

A photograph of a woman with dark hair pulled back, wearing a white and green patterned top, holding a baby. The baby is wearing a white and green patterned top and is looking down at something in their hands. The background is a wooden wall with a window showing green foliage.

Striving for the Greatest Good

U.S. Forest Service International Programs

Disaster Assistance Support Program (DASP)

Annual Report – FY 2006

Publication Credits

The DASP Annual Report for FY 2006 was researched, written and produced by Gary Barrett, Laura Chapman, Helene Cleveland, Scott Hocklander, Christine Leonardo and Stephanie Savolaine 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). The publication date of this report is April 30, 2007.

Dedication

After over 30 years of federal service in the U.S. Forest Service and Bureau of Land Management, our colleague and friend Tom Frey retired on March 31, 2007.

Tom's lengthy career in public service included over 20 years during which he provided critical technical assistance in support of USAID/OFDA's global field operations. Tom conceptualized the first *Field Operations Guide (FOG) for Disaster Assessment and Response*, based on the U.S. Forest Service Fire Line Handbook. The first FOGs, published in 1992 and assembled by hand, articulated the original Disaster Assistance Response Team (DART) concept based on the domestic Incident Command System (ICS).

Tom's visionary adaptation of ICS has now become a part of history. In a 2004 analysis to commemorate USAID/OFDA's 40th anniversary, researcher Rich Olsen described the DART approach as a critical juncture in that it "... is now the standard USAID/OFDA response for large events and/or complex emergencies where local infrastructure may be non-existent, inadequate or unreliable." Tom has made history in many other ways throughout his career, from serving as a first-line wildland firefighter in the Alaskan wilderness to participating in DARTs in response to disasters worldwide.

This report is dedicated to Tom with gratitude and appreciation.



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Striving for the “Greatest Good”



Gifford Pinchot is known for his work as first chief of the U.S. Forest Service and for his view that resources should be managed to provide “the greatest good for the greatest number of people in the long run.” The mission of the Forest Service supports this early vision with an enduring commitment to land stewardship and public service.

It is within this framework that International Programs (IP) and the Disaster Assistance Support Program (DASP) support the work of our partners at USAID’s Office of U.S. Foreign Disaster Assistance. The DASP provides critical services in disaster response methodology and systems, resources, training and Mission preparedness. In these focus areas DASP strives to espouse Pinchot’s “greatest good” by building capacities, paving the way for more effective and successful USG participation in humanitarian responses worldwide.

DASP FY 2006 Highlights ...

- Provided personnel support to the Pakistan earthquake, drought emergency in Ethiopia, and the Sudan/Darfur complex emergency;
- Conducted after-action and lessons learned reviews of the Ethiopia complex emergency, Hurricane Katrina response, South Asia earthquake, Latin American and Caribbean hurricanes, Sahelian West Africa food security crisis, and the Sudan/Darfur complex emergency;
- Accessed resource specialists for 33 assignments to fill a variety of operational requirements. DASP detailers contributed **885 days of work** (3.4 work years) supporting USAID/OFDA responses to international disasters;
- Completed a substantial update of the *Field Operating Guide (FOG) for Disaster Assessment and Response*, and distributed over 3,000 copies of the manual to USAID/OFDA staff and partners; and
- Initiated an extensive update to reinvigorate and reinvent USAID/OFDA’s Response Management Team (RMT) Policy and Procedures.

I hope that this *Fiscal Year 2006 Annual Report* illustrates how our contributions continue to strengthen the US Government’s response to international disasters. USAID/OFDA’s work “to save lives and alleviate human suffering” provides abundant opportunities to strive for the greatest good, in our own backyards and around the world.

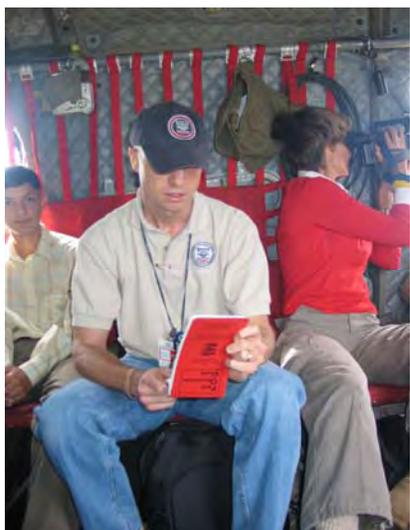
Stephanie Fritz Savolaine
Assistant Director, Disaster Assistance Support Program
US Forest Service International Programs
April 30, 2007

Background: 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 USAID/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 USAID/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



USAID/OFDA staff member Skylar Sherman refers to his FOG during a disaster assessment

The US Forest Service developed and implements the Incident Command System (ICS), the U.S. Government's management system to organize emergency response. Through the DASP, the USFS has used this expertise to develop, manage and continually update many critical systems, procedures, guides and other tools to enhance and facilitate USAID/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
- Lessons learned surveys and After Action workshops, which provide a forum for sharing ideas and improving future operations.

DASP also plans, coordinates and facilitates USAID/OFDA's after action reviews (AARs), which serve to gather lessons learned with an eye towards improving systems and overall 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 USAID/OFDA's capacity to respond to disasters by mobilizing a roster of up to 350 disaster management experts from the Forest Service and other agencies such as the Bureau of Land Management (BLM), as needed. This program is a key component of the USAID/OFDA short-term emergency surge capacity.

Between FY 2004 and FY 2006, the DASP filled 168 short-term assignments ranging from a few days to several months, amounting to over 15 person-years in support of USAID/OFDA's international disaster responses such as the Indian Ocean tsunami and the complex emergency in Darfur, Sudan. This short-term workforce is particularly suitable because of the detailers' familiarity with ICS and, in turn, their ability to quickly and seamlessly integrate into USAID/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.



*Ethiopian women in Orom Bali bring camels and supplies to a local market
(Photo: Ron Libby)*

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

Training

The DASP develops and provides DART/RMT training and briefings to about 200 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 Humanitarian Affairs training for the U.S. military, First Aid and others.

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 is a relatively new endeavor for the DASP, requiring close coordination with USAID/OFDA's Disaster Response and Mitigation Division and the State Department's Emergency Planning Branch within Diplomatic Security. The Emergency Planning Branch manages the Emergency Action Plan (EAP) process.

The EAP provides guidance to posts on how to respond to a range of potential crises, from fires and hostage takings all the way through evacuation. 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:



USAID/OFDA Regional Advisor Regina Davis instructs a group of MDROs from North and West Africa (Photo: John Scicchitano)

- 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.

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

Since its inception, the Forest Service has actively collaborated on policy, technical, research, and disaster management issues around the world. Today, through the coordination of the Office of International Programs, this cooperation continues to benefit all involved. Our overseas counterparts benefit from the Agency's century-long experience managing national forests and grasslands, developing forest policy, building a foundation of research-based technical knowledge, and managing large-scale disasters.

With full program funding from USAID/OFDA, DASP's work contributes to the success of the Forest Service's strategic goals and objectives by supporting and promoting the key management principles of international engagement and career development.



*Impacts of a tsunami on the near coastal shore of Leworahang, Indonesia
(Photo: National Oceanic and Atmospheric Administration)*

The Forest Service recognizes that it is important for the Agency to stay abreast of the international trends that shape natural resource policies and management of the nation's forests (*US Forest Service Strategic Plan, FY 2007 – 2012*). One such trend is the link between disasters and the environment.

Natural resource management is increasingly viewed as an important aspect of pre-disaster hazard mitigation and post-disaster economic recovery (*Benfield Hazard Research Center*). DASP offers opportunities for

Forest Service employees to engage in these issues at multiple levels, often by experiencing these linkages first-hand as part of a large-scale international disaster response. Further, DASP develops and promotes effective systems for international disaster response that streamline operations and help practitioners focus on a broader spectrum of issues during times of crisis, including natural resources.

Career management and skill development also are key management principles for the Forest Service, which recognizes that maintaining and improving the skills of its diverse workforce improves program efficiency. The Forest Service gains significant benefits through DASP engagement 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.

USAID and the Department of State

In FY 2006, USAID/OFDA responded to 74 disasters affecting more than 173 million people in 55 countries, providing over \$403 million for the purchase and distribution of emergency relief supplies and to support relief activities in critical sectors. These efforts were instrumental in realizing the Department of State/USAID joint strategic goal for humanitarian response, which seeks to minimize the human costs of displacement, conflicts and natural disasters.



The full strategic plan can be found at: <http://www.state.gov/m/rm/rls/dosstrat/2004/>

To implement this goal, State and USAID work to provide life-saving assistance and support for the transition to development, uphold international standards, promote durable solutions for displaced persons, and improve disaster prevention and response capabilities. DASP supports these efforts with critical resources, systems, training and preparedness. Specifically, DASP:

- Continually improves USAID/OFDA's internal response capabilities by developing critical systems to facilitate USAID/OFDA's disaster planning, management and response. DASP trains hundreds of USAID/OFDA staff and partners about these systems, which always harmonize and uphold international standards.
- Mobilizes a roster of up to 350 disaster management experts and a wide variety of specialized equipment to help USAID/OFDA provide life-saving assistance during disasters.
- Leads 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.

Administration

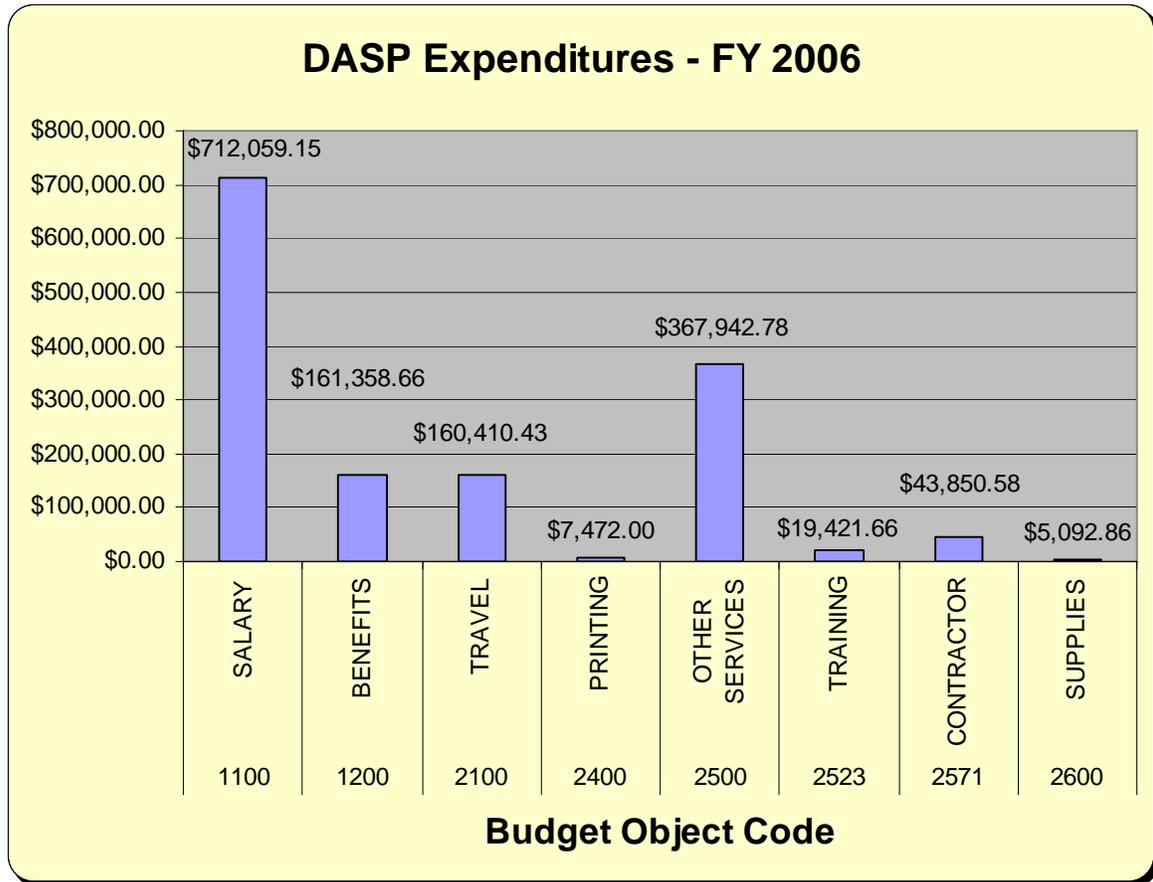
Personnel

After 32 years of service with the federal government, half of them with the DASP, Ron Libby retired on January 3, 2006. DASP Disaster Management Specialist Sherry Hazelhurst transferred to the National Watershed Coordinator position in the Forest Service's Washington Office. DASP hired Laura Chapman to serve as a Disaster Management Specialist, based at Forest Service International Programs. Currently, the DASP core staff members are:

- Stephanie Fritz Savolaine – Assistant Director, International Programs, DASP
- Gary Barrett – Disaster Management Specialist/Training Coordinator
- Laura Chapman – Disaster Management Specialist
- Scott Hocklander – Detailer Program Coordinator
- Chris Leonardo – Mission Disaster Preparedness Coordinator
- Yolanda Yeldell – Program Associate

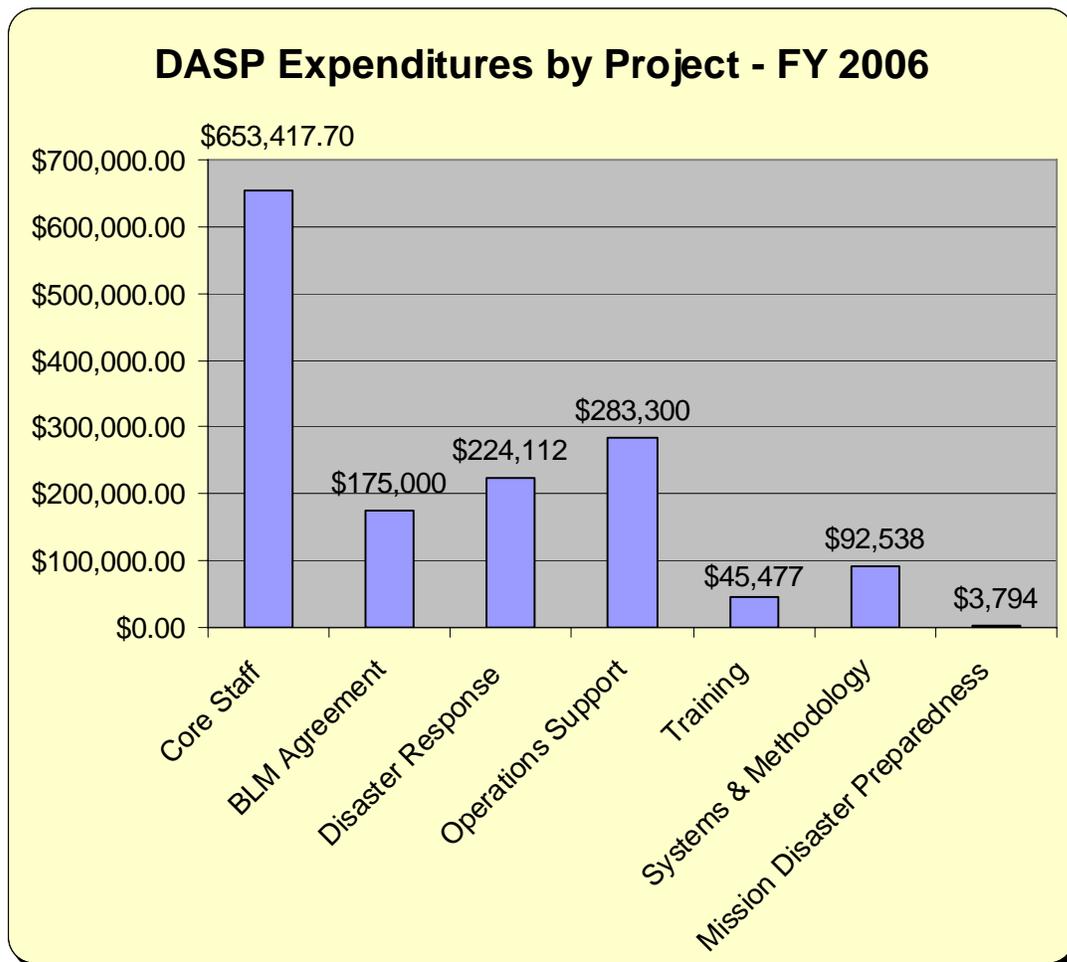
The DASP negotiated its first Short Term Assistance from Retirees (STARs) contract with Ron Libby, and he served as field officer on the Ethiopia drought emergency.

Finance



In July 2005, the DASP agreement was modified to add incremental funding in the amount of \$2,179,758 to support program activities in FY 2006. This amount included a reimbursement of \$496,200 for costs incurred in FY 2005 in support of the Indian Ocean tsunami response. Our program expenditures totaled \$1,477,640 and overhead totaled \$265,975 for a combined sum of \$1,743,615.

The preceding chart shows program expenditures listed by budget object code, as specified in the agreement. The large majority of funds (\$873,417, or about 60%) supported salary and benefits for core staff and detailers. Roughly 25% of funds were allocated to “other services”, including \$175,000 to support an interagency reimbursable agreement with BLM for detailers, equipment, supplies and services. DASP also tracks funds by core functional areas. The following chart reflects expenditures for major projects during the fiscal year, including disaster response, operations support, training and mission disaster preparedness.

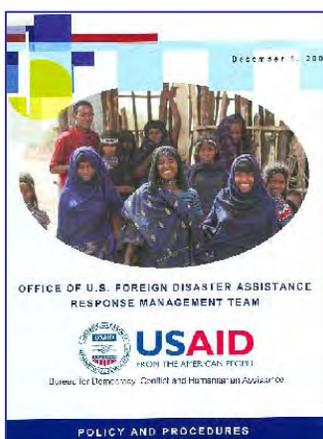


Methodology and Systems

Highlights

- Publication and distribution of Field Operations Guide (FOG) version 4.0
- Draft revision of Response Management Team (RMT) Policy and Procedures
- Update and distribution of DART Tools CD version 2.1
- Six After Action Reviews
- Desk review of significant lessons learned

Response Management Team (RMT) Policy and Procedures



USAID/OFDA has developed a Washington-based response management system to complement and support OFDA's existing DART structure. The RMT was first conceived in FY 2001. In the ensuing years, USAID/OFDA's systems and procedures have evolved, necessitating a system update and revision, and DASP was tasked to undertake this update. This year DASP completed a draft revision of the RMT Policy and Procedures, which includes significant changes based on consultation with USAID/OFDA's staff and Senior Management Team. The revised Policy and Procedures seek to:

- Address lessons learned captured during USAID/OFDA's after action reviews;
- Clarify the relationship between the RMT and DART;
- Harmonize the RMT system with USAID/OFDA's day-to-day approach to business operations; and
- Further refine the RMT system based upon the principles of the National Incident Management System (NIMS), including the domestic Incident Command System (ICS), which is the command and management component of NIMS.

A primary change is the restructuring of the RMT's functional sections and supporting organizational units. Notably, the RMT now includes a Deputy Manager for Planning (with oversight on plans, information, programs and coordination) and a Deputy Manager for Operations (with oversight on administration, logistics, communications & records, and safety & security). Other significant updates include response guidelines that apply to both DARTs and RMTs, guidelines on activation, and revised or new standard operating procedures for all functions.

The documents will be circulated to USAID/OFDA staff for review and feedback during FY 2007. Once approved, the new policy and procedures will serve as a roadmap for USAID/OFDA operations for years to come.

DART Tools

The DART Tools CD version 2.1 was released in June 2006. The DART Tools CD contains over 600 mb of information intended to supplement the FOG and the RMT Policy and Procedures, and it may be used as a resource and a reference for both the DART and the RMT.

The CD contains forms, templates, manuals, instructions and sample documents for each of the various disaster response functions including: Management, Operations, Planning, Logistics, Administration, Communications and Security. The CD also contains links to useful websites and other common reference materials. From manuals like the FOG, Sphere, and Abacus to documents and templates for grant awards, personnel actions and technical resources, the 560 documents contained on the CD include the majority of reference material needed for work in the field or in Washington, DC. To add updates or changes, send an email to FOG_updates@ofda.gov.



Field Operations Guide (FOG)

DASP completed a major update of USAID/OFDA's *Field Operations Guide for Disaster Assessment and Response (FOG)*, available on-line at:

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

The new manual contains information, forms and checklists for disaster responders conducting assessments or supporting field relief operations. With 30% more text and material than version 3.0, the FOG v. 4.0 has been updated and verified by subject matter experts to ensure consistency with Sphere guidelines, USAID policies and procedures, and state of the art knowledge. Polyart paper and a vinyl cover make the updated FOG waterproof. New or expanded information includes:

- Protection as a key issue for populations at risk;
- Working with the military in the field;
- Working with an RMT;
- Chemical, Biological, Radiological, Nuclear and Explosive hazards;
- Mapping and geo-referencing; and
- Increased emphasis on safety and security.

With assistance from the National Interagency Fire Center warehouse in Boise, ID and the Quincy Street warehouse in Arlington, VA, DASP distributed over 3,000 copies of the FOG during the year. Recipients include USAID/OFDA staff (field and Washington, DC), USAID/DCHA partners, non-governmental organizations (NGOs), International Organizations, Fairfax County Fire and Rescue, Los Angeles County

Fire and Rescue, and the Department of Defense. The DASP is continuing to expand distribution as additional needs and partners are identified.

DASP designed and implemented a series of *FOG Lifter* sessions, a brownbag venue that provided staff with an opportunity to learn about the new FOG. Nearly 20 USAID/OFDA staff members attended one of the three sessions, which reviewed the contents of the FOG, highlighted additions and changes, provided a helpful one-page overview, and supplied tools for staff members to customize their own FOGs. DASP also worked with USAID/OFDA Support to create a public mailbox for FOG updates and changes (FOG_updates@ofda.net).

After-Action Reviews

The DASP completed 6 After Action Reviews (AARs) during FY 2006. Most reviews included anonymous on-line surveys and personal interviews and workshops. AAR survey data, reports and recommendations are available by request.

Date	Disaster	Methodology
January 31, 2006	Latin America & Caribbean Hurricanes	Lessons learned/ planning meeting and report
February 2, 2006	Hurricane Katrina	On-line survey, one full-day workshop and report
April 17, 2006	Sahelian West Africa Food Security Crisis	On-line survey, planning meeting for Sahel food security for the ensuing year and report
April 26, 2006	South Asia Earthquake	On-line survey, full-day workshop and report
June 28 – 29, 2006	Sudan/Darfur Complex Emergency	On-line survey, multiple workshops and reports
n/a	Ethiopia Complex Emergency	On-line survey, desk review and report

Given the abundance of after action data available this fiscal year, DASP completed a desk review of after action recommendations and a number of common themes emerged. Many of these themes pertain to staffing issues and the systems that USAID/OFDA uses to staff DARTs. DASP consolidated these themes into a summary report which was submitted to International Resources Group consultant John Acree as part of his surge staffing analysis for USAID/DCHA. The themes included:

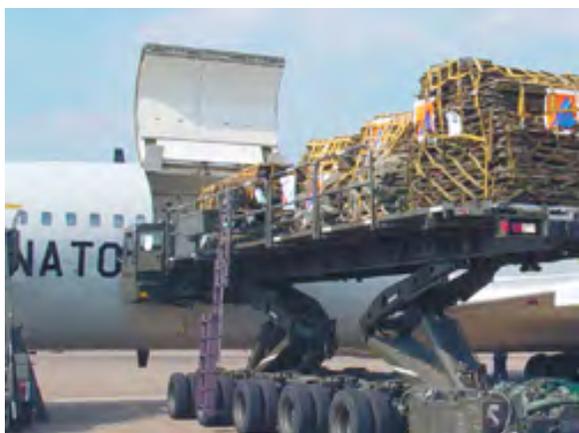


*Working group participants, South Asia earthquake after action
(Photo: Gary Barrett)*

- **A lack of clarity about how staffing decisions are made.** After actions reviews often conclude that team selections are based on personalities rather than systems. Staff members sent to the field may not have the skills and training to perform the task at hand. Transparent communication may continue to be a problem throughout the response. Staff members do not know how to build their own skills to become better positioned to deploy on DARTs because skill-based qualifications are not clear.
- **A lack of staffing for core functions, such as administration, communications and some technical disciplines; and A lack of clarity about roles and responsibilities.** USAID/OFDA often underestimates the need for dedicated staff in specific core functions, sending generalists such as Field Officers to fill complex functional roles. Generalists often are not informed that they will need to perform roles such as logistics, administration, communications, and they may not be trained or qualified. This has resulted in misunderstandings and miscommunications between the field and Washington.

Recommendations to address these themes include ensuring that all DART functions are covered; exploring a standing DART rotation for core functions; ensuring a depth of personnel resources in all core functions; and building and enforcing a system of competencies and qualifications for staff deployed on DARTs. The DASP will explore these recommendations during FY 2007, and aims to propose some potential solutions.

National Response Plan



*A NATO airlift of relief supplies for victims of Hurricane Katrina arrives at Little Rock Air Force Base
(Photo: Rebecca Gustafson)*

The National Response Plan (NRP), which was released in late 2004, established a single, comprehensive framework for the management of domestic incidents. USAID is a signatory to the NRP and plays a supporting role to the Department of State (State) in managing international offers of relief assistance in response to domestic emergencies. As the U.S. Government representative to the International Search and Rescue Advisory Group (INSARAG), USAID/OFDA also supports urban search and rescue efforts.

Hurricane Katrina provided USAID with its first opportunity to respond to a domestic disaster. USAID worked

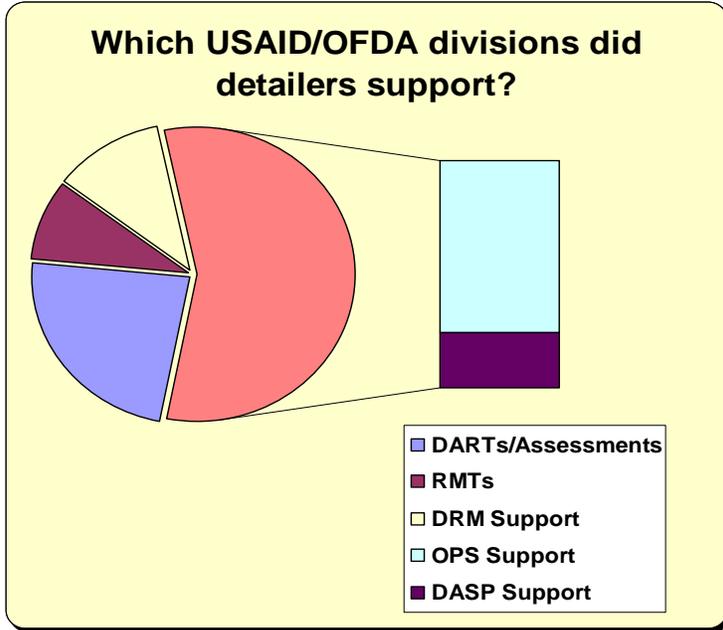
closely with State and the Federal Emergency Management Agency (FEMA) to manage the many offers of foreign assistance. The United States had never before received such an outpouring of international assistance. Coordinating USG agencies, working together for the first time under the NRP framework, developed *ad hoc* procedures for accepting and distributing foreign donations.

Following the Hurricane, an Interagency Steering Committee was formed to review the International Coordination Support Annex of the NRP and provide supplementary operational direction. The Steering Committee designated USAID as chair of a Working Group to develop policies and procedures for managing international donations of material assistance. Members include FEMA, State, the Department of Defense, the American Red Cross, and regulatory agencies that oversee the entry of foreign goods into the United States.

In partnership with USAID/OFDA's Field Support Team, DASP helped to coordinate this effort, working closely with Working Group members to codify and expand upon the procedures developed during the Katrina response. The resulting product, the International Assistance System, contains policies and standard operating procedures to guide future responses under the NRP.

Resources

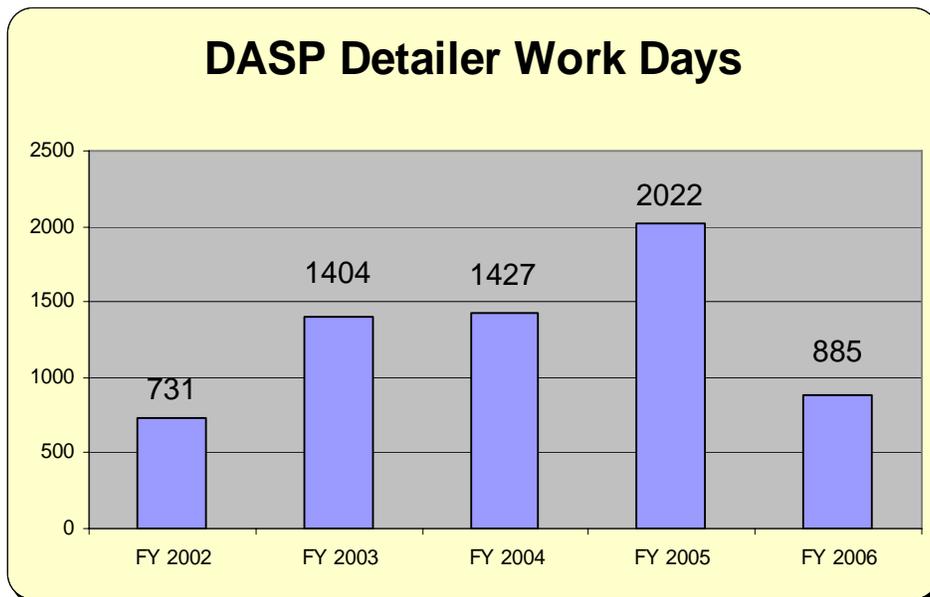
Personnel Summary

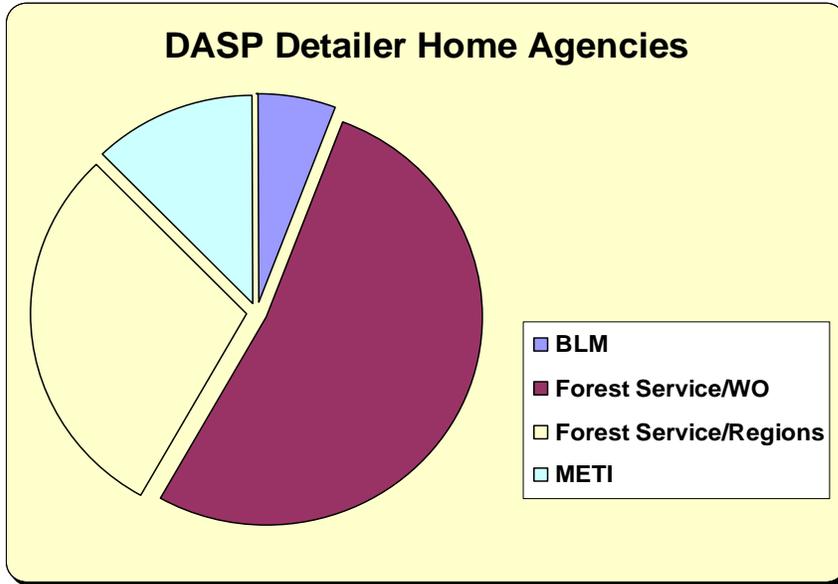


In FY 2006, the DASP sent detailers on 33 assignments to support a variety of USAID/OFDA operational requirements, including DARTs and RMTs. These detailers contributed a total of 885 work days (3.4 work years) supporting USAID/OFDA's international disaster response operations. Most detailer days supported the Operations Division (about 55%), and about 33% of detailer days supported the work of DARTs and RMTs. Roughly an equal number of detailer days supported the

Disaster Response and Mitigation Division (DRM) and RMTs (about 10% each).

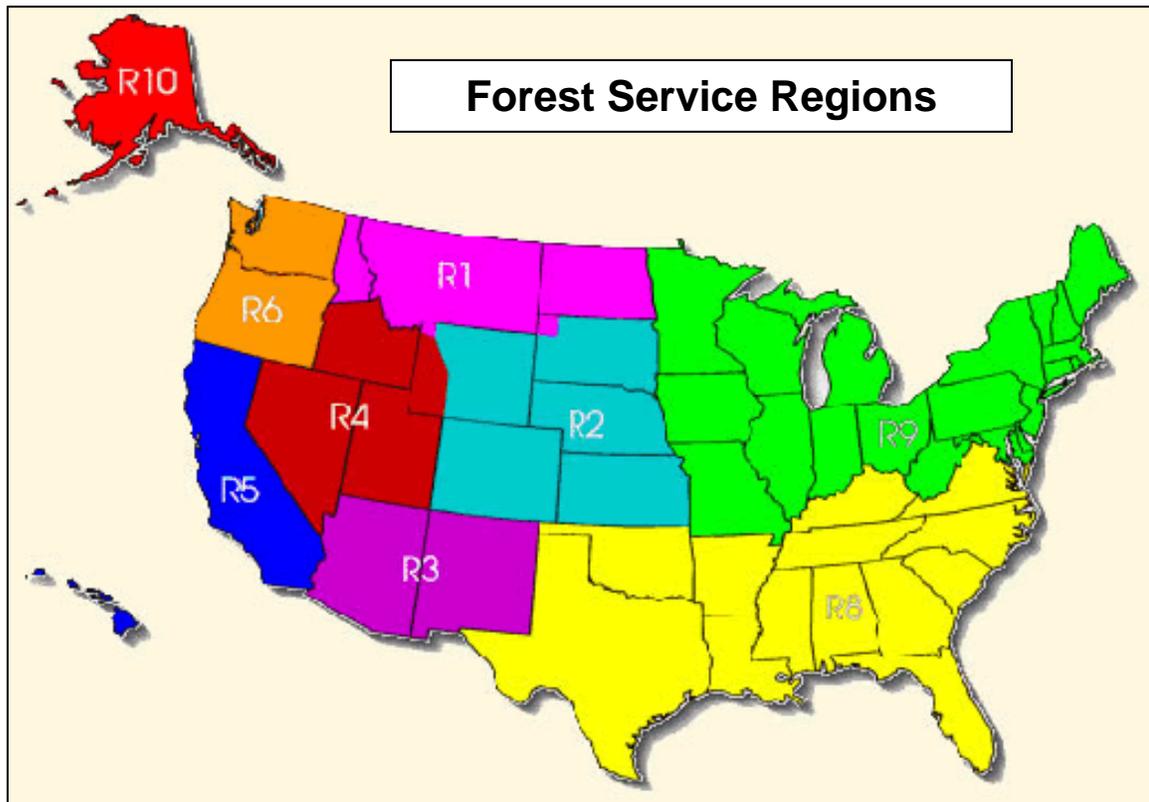
The overall number of detailer work days decreased from FY 2005, when a number of large-scale disaster responses such as the Indian Ocean tsunami and Hurricane Katrina required significant surge staffing for USAID/OFDA emergency operations. This year, DASP detailers staffed DARTs and RMTs in response to the Lebanon complex emergency, South Asia/ Pakistan earthquake, Ethiopia drought, and Sudan/Darfur complex emergency.





To expand the cadre of staff available for temporary assignments, particularly during periods of high-volume domestic disaster response, DASP developed a Short Term Assistance Retirees (STARs) program. A partnership between METI, Inc. and Forest Service International Programs, the program accesses retirees from USG land

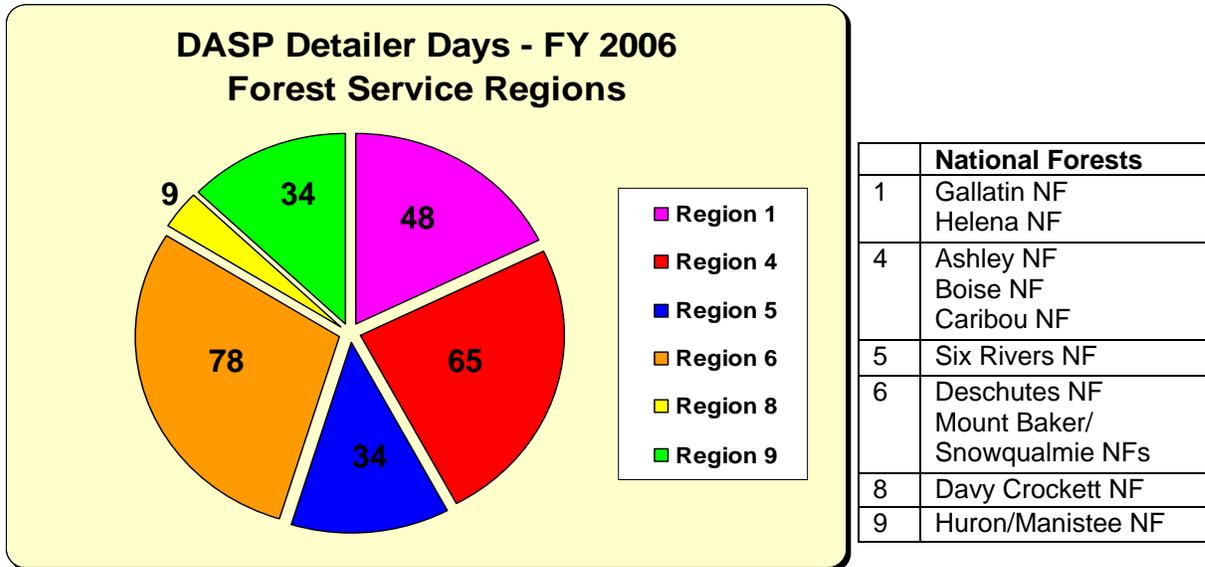
management agencies for selected international technical assistance and disaster response projects at USAID/OFDA's request. Ron Libby, a retired DASP staff



member, became the first STARs contractor in FY 2006. About 12% of total detailer days were staffed by METI contractors this year while Forest Service assignments accounted for 82% of detailer days and BLM assignments accounted for 6%. DASP

expects the STARs program to enhance personnel availability, particularly during periods of high-volume domestic disaster response such as wildfire season.

In FY 2006, as in the past, DASP sought to staff assignments from a diverse pool of Forest Service and BLM employees. About 30% of DASP detailers represented 10 National Forests, 50% originated from the Forest Service Washington Office (WO) in Washington, DC, and about 6% came from BLM. National Forests are assigned to ten distinct Forest Service regions, as shown in the map below. The accompanying chart shows which regions contributed detailers to the program this year.



In order to ensure effective targeting of outreach and recruitment for detailer opportunities, DASP initiated a comprehensive review of its detailer cadre in FY 2006. Team members contacted over 200 Forest Service and BLM staff members who had previously completed DASP orientation to update contact information, hiring status, qualifications, security clearance status and availability. With this new information in the DASP database, recruitment of detailers for specific assignments will be better targeted and more timely.

Equipment and Supplies

Staff at the National Interagency Fire Center (NIFC) in Boise, Idaho assemble, cache, and transport emergency equipment, Team Support Kits, Field Support Packs, and related supplies to support USAID/OFDA teams through a cooperative agreement between BLM and DASP. NIFC assists DASP by maintaining a cache with a designated stock level of DART Office Support Kits, FOGs, Field Packs, and Remote Location Kits that are provided to personnel on field assignments, and other equipment as requested. The DASP purchased additional equipment for the NIFC to build eleven complete remote location or RoLo kits. These are now stored at the Quincy Street location for quick access by DARTs. Two 10-20 person first aid kits were also sent from NIFC to Quincy for use by DARTs.

Significant Detailer Assignments

DASP detailers play a major role in USAID/OFDA's ability to respond to disasters worldwide. The following section describes several of the major responses in which DASP core staff and detailers were engaged during FY 2006.

Country	Respondents	Disaster Type	Purpose
Pakistan – South Asia	Tom Frey Ron Libby Nick Oprandy Gary Barrett Jerry Barrow Chris Leonardo	Earthquake	DART/RMT
Ethiopia	Scott Hocklander Ron Libby	Drought	DART
Sudan	Gary Barrett	Complex Emergency	DART
Lebanon	Scott Hocklander Chris Leonardo	Complex Emergency	RMT

**Dates can be found in the personnel summary at the end of the report.*

Pakistan/South Asia Earthquake Response

A magnitude 7.6 earthquake struck Pakistan, India, and Afghanistan, on October 8, 2005, killing more than 73,000 people in Pakistan and approximately 1,300 people in India. Another 70,000 residents in Pakistan and 6,600 in India were injured, and more than 2.8 million people became homeless as a result of the quake. A DART arrived in Pakistan on October 10 to assess



Earthquake victims gather around USAID-provided shelter kits in Posto-Gangnul, Pakistan (Photo: Ron Libby)

humanitarian needs, assist with the targeting and coordination of U.S. Government assistance in conjunction with USAID/Pakistan, and provide technical assistance as required. The humanitarian relief operations focused on the provision of shelter, relief supplies, health facilities, water and sanitation sources, and logistics operations. DASP core staff and detailers provided significant support to the DART and a Washington-based RMT.

Detailer	Assignment	Dates
Chris Leonardo	RMT (Planning Coordinator)	10/20/05 – 10/29/05
Gary Barrett	RMT (Deputy Manager for Response)	10/09/05 – 10/30/05
	RMT (Logistics)	12/27/05 – 12/30/05
Jerry Barrow	RMT (Communications and Records Coordinator)	10/29/05 – 12/02/05
Nick Oprandy	DART (Logistics Officer)	10/31/05 – 11/22/05
Ron Libby	DART (Field Officer)	11/19/05 – 12/21/05
Tom Frey	DART (Disaster Management Consultant)	12/09/05 – 12/18/05

In response to a Government of Pakistan (GOP) request for assistance to improve host country disaster management capabilities, Tom Frey traveled to Pakistan in early December. Tom gave a presentation on *the Incident Command System as Practiced in the U.S.* to 17 members of the Federal Relief Commission. The presentation and subsequent consultations were well received by the GOP, which is interested in further dialogue and technical assistance. Tom concluded that the Forest Service's template for building disaster response capacity, currently being used in other parts of Asia, would provide an excellent starting point for formulating a program for Pakistan. Tom's trip report can be found in eRooms: https://trauma.ofda.net/eRoom/FST/DASP/0_39cd.

Ethiopia Drought Complex Emergency Response



*A woman feeds her child "Plumpy Nut" at a health center in Ethiopia
(Photo: Scott Hocklander)*

Successive seasons of failed rains contributed to a humanitarian emergency across pastoralist areas of the Horn of Africa, including Ethiopia. Chronic food insecurity compounded the problem. DASP staff member Scott Hocklander worked as a Field Officer in Ethiopia from January 13 through April 22, providing critical support to the emergency program management, reporting and field assessment efforts of USAID/OFDA's East and Central Africa Regional Office. DASP Senior Field Officer Ron Libby also traveled to Ethiopia in March to participate in an assessment of humanitarian needs in the drought-affected Afar and Somali regions. While there, Ron trained Government of Ethiopia staff in assessment tools and methodology to help increase disaster response capacity. Ron

returned to the region from May through August to monitor existing grant programs focused on water/sanitation, health, nutrition and livelihoods. During this time he hosted the TDY of USAID/OFDA Field Support Team member Nazik Salih, providing mentoring and on-the-ground training in disaster assessment techniques and program monitoring.

Darfur/Sudan Humanitarian Emergency

Conflict in the western region of Darfur entered its third year, despite a peace agreement between the Government of National Unity (GNU) and one faction of the Sudan Liberation Movement, signed in May 2006. Fighting persisted in 2006, displacing hundreds of thousands of civilians and preventing the return of others. The complex emergency has affected more than 3.8 million people, including 1.9 million internally displaced persons, and approximately 220,000 refugees in eastern Chad. In eastern Sudan, the GNU and the National Front opposition group began peace negotiations.

From August 9 – September 26, DASP's Gary Barrett served as acting Team Leader for the USAID/DCHA Darfur Field Office, working on a number of critical issues faced by the humanitarian community in Darfur. Insecurity in the region is currently a major concern. Gary facilitated a series of contingency planning workshops to help USAID implementing partners explore ways to serve beneficiaries and increase their own protective measures during periods of heightened insecurity. Gary also proposed communications systems for the guest house and field offices, which could save USAID/OFDA up to \$100,000 per year.

Armyworm Outbreak in Tanzania

While armyworm invasions are not uncommon in Africa, a drought in Tanzania helped create conditions for a massive outbreak in 2006. Estimates suggest that as many as 100,000 hectares were at risk. The U.S. Ambassador declared a disaster in response to the outbreak on February 22. From March 4 – 16, DASP Senior Field Officer Ron Libby traveled to Tanzania to participate in an assessment of the impact on crops and livelihoods, and to

recommend USG assistance. The team found that the severity of the outbreak was increasing, mainly due to the lack of timely information, supplies and equipment for farmers.



*The U.S. Ambassador to Tanzania and host country officials examine crops impacted by armyworm
(Photo: Ron Libby)*

An initial \$50,000 from USAID/OFDA purchased essential supplies including pesticide sprayers and protective gear for the Regional Commissioner and the Ministry of Agriculture, Food Security and Cooperatives. This assistance was designed to decrease crop damage and break the armyworm life cycle, bringing the outbreak under control.

Lebanon Complex Emergency

On July 25, U.S. Ambassador to Lebanon Jeffrey Feltman declared a humanitarian emergency in Lebanon due to insecurity and humanitarian needs related to the recent conflict between Israeli Defense Forces and Hezbollah in southern Lebanon and parts of Beirut. U.S. President George W. Bush authorized \$230 million in USG humanitarian and reconstruction assistance for persons affected by conflict in Lebanon.

On July 23, a DART arrived in the region to coordinate and prioritize USG assistance. During the height of the emergency, a Washington, D.C.–based RMT supported the DART. Two DASP core staff members served on the RMT during its activation, providing support to OFDA’s relief efforts in the region. Christine Leonardo served as Communications and Records Coordinator from July 20 – 31, and Scott Hocklander served as Logistics Coordinator from July 31 – September 1.

Training

Highlights

- Updated, planned and facilitated four DART/RMT Essentials courses for 86 USAID/OFDA staff and partners
- Provided DART/RMT Briefings for USAID/DCHA Executives and DCHA/CMM
- Developed materials for USAID Food Aid Managers course
- Supported USAID/OFDA Safety and Security Officer training
- Briefed domestic agencies at the National Logistics Workshop

OFDA DART/RMT Training and Briefings

Description	Date	Audience	Location	Participants
DART/RMT Orientation for Detailers	October 2005	Forest Service and BLM prospective detailers	Boise, ID (National Interagency Fire Center)	34
DART/RMT Essentials	November 2005	USAID/OFDA staff and partners	Arlington, VA (Quincy Street)	26
DART/RMT Essentials	February 2006	USAID/OFDA staff and partners	Arlington, VA (Quincy Street)	17
DART/RMT Executives Briefing	March 2006	USAID/DCHA senior executives	Washington, DC (OFDA Operations)	12
DART/RMT Essentials	May 2006	USAID/OFDA staff and partners	Arlington, VA (Quincy Street)	22
DART/RMT Briefing	July 2006	USAID/DCHA/Office of Conflict Mitigation and Management (CMM)	Washington, DC (OFDA Operations)	40
DART/RMT Essentials	July 2006	USAID/OFDA staff and partners	Arlington, VA (Quincy Street)	21
			<i>Total</i>	172

- In November 2005, DASP piloted a two-part simulation on the final day of *DART/RMT Essentials* to help participants practice the skills learned during the course. Part one takes place in Lenesia, a landlocked country in Central Asia, which has just suffered a massive earthquake in a densely populated area. Part two takes place in Tumaria, a large West African nation plagued by floods, drought, and ethnic tension.

The simulation gives participants a flavor of what it is like to work on a DART and an RMT in the context of a natural and complex emergency. Participant feedback affirmed that “...(i)t was great to actually simulate the (disaster) event and get a feel of what it could be like.” DASP continued to refine the simulation at subsequent courses throughout the year.



*Participants engage in a disaster simulation at “DART/RMT Essentials”
(Photo: Gary Barrett)*

- A new facilitators’ handbook was introduced in response to instructor feedback, providing all course design materials in a clear and compact product. It also serves as a useful tool to make session notes and edits during the course.
- The July course featured a new participant workbook. By consolidating the handouts and background materials normally distributed to participants throughout the four-day training course, the workbook minimized confusion, streamlined instructions, and helped participants stay organized and on-task. As one evaluation affirmed, the course included “(g)ood teaching techniques and training materials, and the handbook was very useful.”

Other USAID/OFDA Training Support

Date	Meeting/Workshop	Responsibility
November 2, 2005 June 19, 2006	CPR/First Aid Training, Arlington, Virginia	Gary Barrett, instructor
January 23 – 27, 2006	USAID Food Aid Managers course, Dakar, Senegal	Chris Leonardo, developed session design and materials for USAID/OFDA component
March 8 – 10, 2006	Humanitarian Affairs training for U.S. Department of Defense, Arlington, Virginia	Tom Frey, instructor
March 21 – 23, 2006	Joint Humanitarian Operations Command (JHOC) for 15 th Marine Expeditionary Unit, San Diego, California	Tom Frey, instructor
May 15 - 19, 2006	Safety and Security Officer (SSO) training, Camp LeJeune, North Carolina	Gary Barrett, logistics coordinator and technical advisor
April 26, 2006	National Logistics Workshop	Laura Chapman, presenter
September 9 – 16, 2006	JHOC, Stuttgart, Germany	Tom Frey, instructor

- The Office of Food for Peace (FFP), which sponsors **USAID's Food Aid Managers course**, collaborated with USAID/OFDA to update portions of that training related to relief programs. DASP worked with the USAID/OFDA West Africa Regional Office and Technical Assistance Group to develop a module for the January 23 – 27 course in Dakar, Senegal. Participants included FFP Officers, embassy staff, NGOs and the United Nations. Regional Advisors Regina Davis and John Scicchitano delivered the 90 minute session, discussing USAID/OFDA's role in disaster response and approach to food security and nutrition.



*Ethiopian women
carry bulk food in
Amhara
(Photo: Ron Libby)*

- In May 2006, USAID/OFDA sponsored a training course for prospective DART **Safety and Security Officers (SSOs)**, which took in Camp LeJeune, North Carolina. Three DASP personnel participated in the course. Gary Barrett supported the training cadre as logistics coordinator and technical advisor. Ron Libby and Scott Hocklander attended as students. DASP also assisted USAID/OFDA's Safety and Security Coordinator by participating in a structured course review and providing the facilitator. This "hotwash" addressed aspects of the training that needed improvement, including scenario consistency and session designs, to enable positive changes.
- DASP developed several new products to educate USAID/OFDA staffers about our program. A polished one-page overview describes core products and services, and was distributed to USAID/OFDA on March 22. On March 27, DASP launched an intermittent series of informal **DASP Coffee** sessions. The response was very positive. One participant wrote, "I greatly appreciated the opportunity to learn more about what DASP does and how it operates."
- In November 2005, Gary Barrett worked with USAID/OFDA's Training Unit to facilitate **Cardiopulmonary Resuscitation (CPR) and First Aid training** for 10 USAID/OFDA staff. In 2006, the American Red Cross reviewed and updated the procedures and related training for CPR and First Aid. Changes included elimination of rescue breathing, streamlining the steps for CPR, and development of a new follow-along DVD for training. Gary Barrett and Bob Walker gave the first updated training for 8 USAID/OFDA staff on June 19th.
- The annual **National Logistics Workshop**, sponsored by the Forest Service, provides an opportunity for domestic ICS practitioners to learn about logistics developments and improve incident response. DASP was invited to speak, which provided an opportunity to network with highly skilled disaster responders. Laura Chapman provided 350-plus attendees an overview of USAID/OFDA, DASP, and the detailer program. Many expressed interest in the program, and DASP may add some to the pool of potential DASP detailers in the future.

Mission Disaster Preparedness

Highlights

- Planned and implemented a Regional Mission Preparedness Consultation for West Africa and North, in coordination with USAID/OFDA's Regional Office in Senegal
- Provided technical assistance to USAID Missions in Benin, Ethiopia, Kenya, Kazakhstan, Macedonia and Madagascar
- Developed materials for USAID Development Outreach and Communications (DOC) Officer training

Mission Disaster Relief Officer Database

The MDRO is appointed by the Chief of Mission and is the Embassy's focal point for disaster-related information, planning, and activities affecting the host country. Maintaining an updated roster of MDROs is a constant challenge, especially during the summer months when Foreign Service Officers frequently rotate. USAID/OFDA's annual guidance cable generates some updates to the MDRO roster each year. Additionally, during the third quarter DASP drafted and sent cables to posts in hurricane prone countries, North and West Africa, and the Europe, Middle East and Central Asia region soliciting updated contact information for MDROs and their alternates. An up-to-date MDRO database is located in the Mission Disaster Preparedness (MDP) eRoom at <https://trauma.ofda.net/eRoom/FST/MDP>.

Mission Disaster Relief Plans



*Makeda Tsegaye,
USAID/Kenya*

DASP supports Missions and Embassies as they develop MDRPs, which are a critical component of a Post's EAP. This year, State Department's Diplomatic Security Emergency Planning Branch completed and published significant revisions to 12 Foreign Affairs Handbook-1 (12 FAH-1), also known as the Emergency Planning Handbook. DASP worked with State to ensure that USAID/OFDA is familiar with the new guidance. Subsequently, DASP worked with USAID Missions in Benin, Ethiopia, Kenya, Kazakhstan, Macedonia and Madagascar to familiarize them with the revised 12-FAH 1 and its guidelines for drafting the MDRP.

Kenya's experience illustrates how Missions can access technical support from the DASP to update an MDRP. Following two disaster declarations in FY 06, one for drought and another for a building collapse, USAID/Kenya sought virtual technical assistance from the DASP to update Kenya's MDRP. The Mission's efforts were spearheaded by Makeda Tsegaye, Emergency Coordinator and North Eastern Pastoral Development Program Manager. DASP incorporated feedback from USAID/OFDA's East and Central Africa Team, the Program Support Division, and the Technical Assistance Group into the MDRP. The Mission's updated plan

identifies hazards and vulnerabilities in Kenya, discusses the formation of a Mission Disaster Relief Committee to augment support from the MDRO, and provides a framework for response.

Although a post generally updates its MDRP to meet administrative requirements, an MDRP also can be a useful resource for a disaster manager. Rachel Grant, a FFP Officer and MDRO in Malawi, recently described the MDRP as an extremely helpful tool that addressed the most critical hazards and capacities in that country. Rachel *“used the MDRP to guide (her) in whom to go to for what type of information, relevant Ministries and within USAID, and how to advise and guide the Mission in response.”*



Rachel Grant,
USAID/Malawi MDRO

MDP Consultation and Training (in the field)	Technical Assistance and Training to MDROs (in Washington)	Virtual Technical Assistance
Algeria Burkina Faso Cape Verde Gabon Ghana Guinea Ivory Coast Liberia Mali Mauritania Morocco Niger Nigeria Sao Tome & Principe Senegal Sierra Leone The Gambia	Benin	Ethiopia Kenya Kazakhstan Macedonia Madagascar

** This list is not meant to be exhaustive since technical assistance is continuously provided to US Missions by OFDA’s Regional Advisors.*

Regional Mission Preparedness Consultation

DASP worked closely with USAID/OFDA’s West and North Africa Regional Advisors and Disaster Operations Specialist to prepare and facilitate the first regional Mission Disaster Preparedness consultation in Dakar, Senegal (August 2006).

Twenty seven MDROs representing seventeen countries in West and North Africa attended. The objectives of the consultation were to familiarize MDROs with USG disaster response options, the resources and capabilities of OFDA, and the appropriate procedures for accessing these resources; to orient MDROs to the guidelines for developing the MDRP; and finally, to provide MDROs with the knowledge and tools to successfully respond to an emergency involving the host population.

A variety of case studies from the region were used to illustrate response options and demonstrate potential challenges and solutions. Participants also met with a variety of disaster relief partners, including representatives from non-governmental organizations and the United Nations. MDROs were given a chance to apply what they learned by preparing a draft MDRP, identifying country-specific hazards and vulnerabilities, exploring potential disaster relief partners, and discussing local capacities. MDROs made brief country presentations on the status of their MDRP and plans for completion.

USAID/OFDA's Regional Team and DASP piloted a new timeline exercise during the consultation to demonstrate how a slow onset disaster might unfold. The 2005 Complex Emergency in Niger was featured. The Niger response included a RMT and a DART, and employed various response options



*Regional Mission Preparedness Consultation,
Dakar, Senegal*

including commodity flights and grants. The response demonstrated good coordination with various partners including the MDRO and Embassy, the United Nations and non-governmental organizations. The case study does not aim to instruct participants on the details of the Niger response, but rather demonstrates a range of issues that could apply to any USAID/OFDA response.

The consultation was well received by participants, who left with a better understanding of the issues facing the region and a solid support network. Nick Hilgert, MDRO for the Ivory Coast, "...appreciated the very practical nature of the course ... it has direct relevance to our work in the Embassy, even where there is not a disaster." Senegal's Deputy Chief of Mission Robert Jackson addressed the group at the closing ceremony. He encouraged MDROs to share information from the consultation with others at their post, emphasizing that preparedness is everyone's responsibility.

Many of the MDROs who attended the workshop put their new skills into practice immediately. Burkina Faso experienced flooding in early August and the MDROs issued a disaster alert cable. The MDROs from The Gambia began tracking information about the effect of renewed violence in Senegal's Casamance Region on

The Gambia with Principal Regional Advisor Regina Davis. MDROs from Ivory Coast and Niger coordinated with USAID/OFDA on disaster declarations for a toxic waste spill and flooding, respectively.

Although the Regional Advisors for West and North Africa had already cultivated strong relationships with the MDROs in the region, the consultation helped to cement these relationships and build a better understanding and appreciation for USAID/OFDA's work.

Development Outreach and Communication Officers

During the FY 2004 Mission Director's Conference, the USAID Administrator encouraged all posts to hire a full time DOC and develop a communications strategy to "tell the USAID story." In FY 2005, four regional workshops were held to increase DOC skill sets and share best practices. Feedback from these events indicated that DOCs wanted more information about USAID/OFDA and the Agency's role in the event of a disaster. As a result, USAID's Office of Legislative and Public Affairs (LPA) asked DASP to develop a training curriculum and supporting materials for a USAID/OFDA and DART/RMT overview.

In response, DASP coordinated with USAID/OFDA's Training Unit and Regional Teams to develop a one-day session for DOCs describing what to expect in the event of a disaster response at post. The sessions familiarized DOCs with USAID/OFDA's response criteria and options, highlighting the difference between DART Communications Officers, Information Officers, and Press Officers. The module included videotaped interviews with subject matter experts Sulayman Brown, Nancy McGuire, and Rebecca Gustafson.

One participant was able to put his new knowledge to work almost immediately following to the magnitude 6.3 earthquake that struck the Indonesian island of Java on May 27, 2006. Danumurthi (Monty) Mahendra, from USAID/Jakarta, reported that the training, "...was an eye opener for me. It just struck me that what you told us there was instantly recognizable and is in effect with our quake relief efforts down in Yogyakarta."



DOC Training, Quito, Ecuador

DASP also worked with LPA to include a section about USAID/OFDA in the latest *DOC Survival Manual*. The piece includes details on the difference between Press, Information and Communications Officers.

Date	Audience	Location	USAID/OFDA Instructors	Participants	USAID Missions
November 17, 2006	Latin America and Caribbean (LAC) DOCs	Quito, Ecuador	Sherry Hazelhurst (DASP) & Bob Walker	22	15
April 28, 2006	Asia Near East (ANE) DOCs	Dubai, United Arab Emirates	Bob Walker & Nancy McGuire	30	18
June 23, 2006	Europe & Eurasia (E&E) DOCs	Bucharest, Romania	Alisia Kachmar & Rob Andrew	23	14
			<i>Total</i>	75	47

OFDA Annual Guidance Cable

DASP provided comments on USAID/OFDA's annual guidance cable, drafted by the Information Support Unit. The cable was distributed on November 23, 2005, after a vigorous review process. The cable provides direction to all posts concerning support from USAID/OFDA before, during, and after the occurrence of natural and man-made disasters abroad.

Acronyms

AAR	After Action Review
AMDRO	Alternate Mission Disaster Relief Officer
BLM	Bureau of Land Management
DART	Disaster Assistance Response Team
DOC	Development Outreach and Communication
DOD	Department of Defense
DOS	Department of State
DRM	Disaster Response and Mitigation
EAP	Emergency Action Plan
FO	Field Officer
FOG	Field Operations Guide for Disaster Assessment and Response
FS	Forest Service
FST	Field Support Team
FY	Fiscal Year
GIU	Geographic Information Unit
ICS	Incident Command System
JHOC	Joint Humanitarian Operations Course
LAC	Latin America and Caribbean
LPA	Legislative and Public Affairs
MDP	Mission Disaster Preparedness
MDRO	Mission Disaster Relief Officer
MDRP	Mission Disaster Relief Plan
NF	National Forest
NIFC	National Interagency Fire Center
NRP	National Response Plan
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