IMWG, deploying teams will be able to download all the relevant Survey123 forms as detailed in the ICMS Team Guide. It is important that Teams only use forms linked to the specific event or disaster, otherwise the information will not be sent to the correct dashboard.

The INSARAG IMWG are also able to provide Backoffice support during a response to assist with technical issues relating to ICMS.

6 SECTOR COORDINATION AND SECTOR COORDINATION CELL (SCC)

6.1 Sectorisation

When a small number of teams responds to a mission, they are directly coordinated by the UCC. However, as the complexity of a mission grows due to the arrival of more teams, increased areas of operation, and/or direction from LEMA, the UCC may decide to divide the operations within the affected area into geographical sectors to increase the effectiveness of the USAR coordination.

In management, span-of-control refers to the number of subordinates under a manager's direct control and is a good metric to assess the efficiency of an organisation. Limiting the number of subordinates encourages task delegation and creates agility in the organisation. For USAR operations the concept is converted to "span of coordination" to account for the fact that the UCC is not in control of the teams but coordinates them. Span of coordination is the number of teams (generally 5-8) the UCC can effectively coordinate before delegating some of its responsibilities to Sector Coordinators. Therefore, during a mission, as the number of teams exceeds the UCC's span of coordination the UCC staff will implement a plan to divide the area into geographical sections and then manage the information from each sector separately through Sector Coordinators. The focus of the UCC will then be on coordinating with the Sector Coordinators.

The benefit of sectorisation is improved information flow, both up from the teams and down to them. For example, creating sectors will reduce the number of sites taken into account when prioritizing sites as only triage information of buildings within the sector is used. Another benefit is simplified planning, since the number of teams available for assignments is reduced (i.e., within the sector's span of coordination).

6.2 Creating Sectors

Sectorising is deciding how many sectors to create and where to set their boundaries. The aim of sectorisation is to create the most appropriate number of sectors and to allocate the most appropriate number of teams to each sector. The creation of sectors should be done in collaboration with LEMA to avoid any overlap and duplication of effort. The INSARAG guidelines provide a naming system for sectors.

LEMA may already have set up geographical sectors for their operations based on municipality neighborhoods, emergency service jurisdictions, or other criteria. The UCC adopts the sector plan provided by LEMA. In addition, the UCC staff may suggest to LEMA more sectors due to the number of USAR teams, the distribution of collapse sites, damage to infrastructure restricting USAR team movement, or other issues that the UCC staff identify as a reason for creating a sector. The UCC needs to be flexible and could be creating new sectors and merging existing sectors throughout the mission.

6.3 Appointing Sector Coordinators

The UCC may set up sectors for geographical purposes without appointing Sector Coordinators. However, as the number of teams increase in a sector, the UCC needs to consider whether to assign Sector Coordinators. To explain how to identify the need for Sector Coordinators an example of how a situation can grow is given below. The example starts with four operational sectors and five USAR teams (see figure 6-1. below). At this level of complexity, it is possible to conduct simple and effective Team Leader briefings at the UCC, receive timely information, and process planning information rapidly without Sector Coordinators.

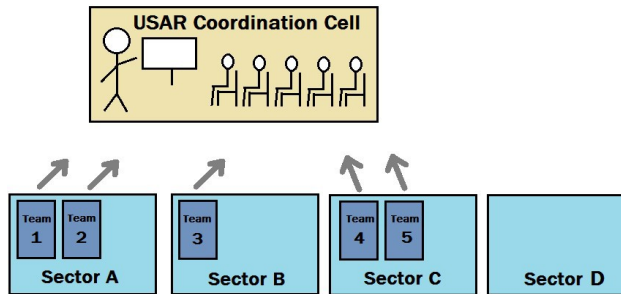


Figure 6-1. Example of response when four operational sectors and five USAR teams are in place

If the number of teams increases to twelve (12) and Sector Coordinators are not appointed, the structure may be ineffective as now twelve (12) people are communicating with the UCC (see figure 6-2. below). The increase of teams now reporting information to the UCC increases the time the UCC staff needs to conduct Team Leader briefings, receive information to process for planning, to go through the planning process, and to assign teams.

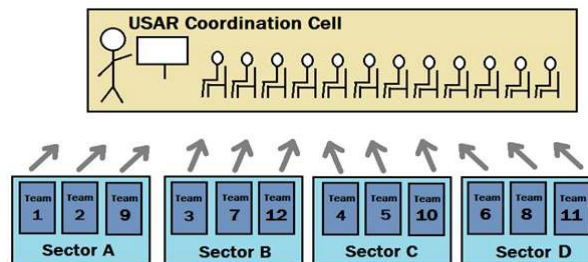


Figure 6-2. Span of coordination because of increased number of arrived teams

At this point, the number of teams has exceeded the UCC's span of coordination the UCC should appoint a Sector Coordinator to each sector from the teams operating within the sector. In the example, after appointing Sector Coordinators, the UCC coordinates with four people instead of twelve (see figure 6-3. below). The Sector Coordinator becomes the representative for each of the teams to the UCC and engages in coordination activities for all teams within their sector. Communications between the UCC Manager and individual international USAR team leaders is now through the Sector Coordinators.

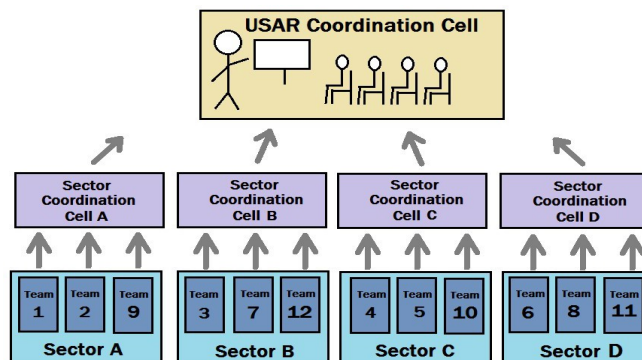


Figure 6-3. Meeting and briefing flow when SCC is established

6.4 Sector Coordination Cells

The location of the SCC may be the BoO of the appointed Sector Coordinators, or in another location convenient to all of teams within the sector. The layout, functions, and display information in the SCC are the same as in the UCC but tailored to the needs of the sector. SCC's are in contact with each other and share information, but the coordination of the SCC's is performed by the UCC.

All decisions on asset allocation to the sectors are made at the UCC and communications with the OSOCC is only through the UCC. Communication structure with LEMA. Flexibility is key on this point and communications may vary between missions. In some cases, LEMA may only have liaisons in the UCC. If so, site priority and team assignment decisions are made at the UCC. In other cases, LEMA may have subordinates in the SCC to expedite decision making at the SCC level. In such cases, site priority and team assignment decisions can be made at the SCC and are reported to the UCC.

Sector Coordinator Cells, in close cooperation with the UCC staff and sector-assigned teams, are responsible for:

- After UCC briefings, conducting individual sector briefings tailored to the specific conditions and information relating to their areas
- Reporting directly to the UCC Manager lists of priorities and immediate needs
- Coordinating all operational and administrative components of their sector
- Distribution of all tactical objectives within their sector
- Collecting and collating all reports from their sector using the INSARAG coordination tools and forms and sending these to the UCC.

As the SCC speaks for the UCC, USAR teams will:

- Receive and accept tasks in coordination with the SCC
- Report progress or updates, needs and other details to the SCC
- Send representatives to SCC briefings authorized to make decisions and accept assignments.

6.5 SCC Staffing, Equipment and Sustainability

The UCC should assign a classified USAR team to establish and run the SCC that has not already used their USAR coordination personnel. This ensures the team still has its UCC cache available for use within the SCC. Personnel should have sufficient equipment to operate in the coordination cells (Annex E).

The following annexes provide qualification requirements for SCC personnel:

- Annex A: General Qualifications Requirements for Coordination Personnel.
- Annex B.3: Position Qualifications Requirements - SCC

Position checklists for SCC are in the following annex:

- Annex C.3 Position Checklist - SCC

The SCC is expected to be in the BoO of the team assigned Sector Coordinator and therefore, sustainability of the SCC members is the responsibility of the team.

7 USAR COORDINATION ACTIVITIES FROM A TEAM'S PERSPECTIVE

7.1 Pre-Arrival

7.1.1 Monitor VOSOCC for information

Information about the RDC and UCC, such as location, which team is managing it, and contact details will be posted as soon as it is available. Consider the need to supply people to the RDC and UCC and make appropriate arrangements.

Information about the situation and operations will be posted by the UN RSB/OCHA, other USAR teams, and from relief teams.

7.1.2 Collect information country and disaster situation information

The teams should have a method to collect information about the affected country and the disaster situation. Pertinent information that could be of use to other teams should be shared on the VOSOCC by the team, with RDC or with UCC. The teams can use the following form to guide on what to collect them:

- *Country Information - Affected Area Information Template.*

7.1.3 Share information on the VOSOCC

Fill in the automated Team Fact Sheet on the VOSOCC. The VOSOCC format is only basic team information to show which are responding and may influence the decision of others (e.g., few teams are going so we should go, or so many teams are going so we should not go). The Team Fact Sheet on the VOSOCC also confirms for the ERS and the Resident Coordinator (RC), which teams, are deploying and when.

Teams are expected to share relevant information that they collect that could be useful to other teams, for example, information provided to them by their Foreign Ministry and Embassies. These entities often have information about security issues in the country and can provide information about local conditions.

Be disciplined in what you post, keeping it to essential information to avoid unnecessary clutter making it hard for others to find useful information. While wishing teams a good mission is a nice gesture, this type of information is not needed for coordination and should not be entered into the VOSOCC.

Start working on securing vehicles before you leave their home country. Some countries contact their embassies and ask them to arrange transport prior to arrival.

7.1.4 Safety and Security Plan

As soon as information comes in about the disaster situation and security context, a team should start developing a safety and security plan. The following form can help the formulations of such plans with guidance from OCHA and UN DSS posted on VOSOCC by ERS:

- Safety and Security Plan – INSARAG website

In a pandemic response, teams are required to fully familiarize themselves with the Operational

Guidance on Field Response in a Pandemic as prepared by the INSARAG Medical Working Group available on the Insarag website.

7.1.5 Place full Team Fact Sheet information on ICMS

When detailed information about the deployment is ready, fill in the Team Fact Sheet on ICMS. The ICMS guides users on how to place full Team Fact Sheet information on ICMS. The ICMS Team Fact Sheet includes mobilisation and demobilisation information, which teams constantly update as this mission progresses. The form name is:

- *USAR Team Fact Sheet & Demobilisation Form – application.*

7.1.6 Bring Paper-based Team Fact Sheets

The teams may need to provide the RDC and/or the UCC with a paper version of their Team Fact Sheet and should prepare a set of copies prior to deploying:

- *USAR Team Fact Sheet & Demobilisation Form – paper based.*

7.2 Arrival at Point of Entry

7.2.1 Customs and Border crossings

Upon arrival at the point of entry (airport, seaport, land) proceed to the border crossing to complete Immigration and Customs processes. Check the VOSOCC to see if there are any recent updates with information about how to proceed through border crossings.

Have all documentation (passports, vaccination information, letter of invitation from the government of the affected country) readily available for its members. Documents for the equipment, such as the manifest and the Dangerous Good documentation also need to be readily available by team management/logistics:

- *A list of all documents is in the RDC section.*

If experiencing problems or delays with either the Immigration or the Customs processing, try to contact the RDC for assistance, since the RDC will have talked to the airport authorities and tried to facilitate easy passage for teams. The RDC might be set up in a location before the teams go through Customs where the teams can access them directly, or they may be located in the Arrival Hall. In the latter case, the teams will need to contact the RDC via phone or internet.

7.2.2 Register at RDC

Upon clearing the border crossing, send two team representatives to the RDC to register the team and get information. The RDC should be in a location where it is easily found in the Arrival Hall, marked with a big UN flag. If not obvious, the teams should look for it, check the VOSOCC for location/contact information, or contact ERS (directly or through home base).

The RDC may have designated an area where the team members can wait, if not, the team finds an appropriate place.

Share with RDC with any experience from the border crossing that would be useful for other teams to be aware of.

Check with the RDC whether they are fully staffed or whether you should leave personnel there to help run it.

7.2.3 RDC briefing and information displays

The RDC will be in contact with the UCC and should have all the latest information that is relevant for the team about the operations.

The RDC will seek to have information for the team. This may include where they could set up a BoO; how to get to the UCC, how to contact the UCC and when and how to go there; and whether the team has been given an assignment by the UCC and need to deploy immediately.

The RDC will try to collect and make available to teams' information about the country itself and available resources. While it is the responsibility of the team to collect general information about the country before their arrival, the RDC will try to have specific information, such as where to find ATMs, local maps, fuel, etc. Some of the information is reorganized and presented through wall displays, if the RDC has the opportunity to do so.

The RDC may give the teams handouts, such as one based on the:

- *RDC Briefing Handout.*

7.2.4 Transport and maps

If the team has not already secured vehicles, doing so at the port of entry will be of high priority. In some cases, LEMA has assisted incoming teams to secure transport, but the responsibility is the team's. The RDC shall try to collect information about transportation to share with the team.

Find out if it is possible to get local maps at the port of entry.

7.2.5 Communication

Find out if it is possible to get local SIM cards.

7.2.6 Drivers, guides and translators

If you have not already secured drivers, guides and translators, the RDC might have information to help secure such personnel

7.2.7 Offer staffing support to RDC

Enquire whether the RDC Manager needs extra personnel to manage the RDC.

7.2.8 Update VOSOCC and ICMS on team status

Before leaving the point of entry, update the VOSOCC and ICMS on team status being in country (choose "deployed" on VOSOCC and ICMS status).

7.3 Base of Operations

The RDC or the UCC will give the teams information about the BoO or possible BoO locations.

When more than one teams are located close together, it is recommended that the BoO Managers would cooperate on joint areas.

As soon as the BoO location is known, start making evacuation plans. A planning guide is available to the teams through the following form:

- *Evacuation Plan. – INSARAG website*

7.4 Communicate with UCC

7.4.1 Report to UCC upon arrival

Team management reports to the UCC as soon as possible. The UCC should already have knowledge about the arrival of the team through the Team Fact Sheet on the VOSOCC, from the RDC, and/or from the ICMS. Therefore, the UCC may already have assignments ready for the team before it arrives. If not previously done, confirm the correct GPS datum and approved radio frequencies to be used.

7.4.2 Obtain a reporting schedule

The team will receive information from the UCC on which meetings to attend and when, reporting times, operational periods, and other necessary information relevant to the coordination of the operations.

The UCC will provide teams with information about how to communicate with the UCC. Options include through the ICMS, email, Mobile phone, radio, and runners.

Report immediately any incidents in the field, in the BoO, or when travelling that affects the ability of the team to function or is of interest to the UCC or other teams.

7.4.3 View information display

The UCC staff may have set up information displays for team representatives in order to reduce the need for direct communication between the staff and team representatives. Visual displays will vary between events, but the general list is in:

- *Annex F. Information Displays.*

7.4.4 Participate in UCC Meetings and briefings

The UCC has held briefings to inform team representatives of the situation and give team assignments. Although, with the invent of ICMS, UCC briefings may not be necessary to assign teams, it is still likely that face-to-face meetings are important. UCC will provide information on meetings and meeting schedules.

7.4.5 Logistics requests

Coordination of logistics is provided by UCC to the extent possible. The UCC will communicate team requests to the LEMA and coordinate any support from LEMA to the teams. Get information from UCC about local connections on where to get such supplies, and support from LEMA.

Teams can send their logistics units to look for stores and locations for resupply and can share useful

information about logistics with the UCC to share with other teams.

The ICMS has a tab dedicated to logistics requested from the teams. If the teams monitor the logistics tab they can contribute to the overall coordination of joint resources.

7.4.6 Offer staffing support to UCC and supply a liaison if needed

Enquire whether the UCC Manager needs extra personnel or equipment to manage the UCC.

Apart from the direct requirement for UCC coordination staff, a liaison officer may be used to facilitate communication and decision making between the UCC and the team. This is decided based on the circumstances of the mission.

7.5 Communicate with SCC, if assigned to a sector

The UCC will create sectors and allocate sector coordinators. When teams are requested to coordinate with a sector coordinator, the SCC will provide the team with information on what information to provide and reporting schedules.

7.6 Information Exchange for Assignments

7.6.1 Team management receives assignments from UCC

Team management receives assignments from the UCC in the form of:

- *Assignment briefing package.*

7.6.2 Field Personnel provides information to ICMS or through a paper-based system

Field personnel fills in and uploads the following forms onto the ICMS, or provided to the UCC through a paper-based system:

- *Worksite Triage Forms*
- *Worksite Progress Forms*
- *Victim Extrication Forms*
- *Humanitarian Needs Identification Forms.*

The forms are sent in based on the reporting period given by the UCC, or when main activities are accomplished, such as the start of operations or the end of operations. For the ICMS to register that a USAR team has begun operations on a site, the team must send a Worksite Progress report. Therefore, send a Worksite progress report as soon as you arrive at the scene of an assignment.

7.6.3 Team management provides quality assurance of field information to ICMS

Team management is responsible for the quality assurance of information that is uploaded by the field personnel by verifying the information.

7.6.4 Provide summary information to the UCC

Team management provides the UCC with summary information using the following form:

- *Incident-Sector Situation Report Form.*

7.7 Demobilisation

7.7.1 Update VOSOCC and ICMS Team Fact Sheet

Use the following form to update the ICMS:

- *USAR Team Fact Sheet & Demobilisation Form.*

7.7.2 Provide mission summary reports

Provide the UCC with departure information as soon as it is decided. Submit to the UCC:

- *Mission Summary Form.*

7.7.3 Register departure at RDC

Register with the RDC to confirm that you are leaving. If the following report was not submitted to the UCC, then submit it to the RDC:

- *Mission Summary Form.*

7.7.4 Release local personnel

Release drivers, guides and translators that are still working with you.

7.8 Damage Assessment Coordination Centre

Beyond-the-rubble activities are ad-hoc in nature and therefore the coordination of such activities is established based on needs. USAR teams trained in setting up INSARAG coordination mechanisms should be able to design and implement a coordination structure that links with LEMA based on the tasks at hand. For example, in 2019, the concept of a Damage Assessment Coordination Centre (DACC) was established during an earthquake response to coordinate the efforts of international engineers with the national engineers.

The objective of a DACC is to vacate buildings that are dangerous and to let people know which buildings are safe to occupy. Only licensed engineers from the affected country have the legal rights and obligation to authorize whether buildings are deemed safe for occupation. Assessing all damaged buildings can be a large undertaking and therefore it may be of value for national engineers to have the help of colleagues from abroad. The legal responsibility always stays with the national engineers; the role of the international engineers is to advise the national engineers. The coordination of the international engineers needs to be conducted alongside the coordination of national engineers to ensure that the national and international engineers work in teams and use a common assessment method. Therefore, the DACC must work with the national building authorities regarding assessment methods and with municipality building authorities regarding the fieldwork. The DACC is expected to be operational while the UNDAC team is operational. USAR teams should consider the possibility of supporting the DACC operations by allowing their chartered/licensed engineers to participate in these activities and by supporting the running of the DACC operations.

8 FIELD COORDINATION BETWEEN UNDAC AND INSARAG TEAMS

8.1 The UNDAC Team

The role of the United Nations Disaster Assessment and Coordination (UNDAC) is to support the United Nations and governments of disaster-affected countries during the first phase (3-4 weeks) of a sudden-onset emergency. As part of such support, the UNDAC team assists in the coordination of incoming international relief and USAR teams.

An UNDAC team is deployed by UNOCHA RSB following a request from the National government and/or the UN Resident Coordinator (RC); these members can deploy at short notice (12-48 hours) from anywhere in the world. RSB will deploy 2-10 UNDAC team members depending on the size of the event. A team will be comprised of UNDAC trained national disaster management experts and UNOCHA staff members, and in some cases members from other UN agencies. As with all emergency responses, an UNDAC team will be tailored to the type of event and needs of the situation.

UNDAC's core mandates are assessment, coordination and information management. The UNDAC team – in line with the mandate of OCHA – focuses on the overall coordination structure of the international response. The UNDAC team therefore looks at many different aspects of the response. These aspects include national level entities, such as the RC, the Humanitarian Coordinator, the UN Country team, the Humanitarian Country Team, and field level entities from the OSOCC, including the RDC, UCC, EMTCC, and so on.

In their role as coordination facilitators, the UNDAC team takes immediate steps to gain an overview of the situation in country, humanitarian operations and existing coordination mechanisms. UNDAC will meet with numerous entities responding to the event, beyond UN entities and LEMA, such as the IFRC, non-governmental organisations, and military personnel. The purpose is to understand their mission-specific mandates, efforts being undertaken, information sharing processes, gaps in information, capacities and/or needs and any obstacles that might be in their way. The UNDAC team will use this information to evaluate current coordination structures or decide whether changes should be suggested to strengthen them. Coordination measures include holding general coordination meetings for all responding actors and, depending on actions already taken by the Humanitarian Sector Coordination Leads, initiating coordination meetings within humanitarian sectors. Note that in USAR terminology, a sector is a geographical division, in humanitarian operations a sector is a clustering of activities.

It is the role of the UNDAC team to ensure that the UCC is informed of any humanitarian issues that are relevant to the USAR operations. The UCC staff needs to be familiar with key aspects of the humanitarian coordination structure regarding planning activities once the rescue phase is over. The figure below shows the humanitarian cluster system and their lead organisations. Some countries, where UN agencies are working, may already have some of the clusters operating when a disaster occurs. A key priority for the UNDAC team is to obtain information about the existing clusters and determine the need for setting up additional clusters.

All humanitarian response plans need to be based on recent assessments of the needs. UN agencies have in place assessment mission guidelines, and so do many relief organisations and all have to be aligned with national assessments. In an effort to reduce the number of times communities are assessed and make the most use of assessment mission results UNDAC members strive to coordinate assessment missions and encourage information sharing of the results.

The UNDAC members will be given different assignments by the Team Leader and through their collective efforts, the team gains an overview of the operations, such as who the actors are, how things are going, and coordination links with LEMA. The UNDAC follows a reporting cycle that includes sending daily sitreps

to the UN Resident Coordinator and their RSB contact person in Geneva. UNDAC sitreps are internal to UNOCHA, but are used to inform official UNOCHA sitreps that are published on the VOSOCC. In their capacity as coordination facilitators, the UNDAC team is a resource for all responding entities for information and advice on how to link into the coordination mechanism. When the UNDAC leaves, the TL will handover any ongoing activities to the UN Resident Coordinator.

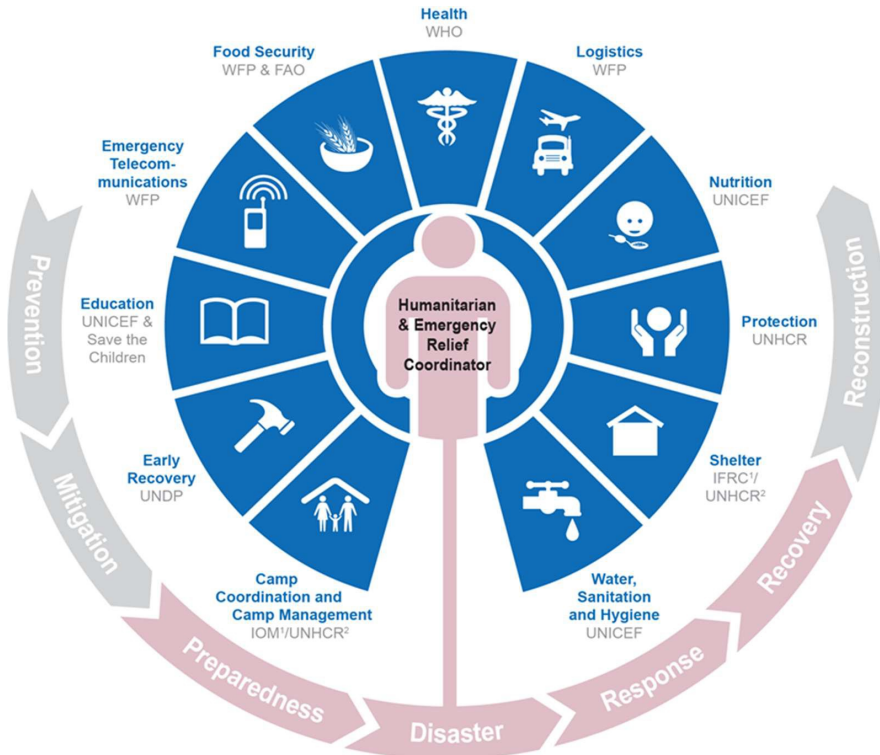


Figure 8-1. Humanitarian clusters and lead agencies

8.2 The OSOCC

In order to create a physical space for coordination activities, UNDAC teams set up and manage an OSOCC within the area of operations. Having a specific location where responding entities can go to for information sharing helps provide stability in the beginning of a mission when things may still be unclear, uncertain, and telecommunications are unstable.

The OSOCC structure is divided into four management components: Management, Situation, Support and Operations (see figure 8-2. below from OSOCC Guidelines, Chapter B.3.5. See Reference and Reading Material section for the URL). In line with the OSOCC Guidelines, the USAR Coordination Cell is part of the OSOCC structure, under the Operations Function and as such USAR activities are reported to the OSOCC Operations Manager who in turn reports to the OSOCC Manager. Other entities also link to Operations, such as RDC, EMT and CMCoord. As indicated in the figure, the OSOCC may establish Sub-OSOCCs as needed. The OSOCC Operations Manager will also be responsible for the link with the RDC. It is important to note that a USAR Sector Coordination Cell is not a Sub-OSOCC.

The UCC reports to the OSOCC on USAR activities (coordination, operations, rescues, etc.). This UCC information, which will be reported as needed, but minimally once daily, will be used by the UNDAC team in different communication channels and reports (e.g., situation updates, media message, communication with the LEMA, Donors, HCT, etc.).

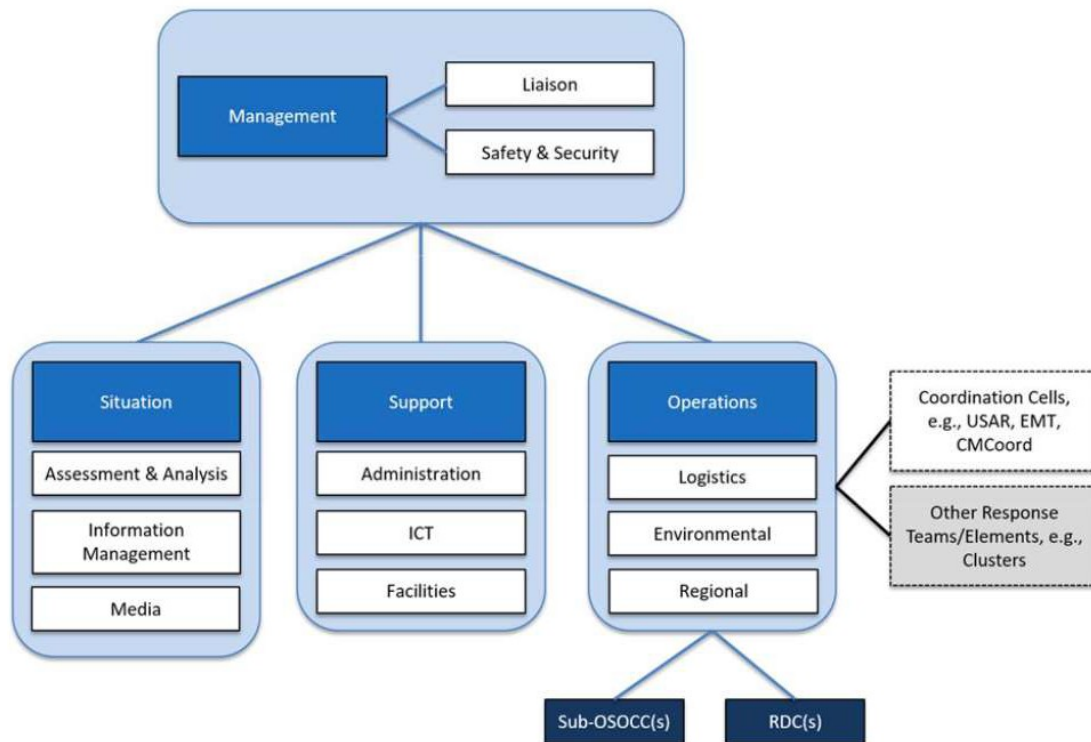


Figure 8-2. OSOCC structure

8.3 UNDAC role in supporting UC activities

A deployment of USAR teams in response to a request for international assistance will trigger an UNDAC deployment. Experience has shown that most USAR teams arrive before the UNDAC team; however, UCC Managers should always expect to establish liaison and coordinate with an UNDAC member early on in the mission. UNDAC team members have a varying degree of knowledge and experience in USAR operations. Therefore, RSB (during deployment) or the UNDAC team leader (after the team has deployed team) will choose an experienced USAR person within the UNDAC team to be the liaison with the UCC Manager. In some cases, RSB specifically chooses UNDAC members with UC training to be on the UNDAC team.

In support of USAR coordination, the UNDAC team will monitor the operations and take steps to confirm that the coordination structures between the RDC Manager, the OSOCC Manager, the UCC Manager, and the LEMA are operating effectively, and report to OCHA. If not, UNDAC will take steps to support the UCC in building effective communication lines. The UNDAC team will show initiative in coming to or contacting the UCC to confirm that the operations are working smoothly. The UCC Manager should contact the OSOCC if the manager needs assistance in setting up the coordination structure.

The USAR teams can look to UNDAC for support for any aspect of the mission. Below are listed number of areas where the UNDAC team engages with the RDC and UCC:

Advocacy

With LEMA, in support of the UCC (some of these can be done by the RSB prior to team arrival):

- Request and negotiate for the authorization to set up an RDC to coordinate the incoming USAR

resources

- Request Customs clearance of USAR equipment
- Request and/or negotiate for the setup of a BoO and/or specific support to USAR activities
- If required, serve as a neutral broker between UCC and LEMA in the discussions on BoO arrangements and ensure that USAR activities are aligned and compliment national response efforts following consultations with the authorities leading the response
- Engage in UCC discussions to support and facilitate UCC's discussion on sectorisation and assigning teams if and when there are diverging views amongst stakeholders and/or LEMA
- Be present and provide strategic support having an oversight and taking into account the overall humanitarian response.

With United Nations Agencies, International NGOs and USAR teams:

- Ensure visibility is provided on USAR activities through reporting
- Ensure coordination linkages between USAR activities, USAR Beyond-the-Rubble activities, and other Humanitarian areas of work, such as environmental emergency management, shelter, emergency logistics, assessment of damaged buildings, e.g., schools, health facilities, government, residential, commercial building, and DACC activities
- Ensure the USAR operations follow the humanitarian principles and Government policy, such as curfew, prioritization of operations based on needs, code of conduct respected, etc.

Strategy

The UNDAC team can play a key role in discussions with the UCC and with the LEMA on when to end the USAR operations, on possible transition of team activities to Beyond-the-Rubble activities, and DACC activities. Such transitions can have a political element. Beyond-the-Rubble activities must be needs driven, requested and coordinated by the LEMA or a respective agency, and must include from the beginning a clearly defined exit strategy. These activities need to be carried out within the existing coordination structures. When undertaking Beyond-the-Rubble activities, USAR teams would need to coordinate with the humanitarian sectoral working groups or related coordination entities (e.g., WASH cluster). UNDAC can provide the UCC with information about how the humanitarian actors operate and coordinate. UNDAC and the UCC should then provide guidance to the USAR teams to ensure all measures are taken so that the additional resources and support offered by the USAR teams are done in coordination with the established coordination structures and dedicated actors (clusters) in that area of work. An important point of discussion is that these activities will only require parts of the team (engineers, doctors, rescue squads) and plans need to be made on how they will be supported.

Logistics and other Operational Support

The UNDAC team, in collaboration with the logistics clusters and humanitarian sector coordinators, will have an overview of the logistics needs of the humanitarian responders (national and international). This will allow UNDAC to facilitate the exchange of information on the potential demand and supply of given logistical support.

At local/tactical logistics level, UNDAC should foster the pooling of resources and general support to all responders. Examples of such support include:

- The provision of internet connectivity to all responders, including USAR teams in the UCC
- The provision of mapping and printing support to USAR teams
- The provision of logistics related information to USAR teams (e.g., list of transport company, hotels, etc.)

- Conversely, assets and services of USAR teams might be requested in support of the UNDAC team or other responders in case of emergency. This could include logistics support, use of generators, etc.

8.4 Field Coordination between UCC and UNDAC/OSOCC

Each response mission will require its own field coordination arrangements depending on the operational context and requirements. The UNDAC Team leader, the Deputy, or the OSOCC Operations Manager and the UCC Manager will agree on their coordination arrangements. The arrangements will largely depend on the complexity of the USAR operations, the political arena, the operating environment, the staffing capacities within both the UNDAC team and the UCC team.

Two main coordination models are recommended as described below:

Standard model

The UCC Manager – a trained and experienced member of the USAR community – is in regular contact (physically or remotely (phone/email) with the OSOCC Operations Manager, who would be an UNDAC member. Such collaboration is the standard model as per the OSOCC guidelines and UNDAC Handbook whereby all OSOCC Operations Cells (USAR, EMT, Environment, Logistics, etc.) report back (in various ways – ICMS, briefing, etc.) and are accountable to the OSOCC at least daily. This communication channel allows both the RDC with incoming USAR Teams, the UCC and the OSOCC Operations Manager to exchange information on ongoing activities (progress report) and raise issues of concerns that could fall under the UNDAC role in USAR activities.

Liaison model

In this model an UNDAC member is in the UCC. Based on the requirements, the presence of the UNDAC member might be full-time or part-time. This model might be preferable when dealing with a complex and/or sensitive political and operating environment where it is felt that the presence of a USAR experienced UNDAC member within the UCC “office” could bring value to the response. This person can bring strategic oversight and support to the UCC in seeing the “big picture” with linkage to the overall humanitarian response. By being physically present in the UC, the UNDAC liaison can bring guidance to ensure that the overall USAR response is an integral part in the coordination of the disaster. This model mainly allows for a faster communication exchange and enhanced collaboration.

9 MAPPING AND GLOBAL POSITIONING SYSTEM

9.1 Mapping

Well-constructed maps can provide an effective strategic view of an event combining multiple data elements into one document that enhances situational awareness and allows it to be easily shared. In addition, maps of a very specific area or a very specific theme can provide detailed information for tactical use. Products of both types ultimately support strategic and tactical decision-making before, during and after an emergency or disaster. Maps should be made available for distribution to arriving teams as soon as possible.

Examples of readily available maps after a disaster include:

- Aerial
- Orthophoto imagery
- Satellite
- Street
- Topographical
- Tourist.

While these maps may not be completely up to date, they provide a useful starting point for planning. When selecting, developing or requesting maps there are several critical data elements to include:

- Key Locations
- Worksites
- Bases of Operations
- Arrival Points
- Hospitals
- Travel Routes
- Hazards.

9.2 Obtaining Maps before Deployment

Internet access will typically be limited upon arrival in an affected country so teams should prepare maps in hard copy and soft copy format as part of the mobilisation process.

Multiple copies of these maps should be available (laminated when possible) and include the information described previously. Overall maps of the affected area and the area surrounding the airport of arrival should also be printed.

Mobile devices can use global positioning even when off-network. Therefore, downloaded maps, aerial satellite images, and other images should be “cached” prior to deploying. This may be done using a computer or one of the many smart phone applications that allow this.

9.3 Virtual OSOCC

Maps and satellite imagery from various providers are shared on the VOSOCC through the GDACS Satellite Mapping and Coordination System (SMCS). It provides a communication and coordination platform where organisations may monitor and inform stakeholders of their completed, current and future mapping activities during emergencies. This service is facilitated by the United Nations Institute for Training and Research (UNITAR) United Nations Satellite Center (UNOSAT).

How can I request a map on the VOSOCC

A very effective method to obtain maps is the “MAPS” button on the VOSOCC. By using this link, it is possible to obtain detailed maps and products created by a group of experienced emergency cartography personnel who can upload the maps in a timely fashion.

Any user can request maps through the VOSOCC. To use this feature, navigate on the VOSOCC to the newly created emergency page and select the “MAPS” option as shown below:

Hover your cursor over ‘Maps’ and choose ‘Request map’, then complete the form with the title and description of the required map (or satellite image). When saving the form, UNOSAT’s Rapid Mapping Unit will be notified and process the request. Once the map has been produced, it will be uploaded in response to the on-line request on the VOSOCC.

The screenshot shows the VOSOCC interface. At the top, there's a navigation bar with tabs: Disasters, Simulator, Training, Meetings, Discussions, Users, Lists, and Statistics. Below this is a secondary bar with 'CURRENT DISCUSSIONS' and 'RELIEF TEAM DIRECTORY'. A sidebar on the left lists various categories: Alerted Rosters, Situation (with sub-items: Situation overview, Status of request for assistance, Comments), Operational environment (with sub-items: Country baseline data, Operational priorities, Security situation, Environmental risks, Customs and immigration, Airports, Communications, Comments), and Response coordination (with sub-items: Coordination setup, Reception/Departure Centre (RDC), LEMA updates, Assessment and reports, Comments). The main content area is titled 'Map details' and contains a form with the following fields: 'Map title' (text input), 'Map date' (Day, Month, Year dropdowns), 'Description' (text area), 'Category' (dropdown menu), 'Status' (set to 'Requesting'), 'Is public' (checked checkbox), and 'Show on discussion website' (checked checkbox). At the bottom of the form are 'Cancel' and 'Submit' buttons.

Figure 9-1. Map Request on VOSOCC

By selecting this feature, a dialogue box opens to request specific items. Ensure the request is as clear and specific as possible to assist the staff in meeting your request. Request that replies be sent to a specific person via email whenever possible. Specific items to include are:

- Type and Style of Map Required (e.g., topographic, aerial imagery)
- Scale or Extent
- Paper Size (A1/A3/A4 – see below)
- Format (hard or soft copy)
- Any additional data needed.

When the new map(s) arrive:

- Acknowledge receipt
- Distribute appropriately
- Destroy or Archive Old Versions of the Same Map(s).

The VOSOCC also provides a space for its user community to share maps relating to the emergency. All users can upload maps; they can also request UNOSAT to provide on-demand maps and/or satellite imagery through the VOSOCC.

Where can I find all maps in a disaster discussion on the VOSOCC

To access all maps that have been produced in a given disaster discussion on the VOSOCC, choose 'All maps' under the 'Maps' menu. You will find that the maps are grouped by category, such as baseline information, coordination or situation. Click on the relevant category to access related maps. Click on the thumbnail, the map will open in a different tab and you will be able to save it.

How can I upload a map to the VOSOCC

You can either upload a map you have saved as a file on your computer or provide a URL link to a map stored online. In both cases, hover your cursor over the 'Maps' menu, and choose 'Upload map' from the dropdown list. Next, fill out the form: choose the category which best describes the content of your map and provide a name, which would describe the content and/or purpose of the map (e.g., OSOCC and RDC location). If necessary, provide a brief description of the map. If you are uploading it as a file, browse for it on your computer and leave the 'Map URL' field empty. If you want to share a link to a map on another website, copy and paste it into the 'Map URL' field. You can set a thumbnail (a reduced size image of the map) by either uploading it in JPEG format or providing a link to one online. Although not obligatory, the following information is useful for the classification of maps in the database: the country, institution or organisation, which uploaded the map, the country, institution or organisation, which created the map, and, in emergencies where more than one country is affected, which country the map is covering. Click 'Save' to upload the map.

An example of a well-constructed mapping product from the VOSOCC is presented in Annex K.

9.4 ICMS Mapping

As part of ICMS, the Explorer application allows users to see a map of the deployment area, current location, and the worksites that have been identified directly on a mobile device. Explorer also links with Survey123 and allows users in the field to view already entered information.

This app can be used to retrieve partially pre-populated worksite report and victim extrication forms.

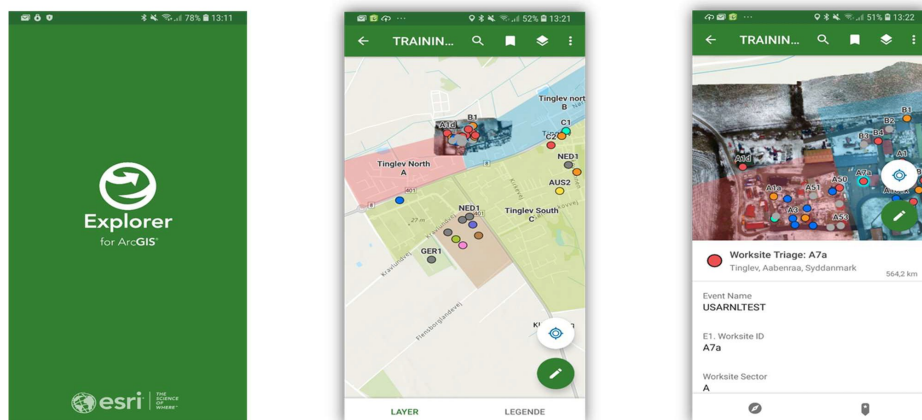


Figure 9-2. Mobile application – Explorer

9.5 Obtaining Maps upon Arrival

Teams should regularly seek the most current mapping and imagery to update the products they deployed with. As a simple map can also be effective the first step in obtaining local and accurate information is to find tourist, car rental or cultural maps at the port of entry to gaining a better understanding of the area.

During arrival and initial operations, find out if maps can be obtained from sources such as local authorities, travel or tourist offices.

Additional maps may be available from:

- Mapping Organisations – local and from home agency/country
- Mapping Partners such as MapAction and IHP
- The OSOCC or LEMA
- The UCC or RDC
- Other USAR teams
- Home Agencies.

9.6 Global Positioning System

The Global Positioning System (GPS) is a satellite-based navigation system of orbiting satellites that transmit signals picked up by a GPS receiver. The receiver uses this data to calculate the distances between it and the satellites; when at least three satellites are “in view” the receiver can determine a 3-dimensional location through triangulation. This provides an accurate location in space that can be plotted against maps of Earth to provide an exact location and altitude via triangulation. The more satellites the receiver can detect, the more accurate the calculations and location.

There are several ways in which data is used to describe maps of the Earth and each is called a datum. Each datum is a numbered grid system overlaid on the earth’s surface to form the reference points for the location of map co-ordinates. GPS units used by all teams should be set to use the same datum.

The standard GPS datum for USAR is WGS-84 which is also the datum used by Google Earth & Google Maps. Teams must be somewhat flexible on which datum to use, based on the direction of the LEMA.

INSARAG Forms require the use of **DDD.dddd° (degree decimal)** format. This 4-decimal format is accurate to approx. 10m.

Latitude and Longitude

For mapping purposes, the Earth is viewed as being circled by a grid of lines and squares. Latitude lines encircle the globe east/west and are used to describe positions north/south. Longitude lines connect the poles north/south and are used to describe positions east/west. When describing a position latitude coordinates are always quoted before Longitude coordinates (north/south is described prior to east/west).

Latitude

Latitude lines are horizontal lines on the map and are sometimes referred to as “parallels” as they run parallel to the equator (the central line around the globe).

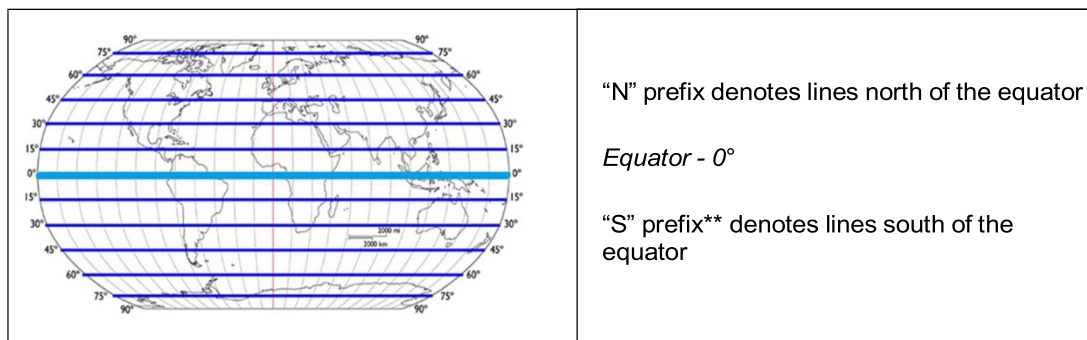


Figure 9-3. Latitude Lines

** If a latitude value is prefixed by a (-) minus sign it means it is a SOUTH value.

Longitude

Longitude lines are vertical lines on a map and are sometimes referred to as "meridians". The Prime Meridian (PM) is located at Greenwich, United Kingdom. The east and west hemispheres meet at the 180th Meridian located off the east coast of New Zealand.

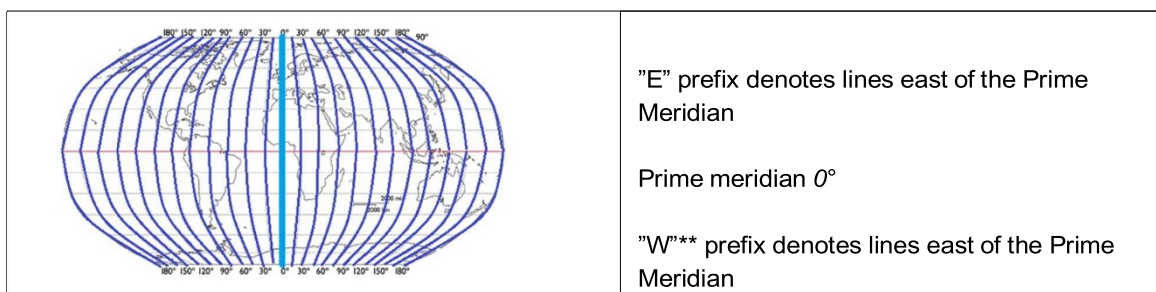


Figure 9-4. Longitude Lines

** If a longitude value is prefixed by a (-) minus sign it is a WEST value.

Conversion of coordinate formats

There are many different formats used in mapping and GPS. It is important a standard system is used by all teams, remembering that the affected country is to provide the proper datum.

Format	Description	Example
DDD° MM' SS.S"	Degrees, Minutes & Seconds	33°59'51.0"S 150°51'27.8"E
DDD° MM.MMM'	Degrees & Decimal Minutes	33°59.850'S 150°51.463'E
DDD.dddd°	Degrees Decimal (INSARAG Format)	-33.9975 150.8577
The 3 examples above all refer to the same GPS location.		

Coordination staff should convert any format into *Degrees Decimal*. There are many applications to do this, but the manual system is explained below.

Degrees & Decimal Minutes (DDD° MM.mmm) to Degrees Decimal (DDD.dddd°)

STARTING FORMAT	Degrees = Degrees	Decimal = Minutes / 60		ENDING FORMAT	
DD° MM.mmm'	DD = DD	MM.mmm / 60		DD.dddd°	
33°59.850'S	33	+	59.850 / 60		
South value (use -)	33	+	0.9975	=	- 33.9975

Degrees, Minutes & Seconds (DDD°MM'SS.s") to Degrees Decimal (DDD.dddd°)

STARTING FORMAT	Degrees = Degrees	+	Minutes / 60	+	Seconds / 3600	ENDING FORMAT	
DD° MM.mmm'	DDD = DDD	+	MM / 60	+	mmm / 3600	DDD.dddd°	
33°59'51.0"S	33	+	59 / 60	+	51.0 / 3600		
South value (-)	33	+	0.9833	+	0.0142	=	-33.9975

REFERENCES AND READING MATERIAL

1. BSAFE
<https://training.dss.un.org/>
2. Build a better response course
<https://www.buildingabetterresponse.org/>
3. Global Disaster Alert and Coordination System (GDACS)
<https://www.gdacs.org/default.aspx>
4. INSARAG Forms and documents
<https://www.insarag.org/guidance-notes/guidelines-annex/volume-3/>
5. Information Displays and forms not in INSARAG Guidelines
<https://www.insarag.org/guidance-notes/manuals/uc-manual/>
6. Office for the Coordination of Humanitarian Affairs
<https://www.unocha.org/our-work/coordination>
7. OSOCC Guidelines
<https://www.insarag.org/guidance-notes/manuals/v-osocc/>
8. UC Handbook
<https://www.insarag.org/guidance-notes/manuals/uc-manual/>
9. UNDAC Handbook
<https://www.insarag.org/guidance-notes/manuals/undac/>
10. UN General Assembly Resolution 46/182
<https://www.unocha.org/story/resolution-46182-which-created-humanitarian-system-turns-twenty-five>
11. UN General Assembly Resolution 57/150 of 16 December 2002 on "Strengthening the Effectiveness and Coordination of International USAR Assistance"
<https://www.insarag.org/about/ga-resolution/>
<https://www.unocha.org/our-work/coordination/international-search-and-rescue-advisory-group-insarag>
12. Virtual OSOCC (VOSOCC)
<https://vosocc.unocha.org/>
13. Virtual OSOCC (VOSOCC) Handbook and Guidance
https://vosocc.unocha.org/GetFile.aspx?file=att36106_d8p5i4.pdf
14. ICMS Training Manuals
<https://www.insarag.org/guidance-notes/manuals/information-management/>
15. INSARAG-HUB
<https://icms-insarag.hub.arcgis.com>

ANNEXES

Annex A: Generic Qualification Requirements for Coordination Personnel

When choosing personnel to work in an RDC, UCC or SCC, team management will base its decision on the knowledge, skills, and experience of eligible personnel.

Coordination personnel needs to be aware that the UCC is an important and highly visible role. The UCC environment is dynamic, requiring flexible management, which USAR coordination personnel must be comfortable working within.

Generic qualification requirements for coordination personnel:

Experience:

- Be an active member of an INSARAG classified USAR team with experience in planning USAR operations.

Knowledge:

- VOSOC and GDACS platforms
- INSARAG methodology, outlined in the INSARAG Guidelines and the UC Handbook
- Coordination toolkits, such as INSARAG forms and information displays
- ICMS and IMWG Backoffice operations
- ICT equipment including the use of Microsoft products, the Internet and WIFI
- Awareness of UNDAC and OSOCC methodologies.

Courses:

- USAR Coordination course given by USAR Coordination instructors
- BSAFE (See Reference and Reading Material section for the URL)
- Build a better response course (See Reference and Reading Material section for the URL).

Skills

- Information collection, processing, prioritizing, planning, and tasking personnel and assigning teams within a multi-team and multiple worksite operation during a large-scale sudden onset disaster
- Preparing and conducting USAR related coordination meetings and briefings
- Functional written and spoken English
- Applying GIS systems during operations
- Mapping.

Annex B: Position Qualification Requirements

B.1 Position Qualification Requirements – RDC

RDC Manager	<ul style="list-style-type: none"> • Experienced SAR Manager within USAR team • International operational USAR experience • Policy and intercultural sensitivity and competencies • Leadership skills-able to build and lead a team • Strong communicator with negotiation skills • Problem resolving skills • Organisational skills • Knowledge of all aspects of a USAR Team (Management, Search, Rescue, Medical, Logistics).
RDC Operations	<ul style="list-style-type: none"> • Experienced SAR Manager or SAR Technician within USAR team • Intercultural sensitivity and competencies • Strong communicator with negotiation skills • Knowledge and understanding of logistical documentation and databases for the management of equipment, including manifests and load plans • Basic ICT skills and operation of GPS and radio • Knowledge and understanding of the process for information management including the use of the VOSOCC and ICMS • Skills on how to write and update a RDC Plan of Action.
RDC Support	<ul style="list-style-type: none"> • Experienced Logistics Manager or Logistics Technician within USAR team • Intercultural sensitivity and competencies • Knowledge and understanding of: <ul style="list-style-type: none"> ○ Logistical documentation and databases for the management of equipment, including manifests and load plans ○ Customs and immigration procedures ○ IATA policy and procedure for Shippers' Declaration of Dangerous Goods ○ Storage/maintenance/transportation peculiarities • Basic ICT skills and operation of GPS and radio • Knowledge and understanding of the process for information management including the use of the VOSOCC and ICMS • Understanding on how to contribute to the update of a RDC Plan of Action.

B2. Position Qualification Requirements – UCC

UCC Manager	<ul style="list-style-type: none"> • Experienced SAR Manager within USAR team • International operational USAR experience • Overall understanding of USAR operations, tactics and safety consideration • Policy and intercultural sensitivity and competencies • Leadership skills-able to build and lead a team • Strong communicator with negotiation skills • Problem resolving skills • Organisational skills • Knowledge of all aspects of a USAR Team (Management, Search, Rescue, Medical, Logistics).
UCC Operations	<ul style="list-style-type: none"> • Experienced SAR Manager or SAR Technician within USAR team • International operational USAR experience • Intercultural sensitivity and competencies • Detailed understanding of SAR operations, tactics and safety considerations • Knowledge of all aspects of a USAR Team (Management, Search, Rescue, Medical, Logistics) • Understanding on how to contribute to the update of a UCC Plan of Action.
UCC Planning	<ul style="list-style-type: none"> • Experienced SAR Manager or SAR Technician within USAR team • Overall understanding of USAR operations, tactics and safety consideration • Intercultural sensitivity and competencies • Knowledge and understanding of the process for information management including the use of the VOSOCC and ICMS • Skills on how to write and update a UCC Plan of Action.
UCC Logistics	<ul style="list-style-type: none"> • Experienced Logistics Manager or Logistics Technician within USAR team • Intercultural sensitivity and competencies • Knowledge and understanding of: <ul style="list-style-type: none"> ○ Logistical documentation and databases for the management of equipment, including manifests and load plans ○ Customs and immigration procedures ○ IATA policy and procedure for Shippers' Declaration of Dangerous Goods ○ Storage/maintenance/transportation peculiarities ○ All transport arrangements for a USAR Team (personnel and equipment) ○ All aspects of BoO management relative to logistics • Knowledge and understanding of the process for information management including the use of the VOSOCC and ICMS • Understanding on how to contribute to the update of a UCC Plan of Action • Basic ICT skills and operation of GPS and radio.
UCC Information Management	<ul style="list-style-type: none"> • Experienced IT Manager or Technician within USAR team • Comprehensive knowledge of: <ul style="list-style-type: none"> ○ all INSARAG forms and coordination toolkits ○ the VOSOCC and GDACS platforms ○ ICMS ○ ICT equipment including the use of Microsoft products, the Internet and WiFi

	<ul style="list-style-type: none"> • Knowledge and understanding of process for information management including the use of the VOSOC and ICMS • Understanding on how to contribute to the update of a UCC Plan of Action • Understanding UCC data collection, filing processes, and display norms • Understanding the internal processes of a UCC that require admin support • Strong language, communication and editing skills, for e.g., editing reports.
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B3. Position Qualification Requirements – SCC

SCC Coordinator	<ul style="list-style-type: none"> • Experienced SAR Manager within USAR team • International operational USAR experience • Policy and intercultural sensitivity and competencies • Leadership skills-able to build and lead a team • Strong communicator with negotiation skills • Problem resolving skills • Organisational skills • Detailed understanding of SAR operations, tactics and safety considerations • Policy and intercultural sensitivity and competencies • Knowledge of all aspects of a USAR Team (Management, Search, Rescue, Medical, Logistics).
Deputy Sector Coordinator	<ul style="list-style-type: none"> • Experienced SAR Manager or SAR Technician within USAR team • Policy and intercultural sensitivity and competencies. • Knowledge of all aspects of a USAR Team (Management, Search, Rescue, Medical, Logistics) • Detailed understanding of SAR operations, tactics and safety considerations • Understanding on how to contribute to the update of a UCC Plan of Action.

Annex C: Position Checklists

C1 Position Checklist – RDC

<p>RDC Manager</p> <p>Role: overall RDC management.</p>	<p><i>Internal:</i></p> <ul style="list-style-type: none"> • Perform all RDC roles until they are filled • Set operational objectives for the RDC • Develop an RDC organisational chart and staffing plan • Anticipate the need for and request RDC staff • Assign staff to positions within the RDC • Prioritize and allocate tasks for RDC staff • Develop RDC rotation plan • Conduct internal meetings and briefings • Oversee the establishment and operation of the RDC • Oversee operational and administrative components of the RDC, including correct use of forms, document management, VOSOCC and ICMS • Provide leadership, advice and guidance to RDC staff • Develop and execute an RDC transition and/or demobilisation plan. <p><i>Incident Management:</i></p> <ul style="list-style-type: none"> • Contact local port authorities and establish liaison with the local officials including LEMA and military as appropriate and offer to: <ul style="list-style-type: none"> ○ Provide information about the purpose and capacity of the RDC and ask for permission to set up an RDC ○ Provide assistance to port authorities in processing arriving international relief teams/supplies ○ Support immigration and customs processes – discuss and agree on any opportunity to streamline these processes • Establish processes to allow the rapid processing of arriving teams by, for example: <ul style="list-style-type: none"> ○ Confirming direction and processes with government organisations ○ Posting the above information on the VOSOCC and ICMS for incoming teams ○ Arranging systems to carry-out registration, briefings, logistics support, and to organise transport to the site. Note that the transport is ultimately the responsibility of the teams • Conduct coordination meetings with port authorities, LEMA and other organisations as appropriate • Establish and maintain regular communication with the UCC <ul style="list-style-type: none"> ○ Update UCC on arriving teams ○ Get information on where to direct teams ○ Provide regular reports to the UCC per the established reporting cycle • Address emerging issues to facilitate an efficient RDC.
<p>RDC Operations</p> <p>Role: processing of USAR teams arriving and departing.</p>	<p><i>Internal:</i></p> <ul style="list-style-type: none"> • Ensure RDC is clearly marked and visible for arriving teams • Use INSARAG forms, documents, reports, VOSOCC and ICMS • Establish and maintain an information board to present maps of the area, key locations, important info, etc., as appropriate • Contribute to the transition/demobilisation of the RDC when appropriate.

	<p><i>Incident Management:</i></p> <ul style="list-style-type: none"> • Support arriving teams in the immigration and customs processes as necessary • Manage the in-processing and out-processing of international teams, such as registering all incoming/outgoing teams • Conduct briefings for incoming teams on the on-site disaster situation • Communicate with UCC Operations regarding arriving resources on where to direct teams • Identify gaps or challenges in the RDC processing system and implement solutions to resolve.
<p>RDC Support</p> <p>Role: Electronic and logistical support</p>	<p><i>Internal:</i></p> <ul style="list-style-type: none"> • Set up electronic equipment for the RDC, including ICT equipment, internet connectivity • Ensure electronic communication link within the RDC and to the UCC • Establish a system for filing and back-up of electronic documents on a regular basis • Use the INSARAG forms, documents, reports, VOSOCC and ICMS • Maintain an updated contact list • Develop internal communication and safety & security plan • Contribute to the transition/demobilisation of the RDC when appropriate. <p><i>Incident management:</i></p> <ul style="list-style-type: none"> • Set up processing stations with any required supplies and equipment • Facilitate logistics support for arriving international USAR teams, such as: <ul style="list-style-type: none"> ○ List logistics requirements of arriving USAR teams ○ Identify logistics resources available ○ Coordinate logistics arrangements with port authorities/LEMA/UCC/UN Logistics cluster ○ Make logistics plan considering relevant information ○ Brief newly arrived USAR teams on logistics • Regularly update information on VOSOCC and ICMS on logistics.

C2. Position Checklist – UCC

<p>UCC Manager</p> <p>Role: Overall UCC management to set UCC operations objectives.</p>	<p><i>Internal:</i></p> <ul style="list-style-type: none"> • Perform all UCC roles until they are filled • Set operational objectives for the UCC • Develop an UCC organisational chart and staffing plan • Anticipate the need for and request additional UCC staff • Assign staff to positions within the UCC • Prioritize and allocate tasks for UCC staff • Develop UCC staff rotation plan • Conduct internal meetings and briefings • Oversee the establishment and operation of the UCC • Oversee operational and administrative components of the UCC, including the correct use of forms, document management, VOSOCC and ICMS • Provide leadership, advice and guidance to UCC staff • Develop and execute an UCC demobilisation plan. <p><i>Incident management:</i></p> <ul style="list-style-type: none"> • Ensure communication link with LEMA representatives for USAR regarding objectives for and accomplishments for each operational period • Obtain information from LEMA representatives for about national USAR teams to better allocate international USAR teams according to the available resources, capabilities, and comparative strengths • Develop and disseminate operational objectives as they relate to USAR operations, in line with LEMA's priorities • Report to OSOCC Manager (or OSOCC Operations Manager). Identify information gaps (i.e., missing, unreliable or contradictory information) and make recommendations on additional assessment • Organise, brief, and monitor international USAR teams • Prepare security briefing for USAR Coordination briefings • Organise and lead international USAR coordination briefings • Establish a rapid notification system for USAR teams in case of a sudden safety or security threat, including aftershocks • Maintain an overview of: <ul style="list-style-type: none"> ○ Incoming available and committed international USAR teams and their capacity ○ Assignment of international USAR teams arriving in the affected country ○ Efficiency, effectiveness, and impact of operations ○ Process assessment results, including debriefing of assessment teams • Sector management <ul style="list-style-type: none"> ○ Identify and repair gaps, duplication of efforts and bottlenecks within the geographical sectors ○ Facilitate communication between geographical sectors and national agencies • Oversee reporting, record keeping, and after-action documentation of USAR operations.
<p>UCC Operations</p> <p>Role: to monitor worksite needs, track USAR and assign teams.</p>	<p><i>Internal:</i></p> <ul style="list-style-type: none"> • Organize the workspace for the operations function • Assist with operational and administrative issues of the UCC • Use INSARAG forms, documents, reports, VOSOCC and ICMS • Update the wall displays, relating to operations • Participate in the set-up and dismantling of the UCC.

	<p><i>Incident management:</i></p> <ul style="list-style-type: none"> • Process and maintain an overview of assessment results, by for example, debriefing of assessment teams • Develop and disseminate operational objectives as they relate to USAR operations, based on LEMA's objectives and local operations • Assign available international USAR teams based on the ASR 1-5 levels according to operational objectives • Maintain an overview of USAR team locations in the area of operation • Monitor and evaluate the efficiency, effectiveness, and impact of operations • Facilitate communication between geographical sectors and national agencies • In collaboration with UCC Manager and sectors already done by LEMA, assign Sector Coordinators, if required • Establish a reporting schedule with each sector coordinator • Establish a rapid notification system for the USAR teams in case of a sudden safety or security threat.
<p>UCC Planning</p> <p>Role: to develop plans-of-action for the next operations period, based on operations objectives set by the UCC manager</p>	<p><i>Internal:</i></p> <ul style="list-style-type: none"> • In collaboration with UCC Manager and UCC Operations develop UCC Plan of Action • Provide information, as needed, to other UCC members • Use INSARAG forms, documents, reports, VOSOCC and ICMS • Update the wall displays relating to planning • Participate in the set-up and dismantling of the UCC. <p><i>Incident management:</i></p> <ul style="list-style-type: none"> • Monitor the development and approval of the overall incident safety, medical, communications, and contingency plans • Work closely with the UCC Manager, LEMA and UCC Operations to establish specific objectives for each operational period, and sector coordinators if relevant • Develop plans to accomplish the objectives of USAR response, based on LEMA objectives and priorities for the next operational periods • Provide information, as requested, to LEMA representatives • Obtain information from: <ul style="list-style-type: none"> ○ UCC Manager about objectives ○ UCC Operations on current status of operations and team availability for next operational periods • Serve as coordinator/host of UC/SC operational briefings • Procure and display area and sector detail maps with the following information <ul style="list-style-type: none"> ○ Deployed USAR Teams, classifications, and Sector Coordinator ○ Individual sector worksites with INSARAG assessment results ○ Individual worksite USAR results (rescues and deceased) ○ Overall sector USAR results • Procure and display <ul style="list-style-type: none"> ○ Most current sector summary information ○ Sector trend status • Monitor to assure objectives are in line with current status • Put together a demobilisation plan for departing teams and coordinate with individual teams on the demobilisation plans as they prepare to leave.

<p>UCC Logistics</p> <p>Role: to assist teams with logistical challenges and needs.</p>	<p><i>Internal:</i></p> <ul style="list-style-type: none"> • Establish and maintain necessary logistical and technical needs, including workspace, living space, and equipment and services needed to run and sustain the UCC • Ensure adequate transportation to meet the needs of the UCC • Set up electronic equipment required to carry out UCC tasks, including ICT equipment, internet connectivity • Ensure electronic communication within the UCC and to the RDC • Develop UCC communication plan which includes: <ul style="list-style-type: none"> ○ Call-signs and frequencies (UHF, VHF, HF) ○ Computer assignments (servers, workstations) and passwords ○ Telephone numbers • Use INSARAG forms, documents, reports, VOSOCC and ICMS • Update the wall displays relating to logistics • Participate in the dismantling of the UCC. <p><i>Incident management:</i></p> <ul style="list-style-type: none"> • Work with LEMA to identify procedures or protocols to assist with replenishing needed items • If possible, work in cooperation with the OSOCC Logistics Coordinator or UN logistics cluster • Identify depots where logistical support items may be acquired • Assist with requests for assistance for provisions such as: <ul style="list-style-type: none"> ○ Air/road transport ○ Maps ○ Translators ○ Potable water ○ Fuel, lubricants and compressed gases ○ Base of Operation • Facilitate cooperation and sharing of facilities, supplies, and equipment among international USAR teams • Establish communications plans that include internal and external communications via the following methods: <ul style="list-style-type: none"> ○ Sending or receiving e-mail ○ Utilizing a contacts database ○ Using UHF/VHF radio ○ Using satellite phone.
<p>UCC Information Management</p> <p>Information Management Role:</p> <ul style="list-style-type: none"> ○ To collect, manage, store and deliver information 	<p>Information Management</p> <p><i>Internal:</i></p> <ul style="list-style-type: none"> • Manage the UC filing system (electronic and conventional) and arrange for regular backup of electronic data • Ensure backup of completed INSARAG forms, documents, and reports • Ensure backup of content from VOSOCC and ICMS. <p><i>Incident management:</i></p> <ul style="list-style-type: none"> • Assist other UCC functions with their information management by consolidating information into appropriate formats for distribution to LEMA, the OSOCC (when established) and International USAR teams • Screen information and identify and report gaps and errors.

<p>Administrative Support Role:</p> <ul style="list-style-type: none"> ○ To manage internal administrative issues 	<p>Administrative Support</p> <p><i>Internal:</i></p> <ul style="list-style-type: none"> • Establish and maintain an information board to present maps of the area, key locations, important info, etc., including organizing wall displays • Maintain admin information about UCC staff, e.g., shift changes • Participate in the dismantling of the UCC. <p><i>Incident management:</i></p> <ul style="list-style-type: none"> • Update contacts database and maintain contact list of national and international USAR teams (note, the Operations function maintains an overview of the Team Fact Sheets, location, and efforts) • Maintain an events log to track meetings, briefings, VIP visits, arrival and departure of international teams • As requested by the UCC Manager: <ul style="list-style-type: none"> ○ Prepare handouts ○ Prepare and post via VOSOCC reports, announcements ○ Develop USAR-related press releases and media information kits and distribute them.
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C3. Position Checklist – SCC

<p>Sector Coordinator</p> <p>Role: Oversee the development and completion of tactical objectives for a sector</p>	<p><i>Internal:</i></p> <ul style="list-style-type: none"> Set-up the SCC. The Sector Coordinator can be located <ul style="list-style-type: none"> in the UCC At the BoO of a Team in the Sector In another location in the Sector. This would require extraresources to run the SCC Develop operations objectives and plans within a given sector Report the progress, achievements and needs of the section to the UCC Operations Function Oversee reporting, record keeping, and after-action documentation of the USAR operations with their sector Use INSARAG forms, documents, reports, VOSOCC and ICMS Participate in the dismantling of the SCC. <p><i>Incident management:</i></p> <ul style="list-style-type: none"> Represent international USAR teams within their sector at UCC briefings Brief international USAR teams within their sector-on-sector priorities and give them their assignments Track assignments and capacity of international USAR teams in their sector an overview of incoming, available and committed international USAR teams within their sector Coordinate an assessment of national USAR teams within the sector to better allocate teams according to the resources capabilities, and bottlenecks within the geographical sector Monitor and evaluate the efficiency, effectiveness, and impact of operations within their sector Identify information gaps and make recommendations to the UCC about additional assessments Process and maintain an overview of assessment results.
<p>Deputy Sector Coordinator</p> <p>Role: support the Sector coordinator</p>	<p><i>Internal:</i></p> <ul style="list-style-type: none"> Assist with duties as determined by the Sector Coordinator Use INSARAG forms, documents, reports, VOSOCC and ICMS. <p><i>Incident Management:</i></p> <ul style="list-style-type: none"> Coordinate, manage, and supervise sector planning activities Assess organisational and logistics needs for the sector Receive situation reports from sector USAR teams Serve as coordinator/host of sector USAR team meetings Provide information, as needed, to USAR teams Provide information, as requested, to UCC representatives.

Annex D: RDC / UCC Information Sheets

D. 1 RDC Information Sheet

What is a Reception Departure Centre (RDC)?

A large-scale sudden onset disaster generally results in a rapid influx of assistance from the international community to an affected country. Response teams and relief supplies will converge towards the country at one or more points of entry to seek access to the disaster affected areas. After entering the affected country all incoming international resources, proceed to a border crossing to complete immigration and customs processes regardless of the type of entry point.

The RDC serves as the first coordination point for international teams and is established if there are multiple teams expected to arrive.

How can the RDC help?

The RDC will assist entry point operations by dealing with incoming response teams taking the pressure off local authorities through:

- Ensuring compliance of immigration and customs procedures for incoming teams
- Registering arriving/departing teams
- Delivering situational and operational briefings
- Providing basic logistical support to incoming teams
- Clearing airport buildings by directing teams to rescue sites or other relevant authorities.

The extent to which these broader services are conducted will change as the OSOCC becomes established or the affected country gains the ability to facilitate the arrival and departure of international resources.

What do we need?

In order to help you best, we will need access to some resources if possible. This includes:

- An area to set up the RDC desk and workspaces
- Power and communications – do you have WiFi?
- Key airport contacts: security, customs, immigration, quarantine and ground handling
- Your contact details
- Regular meetings with you
- A place to take breaks.

What will be occurring at the RDC?

A number of staff members will be working at the desk, possibly up to 24/7

- Teams will arrive at the desk, register their arrival, be briefed and be sent out as soon as possible.

Our contact details are: *Place details of RDC personnel here.*

D. 2 UCC Information Sheet

What is a USAR Coordination Cell (UCC)?

A large-scale sudden onset disaster generally results in a rapid influx of assistance from the international community to an affected country. Rescue teams have offered their assistance towards the country to assist at the disaster affected areas. We are one of the first arriving teams.

There are many urban search and rescue (USAR) teams classified by the United Nations (UN) to deploy to these disasters to support the affected government. These teams work under a common methodology and have been peer-reviewed.

We are here in response to your government's request for assistance. We respect your nation's sovereignty, and that you are in charge of the incident

The UCC serves as the primary coordination point on behalf of international USAR teams towards local authorities. It is established when there are multiple teams expected to arrive in order to simplify the coordination structure needed by the local authorities.

How will the UCC help?

The UCC supports local authorities by:

- Working with you to ensure our activities align with your priorities
- Coordinating the activities of international USAR teams
- Providing you with reports about our activities
- Communicating your messages to the international USAR teams
- Updating information on the UN's real-time information sharing website.

What does the UCC require?

To help you best, if it is possible, we need access to some resources:

- Information about the incident
- Information about the status and capacity of local services and infrastructure
- A space to establish our work location
- Power and communications (preference for wireless internet access)
- A list of key local contacts
- Your contact details
- Regular meetings with you to discuss operations objective for our planning.

How do we link to the United Nations?

- The UCC is part of the UN coordination system
- This is what we know about the UN coordination so far: *(explain)*.

Our contact details are: *Place Details of UCC personnel at that time*

Annex E: RDC / UCC Team Equipment

- INSARAG Signs (UN flags, printed arrows)
- Tent
- Generator & fuel
- Set of lighting (for the tents)
- Sleeping bags, it is good to consider fold up beds
- Fold up tables
- Fold up chairs
- Roll of twine
- Printed INSARAG forms
- Printed Information Displays (A3)
- Whiteboards and flipcharts
- Rolls for flipcharts
- Communication kit
 - Laptop computers & power cables
 - Mobile Printer & power cables
 - Printer USB cable
 - Mobile scanner
 - Printer cartridges (color and black)
 - Mousses
 - Auxiliary battery pack
 - Camera & USB charger
 - USB Memory sticks
 - Mobile phone & charger
 - GPS & 2GB micro-SD
 - BGAN unit
 - Satellite phone & charger
 - Phones & charger
 - UHF Portable radios & radio dual charging dock
 - Electrical 4 outlet power board
 - International power adaptors
 - Electrical lead (20m)
 - Safety switch power board
 - Extension leads
- Stationery kit (pens, pencils, highlighters, whiteboard markers, permanent markers, minimum 3 ream of A4 paper, clipboards, scissors, wall hooks, tapes, ruler etc.)
- Sanitary kit (toilet paper, field toilet liquid, toilet seats, water purifier and filters, camp shower, filed toilet etc.)
- Ration packs (with heaters)



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Figure E.2. Example of an UCC kit

Annex F: RDC / UCC Information Displays

Informational displays can be downloaded from INSARAG Website (See Reference and Reading Material section for the URL).

“Staff only” displays		
Information Display	RDC	UCC
Incoming USAR teams	√	
Incoming medical teams	√	
Incoming relief teams	√	
Airport information	√	
Outstanding issues	√	√
Coordination staff information	√	√
Logistics available	√	√
Logistics requests	√	√
Resource tracking	√	√

“Team only” displays		
Information Display	RDC	UCC
Situational overview mapping	√	
RDC Organisation chart	√	
Key contacts and locations	√	√
Current situation	√	√
UCC Organisation chart		√
Incoming USAR teams		√
Incident overview (by Sector)		√
Incident sector maps		√
Victim handling guidelines		√
Airport information		√

Other publicly displayed information		
Information Display	RDC	UCC
Airport facilities	√	
Safety and security	√	√
Infrastructure status	√	√
Host government information	√	√
Information sources	√	√
Weather Forecast	√	√
Briefing Schedule		√
Reporting Schedule		√

Annex G: Team / RDC / UCC Forms

INSARAG forms and documents can be downloaded from INSARAG Website (See Reference and Reading Material section for the URL).

Forms used by USAR Teams	Mobilisation: <ol style="list-style-type: none"> 1. Country Information – Affected Area Information Template (<i>internal use</i>) 2. USAR Team Fact Sheet & Demobilisation Form Operation: <ol style="list-style-type: none"> 1. Safety and Security Plan (<i>internal use</i>) 2. Evacuation Plan (<i>internal use</i>) 3. Worksite Triage Form 4. Worksite Report Form 5. Victim Extrication Form 6. Patient Treatment Form 7. Mission Summary Form Received from UCC <ol style="list-style-type: none"> 1. Assignment Briefing Package Post-Mission: <ol style="list-style-type: none"> 1. USAR Team Post-Mission Report Form
Forms used by RDC	<ol style="list-style-type: none"> 1. RDC Establishment Checklist (<i>internal use</i>) 2. Standard Meeting Agenda (<i>internal use</i>) 3. RDC Entry Point Authority Meeting Form 4. USAR Team Fact Sheet & Demobilisation Form 5. RDC Briefing Handout 6. Airfield Assessment
Forms used by UCC/SCC	<ol style="list-style-type: none"> 10. USAR Coordination Cell Establishment (<i>internal use</i>) 11. UCC-LEMA Meeting Form (<i>internal use</i>) 12. Standard Meeting Agenda (<i>internal use</i>) 13. UCC Teams' Assignment Plan Form (<i>internal use</i>) 14. UCC Team Assignment Status (<i>internal use</i>) 15. USAR Team Fact Sheet & Demobilisation Form 16. Wide Area and Sector Assessment 17. Assignment Briefing Package 18. Incident-Sector Situation Report Form
Forms used with ICMS	<ol style="list-style-type: none"> 1. USAR Team Fact Sheet & Demobilisation Form 2. Worksite Triage Form 3. Worksite Report Form 4. Victim Extrication Form 5. Incident-Sector Situation Report Form 6. Humanitarian Needs Identification Form 7. Patient Treatment Form

Annex H: Premise / Assumptions / Context Table

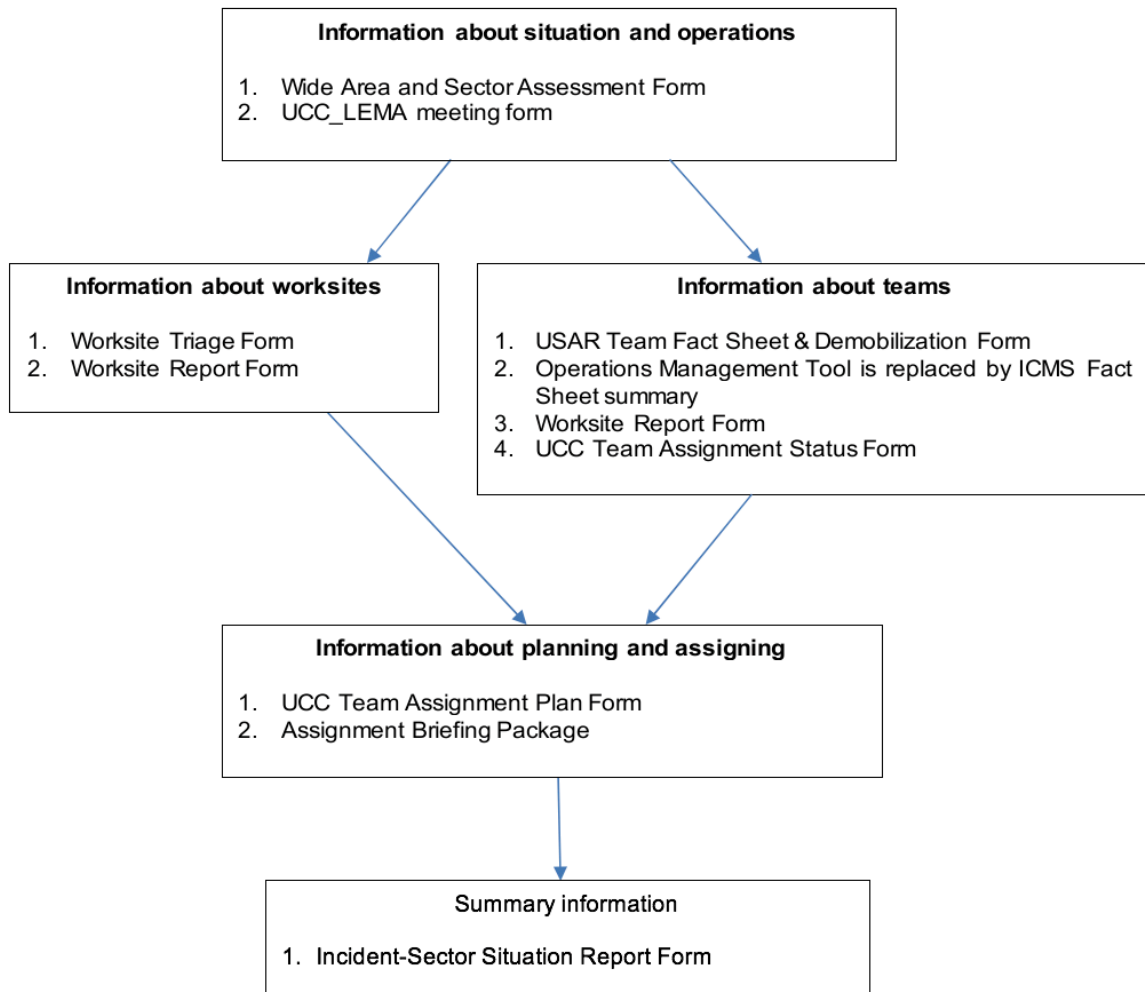
Example Categories	Examples
Societal information about the affected area	<ul style="list-style-type: none"> • Building construction • Infrastructure – road network, airfields, ports, dams • Weather – current and predicted • Size of family unit
Hazards, impact, and safety	<ul style="list-style-type: none"> • Time of day of disaster and related occupancy • Hazard impacts such as chemical, nuclear, or uncontrolled fire • Impact on transportation system • Safety of responders
Operations	<ul style="list-style-type: none"> • LEMA objectives and priorities • Damage and collapse patterns • Accessibility of impact area • Political considerations that affect the operations • Triage results. • Maximizing resource effectiveness: <ul style="list-style-type: none"> ◦ Travel time from BoO to location ◦ Integration opportunities ◦ Team types (heavy/medium or local/international) • Risk vs benefit of decision making
Resource considerations	<ul style="list-style-type: none"> • Logistic supply chain <ul style="list-style-type: none"> ◦ Fuel ◦ Oxygen ◦ Timber ◦ Transport • Resource requirements, capacity, suitability, mobility • Self-sufficiency and reliability • Local and international alternatives • Local emergency services • EMT organisations • ICT support • Military or civil defense • Non-Government Organisations • Availability of specialist equipment: <ul style="list-style-type: none"> ◦ Cranes ◦ Loaders ◦ Earthmoving ◦ Air- support (helicopters, drones, etc.)
Information evaluation	<ul style="list-style-type: none"> • Accuracy of information • Recency of information • Other information sources: <ul style="list-style-type: none"> ◦ Media ◦ Social media ◦ Other teams and organisations.

Annex I: Worksite Prioritization and Team Planning Guide

<p>Step One</p> <p>info</p>	<p>1.a Order Worksites based on Triage</p> <p>First, fill in column 1 of the <i>Team Assignment Plan</i> with the order of worksites based on the results from the ASR-2 missions in. This will be based on victim information:</p> <ul style="list-style-type: none"> • Triage categories • Number of victims 	<p>1.b Make Team Availability List</p> <p>Fill in column 2 of the <i>Team Assignment Plan</i>, placing highest on the list the teams with the shortest time until available, taking note of</p> <ul style="list-style-type: none"> • Their BoO • Current working location • Capacity (such as H/M/L) • If currently Working on a site; estimated time of availability • Teams travelling to the country and estimated time of availability
<p>Step Two</p> <p>Plan</p>	<p>2.a Make a Priority Assignment List</p> <p>Then, fill in column 3 on Team Assignment Plan to complete the Priority Assignment list using operations information that affect the order of priority, such as:</p> <ul style="list-style-type: none"> • Directives from LEMA • Rubble safety issues • Security issues • Proximity to other sites • Access restraints to site 	<p>2.b Make Team Assignment Plan</p> <p>Fill in column 4 of the Team Assignment Plan, placing highest on the list the teams with the shortest time until available, taking note of</p> <ul style="list-style-type: none"> • Their BoO • Current working location • Capacity (such as H/M/L) • If currently Working on a site; estimated time of availability • Teams travelling to the country and estimated time of availability • A heavy team can be given multiple assignments
<p>Step three</p> <p>ASR</p>	<p>3. Determine ASR level</p> <ul style="list-style-type: none"> • Determine whether the assignments are ASR-3 or 4 <ul style="list-style-type: none"> ◦ If there are plenty of USAR teams and logistical support, all assignments could be ASR4, where teams stay at the site until all the work is complete ◦ If there are limited USAR teams relative to the number of sites, it may be wise to assign teams (all or some) ASR-3 missions first and then, if needed, reassign them to work on ASR-4 • The UCC, LEMA and the international USAR teams determine whether, and if so how, to assign teams to ASR-5 missions 	
<p>Step four</p> <p>Assign</p>	<p>4. Inform Teams and get confirmation</p> <ul style="list-style-type: none"> • Inform the teams of their assignments • Receive confirmation that they will take the assignment • Providing them with an Assignment Briefing Package • Discuss with them any logistical issues they may have regarding the assignment • Maintain history of where teams have been <ul style="list-style-type: none"> ◦ The <i>UCC Team Assignment Status</i> can be used to continuously maintain recent history and where the team is currently working or been assigned 	
<p>Repeat</p>	<p>Update Plan</p> <ul style="list-style-type: none"> • Update plan and reassign teams until all sites have been identified and work completed 	

Annex J: Forms for prioritizing sites and assigning teams

Generalization of how forms can be used to assist with prioritizing sites and assigning teams



Annex K: Example of a well-constructed mapping product from the Virtual OSOCC

