

Annual Report for FY 2009

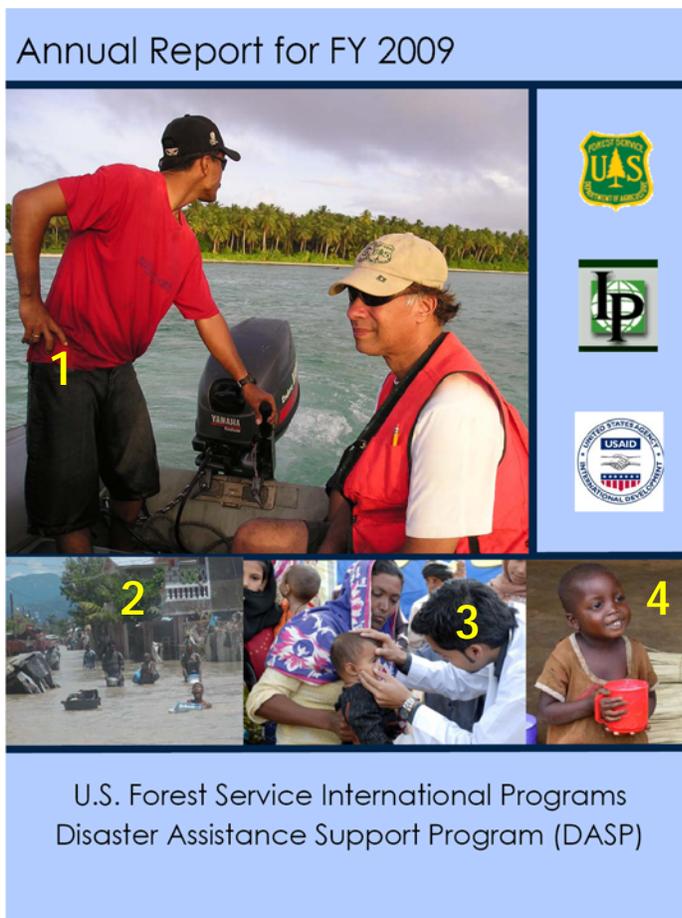


U.S. Forest Service International Programs
Disaster Assistance Support Program (DASP)

Publication Credits

The DASP Annual Report for FY 2009 was researched, written and produced by Stephanie Savolaine, Laura Chapman, Chris Knobel, Christine Leonardo, Ron Savage and Giselle Zimmerman of the U.S. Forest Service under Participating Agency Service Agreement number DCH-P-00-03-00002-00, titled *Disaster Assistance Support Program*. The Cognizant Technical Office for this agreement is the Agency for International Development (USAID), Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Office of U.S. Foreign Disaster Assistance (OFDA).

Cover photo credits are as follows:



1. *DASP Detailer John Quidachay conducts an agricultural assessment in the states of Chuuk and Kosrae, within the Federated States of Micronesia.*
2. *Flood victims in Haiti retrieve their belongings.*
3. *USAID. A doctor inspects a child at a USAID-funded health program in Pakistan. In FY 2009, DASP detailers supported USAID/OFDA's response to an earthquake in Pakistan.*
4. *USAID. A child benefits from a USAID-funded feeding program in the Democratic Republic of Congo. In FY 2009, DASP detailers supported emergency programs like this one throughout East and Central Africa.*

The publication date of this report is July 16, 2010.

Table of Contents

Overview: The Disaster Assistance Support Program	1
Performance and Accountability Highlights	3
Administration	7
<ul style="list-style-type: none">• Personnel• Finance	
Resources	11
<ul style="list-style-type: none">• Personnel Summary• Cadre Maintenance and Development• Emergency Preparedness• Equipment and Supplies	
DASP Support Case Studies	19
<ul style="list-style-type: none">• Federated States of Micronesia/Republic of the Marshall Islands• Pakistan Complex Emergency• Global Disaster Response and Mitigation Programs	
Methodology and Systems	25
<ul style="list-style-type: none">• RMT Policy and Procedures• Field Operations Guide• After Action Reviews• Technical Assistance in Systems Development and Planning	
Training	31
Mission Disaster Preparedness	37
<ul style="list-style-type: none">• Mission Preparedness Workgroup at Annual Program Review• Mission Disaster Preparedness Video• Regional Mission Disaster Preparedness Consultations• Country-specific Mission Disaster Preparedness Consultations• Mission Director and Ambassador Conferences• New Training Module on Humanitarian Principles• Ongoing Initiatives	
Acronyms	41

This page intentionally left blank

Overview: The Disaster Assistance Support Program



The DASP was created in 1985 to provide the U.S. Agency for International Development (USAID), Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Office of U.S. Foreign Disaster Assistance (OFDA) with technical support in disaster response management, planning, operations, preparedness and prevention.

Because the Forest Service developed and implements the Incident Command System (ICS), which is now the Command and Management component of the National Incident Management System (NIMS), this partnership was originally forged to leverage the Forest Service's significant expertise in emergency management systems in order to build and improve OFDA's disaster response capabilities. Over the past 20 years the role of DASP has grown to include emergency support functions, providing extensive training, helping to improve OFDA's methodologies for disaster response and coordinating USAID and Embassy disaster preparedness. The DASP consists of six full-time staff providing services in a number of key areas.

Methodology and Systems

Through the DASP, the USFS has used its ICS expertise to develop, manage and continually update many critical systems, procedures, guides and other tools to enhance and facilitate OFDA's disaster planning, management and response.

Significant examples include:

- Disaster Assistance Response Team (DART) system and procedures;
- Field Operations Guide (FOG) for Disaster Assessment and Response;
- Response Management Team (RMT) system, policy and procedures; and

DASP also plans, coordinates and facilitates OFDA's after action reviews (AARs), which gather lessons learned aimed at improving systems and response effectiveness. AARs have served as the impetus for the development of some of USAID/OFDA's core systems, including the DART, RMT and FOG.

Resources

The DASP enhances and supports OFDA's capacity to respond to disasters by mobilizing a roster of up to 250 disaster management experts from the Forest Service and other agencies such as the Bureau of Land Management (BLM). This is a key component of OFDA's surge staffing capacity. A foundation in ICS allows DASP detailers to quickly and seamlessly integrate into OFDA's operational systems. Available skills include logistics, operations, geographic information, planning, programming, disaster assessment and response, facilitation, training, watershed management, engineering, forestry and a variety of other disciplines.

By accessing US Forest Service and BLM warehouses and caches, DASP also provides specialized equipment to meet OFDA's emergency response needs worldwide including field support packs, remote location kits, office supply kits, first aid kits, chainsaws, wildland firefighting equipment, and telecommunications equipment.

Training

The DASP develops and provides DART/RMT training and briefings to hundreds of USAID, Forest Service, BLM and other USG staff and partners each year. DASP also provides support to key components of other USAID/OFDA trainings, such as Joint Humanitarian Operations training for the U.S. military, First Aid and others.



*Trainees in the DART/RMT Essentials Course
(Photo: Stephanie Savolaine, DASP)*

Mission Disaster Preparedness

The DASP, in partnership with USAID/OFDA's field staff, is leading efforts to ensure that USG partners fully understand their own roles, the role and capabilities of USAID/OFDA and the processes and mechanisms for providing disaster assistance. This requires close coordination with USAID/OFDA's Disaster Response and Mitigation Division and the State Department's Emergency Planning Branch within Diplomatic Security, which manages the Emergency Action Plan (EAP) process.

The EAP provides guidance to posts on how to respond to a range of potential crises. Annex J of the EAP, also known as the Mission Disaster Relief Plan (MDRP), provides information and guidance to posts

on coordinating and managing USG assistance to host countries in the event of a natural or human-caused disaster. The MDRP assigns responsibilities, clarifies authority and lines of communication, assesses host nation vulnerability to disasters and sets forth guidelines for the conduct of emergency operations including the provision of USG relief assistance.

In addition to providing technical assistance to US Missions to complete their MDRPs, the Mission Disaster Preparedness (MDP) program seeks to:

- Ensure that US Mission staff and key players understand the resources and capabilities of USAID/OFDA; the appropriate procedures for accessing these resources; and the role of USAID, the Mission Disaster Relief Officer (MDRO), and Alternate Mission Disaster Relief Officer (AMDRO) in the event of a disaster.
- Strengthen and continue to build a cooperative network between US Missions and USAID/OFDA.
- Advance the credibility of the MDRO and AMDRO and establish them as lead at post on disaster response with the host country.
- Ensure that US Mission members are familiar with the contents of the MDRP.



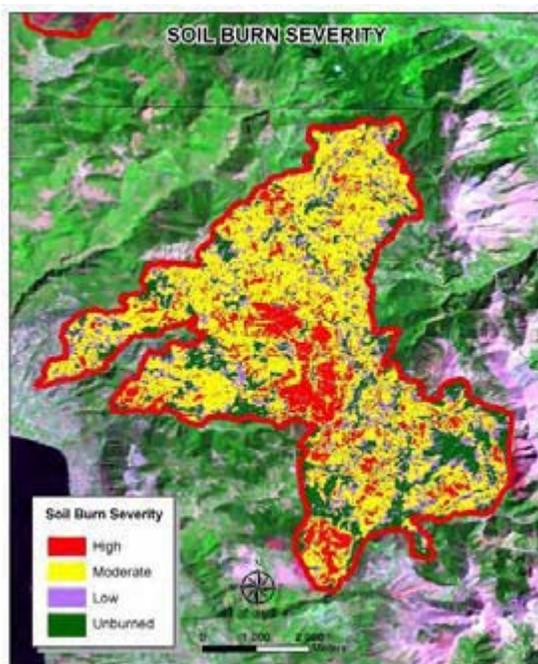
*Mission Disaster Relief Officers from West Africa convene in Dakar, Senegal
(Photo: Christine Leonardo, DASP)*

Performance and Accountability Highlights

The DASP program contributes to the strategic plans of the U.S. Forest Service, USAID and U.S. Department of State.

U.S. Forest Service

The U.S. Forest Service works with partners worldwide to address policy, technical, research and disaster management issues that impact natural resources management and sustainability, both overseas and in the United States. The *USDA Forest Service Strategic Plan (FY 2007 – FY 2012)* highlights that the increasing interconnectedness of global ecological, social and economic forces dictates the necessity to remain connected with partners who need help in some areas and who can also offer innovations and tools that may advance Forest Service goals. Recognizing this imperative, *international engagement* is a primary management principle of the U.S. Forest Service, which aims to stay abreast of the international trends that shape natural resource policies and management worldwide. Disasters are one such trend.



DASP provides opportunities for Forest Service employees to apply technical skills in new settings and in new way, such as this soil burn severity map for Greece (Map: Forest Service Remote Sensing Applications Center)

With full program funding from OFDA, DASP offers opportunities for U.S. Forest Service employees to engage in these emerging global issues through first-hand experiences during large-scale international humanitarian responses. DASP's work also provides a means for the Agency to achieve its fifth strategic goal, to maintain basic management capabilities of the Forest Service, by developing technical and leadership skills to meet current and future challenges and improving the capacity of employees to develop and sustain partnerships.

Finally, the U.S. Forest Service recognizes that maintaining and improving the skills of a diverse workforce improves program efficiency. DASP helps promote the Agency's employee principles of career management and skill development by accessing opportunities for staff to apply technical skills in new settings and in new

ways. Agency personnel working overseas and in assignments at cooperating U.S. Government Agencies in Washington, DC improve their own skills and knowledge and bring new insights back to their day-to-day work in their home units. Specific detailer experiences validate that DASP assignments provide career enhancing opportunities

ranging from technical skill enhancement, to a new appreciation for diversity, to a new perspective on adversity. Comments from detailers who completed assignments this year include:

The DASP program offers an excellent opportunity for individuals to explore other areas of interest and interact with a diversity of people, their ideas, ethnicity, cultural and life experiences. (John Quidachay, US Forest Service, Eldorado NF)

I had to keep in mind the difficulties that face the people and the projects we were supporting. The efforts they make, and the patience required of them to accomplish their goals, was so much greater than what I need here in the States, that it makes my job here feel much easier than it did before I went. The cultural clashes I face in my job in California are smaller than those I worked with in Nairobi, so differences of opinion are now easier to work with here as well. I know better now that we can accomplish what we need to here, since I have seen people do so much with so much fewer resources than we have here. (Doug Elliott, US Forest Service, Stanislaus NF)

USAID and the Department of State

The Department of State and USAID Joint Strategic Plan for Fiscal Years 2007 through 2012 establishes the Secretary of State's vision of "Transformational Diplomacy", defining five strategic goals that support the President's [National Security Strategy of 2006](#). Consistent with the National Security Strategy's commitment to "... bolster threatened states, provide relief in times of crisis, and build capacity in developing states to increase their progress," one of State's five strategic goals is *providing humanitarian assistance*.

OFDA's programs are instrumental in realizing this goal by responding to humanitarian needs and forging a path toward recovery, growth and stability. By providing critical resources, systems, training and preparedness, DASP supports OFDA's efforts to facilitate disaster responses and provide appropriate assistance that is rapid and well coordinated. DASP also helps to build the capacity of affected countries, American responders, and the international community to reduce disaster risks, prepare for rapid response, and increase the affected population's ability to cope with and recover from the effects of a disaster.

Specifically, DASP:

- Continually improves OFDA's internal response capabilities by developing critical systems to facilitate disaster planning, management and response. DASP trains hundreds of USAID/OFDA staff and partners about these systems, which facilitate rapid and appropriate response.

- Mobilizes a roster of up to 250 disaster management experts and a wide variety of specialized equipment to help OFDA provide life-saving assistance during disasters.
- Leads efforts to ensure that USG partners fully understand their own roles, the role and capabilities of OFDA and the processes and mechanisms for providing disaster assistance.
- Provides initial support and links to longer-term U.S. Forest Service technical assistance to help build local and global response capabilities, linking humanitarian response with longer term recovery and stability goals.

Further, the Joint Strategic Plan's fourth goal recognizes that the United States must build on humanitarian and development assistance successes by investing in a growing world economy. Environmental issues are a strategic priority within this context, and DASP offers a bridge to implementing partners within the U.S. Forest Service who continue to help OFDA develop and expand partnerships with other governments, civil society and the private sector to promote sound resource management focusing especially on forests and ecosystems.

DEPARTMENT OF STATE/USAID JOINT STRATEGIC GOAL FRAMEWORK

Strategic Goal 1: Achieving Peace and Security

- ◆ Counterterrorism
- ◆ Weapons of mass destruction and destabilizing conventional weapons
- ◆ Security cooperation and security sector reform
- ◆ Conflict prevention, mitigation, and response
- ◆ Transnational crime
- ◆ Homeland security

Strategic Goal 2: Governing Justly and Democratically

- ◆ Rule of law and human rights
- ◆ Good governance
- ◆ Political competition and consensus building
- ◆ Civil society

Strategic Goal 3: Investing in People

- ◆ Health
- ◆ Education
- ◆ Social services and protection for especially vulnerable populations

Strategic Goal 4: Promoting Economic Growth and Prosperity

- ◆ Private markets
- ◆ Trade and investment
- ◆ Energy security
- ◆ Environment
- ◆ Agriculture

Strategic Goal 5: Providing Humanitarian Assistance

- ◆ Protection, assistance, and solutions
- ◆ Disaster prevention and mitigation
- ◆ Orderly and humane means for migration management

This page intentionally left blank

Administration

Personnel



On January 9, Chris Knobel joined the DASP as the Detailer Program Coordinator, a position most recently filled by Scott Hocklander. Chris comes to DASP from Forest Service Region 6 (Pacific Northwest). He began working for the Forest Service in 1998 on the Payette National Forest in Idaho. His first position was working on a trail crew primarily in the Frank Church Wilderness. The following season, he worked on a 20- person fire crew on the Boise National Forest. After several seasons on the Boise National Forest, he went to Arizona to work on Payson Hot Shots. In 2005, he moved to Oregon and worked on the Umpqua National Forest, where he supervised a 20-person fire crew.

Chris's interest in working in an international setting comes from growing up overseas. He lived in Indonesia, the United Arab Emirates and South Korea, before coming to the United States for University. Chris can be reached at cknobel@usaid.gov or +1 (202) 712-0746.

On January 21, Giselle Zimmerman joined the DASP as a Mission Disaster Preparedness Coordinator working with Chris Leonardo on the mission preparedness portfolio. This is a new, core position on the DASP team. Giselle comes to the DASP from Chemonics International where she worked on the Famine Early Warning Systems Network (FEWS NET) project for the last five years. At FEWS NET, she provided field support for technical activities and operations to more than 20 field offices located worldwide.

Prior to joining FEWS NET, Giselle worked for OFDA from 1999-2004, first in the Information Support Unit and then as the Acting Regional Coordinator/Disaster Operations Specialist for the Latin America & Caribbean regional team. During her time at OFDA, Giselle was activated on numerous DARTs and RMTs. For example, she served as the RMT Deputy Manager for Response during the complex emergency in Iraq in 2003.



As one of her first initiatives with the DASP, Giselle has been working on a video and resource kit for OFDA Regional Advisors to use with Mission Directors and other senior executives in disaster affected countries. On this and other issues, Giselle can be reached at gzimmerman@usaid.gov or +1 (202) 712-0042.



Finally, in August DASP bid farewell to Laura Chapman. Since joining the DASP in FY 2006, Laura became an invaluable asset to the program. With her low-key and personable style, Laura was able to coordinate with partners at the highest levels of government

while still remaining level-headed and representing the best interests of USAID and the Forest Service. Laura was a popular participant on DARTs and RMTs, where she was known for being devoted, technically skilled and easy to work with.

Laura was responsible for significant updates and improvements to OFDA's disaster management systems, including a revised and reinvigorated version of the Response Management Team (RMT) policy and procedures. She also coordinated the International Assistance System (IAS) project for OFDA, working with the Department of State and the Federal Emergency Management Agency (FEMA) to develop a system for coordinating international offers of assistance in response to domestic emergencies.

Laura transferred to the Disaster Mitigation Program (DMP) within the Forest Service Office of International Programs. She will be based out of the Six Rivers National Forest in Arcata, California, with frequent international travel to coordinate and implement programs. Laura's personal and professional contributions to the program will be sorely missed. She can be reached at lchapman@fs.fed.us.

At the end of FY 2009, DASP core staff members were:

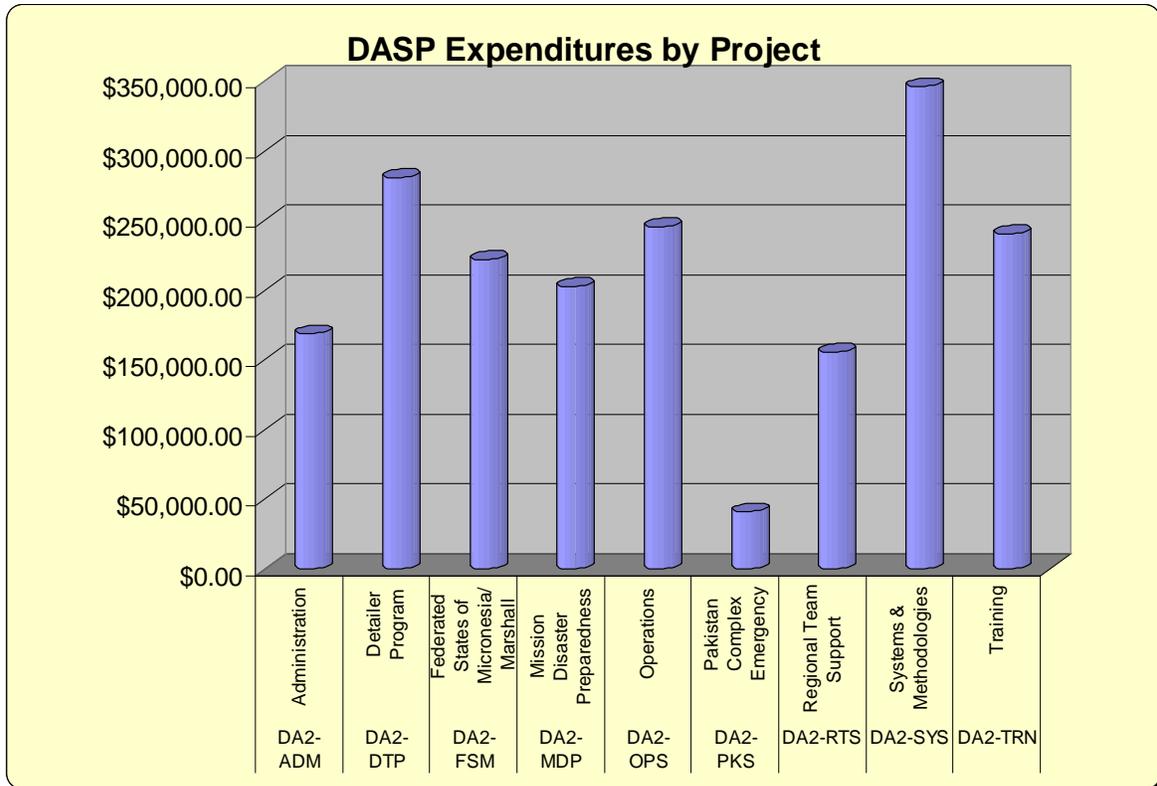
- Stephanie Fritz Savolaine – Assistant Director, International Programs, DASP
- Vacant – Systems and Methodologies Coordinator
- Chris Knobel – Detailer Program Coordinator
- Chris Leonardo – Mission Disaster Preparedness Coordinator
- Giselle Zimmerman – Mission Disaster Preparedness Coordinator
- Ron Savage – Training Coordinator
- Yolanda Richardson – Program Associate

The DASP continued to maintain the Short Term Assistance from Retirees (STARs) program. A partnership between METI, Inc. and Forest Service International Programs, the program accesses retirees from USG land management agencies for international technical assistance and disaster response projects at USAID/OFDA's request. The program also may access highly qualified technical specialists who cannot be accessed

through one of OFDA’s other standard hiring mechanisms. STARs contractors during this fiscal year included Tom Frey, Bruce Keleman, Sonja Nieuwejaar and Mark Rooney.

Finance

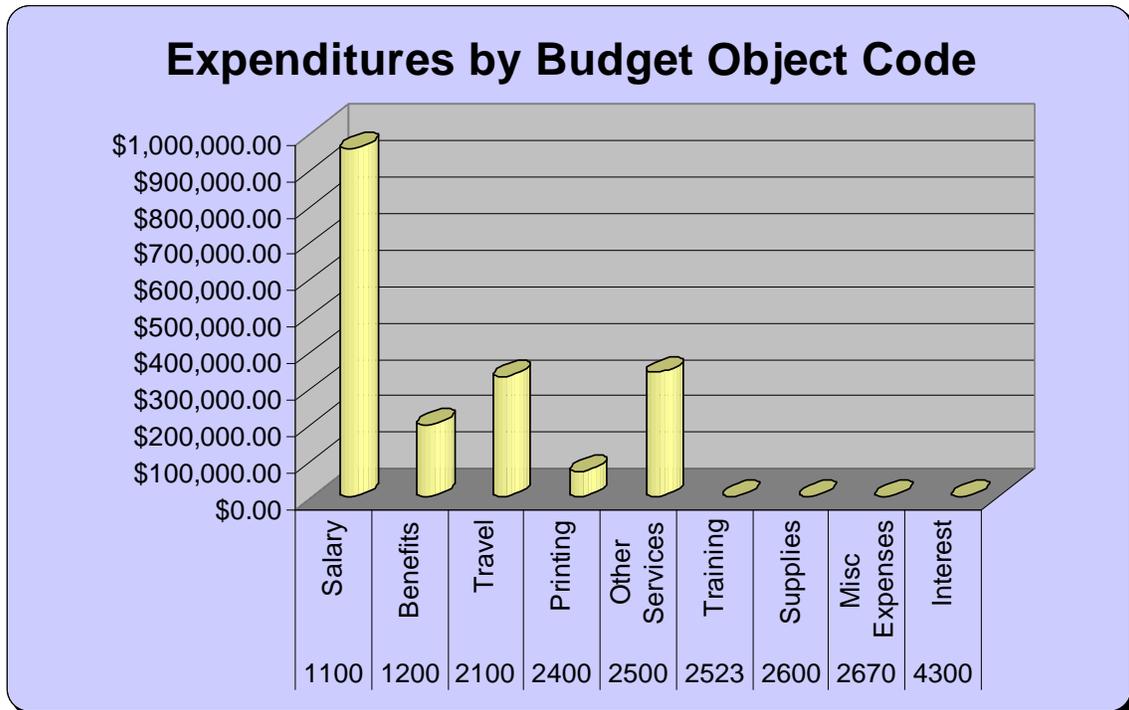
DASP’s program expenditures during the year totaled \$2,264,841.19, including overhead. DASP tracked expenditures by Budget Object Code (BOC), per the terms of the agreement, and also by project, to better show which initiatives the program’s efforts were supporting.



When considered by project, about 18% of funds supported the Systems and Methodologies portfolio, which primarily represents staff time dedicated to developing and refining new and existing systems. Support to the Detailer Program, including training and orientation for dozens of new and prospective detailers, represented about 15% of program costs. Expenditures related to the Federated States of Micronesia and the Republic of the Marshall Islands accounted for about 12% of costs, including interagency preparedness planning and a preliminary disaster assessment following a high wave inundation in January 2009. About 13% of expenditures supported the work of OFDA’s Operations Division, including detailers who served as Logistics Officers and Military Liaison Officers, and provided support to OFDA’s Disaster Resources Unit. Cost distributions were similar year-to-year from FY 2008, when expenditures were first captured by project.

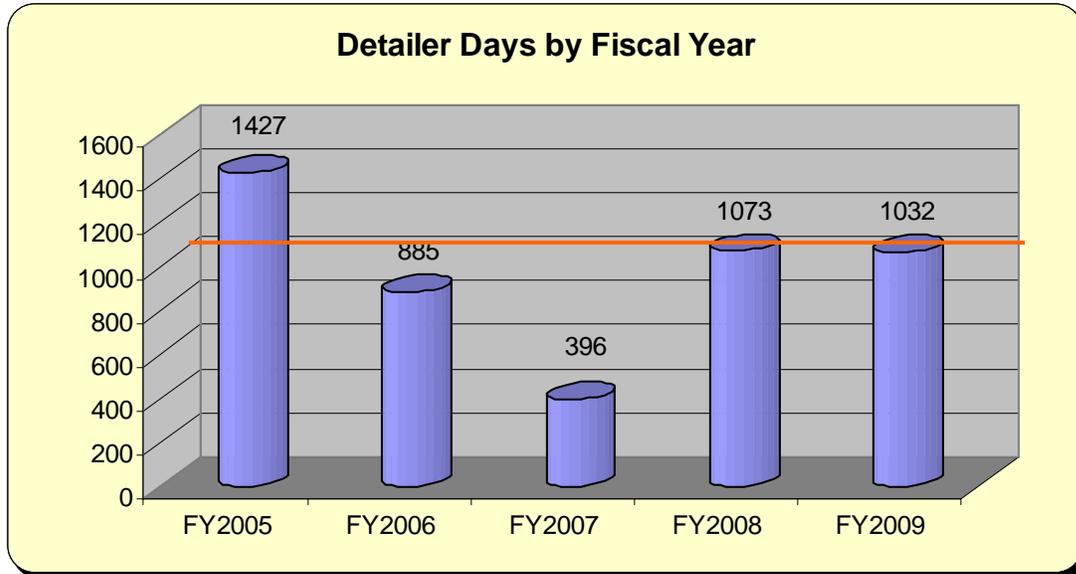
When considered by BOC, the program spent the majority of funds (about 50%) on salary for core staff and detailers. Another 18% supported “Other Services,” a broad

budget category that included funding for the DASP’s reimbursable agreement with the Bureau of Land Management for surge staffing, equipment and supplies, and METI/STARs contracts with Tom Frey, Bruce Keleman, Mark Rooney and Sonja Nieuwejaar. The heavy focus on salary and METI/STARs contracts reflects the DASP’s focus on technical support to OFDA’s ongoing work worldwide, as well as surge staffing to help meet emergency requirements during disasters.



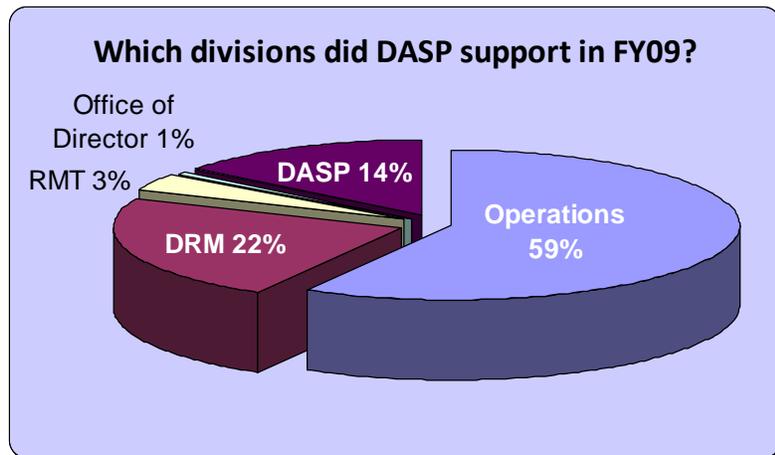
Resources

Personnel Summary



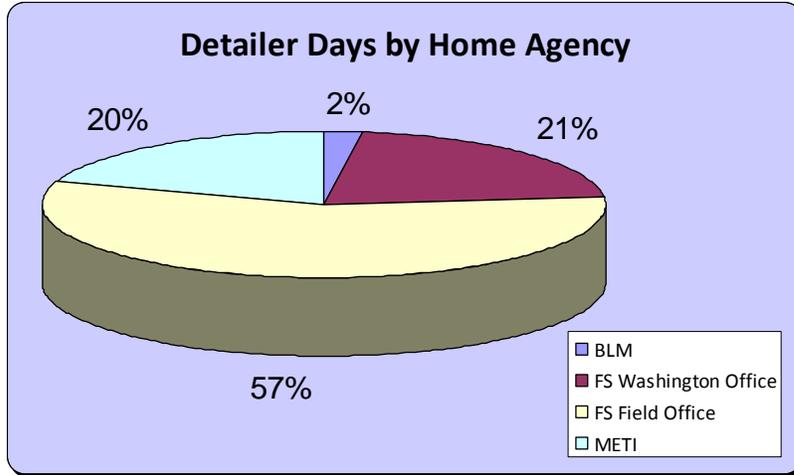
In FY 2009, DASP detailers completed 50 individual assignments, contributing a total of 1,032 work days (3.97 work years) toward OFDA’s international disaster response operations. DASP’s five-year average for detailers is approximately 49 assignments totaling an average of 963 days (shown as an orange grid line in the chart above).

DASP detailers were requested by three of OFDA’s divisions this year, and by multiple RMTs and one Assessment Team. Roughly 5% of detailer work days supported RMTs, including the Horn of Africa Complex Emergency/ Food Insecurity and the Pakistan Complex Emergency. Another 59% of detailer days supported the work of the Operations Division, including the Military Liaison Unit, Disaster Resources Unit, and specific projects such as systems development for the U.S. response to disasters in the Federated States of Micronesia and the Republic of the Marshall Islands (FSM/RMI).



In addition, 14% of detailer days supported the work of the DASP. The Disaster Response and Mitigation Division (DRM) benefited from 22% of detailer work days,

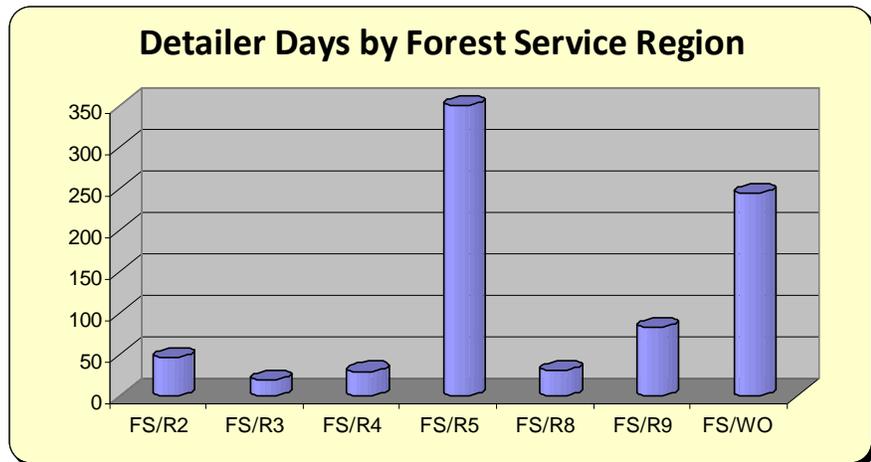
including three Disaster Operations Specialist (DOS) rotations in the Africa region, one rotation in the Asia region, and one program officer assignment in Nairobi, Kenya. About 1% of detailer days were attributed to one preliminary disaster assessment in FSM/RMI.



In FY2009, as in the past, DASP sought to fill assignments from a diverse pool of Forest Service and BLM employees. This year more than half of DASP detailers hailed from Forest Service field units, about one fifth of assignments were fulfilled by METI/STARs contractors, and about

one fifth were fulfilled by the Forest Service Washington Office staff. Forest Service and BLM detailers generally complete longer-term assignments related to OFDA’s core business of emergency response, while METI contractors generally complete more short-term, targeted assignments to fulfill highly specialized requirements or to address gaps in coverage during periods of high-volume domestic response, such as fire season.

Due to the range of assignments, DASP was able to provide opportunities to fifteen Forest Service field staff representing six of the nine regions shown in the map on the next page. The Washington Office, Region 5 (Pacific Southwest)



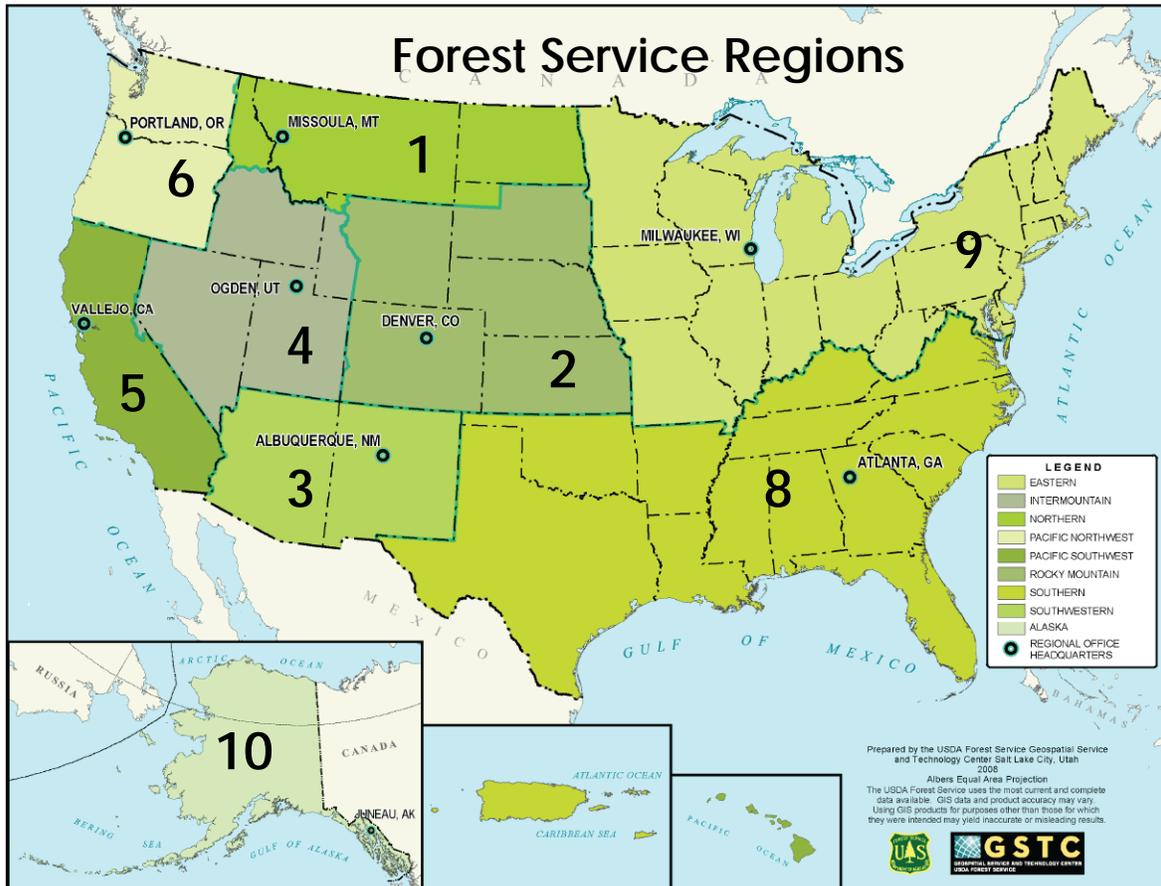
and Region 9 (North East) were particularly well represented this year, accounting for just over half of all detailer days. Several regions that have participated in the program less frequently, including Region 2 (Rocky Mountain), Region 3 (Southwestern) and Region 8 (Southern), were also well represented this year, helping to enhance the regional diversity of the program.

Cadre Maintenance and Development

The DASP enhances and supports OFDA's capacity to respond to disasters by mobilizing a roster of up to 250 disaster management experts from the Forest Service and Bureau of Land Management. This is a key component of OFDA's surge staffing capacity. During the first half of FY 2009, DASP undertook multiple efforts to build depth and capacity within our detailer cadre to be able to better respond to OFDA's surge staffing needs.

From December 4 – 5, 2008, Stephanie Savolaine, Chris Knobel and Mark Rooney conducted a two-day orientation at the National Interagency Fire Center (NIFC) in Boise, ID. The training briefed 34 prospective detailers on the DASP detailer program, how it supports the global disaster response work of OFDA, how to get involved, and what to expect.

Participants represented eight Forest Service regions (1, 3, 4, 5, 6, 8, 9, 10), the Washington Office, and a broad experience base within the organization ranging from Forest Supervisor to Administrative Officer, from Smokejumper to Fisheries Biologist. This array of backgrounds, technical specialties and leadership experiences enriches the overall detailer pool, expanding the depth and responsiveness of our program.



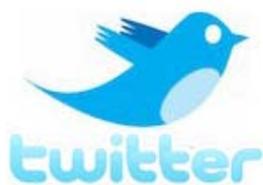
The orientation was very well received by participants, with a special emphasis on the diversity of training methodologies and the value of cross-cultural sessions. As one participant summarized, *“the cultural awareness exercises were very beneficial.”* One participant raved, *“Excellent training! I think the new format is useful and does a good job of setting reasonable expectations,”* while another trainee noted, *“I can’t wait to start working with you!”*

Following the orientation course in Boise, DASP hosted thirteen detailers in Washington, DC, in October 2008, February 2009 and May 2009 for the *DART/RMT Essentials* training and a hands-on orientation to DASP and OFDA. These detailers participated in extensive walking tours of common detailer work sites, including the Ronald Reagan Building (RRB) and Franklin Court; had a lengthy discussion with senior representatives of OFDA’s Operations Division; and received a warm welcome from the Chief of the Forest Service. Trainees completed a security briefing and obtained building passes to the RRB before departure. Upon completion, detailers are ready for an OFDA assignment with no administrative or security-related processing delays.

Detailers who experience this orientation are generally much more engaged and motivated to participate in the program in the short term. One detailer from the October session was quickly scheduled for an assignment with OFDA’s Disaster Resources Unit, while a detailer from the February session was scheduled for an assignment with the DASP. Both of these assignments took place in the third quarter.

Further, DASP continued to develop a suite of guideline papers for detailers involved in our program. Each paper seeks to delineate a systematic approach for all detailers involved in the program to ensure consistency and fairness across the detailer pool. Specific topics included:

- Time and attendance and overtime procedures,
- Training attendance,
- Participation in the *DART Alert* system, and
- Detailer performance evaluations.



As FY 2009 drew to a close, DASP worked with detailer Thierry Curtis from the FS Office of Communications to develop a protocol for the use of Twitter as a means to communicate with detailers. Heavily referencing the *U.S. Forest Service Social Media Resource Guide* (19 August 2009), Thierry developed a concept paper for using Twitter to allow detailers to self-subscribe to DASP-generated information about disaster responses and potential detail assignments. DASP intends to launch a pilot effort to implement Twitter with a targeted group of experienced detailers in FY 2010.

Emergency Preparedness

In addition to the staff support provided by our detailers, DASP's core staff also provides support for emergency response, participating in OFDA's internal preparedness systems for which detailers generally are not eligible. For example, each year DASP core team members participate in the office-wide Duty Officer rotation and the RMT monthly rotation. The following tables record DASP's rotations in these two functions during the course of the reporting period.

DASP Participation in OFDA Duty Officer Rotation		
<i>DASP Staff Member</i>	<i>Week Beginning</i>	<i>Week Ending</i>
Stephanie Savolaine	11/12/2008	11/19/2008
Laura Chapman	1/21/2009	1/28/2009
Chris Leonardo	3/18/2009	3/25/2009
	8/5/2009	8/12/2009
Ron Savage	11/26/2008	12/2/2008
	2/25/2009	3/4/2009
Chris Knobel	1/14/2009	1/21/2009
	4/8/2009	4/15/2009

DASP Participation in OFDA's Monthly RMT Rotation			
<i>DASP Staff Member</i>	<i>Month</i>	<i>Position</i>	<i>Activated?</i>
Stephanie Savolaine	November 2008	Deputy Manager for Planning	No
	April 2009	Deputy Manager for Planning	No
	July 2009	Planning Coordinator	No
Laura Chapman	April 1 – 4, 2009	Deputy Manager for Planning	No
	June 2009	Deputy Manager for Planning	Yes (Pakistan)
Chris Leonardo	January 2009	External Liaison Coordinator	No
	August 2009	Response Manager	No
Giselle Zimmerman	April 13 – 18, 2009	Deputy Manager for Planning	No
Ron Savage	January 2009	Communications & Records Coordinator	No
	September 2009	Communications & Records Coordinator	No

Equipment and Supplies

Through a sub-agreement with the Bureau of Land Management (BLM), DASP has helped OFDA to develop a field support pack for staff members traveling to remote locations for extended periods of time. These Remote Location Kits (RoLos) contain a variety of critical items to support life and work in primitive environments, including a tent, sleeping bag, water purifier, Meals Ready to Eat (MREs), utility knife, flashlight, and candles. The RoLo kits are maintained and distributed from the National Interagency

Fire Center (NIFC) returns warehouse in Boise, ID. During FY2009, NIFC refurbished 9 RoLos and 5 field packs. They also transported 10 RoLo kits to Washington, DC.

At the end of the fiscal year, approximately 20 RoLo kits were stored in Washington, DC at OFDA's Quincy Street facility. Following a deployment, durable items are returned to NIFC where BLM thoroughly refurbishes and restocks the packs. NIFC also helps to build, stock and deploy smaller Field Support Kits for OFDA field team members traveling to less remote locations, and accesses other specialized equipment when needed.

This page intentionally left blank

DASP Support Case Studies

During the course of FY2009, DASP provided multi-faceted support to a number of OFDA disaster response and management activities. The following case studies highlight the range of support that DASP has provided to OFDA during the course of the year, demonstrating value added both for OFDA and for the Forest Service.

Micronesia and the Marshall Islands

The Republic of the Marshall Islands (RMI) and the Federated States of Micronesia (FSM) have *Compacts of Free Association* with the United States Government (USG) to continue to provide certain domestic programs after the two countries moved out of Trust Territory status. Under the first *Compacts* the Federal Emergency Management Agency (FEMA) provided disaster response and recovery assistance. The current *Compacts* direct USAID and FEMA to collaborate in providing disaster response and recovery assistance.

Between October 2008 and June 2009, DASP detailers Gary Barrett and John Quidachay developed an integrated disaster response operational plan for FSM/RMI, in close coordination with OFDA's Regional Team for Asia, USAID's Regional Development Mission for Asia in Bangkok, USAID's Disaster Mitigation Coordinator for FSM/RMI in Majuro, and FEMA. A high wave inundation in December 2008 provided the first opportunity to implement the new system.



A joint USAID/OFDA and U.S. Forest Service assessment team traveled to Micronesia and the Marshall Islands.

High sea levels beginning on December 8, 2008, caused flooding in several coastal communities. The tidal surges and prolonged heavy rain were brought by a tropical depression. In Micronesia, President Mori declared a state of emergency on December 29th; in the Marshall Islands, President Tomeing declared a state of emergency on December 24th. Both countries requested USG assistance, initiating a joint USAID/FEMA preliminary

disaster assessment (PDA). The team joined representatives of the State and National governments on January 1, 2009, to conduct agricultural assessments in the States of Yap, Chuuk and Pohnpei's outer islands. DASP detailer John Quidachay served as an agricultural specialist on the team, leading efforts in Chuuk and Kosrae.

In Chuuk, where the principal crop is taro, John found that crop failures were primarily due to farming techniques and location of farms too close to the coastal plain, which exposes plants to high tide and surge events. He concluded that any food shortages could be addressed by extended families working in the cash economy and farms on neighboring islands, with food supplies available in local markets.

In Kosrae, John conducted a cursory inspection of agricultural crops in the areas known as Tufunsak and Walung. Corn samples taken from these areas revealed little or no affect to crops. Small upland farms did not experience negative affects from the tidal event. At the conclusion of the PDA, John returned to the U.S. and continued work on the operational plan.

Upon returning from his field assignment, John reflected on the new perspectives that this type of field work have offered him:

Looking back on this assignment, I felt ... the respect I have for these isolated people who survive on only what is provided by the natural environment. Far more telling and fascinating is the difficulty of what the environments around them allows. The tipping edge of their survival occurs when a natural event such as tidal



floods or the long-term effects from climate change have dramatic impacts to food resources, thus diminishing their ability to sustain life. Being of Micronesian decent and raised in a similar environment is what defines my spiritual and physical connection to the people.

What the DASP program offers for me is performing work in support of our humanitarian efforts through the Forest Service Office of International Programs. The Forest Service mission of "Caring for the Land and Serving the People" is a great match philosophically with the USAID/OFDA mission and therefore has a great deal of appeal for both Forest Service and BLM employees. The DC experience is one that many federal employees seldom get. The DASP program offers an excellent opportunity for individuals to explore other areas of interest and interact with a diversity of people, their ideas, ethnicity, cultural and life experiences. (John Quidachay, US Forest Service, Eldorado NF)

In July 2009, DASP core team member Chris Knobel joined John at a joint USAID/FEMA table top exercise in Honolulu, HI to discuss the implementation of the ConOps during a

large-scale disaster in FSM/RMI. Chris served as the Forest Service participating agency representative, and John presented and discussed the ConOps and served as a subject matter expert. Following up on recommendations from the exercise, DASP will activate STARs contractor Sonja Nieuwejaar in FY 2010 to refine and improve the initial ConOps. John will continue to serve as a subject matter expert.

Upon completion of the ConOps, DASP intends to develop an annex to the *RMT Policy and Procedures* manual providing a step-by-step guide for OFDA staff called upon to implement the ConOps. DASP will also develop procedures for activating and deploying detailers in response to disaster-related requirements in FSM/RMI.

Pakistan Complex Emergency

Since early August 2008, the Government of Pakistan (GOP) has been fighting militant extremist groups in the Federally Administered Tribal Areas and parts of the Northwest Frontier Province. GOP efforts intensified in May 2009, displacing over 2 million residents.



U.S. Ambassador Anne W. Patterson visited the Jalozai camp complex in Nowshera District where OFDA funded relief programs for internally displaced persons

Photo: U.S. Embassy

In response, OFDA deployed a Disaster Assistance Response Team (DART) to the capital city of Islamabad to assess the situation and help coordinate efforts. OFDA also activated a Washington D.C.-based Response Management Team (RMT) to support the DART and coordinate with federal agencies and other partners. Between May and July, 2009, the DART and RMT coordinated the provision of over \$76 million to partners for critically-needed humanitarian assistance.

The DASP provided a variety of support for the Pakistan response. Core DASP staff member Laura Chapman served on the RMT as the Deputy Manager for Planning. DASP detailers Jane Rodrigue (May 8 – June 5, 2009) and Laura Moser (May 21 – 31, 2009) served as the Communications and Records Coordinator and Communications and Records Officers. Tom Frey completed a rotation as a Military Liaison Officer at Central Command (CENTCOM; May 17 – 25, 2009).

As the DART and RMT demobilized, the DASP conducted a Hotwash with each team in mid-July to capture lessons learned and identify measures to enhance future responses. Team discussion in these sessions focused on a variety of topics, including staffing, safety & security, DART & RMT relationships, and interagency coordination. Field team members emphasized the constraints that an insecure environment like Pakistan can place on teams in terms of staffing, overall footprint, mobility, and Mission support.

Global Disaster Response and Mitigation Programs

Throughout FY 2009, DASP worked to build its capacity to support the short-term staffing requirements of OFDA's Disaster Response and Mitigation Division (DRM), which tends to have the highest workload and most significant staffing challenges within OFDA. In order to increase our pool of qualified detailers without minimal impact to the existing DRM staff, DASP accessed experienced detailers to mentor new detailers in the roles and responsibilities of the Disaster Operations Specialist (DOS) position.

At the end of the fiscal year, DASP had a total of four detailers qualified to accept independent DOS and/or Program Officer assignments in OFDA. About 22% of DASP's total detailer work days supported DRM, including three DOS rotations in the Africa region, one rotation in the Asia region, and one program officer assignment in Nairobi, Kenya. Detailers also worked on a variety of disaster response programs, including activities in Somalia, Kenya, Ethiopia, Democratic Republic of the Congo, Sudan and FSM/RMI.



Children in Somalia participate in a hygiene program funded by USAID/OFDA.

Photo: Action Contre la Faim

DASP Support to OFDA's Disaster Response and Mitigation Division				
<i>Regional Team</i>	<i>Assignment</i>	<i>Detailer</i>	<i>Home Unit</i>	<i>Dates</i>
Asia	DOS	Sonja Nieuwejaar	METI	10/1 - 11/28/2008
East & Central Africa	DOS	Justin Jager	BLM - Ely, Nevada	2/2 - 3/6/2009
	DOS	Doug Elliott	R5 - Stanislaus NF	3/9 - 6/10/2009
	DOS	Chris Frederick	R9 - Huron/Manistee NF	6/2 - 7/31/2009
	Program Officer/ Nairobi	Doug Elliott	R5 - Stanislaus NF	8/10 - 9/30/2009

Total Detailer Days: 213 work days

DASP detailers in the DRM division received high praise for work performance and flexibility. Doug Elliott, who completed multiple assignments for the East and Central Africa Regional Team, received profuse thanks upon his departure in June. OFDA Regional Coordinator Kasey Channell wrote, *“Thanks, Doug, for all your efforts, flexibility, and willingness to extend. We love having you as part of our team and can’t wait until you are free to return.”*

For his part, Doug’s detail experiences were very positive as well. Upon his return from Nairobi, Doug wrote:

My experience in Nairobi has changed my workday (on the Stanislaus NF) to some degree. For instance, supporting the disaster assistance projects that the US had funded or might fund in Somalia and Kenya, I had to keep in mind the difficulties that face the people and the projects we were supporting. The efforts they make, and the patience required of them to accomplish their goals, was so much greater than what I need here in the States, that it makes my job here feel much easier than it did before I went. The cultural clashes I face in my job in California are smaller than those I worked with in Nairobi, so differences of opinion are now easier to work with here as well. I know better now that we can accomplish what we need to here, since I have seen people do so much with so much fewer resources than we have here.



I also want to say that I felt a lot of joy in working out there in the world. I felt welcomed. People did worthwhile work and were interested in mine. My ideas and skills were useful in disaster assistance. Once they found out that I am a forester, some of the embassy guards wanted to go plant trees with me in the Mau Forest (the main watershed for Nairobi and the focus of much current concern and controversy), even on our days off, and were interested to learn of the possibilities for planting tree species native to Kenya. That was not my job there, but I might have been able to fit it in had I stayed longer. All in all, a very satisfying experience. (Doug Elliott, US Forest Service, Stanislaus NF)

DASP will continue to build the DRM-related skills and qualifications of its detailers in FY 2010, aiming to mentor at least three new detailers for independent DRM assignments in support of disaster response activities worldwide.

This page intentionally left blank

Methodology and Systems

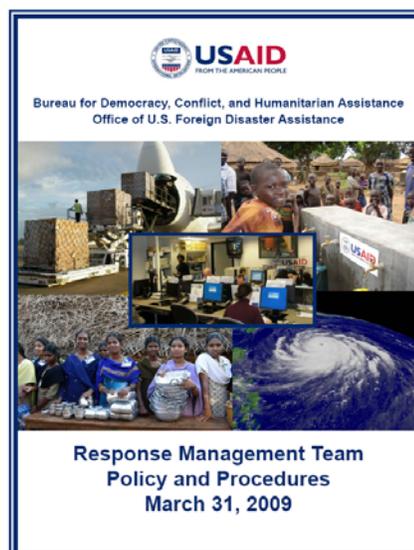
Highlights

- Completed a review and update of the *Response Management Team (RMT) Policy and Procedures Manual*, integrating lessons learned on DART staffing and OFDA's interagency leadership during disaster response
- Distributed over 2,800 FOGs to staff and partners
- Completed Burma Cyclone Nargis After Action Review
- Provided substantial technical assistance in systems development and planning

Response Management Team (RMT) Policy and Procedures

In 2001, OFDA developed a Washington-based response management system to complement and support OFDA's existing DART structure. The *RMT Policy and Procedures* guides RMT operations and provides standard operating procedures for each RMT function/position.

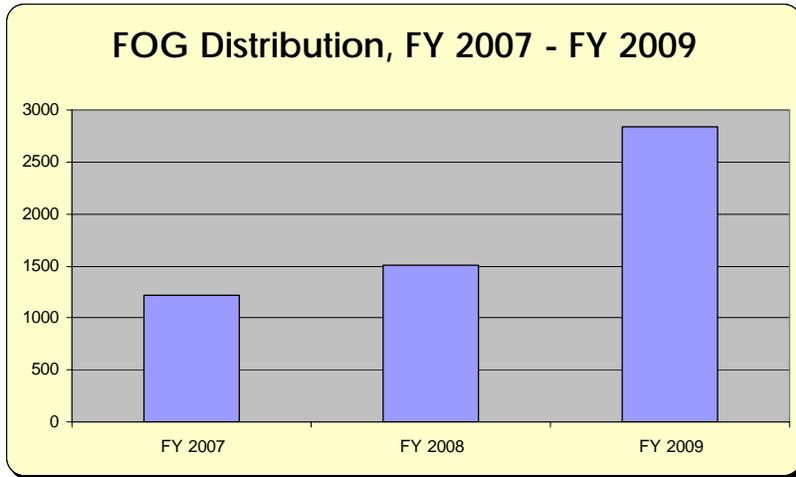
During the first half of FY2009, DASP worked to integrate a variety of lessons learned into the *RMT Policy and Procedures* to address recurrent issues, many of which were related to DART staffing and OFDA's interagency leadership during disaster response. In March 2009, DASP received final clearance on this updated version of the *RMT Policy and Procedures*, and distributed updated binders to OFDA staff in Washington, DC and all Operations Center work stations.



The revision includes new DART staffing procedures, including a DART Alert system based on models developed by the United Nations Disaster Assessment and Coordination (UNDAC) team. Other updates include a standardized call to Post when a DART is activated, and updates to positional roles, responsibilities, training and experience requirements. The amended RMT annexes incorporate recent changes in security, travel, staffing, information management and other procedures, and provide expanded checklists and templates for team members.

Field Operations Guide (FOG)

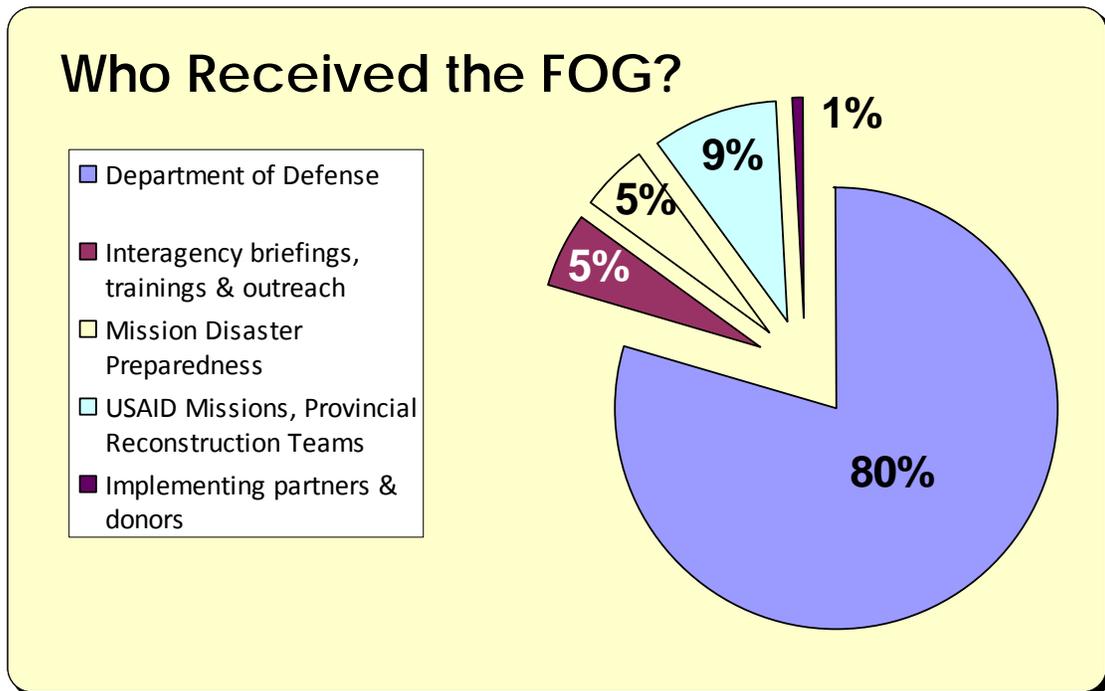
DASP works in conjunction with the National Interagency Fire Center (NIFC) in Boise, ID, and the Quincy Street warehouse in Arlington, VA to maintain and distribute the *Field Operations Guide (FOGs) for Disaster Assessment and Response*. A FOG



distribution policy helps DASP to efficiently manage requests and dispense FOGs appropriately, and an on-line version gives access to audiences that cannot receive hard copies due to supply constraints. The on-line version of the FOG is available at the following url:

http://www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/resources/pdf/fog_v4.pdf.

In FY 2009, DASP continued to receive a variety of requests for the FOG from staff and partners in the United States and overseas and distributed 2,841 FOGs, nearly twice as many as last year. This continues the upward trend established over the past several



years, linked to an increase in distributions to military audiences. The Department of Defense was the lead consumer of the FOG, with over 2,250 books distributed primarily in conjunction with the OFDA-run Joint Humanitarian Operations Course (JHOC) which took place in locations as diverse as Okinawa, Japan; Vicenza, Italy; and Newport, Rhode Island. Other DOD recipients included the Army War College in association with a management-level course on international disaster response.

DASP also dispatched about 9% of FOGs to USAID Missions and Provincial Reconstruction Teams, with about 192 books sent to Afghanistan alone. About 5% of FOGs were distributed at Mission Disaster Preparedness consultations in Kazakhstan, Hungary, Senegal and Rwanda, with another 5% distributed as part of interagency briefings, trainings and outreach initiatives, not including DOD.

As the remaining supply of FOG version 4.0 dwindled, DASP worked with the Forest Service Office of Communications and the Government Printing Office to initiate a second printing of this edition. Approximately 3,500 new books were delivered to the warehouse at NIFC in late FY 2009.

After-Action Reviews

On May 2, 2008, Cyclone Nargis struck the Ayeyarwady Delta area of southwestern Burma killing more than 200,000 people. Between May 12 and June 22, the U.S. Government air bridge, utilizing DOD aircraft, completed 185 airlifts and delivered more than \$4 million in USAID/OFDA emergency relief supplies, as well as DOD, U.N., NGO, and Government of Thailand commodities. By early July, emergency relief commodities had been distributed by USAID/OFDA partner organizations to more than 445,000 beneficiaries.



"The facilitators' ability to change course on the agenda paid big dividends, with excellent recommendations coming as a result."

~ Cyclone Nargis After Action participant, October 2008

On October 18, 2008, DASP conducted an After-Action Review Workshop to review the effectiveness of OFDA's systems, policies, and procedures during the response. Workshop participants included the majority of the USAID and partner staff who had served on the Disaster Assistance Response Team (DART) and the Response Management Team (RMT).

Prior to the workshop the DASP developed and distributed an anonymous, on-line survey to DART and RMT participants as well as representatives of other USG agencies. The survey results were subsequently shared with workshop participants and used as the starting point for discussions. Work group topics included information

management, staffing of RMTs and DARTs, planning processes and products, and working with the Department of Defense and interagency.

Participants developed 22 recommendations ranging from procedural refinements, to the need for a comprehensive outreach strategy to the interagency community. Participants described the day as “*excellent, well facilitated and substantive.*” A final report and recommendations matrix were completed in the second quarter, and were submitted to OFDA’s Senior Management Team for consideration. The final report is posted in eRooms.

In addition to the Burma response, OFDA activated DARTs and RMTs in response to multiple disasters in late 2008 and throughout 2009, including:

- Georgia Complex Emergency
- Haiti Storms
- Haiti School Collapse
- Horn of Africa Complex Emergency/Drought
- Zimbabwe Cholera
- Democratic Republic of Congo Complex Emergency

For each of these disasters, DASP conducted a Hotwash with the DART and RMT, conducted interviews with key staff, and developed on-line surveys to get feedback on OFDA systems and procedures. DASP also conducted a workshop at the U.S. Mission in Port Au Prince related to the Haiti storms response, and an operational review of the Haiti school collapse, which are further discussed in the Mission Disaster Preparedness section of this report. DASP is synthesizing input from these diverse responses into a thematic After Action Report, highlighting key issues and recommendations shared in common.

Technical Assistance in Systems Development and Planning

International Assistance System

DASP completed the most recent update of the International Assistance System Concept of Operations (IAS CONOPs) in March 2009. The document is “Sensitive but Unclassified”. DASP also drafted an external version of the document that is suitable for release to the public. The internal version of the document was submitted for interagency clearance to the Homeland Security Council (HSC) Domestic Readiness Group in July 2009. Once the HSC cleared the internal document, the Department of State will finalize the external version of the document.

Video Blog Promotes “Cash is Best” Message



The winner of a public service announcement contest on CIDI's website explains why "cash is best."

OFDA's contractor, the Center for International Disaster Information (CIDI) promotes information and guidance in support of appropriate international disaster relief. A large part of CIDI's work focuses on discouraging unsolicited donations of items such as used clothing, canned goods, bottled water, medications and other items that clog relief supply lines and are inappropriate for the climate or culture of the affected country. As an alternative to these collections, CIDI encourages cash donations to established, recognized relief agencies with operations on the ground as part of a "Cash is Best" message.

In order to have greater impact and credibility with visitors to the CIDI web site, CIDI invited two DASP team members to submit 30-90 second video clips as part of a video blog capturing real-life experiences with disaster relief donations. These clips help convince viewers that problems caused by inappropriate donations are very real, and that cash is a better alternative. Please visit the website at: <http://www.psaaid.org> to see Stephanie Savolaine and Giselle Zimmerman's clips, along with clips from over a dozen other OFDA staff and partners.

OFDA as Coordinator of International Disaster Assistance

During OFDA's 2008 Annual Program Review, a workgroup was established to focus on enhancing OFDA's Role as the USG's Coordinator of International Disaster Assistance. The workgroup identified the need for a clear definition of authorities, roles and responsibilities of the various USG agencies that are involved in international disaster response, and the creation of an interagency coordination mechanism.



To begin this process, OFDA hosted an interagency "Open House" in November 2009 to explain OFDA's systems for disaster response. Core DASP member Laura Chapman developed and participated in the Open House presentation, and also developed a disaster response framework template to help guide subsequent interagency discussions on respective mandates, roles and responsibilities. Through this process,

OFDA established a Disaster Coordination Committee that has been meeting on a periodic basis to enhance interagency coordination during the response to international disasters.

Training

Highlights

- Updated, planned and facilitated three *DART/RMT Essentials* courses for 56 USAID/OFDA staff and partners
- Updated, planned and facilitated *DASP Orientation for Detailers* course for 34 prospective detailers from the Forest Service and BLM
- Planned and facilitated *RMT Refresher* for experienced OFDA staff and Regional Advisors

DART/RMT Essentials



*DART/RMT Essentials participants engage in a team building exercise
(Photo: Stephanie Savolaine, DASP)*

During FY 2009, DASP updated, planned and facilitated three four-day *Disaster Assistance Response Team (DART) and Response Management Team (RMT) Essentials* courses (October 21 – 24, 2008; February 3 - 6, 2009; and May 5 – 8, 2009).

A total of 56 participants completed the training, representing a variety of organizations including OFDA, State Department's Bureau of Population, Refugees, and Migration; the Department of Defense; Los Angeles County Fire and Rescue; Fairfax County Fire and Rescue; and the U.S. Forest Service.

Both courses featured a series of new video shorts depicting interviews with staff members who had previously worked on an RMT. These videos helped to reinforce the components of the RMT functions, which were presented in a peer teaching session on the second day

of the course. The complementary training methodologies received high marks from participants. As one participant stated, *"doing the group exercise in cooperation with the videos was really effective."*

Other key updates included a renewed list of useful websites in the participant handbook, and numerous updates to integrate new information from the latest *RMT Policy and Procedures* released in February 2009.

RMT Refresher

As part of its *Response Management Team Refresher* training series, the DASP facilitated a one-day course on October 1, 2008 at OFDA's Quincy Street facility. As in the past the purpose of this course was to provide participants with an orientation to OFDA's revised RMT systems and procedures, as well as opportunities for practice and discussion.

The course's eleven participants represented all three divisions based in OFDA/Washington, including Operations, Program Support, and Disaster Response and Mitigation.

Once again the participant evaluations indicated that the course was very well received. Two sessions, *Introduction to the RMT Policy and Procedures* and *The Planning Process*, received particularly high marks. One participant commented

that *"the course was a great exercise and very valuable for RMT preparation"* while another intoned *"that was some real first class training, thanks a million!"*



*OFDA staff received training on RMT system updates in the RMT Refresher training series.
(Photo: Laura Chapman, DASP)*

On April 14th, 2009, DASP planned and facilitated a modified version of the *RMT Refresher* course for OFDA Regional Advisors (RAs) in San Jose, Costa Rica, as part of the annual OFDA Regional Advisors' conference. Thirteen RAs and field staff from OFDA's regional offices in Asia, Latin America/Caribbean, and Africa participated in the one-day training. Materials were adapted to address field concerns, including a special emphasis on management principles and the planning process. After the training, RAs claimed to have a *"much better understanding of RMT functions and what is supposed to happen in Washington."* These courses conclude the *RMT Refresher* series.

ASEAN Damage and Needs Assessment Training

The devastation caused by last year's disasters in Southeast Asia, such as Cyclone Nargis in Burma and the Indian Ocean Tsunami, highlighted the critical need for Association of Southeast Asia Nations (ASEAN) Member Countries to rapidly and accurately assess the damage caused by a disaster, and identify the immediate needs for assistance in relief and reconstruction. ASEAN is instituting Emergency Response and Assessment Teams (ERAT) to strengthen regional response capacity, and is also developing team procedures, trainings, and tools.



ASEAN participants learned how to use a GPS device during the regional training. (Photo: ASEAN-US Technical Assistance and Training Facility)

In October, 2008, more than 50 representatives from ASEAN Member States' disaster response agencies attended a week-long Damage and Needs Assessment Training in Manila, Philippines. The training was organized by the ASEAN-US Technical Assistance and Training Facility and the Pacific Disaster Center, with funding from OFDA, the Office of the UN High Commissioner for Refugees, and the Pacific Disaster Center. ASEAN's draft *Damage and Needs Assessment* manual formed the basis of the training, and topics included policy guidelines

governing mobilization of damage assessment teams and disaster response coordination; and essential elements of and techniques for performing damage assessment and needs analysis.

DASP gave a presentation on OFDA's response systems, including training and mobilizing DARTs and RMTs, team resources such as the FOG and RMT Policy and Procedures, and the use of the after action process to capture lessons learned. The training was well received by participants, and their feedback is being used to finalize the Damage and Needs Assessment manual and refine future trainings for ERAT members.

Other Briefings and Training Support

Throughout the fiscal year, DASP staff members provided a variety of other briefings and training support. In particular, DASP arranged and participated in a number of briefings for external partners focused on OFDA's systems and procedures for disaster response. These briefings touched on ICS, DART, RMT, IAS and the procedures, templates and tools in place to successfully implement these systems, as summarized in the chart below.

DASP staff members also serve as the Operations Division representatives to OFDA's Grants Working Group. In this capacity, DASP drafted an internal guidance paper on OFDA's disaster declaration process. The policy paper was submitted to GWG in the summer of 2009.

Description	Location	Audience	Date	Participants
DART/RMT Essentials	Arlington, VA (Quincy Street)	OFDA staff and partners	October 2008	18
			February 2009	22
			May 2009	16
RMT Refresher	Arlington, VA (Quincy Street)	OFDA staff	October 2008	11
	San Jose, Costa Rica	OFDA Regional Advisors	March 2009	13
Damage and Needs Assessment Workshop	Manila, Philippines	Association of South East Asian Nations (ASEAN)	October 2008	50
DASP Orientation for Detailers	Boise, ID (National Interagency Fire Center)	Forest Service and BLM prospective detailers	December 2008	34
DASP Operational Orientation to Washington, DC	Washington, DC	Forest Service and BLM detailers who have completed DART/RMT Essentials	October 2008	5
			February 2009	3
			May 2009	5
Monthly RMT Briefings	Washington, DC	OFDA on- call RMTs	Last Tuesday of each month	84

DART Pressures	San Jose, Costa Rica	OFDA Annual Regional Advisors Conference	March 2009	35
Briefing on OFDA Systems	FEMA NRCC	Government of Sweden	December 2008	5
	Dep't of State	Overseas Security Policy Board (OSPD)	February 2009	5
	Washington, DC (RRB)	Government of Mexico	February 2009	5
	Paris, France	French Ministry of Foreign Affairs	March 2009	9
		Consul General Catherine Barry	March 2009	1
	Washington, DC (RRB)	State Department Coordinator for Reconstruction and Stabilization	March 2009	1
		Dirk Djikerman, Assistant Administrator, USAID Bureau for Democracy, Conflict & Humanitarian Assistance	March 2009	1
		Government of Azerbaijan	May 2009	2
		Government of Ethiopia	June 2009	2
		Government of Italy	September 2009	3
OFDA Systems and Mission Preparedness	Foreign Service Institute, Arlington, VA	Senior U.S. Mission Staff	July 2009	25
<i>Total Participants</i>				355

*** Participant numbers for formal trainings are firm, while most briefings are estimated*

This page intentionally left blank

Mission Disaster Preparedness

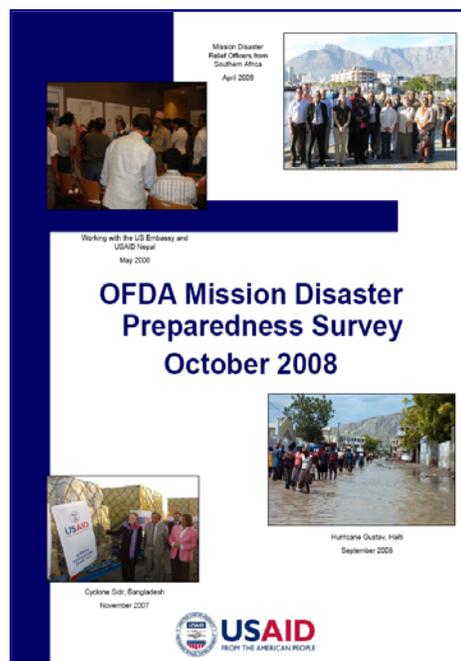
Highlights

- Led the mission disaster preparedness workgroup during the 2008 Annual Program Review.
- Planned and implemented regional mission disaster preparedness consultations for the Caribbean, Central Asia, Europe and the Middle East, and West and North Africa in consultation with relevant USAID/OFDA Regional Offices.
- Supported country-level mission disaster preparedness consultations in Afghanistan and Haiti.

Mission Preparedness Workgroup at Annual Program Review

In preparation for OFDA's 2008 Annual Program Review (APR), DASP distributed an anonymous, on-line survey to all OFDA staff in September 2008 concerning Embassy and USAID mission disaster preparedness. Topics included general knowledge about current efforts and priorities for the future. The results of the survey framed the discussion for a twenty-one member work group which DASP facilitated during the APRs. Several themes emerged from discussions:

- OFDA is doing a good job of working with Mission Disaster Relief Officers (MDROs), alternates, and working-level USAID Mission staff.
- OFDA needs to do a better job of educating decision makers about OFDA's role and mandate, including Chiefs of Mission, USAID Mission Directors, and high-level Department of Defense.
- Outreach and training efforts can be trumped by personality conflicts.
- The MDRO job description is clear. However, OFDA does not have standard operating procedures on how to interact with MDROs.
- The process for selecting MDROs and alternates differs from post to post. OFDA's ability to influence the process varies.



The work group made ten recommendations to OFDA's Senior Management Team (SMT). These were verbally accepted by SMT during the closing session of the APRs and formally tasked to OFDA divisions for action in a January 2009 memo signed by the OFDA Director. The first two recommendations relate to initiatives that OFDA is

currently implementing and eight were new initiatives. Most recommendations were tasked to the DASP through OFDA's Operations Division, and progress against those assignments is reported below. When recommendations were tasked to another division within OFDA, it is also noted.

1. Conduct regional mission disaster preparedness consultations.
2. Conduct one-on-one consultations for Mission staff (1 to 3 countries per year per region).
3. Institutionalize an introductory call to post from the Response Director and DART Leader at the onset of a disaster. *(See the Methodology and Systems section for an update.)*
4. Develop a short, focused video to be viewed with an OFDA staff person as a platform for dialogue with decision makers. Content would include: OFDA basics, disaster myths and realities, predictable issues, Ambassador testimonials, and the role of the MDRO.
5. Develop a set of DART Leader talking points for an introductory meeting when the DART arrives.
6. Develop a module at the Foreign Service Institute on OFDA for Ambassadors and Mission Directors. *(This item was assigned to the Program Support Division for action.)*
7. DART Leaders should develop a list of Ambassadors and Mission Directors that they have successfully worked with, as personal references. *(This is an action for individual staff members, therefore, progress against this item is not included).*
8. Develop an evaluation form for Regional Advisors to give to Chiefs of Mission after a disaster response. *(This task was not completed during FY 09.)*
9. Make presentations on OFDA at Regional Mission Directors' & Ambassadors' Conferences. The OFDA Director/ Senior Regional Advisor should attend.
10. Educate OFDA staff on humanitarian principles.

Mission Disaster Preparedness Video

DASP is working on a video and resource kit for OFDA Regional Advisors and team leaders to use with Ambassadors, Mission Directors, and other senior executives in disaster-affected countries.

In November and December 2008, DASP received SMT approval to add a second Mission Disaster Preparedness Coordinator position to support the expanding MDP portfolio. In January 2009, DASP hired Giselle Zimmerman, who was tasked with coordinating the development and production of the video.



In February and March, work group members were re-engaged to provide additional feedback and clarity on the desired final product. In addition, video production specialists from the Forest Service were consulted for guidance on video planning and scripting. Both inputs were then used for the development of a draft concept note which was presented and discussed at the Regional Advisors meeting in San Jose, Costa Rica in April 2009.

Based upon the feedback received during the Regional Advisors meeting and additional input from the Principal Regional Advisor for Asia, a revised concept note was developed. The revised concept note was shared with the work group and Regional Advisors in early September for final review and is now awaiting final approval from SMT before video production can begin.

Regional Mission Disaster Preparedness Consultations

The DASP was busy during the reporting period with multiple events promoting mission disaster preparedness in Central Asia, Europe and the Middle East, the Caribbean, and West and North Africa.



MDROs from Central Asia convene in Almaty, Kazakhstan.

(Photo: Christine Leonardo, DASP)

The purpose of the consultations was to help MDROs and alternates understand their responsibilities, the resources and capabilities of USAID/OFDA, the appropriate procedures for accessing these resources, and their role in the event of a disaster. During the consultations, participants explored disaster vulnerability at their post, identified potential challenges, and discussed possible response strategies and solutions. Time was also devoted to updating Annex J of their post's Emergency Action Plan – also known as the Mission Disaster Relief Plan (MDRP). The MDRP includes:

- procedures for responding to slow and rapid onset disasters
- a historical assessment of disasters at post
- information on the capacity of the host government, non governmental organizations, and other donors
- an emergency contact list

A regional mission disaster preparedness consultation was held in Almaty, Kazakhstan in March 2009 for twelve MDROs and alternates from five Central Asian countries. The consultation provided a platform for members of OFDA's Europe, Middle East, and Central Asia team to discuss its strategy for the region and future staffing plan. Many attendees were grateful for the opportunity to interact with OFDA staff in the region.



MDROs from Europe and the Middle East convene in Budapest, the site of OFDA's newest regional office.

(Photo: Christine Leonardo, DASP)

In April 2009, DASP facilitated a regional consultation in Budapest, Hungary where OFDA opened a regional office for Europe, the Middle East, and Central Asia (EMCA). In his opening remarks, David Leong, the Mission Director for the Regional Services Center in Budapest, referenced the April 6, 2009, magnitude 6.3 earthquake that struck the central Italian city of L'Aquila. The earthquake killed more than 250 people, injured approximately 1,000 others, and displaced nearly 28,000 individuals. His comments underscored the need to establish a relationship with OFDA's Regional Advisors well before a crisis. OFDA's acting Principal Regional Advisor, Jim Nuttall, Disaster Operations Specialist, Yoni Bock, and Humanitarian Assistance Military Advisor, Dana Chivers attended the consultation along with 29 MDROs and alternates from 19 countries.

OFDA's Latin America and the Caribbean (LAC) regional team organized a mission disaster preparedness event in May 2009 in Barbados for seven MDROs and alternates from the Caribbean representing six countries. Regional Advisor, Sidney Velado, spearheaded the pre-hurricane season meeting along with Senior Regional Advisor Tim Callaghan. DASP's Chris Leonardo reviewed MDRO roles and responsibilities, the disaster declaration process, and procedures for obligating funds. The LAC team also presented its three-prong strategy for the region which included a presentation from OFDA's David Hajjar on disaster risk reduction and a discussion of OFDA's approach to shelter and livelihoods, facilitated by Sidney.

In June 2009, DASP and OFDA's Regional Advisors for West and North Africa hosted a four-day regional mission disaster preparedness consultation for 18 MDROs and alternates representing 12 countries. From the beginning of fiscal year 2007 to June 2009, Missions in West and North Africa issued 17 formal disaster declarations for floods (Ghana, Liberia, Burkina Faso, Togo [2], Mali, Niger, Senegal), meningitis (Burkina Faso [2]), caterpillar moths (Liberia), cholera (Guinea Bissau), storms (Liberia), measles (Burkina Faso), and complex emergencies (Liberia and Ivory Coast [2]). It was a great opportunity for the Principal Regional Advisor and Regional Advisors to interact with MDROs from their large geographic region.

In addition, OFDA's LAC team hosted two additional regional workshops for MDROs. The first took place in Lima, Peru from December 3 – 5, 2008, and the second in Tegucigalpa, Honduras from March 31 – April 2, 2009. A total of 43 participants from 14 countries attended.

OFDA's Regional Advisors consistently expressed appreciation for the work of DASP's Mission Disaster Preparedness Coordinators Christine Leonardo and Giselle Zimmerman, who took the lead in arranging and facilitating these consultations. Sample comments include:

Several MDROs told me the training was quite valuable for them and Alassane said it was the best MDRO training he'd had. The days were chock full of valuable info, lessons, and intersecting stories, and all was well-paced. The MDROs are well prepared for the upcoming flooding season (it rained last night in Dakar) and numerous elections. (Regina Davis, OFDA Regional Advisor for West Africa)

I personally had no idea until this training how we build the relationships with MDROs and how precisely your part of the DASP fits in to the larger picture. From the location to the binders to the content of the presentations - everything was built and implemented with such professionalism and expertise. Thank you! (Yoni Bock, OFDA Disaster Operations Specialist for EMCA)

It is a far different region; more coherent, more focused, more confident than when you arrived. Before, by and large, it was just us EMCA folks. Now we've added 17 missions' MDROs and their Alternates -- and a much, much better idea how we are supposed to operate. Now it's feeling like a Region. (Jim Nuttall, OFDA Regional Advisor for EMCA)

Country-specific Mission Disaster Preparedness Consultations

Afghanistan

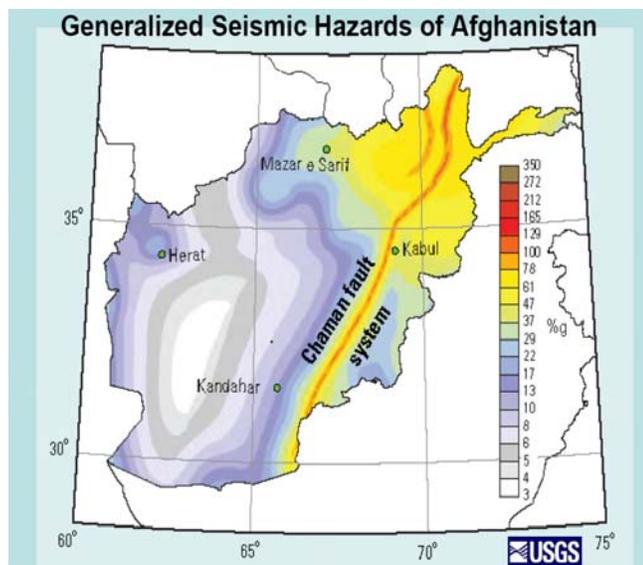
In November 2008, DASP conducted a mission disaster preparedness consultation for the US Mission in Afghanistan. While most people are familiar with the ongoing complex emergency, the USAID Mission Director requested that OFDA put together a program to highlight natural hazards, particularly seismic hazards. Given the frequent staff turnover in Afghanistan, the Mission Director wanted to be sure that US Government (USG) staff were familiar with OFDA's mandate and response options.

DASP conducted a full day workshop for 15 key USG staff which covered basic information on OFDA, the hazard profile in Afghanistan, response options, special capabilities, systems, programming, and humanitarian principles.

DASP also conducted a half-day, high level briefing for 21 people to discuss much-needed coordination mechanisms with external partners. The USAID Mission Director and the head of each USAID office attended, along with the Deputy Chief of Mission, representatives from the US Department of Defense, and key partners from the United Nations, the European Community Humanitarian Office, the Canadian Embassy, and the Afghan government.

Haiti

In the fall of 2008, Haiti was hit by four successive tropical systems. Tropical Storm Fay and Hurricane Gustav passed through in August and Tropical Storm Hanna and Hurricane Ike in September. As a result of these events, OFDA deployed a Disaster Assistance Response Team and programmed over \$8 million in assistance. In early November, a school building collapsed in Petionville and, as a result, OFDA deployed an urban search and rescue team to assist with life saving efforts.



*Warm colors show higher hazard, and cool colors show lower hazard. The strongest expected shaking is concentrated on major active faults in eastern and northeastern Afghanistan.
(Map: USGS)*



*Wading through flood waters in Haiti.
(Photo: OFDA/LAC)*

The US Mission in Haiti conducted a stock-taking exercise following these events to review certain aspects of the Embassy community's internal response. The exercise revealed that a more defined structure/system was needed to ensure effective coordination within the US Mission and that this system needed to be clearly articulated in post's MDRP.

As a result, OFDA/LAC and DASP facilitated a mission disaster preparedness workshop in Port-au-Prince on May 28, 2009 for 26 State Department, USAID, Centers for Disease Control and Prevention, and Department of Defense staff.

The workshop included presentations on OFDA's role as the lead coordinator of USG humanitarian assistance and an overview of the emergency planning process. Two workgroups were formed during the workshop. The first group defined protocols for reporting and discussed coordination mechanisms, and the second group reviewed logistics coordination and support mechanisms. The next steps for the US Mission in Haiti are to incorporate information gleaned during the workgroups into their MDRP; develop a "cheat sheet" which summarizes key information contained in the MDRP; identify 25 staff members to be trained in damage assessment and needs analysis; and brief wardens on the role of OFDA, the MDRO, and the MDRP in advance of hurricane season.

The US Mission in Haiti was not the only one who had recommendations to follow up on after the slew of disasters in 2008. OFDA's operational review of the school building collapse revealed the need to manage mission expectations about urban search and rescue deployments. DASP worked with the Field Support Team Leader and Disaster Resources Unit Leader to develop a document which informs US Missions about urban search and rescue deployments. The document describes the difference between a heavy and medium team and details the assistance the US Mission needs to provide at the airport and base of operations. A copy of the document is available in the Mission Disaster Preparedness e-room and on the P drive at: OPS Division\Field Support Team\DASP\Mission Disaster Preparedness\USAR.

Mission Disaster Preparedness Around the Globe

MDP Regional Consultations	MDP Country Consultations
Afghanistan, Albania, Armenia, Bahamas, Barbados, Belgium, Benin, Bulgaria, Cameroon, Cape Verde, Dominican Republic, Egypt, Guinea-Bissau, Haiti, Hungary, Iraq, Israel/West Bank/Gaza, Ivory Coast, Jamaica, Jordan, Kazakhstan, Kosovo, Kyrgyzstan, Liberia, Macedonia, Mali, Mauritania, Moldova, Montenegro, Morocco, Romania, Senegal, Serbia, Tajikistan, The Gambia, Togo, Trinidad and Tobago, Turkmenistan, Ukraine, Uzbekistan, and Yemen	Afghanistan and Haiti 
<p style="text-align: center;">Total: 41 Countries 66 people trained</p>	<p style="text-align: center;">Total: 2 Countries 62 people trained</p>

This summary table is not meant to be exhaustive since technical assistance is continuously provided to US Missions by USAID/OFDA's Regional Advisors.

Mission Director and Ambassador Conferences

In January 2009, DASP developed a presentation and notes for high-level audiences outlining interagency coordination in disaster response; OFDA's capabilities, authorities, and response system; and humanitarian principles. It can be found in the Mission Disaster Preparedness e-room or on the P drive in Washington at: OPS Division\Field Support Team\DASP\Mission Disaster Preparedness\OFDA Exec brief. The session can easily be tailored to meet region-specific needs. For example, DASP worked with OFDA's Asia team to incorporate slides on "field realities", highlighting common disaster myths. The session design served as a starting point for presentations at two subsequent Mission Directors' conferences – one in Budapest and another in Honolulu.

New Training Module on Humanitarian Principles



*Mission disaster preparedness consultation participants in Afghanistan discussing humanitarian principles
(Photo: Chris Leonardo, DASP)*

The Office of the Director was tasked with integrating the issue of humanitarian principles into its ongoing efforts to develop white papers on key policy issues.

In addition, DASP piloted a module on humanitarian principles during the mission disaster preparedness consultation in Afghanistan and refined it during a subsequent consultation in Kazakhstan.

The 90-minute session previews a video on the NGO code of conduct and includes a discussion on the humanitarian principles. It also incorporates examples from recent responses and concludes with case studies.

Ongoing Initiatives

- DASP continued to maintain a Mission Disaster Preparedness (MDP) eRoom on the OFDA.gov website which includes a database with MDRO and alternate MDRO contact information. DASP used a variety of methods to solicit contact information including sending a cable request to all posts in August 2009. The cable also outlined the roles and responsibilities of the MDRO and alternate. The database is located at <https://trauma.ofda.net/eRoom/FST/MDP>.
- DASP provided comments on the LAC hurricane season preparedness cable, the West and North Africa flood season cable, and OFDA's annual guidance cable. These cables provide direction to posts concerning support from USAID/OFDA before, during, and after the occurrence of natural and man-made disasters abroad.
- DASP provided remote technical assistance to MDROs, alternates, Regional Advisors, and Program Officers to promote and advance mission disaster preparedness objectives.

This page intentionally left blank

Acronyms

AAR	After Action Review
AMDRO	Alternate Mission Disaster Relief Officer
BLM	Bureau of Land Management
ConOps	Concept of Operations
DART	Disaster Assistance Response Team
DOD	Department of Defense
DOS	Department of State
DRM	Disaster Response and Mitigation
EAP	Emergency Action Plan
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide for Disaster Assessment and Response
FS	Forest Service
FST	Field Support Team
FY	Fiscal Year
HSC	Homeland Security Council
IAS	International Assistance System
ICS	Incident Command System
JHOC	Joint Humanitarian Operations Course
LAC	Latin America and Caribbean
MDP	Mission Disaster Preparedness
MDRO	Mission Disaster Relief Officer
MDRP	Mission Disaster Relief Plan
NF	National Forest
NIFC	National Interagency Fire Center
NRF	National Response Framework
OFDA	Office of U.S. Foreign Disaster Assistance
OLU	Operations Liaison Unit
PASA	Participating Agency Services Agreement
PO	Program Officer
RMT	Response Management Team
RoLo	Remote Location Kit
STARs	Short Term Assistance from Retirees
USAID	US Agency for International Development
USDA	US Department of Agriculture
USG	US Government