Fiji's National Emergency Operations Centre

Standard Operating Procedures

2010

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FOREWORD

Disaster risk reduction together with the management of disaster at the international, regional. national and community levels is a dynamic process because of their ever changing aspects.

In order to adequately respond to and manage disasters there must be a comprehensive approach to the management of the Emergency Operation Centre at all levels.

This booklet on "Standard Operating Procedures" (SOPs) was developed to address the timing for those agencies and organizations which have key responsibilities for disaster response in close coordination with the central control body, i.e. the National Disaster Management Office.

The National Disaster Management Plan provides directives to all agencies and personnel on the conduct of disaster preparedness and emergency operations.

The authority vested in the National Controller, Divisional Commissioners and District Officers on the behalf of Cabinet is effective in law.

This SOP has been formulated in compliance with the National Disaster Management Plan of 1995 and the Natural Disaster Management Act of 1998.

This SOP operationalises the policy directives and itemizes individual (agencies) responsibilities in an emergency operation centre (EOC). Roles and responsibilities are clearly demarcated at both the individual and agency levels and it is important for this document to be understood by all who are to be involved in the emergency operations.

In the interest of building national resilience to disasters this document should be widely circulated to all who have a role in disaster risk reduction and disaster management emergency operations.

All affected agencies are expected to produce supporting SOPs in accordance with their agency plans and these should be reviewed and approved by the National Disaster Management Council or its nominee.

…………………………………………

[Manasa Vaniqi]
Permanent Secretary for Provincial Development, Multi-Ethnic Affairs, National Disaster Management & Sugar

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AMENDMENT LIST

Suggested amendments, changes, or additions to the contents of these Standard Operating Procedures (SOPs) are to be forwarded in writing to:

> The Director
> National Disaster Management Office
> P O Box 2219
> Government Buildings
> Suva
> FIJI ISLANDS

Amendments promulgated are to be recorded in the following table to track changes made to the operating procedures.

No.	Summary – Nature of Amendment	Date of Amendment	Amendment Officer	Authority for Amendment	Authority Signature

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ACRONYMS

AO	Administrative Officer
CCG	Central Coordination Group
DivDISCON	Divisional Disaster Coordinator
DistDISCON	District Disaster Coordinator
DO	District Officer
DC	Divisional Commissioner
DSLO	Disaster Service Liaison Officer
DEOC	Divisional Emergency Operation Centre
DisEOC	District Emergency Operation Centre
EOC	Emergency Operation Center
FIMSA	Fiji Islands Maritime Safety Administration
FPCS	Fiji Prison and Correctional Services
HoD	Head of Department
MPD	Ministry of Provincial Development
NATDISCON	National Disaster Controller
NATDISCORD	National Disaster Coordinator
NDMA	Natural Disaster Management Act
NDMC	National Disaster Management Council also referred to as DISMAC
NDMO	National Disaster Management Office
NDMP	National Disaster Management Plan
NEOC	National Emergency Operations Centre
NFA	National Fire Authority
ORT	Operation Room Team
PAO	Principal Administrative Officer
PDMO	Principal Disaster Management Officer
PDMOEPC	Principal Disaster Management Officer Emergency Planning and Coordination
RESSTAT Resources	Status
RFMF	Republic of Fiji Military Forces
SAO	Senior Administrative Officer
SITREP	Situation Report
SITSTAT Situation	Status
SOP	Standard Operating Procedures

COMMON TERMS

Agency Support Plan	A plan prepared by an Agency to facilitate its effective response to hazards in line with the National Disaster Management Plan 1995.
Disaster	An actual or probable event which causes disruption to the functioning of a community causing widespread human, material, economic or environmental loss and which exceeds the affected community and its agencies' ability to cope using its own resources.

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[1] These definitions are extracted from the EOC training material supported by The Asia Foundation and the USAID Office of US Foreign Disaster Assistance

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Emergency	A situation generated by the real or imminent occurrence of an event that requires an immediate and coordinated response and is within the resources of a community's local agencies to respond.
Hazard Contingency Plan	A plan prepared by a Lead Agency responsible under the NDMA for a hazard to facilitate the effective response and management of that particular hazard by all agencies
Lead Agency	An agency that has primary operational responsibility for the management of the disaster or emergency.
Support Agency	An agency that supports the Lead Agency in its role and responsibility. The Support Agency may carry out tasks for the Lead Agency, however the Lead Agency still holds the accountability for what needs to be done.

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1 GENERAL

1.1 Introduction

The National Emergency Operations Centre (NEOC) Standard Operating Procedures (SOP) set out the detailed arrangements for emergency or disaster management and coordination at the national level. This SOP will provide a guide for the National Disaster Controller (NATDISCON), National Disaster Management Council (NDMC) and the National Disaster Coordinator (NATDISCORD) as to the operational methodology to be employed for a response to the impact (impending or actual) of both natural and human-caused/induced hazards in Fiji.

The SOP also provides guidelines on the operational linkages between Lead Agencies and the NATDISCON, NATDISCORD and the NEOC for various hazards in Fiji.

The SOP is to be read in conjunction with the Natural Disaster Management Act (NDMA) 1998 and the National Disaster Management Plan (NDMP) 1995.

1.2 Policy Statement

The NDMA establishes the National Emergency Operations Center to undertake the following tasks

- x coordinate activities of disaster monitoring, warning and immediate post disaster response including disaster relief work;
- x be activated when a specific threat of disaster develops or when a disaster occurs;
- x be manned on a 24 hour basis from teams drawn from the public service and support agencies when activated;
- x carry out its functions according to the Standard Operating Procedures;
- x obtain regular situation reports (SITREPs) from Divisional and District Emergency Operations Centers;
- x co-ordinate requests and pledges for assistance during emergency situations from DivEOCs and DistEOCs.

1.3 Hazards & Risks

This SOP will enable the NEOC to respond to emergencies or disasters created by the following hazards or sources of risk:

- x Cyclone
- x Drought
- x Earthquake
- x Flood – Coastal/River
- x Landslide
- x Storm Surge
- x Tsunami
- x Volcanic Eruptions
- x Health - Epidemics/Pandemics

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1.4 SOP Review

The NATDISCORD will ensure that this SOP undergoes review and is updated regularly in order to account for any changes to national policy in relation to disaster management.

1.5 SOP Amendments

The NATDISCON and the NDMC must endorse any amendments to this SOP.

A record of amendments must be maintained in the table as illustrated under the heading - Amendment List.

1.6 SOP Access

The NATDISCORD will ensure that an up-to-date copy of the SOP is available and easily accessible to all staff and EOC users.

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2 ORGANISATION - NATIONAL EMERGENCY OPERATIONS CENTRE

2.1 Introduction

The NATDISCORD in consultation with the NATDISCON must ensure that a safe and spacious facility is provided to accommodate the NEOC when a disaster or emergency is eminent.

The NEOC when operational is divided into the following functional areas:

x Operations
x Communications
x Relief and Logistic Planning
x Meetings and Briefing
x Information & Media Liaison
x Administrative & Finance Support
x Kitchen and Meals
x   Toilet and Bathroom
x Sleeping and/or Rest Areas
x Storeroom

The network of Divisional EOCs, District EOCs and the Lead Agency EOC and their respective support networks will complement the NEOC.

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2.2 Structure

The organisational structure for national disaster/emergency operations is illustrated in the chart below.
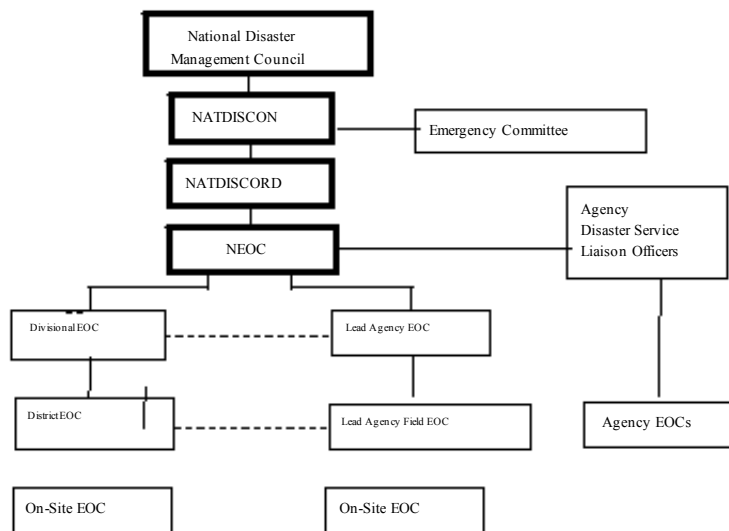
2.3 National Disaster Management Council

The National Disaster Management Council is comprised of appointees from the following positions as stipulated in the NDMA:

1. Minister responsible for Disaster Management as Chairman
2. Permanent Secretary responsible for disaster management as Deputy Chairman
3. Permanent Secretary for Home Affairs
4. Permanent Secretary for Foreign Affairs
5. Permanent Secretary for Public Service
6. Permanent Secretary for Fijian Affairs
7. Permanent Secretary for Finance
8. Permanent Secretary for Agriculture
9. Permanent Secretary for Public Works
10. Permanent Secretary for Health
11. Permanent Secretary for the Prime Minister's Office
12. Permanent Secretary for Information
13. Permanent Secretary for Women and Culture
14. Permanent Secretary for Education
15. Permanent Secretary for Lands

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16. Permanent Secretary for Urban Development
17. Commander Fiji Military Forces
18. Commissioner of Police
19. Controller of Government Supplies
20. Director of Meteorology
21. Managing Director Telecom Fiji
22. Chief Executive Officer, Fiji Electricity Authority
23. Director General, Fiji Red Cross
24. Director, Fiji Council of Social Services
25. Chief Executive Officer, National Fire Authority

The specific functions of the Council are to:

1. Have overall responsibility for disaster management irrespective of whether there is a disaster or not;
2. Develop suitable strategies and policies for disaster mitigation and preparedness and for training, management and public education in disaster management;
3. Prepare and implement adequate rehabilitation programmes following any disasters;
4. Recommend policies, strategies and alternatives to Cabinet;
5. Form sub-committees to execute specific tasks within their specific fields of competence in addition to those mentioned in other sections of the Act.

All administrative and secretariat support for the NDMC is provided by the NDMO.

2.4 Emergency Committee

The Emergency Committee is established by the NDMA as the central coordination group (CCG) during times of emergency to facilitate the compilation and submission of all major reports, papers and draft Cabinet Memoranda, etc. to the NATDISCON and the NDMC. The members of the Emergency Committee are:

1. Permanent Secretary responsible for disaster management activities as Chairman
2. Permanent Secretary for Agriculture
3. Permanent Secretary for Health
4. Permanent Secretary for Home Affairs
5. Permanent Secretary for Public Works
6. Permanent Secretary for Transport
7. Permanent Secretary for Fijian Affairs
8. Permanent Secretary for Finance
9. Commissioner, Fiji Police Force
10. Commander, Fiji Military Forces
11. Director Government Supplies
12. Director, Fiji Council of Social Services
13. Director General, Fiji Red Cross

The detailed functions of the Emergency Committee are as follows:

1. provide central coordination for the emergency operation;

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2. meet during the alert stage to review preparedness arrangements and prepare for coordinated response;
3. meet on a regular basis during the emergency operation period to guide and direct the operation;
4. instruct agencies on the actions to be taken during the emergency operation.

2.5 National Disaster Controller (NATDISCON)

The Permanent Secretary responsible for National Disaster Management is the NATDISCON.

The NATDISCON has overall operational control of emergency operations during times of declared natural disaster.

The NATDISCON may also be required to coordinate operations at times of human-caused/human-induced disasters when the Lead Agency is unable to manage the extent of the impact from within their own resource capabilities.

The specific functions of the NATDISCON are to:

1. Advise the Minister responsible on all operational matters relating to disaster management and response activities;
2. Through the NATDISCORD advise and assist agencies and Non-Governmental Organisations on matters relating to disaster management activities;
3. Exercise and perform such functions, duties and powers with respect to disaster matters as conferred on him by the Act or as required by the Minister to perform;
4. Coordinate the planning and execution of disaster management measures;
5. Render readily available personnel, material and services adequate for the carrying out of disaster management measures;
6. Direct and control for the purposes of this Act all personnel, material and services available and at his disposal for disaster management measures;
7. Coordinate the use of all government resources to address the emergency/disaster situation;
8. Disseminate information and advice on matters relating to potential or actual emergency/disaster situations;
9. Promote, carry out or cause to be carried out, the training of personnel for disaster management activities.

2.6 Absence of National Disaster Controller

The Deputy Secretary in the Ministry responsible for National Disaster Management will serve as the National Disaster Controller in the absence of the National Disaster Controller by reason of illness, absence from the Fiji Islands, or in the case of vacancy. The Deputy Secretary shall have and may exercise all the powers, authorities, duties and functions of the NATDISCON.

2.7 National Disaster Coordinator (NATDISCORD)

The Director of the NDMO is the National Disaster Coordinator or NATDISCORD and will perform the following functions;

1. Co-ordinate, supervise and implement policies of the Council;

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2. Co-ordinate the duties and functions of the NDMO;

3. Advise the NATDISCON on all matters pertaining to disaster management activities;

4. Liaise and advise the Divisional Commissioners and District Officers on disaster management matters;

5. Liaise with and advise DSLOs on disaster management matters;

6. Supervise and have overall responsibility for the NEOC and ensure that the NEOC is at all times in a full state of readiness for an emergency operation;

7. Advise and assist NGOs on matters relating to disaster management activities;

8. Prepare and revise a National Disaster Management Plan (NDMP) and initiate training with respect to such plans;

9. Manage the acquisition and distribution of international assistance provided towards the response to an emergency situation;

10. Perform any other functions and duties as directed by the NATDISCON.

2.8 Absence of National Disaster Coordinator (NATDISCORD)

In the absence of the NATDISCORD either one of the two Principal Disaster Management Officers (PMO) being assigned the role of the (acting) Director NDMO will perform and exercise all the functions, duties and powers vested in the NATDISCORD by or under this Act.

2.9 Disaster Service Liaison Officers

All Agencies will appoint a senior level officer to be its Disaster Service Liaison Officer (DSLO). The DSLO is the main point of contact for liaison, coordination and cooperation in all disaster management-related matters between NDMO/ NEOC/ DISMAC and their respective agency,

If the DSLO is incapacitated for any reason then the affected Agency will nominate the Deputy Disaster Service Liaison Officer (appointed beforehand) to assume DSLO responsibilities.

The specific functions of DSLO are to:

1. Liaise with the NDMO on disaster management activities for their Agency;

2. Coordinate and implement disaster preparedness, mitigation and prevention programmes for their Agency;

3. Be in attendance at the NDMO/NEOC during times of national disaster to serve as liaison in operations for their Agency;

4. Attend disaster risk reduction and disaster management responsibilities as may be arranged/coordinated by the NDMO.

2.10 Divisional Commissioner/Divisional Coordinator

The Divisional Commissioner oversees the disaster management activities in their respective division and will perform the following functions;

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1. Initiates an emergency response operation in one or more districts and/or the whole division;
2. Assumes the responsibility for coordination and control of the **emergency** or disaster operation within the division;
3. Chairs the divisional disaster management committee;
4. Directs other departments to make available all government resources at divisional and district level for the emergency or disaster **operation;**
5. Request for relief supplies, equipment, personnel and other support as required for emergency operations directly from the NATDISCON
6. Inform the NATDISCON of the progress of the **emergency or disaster operations** in the Division;
7. Coordinates and manages the Divisional emergency operations center (DivEOC)

2.11 District Officer/District Coordinator

The District Officer oversees the disaster management activities in his/her respective district and will perform the following functions;

1. Assumes responsibility for coordination and control of the emergency or disaster operations at district level;
2. Chairs the district disaster management committee;
3. Carries out a survey to establish a preliminary assessment of damage, casualties and immediate relief needs;
4. Informs the divisional commissioner on damages, casualties, immediate relief needs and required external (divisional and national) assistance to cope with the emergency or disaster situation;
5. Coordinates and manages the district emergency operations centre (DistEOC);

2.12 Relief and Logistics Planning Team

To assist the NATDISCORD for more effective planning of relief operations this team is additional to the ORT and the holders of the following positions will be members;

1. Deputy Secretary for the Ministry responsible for disaster management to chair
2. Manager Corporate services
3. Director Development Services
4. Director Sugar
5. Director Multi Ethnic Affairs
6. Manager Finance
7. Disaster Coordinator Red Cross
8. Key Support Personnel

The roles of the Team are to assist the NATDISCORD in:
1. Coordinating and monitoring all requests and deployment of logistics assets and relief supplies;
2. Advise NATDISCORD of potential needs in terms of securing international assistance;
3. Formulating plans for the relief phase;
4. Compilation of reports for handing over to National Planning.

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3 FUNCTIONS OF THE NEOC

3.1 Location

The National Emergency Operations Centre (NEOC) is located in the National Disaster Management Office, Ministry of Provincial Development, Suva. It is equipped with telephones, fax, computer (internet/email), photocopier, television, and a range of status-boards and map-boards. Other support facilities include telecommunication systems (radio telephones & handset phone), INMAR satellite phone, and EMWIN machine with stand-by power system.

3.2 Functions

The NEOC is to ensure a coordinated response to all emergencies or disasters when it is activated. The specific functions of the NEOC are to:

1. Coordinate activities of disaster monitoring, warning and immediate disaster response including disaster relief work;
2. Be activated when a specific threat of disaster develops or when a disaster occurs;
3. Be manned on a 24 hour basis from teams drawn from the public service and agencies when activated;
4. Carry out functions according to the Standard Operating Procedures (SOPs);
5. Obtain regular situation reports (SITREPs) from the Divisional and District Emergency Operation Centers;
6. Coordinate requests for assistance during emergency situations.

3.3 NEOC Layout

The NEOC has the following space provisions (See   **APPENDIX 1** for sample illustration of floor layout):

Provision	Location
Operations Room	NDMO HQ, Level 1, Knolly Plaza, Suva
Communications Room	NDMO HQ, Level 1, Knolly Plaza, Suva
Relief and Logistic Planning Room	NDMO Director's Office, NDMO HQ, Level 1, Knolly Plaza, Suva
Meetings and Briefing Room	MPD HQ Main Conference Room, Level 2 Knolly Plaza, Suva
Information / Media Liaison Room	NDMO HQ Level 1, Knolly Plaza, Suva
Administration and Finance	NDMO HQ, Level 1, Knolly Plaza, Suva
Kitchen and Meals Room	NDMO HQ, Level 1, Knolly Plaza, Suva
Toilet and Bathroom	NDMO HQ, Level 1, Knolly Plaza, Suva
Sleeping and/or Rest Areas	MPD HQ, Level 1, Knolly Plaza, Suva
Store Room	MPD HQ Basement 1 Knolly Plaza, Suva

3.4 Supplies

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All resources designated beforehand for use during NEOC operations will be expressly   **reserved** for this purpose. NEOC supplies will not be used to supplement NDMO supplies. A list of recommended NEOC supplies is provided in   **APPENDIX 2**

3.5 Relocation of the NEOC

Consideration will be given to relocating the NEOC to a safer site(s) if disaster conditions make it impossible or impractical for operations to be carried out. The NATDISCORD will identify an alternative safe site(s) and relocation plan for such an eventuality beforehand and make the necessary preparations to facilitate relocation. Alternative safe sites may be;

1.   Queen Elizabeth Barracks, Nabua, Suva (RFMF)
2.   Police HQ, Vinod Patel Plaza (Police),
3.   Ministry of Health Offices, Tamavua, Suva (MoH)

The relocation is to be managed in such a way as to enable the new NEOC facility to be set up, equipped, and operational in a short time.

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4 EARLY WARNING SYSTEMS

4.1 Introduction

Early Warning Systems, including Public Advisories, alert the public of impending dangers related to the anticipated onset of hazards.

4.2 Agencies Responsible

The Agencies responsible for the issuance of Early Warnings are listed in APPENDIX 3

4.3 Links to Alert Services

Complementing (but not duplicating information in Appendix 3) there are links available for alert services both regionally and globally

However, the Fiji Meteorology Services and NDMO are the sole agencies responsible for EWS Alerts and Public Advisories.

    x Fiji Meteorological Service – http://www.met.gov.fj/
    x Fiji NDMO - http://dismac.org/

The following links are for reference ONLY;.

    x Pacific Disaster Net   http://www.pacificdisaster.net/   (Alerts as RSS feeds
       http://www.pacificdisaster.net/rss/AlertFeed)
    x APCEDI - AFAP Asia Pacific Disaster Alerts   http://www.afap.org/apcedi/
    x PTWC   http://www.prh.noaa.gov/ptwc/?region=1
    x GDACS   http://www.gdacs.org/
    x Tropical Storm Risk   http://www.tropicalstormrisk.com/
    x JTWC (http://www.usno.navy.mil/JTWC)
    x USGS (http://earthquake.usgs.gov/   )

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5 EMERGENCY and DISASTER OPERATIONS

5.1 Stages of Operations

There are 4 basic stages of emergency or disaster operations:

Stage 1: ALERT (WHITE)

This will initiate activation of the NEOC and DEOCs and DisEOCs as required.

Stage 2: WARNING (YELLOW)

This warning will initiate 24-hour manning of the NEOC and relevant DEOCs and DisEOCs;

Stage 3: ACTION (RED)

Issued when an emergency or disaster has occurred.

At national level, NATDISCON will assume full authority.

At Divisional and District levels the Divisional Commissioner and District Officer coordinate emergency/disaster operations on the ground respectively.

Stage 4: STAND DOWN (GREEN)

This will be activated when according to the NATDISCON, the emergency operation, with its associated activities and responsibilities can be terminated and when recovery and rehabilitation activities can be implemented under normal procedures.

5.2 Activation of NEOC

The NEOC may be activated for a number of situations;

1. To monitor an emerging event that has the potential to cause significant or widespread disruption to essential services and can be a serious threat to life and property;
2. To manage an eminent threat posed by any type of natural hazard;
3. To respond to the impact of hazards for which the NDMO carries responsibility under the NDMA;
4. To respond to requests from Lead Agencies for assistance in coordinating responses to various hazards

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5.3 Activation Authority

The NEOC is activated by the NATDISCORD *following consultation and approval* from the NATDISCON.

5.4 Activation Procedure

Following the decision to activate the NEOC, the NATDISCORD will:

1. Inform NDMO staff of the decision by NATDISCON to activate the NEOC and of the eminent hazard.
2. Inform members of the NDMC of activation and of eminent hazard.
3. Inform Deputy Secretary of the Ministry responsible for disaster management of the activation and of eminent hazard.
4. Inform Divisional Commissioners and District Officers of activation and of eminent hazard.
5. Issue public advisories to media outlets of the impending hazards and potential threats.
6. Check communications systems and other equipment and open all communications with Lead Agencies and/or Divisional and District EOCs.
7. Facilitate rostering of Operations Room Teams (ORT)
8. Attend to administrative arrangements to support the ORTs.
9. Brief ORT Team Leaders of the nature of the emergency or disaster
10. Commence monitoring of the event - *directly with Lead Agency if applicable.*
11. Arrange for initial meeting of the Emergency Committee.

5.5 Limited Activation of NEOC

Depending on the circumstances related to an impeding emergency or disaster there may not be a need to fully activate the NEOC. This may be in situations where an emergency or disaster is limited to a small area or is of a limited scope.

In such situations the NEOC will be activated with a skeleton staff and the NATDISCORD will provide staff from the NDMO to fulfill the required roles. Alternatively, the NATDISCORD can arrange for other staff in the Ministry of Provincial Development to serve in the required roles.

In the event of limited activation the NATDISCORD will ensure that the following are kept informed:

x NDMC
x NATDISCON
x Deputy Secretary for the Ministry responsible for disaster management
x Divisional Commissioners and District Officers (as required)

5.6 Action by NDMC members

Immediately on receipt of advice from the NATDISCORD that the NEOC has been activated the members of the NDMC are to carry out the following actions:

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1. Confirm receipt of activation advice from NATDISCORD.
2. Inform their respective Agencies to activate their response plans

5.7 Operations Room Team

An Operations Room Team (ORT) is comprised of 13 officers. The NATDISCORD is responsible for ensuring the availability of ORTs. Staff from selected Ministries and Departments will be assigned to carry out the roles of the ORTs..

Contact details for each member of an ORT are to be maintained by the NDMO.

The ORT comprises:

1. **Team Leader** - Principal Administrative Officer or equivalent level provided by Ministries and Departments.
2. **Planning Officer/Deputy Team Leader** – Senior Administrative Officer or Administrative Officer level provided by Ministries and Departments
3. **Recorders x 2 -** Clerical Officer or equivalent level provided by Ministries and Departments.
4. **Technical Support staff** - NDMO to provide dedicated and skilled information management staff to fulfill this role
5. **General Support staff** – NDMO to provide staff to fulfill this role
6. **Information - Media Liaison Officer** – To be provided by the Ministry of Information.
7. **Displays Officer** – RFMF, FPCS and Police to provide skilled personnel.
8. **Plotting Officer** – Fiji Navy to provide skilled personnel.
9. **Radio Operator** – Fiji Navy to provide skilled personnel.
10. **Telephone/Fax Operator** – NFA to provide skilled personnel.
11. **RFMF DSLO**
12. **Police DSLO**

A typical shift for an ORT is 8 hours. *No ORT should be expected to work more than 12 hours.*

5.8 Staff Call-out

In the event the NEOC needs to be activated the contact details for relevant offices are in APPENDIX 4

Depending on the nature and anticipated impact of the emergency or disaster other organisations and individuals not listed above may need to be contacted. NATDISCORD will determine those individuals that are to be contacted and make arrangements for this accordingly.

5.9 Lines of Communication

The following lines of communication will be used for the transmission of INWARD and OUTWARD _____ messages through the Operations Room.

Telephone –	331 9250 / 331 3023 / 331 8078
Fax –	331 9255 / 331 8089
Email –	neocfiji@gmail.com

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Radio Frequency Call Sign -   3DV73

5.10   Resource Deployment

Following the declaration of a State of Natural Disaster the NATDISCON may require all Agencies resources to be put at his/her disposition. These resources would include;

    x Personnel
    x Vehicles
    x Equipment
    x Equipment consumables
    x Office space

Other resources may also be commandeered by the NATDISCON when necessary.

Following acquisition of resources the NATDISCON will be the sole authority for the deployment of these resources acting on the advice and support of the NATDISCORD and the NDMC. Procedures to be followed to commandeer resources are:

1. NATDISCORD to advise NATDISCON on the resources required and their sources.
2. NATDISCON will issue an instruction to the relevant Agencies to provide the resources within a stipulated period.
3. NATDISCORD to follow up to ensure resources have been provided and deployed to the area(s) of need.

In the event resources are not provided by the relevant Agencies the NATDISCORD will inform the NATDISCON and corrective actions will be instigated as provided for under the Act.

5.11   Lead & Support Agencies

The table in   **APPENDIX 5** indicates the Lead Agency and Support Agency roles in the event of major natural and human-caused hazards affecting Fiji.

The table in   **APPENDIX 6** stipulates the Lead Agency & Support Agency roles in relation to various types of response functions.

These appendices are to be used by NATDISCON and the NDMO when tasking Agencies for various operational exigencies.

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6 INFORMATION MANAGEMENT

Information management (IM) in the NEOC supports effective decision making with efficient information flow and sound record keeping.

Currently most of these activities are paper based with recently first developments into digital solutions. New technologies and improved capacities with online / internet access in the NEOC will facilitate information sharing with stakeholders and enhance the visibility during the operation.

New systems and professional IM staff are gradually developed and will require frequent updates of these SOPs.

6.1 Message Control

6.1.1 Message Form – Inward

The details of processing inward messages received in the NEOC are described below.
The workflow is displayed in APPENDIX 7, the digital document for the management of information and record keeping can be found in APPENDIX 22.

1. All incoming messages (email/fax/phone/verbal) are received in the Communications Room and recorded by the Radio / Telephone/Fax / Email Operator in the Incoming Message Form.
   They are logged in the Incoming Communication Log.
   The Radio / Telephone/Fax / Email Operator(s) has to ensure immediate notification of ORT Team Leader in case of any URGENT messages.
2. All Incoming Message Forms   **shall** (will) then be delivered to the Operations Room.
3. Incoming Message Forms received in the Operations Room will be logged by the Recorders in the Master Operations Log.
4. After recording of the Incoming Message Form, this will be passed to the ORT Team leader.
5. The ORT Team Leader will then determine which appropriate action to take – according to the information in the message, with assistance from the Planning Officer / Deputy Team Leader.
6. In cases where actions will entail the commitment of funds, the approval of the NATDISCORD must first be sought.
7. In cases where resources of line agencies are required to attend to the message, DSLOs must be notified immediately by the ORT Team leader.
8. In cases where displays are to be updated the Display Officer / Plotting Officer will be tasked to undertake the update.
   All information for both the manual and electronic displays is to be updated simultaneously.
9. Any notification to the DSLOs must be recorded in the Action Taken section of the Incoming Message Form.
10. The originator of the message will be informed of the Action Taken through the Outgoing Message Form.
11. All Incoming Message Forms must be correctly filed by the Recorder, in chronological order, after action has been taken.

6.1.2 Message Form – Outward

The details of preparing and sending outward messages from the NEOC are described below.

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The workflow is displayed in APPENDIX 8, the digital document for the management of information and record keeping can be found in APPENDIX 22.

1. The drafter of a message must pass the completed draft to the ORT Team Leader for vetting.
2. After clearance the ORT Team Leader will assign a priority for the message and determine the best means for transmission.
3. All Outgoing Messages (email/telephone/fax/letters) must be recorded in the Outgoing Message Form and recorded by the Recorder in the Master Operations Log before being delivered to the Communication Room.
4. After sending the message the Radio / Telephone/Fax / Email Operator must record all Outgoing Messages in the Outgoing Message Record.
5. Following its transmission, the message is then given to the Outward Message Recorder to register in the Communication log and then to file.
6. If any action is anticipated by the addressee and no feedback is forthcoming, messages dispatched need to be followed up with addressee (within 1 hour and every hour thereafter) by the Outward Message Recorder.
7. All Outgoing Message Forms must be correctly filed by the Recorder, in chronological order, after being sent.

In urgent situations, DSLOs may see the need to transmit information directly by telephone or radio either to their headquarters or operating units in the field. In such cases, Agency DSLOs should (encapsulate) summarise the essence of the message when time permits and provide the Outward Message Recorder with a copy for logging and filing.

6.1.3 Message Form

The Message Form covers the Inward and Outward Messages described above and is shown in Appendix 9.

6.2 Log

To ensure all information flowing in and out of the EOC is explicitly captured and stored the following logs are crucial and will be used by the ORT.

x **Communication Log** – This is to record all messages received and sent in the EOC through the radio, telephone, fax and email operators. See APPENDIX 10.
x **Master Operations Log** – This is to record all inward and outward messages received and dispatched from the Operations area of the NEOC. See APPENDIX 11.
x **Request Log** – This is to record all requests for assistance received from agencies and victims. See APPENDIX 12.
x **Problem Log** – This is to record all problems identified during the operation in responding to an event which will be useful in improving the response performances. See APPENDIX 13.
x **Master File Log** – This is to record the contents of the files created to store information relevant to the event. See APPENDIX 14.
x **Donations and Appeals Log** – This is to record all donations received and pledges made to assist victims of the event. See APPENDIX 15.

6.3 Displays

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Different displays are provided and maintained in the Operations Room.
The NATDISCORD will ensure all stationery and equipment required for updating the displays is available before and during the emergency operations.

The Displays Officer will ensure all displays are regularly updated and capture information provided by the Divisional, District and Agency EOCs, relating to the threat currently faced.

6.3.1 Status boards

Inward and Outward information is available on different Status boards, such as the deployment of resources and requests for assistance. Electronic versions may also be created and are to be updated simultaneously. The types of Status Boards for the Operations Room are:

   x **Resource Status (RESSTAT)** – Provides up-to-date information on resources

      requested/available/committed, units deployed etc. See APPENDIX 16.
   x **Situation Status (SITSTAT)** – The most current information on casualties, infrastructure, highways,

      bridges, damage and needs. See APPENDIX 17.
   x **Significant Events** – A chronology of key events that have occurred and need to be available for

      rapid reference. See APPENDIX 18.
   x **Contact List** – Displays the pertinent information of officers/offices contacted relative to the

      incident. See APPENDIX 4.
   x **Evacuation Centers** – List location of shelter/centres available, needs to be regularly updated

      electronically (serves as baseline data for Status of Evacuation Centers).
   x **Status of Evacuation Centers** – Displays the status of shelters/centers available in the affected

      areas, their activation status and use. Used for determining additional shelter needs. See
      APPENDIX 19
   x **Meteorological Information** – Contains the latest observations, forecasts and warnings. See

      APPENDIX 20

6.3.2 Resource boards

These display the status of Agency resources such as:
   x Fire/Rescue Resources
   x Law Enforcement Resources
   x Medical Facilities
   x Transportation Resources
   x Essential supplies – food, water, black packs

6.3.3 Maps and charts

These are used to record geographically and pictorially significant operational information including details of the area or specific locations under threat and the extent of damage caused. The Plotting Officer has to ensure that all maps and charts are regularly updated.

The types of maps and charts are:
   x National Map – used to plot locations of damage, resources, problems, etc.
   x Vessel Locations Chart – used to show the location of surface vessels.

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x Tracking Map – used to plot the location and movement of cyclones, etc. as reported by the Fiji Meteorological Service.

6.4 Situation report

The ORT Team Leader prepares the Situation Report (SITREP), following the conclusion of each ORT shift, which is submitted to the NATDISCORD.

This SITREP should contain a progressive update of the emergency situation in terms of:
1. Details of the hazard.
2. The areas affected.
3. Impact on food, water, housing, infrastructure, environment, etc.
4. Number and nature of casualties.
5. Continuity of essential services – health, police, etc.
6. Actions taken and progress of response.
7. Any other relevant information.

Information for the SITREP is drawn from SITREPS submitted by divisional, district and Agency EOCs. A template of the SITREP is in APPENDIX 21.

6.5 Media bulletin – preparation and release

Media bulletins should be prepared by the Media/Information Officer at regular intervals as determined by the NATDISCORD.

All Media Bulletins are to be cleared by the NATDISCON and/or the NATDISCORD prior to release.

6.6 Briefings

All briefings are to be organised by the Information - Media Liaison Officer and should be held in the Meetings and Briefing Room.

Prior to briefings the Information - Media Liaison Officer should ensure that the necessary information displays, slideshows, microphones, speakers, etc. are available and in working order.

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7.   OPERATIONS ROOM TEAM ROLES AND REPONSIBILITIES

The tasks and responsibilities of members of the Operations Room Teams (ORT) are described in detail below.

For a general outline of roles relating to the 7 functional areas in the EOC (Executive/Directorate/Command, Intelligence and Planning, Operations, Logistics, Administration, Financial, Public Information and Media), see APPENDIX 23.

7.1 ORT Team Leader

1. Manage ORT shift.
2. Ensure security of Operations Room.
3. Advise NATDISCORD of significant developments including requests from Divisional, Provincial or District EOCs and/or Lead Agency EOCs for assistance.
4. Advise the Relief and Logistic Planning team on all requests, pledges and commitments received during the shift.
5. Prepare ORT Situation Reports to cover ORT shift.
6. Ensure proper handover to next ORT Team Leader.

7.2 Planning Officer/Deputy Team Leader

1. Assist the team leader in determining responses to inward messages from stakeholders.
2. Organise the logistics needs of the ORT.

7.3 Recorders

1. Filing of all inward and outward messages sent by telephone, fax, radio, email, etc.
2. Recording all inward and outward messages sent by telephone, fax, radio, email, etc. in the Master Operations Log.
3. Maintenance of Operations Room records.
4. Any other duties as assigned by the ORT Leader.

7.4 Displays Officer

1. Ensure all displays are cleaned and ready to be used to capture information relating to the threat currently faced.
2. Ensure that displays are regularly updated manually.

7.5 Plotting Officer

1. Ensure all maps are cleaned and ready to be used.
2. Ensure that maps are regularly updated.

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7.6 Radio Operator

1. Maintain radio communications with all relevant EOCs.
2. Conduct regular radio checks.
3. Record and file all inward and outward messages in Communications Log.
4. Ensure immediate notification of ORT Team Leader in case of any URGENT messages.

7.7 Telephone/Fax Operator

1. Maintain all telephone/fax communications.
2. Record and file all incoming and outgoing messages in Communication Log.
3. Ensure immediate notification of ORT Team Leader in the event of any URGENT messages.

7.8 Technical Support staff

1. Provide information management expertise for:
    - online updates (NDMO web site, PDN, etc).
    - GIS products - hazard maps, impact maps, response maps, relief distribution maps, etc.
    - database updates (baseline, assessments, national disaster observatories, etc.).

7.9 General support staff

1. Ensure provisions of resources are available for the ORT.
2. Maintain inventory of supplies allocated to the ORT.
3. Attend to the clerical/typing needs of the ORT.
4. Any other duties as assigned by the ORT Leader.

7.10 Information - Media Liaison Officer

1. Prepare press releases for clearance by NATDISCORD or NATDISCON.
2. Facilitate communication of cleared press releases to media organisations.
3. Organise NEOC media briefings by NATDISCON or NATDISCORD.

7.11 Military Liaison Officer

1. Provide advice and support to ORT Team Leader.
2. Provide advice and support to NATDISCORD and NATDISCON.
3. Assist with rostering and supervision of Radio Operators.
4. Liaise with RFMF on tasking of RFMF resources, personnel and any other aspects of the
    emergency operations.
5. Provide reports on RFMF deployment.

7.12 Police Liaison Officer

1. Provide advice and support to ORT Team Leader.

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2. Provide advice and support to NATDISCORD and NATDISCON.
3. Assist with map plotting and updating of displays.
4. Liaise with Police on tasking of Police resources, personnel and any other aspects of the
   emergency operations.
5. Provide reports on Police deployment.

7.13 Other DSLOs

1. Provide advice and support to ORT Team Leader.
2. Provide advice and support to NATDISCORD and NATDISCON.
3. Liaise with their respective Agency heads on tasking of Agency resources, personnel and any other
   aspects of the emergency operations.
4. Provide reports on Agency emergency response, relief and rehabilitation operations.

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8. STAND-DOWN PHASE

8,1 Stand- Down Authority

The NATDISCON will be the authority to proceed to the Stand-Down phase of operations. This will be determined on the deliberate judgment of NATDISCON or on the advice of the NDMC and NATDISCORD.

The implementation of Stand-Down procedures is the responsibility of NATDISCORD supported by the final ORT Team Leader (on duty at the time the Stand-Down was directed or decided by NATDISCON).

8.2 Filing of Records

As soon as is practicable following the decision to Stand-Down the relevant ORT Team Leader will organise the filing of records for the operations. These will be handed to the NATDISCORD.

8.3 Clearing & Archiving of Data Displays

Data displays and other map information will remain as displayed following Stand-Down. These will only be removed once the NATDISCORD is satisfied that they no longer serve any useful purpose for the on-going emergency/disaster operation. Digital photos must be taken of the final displays prior to deletion.

8.4 Staff Stand-Down

The Stand-Down of staff will be organised by the ORT Team Leader. Prior to staff departure the ORT Team Leader must conduct a quick debrief and will include issues arising from such a debrief in the final SITREP submitted to the NATDISCORD.

8.5 Communications Systems

The communications systems within the NEOC will remain open and will be monitored by NDMO staff following Stand-Down.

Any further communications regarding on-going relief or other matters linked to the emergency/disaster are to be handled through the routine day to day procedures of the NDMO.

8.6 Operations Room

The Operations Room will remain open after Stand-Down to facilitate any further communications traffic that the NDMO may require in relation to the emergency/disaster.

8.7 Debriefings

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A debriefing of all ORT Leaders will be conducted by the NATDISCORD within 7 days following the decision to Stand-Down. This debrief will cover all Stages of the operations. The findings from this debrief are to be compiled in a report by the NATDISCORD to the NDMC. Any lessons learned from the debriefing are to be used to improve operations systems and procedures.

Further debriefs of Support Agencies at the National Level will be conducted by NATDISCORD within 1 month of stand-down. Divisional and District HoD debriefs will be facilitated by Divisional Commissioners and District Officers respectively.

An After Action Report (AAR) will be compiled of Lessons Learned, What Went Well, and Areas of Improvement collated from the various debrief sessions held at all levels.

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9   ADMINISTRATIVE FUNCTIONS

9.1 Equipment, Transport

The Ministry of Provincial Development will provide all equipment and vehicles to be used by the NEOC. These may be supplemented by other equipment and vehicles that the NATDISCON may deem necessary and will acquire through the assistance of other Agencies.

9.2 Maintenance of NEOC

The responsibility for the maintenance and upkeep of the facilities of the NEOC will be vested in the Principal Disaster Management Officer Emergency Planning and Coordination (PDMOEPC).

9.3 NEOC Staff Welfare, Feeding & Relief

The Principal Disaster Management Officer Emergency Planning and Coordination (PDMOEPC) will ensure that proper rostering of ORTs is carried out and that staff requirements for sustenance are adequately provided for.

The provisions of refreshments for staff in the NEOC during periods of activation are to be carried out in accordance with the relevant Government General Orders and Financial Instructions.

9.4 Financial Management

The incurring of expenditure for any matters related to the operations of the NEOC will be in accordance with the relevant Finance Instructions and the provisions of the Ministry of Provincial Development Finance Manual.

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10 REFERENCES

Government of Fiji, National Disaster Management Plan, 1995

Government of Fiji, Natural Disaster Management Act, 1998

Hazardous Materials/Chemical, Biological, Radiological Sub Plan 2005,   *emergency NSW*

State Storm Plan 2000, E *mergency, NSW*

The Asia Foundation/USAID's Office of US Foreign Disaster Assistance (2005) Emergency Operations
Centres Reference Manual

The Asia Foundation/USAID's Office of US Foreign Disaster Assistance (2005) Initial Damage Assessment
Training Manual

APPENDICES

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APPENDIX 1 - NEOC Recommended Layout

Emergency Operations Centres

Sample EOC Layout

APPENDIX B – Supplies

Displays

Operations Room

Communications Room

Liaison Officers

Communicators

Displays

Displays

Controller/Co-ordinator

Executive Room

Clerical Support Reception

Displays

Displays

Note: This diagram is for illustrative purposes only. The actual EOC layout for the incident/ event should be displayed.

Display 3

Rev. August 2005 F.L   6-6   Reference Materials
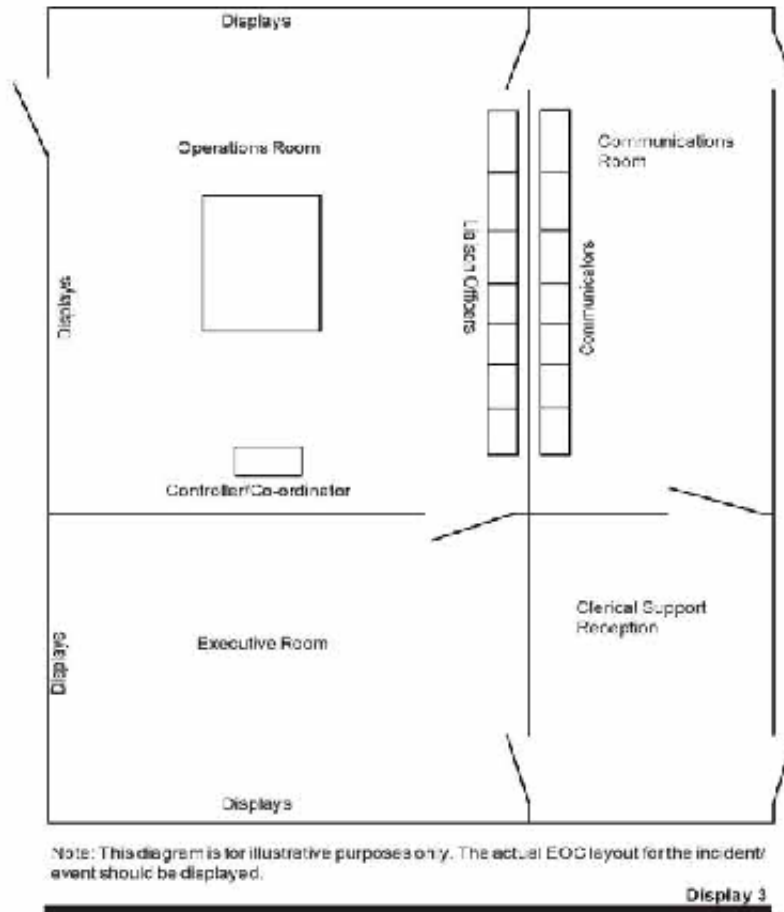
APPENDIX B – Resource List

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APPENDIX 2 - RECOMMENDED RESOURCE LIST for NEOC

Emergency Operations Centres

EOC RESOURCE LIST

EQUIPMENT

The following items of equipment are ideally readily available in an EOC:

- Adding machines/calculators
- Air Conditioners
- Auxiliary power (generator)
- Beds/Cots
- Blackboards
- Cameras
- Chairs
- Clocks
- Coffee Machine
- Commercial radios
- Computers/modems
- Desks
- Display boards
- Easels with flipcharts
- Extractor fans
- Film, slide and OHP's
- Flashlights (other emergency lighting)
- Food Storage Cabinets
- Manual and Electric typewriters
- Maps
- Photocopy machine
- Portable satellite terminal
- Projection screens
- Radio station remote hook-ups
- Radios - HF, VHF, UHF, SW, SSB
- Refrigerator/Freezer
- Stove
- Tables
- Tape recorders
- Telephone jacks for additional phones to be installed
- Telephone switchboards
- Telephones (listed and unlisted numbers)
- Television sets
- Urns or water heater
- urns or electric kettle
- VCRs
- Video cameras
- Whiteboards

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Emergency Operations Centres

SUPPLIES

The following supplies are usually needed in an EOC:

- ○ Batteries/bulbs for flashlights
- ○ Coat racks/hangers
- ○ Coffee maker filters
- ○ Coffee pots and cups
- ○ Coveralls for change of clothes
- ○ Eating utensils
- ○ Extension cords
- ○ Film for camera
- ○ Food preparation/serving equipment
- ○ Food/beverage supplies
- ○ Garbage bags
- ○ Glasses
- ○ Juices
- ○ Light bulbs
- ○ Matches
- ○ Medical supplies (First-Aid kit)
- ○ Paper cups
- ○ Paper towels
- ○ Sheets/pillowcases
- ○ Soap (personal, detergent, laundry, dishes).
- ○ Teapots and kettles
- ○ Toilet paper
- ○ Towels
- ○ Water pitchers
- ○ _____
- ○ _____

STATIONERY and SUPPORT MATERIALS

The following items are usually required in an EOC:

- ○ Aerial photos
- ○ Audio-cassettes
- ○ Calendars
- ○ Chalk and erasers
- ○ Envelopes of various sizes
- ○ Erasers
- ○ Felt tip markers (permanent and dry erase)
- ○ File folders
- ○ Filing cabinets
- ○ Glue sticks
- ○ In/out boxes

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Links

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ng Agencies

| O | O | | | O, Ministry of Works | | | O | O |

Support | NDM | NDM Fiji | ... | National Fire

Warning | | | | | | h

EARLY WARNING SYSTEMS

Agency ... Ministry of Ministry of Agriculture

APPENDIX 3 - AGENCIES REPONSIBLE FOR

bulletins,

TV bulletins, SMS ... Radio bulletins, TV ... bulletins, TV ... TV bulletins,

Mediums

bulletins, TV

EWS Radio ... Radio ... first call Radio ... Radio ... newspaper advertisements and

lth crisis

Hazard | Cyclone | Earthquake | Tsunami | Floods | Landslide | Drought | Fire | Oil ... Spill ... sea Invasive species

APPENDIX 4 - CONTACT NUMBERS

Designation	Phone	Direct Line	Mobile	Home	Radio Telephone
NATDISCON	3313400 extn. 111	3312767	9206153	3340867	
NATDISCORD	3313400 extn. 106	3313361	9200960	3477783	3DV73
Commander RFMF	3313799	3211776	9905819	3305729	
Commissioner of Police	3211650				
Director General Fiji Red Cross Society	3314133	3305258	9992484	3306480	
Commissioner Central	3477000	3477660	9939286/9905704	NA	3DV300
Commissioner Western	6660158	6669636	9230176	NA	3DV100
Commissioner Eastern	3318297	3318280	9378463	NA	3DV400
Commissioner Northern	8811322	8815059	9931578	NA	3DV200
Provincial Administrator Ra	6694240	6694240	9441880	NA	3DV101
District Officer Tavua	6680553		9086458	NA	3DV103
District Officer Nadarivatu	6209645	6209645	9262840	NA	3DV102
District Officer Ba	6674056	NA	9328634	NA	3DV104
District Officer Lautoka/Yasawa	6260640		9742177	NA	3DV100
District Officer Nadi	6700101/6700143		9098060	NA	3DV105
Provincial Administrator Nadroga	6500014		9229635	6242109	3DV107
District Officer Keiyasi	6200117		9976976	9500690	3DV106
Provincial Administrator Serua	3460108		8676423	NA	3DV304
Provincial Administrator Namosi	3460615		9071078	NA	3DV100
District Officer Suva	3313400		9249944	NA	3DV303
Provincial Administrator Tailevu	3477000		9803759	NA	3DV300
Provincial Administrator Rewa	3477000		9956533	NA	3DV300
Provincial Administrator Naitasiri	3685000		9779013	NA	3DV302
District Officer Korovou	3430024	3430188	7230467	NA	3DV305
Provincial Administrator Lomaiviti	3440359/3440022			NA	3DV403
Provincial Administrator Lau	3313400		8321034	NA	3DV400
District Officer Rotuma	8891011			NA	3DV402
Provincial Administrator Kadavu	3620794			NA	3DV101
Provincial Administrator Cakaudrove	8850099	8503867	7452513	NA	3DV204
District Officer Tukavesi	8201964		7387821	NA	3DV202
District Officer Saqani	8201228	8221512	9147695 7508075	NA	3DV203
District Officer Taveuni	8880026	8501252	8358445	NA	3DV201
District Officer Seaqaqa	8860191		8676960	NA	3DV206
Provincial Administrator Bua	8836027	8500567	9091626	NA	3DV205
District Officer Macuata	8811439		9945213	NA	3DV200
Manager Finance, MPD	3313400 extn. 157	3319302	9327200	3390209	

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Manager Administration, MPD	3313400 extn. 112	3313591	9341484	3398886	
Police Headquarters	3343777				
RFMF Headquarters	3313799				
Ministry of Information	3211452				
Health DSLOs	3306177	NA	7446136	3632002	NA
Works DSLOs	3384111		9905300		

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APPENDIX 5 - LEAD AGENCIES & SUPPORT AGENCIES:
ROLES FOR MAJOR NATURAL & HUMAN-CAUSED HAZARDS (FIJI)

	Hazard	Lead Agency	Support Agencies
1	Cyclone	NDMO	All Agencies or as directed by the National Disaster Controller
2	Earthquake	NDMO	All Agencies or as directed by the National Disaster Controller
3	Tsunami	NDMO	All Agencies or as directed by the National Disaster Controller
4	Flood	NDMO	All Agencies or as directed by the National Disaster Controller
5	Fire	National Fire Authority	NDMO and DISMAC, Police, FRCS, St. Johns Ambulance Brigade, Ministry of Health
6	Oil Spill - Marine	Fiji Islands Maritime Safety Administration	National Fire Authority, Ministry of Environment, NDMO and DISMAC
7	Oil Spill - Land	National Fire Authority	Ministry of Environment, NDMO and DISMAC, Police
8	Hazardous Materials - Marine Spill	Fiji Islands Maritime Safety Administration	National Fire Authority, Ministry of Environment, NDMO and DISMAC
9	Hazardous Materials - Land Spill	National Fire Authority	Ministry of Environment, NDMO and DISMAC, Police
10	Public health crisis - influenza pandemic/epidemic etc	Ministry of Health	NDMO and DISMAC, Police, FRCS, St. Johns Ambulance Brigade
11	Invasive species - crops and animals	Ministry of Agriculture	NDMO and DISMAC, Ministry of Health, Fiji Islands Revenue & Customs Authority, Police
12	Mass Civil Disorder	Police	RFMF, NDMO and DISMAC, and FRCS
13	Aircraft accident (at Airports)	Civil Aviation Authority of Fiji	Police, National Fire Authority, Ministry of Health, Airports Fiji Limited, St. Johns Ambulance Brigade, NDMO and DISMAC.
14	Aircraft Accident (at sea and within 12 miles)	Police	Civil Aviation Authority of the Fiji Islands, Fiji Navy, Government Shipping Services, FIMSA, Ministry of Health
15	Aircraft Accident (at sea and outside 12 mile zone)	Fiji Navy	Police, Civil Aviation Authority of the Fiji Islands, Government Shipping Services, FIMSA, Ministry of Health
16	Maritime Disaster (Disabled vessels)	Fiji Islands Maritime Safety Administration	Fiji Navy, Police, Government Shipping Services, Ministry of Tourism & Transport, Ministry of Health, NDMO and DISMAC

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APPENDIX 6 - LEAD AGENCIES & SUPPORT AGENCIES:
ROLES IN RELATION TO VARIOUS TYPES OF RESPONSE FUNCTIONS

	Response Function	Lead Agency - Responsible Authority	Role	Support Agency(ies)	Role
1	First Aid	Ministry of Health	Coordination and initial response	Red Cross, St Johns Ambulance Brigade	Render first aid and supplies back up
2	Transport & movement of casualties	Ministry of Health	Coordination of ambulance services if available	Red Cross, St Johns Ambulance Brigade	Ambulance services
3	Medical treatment	Ministry of Health	Provide medical treatment and hospital facilities	Private health care	Assist as required
4	Public health	Ministry of Health	Prevention activities and awareness	Red Cross, NGOs and CSOs	
5	Management of deceased victims	Ministry of Health	Coordination	Police, Ministry of Foreign Affairs	Victim identification, Repatriation of remains
6	Mortuary services	Ministry of Health	Storage and processing	Private mortuary services	Assist as required
7	Counseling and support	Fiji Red Cross Society	Provide counseling services	NGOs, Church and community groups	Assist as required.
8	Land search	Police	Coordinate and conduct SAR	RFMF, Volunteers	Assist as required
9	Urban Search and Rescue	NFA	Coordinate and provide USAR	Police, RFMF	Assist as required
10	Maritime Search and Rescue	Fiji Navy	Coordinate and provide MSAR	GSS, Private shipping companies	Assist as required
11	Industrial/High Rise/Flood/Trench/ High Angle Rope/ Confined Space Rescue	NFA	Coordinate and provide rescue	Police, MoH, St. Johns Ambulance Brigade	Assist as required
12	Evacuation of affected persons	Fiji Police Force	Coordination and implementation. Also security of property	RFMF, Fiji Navy, Volunteers	Provide transport and personnel
13	Registration of evacuees	Fiji Police Force	Register evacuees	Provincial/District EOCs, Red Cross	Assist as required
14	Fire suppression – urban	NFA	Provide fire suppression and coordinate response	Police, Local Government Authority, Volunteers	Security and other services as required.
15	Fire suppression - rural	NFA	Provide fire suppression and coordinate response	Police, Volunteers	Assist as required
16	Temporary shelter	Divisional / Provincial / District EOCs	Provide evacuation shelters for evacuees	NDMO, Red Cross	Assist as required
17	Emergency food rations	NDMO	Provide food rations for evacuees	Red Cross	Assist as required
18	Emergency clothing	NDMO	Coordinate provision of emergency clothing	Red Cross, Religious and other volunteer groups	Assist as required

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	Response Function	Lead Agency - Responsible Authority	Role	Support Agency(ies)	Role
19	Livestock care	Ministry of Agriculture	Coordinate livestock care during disasters		
20	Funding of disaster risk management activities through National Disaster Risk Management Fund	Cabinet Sub Committee on Disaster Risk Management	Approve funding proposals and monitor use	NDMO Coordination,	implementation and monitoring of finances
21	Overseas aid	NDMO	Consolidation of requests to donors	Ministry of Foreign Affairs	Donor coordination
22	Emergency supplies acquisition and storage	Government Supplies	Establish guidelines for procurement and storage	NDMO, Divisional, Provincial and District EOCs	Implement guidelines
23	Crowd control & safety	Police	Subdue and isolate disruptive elements	RFMF As required	
24	Security of public and private premises	Police	Implement protective cordon and conduct regular patrols	RFMF and private security firms	As required
25	Emergency information updates	NDMO	Provide updates through the National Disaster Controller, Divisional Disaster Controller, Provincial/District Disaster Controller	Media agencies	Facilitate release of information
26	Enquiries about affected people	NDMO	Provide information to the public for local and international enquiries	Red Cross	Assist as required.
27	Communication between agencies	NDMO	Ensure that there is communication between all relevant agencies	Telecom Fiji Ltd., Police, RFMF, Fiji Navy	Assist with communications
28	Initial Damage Assessment	NDMO	Coordinate and support assessment teams	Divisional/Provincial/ District EOCs Village/Settlement Councils FEA, Telecom Fiji	Conduct IDA
29	Comprehensive Damage Assessment	NDMO	Coordinate and support assessment teams	Divisional/Provincial/ District EOCs Ministry of Health, Ministry of Works, Ministry of Agriculture	Conduct CDA
30	Building safety evaluations	Ministry of Works	Coordinate and facilitate evaluations	Municipal authorities NFA	Conduct evaluations
31	Assess air travel restoration	CAAFI	Coordinate and conduct assessment and advise NDMO	Airports Fiji Limited, Air Terminal Services Limited	Conduct assessments
32	Assess sea travel restoration	FIMSA	Coordinate and conduct assessment and advise NDMO	Fiji Navy, Government Shipping Services	Assist as required
33	Environmental impact	Ministry of	Report to NDRMC on	NDMO, Co-opted	Assist as required

	Response Function	Lead Agency - Responsible Authority	Role	Support Agency(ies)	Role
	assessment	Environment	environmental impact of disasters	specialist organisations	

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APPENDIX 7 - INWARD MESSAGES - WORKFLOW

Work- and Information Flow

Incoming message
received and created by
Radio Operator / Telephone / Fax Operator / Email
recorded in
Message Form Inward
Communication Log Incoming
passed to
OP room - Recorder
recorded in
Master Operations Log
Pass to
Team Leader
discuss with
Planning Officer / DSLO / NATDISCORD

determine action
x In cases where actions will entail the commitment of funds, the approval of the NATDISCORD
   must first be sought.
x In cases where resources of line agency are required to attend to the message, DSLO must
   be notified immediately by the ORT Team leader.
   Any notification to the DSLO must be recorded in the Action Taken section of the Incoming
   Message Form
x In cases where displays are to be updated the Display Officer / Plotting Officer must be tasked
   to undertake the update.
   All information for the manual and electronic displays is to be updated simultaneously

Decided action recorded in
Action taken section in Message Form Inward (Any notification to the DSLO must be recorded in the Action Taken section of the Incoming Message Form)
Message Form Outward (see next chapter and Appendix F)
Refer to
Implementing Agency / Planning and Logistics Team
Recorder
files in chronological order after action has been taken
Originator of the message will be informed of the Action Taken through the Outgoing Message Form

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APPENDIX 8 - OUTWARD MESSAGES - WORKFLOW

Work- and Information Flow

Outgoing message
instructions issued by
ORT Team Leader
draft created by
Message Drafter (Planning Officer/Deputy Team Leader)
recorded in
Message Form Outward
draft completed / vetted / cleared / priority assigned / best means to transmit determined by
ORT Team Leader
passed to
Recorder
recorded in
Master Operations Log
passed to
Radio Operator Telephone / Fax Operator Email Or DSLO if urgent - DSLOs may see the need to transmit information directly by telephone or radio either to their headquarters or operating units in the field. In such cases, Agency DSLOs should encapsulate the essence of the message when time permits and provide the Outward Message Recorder with a copy for logging and filing
logged in
Communications log
File chronologically
If any action is anticipated by the addressee and no feedback is forthcoming, messages dispatched need to be followed up with addressee (within 1 hour and every hour thereafter)
Follow up by
Outward Message Recorder
Recipient

APPENDIX 9 - MESSAGE FORM Template

Emergency Operations Centres

EOC:_____

EOC MESSAGE FORM INWARD ☐   **OUTWARD** ☐

Routine ☐   Priority ☐   Immediate ☐   Flash ☐
Response 2-3 Days   1 Day   8 Hrs   30mins
Time:

Incident/Event:_____ Message No. _____ Date:_____ Time:_____

From: _____ To: _____

SITUATION DESCRIPTION:

_____
_____
_____
_____
_____
_____
_____
_____
_____

ACTION TAKEN:

_____
_____
_____
_____

FEEDBACK TO/FROM ORIGINAL STATION:

_____
_____
_____

SENDER DETAILS   **RECEIVER DETAILS**
Name: _____   Name: _____
Signature: _____   Signature: _____
Contact: _____   Contact: _____
Time: _____   Time: _____

Updated 11/15/2011

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APPENDIX 10 - COMMUNICATIONS LOG Template

Emergency Operations Centres

COMMUNICATIONS LOG

EOC: _____

Incident/Event: _____

Incoming ☐
Outgoing ☐
Page No. _____

Num	Date	Time	Subject	Origin	Recipient	Initial

Updated 11/15/2011

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APPENDIX 11 - MASTER OPERATIONS LOG Template

Num.	Date	Time	Entry	Action	Remarks	Name of Log Officer	Signature

EOC:_____

Incident/Event:_____

MASTER OPERATIONS LOG

Page No._____

Updated 11/15/2011

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APPENDIX 12 - REQUEST LOG Template

EOC:_____

Incident/Event: _____

REQUEST LOG (IN / OUT)

Page No. _____

Num.	Date	Time	Request	Action	Remarks	Name of Log Officer	Signature

Updated 11/15/2011

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APPENDIX 13 - PROBLEM LOG Template

PROBLEM LOG

EOC: _____

Incident/Event: _____   Page No. _____

Num	Date	Time	Problem	Responsibility	Action Taken	Name / Initial

Updated 11/15/2011   52

APPENDIX 14 - FILE CONTENTS LOG Template

FILE CONTENTS LOG

EOC:_____

Incident/Event: _____   Page No. _____

Num.	Date	Time	Item	Subject

Updated 11/15/2011

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APPENDIX 15 - DONATIONS / APPEALS LOG Template

EOC: _____

Incident/Event _____

DONATIONS/APPEALS LOG

Page No _____

Date	Classification Expandable Items / Non Expandable Items				Source	Destination	Name of Log Officer	Signature
	Food	Qty	Qty	Qty				

Non Expandable Items
___ Kitchenware
___ Eating Utensils
___ Tents

APPENDIX 16 - RESOURCE STATUS Template

EOC:_____

Date:_____

RESOURCE STATUS (RESTAT)

Update time _____

Resource Item	Location	Source	Status	Assigned	Released

Updated 11/15/2011

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APPENDIX 17 - SITUATION STATUS Template

SITUATION STATUS

EOC Location: _____
Incident/Event: _____   SITSTAT No: _____

Date: _____   Time: _____

From: _____   To: _____

Copies to: _____   _____

		No.	Cost Est.	Source of Information
People	Dead			
	Missing			
	Hospitalized			
	Sick/Injured			
	Evacuated			
Permanent Dwellings	Destroyed			
	Damaged not habitable			
	Damaged habitable			
Businesses	Destroyed			
	Damaged not habitable			
	Damaged habitable			
Life Lines	Damaged or Destroyed			
	W/S - Water Supply			
	E/S - Electricity Supply			
	R/B - Roads and Bridges			
	Communication			
Schools and community buildings	Damaged or Destroyed			

Comments (such as weather):

OFFICER DETAILS
Name: _____
Signature: _____

Updated 11/15/2011

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APPENDIX 18 - SIGNIFICANT EVENTS Template

SIGNIFICANT EVENTS

EOC:_____

Incident/event_____   Update time_____

Num.	Date	Time	Event	Action

Updated 11/15/2011

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APPENDIX 19 - STATUS OF EVACUATION CENTRES Template

EVACUATION CENTRES
(Filled in Pre-Impact)

POC: _____

Serial	Modes Centres	Shelter Name	Location	Control	Type/Facility	Capacity	Occupancy	Last Inspection Date	Activation Date	Closing Date	Rating 1,2,3

Key for Rating:
1 - Structurally sound with all amenities
2 - Structurally sound with no amenities
3 - Substandard structure

Updated 11/15/2011

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APPENDIX 20 - METEOROGICAL INFORMATION Template

_____   **Emergency Operations Centres**

MET INFORMATION

Incident/event _____   Date _____   Time _____

Current Observation

Temp. _____   Humidity _____ Wind _____ Sky _____

12 hour Forecast

24 Hour forecast

Long Range forecast

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APPENDIX 21 - SITUATION REPORT Template

Emergency Operations Centres

Page 1

SITUATION REPORT

EOC: _____

Fill in: Routine ☐   Priority ☐   Immediate ☐   Flash ☐
Response   2-3 Days   1 Day   8 Hrs   30mins
Time:

Incident/Event: _____   SITREP No: _____

Date: _____   Time: _____

From: _____   To: _____

Copics to: _____   _____

Situation
   General _____

   _____

   _____

   _____

   SITSTAT _____

   _____

   _____

   _____

Current Operations
   Community Response _____

   _____

   _____

   _____

   National Assistance _____

   _____

   _____

   _____

Updated 11/15/2011

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Emergency Operations Centres

Page 2

International Assistance

_____
_____
_____
_____

Future Operations

_____
_____
_____
_____

Recommendations

_____
_____
_____
_____

Feedback to Original Station

_____
_____
_____
_____

SENDER DETAILS   RECEIVER DETAILS
Name: Name: _____
Signature: _____   Signature: _____
Contact: _____   Contact: _____
Time: _____   Time: _____

AUTHORISATION DETAILS
Name: _____
Signature: _____
Contact:

Updated 11/15/2011
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MANAGEMENT / RECORD KEEPING

RECORD KEEPING

DIGITAL DOCUMENT

APPENDIX 22 - DIGITAL DOCUMENT

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No	1A	2	3	4	5	6	7	8	9	10	11
Document name	updates	Contacts	Damage	Damage Loca	Deaths	Donations / Lo	Education	E Centres	Health Facilitie	Pledges	Problem Lo
Disposal	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Clearing and archi	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Filing	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Dissemination	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
Display	tbc	tbc	Public	tbc	tbc	Public	tbc	Public	tbc	Public	tbc

		Log	Display	Display		Display
tbc	tbc	tbc	tbc	tbc	tbc	tbc
tbc	tbc	tbc	tbc	tbc	tbc	tbc
tbc	tbc	tbc	tbc	tbc	tbc	tbc
tbc	tbc	tbc	tbc	tbc	tbc	tbc
Public recommended	Public recommended	tbc	tbc	Public recommended		
.../eoc eoc_fi	.../eoc eoc_fi	.../eoc eoc_fi	.../eoc eoc_fi	.../eoc eoc_fi	.../eoc eoc_fi	.../eoc eoc_fi

in the file system.

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on CD and shall be integrated

.../eoc templates/	.../eoc templates/	.../eoc templates/	.../eoc templates/	.../eoc templates/	.../eoc templates/	.../eoc templates/
			xls	.x _18	rt_21	xls
			_16. y			_17. y
s	eoc_advisory	eoc_relief	eoc_request2	eoc_resource_dis	eoc_significant	eoc_situation	eoc_situation_dis

r g s vi		st Log	ce	ant t s en	on t	on
Publshed	Relief	Reque st	Resolut Status	Signi fic	Situ Repor	Situa Status
12	13	14	15	16	17	18

The above mentioned files and templates are available

APPENDIX 23 - KEY STAFF OPERATIONAL ROLES

Emergency Operations Centres

EOC Functional Areas

The roles and tasks that need to be performed in an EOC can be organised into seven functional areas for staffing and management. Following are the 7 functional areas and the activities that are normal for each area. In any given event/incident situation the number of staff members in an EOC will vary. For example, one event may be high in logistics activities while another event may have little logistics but be strong in planning and operations. During the initial stages of an event/incident, a few staff members may perform all of the functions. As an event grows in impact, the EOC staff will need to grow to deal with the event. The emergency manager needs to anticipate staffing needs and make the necessary additions before they are actually required.

1. Executive/ Directorate/ Command

- Recommendations
- Policy
- Priorities
- Decisions
- Guidance
- Control

2. Intelligence and Planning

- Convert executive output into implementable actions
- Collect, organise, analyse, validate and report information
- Develop alternatives based on possible outcomes
- SITREP
- Resource status
- Allocation of resources
- Briefings to management (DC, NDC)

3. Operations

- Implement plans
- Provide intel and feedback information
- Direct
- Coordinate
- Communicate
- Safety
- Respond
- Make recommendations
- Provide feedback

4. Logistics

- Acquire, procure, transport, sort, allocate, store, allocate and distribute all forms of resources and services
- Provide feedback to Plans
- Recover resources after event
- Document actions
- Liaison with customs and quarantine

5. Administration

- Provide support (clerical, transport, food, health, IT, services, Critical Incidence Stress (CIS) to EOC staff, Controller
- Documentation
- Communication
- Security

6. Financial

- Funding
- Accountability
- Bill paying
- Advise/recommend
- Liaise with financial institutions

7. Public Information and Media Relations

- Provide official information to media
- Advise Centre Control Group on possible public education measures
- Provide feedback from public and media
- Liaise with media

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