U.S. INDIAN OCEAN TSUNAMI WARNING SYSTEM (IOTWS) PROGRAM

PROCEEDING OF INTRODUCTORY WORKSHOP ON "INCIDENT COMMAND SYSTEM FOR DISASTER MANAGEMENT"
(JANUARY 2006)

January 2006

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Introductory Workshop
on
"Incident Command System for Disaster Management"

11-12 January 2006
Cinnamon Grand Hotel
77, Galle Road, Colombo 3, Sri Lanka

Implemented by
United States Department of Agriculture, Forest Service (USFS)
through the U.S. Indian Ocean Tsunami Warning System (IOTWS) Program

With Support from

The United States Agency for International Development (USAID)

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Background

The program on Incident Command System (ICS) for Disaster Management in Sri Lanka has been implemented by the United States Department of Agriculture, Forest Service (USFS) through the U.S. Indian Ocean Tsunami Warning System (IOTWS) Program supported by The United States Agency for International Development (USAID) and the Disaster Management Centre (DMC), Sri Lanka working as a facilitating institution to implement the program.

The US IOTWS program is providing strategic support towards the development and establishment of an operational IOTWS that provides integrated "end-to-end" capabilities at the regional, national, and local levels within a multi-hazard framework. Working in partnership with the international community, host country governments, and private sector and NGO partners, US IOTWS program activities will support each of the essential elements of an IOTWS, such as hazard monitoring, detection, and prediction; formulation, dissemination, and communication of warning messages; and knowledge and preparedness to act.

Workshop objective

The overall objectives of the introductory workshop of Incident Command System (ICS) for Disaster Management in Sri Lanka were to (i) share information on the ICS as practiced in the United States, the experience of India integrating the ICS into their disaster response system, and the recently developed Road Map for Disaster Management, (ii) deliberate on adaptations or modifications needed to integrate the ICS into the disaster management system, with consideration of the unique cultural and government context of Sri Lanka. (iii) develop a draft conceptual framework document with key elements for integrating the ICS into the disaster response system. Establish a core working group to refine the document in a form suitable for circulation among relevant Ministries for deliberation, (iv) determine relevant United States Department of Agriculture Forest Service (USFS) technical expertise and partnership activities required to facilitate integrating the ICS into the disaster response system of Sri Lanka.

Inaugural session

Introduction

The session started with the Traditional Oil Lamp lighting. The inaugural session initiated with the welcome speech by Prof. Samantha Hettiarachchi, Member, National Early Warning Committee, Sri Lanka. Then addressed by H.E. Jeffrey J. Lunstead, Ambassador for the United States in Sri Lanka, Dr. Carol R. Becker, Mission Director, USAID Sri Lanaka. Major General Gamini Hettiaratchchi, Director General, Disaster Management Centre were present as Chair. Deanne Shulman, US Dept. of Agriculture, Forest Services presented the workshop background, objectives, and Incident Command System's overview for the hon'ble guests and the participants.

Summary of Speeches

Address by Professor S.S.L Hettiarachchi, Member, Early Warning Committee

In the welcoming address by Professor Hettiarachchi, Member, Early Warning Committee on behalf of the Disaster Management Center (DMC) expressed his heartfelt thanks to Ambassador of US Embassy, Sri Lanka, Mission Director of USAID Sri Lanka, all the participants as well as USDA/FS and all other resource advisors. He took the opportunity to explain the background of establishment of newly DMC and five focus areas (i) disaster management technology & long term mitigation (ii) forecasting, early warning and dissemination, (iii) preparedness planning, (iv) training, education & public awareness and (v) national emergency operations. He referred that recently DMC has developed a road map for national need assessment for disaster management. This corporate plan is a live document, which will encompass all activities in a highly coordinated framework. The ICS has identified in the road map under component four where six activities has been identified.

Professor Hettiarachch mentioned that the U.S. IOTWS program will be beneficial to the region as a whole while looking after specific needs of the respective countries. Professor Hettiarachchi welcome the technical support of U.S. IOTWS in the form of technology transfer, capacity building and provision of guidance in the key areas. The ICS by its very functional mechanism provides accurate information, high degree of accountability and a platform of planning, cost effective operations and logistical support for any emergency. Its applicability in the Sri Lankan context is certainly worthy of examination in the national interest.

Address by the H.E. Jeffrey J. Lunstead, Ambassador, US Embassy Sri Lanka

H.E. Jeffrey J. Lunstead pointed out the need of emergency management remembering the 26 December 2004 of tsunami and constrains in early warning system. H.E. thanks Sri Lankan Government initiatives and developments after the large event. There has now more roust system than earlier. The development of Disaster Management Center is one of the landmarks by the Government. He further pointed out that preparedness is the key of disaster management, systematic plans and quick information can reduces the loss and make better management system. U.S. Government has taken an extensive initiative for the Indian oceans countries after tsunami (i.e. seismic activities, capacity building, ICS, etc.). Five agencies are working on the Indian Ocean Tsunami Warning System (IOTWS) Program. He hoped that ICS can help to improve planning for disaster management.

Address by Carel Baker, Mission Director, USAID Sri Lanka

Ms. Carel Baker discussed the global scenarios of disaster happening in the world (i.e. Building collapse in the hazi camp in Mocca, Earthquake in Pakistan, etc). Ms. Baker mentioned that interagency command system is crucial for preparedness and better management of disaster management. In these respect one standard command system (e.g. ICS) is essential for preparedness of disasters management. ICS has been widely used in USA and proved its essentiality and it can put in the roadmap of disaster risk management of Sri Lanka. In last decade ICS has been implemented by India and

were successful to manage every disaster (e.g. flood) and its works well there. Finally Ms. Baker hoped that ICS will be used in Sri Lanka's disaster management and in a practical way.

Key Note Presentation

"Overview of the Incident Command System" by Deanne Shulman, USFS/DA

Ms. Deanne Shulman described the overall ideas of the U.S. initiative on Indian Ocean Tsunami Warning System (IOTWS) Program areas and concept of the ICS for the disaster management of Sri Lanka.

The presentation included a description for disaster response challenges in early days and development of the ICS under national incident management system. Ms. Shulman mentioned that ICS is a multi-hazard disaster response management where specific technical competency skills are integrated. ICS used on day-to-day basis for routine incidents as well as for major emergencies; activated at first response.

Ms. Shulman concluded by describing the proposed one and half year ICS implementation program that has been design for disaster management of Sri Lanka by the USDA/FS through U.S. IOTWS Program. The program has four phases whereas phase one will be the foundation and system adaptation for ICS, phase two mainly formal training-of-trainers course curriculum in ICS (8 courses), phase three is implementation of ICS and teams and phase four for regional sharing of "best management practices".

Technical Session

A total five presentation followed by question and answer were presented in the technical session. A plenary discussion was also held to develop the key elements of the draft framework to integrate ICS into the Sri Lanka's disaster response system on the basis of issues and concerns.

Summary of Presentations

Presentation on "Initiatives taken by the Government of Sri Lanka towards Disaster Risk Management" by Major General Gamini Hettiarachchi, Director General, Disaster Management Centre

Major General Hettiarachchi highlighted that Srilanka is a country of disasters like flood, landslides, cyclone, low frequency and intensity of tsunami, etc. After the tsunami and last year landslides there was urgent need to setup a mechanism, which will prepare the country withstand. M. G. Hettiarachchi mentioned the government initiatives that had been taken recently for developing mechanism to prepare the country to withstand the effects of various types of disasters. Interim committee for early warning, the Disaster Management Centre (DMC) has established under the National Council for Disaster Management (NCDM) as the lead agency on disaster risk management in the country in implementing the directives of NCDM. In November 2005, the Ministry for Disaster Management was established. DMC

presently functions under the Ministry of Disaster Management. In the National Council for Disaster Management there are 16 ministers, 5 opposition MP's total 36 members has been integrated. There are 5 main and 3 sub unity and also 9 district disaster coordination committee and operation centers available in the country. Presently, they are only focusing on tsunami and in the future they will incorporate other hazards (DMC presently identified 22 hazards). M.G. Hettiarachchi revealed that ICS will enable DMC to quickly and efficiently address disasters and gave thanks to USDA/FS and USAID to introducing ICS in Sri Lanka.

Presentation on "Overview of the Incident Command System as Practiced in the United States" by David Summer, USDA/FS

Mr. Summer presented an overview of ICS, described the different components of emergency management that provide a framework for the ICS and shared the USFS experience and expertise in the ICS for different type of disaster management. Mr. Summer mentioned that ICS is performance-based system and it provides a framework of action plan, organizes the resources efficiently, and supports all personnel. There is delegation of authority, though flexible and dynamic, its provides consistency and relies on functionalism. Mr. Summer concluded that ICS is an effective leadership model that can work on all incidents not depending on the scope or size of incident.

Presentation on "Type 1: Incident Management Teams" by Mike Lohrey, USDA/FS

Mr. Lohrey discussed the types of incident management teams for disaster management, the advantage of pre- established teams, types of incident team in US, team formation, internal functions, selection criteria, team mobilization and training activities. Mr. Lohhrey mentioned that there are various types of disaster response team in the US. Team are "typed" based on the complexity of the incidents. Incidents range from Type 5 to Type 1. Local incidents that have a much localized affect, such as an overturned truck, will be handled by a Type 5 Incident Commander and a few other people. Disaster grows in size and complexity the management baton is passed upward till it reaches the Type 1 level.

His presentation described that the team is directed by and reports to the responsible official, which is done through a delegation of authority to the Incident Command System. In the management of the disaster, the team is responsible for carrying out the strategies as stated in the delegation of authority. The team operates independently and is self-reliant and will not additional impact the limited ability of the local area to support their needs. Most of the resources needed come from outside the region in support of the team and the disaster area. The structure of the team under the command and general staff positions is flexible in the skills and numbers of positions needed and it can be configured to meet the needs of the disaster.

Presentation on "Training, Qualifications and Certification System" by Bob Becker, USDA/FS

Mr. Becker focused on the components of ICS training and qualification system, prerequisite experience for the positions, certification process, physical fitness and responsibilities. Mr. Becker mentioned that qualification and certification process are

(i) position task books, (ii) training courses, (iii) job aids and (iv) certification. Position task books mainly contain critical tasks required to perform the job that must be completed on an actual incident assignment and those are specific and unique for each position. Training provides the knowledge and skills to perform tasks and coordinated at all levels – local, regional and national based on needs. Job aid is very helpful for dealing with volunteers and scarce resources and certification mainly to evaluation of individual's capability to performance and promotions.

Presentation on "Adaptation & Integration of ICS Into Disaster Management System: an Indian experience" by Rajiv Ranjan Mishra, Centre for Disaster Management, LBS National Academy of Administration, Mussoorie, Govt. of India

Mr. Misra presented the integration and application of ICS in their country context for disaster management though India has a very complicated institutional arrangement. Mr. Misra mentioned that Indian government introduced the ICS system to professionalize the management of emergency response and the Centre for Disaster Management at the LBS National Academy of Administration. Mussoorie has been identified as nodal Institution for giving training of ICS to other professionals. In the tsunami response in Nagapattinam, Tamilnadu, ICS was applied and was successful in relief and other response management task.

Question and Answer Session

Questions in the David Summer, USFS presentation

How to propose ICS?
Sri Lanka will need to make a decision whether they desire a command and control model for on-scene management of a disaster.

As ICS mainly deals with proper coordination. Sri Lanka mainly works on sectoral basis. Does ICS work sectors wise or how is it integrated?
Coordination is the key with affected organizations and personnel however the overall command at the incident needs to staff with the incident commander.

What is the routine/ normal day to day life work? (How do you manage your regular job?)
Work piles up. You must negotiate with your supervisor so they are aware of the situation and accept the delays in production.

How does ICS integrate in the Srilanka's disaster management roadmap?
(Major General) It is very useful and it meets the needs. Five of the district plans already are worked out.

How you coordinate other sector so rapidly?
After the initial briefing from the responsible official to the incident management team, the sectors know who they should report their issues and concerns to and where to get appropriate followup.

How do military works integrate with ICS as they follow a single command system?
Coordinate and plan together. The military comes in for a specific operation under the command of the IC but maintain direct supervision of military personnel.

What happened or how did ICS works in the Hurricane Katrina?
Once ICS was in place it worked well. Local authorities were victims.
The media focused a great deal of attention on New Orleans impacted by Katrina and not the other areas when disaster management worked better.

What is the difference between volunteers and responsible officers?
 Volunteers would be assigned to the NGO's and a responsible officer has the authority and responsibility to delegate authority to the IC.

Are there any specific indicators for measuring the target or achievement?
This would come under the Situation Unit. Coordination is key. A daily summary is made of accomplishments, resources assigned and the objectives for the following operational period.

Is ICS incorporated in the School Curriculum program?
School programs are left to the local level. Schools do not teach ICS. High schools and colleges teach the concepts as part of career opportunity programs.

In the marine system of Sri Lanka there are sea command committees that do not work properly how can ICS keep them alive and how will they the work regularly?
This issue will need to be discussed and resolved at the local level.

What is the geographical distribution of ICS in the USA? Does it deals more on coordination than command?
This will be answered in more detail in a later discussion, but there are 17 Type I teams across the US. ICS is a command and control model of on-scene management that does require coordination.

Do ICS system resources monitor and update resources?
On daily basis.

How can ICS fit in the multi ethnic community? What technology can be applied to know local culture and community in a short time frame?
This will be important. This issue is a growing concern in the US and as ICS is introduced in other countries. Cultural and social issues are shared at the responsible officer's briefing of the team when they arrive to the disaster.

To whom does the command officer reports?
He reports to the responsible official(s).

Is there any sub committee to conduct regular monitoring?
We monitor all of the program elements important to the responsible official.

Questions in the Mike Lohrey, USFS presentation

Are there gender balances / focus in ICS?
ICS, in its purest form, looks only at the specific qualifications, certification, and experience of people that apply for positions. The ability to focus to assure a gender balance is appropriate as long as personnel meet specific qualifications and certification. ICS also allows for trainees and apprentices (as long as a qualified individual fills the primary role) to provide opportunities that also foster recruitment of interested people that will also assist with ensuring a diverse workforce under ICS.

Are there private and government partnership in ICS?
Yes, partnerships exist in the form of contract resources that are very important to incident management. In the US, there are contract resources for: providing meals and showers to emergency workers; many different kinds of equipment (engines, bulldozers, helicopters, air tankers, etc.); and personnel in the form of 20 person crews.

Are there backup systems for the command officers?
Yes, the IC usually has a Deputy IC, the broad support of a coordination community (local, geographical, and national), the Geographic Board that is home to the IC, and, while on assignment, a national group of directors representing the involved agencies.

How are the command officers paid? Where do the fund come from?
While on assignment, Incident Commanders and the Team are paid from a special fund set aside by Congress for emergency operations.

How is the equipment or transportation managed? Is this managed centrally?
Equipment ordered and used on assignment is usually the responsibility of the Operations Section, or the Logistics Section, depending on the specific job for the equipment. Transportation is the responsibility of the Logistics Section Chief who usually assigns a ground support unit leader to perform all management functions.

While not on assignment, equipment that belongs to various involved agencies is managed by that agency, and is not centrally managed. Private equipment is demobilized when no longer critical to the mission.

What are the criteria to hire professionals? Are there any weakness you can iddentify?
Incident Management Team members must meet criteria and be certified that they meet standards established in an interagency document. They must then apply for IMT positions they are qualified for and are selected by either the Incident Commander or the Command and General Staff. Incident Commanders are selected by a Geographic Board that represents all interested parties. As with any mechanism for hiring, it isn't perfect.

What are the difference in USFS and other public organizations?
The USFS, along with the Department of Interior agencies and the State and Fire Service partners, have a long history of successfully dealing with large complex incidents, and get a tremendous amount of practice. That experience, and a commitment to excellence in incident management, is the key difference between other public agencies.

How is the cost recovery managed?
Through established procedures, memorandums of agreement, and other mechanisms.

Questions in the Bob Becker, USFS presentation

Is there training provided at the central level?
Only the highest level classes are provided at the national level. Basic level classes are coordinated and conducted at the local level. Mid-level and some upper level courses are coordinated and conducted at the regional or State level depending on need.

How do you select the trainee?
Trainees are selected by the individual's agency at the local level based on agency needs, specific selection criteria for each position, and past proven performance of the selected individual. The exception to this are trainees for the highest national level classes including those classes needed to qualify for Command and General Staff positions on National Type 1 Incident Management Teams, and those individuals are selected at the national level. The number and type of courses given is based on needs assessments conducted by agencies and consolidated in training calendars.

Are there any permanent structures/organizations for training monitoring?
Training, qualifications, certification, training nominations and individual records are maintained by appropriate committees at the local level. Regional/state level committees oversee local level committees. Criteria and content for all ICS classes are set at the national level by a committee comprised of representatives from national and state agencies. All ICS classes have exams that trainees must pass at a standardized minimum score set at the national level.

Is there any training for other NGOs?
Most training for NGOs and private citizens is conducted and supported at the local level. Many cities conduct extensive training on a variety of applicable subjects for volunteers to allow them to support disaster/emergency response in their community based on individual skills and experience. Training materials and internet-based classes are available on-line from a variety of federal, state and local agencies including the Federal Emergency Management Agency. Many NGOs ask for and receive assistance from local and state governments in training their staff.

Plenary Session

In the plenary session participants identified issues and concerns for further group discussions. The most important concerns and issues were identified as follows:

Concern for further group discussion:

1. ICS entity for tracking monitoring, coordinating, training of trainers scheme, focal national training institution
2. ICS needs to be well incorporated within the existing government administration structures. It should operate at different levels (i.e. National,

Provincial, districts and divisional levels. Identify the responsible officers in each level)

3. The professional background of command officer and acceptability to the wider community
4. The ICS need to maintain control of the emergency situations
5. Identify the roles of different stakeholders
6. Awareness on the inventory of resources that are available for emergency situations
7. Mechanism for NGOs to contribute to ICS depending on their strength which would be to the advantage of the relief measure

Other issues for discussions:

- Relax financial regulation to expedite emergency operations. Regulation released over a specific emergency period of time
- Role of politicians should be clear and awareness created
- Use the terminology "Command" against " Coordination" approach
- Shinhal and Tamil words for "Command" should be sorted

The seven concerns were discussed in the seven small group discussions and each group came up with an action plan. The small group discussions are described in Annex 1.

Closing Session

The two days workshop was closed by the remarks from Mr. Orestes Anastasia, Program Manager, Regional Environment Office, USAID Regional Development Mission/Asia, and Major General Gamini Hettiarachchi, Director General, Disaster Management Centre. Mr. Anastasia expressed his deep gratitude and thanks to all the participants for providing support and deep interest of the workshop goals. Referring to the technical presentations and discussions of the participants, he emphasized that ICS can make a paradigm shift in the emergency response management of Sri Lanka. Mr. Anastasia also thanked USFS for their initiatives and successfully completion of the program.
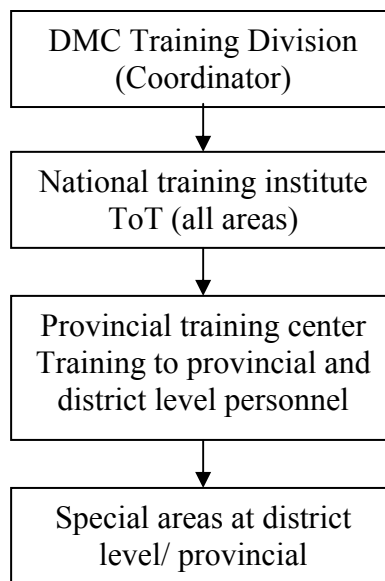
Major General Hettiarachchi thanked all participants, resource advisers and the organizer for successfully completing the two day workshop on a very important topic like ICS. He mentioned that the government of Sri Lanka welcomed this initiative. Hettiarachchi stated that this component is already in the strategic corporate plan and it can easily be adopted without disturbing the existing system. He concluded by thanking USAID for its generous contribution, organizing the workshop, and bringing the ICS program in Sri Lanka.

Annex-1: Small Group Discussions

Seven groups were formed to discuss seven specific themes and come up with their idea of action plans. The groups were formed according to participant interest.

Group 1 theme: *ICS entity for tracking monitoring, coordinating, training of trainers' scheme, focal national training institution*

The group identified the training expert level in relevant areas; operation, planning, logistics, finance, admin, etc were as follows:

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┌─────────────────────────────┐
│   DMC Training Division     │
│      (Coordinator)          │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│  National training institute │
│       ToT (all areas)        │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│  Provincial training center  │
│   Training to provincial and │
│   district level personnel   │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│   Special areas at district  │
│       level/ provincial      │
└─────────────────────────────┘
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For tracking and monitoring, DMC should be responsible. DMC should get information from national and provincial training institute, will organize the Continuous Professional Development (CPD), conduct review meetings at the district level and identify the coordinators.

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┌──────────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
│Provincial Steering│→ │   GA/DMC     │→ │  Commander   │→ │   Member     │
│    Committee     │   │ coordinator  │   │              │   │              │
└──────────────────┘   └──────────────┘   └──────────────┘   └──────────────┘
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Group 1 proposed that DMC should have close coordination with the GA. They will identify:
- Training needs for the people in the specific areas and level of training
- Alternative facilities
- Training areas, selection criteria and level of capacities
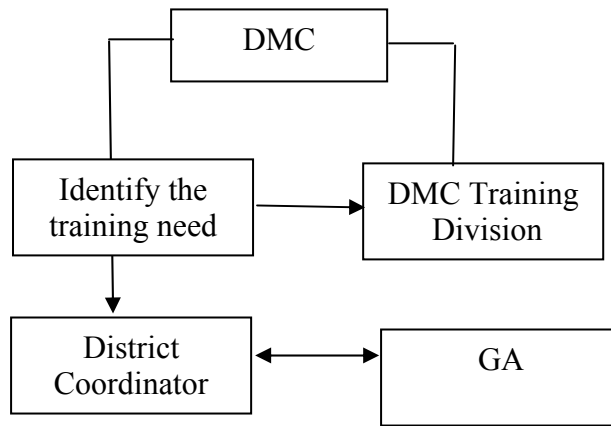
Framework for training arrangement

Group 2 themes: ICS needs to be well incorporated within the existing government administration structures. It should operate at different levels (i.e. National, Provincial, districts and divisional levels and identify the responsible officers in each level)

The group decided that the command system should start with three levels:

    I. National
   II. District
  III. Divisional

The provincial level required coordination rather than a command system. The chairman of the coordinating body would be the body of the Chief Minister/ Senior Politician of the province. Chief Secretary will be the convener of the body.

At national level, the Disaster Management Council, the DG of DMC will work as Incident Commander (IC). They need to identify the permanent staff for information, safety, liaison under a commander and for operations, planning, logistics, financial and NGO coordination. The organizational structure should be:

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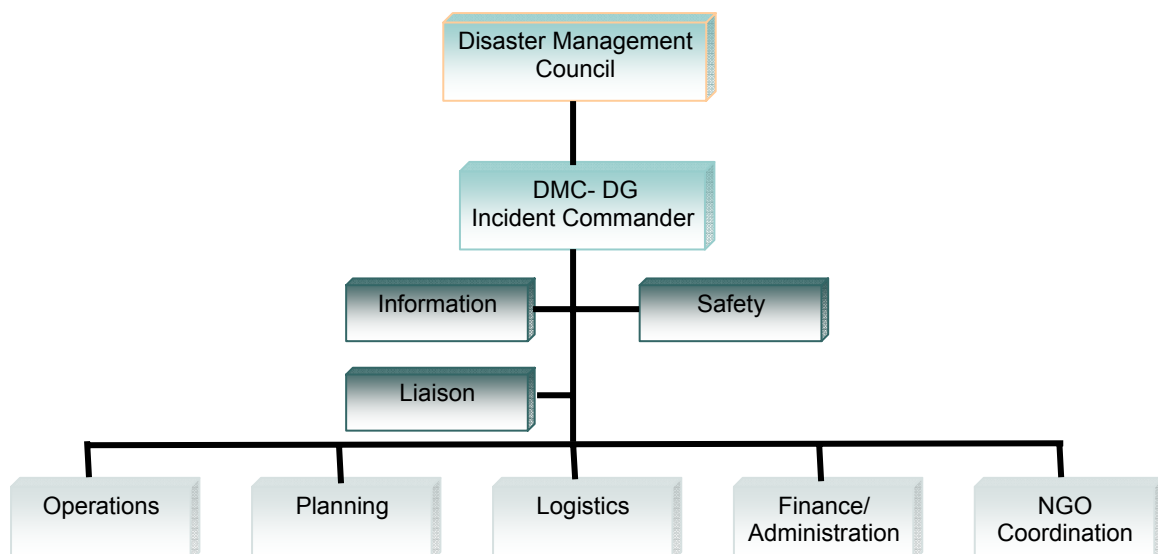
At the district level, the positions for ICS can be non-regular positions. The existing cadres in the district level (i.e. armed forces, polices, LGA, etc) can be trained to take up those positions in different incidents. The District Secretary will work as the command officer. The proposed organizational structure:
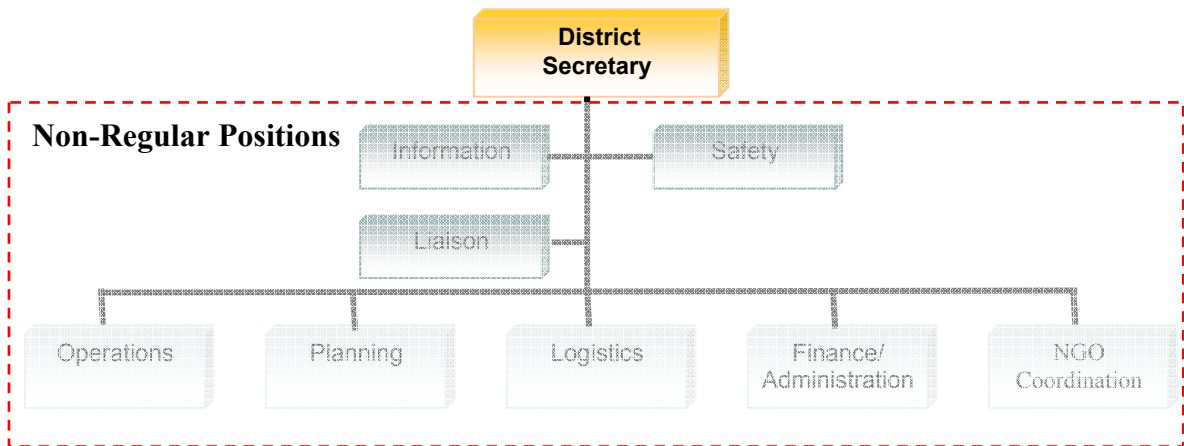
At the Divisional level, the secretary will work as a commander and other positions, will be non-regular and trained to existing cadres.
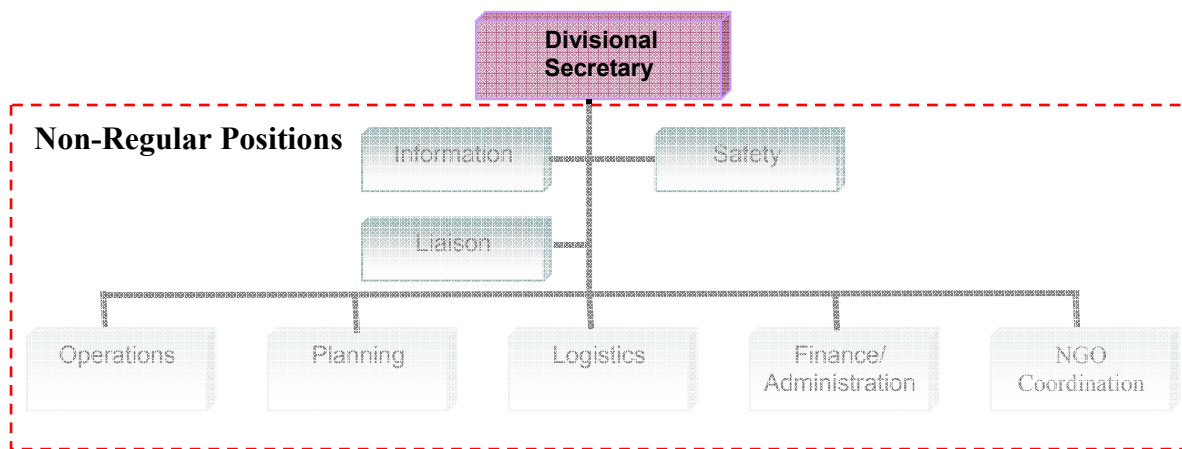
Group 3 and 4 theme: The professional background of command officer and acceptability to the wider community and the IC need to maintain control of the emergency situations.

These groups came up with ideas like the Chief Secretary should be the responsible officer and the GA will be the ICS command officer. Under the GA, the provisional directors, district secretary, and other line agencies will work and be trained. The officers working under ICS should be well disciplined, good manager and decision maker.

Group 5 theme: *Identify the roles of different stakeholders*

The group develops a matrix to identify the role of the different stakeholders.

	International / Regional	National	Provincial	District	Divisional
	Tsunami	Drought	Flood/ Dengue	Landslide	Road accident
I. Government Organization					
II. DMC/ Disaster expertise					
III. Political -National					
-Local					
IV. Service Providers -State					
-Private					
- NGO/INGO/Civ.Soc.					
V. Specialist -State					
-Private					
-NGO/INGOs					
VI. Community Organization- CBO					
- Individual					
- Effected, uneffected, self mobilized					
VII. Donors/ Lenders					

Group 6 theme: *Awareness inventory of resources that are available for emergency situations*

The group stressed developing a comprehensive inventory database system which can also be a web portal to access all other emergency agencies and take action promptly. The web server should be based in the DMC and will be linked up to the terminal until the district level. In the inventory database, all items and information will be stored with a structured system for easy access and updates (i.e. items list, available and required quantity, where available, time line and contact list). All the information will be available in the website and there will be proper guidelines and circulation for districts, GA, department, private organization and NGOs to identify resources and requirements, the monitoring code will be updated at each level.

Group 7: *Mechanism for NGOs to contribute to ICS depending on their strength which would be to the advantage of the relief measure*

The group recommendations are as follows:

- NGOs should be a component of an ICS.
- The role of NGOs in an ICS has to link grassroots communities with government and national policies and structures.
- The locus of action is at local government level but linked to the national level.
- The ICS need to be lead by government in a functioning democracy. NGOs are not a parallel structure or authority. But the flexibility to act rapidly is a benefit that can be brought to the ICS by civil society.
- The space occupied by civil society needs to be recognized and protected given that there is a military function in the ICS.
- The work already done should be brought together at district and national level on risk mapping and risk assessments.
- A database of NGOs and CBOs should be compiled that provides information on capacities and skill sets that local government can draw on in relation to disaster management
- The ICS should include "one call mechanism" with NGOs through a disaster management consortium of NGOs at district level linked to a national coordination mechanism.
- ICS is a preparedness mechanism for a disaster response and should be linked to other areas of disaster risk management including mitigation, risk reduction, early warning systems (all initiatives associated with community based mechanisms)
- Community assessments should be completed in advance by organizations working in communities in the long term. Following a disaster they can be updated quickly and once only. There is a need to avoid duplication of assessments and geographic overlap by NGOs to ensure relief is delivered rapidly to affected communities.

The sectors where the NGO community can add value and complement government to lead initiatives are as follows:
- Increasing awareness in communities
- Training of communities and community based organizations
- Relief distribution
- Volunteer mobilization
- Risk mapping and early warning system, response at community level
- Camp management
- Contingency planning
- Psychosocial support
- Family re-union
- Logistics
- Search and rescue.

It was suggested that the national NGOs should be in the front line, supported and assisted by the International NGOs. The ICS structured suggested by the group are as follows:

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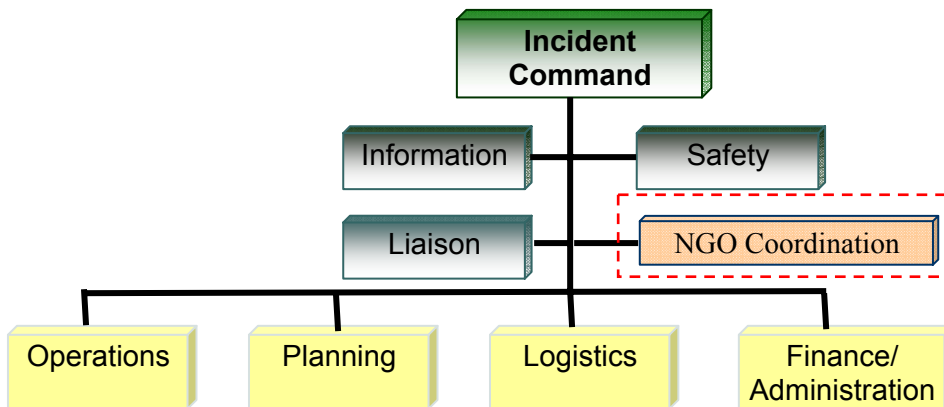
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Incident Command System for Disaster Management in Sri Lanka

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Annex-3: Agenda

Program: Day 1, Wednesday, 11 January, 2006

Expected Outcome for Day 1:
Based on presentation materials and subsequent discussions, identify key elements of a draft framework model describing the integration of the ICS into the disaster response system of Sri Lanka.

Inaugural Session

08:30 – 09:00	*Registration*
09:00	*Lighting of the Traditional Oil Lamp*
09:00 – 10:15	*Opening Session*
	• *Welcome Addresses*
	o *Prof. Samantha Hettiarachchi, National Early Warning Committee, Sri Lanka*
	o *H.E. Jeffrey J. Lunstead, The Ambassador for the United States in Sri Lanka*
	o *Dr. Carol R. Becker, Director, USAID Sri Lanaka*
	• *Presentation: Workshop Background, Objectives, and Incident Command System Overview – Deanne Shulman, US Dept. of Agriculture, Forest Services*
10:15 – 11:00	*Tea*

Session 1

11:00 – 11:30	*Workshop Introduction and Overview*
	• *Introductions of workshop participants – Palitha Muthukuda (Facilitator)*
	• *Meetings and business arrangements - Facilitator*
	• *Overview of workshop process and outcomes – Deanne Shulman*
	• *Review of workshop agenda - Facilitator*
11:30 – 12:00	*Presentation: Initiatives taken by the Government of Sri Lanka, Major General Gamini Hettiaratchchi, Director General, Disaster Management Centre*
12:00 - 13:00	*Presentation: "Incident Command System (ICS) as Practiced in the U.S." followed by Q&A and Discussion – Dave Summer, USFS*
13:00 – 14:00	*Lunch*
14:00 – 14:45	*Presentation: "ICS Incident Management Teams as Practiced in the U.S." followed by Q&A/Discussion – Micheal Lohrey, USFS*
14:45 – 15:30	*Presentation: "ICS National Training and Certification System as Practiced in the U.S." followed by Q&A/Discussion – Bob Becker, USFS*
15:30 – 16:15	*Presentation: India Experience and Process for Integrating the ICS into the Disaster Management System followed by Q&A /*

	Discussion – Rajiv Michra, Lal Bahadur Shastri National Academy of Administration, India
16:15 – 16:30	*Tea Break*
16:30 – 18:00	*Plenary Discussion: Adaptations and Modifications of ICS System to suit Sri Lanka Government and Cultural Context – Facilitator*
	Identify core working group for evening assignment - Facilitator
Evening	*Core working group develop key elements of a "Draft Framework to Integrate ICS into the Sri Lanka Disaster Response System".*
19:00 – 20:00	*Dinner - informal discussions/interactions*

Program: Day 2, Thursday, 12 January, 2006

Expected Outcome for Day 2:
Based on presentation materials and discussions, refine and flesh out the key points of a draft framework model describing both the integration of the ICS into the disaster response system of Sri Lanka, and the road map of partnership activities to achieve this vision.

Agenda Day 2:

09:00 – 10:00	*Presentation: Key elements of a "Draft Framework to Integrate ICS into the Sri Lanka Disaster Response System" followed by Q&A – Core Working Group*
10:00 – 11:30	*Small Group Discussions: Deliberations on the key elements of a "Draft Framework to Integrate ICS into the Sri Lanka Disaster Response System"*
11:30 – 11:45	*Tea Break*
11:45 – 13:00	*Small Group Report-Out to Plenary: Deliberations on the key elements of a "Draft Framework to Integrate ICS into the Sri Lanka Disaster Response System"*
13:00 – 14:00	*Lunch*
14:00 – 14:30	*Plenary discussion: Synthesis of "Draft Framework to Integrate ICS into the Sri Lanka Disaster Response System"*
14:30 - 15:00	*Presentation: "USDA Forest Service Training and Support Services for ICS" – Deanne Shulman, USFS*
15:00 – 15:15	*Tea Break*
15:15 – 16:15	*Small Group Discussion and Report Out to Plenary: Deliberations on a "Collaborative Activity Plan" to integrate ICS into the Sri Lanka disaster response system? What can the USDA Forest Service provide to assist this effort?*
16:15 – 16:30	*Plenary: Identification of core work group for follow-up work and concluding remarks*

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Annex-4: Concept Note on ICS

> Description: The Incident Command System (ICS) is a single standardized emergency management system designed to allow users to adopt an integrated organizational structure equal to the complexity and demands of any size or type emergency incident. It functions to incorporate and fully utilize all assigned resources and expertise from multiple agencies, and can operate in a multi-jurisdictional environment. The ICS provides accurate information, strict accountability, planning, and cost effective operations and logistical support for any incident.

All emergencies and crisis events are by definition chaotic and highly dynamic, creating physical, emotional, and social disorder. The Incident Command system (ICS) provides a means for government agencies to effectively manage such incidents and restore a modicum of order in a chaotic environment.

ICS is a way to organize the functions of a team, so that every aspect of an incident response is addressed. It enables a team to communicate, cooperate and get the job done.

ICS establishes the following five major functional areas for managing an incident:
- **Command** – Establishes incident objectives and has overall responsibility for managing the incident;
- **Operations** – Develops and oversees tactical operational activities needed to accomplish incident objectives;
- **Finance/Administration** – Oversees all administrative and financial aspects of the incident including cost tracking, procurement, payments, compensation, etc. in support of objectives;
- **Planning** – Coordinates planning, resource ordering and release, record keeping, mapping, technical expertise, and documentation necessary to accomplish objectives;
- **Logistics** – Oversees the development and use of infrastructures (facilities, transportation, supplies, communication, food, etc.) necessary to meet objectives.

ICS is flexible and allows for organization expansion or contraction in a modular fashion as incident needs dictate. Thus, as incidents change in complexity or operational focus, the ICS can accommodate accordingly.

The ICS is structured to integrate any type of resource including police, military, technical experts, international resources, and NGOs, and can be used to manage sudden onset disasters, long-term relief efforts, or non-emergency events.

Developed in California in the mid-1970s, the ICS is now mandated by presidential directive for all emergency response in the United States. In the past decades, it has been used to deal with virtually every kind of natural disaster as well as many other types of emergencies such as the September 11th terrorist attacks, the crash of the Columbia Space Shuttle, and the spread of Exotic Newcastle's Disease of poultry.

See www.nifc.gov/fireinfo/ics_disc.html for a comprehensive overview of ICS

Annex-5: Proposed ICS Collaborative Activity Plan

The ICS program in Sri Lanka has been designed for a one and half year ending on October, 2007. The activities are divided into four phases.

Phase 1 – Foundation and System Adaptation
Phase 2 - Formal ToT course curriculum in ICS (8 courses) and study tours
Phase 3 – Implementation of ICS
Phase 4 – Regional sharing of "best management practices".

Phase 1: Foundation and System Adaptation
Activities:
- Brainstorming workshop and consultations
- Develop ICS framework document with adaptations to Sri Lanka government and cultural context
- Develop comprehensive training plan with focal training institution, curriculum, train-the-trainer scheme
- Develop timeline of collaborative activities to integrate ICS into the disaster response system of Sri Lanka.

Proposed Time Frame: The phase 1 will be completed by 20 January, 2006.

Phase 2 - Formal ToT course curriculum in ICS (8 courses) and study tours
Activities:
- Adapt course materials to Sri Lankan context
- Conduct an 8-course ICS curriculum covering all aspects of the system
- Provide finalized training materials for all courses to focal training institution
- Conduct study tours to the U.S. on disaster management
- Monitor first offerings of ICS course by Sri Lankan trainers
- 15 – day study tour on disaster management in the U.S. (6 participants each)
- USFS provide resource advisors for first offering of key ICS courses taught by Sri Lankan trainers.

Proposed Time Frame:
- Basic Intermediate ICS- March – April, 2006
- Planning Section Unit Leader Courses- October, 2006
- Planning Section Chief - Nov – Dec, 2006
- Finance/Admin Section Chief- Nov – Dec, 2006
- Logistics Section Chief- Nov – Dec, 2006
- Operations Section Chief- Nov – Dec, 2006
- Incident Commander- Nov – Dec, 2006
- Advanced ICS-Jan – Feb, 2007
- Study Tour- June – September, 2006 and June – September, 2007
- Monitor Initial Key ICS Courses - January – September, 2007.

Phase 3 – Implementation of ICS
Activities:
Two consultations of ICS resource advisors to assist with establishing ICS in Sri Lankan and facilitate disaster simulation exercise.

Proposed Time Frame: February – September, 2007

Phase 4 – Regional sharing of "best management practices"
Activities:
Regional workshop to share best management practices of ICS and lessons learned from disaster management case studies.

Proposed Time Frame: August - September, 2007

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