INSARAG
USAR Coordination Manual

Contents

Abbreviations

APHP	Asia Pacific Humanitarian Partnership
ASR	Assessment Search and Rescue
AST	Americas Support Team
BGAN	Broadband Global Area Network
FCSS	Field Coordination Support Section
BoO	Base of Operations
CIQ	Customs, Immigration and Quarantine
EMT	Emergency Medical Team
EMTCC	Emergency Medical Team Coordination Centre
GDACS	Global Disaster Alert and Coordination System
GPS	Global Positioning System
IHP	International Humanitarian Partnership
INGO	International Non-Governmental Organisation
INSARAG	International Search and Rescue Advisory Group
LEMA	Local Emergency Management Authority
OSOCC	On-Site Operations Coordination Centre
RDC	Reception/Departure Centre
SCC	USAR Sector Coordination Cell
UCC	USAR Coordination Cell
ULP	Unleaded Petrol
UN	United Nations
UNDAC	United Nations Disaster Assessment and Coordination team
VO	Virtual On-Site Operations Coordination Centre
3W	Who, What, Where

Introduction and Purpose

Following major earthquakes in the 1980s, a decision was taken in 1991 to establish a coordination mechanism to offer international search and rescue resources to countries affected primarily by sudden onset events. This led to the creation of the INSARAG network, as an assistance mechanism used when a country finds its own resources overwhelmed by the magnitude of an incident. INSARAG classified teams have agreed to utilise coordination mechanisms to provide effective and efficient tactical operations to lessen victim mortality by meeting the operational objectives of the LEMA.

Purpose

The purpose of this manual is to provide guidance on the methodology of USAR Coordination to train and prepare USAR team members for national and/or international operations. Based on the needs and experiences learned from previous international USAR responses, the methodology has been synchronised with the OSOCC Guidelines and UNDAC Handbook. As an internationally accepted document, the coordination methodology found here can also be of value to countries that have not yet developed response mechanisms, or wish to integrate this mechanism into current disaster operation plans.

Methodology

The need for a USAR Coordination methodology came from the INSARAG Team Leaders, based on lessons learned from previous international deployments and training exercises. The concept is designed to lessen the burden on an UNDAC team to perform the actions, through recognising that INSARAG members could be better suited to perform the function. Using this concept allows the UNDAC team to focus more to the humanitarian needs of the affected country, by streamlining and establishing clearer division of labour regarding the coordination efforts

Implementation of USAR Coordination methodology begins with the arrival of the first INSARAG classified team into the affected country. Its design is based on the assumption–

That no Reception Departure Centre (RDC) is in place, meaning that the first arriving INSARAG classified team will need to establish one. If an RDC is in place, the first arriving INSARAG classified team will offer to strengthen it by assigning staff to the function.

That each Heavy INSARAG classified team will arrive with four personnel trained in USAR Coordination, and that each Medium INSARAG classified team will arrive with two personnel trained in the same methodology. This staffing level ensures that initial coordination and staffing gaps at the RDC, USAR Coordination Cell (UCC) and Sector Coordination Cell (SCC) can be filled.

That other stakeholders such as Emergency Medical Teams (EMT's), UNDAC, International Humanitarian Partnership and its its affiliates, can also augment the RDC.

That the arrival of an international resource into an affected country will be at a designated airport. While ports and railway stations are viewed as an alternative means of entry into an affected country, these are not discussed separately in this manual. If an INSARAG classified team learns it is to establish a RDC at one of these alternative locations, it will follow the same guidance, developed for an airport arrival.

This manual supplements the INSARAG Guidelines: Volume II – Preparedness and Response; Manual B – Operations. The guidelines are downloadable from www.insarag.org. Hard copies in English (and translated versions, where available) can be requested from the INSARAG Secretariat by email at insarag@un.org.

Additional Information

Since 1991, the UN has had the mandate for coordination of international incidents. More information on this vital role can be found using –

Office for the Coordination of Humanitarian Affairs -- www.unocha.org/our-work/coordination

UNDAC Handbook - https://docs.unocha.org/sites/dms/Documents/UNDAC%20Handbook%202013_english_final.pdf

OSOCC Guidelines -- https://docs.unocha.org/sites/dms/Documents/2014%20OSOCC%20Guidelines_FINAL.pdf

UN General Assembly Resolution 46/182 - http://www.un.org/documents/ga/res/46/a46r182.htm

UN General Assembly Resolution 57/150 of 16 December 2002 on "Strengthening the Effectiveness and Coordination of International USAR Assistance"; http://www.insarag.org/about/ga-resolution

Virtual OSOCC (VO) Handbook and Guidance - https://vosocc.unocha.org/GetFile.aspx?file=att36103_h4t800.pdf

Global Disaster Alert and Coordination System (GDACS) - http://www.gdacs.org/Documents/GDACS%20Guidelines%202014_-_FINAL.PDF

UCC Manaul and Links - http://www.insarag.org/methodology/ucc

1. Reception and Departure Centre (RDC)

1.1. RDC Establishment

A large-scale sudden onset disaster generally results in a rapid influx of assistance from the international community to the affected country. Response teams and relief supplies will converge in the country at one or more points of entry to seek access to the disaster affected areas. Depending on the geography of the affected country and the infrastructure damage, the point of entry may be an airport, seaport or land border. There may be numerous RDC's for one event, based on the need.

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.

Primary RDC responsibilities:

- Facilitate immigration and customs procedures for incoming teams
- Register arriving/departing teams
- Deliver situational and operational briefings
- Post information and updates to the Virtual OSOCC
- Provide basic logistical support
- Direct teams to rescue sites, a BoO, the UCC/OSOCC or other relevant ministry
- Brief the UCC/OSOCC about incoming team information

Prior to the establishment of an OSOCC, the RDC must be prepared to facilitate broader basic services including:

- Facilitate the operational activities of response teams and relief supplies
- Direct non-USAR resources to the most appropriate local contact
- Track resources

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

1.2 RDC staffing structure

The RDC is scalable to the demands of an event. When the need for an RDC is confirmed, FCSS will conduct an analysis of the incoming teams on the Virtual OSOCC (VO) and make contact with the first arriving teams to discuss the establishment of USAR Coordination structures including the RDC.

USAR teams may be requested to provide:

- UC trained personnel
- UC trained personnel and equipment
- Equipment only

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 on a case by case exception/basis and only occur if the team offers additional support to any of the USAR coordination mechanisms.

Other stakeholders may provide staffing support to run the RDC, in particular when the RDC provides support to organisations beyond USAR teams. This includes a LEMA official, using staff from

Emergency Medical Teams (EMT's) to provide coordination, briefing and direction for their own capabilities.

1.3 Sustainability

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

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

The *OSOCC Guidelines* states that the RDC is structured into three coordination functions aligned to its key responsibilities:
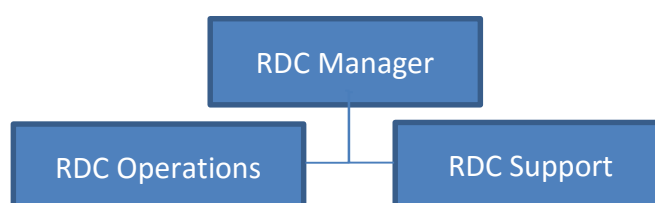
These are functions, and not necessarily people and the RDC structure can change depending on the demands of the situation or staffing available at any given time:

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

Operational decisions are made between the RDC Manager and OSOCC Operations Manager, but direct communication lines may be established with any of the other OSOCC functions, including the UCC. It may be more efficient for the RDC to talk directly to the UCC instead of overwhelming OSOCC management with large amounts of tactical information.

1.4 Reception process

During the reception phase, the RDC should monitor the Virtual OSOCC for updates including the status, arrival plans and logistical needs of incoming teams.

As teams begin arriving at the point of entry, RDC staff must meet and direct personnel to the RDC. This immediate greeting helps establish a connection with the teams and impart a sense of structure to the arrival process.

Arriving teams must receive 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 and transport holding areas.

1.4.1 Meet with the Local Authorities

When establishing an RDC, links with the local authorities operating the point of entry are vital. There are several entities that will be involved in handling incoming relief teams and items, and they must be informed of the roles and responsibilities of the RDC to ensure a maximum level of cooperation.

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

It should be made clear that the RDC is being established to support the local authorities with the management of incoming rescue and relief teams and not to take over the incident. A schedule for regular meetings should be established.

RDC, The Philippines 2013

1.4.2 Airport Manager / Airport Operations Manager meeting:

This section outlines the outcomes required for an airport, but can be quickly adapted for use at any type of border crossing.

As soon as possible, meet with the Airport Manager and/or Operations Manager. The following are considerations for the initial meeting:

- 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. Handover the RDC Team Fact Sheet: Appendix J
- 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:
  - o Air and ground traffic control
  - o Customs
  - o Immigration
  - o Quarantine
  - o Logistics

- o Security
- o Military liaison
- Determine operational status of airport amenities:
    - o Runway/s – specifications and restrictions
    - o Number of aircraft stands
    - o Hours of operation and/or curfews
    - o Aviation fuel levels and refueling services
    - o Cargo handling equipment
    - o Ground staff
    - o Toilets and showers
    - o Food service(s), ATM's and shops (SIM card sales etc.)
    - o Communications
    - o Power
- Request venues for:
    - o RDC work space
    - o Waiting areas for teams
    - o RDC staff off duty and sleeping area
- Agree on:
    - o Schedule for future meetings
    - o Airport safety/evacuation arrangements
    - o Communication channels to address unexpected issues

1.4.3 Border crossing processes

The following information provides guidance to expedite customs, immigration, and border control processes, in order to ensure incoming teams can quickly clear the arrival terminal. Throughout this process, it is important that local laws are not overlooked or ignored.

RDC staff must be prepared to brief Immigration and Customs officials about the types of personnel and equipment USAR teams will bring into the affected country. This includes making the officials aware that these teams will supply the following entry documentation:

- Permission to enter the country (letter or request from affected Government)
- Completed *INSARAG USAR Team Fact Sheet*
- Team manifest with all passport numbers and expiry dates listed
- Equipment manifest
- Radio frequency channel plan
- Shippers declaration for Dangerous Goods
- Declaration of controlled drugs (medical)
- Vehicle documents - insurance certificates, and drivers licenses
- Import/Export licenses (If required)
- Passports
- Visas (If required)
- Other documents required for entry into a disaster affected country
- Original copies of vaccination cards & veterinary certificates for travel

1.4.4 Entry to country issues – Prohibited goods

Depending on the affected country's quarantine regulations, RDC staff may need to communicate specific requirements to incoming USAR teams via the VO. Country officials will be concerned with unintentional importation of potentially harmful items such as natural vegetation, seeds, and other items that may impact that countries fauna and flora.

1.5 Establish a visible presence at point of entry

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 location should be clearly identified using:

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

1.6 RDC site selection

The RDC in most cases is established immediately after the customs and immigration facilities for the point of entry to allow teams to register without affecting normal airport procedures. This is done with the agreement of the local authorities and the RDC may be established in an existing facility or may be a separate temporary shelter (such as a tent) close by.

If staffing levels allow for it, an RDC staff member may be utilised to support teams before they pass through the immigration process.
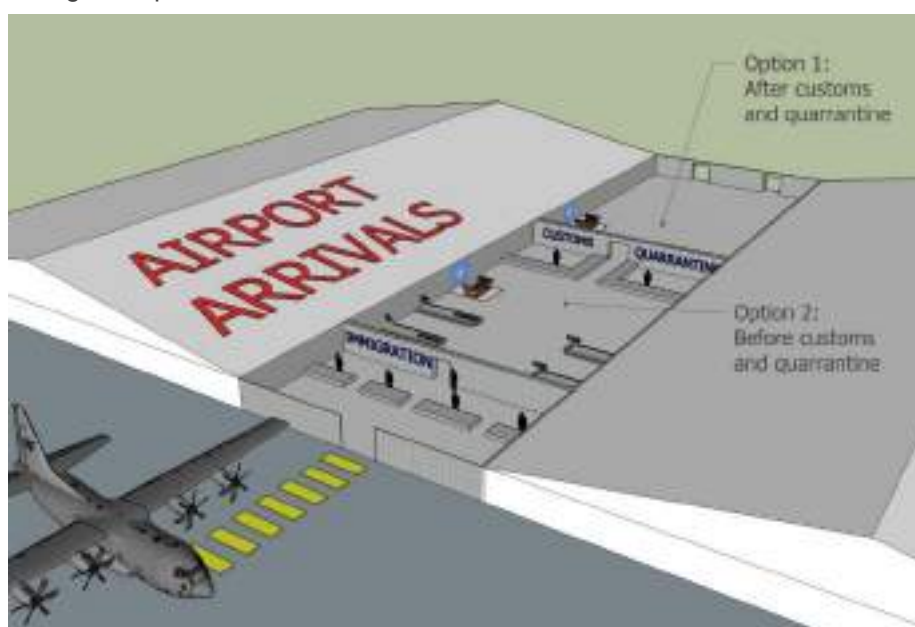
The RDC may be located before OR after the customs area.

1.7 Establish functional work areas

In order to provide an effective use of space and to ensure different levels of information are communicated to the right audiences; the RDC should be divided into three (3) distinct functional work areas.

- **"Public" area**

Typically, the RDC will be located in an area utilised by the usual airport population. The target audience will be attracted to the flag and location to gain information on the disaster situation.

To assist with communication, RDC staff should display information relevant to any member of this population. Information should should be displayed on a notice board, and it must not conflict with the messages of the host government or contain any information that could be considered sensitive or

personally applicable to any team or agency. By doing this, members of the public will not need to enter the RDC to ask for general information, allowing the RDC staff to focus on their tasks.

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.

- **"Teams only" Area**

This is a private area providing access for incoming team management personnel and workspace for up to three (3) RDC personnel containing:

- a reception desk for registering incoming teams
- Basic equipment as per Annex D
- A briefing area to provide incident specific information not shared with the wider public.

    o There should be a maximum of three (3) personnel per team in briefings
    o When briefings end teams are directed to their next destination

- **"RDC Staff" Area**

This area should be a closed and accessible to RDC staff only, and not to any USAR team members. 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 the other spaces.
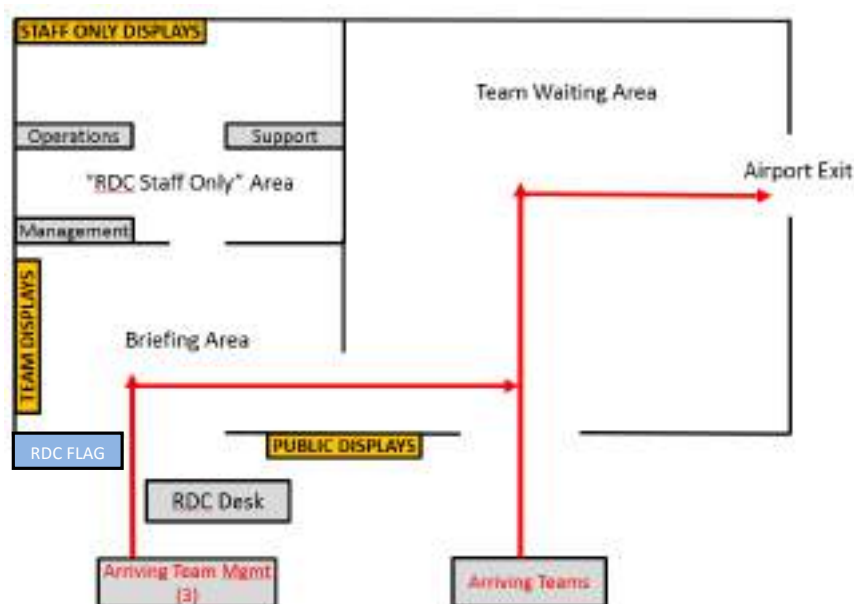
An example of an RDC layout.

1.7.1 The reality of the RDC environment

In reality, the space provided by the airport authorities may be much smaller and less functional than desired. At times, the RDC is established in a less suitable environment such as:

- Damaged airport buildings
- Hallways
- At a desk in a public space

In these cases, the design of the RDC should be tailored to make the most of the situation, with consideration given to adapting the workspace.

1.8 Informational displays for incoming teams

The RDC receives information from many sources and builds a structured system to display relevant event information and coordination details. This information is used to deliver briefings, produce team handouts and adequately prepare personnel for the disaster location.

Standardised information display forms can be downloaded from www.insarag.org or accessed via the Coordination Dashboard: Annex I. (Download from - http://www.insarag.org/methodology/ucc) These forms should be pre-printed and packed in the RDC kit. USAR teams should train and be proficient in the use of the forms to ensure effective coordination.

USAR team members are expected to receive and record information communicated during briefings byretaining handouts, taking notes, and/or using a camera.

The items listed below are for display within and around the RDC, however additional items specific to the country or event may be added.

Public displays should include:

- Weather Forecast
- Safety and security
- Infrastructure status
- Host government information
- Information sources
- Airport facilities

"Team only" displays should include:

- Situational overview mapping
- Current situation
- RDC Organisational chart
- Key contacts and locations

"RDC Staff only" displays should include:

- Incoming USAR teams
- Incoming medical teams
- Incoming relief teams
- Outstanding issues
- Airport information
- Coordination staff information
- Logistics available
- Logistics requests
- Resource tracking

1.9 RDC forms

Forms and documents used within the RDC can also be downloaded from www.insarag.org or from the Coordination Dashboard. RDC teams must have all INSARAG forms preprinted and updated to hand out to incoming teams for them to fill out:

- USAR Team Fact Sheet
- RDC Briefing Form
- USAR Team Fact Sheet Summary

- Demobilisation Form

Maps should also be made available for distribution to arriving teams as soon as possible.

1.10 Establish communication systems and update the VO

RDC staff must be able to communicate internally, externally and internationally by utilising mobile phones, satellite phones, and internet connectivity.

RDC staff must be assigned as a "moderator" to post information to the RDC section of the VO. They can obtain moderator status by contacting the FCSS Duty Officer on +41229171600, and providing their individual VO login details.

RDC staff should confirm and verify information before posting to the VO and further dissemination to appropriate parties, including the LEMA, the UCC, and incoming USAR teams.

As soon as possible, RDC staff will update the VO with the following information:

- RDC status as 'operational'
- Location
- RDC manager details:
  - Name
  - Designated email address (from FCSS)
  - Contact phone numbers
- Country entry requirements:
  - Customs
  - Immigration
  - Quarantine
  - Passport and visa

1.11 Arrival of UNDAC

When an UNDAC team arrives, they will establish the overall coordination structure, and confirm communication lines and reporting cycles between the RDC Manager, the OSOCC Manager, the UCC Manager and the LEMA.

The RDC will continue to serve as a reception desk for USAR teams and all of the other arriving international relief resources, and will take guidance from the OSOCC.

It is still vitally important at this stage that a LEMA official maintains a presence at the RDC in order to provide guidance on immigration. The UNDAC Team Leader will request USAR teams in the RDC to continue supporting this important function.

1.12 Registration Process

All incoming teams should be registered prior to briefing and deployment, however, priority will be given to classified USAR teams.

USAR teams that did not register on the VO prior to arrival will need to do so on arrival by providing either a hard or soft copy of a completed *USAR Team Fact Sheet* including information about the team capabilities and logistics support needs. A similar process and format exists for Emergency Medical Teams (EMT's) who should provide an *EMT Fact Sheet*.

Once the *Team Fact Sheet* is handed over to the RDC, the team is registered as being in country:

- Teams then update their status on the VO
- RDC staff transfer data from the *USAR Team Fact Sheets* to the *USAR Team Fact Sheet Summary*

At the conclusion of the incident, all hard copy forms will be handed over to the OSOCC Manager.

1.12.1 USAR Team Fact Sheet Summary

The *USAR Team Fact Sheet Summary* captures, and if wanted displays, the summarised information provided on all fact sheets. This is in a spreadsheet format and can be manipulated to provide the information required at any specific time.

The *USAR Team Fact Sheet Summary* should be shared with the UCC/OSOCC on a regular basis via email or uploading to the VO. The OSOCC uses this information to compile the contact directory and the *who-what-where (3W)* UNDAC database.

Details regarding the number, type and capacity of incoming teams is also necessary for the UCC/OSOCC to plan operational assignments. If the information between the RDC and the UCC/OSOCC is shared quickly, incoming teams can rapidly deploy to the field in a coordinated manner to support the mission objectives.

1.13 RDC briefing

Arriving international teams must be given an initial briefing providing orientation regarding the current situation and important information related to the disaster.

The briefing should be delivered using the visual wall displays and the *RDC Briefing Handout Form* that includes information about the current situation, location of the BoO, location of coordination cells and team logistics requirements.

Teams will then be directed to the affected area, the BoO or to the coordination cell, they will be working within.

Once briefed and information has been clarified any hard copies of forms can be handed to the incoming teams for them to use to brief their own team personnel. If written copies of information are not available, teams should take photos of displays for future reference.

1.14 RDC team logistics & transport

In consultation with the LEMA, the RDC shall report any existing arrangements for transport of personnel and equipment to the BoO, UCC/OSOCC or work sites.

If these resources are not supplied by the LEMA, incoming teams will need to organise them prior to or on arrival. In order to support arrangements, the RDC shall:

- Gather information and analyse team logistics or transport needs from submitted fact sheets
- Work closely with arriving USAR teams, local authorities, LEMA or OSOCC Logistics to provide information on the resources available for the movement of personnel and their equipment
- Direct teams to potential suppliers
- Update the VO when teams are en route

1.15 Departure Process

The RDC will assist the host country with expediting the departure of teams to allow access for incoming humanitarian agencies. The RDC may have to coordinate the departure of USAR teams at the same time humanitarian teams are still arriving and registering.

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

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.

1.16 Demobilisation Forms

If outgoing teams have not already submitted them, RDC staff will collect copies of any remaining INSARAG field forms and the *Mission Summary Report Form.*

2. USAR Coordination and the USAR Coordination Cell (UCC)

2.1 Initial USAR Coordination

The first arriving classified team should also expect to engage in initial USAR coordination to ensure operations are coordinated from the onset. The first arriving team should make contact with the LEMA to obtain information about the disaster response and with the next arriving teams to ensure coordination. As this is done the team should also establish the UCC.

The UCC is a cell within the OSOCC but is established prior to the arrival of the rest of the OSOCC personnel. The UCC functions is a stand-alone entity until absorbed into the full OSOCC structure and the personnel who begin the coordination process should remain in the UCC throughout the disaster to ensure continuity.

The UCC:

- Makes contact with other appropriate agencies or authorities including:
    - Other response teams
    - Local authorities
    - Media
    - Social media
    - UN-OCHA
- Maintain a link with the RDC to obtain updated data about:
    - USAR teams already in country
    - Incoming USAR teams
    - Any other important information
- Meet with the OSOCC Manager or OSOCC Operations Manager and receive:
    - LEMA objectives and rescue priorities
    - Function and position of teams already at work sites
    - Reporting and briefing schedules
    - Other information included in the *INSARAG LEMA briefing form*

Once an overview of the situation is obtained, LEMA should establish incident objectives based on assisting the largest number of people in the most efficient manner.

The establishment of operational periods is LEMA's decision but may require the assistance from the coordination structures. Generally, operational periods are established as 8, 12 or 24 hours; regardless of the length, this allows objectives to be divided into tactical assignments. When done this requires a structured communication cycle and exchange.

UCC staff should:

Determine if there is, or will be, a need to establish sectors (discussed later in *Section 3: Sector Coordination and the USAR Sector Coordination Cell)*.

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.

Regularly check back with the OSOCC for changes of priority or objectives to ensure USAR team operations are aligned with LEMA strategies and needs.

2.2 Inclusion of USAR Coordination Cell (UCC) into the OSOCC

The decision of when to establish the UCC is made per the information above by the first arriving team. When the team is operating at maximum capacity for coordination it needs additional support and resources from other arriving teams.

The UCC is absorbed as a cell of the OSOCC at an appropriate time and at the discretion of the OSOCC Manager. The decision is based upon the numbers of international USAR teams enroute, when these teams are expected to arrive, and how the LEMA is managing the event.

When the first arriving USAR team establishes the UCC it then:

- Meets with the LEMA to gather information and determine rescue priorities
- Identifies a location for the OSOCC and UCC, which is separate from the teams' BoO)
- If available, meets with the in-country UN Representative
- Starts initial coordination of USAR resources on site
- Directs non-USAR resources to the LEMA
- Processes needed information received from the RDC to help assign incoming USAR teams

Initial USAR coordination activities can be based within a USAR team's BoO or other suitable location that meets logistical needs and is close enough to the operational area(s) to be effective.

2.3 UCC staffing structure

Once the UCC is established it should have a minimum of four (4) trained personnel, who directly report through the UCC Manager to the OSOCC Manager. This number can be scaled up or down depending on size and complexity.

UCC personnel generally are obtained from the first arriving classified teams. It will be up to these teams to coordinate with FCSS, and each other, about their ability to support the UCC.

USAR teams may be requested to provide:

- UC trained personnel
- UC trained personnel and equipment
- Equipment only

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.

The complexity of an incident and/or direction from LEMA may require the assignment of geographical sectors within a city. In those instances, the UCC will coordinate with all stakeholders to allocate the most appropriate number of teams to each sector.

2.4 Sustainability

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:

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

The *OSOCC Guidelines* state that the UCC is structured into four coordination functions aligned to its key responsibilities reporting to a Manager:

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                    ┌─────────────────┐
                    │   UCC Manager   │
                    └─────────────────┘
                             │
         ┌───────────────────┴───────────────────┐
┌─────────────────┐                     ┌─────────────────┐
│  UCC Operations │─────────────────────│   UCC Planning  │
└─────────────────┘                     └─────────────────┘

┌─────────────────┐                     ┌─────────────────┐
│  UCC Info Mgmt  │─────────────────────│  UCC Logisitics │
└─────────────────┘                     └─────────────────┘
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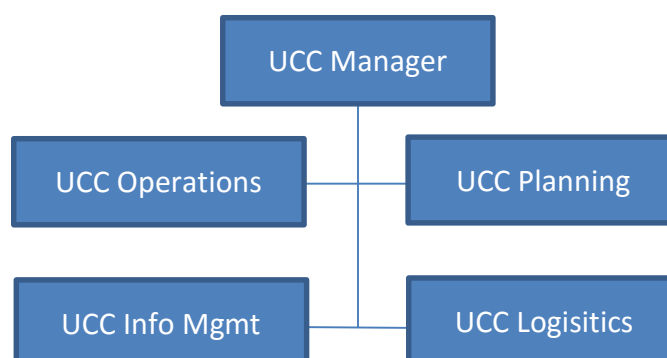
These are functions, and not necessarily people. The UCC structure can change depending on the demands of the situation or staffing available at any given time:

- Multiple functions may be carried out by an individual
- There may be multiple people carrying out a single function

Operational decisions should be made between the UCC Manager and OSOCC Operations Manager. A suitable UNDAC member/s will oversee UC and BoO arrangements and the smooth engagements amongst teams.

2.5 USAR Coordination Cell site selection

The UCC must be established in close proximity but outside the boundaries of the international BoO, when possible; this ensures ease of communication and accessibility by the teams as well as UCC staff.

The UCC should be:

- Able to comfortably house up to six (6) individuals and their workspaces
- Include suitable facilities:
    o Power
    o Internet access
    o Security
    o Adequate ventilation and temperature control
    o Provisions for human comfort needs
    o Storage of food and beverage for the team members
    o Sufficient wall space for display of information, maps, charts
    o An area for electronic projection of vital incident information
- Include an area of sufficient size for UCC internal meetings and briefings with USAR Team Leaders, Sector Coordinators and OSOCC personnel.

2.5.1 Establish visible presence within OSOCC

The USAR Coordination Cell should be carefully planned. It must 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 UCC location should be clearly identified using the UN - UCC flag.

2.5.2 Establish functional work areas

In order to provide an effective use of space and to ensure that different levels of information are communicated to the right audience; the UCC should be divided into three (3) distinct functional work areas.

"Public" area

This zone should be located between the UCC functional workspace and the rest of the OSOCC and can be accessed by anyone passing by the UCC.

To assist with communication, UCC staff should display relevant information used in this area by any passerby. Information should be displayed on a notice board, must not conflict with the messages of the host government or contain any information that could be considered sensitive or contain personal information applicable to any team or agency. By doing this, members of the public will not need to enter the UCC to ask for general information allowing the UCC staff to focus on their tasks.

UCC staff must ensure that there is a clear border between the public area and working area of the UCC and consider using barrier tape.

"Working" Area

This is a private area accessed only by UCC staff and Team Managers that provides:

- Clearly labeled functional work areas
- Space for UCC staff to carry out their planning, reporting and analysis duties; UCC staff will provide basic equipment as per Annex E
- Space large enough for briefings to conduct incident briefings and meetings. Thee space may need to be reconfigured each time a briefing or meeting is held
- Visual postings with coordination information

"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.
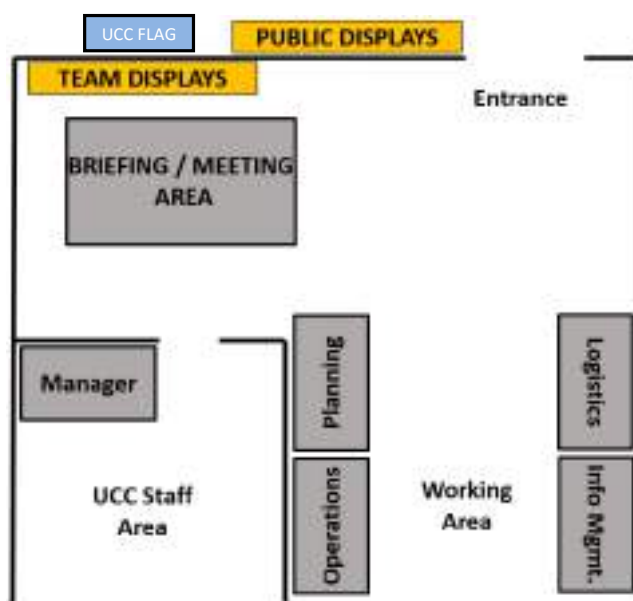
Example of UCC set up

2.5.3 The reality of the UCC work environment

The image shown above is an example of an ideal UCC footprint. However, in reality, the space available may be much smaller and less functional. The size, dimensions, and flexibility of the UCC is dependent upon the space available from the OSOCC.

2.6 Information displays for team managers and OSOCC personnel

The UCC receives information from many sources and builds a structured system to display relevant event information and coordination details. This information is used to deliver briefings, produce team handouts and adequately prepare personnel for the disaster location.

Standardised information display forms can be downloaded from www.insarag.org-http://www.insarag.org/methodology/ucc, or accessed via the Coordination Dashboard: Annex I. These forms should be pre-printed and packed in the UCC kit. USAR teams should be trained and become proficient in the use of the forms to ensure effective coordination.

USAR team members are expected to receive and record information communicated during briefings by retaining handouts, taking notes, and/or using a camera.

The items listed below are for display within and around the RDC, however additional items specific to the country or event may be added:

"Public" displays should include:

- Weather Forecast
- Safety and security
- Infrastructure status
- Host government information
- Information sources
- Briefing schedule
- Reporting schedule

"Team Only" displays should include:

- Incoming USAR teams
- Incoming medical teams
- Incoming relief teams
- Current situation
- Incident overview (by Sector)
- Incident sector maps
- Key contacts & locations
- Humanitarian impact
- Victim handling guidelines
- UCC organogram
- Airport information

"UCC Staff Only" displays should include:

- Incoming USAR Teams
- Logistics Available
- Logistics Requests
- Resource Tracking
- Coordination Staff Information
- Outstanding Issues

2.7 Initial meeting with the LEMA

As soon as possible, meet with the LEMA in the same manner as the RDC / LEMA meeting described in the RDC section. During the meeting, it should be made clear the UCC is established to support the local authorities with USAR coordination, and a schedule for regular meetings should be established. Provide and explain a copy of the *UCC Fact Sheet:* Annex K.

Obtain response related information such as:

- Local USAR coordination structure
- **Results of any assessment missions**
- Operational priorities and rescue needs
- Whether sectors have been established or are planned
- **Updated information regarding:**
  - The disaster
  - Victim handling guidelines
  - Local service and infrastructure status
- Other information required to complete the OSOCC/LEMA briefing
- Suitable liaison officers with local knowledge to assist with coordination
- A process for addressing unexpected issues
- A schedule for future meetings

2.8 Coordination of USAR teams

One of the first goals of the initial LEMA meeting is to determine rescue objectives, which typically includes direction to the most impacted area or sector(s). This must be achieved in alignment with the objectives and priorities of the LEMA, while at the same time advocating for the utilization of INSARAG methodologies.

If LEMA has not already done so, the first arriving USAR team may offer to assist LEMA with:

- Identifying areas of operations
- Performing Assessment Search and Rescue (ASR) Level 1 (Sectorization plan) or gathering ASR Level 2 (wide area) assessments

Once the team engaging in initial USAR coordination has the required information, they should immediately advise arriving USAR teams of the outcomes and assign appropriate USAR resources to the highest priority rescue sites.

Unless otherwise assigned by LEMA, USAR teams are assigned to a sector to identify local priorities, commence required work, and remain until the work is complete or the team is re-tasked.

Work sites should be allocated using the INSARAG methodology in order of highest triage category to lowest (A to F) and considering the capability of available teams to ensure allocated teams can perform their assigned roles.

While allocating by capability, it is critical to avoid any perception of preferential allocation of high priority work sites to any particular team, particularly the one performing coordination.

The UCC should regularly check back with LEMA for changes of priority or objectives, and ensure that the USAR team operations are aligned with their requirements.

Direction of non-USAR resources

USAR teams are not the only groups responding to provide emergency services during the early stages of a disaster. If these resources arrive at the UCC seeking direction they should be advised of the timetable for OSOCC establishment and referred to the relevant authority in coordination with the RDC, including:

- The EMT Coordination Cell
- The LEMA
- Cluster leads

2.9 Span of coordination

The "span of coordination" concept involves a flexible number of teams and is based on the concept of "span of control." Once the number of teams to manage becomes too large their activities become more difficult to coordinate.

If it appears the span of coordination will be exceeded, (generally when there are more than seven (7) teams) sector coordination should be considered. When this occurs the UCC determines the structure with designated coordinators selected from the teams operating in the sectors. This concept will be explained further in *Section 3: Sector Coordination and the USAR Sector Coordination Cell.*

2.10 UCC forms

Forms and documents used within the UCC can be downloaded from www.insarag.org-http://www.insarag.org/methodology/ucc or from the Coordination Dashboard: Annex H. UCC teams must have all applicable INSARAG forms preprinted and updated to hand out to incoming teams and all applicable forms must be available for internal use:

- Sector/incident summary
- Operations management tool
- Assignment briefing package
- LEMA/OSOCC briefing
- Worksite triage forms
- Worksite report forms
- Victim extrication forms

Other forms may be required and the UCC must strive to manage and utilize them as efficiently as possible. LEMA may also request certain forms be used.

Maps should be available for distribution to arriving teams as soon as possible.

2.11 Establish communication systems and update the VO

UCC staff must be able to communicate internally, externally and internationally via mobile phones, satellite phones, and internet connectivity.

UCC staff must be assigned as a moderator to post information to the Coordination section of the VO. They can obtain moderator status by contacting the FCSS Duty Officer on +41229171600, and providing their individual VO login details.

UCC staff must confirm and verify information before posting to the VO and further dissemination to appropriate parties, including the LEMA, the UCC, and incoming USAR teams.

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

- UCC status as 'operational'
- Location
- UCC manager details:
  - o Name
  - o Designated email address (from FCSS)
  - o Contact phone numbers
- Reporting requirements
- Briefing schedules

The UCC must also ensure USAR teams acknowledge the information uploaded to the VO. Managing and updating the VO may require a great deal of time and dedication. Every effort should be made to provide timely and regular updates as the situation evolves.

2.11.1 Communication of information

A preferred protocol for communication should be established with consideration given to local infrastructure and the availability of data transfer systems such as Wi-Fi, local 3G/4G data networks or satellite connectivity.

- The minimum standard is by using written documents
- The best practice is by electronic means such as email
- Other options include mobile telephone, satellite phone and the VO

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.

2.12 UCC briefing

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. Instead, teams must receive periodic briefings to orient them to the current situation and receive coordination related disaster information. To facilitate this, it is vital all teams submit all reports with enough time for the UCC to process the data prior to each briefing.

When hosting a briefing UCC staff should make clear:

- Who is running the meeting
- Who is required to attend
- What the inputs are

Times must be agreed upon for:

- A schedule for briefing/coordination between key stakeholders
- A schedule for briefing/coordination between the OSOCC and teams.
- The provision of updated registration information
- Regularly updating the VO

2.13 Contact with other coordination functions

While it is important not to divert time and effort to the coordination of other functions, other coordinating groups, such as the EMTCC can provide valuable information, like where and when field hospitals are available to receive casualties or victims.

When the UNDAC team arrives and establishes the OSOCC, the information exchange will occur via the OSOCC Manager or the OSOCC Operations Manager.

2.14 UCC use when a Sub-OSOCC is established

If one or more Sub-OSOCC's are established each sub-OSOCC also needs to contain a sub-UCC within to coordinate the teams working in that area. When this is done, consideration must be given to redesigning the reporting lines and times.

3. Sector Coordination and the Sector Coordination Cell (SCC)

3.1 Sector Coordination

To allow for effective overall coordination USAR teams are assigned to geographical sectors. When a small number of teams are working they are directly coordinated by the UCC to whom they report their progress. As long as the event is not spread over a very large area, is not very complex and the span of coordination (7 teams) is not exceeded, the UCC can continue with this model.

Once the event becomes too spread out, is very complex or the span of coordination is exceeded (or projected to be exceeded), sector coordination is required. The benefit of sector coordination is that it allows for effective information flow both up from the teams and down to them.

Prior to establishing sector coordination, a simple representation of information flow appears below:
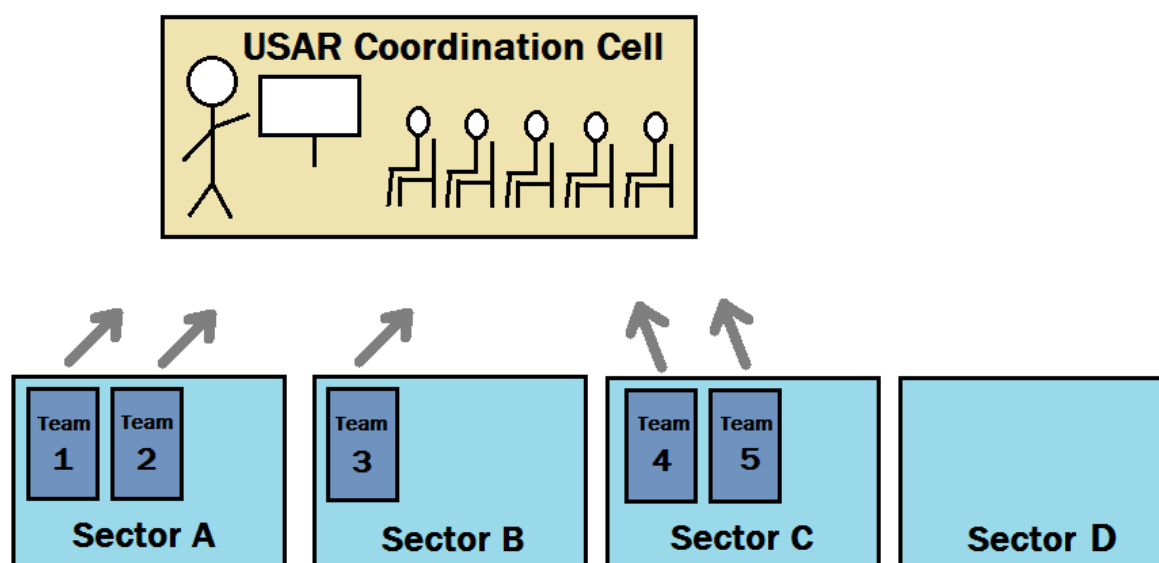
In this case there are four (4) operational sectors with five (5) teams working. It is possible to conduct simple and effective Team Leader briefings at the UCC and to receive timely information that can be processed rapidly for planning.

If the incident grows to a scale where more teams arrive, or are anticipated to arrive, and sector coordination is not implemented, the structure may be ineffective as shown represented below:
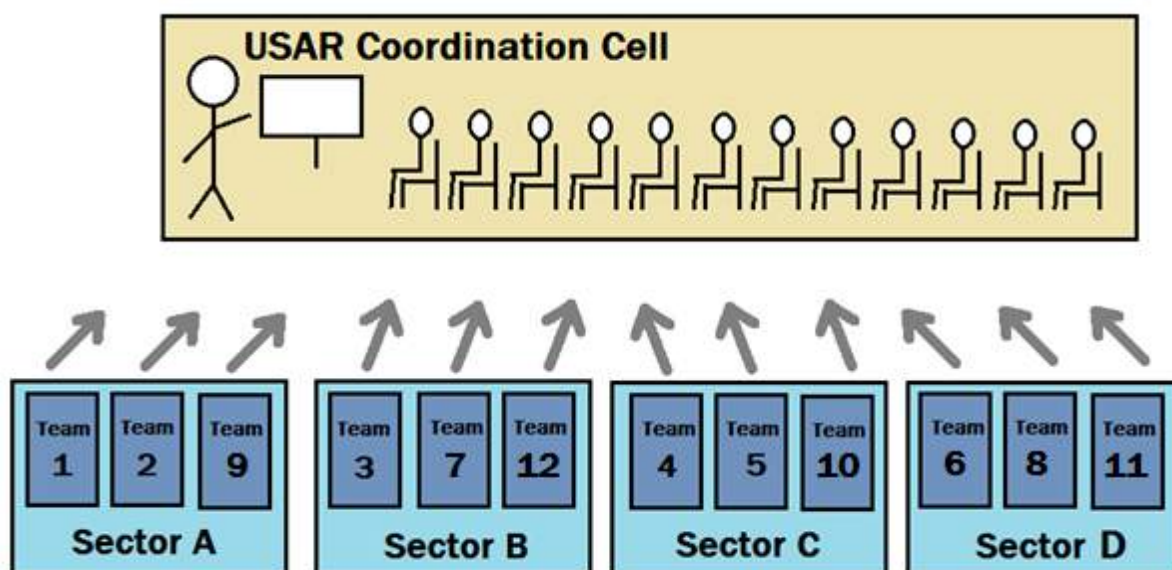
In this case there are four (4) operational sectors with 12 teams working. It is no longer possible to conduct simple and effective Team Leader briefings at the UCC or receive timely information to process for planning. There are too many teams who need to report information to the UCC and it is no longer possible to operate effectively.

Since the span of coordination is exceeded a more effective structure is to add a reporting layer between the teams and the UCC utilizing a Sector Coordination Cell (SCC) for each sector.

For each SCC a specific Coordinator is appointed from one of the teams operating within who engages in coordination activities for all teams within the sector. The Sector Coordinator becomes the representative for each of the teams to the UCC.

This reduces the number of people communicating directly with the UCC and information flow becomes much clearer and efficient as depicted below:
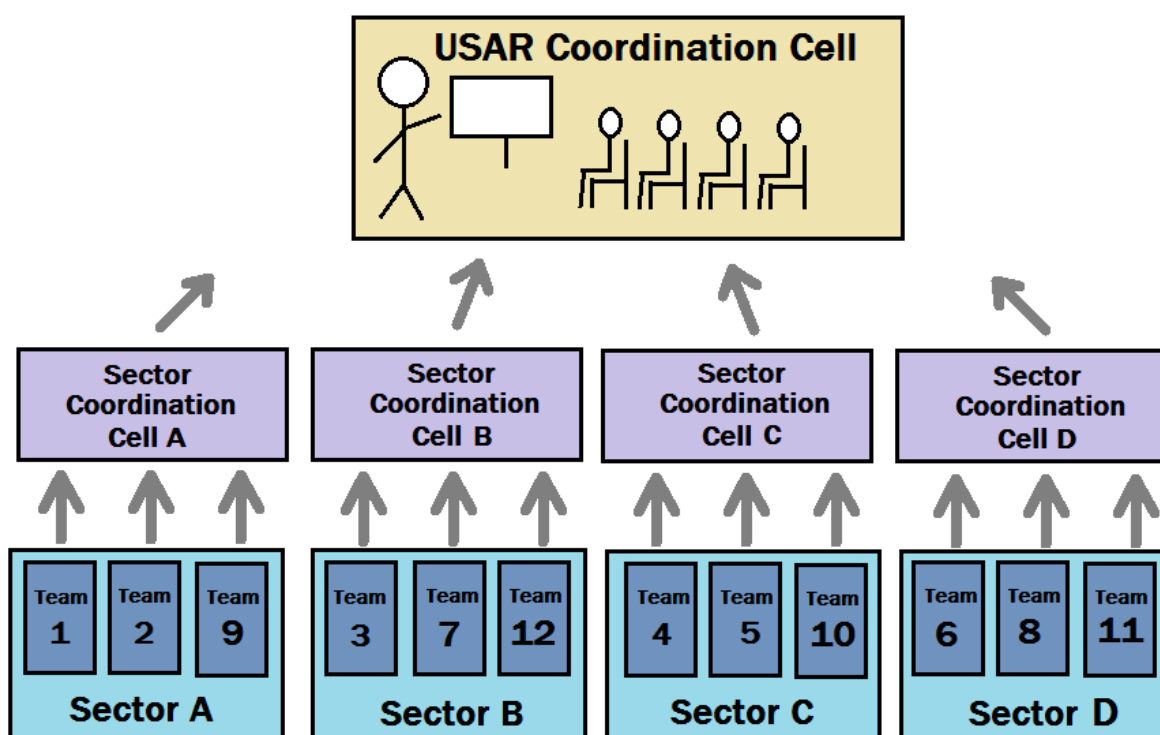
3.1.1 Advantages of Sector Coordination

Once Sector Coordination is in place only Sector Coordinators attend UCC briefings which will be more efficient and have a greater focus on the mission. After UCC briefings, Sector Coordinators conduct individual sector briefings tailored to the specific conditions and information relating to their areas.

This minimises the chance of USAR teams repeatedly searching the same locations and ensures the quickest possible commencement of rescue operations in all areas, particularly in remote sites where USAR teams are equally required.

Communications between the UCC Manager and individual international USAR team leaders is contained in two streams:

- UCC Manager and Sector Coordinators
- Sector Coordinators and USAR Team Leaders

Sector Coordination Cell briefing, Asia-Pacific regional earthquake exercise

3.1.2 Establishing sector coordination

When it is likely Sector Coordination is necessary, Sector Coordinators are assigned by the UCC. The location of the SCC may be the BoO base of operations of the appointed sector coordinators, or in another location convenient to the all of teams within the sector.

To support 24 hour operations the SCC should assign two qualified persons from the classified USAR teams in each sector that have not already had coordination staff allocated to other functions. This ensures the teams still have their UCC cache available for use within the SCC.

The layout, functions, and display information in the SCC are the same as in the UCC but tailored to the needs of the sector.

3.2 Sector Coordinators

While SCC's should be in contact and share information with other SCC's, all asset allocation decisions are still made at the UCC and communications with the OSOCC and the LEMA will only be through the UCC.

In close cooperation with the UCC and sector assigned teams, Sector Coordinators are responsible for:

- Reporting directly to the UCC Manager lists of priorities and immediate needs
- Managing all operational and administrative components of the sector

- Distribution of all tactical objectives within the sector
- Collecting and collating all the reports from their sector using the INSARAG coordination tools and forms
- Liaising with the other Sector Coordinators and other core functions of the UCC

3.2.1 USAR teams within the Sector

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

- Receive and accept tasks in coordination with the SCC
- Report achievements, needs and other details to the SCC
- Send representatives to SCC briefings who are authorized to make decisions and accept taskings

4. The Planning Process

4.1 Benefits of Planning

Proper planning is a vital component of incident management and facilitates adequate and safe use of resources through proper selection of strategies and tactics.

Planning principles do not differ during large-scale international incidents; therefore, USAR coordination staff must be aware of these principles and be ready to adopt them within the management process.

4.1.1 Information Exchange

Communication between teams and coordination cells is based on a coordination cycle. This cycle is an ongoing process that relies on the basic principles of collection, analysis and briefing.

COLLECT AND REPORT	The cell receives information. This is received from the LEMA, teams in the field or other coordination cells or functions.
ANALYSE	The cell analyses information. The analysis includes summarising data, considering the context, and make decisions around decision points such as priorities, plans and contingencies.
ASSIGN AND BRIEF	The cell distributes information. To the next relevant level of the coordination structure or down to the teams.

The type of information processed is dependent upon incident dynamics and must always be of high quality to allow for the most effective decision making possible.

As presented the UCC's primary objectives include:

- Ensuring key messages and incident objectives are properly communicated to all teams
- Using all available information to coordinate rescue and relief efforts
- Submitting incident overviews to the OSOCC and LEMA to enhance their situational awareness

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 developing ASR Level 1 (Sectorization plan) or gathering ASR Level 2 (wide area) assessments to assist in assigning priorities to the most severely affected areas.

The UCC assumes responsibility for developing and executing action plans that align with and support the priorities identified by the LEMA incident objectives. These plans must include relevant information on details that may affect daily operations.

4.1.2 UCC Planning Cycle

The UCC establishes a regular planning cycle after initial meetings with LEMA and the setting of overall incident priorities. While the UCC is likely best suited to make operational decisions regarding rescue priorities, the LEMA may have other priorities and the UCC must accommodate them.

The processing of data should happen with regularity and follow the "Planning P" model, which eventually becomes the "Planning O" as operations revolve around the regular cycle of reporting / briefing / data collection and analysis. This model is described in detail in Annex F.

4.1.3 Key considerations when analysing USAR data for planning

There are many issues to consider when analyzing data already discussed; key points to consider include:

- Safety of responders
- LEMA objectives and priorities
- Political considerations:
- Risk vs benefit
  - Assessment results:
    - Live contacts
    - Triage categories
    - Time of day of disaster and related occupancy.
- Accuracy of information
- Recency of information
- Other information sources:
  - Media
  - Social media
  - Other teams and organizations.
- Local and environmental variables:
  - Building construction and collapse patterns
  - Infrastructure – airfields, ports, dams
  - Weather – current and predicted
  - Size of family unit
  - Patient disposition
  - Accessibility of impact area
- Hazard impacts such as chemical, nuclear, or uncontrolled fire
- Resource considerations:
  - Logistic supply chain
    - Fuel
    - Oxygen
    - Timber
    - Transport

  - Resource requirements, capacity, suitability, mobility
  - Self-sufficiency and reliability
  - Local and international alternatives
  - Local emergency services
  - EMT organizations
  - ICT support
  - Military or civil defence
  - Non-Government Organisations

- Availability of specialist equipment:

    o Cranes
    o Loaders
    o Earthmoving
    o Air- support (helicopters, drones, etc.)

- Maximising resource effectiveness:

    o Travel time from BoO to location
    o Integration opportunities
    o Team types (heavy/medium or local/international)

4.2 Briefings

Information flow is most efficient when not slowed by long meetings with inefficient or irrelevant discussions. To avoid this, the coordination structure relies on briefings which are short stakeholder gatherings during which information is distributed and only critical information is discussed.

For this to work teams must report progress and prior to any face-to-face gatherings are needed. The reporting is done via the VO, email, phone, or other agreed mechanism with enough lead-time for analysis at the next level up and time for them to plan for the next briefing. In many cases issues can be addressed and resolved prior to needing to attend a briefing.

As time is critical and limited all teams must only send decision-making personnel to briefings. In some cases, this may not be the Team Leader and delegation of attendance to a Logistics, Medical or Planning expert may be more appropriate.

Teams should only attend briefings relevant to their team:

- If sector coordination is established; teams do not report to, or attend, UCC briefings
- Teams working within a sector only report to and attend sector briefings, with one Sector Coordinator attending the UCC briefing on behalf of all sector teams.

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 taskings. Briefings are not a venue to resolve disputes or ask questions that are not relevant to taskings. 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.

4.3 Meetings

Differing from briefings, individual USAR teams must still hold internal meetings to discuss and plan operations consistent with their internal policies and procedures. There are also other meetings that take place in the overall humanitarian response and in some cases there may be a request for USAR personnel to attend them. However, unless specifically requested, there is no need for USAR team managers or personnel to attend meetings such as:

- Internal UCC staff meetings
- Cluster meetings
- OSOCC meetings
- Airport meetings

4.4 Information flow within Cells

Coordination cells compile and analyse information into summaries and report to the levels above them for decision-making. After coordination cells receive information about priorities, objectives and taskings from above, they plan how to best allocate tasks required and brief the levels below.

The following diagram illustrates how information flows within the UCC:
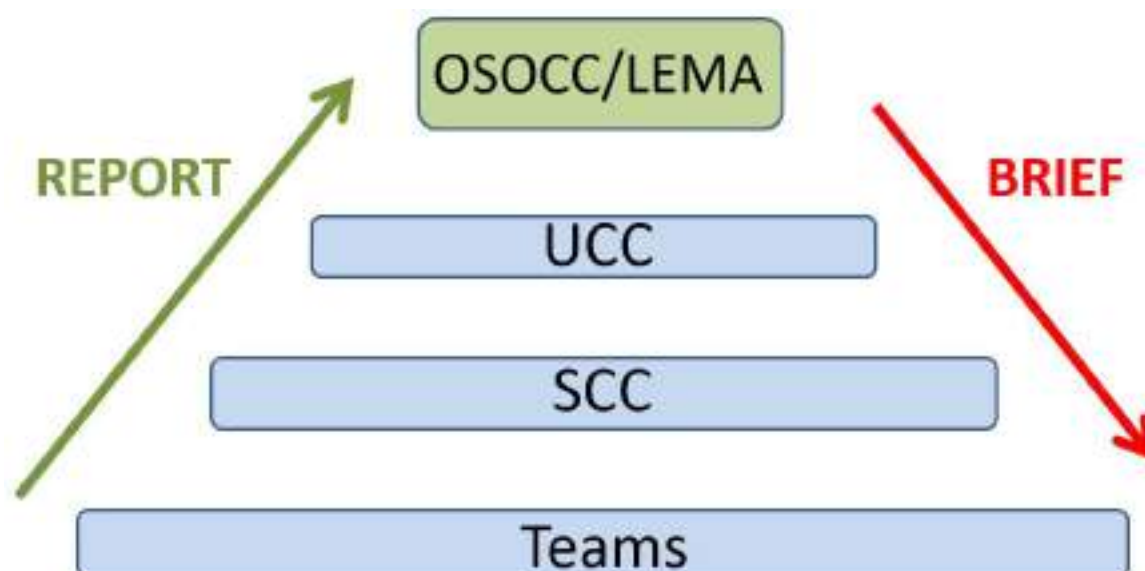
4.5 Planning Between Response Phases

Unless there are specific and compelling reasons rescue operations continue non-stop and coordination cells ensure enough tasks are assigned to keep teams working through the entire operational period.

To do this smoothly coordination cells remain occupied and prepare for the next operational period while teams work in the current one. While awaiting confirmation and updated priorities from the OSOCC or LEMA, coordination staff commence preliminary planning based on information they have.

This results in a continuous up-and-down pattern of information flow:
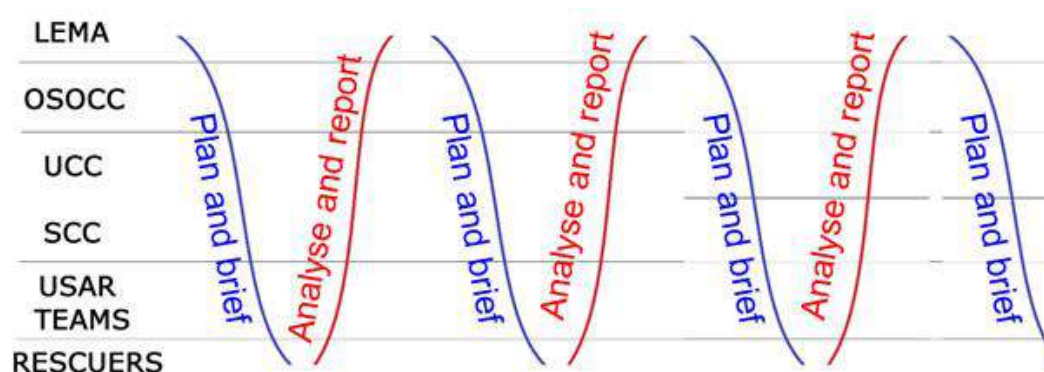
Coordination cells can be quickly overwhelmed if every team submits every INSARAG document through the coordination system, so both teams and sectors must use the summary sheets discussed previously.

4.6 Information Flow in USAR Coordination

The specific information processed and the forms/tools used vary from emergency to emergency. A review of the basic tools, who uses them and when appears in appendix F.

A basic overview of the flow appears below including examples with, and without, sector coordination in place.

- **Information Flow Example – Within the UCC without Sector Coordination:**

The UCC receives reports directly from, and gives briefings directly to, USAR teams.

On behalf of the teams, the UCC reports to the OSOCC or LEMA.

OSOCC / LEMA

UCC reports to OSOCC / LEMA   OSOCC / LEMA brief UCC

UCC

Teams report to UCC   UCC briefs Teams

Teams
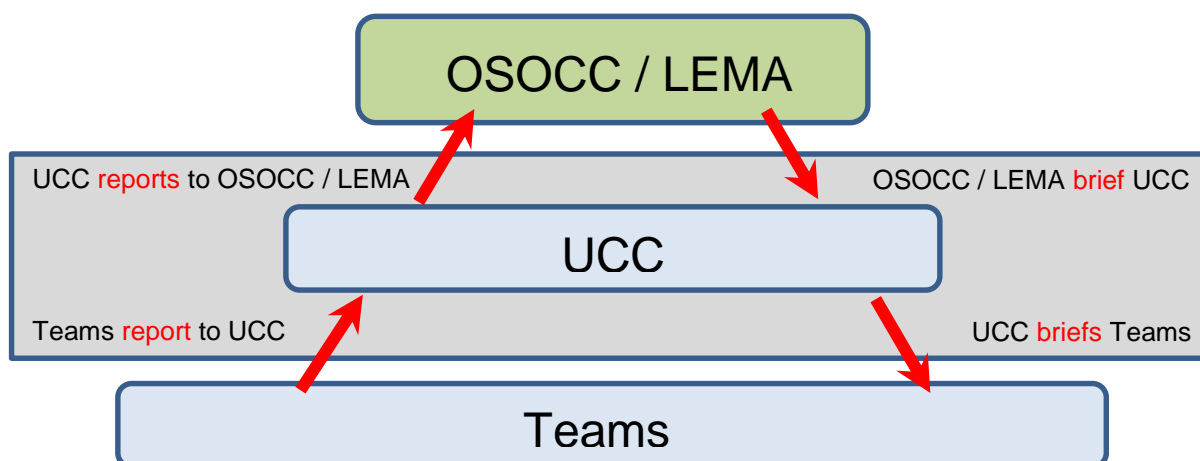
It is important to note that analysis and plan development must take place at the same level. That level may not be the final decision-making level, but should be allowed to contribute to the decision making whenever possible.

- **Information Flow Example – Within the UCC with Sector Coordination:**

The UCC receives reports directly from, and gives briefings directly to the Sector Coordination Cells, not the USAR teams. The SCC is strictly in place to enhance the effectiveness of the coordination efforts.

The UCC then reports to and receives briefings from the OSOCC or LEMA.

OSOCC / LEMA

UCC reports to OSOCC / LEMA

OSOCC / LEMA brief UCC

Analyse Reports

UCC

Develop Plans

SCC's report to UCC

UCC briefs SCC's

Process Sector Reports

SCC

Develop Sector Plans

Report Progress

Teams

Complete Tasks
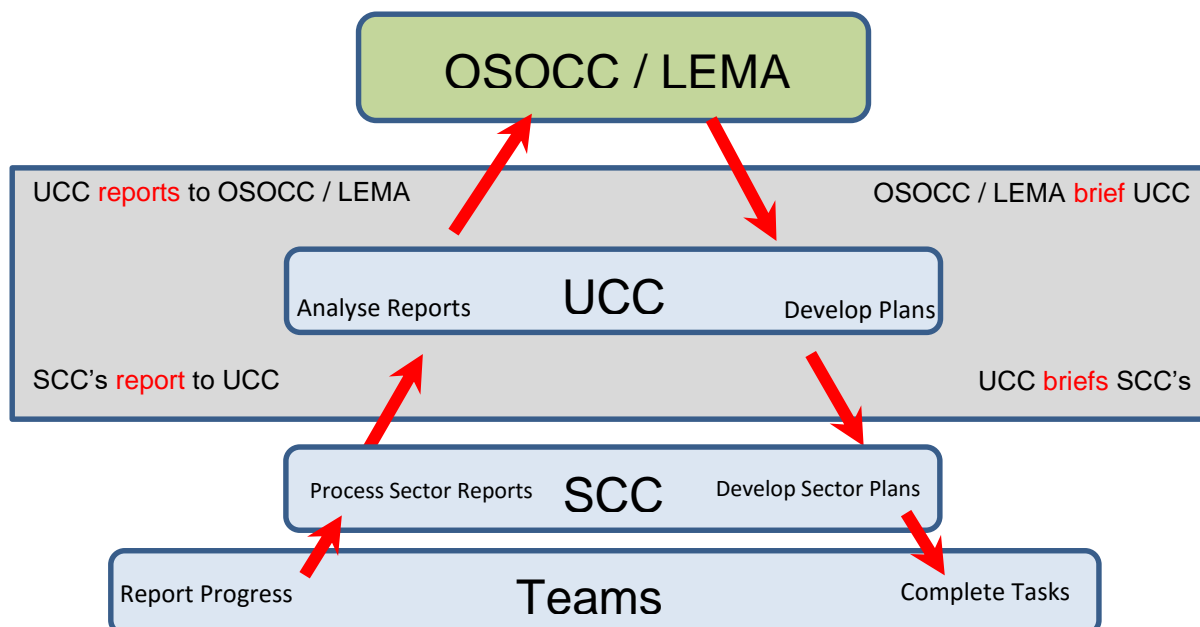
- **Information Flow Example – Within USAR Teams without Sector Coordination:**

Teams report directly to, and get briefings directly from, the USAR Coordination Cell.

These reports are based on data received from their own rescuers.

OSOCC / LEMA

UCC

Teams

Teams reports to UCC

UCC briefs Teams

Report Progress

Complete Tasks

Rescuers report to Team Management

Team Management briefs Rescuers
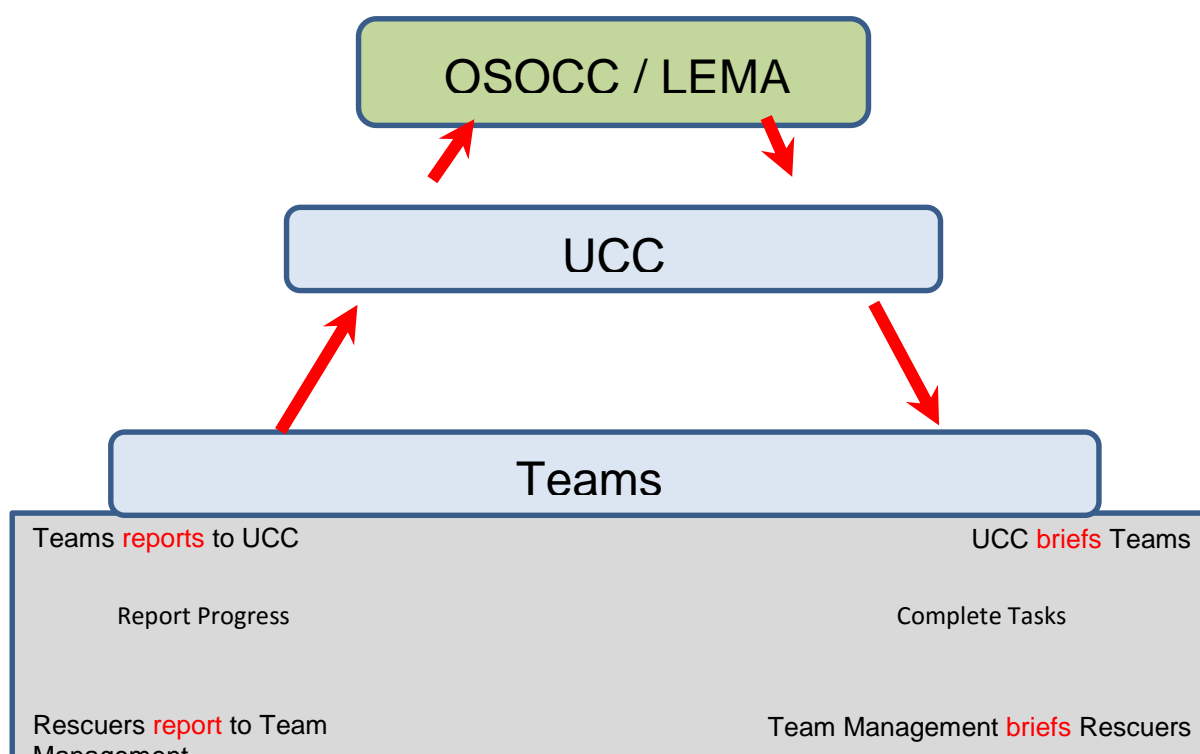
o **Information Flow Example – Within USAR Teams with Sector Coordination:**

Teams report directly to, and get briefings directly from, the Sector Coordination Cell, not the UCC.

OSOCC / LEMA

| Analyse reports | UCC | Develop plans |

| Analyse Sector reports | SCC | Develop Sector Plans |

Teams report SCC   SCC briefs Teams

| Report Progress | Teams | Complete Tasks |

Rescuers report to Team Management   Team Management briefs Rescuers
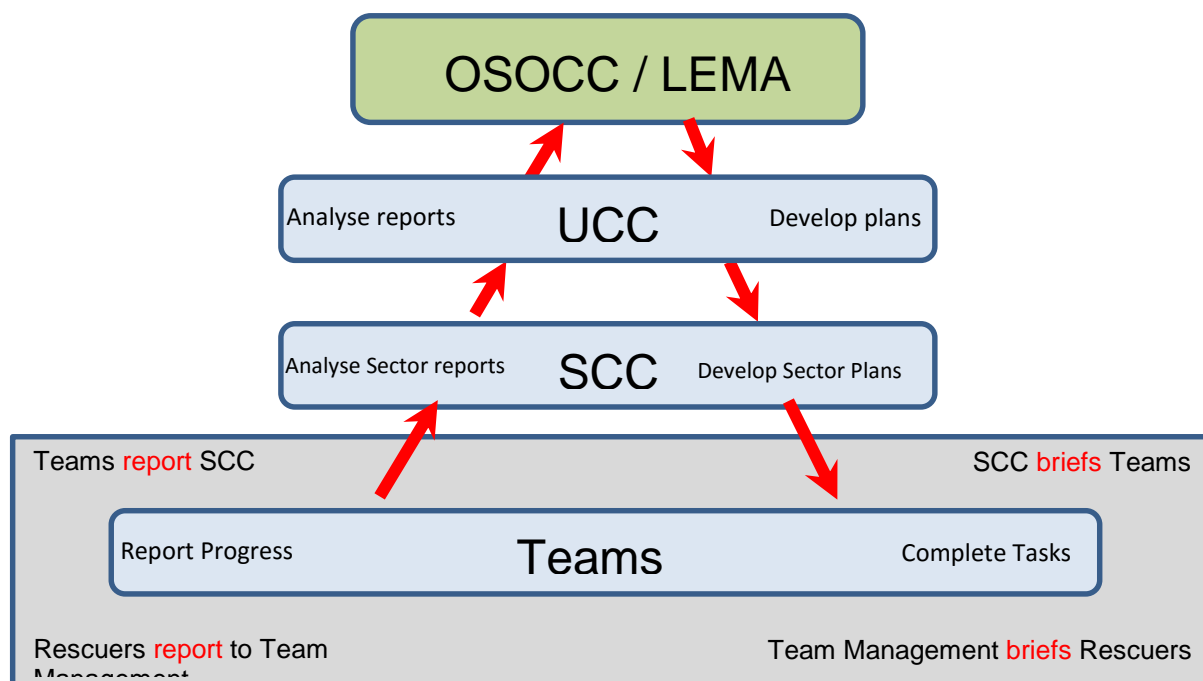
- **Information Flow Example – Within the SCC:**

When sectors are activated, Sector Coordinators receive information from teams working within their sector. They then report to the UCC on behalf of the teams.

Sector Coordinators attend UCC briefings on behalf of all teams working within the sector and pass details of the briefing to the teams.
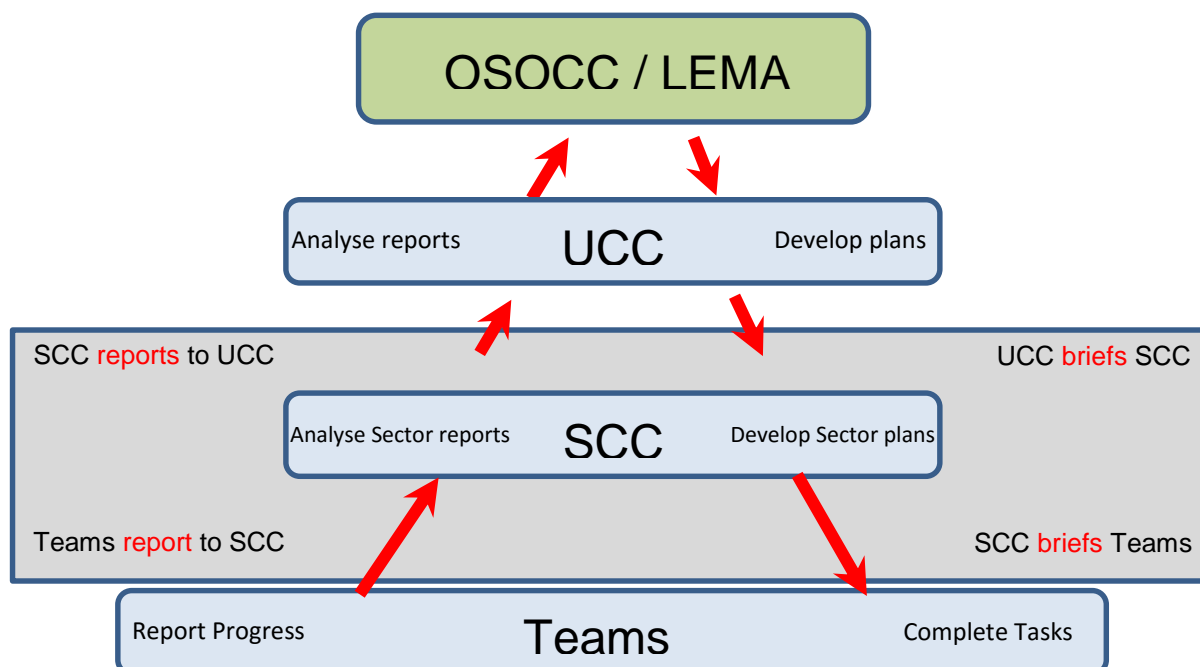
4.7 Briefings

Information flow is most efficient when not slowed by long meetings with inefficient or irrelevant discussions. To avoid this the coordination structure relies on briefings which are short stakeholder gatherings when information is distributed and only critical information is discussed.

For this to work teams must report progress and needs prior to any face-to-face gatherings. The reporting is done via the VO, email, phone, or other agreed mechanism with enough lead-time for analysis at the next level up and time for them to plan for the next briefing. In many cases issues can be addressed and resolved prior to a need to attend a briefing.

As time is critical and limited all teams must only send decision-making personnel to any briefings. In some cases, this may not be the Team Leader and delegation to a Logistics, Medical or Planning expert may be more appropriate.

Teams should only attend briefings relevant to their team:

- If sector coordination is established; teams do not report to, or attend, UCC briefings
- Teams working within a sector only report to and attend sector briefings, with one Sector Coordinator attending the UCC briefing on behalf of all sector teams.

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 taskings. Briefings are not a venue to resolve disputes or ask questions that are not relevant to taskings. 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.

4.8 Meetings

Unlike briefings, individual USAR teams still must hold internal meetings to discuss and plan operations consistent with their internal policies and procedures. There are also other meetings that take place in the overall humanitarian response and in some cases there may be a request for USAR personnel to attend them. However, unless specifically requested there is no need for USAR team managers or personnel to attend meetings such as Internal UCC staff meetings, cluster meetings, OSOCC meetings and airport meetings

4.9 INSARAG documentation used during operations

The following are forms and tools used at different levels of coordination. This is only a guide; local needs and the coordination structure may dictate changes.

UCC	Sector/Incident summary Operations Management Tool Team Fact Sheet summary		
SCC	Sector/incident summary Operations Management Tool		(If SCC is not established)
Team management	Sector/incident summary (copies of documents below may be attached) Demobilisation form		
Team members	Wide area assessment Sector assessment Worksite triage Worksite reports Victim extrication form		

Forms can be found at the INSARAG website (insarag.org) and on the INSARAG app.

This list is in addition to the recommended wall displays at each of the coordination cells.

5. Mapping

5.1 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.

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

An example of a well-constructed mapping product:
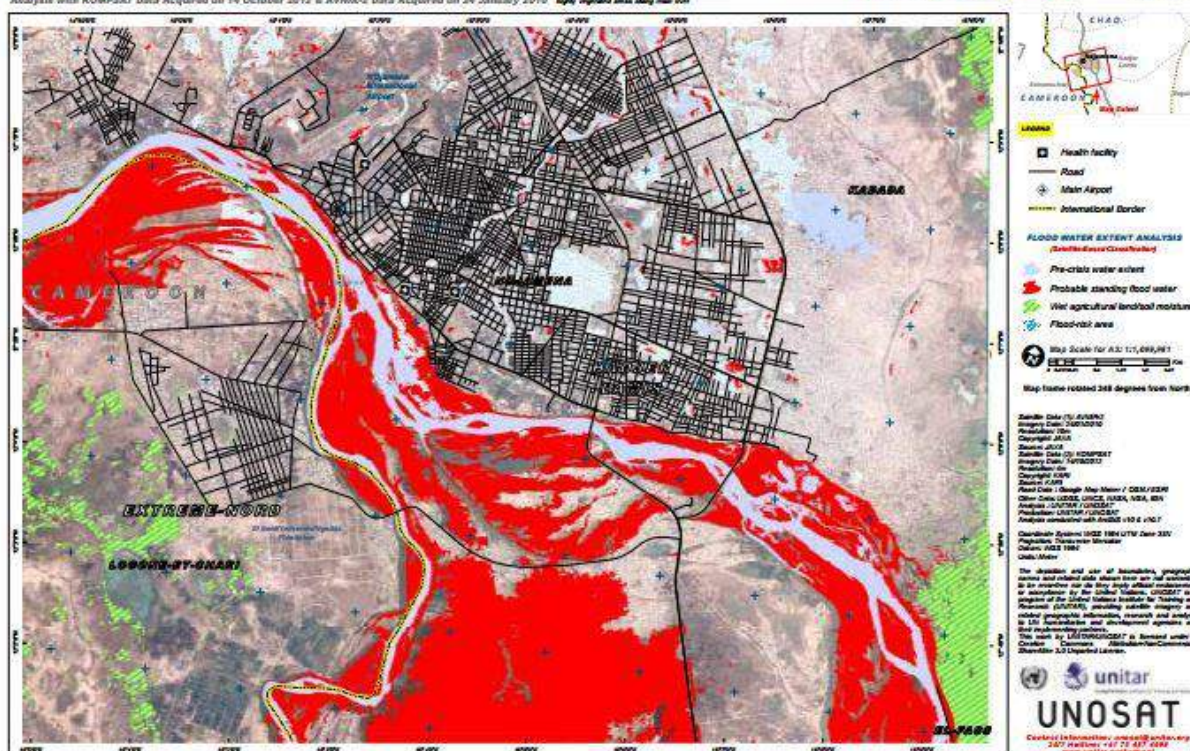
5.2 Obtaining Maps before Deployment

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 mobilization 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 so maps and aerial satellite images should be downloaded and "cached" prior to deploying using one of the many smart phone applications that allow this.

5.3 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.

For a detailed description of the basis of WGS-84 and how the mapping systems work see Annex H.

5.4 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 or the Virtual OSOCC, travel or tourist offices.

Additional maps may be available from:

- Mapping Organisations – local and from home agency/country
- Mapping Partners such as MapAction, APHP, IHP, AST
- The OSOCC or LEMA
- The USAR Coordination Cell or Reception Departure Centre
- Other USAR teams
- Home Agencies

A very effective method to obtain maps is the "MAPS" button on the VO. 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.

To use this feature, navigate on the VO to the newly created emergency page and select the "MAPS" option as shown below:

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)

5.5 Paper Formats for Map Requests

There are multiple formats and sizes of paper in use throughout the world. For standardization purposes use the ISO metric "A" sizing system:

Paper Descriptions	Paper Sizes (in mm)
A0	841 × 1189 (almost 1 meter square)
A1	594 × 841 (1/2 of A0)
A2	420 × 594 (1/2 of A1)
A3	297 × 420 (1/2 of A2)
A4	210 × 297 (1/2 of A3)

The sizing system represented graphically:
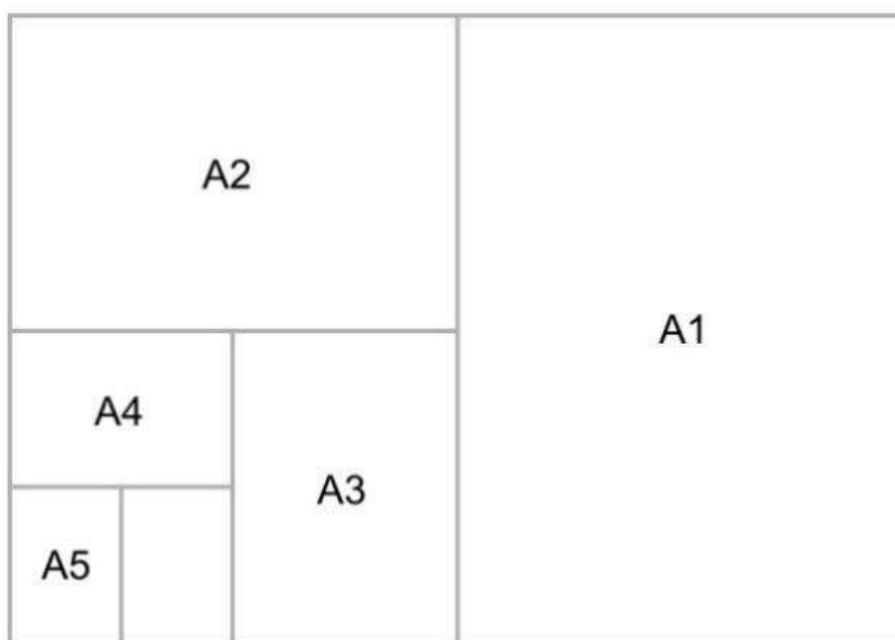
Annexes

Annex A: Selection of coordination personnel

Team management must consider the knowledge, experience and judgment of personnel expected to carry out USAR coordination functions before nominating them to attend a USAR Coordination course.

Participants must understand the UCC environment requires flexibility and working in a critical and highly visible role. At times the UCC may be staffed with multiple trained professionals and at other times (particularly early in a response) by only one or two trained personnel.

The vital function of the UCC occurs in a dynamic environment and potential USAR coordination participants mustbe comfortable working in it prior to attending a course.

Prerequisites for nominated participants:

- Be an active member of an INSARAG classified USAR team
- Be formally nominated and supported by their home organisation
- Possess a comprehensive knowledge of the INSARAG/UNDAC methodologies
- Possess functional written and spoken English
- Complete the *Build a better response* course (Harvard Humanitarian Academy)
- Be computer literate
- Be a registered user, and possess a good working knowledge of the Virtual OSOCC (VO) and Global Disaster Alert and Coordination System (GDACS)
- Complete the "OSOCC Awareness" Course (on the VO)
- Have an understanding of mapping and GIS systems

Annex B: Position Responsibilities and UCC Checklists

Regardless of the coordination role performed, all staff share common responsibilities and traits:

Maintain an open relationship with other coordination functions:

- Ensure open communication takes place between functions
- Provide reports to other functions before the required time
- Provide operational briefings to teams and other functions
- Maintain a relationship with RDC
- Maintain a relationship with international USAR teams
- Ensure efficient and consistent information flow (input, throughput, and output)

Source and oversee Coordination personnel:

- Assign personnel to functions and main areas of responsibility
- Conduct or participate in internal meetings and external briefings
- Update staff and other relief actors on security information
- Develop security plans, including a staff evacuation plan
- Ensure safety and security measures are established
- Develop a plan for medical evacuation
- Plan for administrative requirements
- Request additional staff when needed

Coordinate USAR operations:

- Ensure LEMA priorities are addressed
- Identify priority areas for deploying USAR resources
- Assign teams to sectors or worksites for rescue operations
- Track progress and adjust tactics as required
- Coordinate assessment
- Monitor and evaluate the efficiency, effectiveness and impact of operations
- Collect, collate, analyse, and disseminate information regarding operations
- Coordinate the development and implementation of common assessments surveys, questionnaires and other information gathering tools
- Identify local logistic resources such as transport, fuel and services
- Identify capability gaps in equipment and facilities

Source and manage resources used by coordination staff:

- Working space and accommodation
- Maps, boards, stationery and other support materials
- Translation/interpretation services
- Staffing roster
- Transportation
- Technical needs including electricity and lighting
- Self-sustainability, including food and water
- Off duty accommodation

Communicate with relevant people:

- Prepare situation reports and distribute them accordingly
- Arrange briefings and other activities
- Provide support for briefings and meetings (venue, briefing material, etc.)
- Communicate regularly with other international coordinating bodies
- Document and file incoming and outgoing messages
- Introduce administrative systems such as logging and filing
- Back up information saved on computers
- Implement and maintain contact lists

RDC Manager

Management is the first function to be staffed when establishing the RDC.

The primary tasks undertaken by the RDC Manager include:

- Leadership and task allocation to RDC personnel
- Overseeing RDC set up and its operation
- Liaising with local authorities, particularly those operating the point of entry, including:

    o Providing information about the purpose and capacity of the RDC
    o Providing assistance to airport authorities in processing arriving international relief teams/supplies
    o Complimenting immigration and customs – discuss and agree on any opportunity to streamline these processes

- Establishing processes to allow the rapid processing of arriving relief teams, including:

    o Confirming direction and processes with government organisations
    o Posting the above to the VO so incoming teams can familiarise themselves
    o Arranging systems to carry-out registration, briefings, logistics support, and to organise transport to the site

- Ensuring RDC operations run as effectively as possible
- Ensuring regular communication with the UCC or OSOCC
- Facilitating rapid deployment to the disaster affected area

RDC Operations

The RDC Operations function is responsible for the facilitation and processing of international response teams arriving in and departing from the affected country.

The primary tasks undertaken by RDC Operations include:

- Facilitating immigration and customs processes in cooperation with local authorities
- Registering all incoming/outgoing teams and supplies
- Providing up-to-date briefings on current situation and established protocols to incoming teams
- Regularly checking the VOSOCC
- Managing information to update display boards and brief incoming teams

RDC Support

RDC Support is responsible for establishing and sustaining systems to support the functioning of the RDC.

The primary tasks RDC Support performs include:

- Facilitating logistics support for arriving international relief teams in cooperation with LEMA and airport authorities. This includes:

    o Determining logistics requirements of arriving USAR teams
    o Making necessary logistics arrangements with LEMA/OSOCC/Logistics cluster
    o Briefing newly arrived relief teams accordingly

- Management of RDC information including maintaining files and establishing information display boards
- Ensuring the establishment of the RDC, including the stations for rapid processing of arriving relief teams
- Ensuring the set-up and operation of any electronic equipment required to carry out its task, including ICT equipment, internet connectivity and communication within the RDC
- Registering information about arriving relief teams at dedicated reception stations and sharing this information with the OSOCC/VOSOCC and other stakeholders
- Establishing a system for filing and back-up of electronic documents on a regular basis.
- Maintaining an updated contact list

UCC Manager

The UCC Manager reports directly to the OSOCC Manager or the OSOCC Operations Manager, until the UCC ceases operations.

The primary tasks UCC Manager performs include:

- Performing the role of UCC Operations until the position is filled
- Managing all operational and administrative components of the UCC
- Development and dissemination of strategic and operational objectives as it relates to USAR operations, in line with LEMA's priorities
- Preparing the security briefing for any USAR Coordination briefings
- Establishing a rapid notification system for USAR teams in case of a sudden safety or security threat
- Effectively utilising USAR teams to address the needs of the incident
- Overseeing reporting, record keeping, and after-action documentation of USAR operations
- Reporting to the OSOCC Manager (or OSOCC Operations Manager) and LEMA the operational objectives and accomplishments from each operational period

UCC Operations

UCC Operations is appointed when the UCC Manager requires some of their responsibilities to be delegated.

The primary tasks UCC Operations performs include:

- Assisting with all operational and administrative components of the UCC
- Development and dissemination of strategic and operational objectives as they relate to USAR operations
- Preparing security briefings for any USAR Coordination briefings
- Establishing a rapid notification system for the USAR teams in case of a sudden safety or security threat
- Assigning the available international USAR teams to address the search and rescue needs of the incident

UCC Planning

The UCC Planning Officer reports directly to the UCC Manager and assists with the development of USAR objectives.

The primary tasks UCC Planning performs include:

- Developing plans to accomplish the objectives of USAR response, based on LEMA objectives and priorities
- Working closely with the UCC Manager, LEMA and Sector Coordinators to establish specific objectives for each operational period
- Establishing a reporting schedule with each sector co-ordinator

- Working closely with members of the UCC to obtain sufficient information to develop and monitor operational plans and objectives.
- Monitoring the development and approval of the overall incident safety, medical, communications, and contingency plans

UCC Logistics

The UCC Logistics Officer assists international USAR teams with logistical challenges and needs.

The primary tasks UCC Logistics performs include:

- Working in close cooperation with the OSOCC Logistics Coordinator
- Identifying depots where logistical support items may be acquired
- Assisting with requests for assistance for provisions such as:

    o Air/road transport and warehousing
    o Maps
    o Translators
    o Potable water
    o Fuel, lubricants and compressed gases
    o Accommodation.

- Working with LEMA to identify procedures or protocols to assist with replenishing needed items
- Establishing communications plans that include internal and external communications via the following methods:

    o Sending or receiving e-mail
    o Searching, opening and saving electronic documents
    o Utilising a contacts database
    o Using UHF/VHF radio
    o Using satellite phone
        - The communications plan should be prepared in printed format and accessible to the OSOCC, LEMA Liaison Officer and international USAR teams. The communication plan should include:
            o Call-signs and frequencies (UHF, VHF, HF)
            o Copies of voice-procedures Handouts from the UNDAC Handbook
            o Computer assignments (servers, workstations) and passwords
            o Telephone numbers

UCC Information Management

UCC Information Management is responsible for the management of all internal administrative issues.

The primary tasks UCC Information Management performs include:

- Collecting, collating and analysing information received from international USAR teams and outside sources
- Consolidating information into appropriate formats for distribution to:

    o LEMA via the OSOCC (when established)
    o International USAR teams

- Screening information and finding solutions to identified gaps and errors.

SCC Coordinator

The SCC Coordinator oversees the development and completion of tactical objectives for the sector in alignment with the priorities and objectives set by LEMA.

The primary tasks the SCC Coordinator performs include:

- Managing all operational and administrative components of a given sector
- Developing all tactical plans and objectives within a given sector
- Assigning the rescue tasks and priorities to resources working in the sector
- Overseeing the proper reporting, record keeping, and after-action documentation of the USAR operations within their sector

Deputy Sector Coordinator

The Deputy Sector Coordinator reports directly to the Sector Coordinator and assists with the development and completion of tactical objectives for the

The primary tasks the Deputy SCC Coordinator performs include:

- Management of operational and administrative components of a sector
- Developing plans and taskings for USAR teams working within the sector
- Reporting the progress, achievements and needs of the sector to the UCC
- Assisting with other duties as determined by the Sector Coordinator

UCC Manager Checklist

- Implement INSARAG coordination methodology and associated forms, documents and reports
- Organise, brief, and monitor international USAR teams about their missions
- Track assignment and capacity of international USAR teams arriving in the affected country
- Maintain an overview of incoming, available and committed international USAR teams
- Coordinate an assessment of national USAR teams to better allocate international USAR teams according to the available resources, capabilities, and comparative strengths
- Identify and repair gaps, duplication of efforts and bottlenecks within the geographical sectors
- Organise and lead international USAR coordination briefings
- Monitor and evaluate the efficiency, effectiveness, and impact of operations
- Facilitate communication between geographical sectors and national agencies
- Identify information gaps (i.e. missing, unreliable or contradictory information) and make recommendations on additional assessment
- Process and maintain an overview of assessment results, including debriefing of assessment teams
- Perform additional tasks or duties as assigned by OSOCC Manager or OSOCC Operations Manager

UCC Operations Checklist

Assist the USAR Coordination Cell Manager with all of their tasks and:

- Monitor and evaluate the efficiency, effectiveness, and impact of operations
- Facilitate communication between geographical sectors and national agencies
- Process and maintain an overview of assessment results, including debriefing of assessment teams
- Perform additional tasks or duties as assigned by UCC Manager

UCC Planning Checklist

- Implement the INSARAG coordination methodology and associated forms, documents and reports
- Develop and implement the planning components of the UC
- Coordinate, manage, and supervise all sector planning activities
- Serve as coordinator/host of UC/SC operational briefings
- Provide information, as needed, to other UC members
- Provide information, as requested, to LEMA representatives
- Coordinate with UCC-M to assure objectives are in line with current status
- Procure and display area and sector detail maps with the following information:

  o Deployed USAR Teams, classifications, and Sector Coordinator
  o Individual sector worksites with INSARAG assessment results
  o Individual worksite USAR results (rescues and deceased)
  o Overall sector USAR results
  o Most current sector summary information
  o Sector trend status

- Coordinate with individual teams on demobilisation planning as they are prepared to be released from the area

UCC Logistics Checklist

- Establish and maintain the necessary technical needs, including workspace, living space, equipment and services needed to run and sustain the UCC
- Implement the INSARAG coordination methodology and associated forms, documents and reports
- Publish procedures for customs clearance, local documentation and taxes
- Identify local resources including transport, fuel, lumber and other services
- Ensure adequate transportation to meet the needs of the UCC
- Assist with transportation for USAR teams if needed
- Identify capability gaps in equipment and facilities
- Facilitate cooperation and sharing of facilities, supplies, and equipment with international USAR teams

UCC Information Management Checklist

- Implement INSARAG coordination methodology and associated forms, documents and reports
- Manage contact lists
- Develop USAR-related press releases and media information kits
- Update the contacts database and maintain lists of national and international USAR teams
- Maintain an overview of USAR team work locations in the area of operation
- Prepare handouts of relevant documents, as required
- Maintain a reporting and briefing schedule and ensure timely invitations of counterparts according to prepared mailing lists
- Maintain an events log to track meetings, briefings, VIP visits, arrival and departure of international teams
- Manage the UC filing system (electronic and conventional) and arrange for regular backup of electronic data

SCC Coordinator Checklist

- Implement the INSARAG coordination methodology and associated forms, documents and reports
- Represent international USAR teams at UCC briefings
- Brief international USAR teams on sector priorities and their assignments

- Track assignment and capacity of international USAR in each sector
- Maintain an overview of incoming, available and committed international USAR teams within a sector
- Coordinate an assessment of national USAR teams within the sector to better allocate teams according to the resources, capabilities, and comparative strengths
- Identify gaps, duplication of efforts, and bottlenecks within the geographical sector
- Monitor and evaluate the efficiency, effectiveness, and impact of operations
- Facilitate communication between geographical sector and national counterparts
- Identify information gaps and make recommendations additional assessment
- Process and maintain an overview of assessment results

SCC Deputy Coordinator Checklist

- Develop and implement the planning components of the SCC
- Coordinate, manage, and supervise all sector planning activities
- Assess organisational and logistics needs for the sector
- Receive briefings and situation reports from sector USAR teams
- Serve as coordinator/host of USAR teams
- Provide information, as needed, to USAR teams
- Provide information, as requested, to UCC representatives
- Procure and display area and sector detail maps with the following information:

  o Deployed USAR Teams, classifications, and Sector Coordinator
  o Individual sector worksites with INSARAG assessment results
  o Individual worksite USAR results (rescues and deceased)
  o Overall sector USAR results
  o Most current sector summary information
  o Sector trend status

- Coordinate with individual teams on demobilisation planning as they are prepared to be released from the area

Annex C: USAR Team Identification and Call Signs

To standardise identification of USAR teams within the coordination system a team identification code is used containing two parts:

- The three-letter Olympic code of the team's home country
- A number to differentiate teams from the same country

For IEC classified teams the number will be decided by the home country at the time of classification and registered within the INSARAG USAR Team Directory. For non-IEC classified teams, the same country code system is used; but the number is assigned by the RDC/UCC based upon sequence of arrival, starting with ten (10). Under this process, the issue of a Team ID is temporary and retained only for the duration of that specific deployment. When assigned at the RDC the Team ID will be shared with the UCC to ensure clarity of identity, and effective coordination and tracking.

If a country indicates to INSARAG that they do not want the three-letter Olympic country code issued to teams, the following process will be used:

- The letters "SAR" (search and rescue) will be used to replace the Olympic country code
- Followed by a number starting at ten (10) – this may involve multiple countries

    o E.g. SAR-10 (country 1), SAR-11 (country 2) etc.

For ease of use and consistent application, the USAR Team ID system will also be used as the standard for radio call signs for deployed teams.

The following table shows some examples.

Team's country of origin	Team name	Team ID.
Japan	Japan Disaster Relief Team	JPN-1
Australia	Queensland USAR	AUS-1
Germany	THW SEEBA Team	GER-1
USA	Fairfax County USAR Team	USA-1
USA	Los Angeles County USAR Team	USA-2
Indonesia	XXX USAR Team (Non-Classified)	INA-10
Indonesia	YYY USAR Team (Non Classified)	INA-11
United Kingdom	UK ISAR Team	GBR-1
Australia (without national support)	ZZZ USAR Team (Non-Classified)	SAR-10
Germany	ISAR Germany	GER-2

Examples of USAR team identification codes.

Annex D: RDC Team Equipment

The example below is how one classified team met the equipment needs to establish an RDC at a major disaster. While it is understood the packaging and specific items included in other team kits may differ, the contents below represent the minimum expectation for a team to be operational. All items listed, or an equivalent, are required.

RDC Cache Inventory

Printed INSARAG forms
INSARAG signs
Roll Magic whiteboard
Roll Flip chart
2 Packs Blue Tack
2 Packs wall hooks
2 Rolls packing tape
Ream of A4 plain paper
Roll of twine
2 Fold up tables
Signage UN RDC
Three-person tent
2 Sleeping mattresses

Toilet tent
Folding toilet seat
20 Field toilet (liquid)
20 Field toilet (solid)
3 Toilet paper rolls
Water purifier + spare filter
10 Ration packs
10 Heater packs
Electrical lead 20m
Electrical, Safety switch power board
LED light set
Generator & ULP fuel

RDC Communications kit

Laptop computer & power
Travel mouse cordless
Mobile Printer & power
Mobile scanner
Printer cartridges
Auxiliary battery pack
240v charger & lead
Solar charging panel
Camera & USB charger
USB Memory stick
Mobile phone 3G & charger

GPS & 2GB micro SD

Satellite phone & charger

2 UHF Portable radios & radio dual charging dock

Electrical 4 outlet power board

3 International power adaptors

1 BGAN unit

Stationery kit: Pens, highlighters, whiteboard markers, permanent markers, A4 paper, clip boards, blue tack, scissors, wall hooks

Annex E: UCC Team Equipment

The example below is how one classified team met the equipment needs to establish a UCC at a major disaster. While it is understood the packaging and specific items included in other team kits may differ, the contents below represent the minimum expectation for a team to be operational. All items listed, or an equivalent, are required.

UCC Functional and Sustainability kit

1 large shelter 19 x 35 feet	1 Three KVA generator
2 Sets tent box legs for use as tables	1 Electrical, wiring system for tent
1 Tent divider wall	1 Set of LED lighting
2 tent shelves	1 Electrical, extension lead
6 Folding chairs	1 Electrical, residual current device
2 Rolls of magic white board	1 Sleeping tent four person
2 Flipcharts	2 Camp mattress
1 Ream A4 plain white paper	1 Toilet shelter
1 Display board vinyl	1 Portable toilet seat
1 External Notice board vinyl	150 Field toilet bag (liquid)
4 Corflute's 1.2m x 0.9m	150 Field toilet bag (solid)
1 Folder with INSARAG forms	5 Rolls toilet paper
1 Folder with A3 wall displays	1 Camp Shower
1 Folder with A4 Laminated signs	28 Ration packs + heater packs
1 Set signage – UN - UCC, OSOCC	
1 V Sat Satellite communications system	

UCC Communication and Office Kits

2 Laptop Computers
2 Computer power cables
2 Travel Mouses cordless
1 Printer A3
1 Printer power cable
1 Printer USB cable
2 Printer cartridges colour
2 Printer cartridges black
1 Mobile scanner
1 Satellite phone
1 AC adaptor charger
1 external antenna
1 antenna cradle

2 Telecommunications 4G cards
2 Tough phones
2 AC phone charges
1 Dual USB car chargers
2 Digital cameras
2 AC Camera chargers (Charger & USB cable)
1 Mini USB to USB cable
1 Four outlet electrical power board
2 Blue Ethernet network cables

Stationery in lid organiser:-
4 each x black, blue and red pens
5 x highlighters
4 x whiteboard markers
2 x mechanical pencils + spare lead
2 x Black permanent markers
quantity of A4 plain paper
1 x ruler.

Annex F: The Planning "P"

The processing of data should happen with regularity and follow a defined format to ensure consistent, timely and relevant decision-making.

To assist in this the "Planning P" model can be used which documents the process from the outset of an event through cyclical planning.The leg of the "P" includes the initial steps to gain awareness of the situation and establish the organisation for incident management.

Once they are accomplished, incident management shifts into a cycle of planning and operations, informed by ongoing situational awareness that continues and is repeated each operational period.

SCC Briefing (if sectors are established)	USAR Team Internal Meeting	Team Operations Briefing
SCC internal meeting: analyse information and prepare for SCC briefing (if sectors are established)		**FIELD OPERATIONS: Teams report progress**
		USAR Team analyses reports
UCC Briefing		**Teams submit reports to UCC or SCC** (if sectors are established)
UCC internal meeting: analyse information and prepare for UCC briefing		*SCC analyses information and compiles sector summary (if sectors are established)*
UCC Manager meets with OSOCC/LEMA	BRIEFING PHASE / REPORTING PHASE	**SCC submits summary to UCC** (if sectors are established)
LEMA/OSOCC determines or reviews priorities	**UCC submits overview report to OSOCC**	*UCC analyses reports from all teams or sectors and compiles summary*

Initial actions are completed once:
- Monitor disaster status
- Request and approval to deploy
- Travel to affected area
- Establish RDC and UCC
- Initial meeting with LEMA

Once these are accomplished, incident management shifts into a cycle of planning and operations that is repeated each operational period.

SUDDEN IMPACT DISASTER OCCURS

OVERVIEW

BRIEFING PHASE

REPORTING PHASE

Facilitate SCC Briefing:
(if sectors are established)
Sector coordinators pass on to USAR Teams: information, reporting needs and taskings.

USAR Team Meeting:
USAR teams meet internally to discuss priorities and assign their resources

Team Operations Briefing:
USAR team management team pass on information and reporting needs to rescuers.

Prepare for SCC Briefing:
(if sectors are established):
Update local sector charts, plans of action and documents.
Assign taskings to teams.

FIELD OPERATIONS:
Rescuers execute operations and report as required.

USAR Team analyses reports:
Prepares documents, reports, needs and summaries for submission.

Facilitate the UCC Briefing:
UCC communicates tactics, strategies and contingencies to sector coordinators.
Brief IAP, safety & security, incident updates and reporting needs.

Teams submit summary reports to UCC or SCC:
(if sectors are established)
USAR teams submit reports and/or summary. If SCC is not established, submit direct to UCC

Prepare for the UCC Briefing:
UCC internal meeting:
Develop action plan and complete documentation.
Discuss & document strategies, tactics and contingencies.
Establish/confirm geographic boundaries.

SCC analyses information:
(if sectors are established)
Receive reports from all teams in the sector.
Prepares documents, reports, needs and summaries for submission

UCC Manager meets with OSOCC/LEMA:
Receive OSOCC/LEMA priorities, direction and objectives.
Work sites are identified.
Develop work and reporting schedules.

SCC submits summary to UCC:
(if sectors are established)
Sector coordinators submit summary and/or reports.

LEMA/OSOCC determines or reviews priorities:
Develop incident objectives, priorities, policies, reporting.
Establish boundaries.

Submit report to OSOCC:
OSOCC submits summary and/or reports to LEMA at regular LEMA-OSOCC meeting.

UCC analyses information:
Receive reports from all sectors in affected area.
Prepares documents, reports, needs and summaries for submission

Initial actions are completed once:
- Monitor disaster status
- Request and approval to deploy
- Travel to affected area
- Establish RDC and UCC
- Initial meeting with LEMA

Once these are accomplished, incident management shifts into a cycle of planning and operations that is repeated each operational period

DETAILED

SUDDEN IMPACT DISASTER OCCURS

Annex G: Information Flow

On the following pages the specific tasks, forms, outputs and planning tools are listed within the areas they are used.

Information is reported up and analysed, then plans are developed and briefed down. This process is demonstrated in a graphical format on the following pages.

OSOCC &/OR LEMA

Tasks:		**Tasks:**
Compile information from all teams.		Receive information from LEMA based on "OSOCC-LEMA Briefing" template.
Compile a consolidated Operations Management Tool (Incident-based)		Receive priority tasks from LEMA.
Retain triage forms and work site reports		Check for other information from sources such as VO, UNDAC, OSOCC, RDC, media & social media.
Analyse data		
Make urgent critical decisions		Analyse information and prioritise work.
Outputs:		**Outputs:**
Provide information to LEMA:	**U**	Develop an Incident Action Plan.
• Incident situation report	**C**	Either:
Supporting documents <u>if requested</u>, such as:	**C**	• Change operational priorities, • Continue sector operations, • Relocate resources between sectors
• Victim extrication form(s)* • Incident maps • Incident photographs • Other		Provide output to teams:
Request additional resources if needed (including logistical and support resources)		• Incident overview. • Incident Action Plan • Assignment briefing package
		(with the matching triage forms, worksite report forms and additional any other information available)

SCC IS NOT ESTABLISHED

Tasks:		**Tasks:**
Gather information from rescue workers.		Analyse information from UCC.
Outputs:		Check for information from other sources.
Provide information UCC:		**Outputs:**
Worksite report(s) <u>AND/OR</u>	**T**	Develop an Action Plan for team.
Operations Management Tool (team-based)	**E**	Provide breifing to team:
Supporting documents, <u>if requested</u>, such as:	**A** **M** **S**	• Incident overview • Worksite tasking • Resources tasking • Safety and security
• Victim extrication form(s)* • Maps • Photographs • Other		

RESCUE TEAMS

OSOCC &/OR LEMA

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Tasks:

Compile information from teams.

Compile a consolidated Operations Management Tool (Incident-based)

Analyse data

Make urgent critical decisions

Outputs:

Report incident situation to LEMA
Provide supporting documents <u>if requested.</u>

Request additional resources if needed (including logistical and support resources)

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Tasks:

Receive priority tasks and info from LEMA based on "OSOCC-LEMA Briefing" template.

Check for other information from sources such as VO, UNDAC, OSOCC, RDC, media, social media.

Analyse information and prioritise work.

Outputs:

Develop an Incident Action Plan. Either:

- Change operational priorities,
- Continue sector operations,
- Relocate resources between sectors

Provide Incident Briefing to sectors:

- An incident overview.
- The Incident Action Plan.

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Tasks:

Compile information from teams in sector.

Analyse data.

Retain Triage forms & worksite reports

Outputs:

Report sector situation to UCC:

- Sector situation report, and/or
- Operations Management Tool (Sector-based)

Supporting documents listed below <u>if requested.</u>

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Tasks:

Analyse overview and Incident Action Plan from UCC.

Check for information from other sources.

Outputs:

Develop a Sector Action Plan. Either:

- Change operational priorities,
- Continue sector operations,
- Realocate resources between worksites

Provide Sector Briefing to teams:

- Incident overview
- Sector Action Plan
- Assignment briefing package

(Issue matching triage forms, worksite reports and additional information.)

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TEAMS

Tasks:

Compile information from teams in sector.

Analyse data.

Retain Triage forms & worksite reports

Outputs:

Report sector situation to UCC:

- Sector situation report, and/or
- Operations Management Tool (Sector-based)

Supporting documents listed below <u>if requested.</u>

S C C

Tasks:

Analyse overview and Incident Action Plan from UCC.

Check for information from other sources.

Outputs:

Develop a Sector Action Plan. Either:

- Change operational priorities,
- Continue sector operations,
- Realocate resources between worksites

Provide Sector Briefing to teams:

- Incident overview
- Sector Action Plan
- Assignment briefing package

(Issue matching triage forms, worksite reports and additional information.)

Tasks:

Gather information from rescue teams.

Outputs:

Report team situation to Sector coordinator:

Worksite report(s) <u>AND/OR</u>

Operations Management Tool (team-based), and

Supporting documents such as:

- Victim extrication form(s)*
- Maps
- Photographs
- Other

T E A M S

Tasks:

Analyse information from SCC.

Check for information from other sources.

Outputs:

Develop an Action Plan for team.

Provide breifing to rescue team:

- incident overview
- Worksite tasking
- Resources tasking
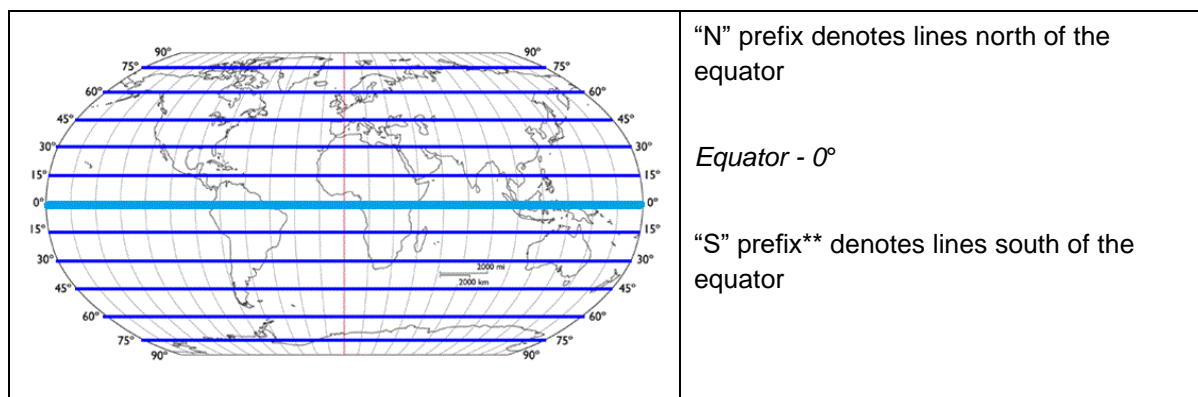- Safety and security

RESCUE TEAMS

Annex H: Mapping Theory

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).

	"N" prefix denotes lines north of the equator *Equator - 0°* "S" prefix** denotes lines south of the equator

** 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.

	"E" prefix denotes lines east of the Prime Meridian Prime meridian *0°* "W"** prefix denotes lines east of the Prime Meridian
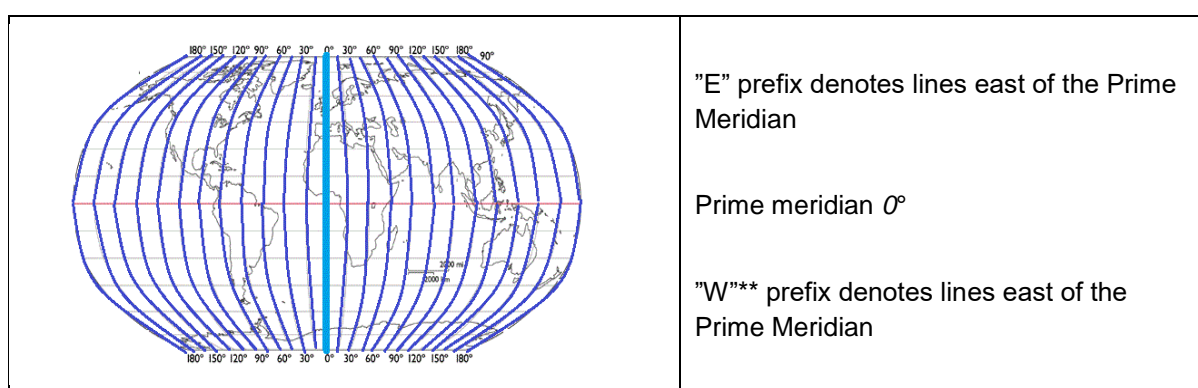
** If a longitude value is prefixed by a (-) minus sign it is a WEST value.

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.

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

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

Annex I: The Coordination Dashboard

The Coordination Dashboard provides a single resource for all documents needed during a response from pre-deployment through to demobilisation. The Dashboard is hosted on the INSARAG website at www.insarag.org - http://www.insarag.org/methodology/ucc where the most current documents can be accessed, and can be used in real-time with internet connectivity or downloaded as a package and stored.

Teams should download the full package prior to leaving their home base to ensure they have offline access to the most current documents.
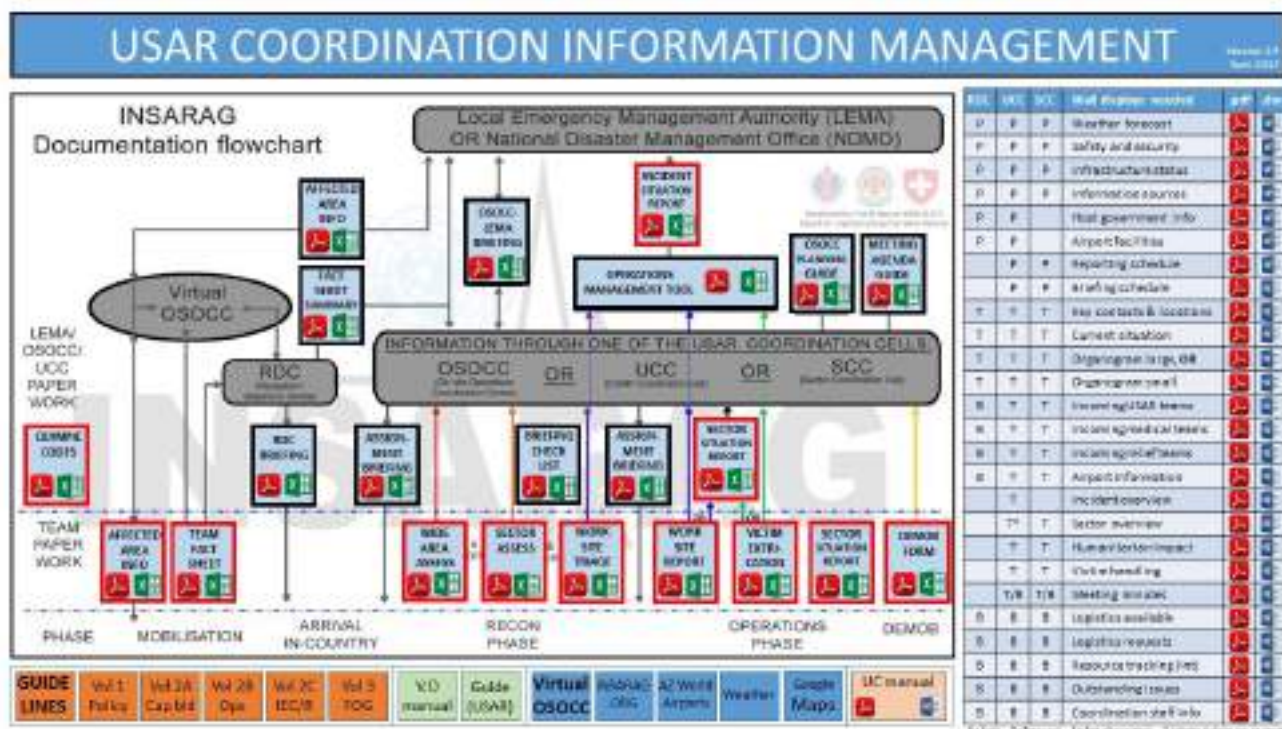
The content of the Dashboard is laid out from left-to-right by phases of an emergency from mobilisation through demobilisation (the un-highlighted text at the bottom) which allows for use not just as a collection of documents but as a planning tool.

Moving from left to right above the phases is a flow chart of documents corresponding to the response phases with hyperlinks to either .pdf or .xls files for data use and printing.

Moving from left to right below the phases are several hyperlinked resource documents.

On the right side of the Dashboard is a table containing standard information forms with descriptions of where they should be posted (Public, Teams Only, Staff Only). These forms are also hyperlinked to .pdf and .doc versions.

Annex J: 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 will the RDC help you?

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 work spaces
- 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: Details of RDC personnel at that time

Annex K: 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. Response teams and relief supplies will converge towards the country to assist at the disaster affected areas.

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 have been peer-reviewed and work under a common methodology.

We are here in response to your government's request for assistance, not to take charge of the incident. We will respect your nation's sovereignty.

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

How will the UCC help you?

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

What will happen in the future?

- A team from the UN will arrive shortly to work closely with you
- The UN Team will assist with the overall coordination of all relief efforts, not just USAR.
- When the UN Team arrives they will become your key contact.

Our contact details are:

Details of UCC personnel at that time