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EXECUTIVE MASTER CLASS- ONLINE CERTIFICATION SERIES

Level 2: Intermediate- Operational Disaster Management

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COURSE OUTLINE

2.1 Incident Command System (ICS) Structure and Implementation

2.2 Emergency Operation Centre (EOC)Management

2.3 Multi-Agency Response Coordination

2.4 Resource Mobilization &Sectoral Coordination (Health, WASH, Logistics)

2.5 Search & Rescue (SAR) Basics

2.1 Incident Command System (ICS) Structure and Implementation

- Incident Command System (ICS) is an on-scene, standardized, all-hazards management concept that combines personnel, equipment, procedures, and methods of communication into a common organizational framework. It enables efficient, coordinated operations among diverse agencies, ensuring clear roles, safety, and efficient resource management.

2.1.1 How the Incident Command System (ICS) is Structure

The Incident Command System is organized around five major functional areas, namely-

- **Incident Command (IC):** Sets objectives, strategies, and priorities, bearing overall responsibility for the incident.
- **Operations Section:** Develops tactical organization and directs all tactical resources to carry out the Incident Action Plan (IAP).
- **Planning Section:** Collects, evaluates, and displays incident intelligence and information, maintaining resource status and preparing the IAP.

- **Logistics Section**: Provides resources and all other services needed to support the incident.
- **Finance/Administration Section**: Monitors costs related to the incident, provides accounting, procurement, time recording, and cost analyses.

Command Staff:

- **Safety Officer**: Monitors safety conditions and develops measures for assuring personnel safety.
- **Public Information Officer (PIO):** Interfaces with the public, media, and other agencies regarding incident information.
- **Liaison Officer**: Acts as the contact for supporting agencies

2.1.2 Implementation and Main Features of the ICS

- **Modular Organization:** The structure develops from the top down- either expanding or contracting, based on the incident's size and complexity.
- **Unified Command:** In multi-jurisdictional incidents (i.e, involving trans-boundary or different levels of governments), agencies work together through designated members to establish a common set of objectives and strategies.
- **Chain of Command & Unity of Command:** Ensures every individual has a designated supervisor, preventing confusion.

- **Common Terminology:** Uses standard, non-technical language for resources, personnel, and organization to facilitate clear communication.
- **Management by Objectives:** Establishes specific, measurable tactical objectives.
- **Span of Control:** Maintains a manageable, efficient number of subordinates (typically 3 to 7) per supervisor.
- **Accountability:** Implements check-in procedures for all personnel, incident action planning, and resource tracking.

2.1.3 The Necessity of Incident Command System in Emergencies

- **Unified Effort**: Maintains unified effort and unambiguous chain of command, avoiding conflicting directives.
- **Resource Efficiency**: Allows easy resource management and effective use of human resources
- **Mandated compliance**: It is the mandated standard practice in international emergency activities.

2.1.4 Common Challenges in ICS Deployment

- **Multi-Agency coordination issues**: Organizational culture and administrative process differences can cause major friction, even within a legally required Unified Command environment.
- **Communication gaps**: Shortage of inter-operable communications equipment and lack of strict adherence to "plain English" standards is still a chronic issue, paralyzing the integrated communication concept.
- **Shortage of training and readiness:** Inadequate regular, realistic drills cause staff to forget their ICS functions, creating chaos when an event happens.

2.1.5 Best Practices for an Effective Incident Command System

Regular drills and exercise: Full-scale, functional, and tabletop simulations exercise the organizational structure in conditions of real-world stress. Post-exercise After Action Reviews (AARs) are essential to determine process weaknesses.

- **Effective Inter-agency cooperation**: The development of formal Memoranda of Understanding (MoUs) and collaborative training prior to an incident establishing trust is necessary for the effective Unified Command.
- **Ongoing and After Action Review**: Making a mandatory formal post-incident After Action Review (AAR) and feeding lessons learned back into policy is a critical success factor.

2.2 Emergency Operation Centre (EOC)Management

- An Emergency Operations Center (EOC) is a centralized, physical or virtual location designed to coordinate multi-agency, strategic-level response and support for disasters and emergencies.
- It facilitates coordination between on-scene incident command and policy leaders, prioritizing rapid information sharing, resource management, and strategic decision-making to save lives.

2.2.1 Functions of Emergency Operations Centre Management

- **Coordination & Collaboration:** Facilitating communication and actions among agencies, reducing redundant efforts, and managing resources.
- **Information Management:** Collecting, analyzing, and disseminating critical data to inform decision-making, such as daily epidemic intelligence or situation reports.
- **Strategic Planning:** Supporting tactical on-scene teams by providing long-term strategic plans and resource support.

- **Preparedness & Training:** Conducting exercises and maintaining readiness to act when threats or disasters occur.

Examples & Context

- Public Health Emergency Operations Centre (PHEOC): Used in Nigeria and Sierra Leone for managing outbreaks like polio and other public health threats.
- Sustainability: Donor-supported initiatives in Nigeria (e.g., in Niger State) are designed with long-term sustainability through government, **eHealth Africa**, and partner support.

2.3 Multi-Agency Response Coordination

- **Multi-agency Response Coordination** involves collaborative efforts between different organizations—such as police, fire, health, and government agencies—to manage emergencies, enhance communication, and share resources. It centers on establishing joint, real-time decision-making to save lives and streamline responses, often utilizing a Multi-Agency Coordinating Center (MACC) or similar platforms.

2.3.1 Primary purpose of Multi-agency Response Coordination

- To support incident management policies and priorities
- To facilitate logistic support and resource tracking
- To inform resources allocation decisions using incident management priorities
- To coordinate incident related information
- To coordinate interagency and intergovernmental issues regarding incident management policies, priorities and strategies.

2.3.2 Components of Multi-Agency Response Coordination

- **Multi-Agency Coordinating Centers (MACC):** A central location where representatives from multiple agencies meet to prioritize incident needs, share information, and allocate resources.
- **Key Functions:** These include situational assessment, setting incident priorities, and supporting field-level command structures.
- **Operational Focus:** The process often involves "bottom-up" support to enhance local, regional, and state emergency management efficiency.

- **Simulation Exercises:** Stakeholder Agencies such NEMA, SEMAs, Military and Paramilitary organizations, the Police and other agencies conduct simulations to test and refine coordination, synergy, and response capability.

- **Challenges**
- Common hurdles include information sharing, managing complex, uncertain scenarios, and reconciling different organizational authorities.

2.3.4 Key Principles in Multi-Agency Response Coordination

- **Shared Responsibility**: Creating shared accountability for outcomes.
- **Effective Communication**: Ensuring real-time information sharing across agencies.
- **Flexibility**: Implementing systems that are scalable to the size of the disaster.
- **Lessons Learned**: Reviewing actions post-incident to improve future preparedness.

2.4 Resource Mobilization & Sectoral Coordination (Health, WASH, Logistics)

- Effective resource mobilization and sectoral coordination across Health, Water, Sanitation, and Hygiene (WASH), and Logistics are crucial for emergency response, particularly during large disaster situations.
- It is a strategic approach that requires a shift from traditional fundraising to multi-stakeholder partnerships, where different resources and equipment are pooled together in order to effectively respond to an emergency.

2.4.1 Resource Mobilization Strategies

Resource mobilization involves securing financial, human, and material resources through diverse mechanisms including the following:

- Domestic Resource Mobilization (DRM): Increasing local funding through tax reforms that include percentages to fund disaster management, public-private partnerships, and reduced reliance on external aid.
- WASH Financing: Strategies include advocacy for WASH budgetary allocations by home governments, leveraging NGO partnerships and community-based financing to ensure access to clean water and sanitation.

- **Health Financing:** Utilizing data-driven advocacy to influence government health budgets, as seen during the outbreak of Covid-19, where funding for the Nigeria Centre for Disease Control doubled.
- **In-Kind Contributions:** Mobilizing non-financial resources such as volunteers, supplies, and equipment from local communities.

2.4.2 Key Challenges & Opportunities in Resource Mobilization and Sectoral Coordination

- **Funding Gaps:** Constrained humanitarian funding requires improved tracking and advocacy for increased allocations.
- **Sustainability:** Shifting from temporary, government-dependent solutions to institutionalized "state policies" that guarantee long-term funding.
- **Data and Monitoring:** Using evidence-based data to monitor funding gaps and ensure accountability to affected populations.
- **Capacity Building:** Investing in the capacity of local actors to manage and mobilize resources, rather than relying solely on international aid.

2.5 Search & Rescue (SAR) Basics

- **Search and Rescue (SAR)** is the organized, rapid, and systematic process of locating and assisting individuals in distress, often covering wilderness, urban, or maritime environments.
- Key phases include locating, accessing, stabilizing, and transporting the subject, guided by the Incident Command System (ICS).

2.5.1 Fundamentals of Search & Rescue

- **Initial Action & Planning:** Every search is treated as an emergency. Early steps include gathering critical information, securing the area, and rapid planning to maximize positive outcomes.
- **Search Strategies:** Systematic searches are used to locate victims, with techniques focusing on finding clues and restricting the search area based on available intelligence.
- **Rescue Techniques:** Once found, rescuers stabilize the subject through first aid and transport them to safety, with specialized training required for high-risk situations (e.g., rope rescues, confined space).

- **Essential Equipment:** Key gear includes Personal Protective Equipment (PPE) like helmets and vests, navigation tools (GPS, maps), communication devices (radios), and medical kits.
- **Team Structure:** Search & Rescue operations are typically managed by trained teams under a structured command system (e.g., FEMA Search and Rescue) to ensure safety and efficiency.

2.5.2 Key Stages of a Search & Rescue Incident

- **Awareness:** Receiving the initial call/distress signal.
- **Initial Action**: Assessing the scene (Size-up) and sending initial responders.
- **Planning:** Developing a strategy to maximize resources.
- **Operations**: Carrying out the search and rescue tactics.
- **Mission Conclusion**: Documenting, debriefing, and reviewing the operation.

THANK YOU FOR LISTENING

Q & A