



Rapid Diagnostic User Guide

Emergency Preparedness and Response Systems

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Global Practice – Social, Urban, Rural and Resilience





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What is Ready2Respond?

Ready2Respond improves national, sub-national and city resilience mechanisms and protects development gains through investments in emergency preparedness and response (EP&R) systems and is informed by the encompassing City Resilience Program (CRP) and other World Bank resilience platforms.

Document Objective

This document provides detailed implementation guidance for the Ready2Respond Rapid Diagnostic., including field data collection, suggested interviewees, analytical approach and reporting framework.

Ready2Respond Framework Overview

Ready2Respond is based around the four components of emergency preparedness and response (EP&R) as constituent activities and the pinnacle (core of the wheel) representing a fifth component that enables the function of the others. As a whole, these five components are indicative of a functional emergency preparedness and response capacity. The five components are centered on: (i) legal and institutional framework, (ii) personnel, (iii) facilities, (iv) equipment and (v) information. This model ensures that the program aligns with existing preparedness/response systems as well as international best practice for resilient business and business continuity. The approach also provides consideration for system fault tolerance, whereby despite any particular local disruption, the preparedness and response systems capacity to ensure public safety and limit economic disruption is maintained. The five components and framework, including indicative activities, are shown below:

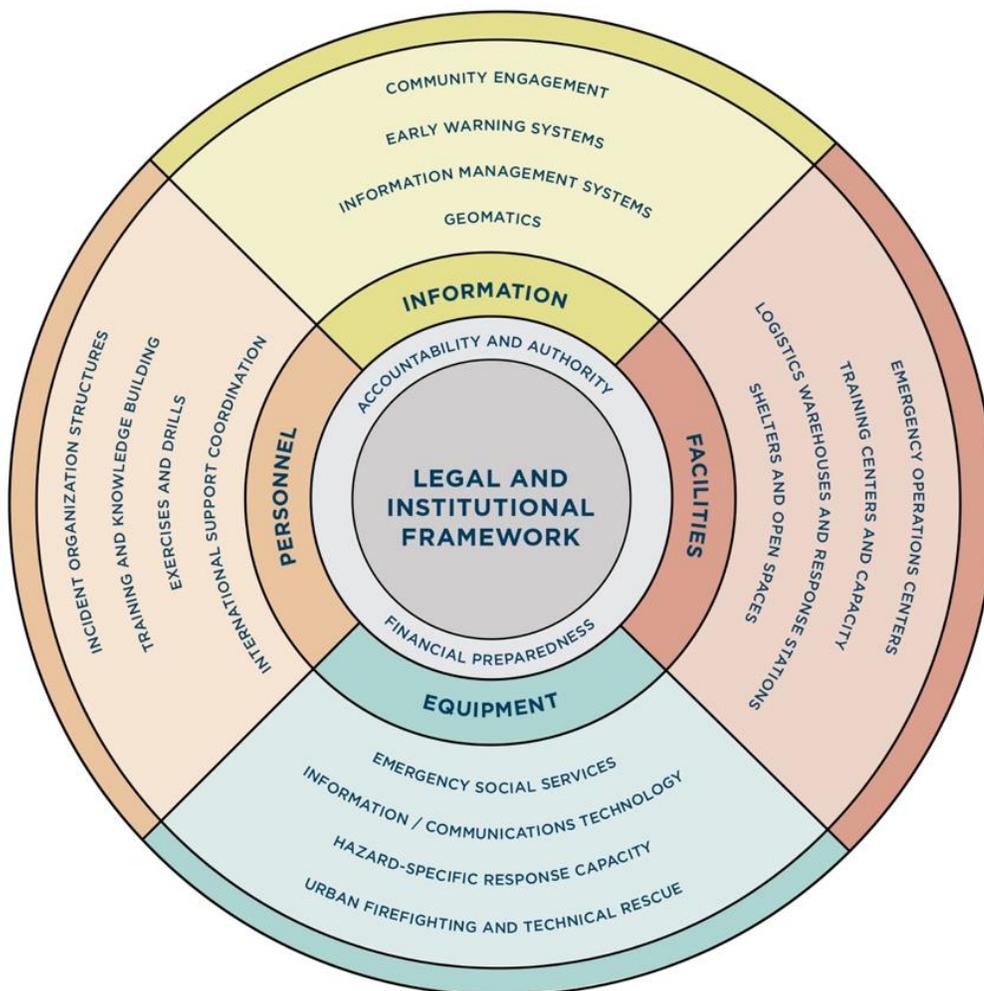


Figure1: Emergency preparedness and response system core components

Ready2Respond Rapid Diagnostic

This rapid diagnostic has been developed with input from international experts in each of the five component areas, as well as various World Bank Group staff and managers involved in disaster risk management. Each component includes a set of criteria that address a particular aspect of a functional EP&R system for a jurisdiction. In turn, each criterion includes a set of four indicators, each with five key attributes that gauge the maturity of that aspect of the of the preparedness and response system. In total, the diagnostic examines 360 individual data points related to the strength of the EP&R system. An indicative summary profile from the completed diagnostic is provided in Appendix 2.

The Ready2Respond Rapid Diagnostic uses an attribute-based scoring system for every indicator. This allows results to be quantified and verified; key considerations for informing investments. Further, this approach ensures that results are replicable by largely removing subjectivity and qualitative assessment from the diagnostic approach. As well, the Ready2Respond Rapid Diagnostic avoids fidelity to any particular emergency management standard (e.g. NFPA, EMAP, CSA, ISO), communication standard (e.g. CAP, 700MHz), incident organization structures (e.g. NIMS, ICS), etc. Rather, the Rapid Diagnostic focuses the scope entirely to the typical operational needs for World Bank engagements and creates room for the application of these standards in jurisdictional program design. This approach ensures that a market advantage is not created for any particular standard and that EP&R solutions can be tailored to the needs and context of the jurisdiction, rather than requiring the jurisdiction to conform to a standard at the outset of discussion.

The Rapid Diagnostic will be completed and coordinated by World Bank Task Teams and/or consultants selected to collect the data in a collaborative effort with the government. Reports will be generated in coordination with Ready2Respond as a component of global support offerings. This approach avoids the challenges associated with organizational self-assessment which is demonstrated to generate significant data errors due to image management, introspective ability and subject matter understanding.

Overall, the Ready2Respond framework and this associated Rapid Diagnostic increases planning confidence for World Bank Task Team Leads as well as their jurisdictional counterparts and creates a stable platform based on quantifiable baselines to promote the emergence of constructive projects with immediate risk reduction applications.

Process Outline

The Ready2Respond Rapid Diagnostic provides an objective, data-driven foundation for Task Team Leaders to engage country counterparts on emergency preparedness and response development projects. The timeframe for completion of the diagnostic process, including delivery of the final report, is anticipated to be 3-6 months. Total cost, including support from Ready2Respond, will be approximately US \$75-100k.

The diagnostic will typically follow a three-phase approach:

1. Introduction and Data Collection

- Introduce the rapid diagnostic concept to the CMU and governments to gain broad support. Due to the diagnostic requirement to engage various government departments, regardless of the targeted jurisdictional scale, confirming buy-in from the primary interlocutors is vital before initiating the diagnostic effort.
- The Ready2Respond Rapid Diagnostic is typically led by the TTL or CMU staff with coordination, advisory and technical support available from the World Bank Ready2Respond team.
- During the introduction phase, and prior to data collection, the diagnostic lead should determine the top five natural hazards affecting the jurisdiction to assist with scoping the diagnostic effort. The World Bank's ThinkHazard! program, delivered by the Global Facility for Disaster Reduction and Recovery, may be able to assist this scoping in collaboration with other information sources available to the government counterpart.
- External consultants, ideally domestic with an international partner presence in close proximity to World Bank headquarters in Washington D.C., should be strongly considered for initial data collection. This may improve initial results by reducing language barriers, ensure operations fit the budget envelope and build capacity for further EP&R engagements. The Ready2Respond team can assist with initial market assessment for domestic, regional and international firms with capacity to complete the work. A suggested ToR for this initial data collection is included in the Appendices of this Guide.
- The external consultants will gather and provide collated, unanalyzed data to the diagnostic lead (TTL or CMU staff) as well as the Ready2Respond lead if so engaged.

2. Data Validation and Analysis

- All data gathered from the initial collection effort will be validated for accuracy, understanding and completeness. This may involve follow-up contact with interviewees by phone, email or in person depending on context and timing. This data validation will be completed by World Bank staff or others engaged in the coordination of the Ready2Respond Rapid Diagnostic.
- A full spectrum analysis will be completed using all available data collected through data collection and validation. Any additional reports or studies noted by participants will also be considered to contextualize the analysis and initial findings of the diagnostic.
- Initial findings will be discussed with the World Bank diagnostic lead and country counterparts, including overall system strengths, areas that may benefit from further analysis and, in particular, those opportunities that may require limited targeted funding to reach a "tipping point" for certain EP&R system capabilities.

3. Report Development and Discussion Support

- With initial findings discussed, the diagnostic results will be formalized in a detailed report including notable “tipping point” opportunities, summaries for each of the five R2R components and summary profile infographics similar to the example in Appendix 2.
- Digital copies of the report will be provided to the World Bank diagnostic lead, usually the TTL or CMU staff, and will be accompanied by a summary slide deck of the diagnostic findings.
- At the request of the Diagnostic Lead, the Consulting Firm, Ready2Respond team or others engaged in the coordination of the Rapid Diagnostic will be available to support follow-on discussions with country counterparts to ensure clarity surrounding the data collection process, analysis and findings.

Implementation Guidance Documents List

Component Workbooks

Field workbooks are provided for each of the Ready2Respond components examined as part of the Rapid Diagnostic. Each workbook Excel file contains an information summary sheet as well as individual packages for each of the four diagnostic criteria that comprise each of the components. For field application, interviewers may consider printing the appropriate workbooks for use during each interview. Alternatively, if data collection is occurring digitally, the workbooks may be saved electronically as separate files for later analysis using the following file convention:

R2R_Year_Country_Jurisdiction_Dept. or MinistryName_ParticipantName.doc

In practice, a file name may appear as the following:

R2R_2018_Nepal_LalitpurMetroCity_FinanceDept_MrXxxXxxxxxxx.doc

Term of Reference for Data Collection Consultant

Should the diagnostic lead decide to utilize consultant services for the initial data collection or other aspects of the Rapid Diagnostic, a suggested Terms of Reference (ToR) for use in service procurement has been included in Appendix 1. Diagnostic Leads should feel free to modify this ToR to the project context or develop a distinct ToR for their purposes should the need arise.

Diagnostic Summary Profile Sample

To ensure consistency in reporting and to improve communication of diagnostic results, an indicative summary profile is provided in Appendix 2. The Ready2Respond team will provide similar infographics, figures and tables in the final report to ensure results are easy to interpret and at the right level of detail to support project development discussions.

Field Guidance

The following technical guidance and considerations are intended to guide, but not constrain, the implementation of the Ready2Respond (R2R) Rapid Diagnostic in Phase One. The guidance ensures consistent application regardless of the World Bank region or government scale to which the diagnostic is being applied. For additional guidance and interpretation during the diagnostic operations, please contact the Ready2Respond lead at amcallister@worldbank.org.

Suggested Task List

The list of tasks is indicative of a typical R2R Rapid Diagnostic:

1. Establish list of primary contacts with World Bank as well as the applicable jurisdiction.
2. Develop list of interviewees within the jurisdiction and those that support the jurisdiction, including other levels of government, private sector and non-government organizations involved in emergency preparedness and response.
3. Through the World Bank Country Management Unit, create a practical interview schedule that maximizes access to desired interviewees on a one-on-one basis.
4. Two days prior to each interview, circulate a PDF of the applicable indicator interview sheets to the interviewee.
5. Conduct interviews and record/store collected data appropriately.
6. Note any areas of data deficiency, recommendations for completing the interview schedule and any considerations for the data validation and analysis phase.
7. Ensure all hard copies are safely stored and that digital back-ups are created and shared with the World Bank diagnostic lead.

Establishing the Interview Schedule

- The field team should collaboratively develop the interview schedule based on interviewee role considerations noted in the five Component Workbooks as well as local understanding of the jurisdiction.
- Involvement of the CMU is critical for establishing the schedule as well as for completing any interviews that may fall outside of the initial data collection window due to scheduling conflicts of required interviewees.
- Interviews should be scheduled such that adequate summary notes can be captured by the interviewer immediately following the interview to ensure critical detail is not lost and field insights are recorded.
- Whenever possible, individual interviews should be the primary method for gathering data. This will assist with more robust data capture as well as ensuring all perspectives are noted.

Conducting the Interviews

- When introducing the purpose and approach of the R2R Rapid Diagnostic, the interviewer should be clear that the collected information will be used to define relative

strengths of the jurisdiction's EP&R system and therefore the structure of investments being considered by the government.

- No individual will be in a position to adequately inform all aspects of a jurisdiction's EP&R system. While questions should be focused, the interviewers goal should be to capture not only answers to specific questions, but also the views and ideas of those being interviewed even if the discussion extends beyond the specific questions being asked.
- Interviewees should be asked first to provide Yes/No answers to the targeted diagnostic questions and then to elaborate on their position. If an interviewee appears to be uncertain about the answer, it should be recorded as "0" and identified as a follow-up item during the data validation phase of the diagnostic. Positive answers should be recorded with a "1".
- Whenever possible, interviews should be conducted in-person and in a setting that is comfortable and convenient for the interviewee.
- Answers should be triangulated to ensure accuracy wherever possible, i.e. more than one department/individual should be asked the same question. This will help reduce skewed results due to perceived capacity versus real capacity. This will necessarily mean that several diagnostic indicator interview sheets may be required to capture information for a single indicator. In these cases, the indicator score should reflect the average score from all interviews for that particular indicator, including the reasoning behind the assessment
- Summary notes and field insights from each interview should be captured prior to engaging in the next scheduled interview.

Recording, Summarizing and Storing Data

- If diagnostic interview data is collected using hard copies of the interview Indicator Forms, the data should be transferred daily to digital format with a full back up on a second device or storage medium. The original hard copies should be safely stored and provided to the World Bank Diagnostic Lead upon request or upon provision of the final report.
- For each indicator, the interviewer should provide a brief summary of how the assessment was derived, as noted on the indicator summary form, to ensure transparency, objectivity, understanding and replicable results.
- As indicated on each interview Indicator Form, the following information should be recorded prior to starting the interview:
 - Name of interviewer
 - Name and job title (including government department) of interviewee
 - Date
 - Location
- Upon completion of the diagnostic first phase, a digital copy of all collected data should be provided to the World Bank diagnostic lead.
- Once data is verified during the second phase of the diagnostic, a digital copy of the verified data set should be provided to the World Bank diagnostic lead.

Baseline Interview List

The following list should be considered as a baseline for the list of diagnostic interviewees as well as R2R Rapid Diagnostic criteria (or certain indicators that fall within these criteria) that may best fit the identified roles. Additional positions and organizations, including non-governmental organizations, as well as appropriate diagnostic criteria, should be added and/or altered based on the particular context of the jurisdiction. Examples of non-government organizations that may be appropriate to consider for diagnostic interviews include national Red Cross/Red Crescent Societies, World Health Organization, Development Organizations, etc.

Position or Government Department	Potential Indicators
Head of Finance Dept./Ministry	Accountability and Authority; Financial Preparedness; Shelters and Open Spaces;
Municipal Chief Administrative Officer	Accountability and Authority; Financial Preparedness; Early Warning Systems; Logistics Warehouses and Response Stations; Emergency Operations Centers; International Support Coordination; Emergency Social Services; Community Engagement
Head of Planning Dept./Ministry and selected technical personnel	Accountability and Authority; Information Management Systems; Early Warning Systems; Geomatics; Shelters and Open Spaces;
Head of Emergency Management Dept./Ministry and selected technical personnel	All
Managers of Emergency Operations Centres	Community Engagement; Information Management Systems; Early Warning Systems; Geomatics; Training Centers and Capacity; Logistics Warehouses and Response Stations; Shelters and Open Spaces; Emergency Operations Centers; Incident Organization Structures; Exercises and Drills; Training and Knowledge Building; International Support Coordination; Emergency Social Services; Urban Firefighting and Technical Rescue; Hazard-Specific Response Capacity; Information/Communications Technology
Chief of Police	Community Engagement; Information Management Systems; Early Warning Systems; Geomatics; Training Centers and Capacity; Logistics Warehouses and Response

	Stations; Shelters and Open Spaces; Emergency Operations Centers; Incident Organization Structures; Exercises and Drills; Training and Knowledge Building; Emergency Social Services; Urban Firefighting and Technical Rescue; Hazard-Specific Response Capacity; Information/Communications Technology
Chief of Fire Service	Community Engagement; Information Management Systems; Early Warning Systems; Geomatics; Training Centers and Capacity; Logistics Warehouses and Response Stations; Shelters and Open Spaces; Emergency Operations Centers; Incident Organization Structures; Exercises and Drills; Training and Knowledge Building; Emergency Social Services; Urban Firefighting and Technical Rescue; Hazard-Specific Response Capacity; Information/Communications Technology
Chief of Ambulance / Emergency Medical Services	Community Engagement; Information Management Systems; Early Warning Systems; Geomatics; Training Centers and Capacity; Logistics Warehouses and Response Stations; Shelters and Open Spaces; Emergency Operations Centers; Incident Organization Structures; Exercises and Drills; Training and Knowledge Building; Emergency Social Services; Urban Firefighting and Technical Rescue; Hazard-Specific Response Capacity; Information/Communications Technology
Head of Dept./Ministries with Hazard Specific Accountabilities (e.g. Dept. of Forests for Forest Fire Management, Ministries with Hydrometeorology/Weather services, etc.) and selected technical personnel	Accountability and Authority; Community Engagement; Information Management Systems; Early Warning Systems; Geomatics; Training Centers and Capacity; Logistics Warehouses and Response Stations; Shelters and Open Spaces; Emergency Operations Centers; Incident Organization Structures; Exercises and Drills; Training and Knowledge Building; International Support Coordination; Emergency Social Services; Urban Firefighting and Technical Rescue; Hazard-Specific

	Response Capacity; Information/Communications Technology
Head of IT and GIS Dept./Ministry and selected technical personnel	Information/Communications Technology; Information Management Systems; Early Warning Systems; Geomatics; Training Centers and Capacity; Shelters and Open Spaces; Emergency Operations Centers;
Head of Housing Dept./Ministry and selected technical personnel	Shelters and Open Spaces;
Head of Transportation Dept./Ministry and selected technical personnel	Shelters and Open Spaces;
Head of Public Health Dept./Ministry and selected technical personnel	Community Engagement; Emergency Social Services;
Head of Public Works Dept./Ministry and selected technical personnel	Community Engagement; Shelters and Open Spaces; Emergency Social Services;
Head of Social Services Dept./Ministry and selected technical personnel	Community Engagement; Shelters and Open Spaces; Emergency Social Services;

Rapid Diagnostic Criteria and Indicators Map

Component		Criteria		Indicator			
Legal and Institutional Framework	1.0.0	Accountability and Authority	1.1.0	Emergency preparedness and response legislation	1.1.1		
				Expedited decision-making	1.1.2		
				Response planning requirements	1.1.3		
				Critical infrastructure assurance	1.1.4		
		Financial Preparedness	1.2.0			Ex-ante response funding	1.2.1
						Fast-track procurement	1.2.2
						Financial protection strategy	1.2.3
						Private insurance availability	1.2.4
Component		Criteria		Indicator			
Information	2.0.0	Community engagement	2.1.0	Volunteer management	2.1.1		
				Public preparedness education	2.1.2		
				Community-led mitigation	2.1.3		
				Local leadership engagement	2.1.4		
		Early warning systems	2.2.0			Hazard monitoring	2.2.1
						Information analysis	2.2.2
						Active messaging	2.2.3
						Warning dissemination	2.2.4
		Information management systems	2.3.0			Inter-agency application	2.3.1
						Early warning system integration	2.3.2
						Maintenance programming	2.3.3
						GIS data integration	2.3.4
		Geomatics	2.4.0			Implementation capability	2.4.1
						Geo-referenced hazard data	2.4.2
						Geo-referenced vulnerability data	2.4.3
						Public-private data sharing	2.4.4
Component		Criteria		Indicator			
Facilities	3.0.0	Emergency operations centers	3.1.0	Resilient systems	3.1.1		
				Mobile command posts	3.1.2		
				Activation procedures	3.1.3		
				Social media monitoring	3.1.4		
		Training centers	3.2.0			Personnel and equipment capacity	3.2.1
						Multi-agency training	3.2.2
						Maintenance programs	3.2.3
						Location attributes	3.2.4
		Logistics warehouses and response stations	3.3.0			International aid reception	3.3.1
						Warehousing networks	3.3.2
						Specialized response facilities	3.3.3
						Urban response stations	3.3.4

		Shelters and open spaces	3.4.0	Temporary housing	3.4.1	
				Multi-function open space	3.4.2	
				Evacuation routes	3.4.3	
				Emergency shelter management	3.4.4	
Component		Criteria		Indicator		
Equipment	4.0.0	Emergency social services	4.1.0	Casualty care	4.1.1	
				Water/sanitation/hygiene services	4.1.2	
				Vulnerable population support	4.1.3	
				Mortality management	4.1.4	
		Information / communication technology	4.2.0		Radio capacity	4.2.1
					Systems interoperability	4.2.2
					Broadband connectivity	4.2.3
					Communication infrastructure	4.2.4
		Hazard-specific response capacity	4.3.0		Wildland fire suppression	4.3.1
					Flood and water-related emergency	4.3.2
					Structural collapse management	4.3.3
					Hazardous materials mitigation	4.3.4
		Urban firefighting and technical rescue	4.4.0		Structural firefighting	4.4.1
					Entrapment and extrication	4.4.2
					Rope rescue	4.4.3
					Confined space rescue	4.4.4
Component		Criteria		Indicator		
Personnel	5.0.0	Incident organization structure	5.1.0	Inter-agency policy direction	5.1.1	
				Multi-incident application	5.1.2	
				Operational resources	5.1.3	
				Functional role rosters	5.1.4	
		Training and knowledge building	5.2.0		Comprehensive programming	5.2.1
					Knowledge management	5.2.2
					Improvement methodology	5.2.3
					Program quality assurance	5.2.4
		Exercises and drills	5.3.0		Centralized design	5.3.1
					Inter-agency collaboration	5.3.2
					Response plan validation	5.3.3
					Collaborative planning process	5.3.4
		International support coordination	5.4.0		Central agency coordination	5.4.1
					Aid reception and storage	5.4.2
					Service standard application	5.4.3
					Distribution logistics planning	5.4.4

Appendix 1:

Terms of Reference for Completion of the Ready2Respond Rapid Diagnostic

Terms of Reference (TOR)

for a Consulting Firm for the
Completion of the Ready2Respond Rapid Diagnostic

World Bank Group
Washington, D.C., USA

Contract ID No.:

Version: Month Day, Year

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1.0 Background and Context

The World Bank has provided funding to improve comprehensive understanding of the strengths and improvement opportunities for the emergency preparedness and response (EP&R) system in **insert jurisdiction name**. To gain an objective view the EP&R system, the Ready2Respond (R2R) Rapid Diagnostic will be utilized in close collaboration with the government to ensure contextual analysis and accuracy of results. Ready2Respond is the World Bank's key knowledge broker for emergency preparedness and response investments. The program connects Task Teams with global consulting expertise to assist project design, provides access to specialised tools and project resources and also ensures continuous organizational improvement in this area of disaster risk management.

World Bank Task Team Lead or other staff should insert paragraph with specific country context related to recent and/or historic hazard events, disasters and more common emergency situations. Generally risk considerations should be highlighted including vulnerability of population (safety and economy) and vital public and private critical infrastructure.

The Ready2Respond Rapid Diagnostic has been developed with input from international experts in each of the five component areas, as well as various World Bank Group staff and managers involved in disaster risk management. Each component includes a set of criteria that address a particular aspect of a functional EP&R system for a jurisdiction. In turn, each criterion includes a set of four indicators, each with five key attributes that gauge the maturity of that aspect of the of the preparedness and response system. In total, the diagnostic examines 360 individual data points related to the strength of the EP&R system. An indicative summary profile from the completed diagnostic is provided in Appendix 2.

The Rapid Diagnostic will be completed and coordinated by the World Bank Task Teams with support from selected consultants in a collaborative effort with the government. Reports will be generated in coordination with Ready2Respond as a component of global support offerings. This approach avoids the challenges associated with organizational self-assessment which is demonstrated to generate significant data errors due to image management, introspective ability and subject matter understanding.

Use of the Ready2Respond Rapid Diagnostic increases planning confidence for World Bank Task Team Leads as well as their jurisdictional counterparts and creates a stable platform based on quantifiable baselines to promote the emergence of constructive projects with immediate risk reduction applications.

2.0 Monitoring and Evaluation

The overall expected outcome of the R2R Rapid Diagnostic is to establish an objective, quantifiable baseline assessment of the jurisdiction's EP&R system. The associated analysis and subsequent report may be used for disaster risk management project development as well as government capital expenditure and program budget planning purposes. Success will be measured along three performance criteria using their associated indicators and baseline values:

1. Completion of Data Collection for the Ready2Respond Rapid Diagnostic:

- **Indicator 1.1** – Detailed data collection is complete and reflects multiple perspective input gained collaboratively from appropriate government agencies and partners involved in emergency preparedness and response within the jurisdiction.
 - *Indicator 1.1 Baseline* – Limited data has been gathered although various government reports and studies may be available to support data gathering and establishing of diagnostic interview schedules.
- **Indicator 1.2** – The data has been collated and organized, including interview meta-data and assessment justifications. Original hardcopies, if any, along with digital copies of all interview results have been provided to the R2R Rapid Diagnostic Lead or other identified World Bank project personnel.
 - *Indicator 1.2 Baseline* – No data has been shared with the Task Team Lead or other identified World Bank project personnel.

2. Diagnostic Data Validation and Analysis.

- **Indicator 2.1** – All collected data has been validated for accuracy, understanding and completeness and any follow-up discussions with government officials or key partners has been concluded.
 - *Indicator 2.1 Baseline* – No data has been received or validated.
- **Indicator 2.2** – A full spectrum analysis of the validated data is complete and initial findings have been discussed with the R2R Rapid Diagnostic Lead. At the discretion of the Lead, initial findings have also been discussed with country counterparts.
 - *Indicator 2.2 Baseline* – No analysis has been completed.

3. Report Development and Discussion Support

- **Indicator 2.1** – Diagnostic results have been formalized in a structured and detailed report that has been reviewed and approved by the R2R Rapid Diagnostic Lead. Digital copies of the report have been provided.
 - *Indicator 2.1 Baseline* – No report is available.

3.0 Rationale and Objectives

Rationale

At present, the demand for World Bank funded emergency preparedness and response projects in **insert jurisdiction name** is increasing. **Task Team Lead or other Bank staff to provide additional project rationale based on current interest within the jurisdiction, including other disaster risk management projects, partner projects and specific events driving the interest in EP&R.**

While the demand within **insert jurisdiction name** for EP&R investment may be increasing, it is helpful to explore how this aspect of disaster risk reduction fits within the mission of the WBG:

Protecting Public Safety

Protecting the public is a core responsibility of any government. It follows that the demonstrable, visible capacity of government for emergency preparedness and response aids in establishing credibility for both elected officials and the civil service. Investments in EP&R capacity further the WBG vision of being a stabilizing influence for government in developing nations.

Building Institutional Capacity

Effective preparedness planning and response operations requires strong coordination and information sharing vertically and horizontally within and across governments, as well as private sector engagement. As a result, EP&R projects improve intra- and inter-governmental collaboration and institutional capacity that carries over into other development sectors. In working to reduce disaster risk, the high visibility, high demand nature of EP&R projects can open the door to advancing less visible, but equally important, disaster risk reduction activities.

Increasing Climate Change Resilience

Considering the context of increasing uncertainty, “planning for the worst” must assume a central role in resilient development. Resilience is defined by the International Panel on Climate Change as “the ability of a system and its component parts to anticipate, absorb, accommodate or recover from the effects of a hazardous event in a timely and efficient manner, including through ensuring the preservation, restoration or improvement of its essential basic structures and functions” (IPCC 2012). Preparedness for such a hazard event is therefore a critical element of resilience. Greater preparedness enables an individual, community or institution to anticipate, absorb and recover much faster than it would have done otherwise, thereby reducing the intensity and longevity of the hazard impacts. Given that climate change is leading to natural hazards becoming more intense and frequent, preparing for emergencies can be considered as resilience not only to disasters, but also to climate change.

Safeguarding Development

While a sound investment on its own, capacitating emergency preparedness and response also supports the broader WBG risk reduction effort and fundamental goal of eliminating poverty. According to a recent World Bank report, the impact of extreme natural disasters is equivalent to a global \$520 billion loss in annual consumption, and forces some 26 million people into poverty each year.¹ A functional response reduces felt consequence and enables rapid recovery, reducing cumulative impacts to public safety and the economy. Therefore, ensuring capacity for emergency response protects WBG investment across

¹ Hallegatte, Stephane; Vogt-Schilb, Adrien; Bangalore, Mook; Rozenberg, Julie. 2017. Unbreakable: Building the Resilience of the Poor in the Face of Natural Disasters. Climate Change and Development; Washington, DC: World Bank. © World Bank. <https://openknowledge.worldbank.org/handle/10986/25335> License: CC BY 3.0 IGO

development sectors and the development gains that have resulted from those investments. Emergency preparedness and response capacity must keep pace with development and demographics to ensure these gains are not lost as a consequence of disaster and emergencies. In essence, a well capacitated emergency preparedness and response system is the first line of defence for WBG investments and country development.

Objective

This objective of this Terms of Reference is to engage a qualified Consulting Firm with proven technical expertise and background in emergency preparedness and response to support the World Bank in understanding the systemic opportunities to develop and improve the jurisdiction's emergency preparedness and response system.

4.0 Scope of Work

The Scope of Work provides the critical tasks, their sequencing, and the expected deliverables associated with each task. All identified deliverables shall be provided to the World Bank Diagnostic Lead in digital form and one hard copy unless otherwise specified – see Appendix C. There are three tasks to be addressed by the Consulting Firm:

Task List

Task 1 - Project Initiation and Data Collection: Initiate project and collect data using the forms and guidance provided in the Ready2Respond Rapid Diagnostic User Guide. This will include participating in a project initiation meeting coordinated by the World Bank Diagnostic Lead and supporting the World Bank to engage the appropriate departments and partners, establishing the interview schedule, and proceeding to gather and collate the data associated with 360 individual data points identified in the Rapid Diagnostic.

Task 2 – Data Validation and Analysis: With data collected in Task 1, the consultant will validate the data for accuracy, understanding and completeness. This may involve follow-up contact with interviewees by phone, email or in person depending on context and timing. This data validation may be completed by the Consulting Firm, World Bank staff or others engaged in the coordination of the Ready2Respond Rapid Diagnostic depending on the particular context and project support requirements. A full spectrum analysis will be completed using all available validated data collected through Task 1. Any additional reports or studies noted by participants will also be considered to contextualize the analysis and initial findings of the Rapid Diagnostic. Initial findings will be discussed with the World Bank Diagnostic Lead and country counterparts, including overall system strengths, areas that may benefit from further analysis and, in particular, those opportunities that may require limited targeted funding to reach a “tipping point” for certain EP&R system capabilities.

Task 3 – Report Development and Discussion Support: Initial findings and more detailed and nuanced assessments will be formalized in a detailed report including notable “tipping point” opportunities, summaries for each of the five R2R components and summary profile infographics similar to the example in Appendix 2. At the request of the World Bank Diagnostic Lead, the Consulting will be available to support follow-on discussions with country counterparts to ensure clarity surrounding the data collection process, analysis and findings.

Deliverable List

Deliverable 1: Inception Report

The report shall; a) describe the understanding of the objectives and tasks, schedule, staffing, project management approach, b) confirm understanding of the R2R Rapid Diagnostic User Guide and associated Component Workbooks, and c) layout the control process, including critical path, to ensure the project reaches its goals. This is due within two (2) weeks of project initiation.

Deliverable 2: Data Collection Schedule and List of Interview Participants

The report shall identify the list of confirmed interview participants, including how multiple participants will be used for each indicator. The report shall also provide details for each interview, such as participant name, interview location, time and any associated details, such that a schedule for data collection is established and confirmed with both the World Bank Diagnostic Lead and the jurisdictional counterpart. The report is due within eight (8) weeks of project initiation.

Deliverable 3: Rapid Diagnostic Consolidated Data Report

The report shall include all data, organized and collated, that was captured as part of the data collection and validation process. This may include digital and hard copy interview Indicator Forms, Criteria Summary Forms, summary notes and field insights, as well as any reports or studies used to provide additional context during data collection and validation. If engaged for support beyond data collection, the Consulting Firm may retain a copy of the consolidated data for exclusive project needs until the delivery of the final report. This report is due within twelve (12) weeks of project initiation.

Deliverable 4: Initial Analysis Report

The report shall provide a full spectrum analysis will be completed using all available data collected through data collection and validation. Any additional reports or studies noted by participants will also be identified to contextualize the analysis and initial findings of the diagnostic. The report will be discussed with the World Bank diagnostic lead and country counterparts, including overall system strengths, areas that may benefit from further analysis and, in particular, those opportunities that may require limited targeted funding to reach a “tipping point” for certain EP&R system capabilities. This report is due within twenty (20) weeks of project initiation.

Deliverable 5: Ready2Respond Rapid Diagnostic Final Report

The report shall build upon the previously noted initial findings and include significantly more detailed analysis and breadth of findings. The Rapid Diagnostic results shall include, but not be limited to, notable “tipping point” opportunities, summaries for each of the five R2R components and summary profile infographics similar to the example in Appendix 2. This report is due within twenty-six (26) months of project initiation.

5.0 Implementation Arrangements

The Consulting Firm will work closely with the Diagnostic Lead as well as Ready2Respond specialists. Deliverable reports generated as per Section 4.0 and submitted to the Diagnostic Lead will also be shared by the Consultant with project partners in parallel for review and consideration. The Consulting Firm is expected to join meetings on request by the Diagnostic Lead when needed and as coordinated by the Diagnostic Lead. At a minimum, the Consulting Firm will provide monthly updates confirming project timelines are being met and to discuss both achieved and upcoming project deliverables.

To ensure comprehensive input and timely direction to the Consulting Firm, the Diagnostic Lead will create a R2R Rapid Diagnostic Team consisting of a senior jurisdictional representative and Ready2Respond specialist. Representatives from various organizations, agencies and government departments that may contribute to the Diagnostic may also be requested to join the Team as the discretion of the Diagnostic Lead. This Team may minimally meet quarterly beginning at the time of the Consulting Firm's hire. Additional ad hoc meetings may be requested by the Consulting Firm to the Diagnostic Lead as necessary.

The Diagnostic Lead will provide following administrative arrangements for the project duration:

- a) Provide office space with Internet connectivity and access to a printer for the Consulting Firm if necessary during periods of initial data collection and follow-up validation.
- b) Provide timely review and approvals of various reports to ensure the project timelines are met and that the project is not delayed due to lack of direction.
- c) Arrange meetings with all the relevant stakeholders to ensure timely government and partner engagement through diagnostic interviews.
- d) Acceptance certificate shall be issued upon fulfilment of the contract and delivery of the final R2R Rapid Diagnostic Report.

6.0 Selection Procedure and Qualifications

The firm will be selected following the World Bank's Guidelines: Selection and Use of Consulting Firm by the World Bank for Operational Purposes and form of contract would be Complex Lump Sum Contract.

The selected Consulting Firm is expected to have proven expertise and broad experience with various elements of emergency preparedness and response systems; experience with engaging senior government officials in developing nations; as well as formal interview and data management skills.

Minimum qualifications of the Consulting Firm to be selected for the required assignment include:

- a. More than 5 years of experience in the field of disaster and/or emergency preparedness and response systems, including legal and institutional frameworks, information, facilities, equipment and personnel.
- b. The Consulting Firm should have a minimum annual financial turnover of USD \$ 200,000.
- c. Demonstrated competency in conceptualization, formulation, and execution emergency preparedness and response related projects.
- d. Consulting firm should bring among its team demonstrated expertise in the following fields: disaster management, emergency response planning and operations, data collection and management, interview conduct and remote data collection, etc.
- e. Competency in business administration, management consulting and project management.
- f. Transparent and auditable procurement and documentation tracking system.

The Consulting Firm can be an international firm or a domestic-led strategic partnership with an international firm. In either case, the Consulting Firm should have offices in Washington, D.C. or within reasonable proximity to allow for regular face-to-face engagement with World Bank staff. The Consulting Firm must demonstrate familiarity with international best practices for disaster and emergency preparedness and response and must demonstrate the ability to tailor advice to the needs and context of various jurisdictions and levels of government.

7.0 Staffing Requirements

The Consultant should demonstrate the following advanced skill sets within its team as well as the indicative qualifications by individual and associated duration of each team members involvement in the project:

- project management
- database management
- field data collection and interviewing techniques
- emergency preparedness and response systems
- disaster risk management
- critical infrastructure assurance and private sector roles in EP&R systems
- international development and government engagement
- data analysis and statistics
- report writing
- graphic design

8.0 Duration of Assignment

Duration of the contract is six (6) months from project initiation. The first three months will involve the conceptualization, design and field data collection. The following two (2) months will involve data validation and analysis and review of initial findings with the Diagnostic Lead. The final one (1) month will be dedicated to the development and submission of the final report, including any support discussions with the government counterparts that is requested by the Diagnostic Lead. This three-phase approach will be followed as outlined above in Section 4 – Scope of Work.

9.0 Payment Schedule

The payment of the consultancy fee will be based on deliverables and will be dependent on approval of all deliverables associated with that time period. The basis of payment of the consultancy will be equal percentage of the overall contract value through the duration of the contract, i.e. three equal payments.

All payments will be done after verification of the Consulting Firm's bill and agreement is gained from the client. The Consulting Firm shall be paid consultancy fees every three months, beginning on the date of project initiation, in USD as per actual reporting and deployment based on quoted financial rates and amount. The Contract can be terminated at any stage and fee payable shall be determined up to that stage.

10.0 Appendices

Appendix A: Task Schedule Summary

Task No.	Task Title	Project Month					
		1	2	3	4	5	6
1	Project Initiation and Data Collection						
2	Data Validation and Analysis						
3	Report Development and Discussion Support						

Appendix B: Deliverable Schedule Summary

Deliverable No.	Deliverable Title	Project Month					
		1	2	3	4	5	6
1	Project Inception Report						
2	Data Collection Schedule and List of Interview Participants						
3	Rapid Diagnostic Consolidated Data Report						
4	Initial Analysis Report						
5	Ready2Respond Rapid Diagnostic Final Report						

Appendix C: Deliverables Summary

Output No.	Output Title	Frequency	Due Date	No. of Hard Copies	No. of Digital Copies
1	Project Inception Report	One time	Within two (2) weeks of project initiation	1	2
2	Data Collection Schedule and List of Interview Participants	One time	Within eight (8) weeks of project initiation	1	2
3	Rapid Diagnostic Consolidated Data Report	One time	Within twelve (12) weeks of project initiation	1	2
4	Initial Analysis Report	One time	Within twenty (20) months of project initiation	1	2
5	Ready2Respond Rapid Diagnostic Final Report	One time	Within twenty-six (26) weeks of project initiation	1	2

Appendix 2:

Ready2Respond Rapid Diagnostic – Sample Output

The following infographic represents an indicative summary profile of the Ready2Respond Rapid Diagnostic with 360 individual data points captured under the five primary components of the Ready2Respond framework. The final report produced in Phase 3 will include similar profiles for each of the five R2R Components as well additional information comparison figures and tables to assist with communicating the findings of each diagnostic.

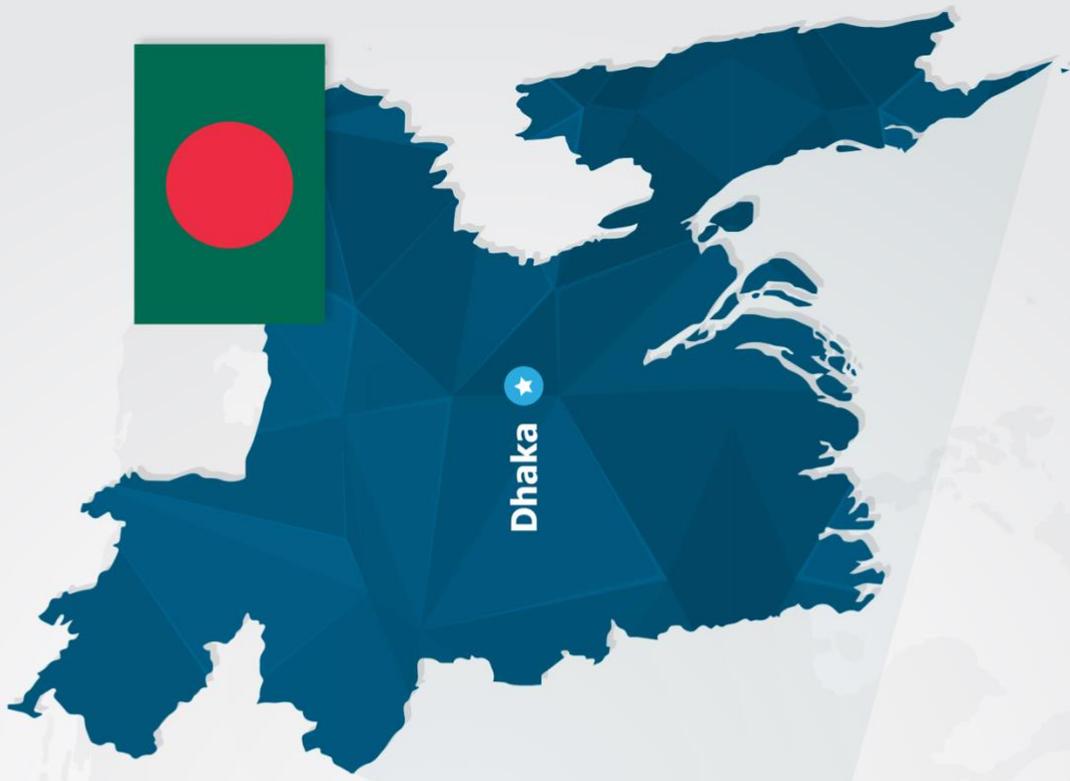


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**READY²**
RESPOND

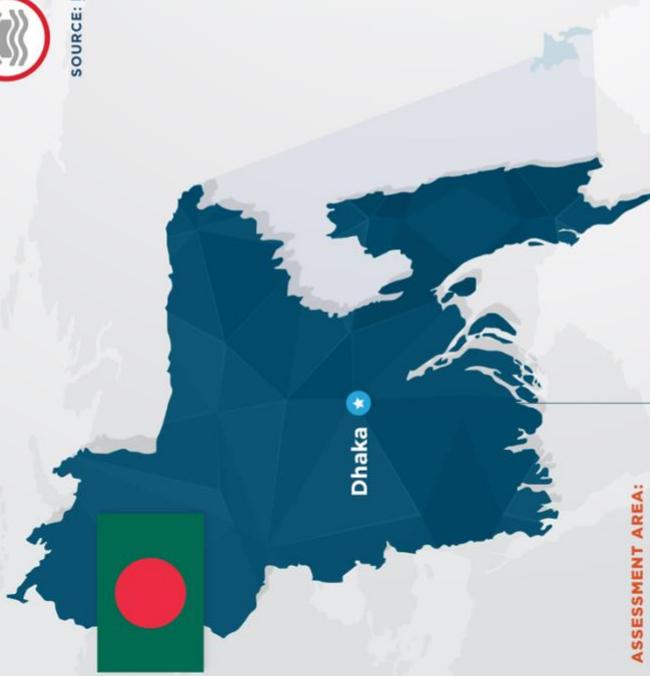
RAPID DIAGNOSTIC
SUMMARY PROFILE

DHAKA, BANGLADESH





**RAPID DIAGNOSTIC
SUMMARY PROFILE**



ASSESSMENT AREA:

DHAKA, BANGLADESH
ASSESSMENT DATE: 2017-06-11
CONTACT NAME: ADAM MCALLISTER

✉ **adam@mcallister-craig.com**
☎ **+1-705-768-8288**

WBG REGION: SOUTH ASIA
TASK TEAM LEAD: MARC FORNI, SWARNA KAZI

*FOR DEMONSTRATION PURPOSES ONLY

TOP 5 ENVIRONMENTAL HAZARDS



RIVER FLOOD
HIGH RISK



CYCLONE
HIGH RISK



COASTAL FLOOD
HIGH RISK

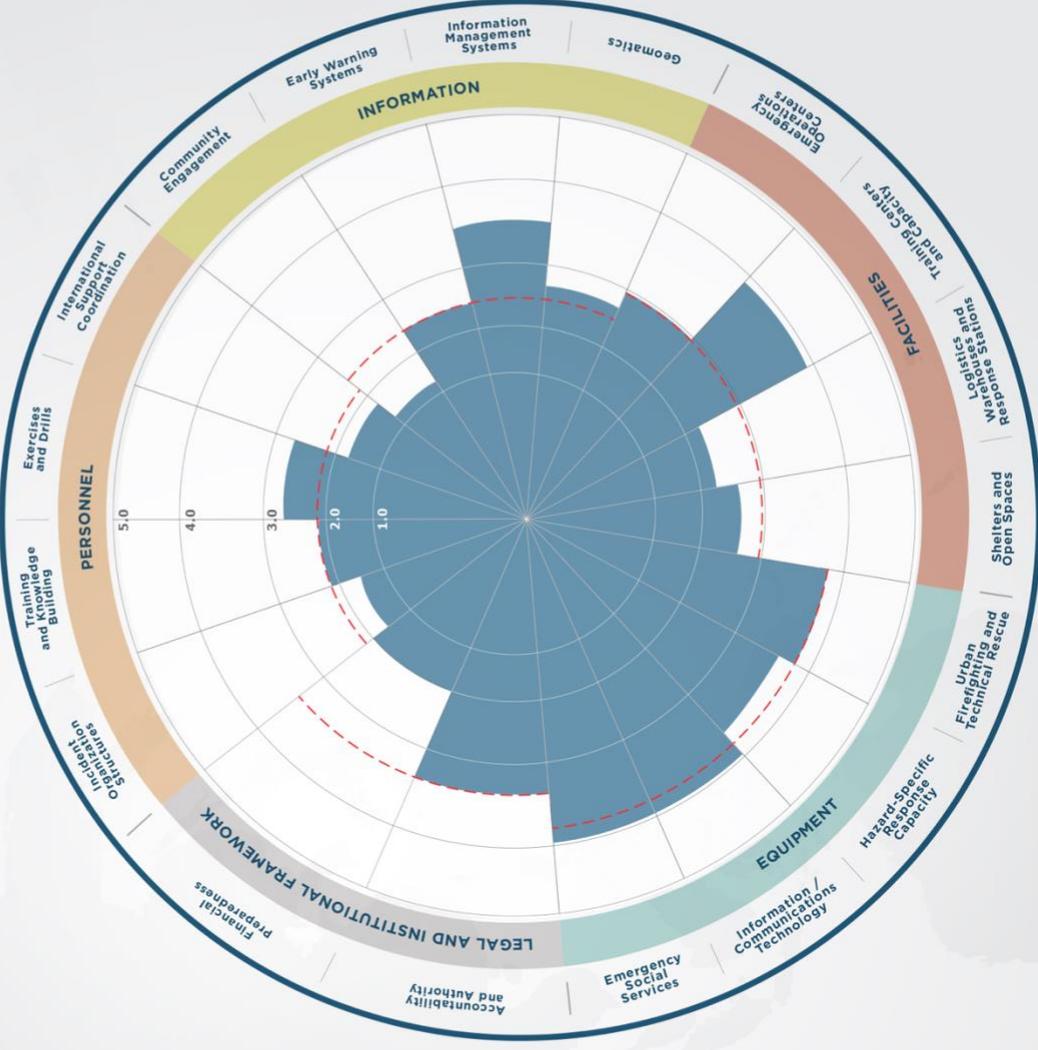
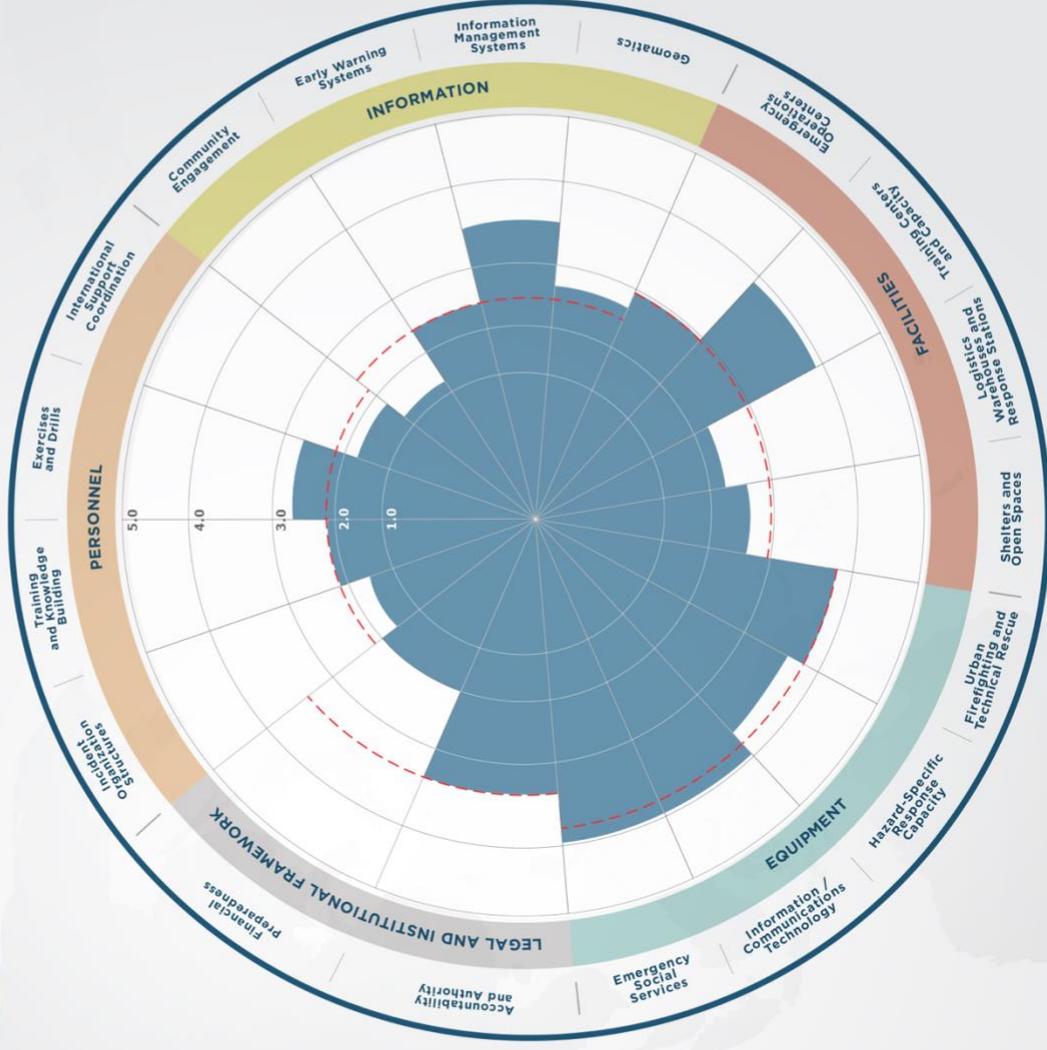


EARTHQUAKE
MEDIUM RISK



WATER SCARCITY
MEDIUM RISK

SOURCE: <http://thinkhazard.org>



Appendix 3:

Component 1 Workbook: Legal and Institutional Framework



Rapid Diagnostic User Guide

Component 1 Workbook: Legal and Institutional Framework

Component Overview

Legal and Institutional Framework

Internal and external clarity about the role of various public and private agencies is critical during disaster and emergency response. Where ambiguity exists, so does inefficiency and jurisdictional overlap. When lives and economic loss are threatened during an event, this ambiguity can increase both potential and actual losses.

To address this challenge, improvements regarding preparedness and response roles can be a potent means to improve resilience at various levels of government. Further, clarity in this area ensures that World Bank investments do not lead policy through capacity improvements; rather these investments ensure that financial and technical support is provided at the right time, to the right agency.

Ideally these accountabilities are clearly enshrined in legislation with directive regulations. Where possible, de-conflicted policy instruments identify the operational expectations on those agencies that are assigned a preparedness and response mandate. However, even in the absence of complete organizational clarity, investment in preparedness and response can often improve on a jurisdiction's ability to mitigate impacts and limit disaster and emergency related losses.

Component Criteria

Accountability and authority, including indicators for emergency management legislation, expedited decision-making, response plans, and critical infrastructure assurance.

Financial preparedness, including indicators for ex-ante funding for emergency response, fast-track procurement, financial protection strategy, and private insurance.

For additional details on the World Bank's Ready2Respond (R2R) Rapid Diagnostic, please refer to the primary User Guide document. Additional details and advice on this diagnostic can be accessed through the contact information below:



For additional information please contact:

Adam McAllister

Thematic Group (KSB) Lead – Emergency Preparedness and Response

Global Practice – Social, Urban, Rural and Resilience

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Criteria 1.1.0 - Summary Sheet

Component 1	LEGAL AND INSTITUTIONAL ACCOUNTABILITIES
Criteria 1	Legislated accountability
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	$(\text{Ind.1.1.1} + \text{Ind.1.1.2} + \text{Ind.1.1.3} + \text{Ind.1.1.4}) / 4 = \mathbf{0.00}$
Participant List	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.
Interviewer Name (s)	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.

Component 1	LEGAL AND INSTITUTIONAL ACCOUNTABILITIES	
Criteria 1	Legislated accountability	
Indicator 1	Does emergency management legislation exist for the jurisdiction?	
Description	For an emergency preparedness and response system to function well at any government scale, and especially across scales, emergency management legislation and related policy instruments must exist. These instruments must clearly assign accountabilities to specific government departments and ministries to ensure public safety service delivery and resilience.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No emergency management legislation exists at the local/city/national level.		0
a. Accountabilities are clear for all phases of emergency management, including central coordination as well as short and long-term risk reduction activities, e.g. emergency response roles and risk-sensitive land-use planning.		
b. Requirements for public and private sector time-critical service resilience are clearly stated and universally applied.		
c. Agencies assigned emergency response roles are required to have detailed plans and report annually on improvements to their state of preparedness.		
d. Emergency management accountabilities are clear across all levels of government such that jurisdictional ambiguity is limited.		
e. The legislation and policy framework requires a collaborative, risk-informed, progressive approach from accountable agencies.		
Total Score		X
Diagnostic Locator		1.1.1

Component 1	LEGAL AND INSTITUTIONAL ACCOUNTABILITIES	
Criteria 1	Legislated accountability	
Indicator 2	Are appropriate delegations-of-authority established to ensure expedited decision making during emergency response?	
Description	During disasters and emergencies, decisions must be made more quickly and often by those directly involved in the management of response operations or priority setting for those operations. Clarity about this decision-making process, and how officials are enabled to make decisions that would typically be made at a higher government level, is vital to timely and effective disaster and emergency response.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No delegation-of-authority exists to enable expedited decision-making.		0
a. Delegation-of-authority during formal states of emergency provide the agency responsible for incident coordination to access all jurisdiction resources as priority over regular government service delivery.		
b. An appropriate team of elected officials and/or senior executive for the jurisdiction is identified and empowered to confirm emergency response priorities.		
c. Operational incident commanders are enabled to control resources across multiple first-responder agencies to ensure unity of effort.		
d. An appropriate elected official is empowered to request extra-jurisdictional disaster response support and, if required, direct the resources of lower-tier jurisdictions during formally declared states of emergency.		
e. Each jurisdiction and government agency has established an internal lead for emergency preparedness and response that may direct the resources of that agency as requested by a central emergency response coordinating agency.		
Total Score		X
Diagnostic Locator	1.1.2	

Component 1	LEGAL AND INSTITUTIONAL ACCOUNTABILITIES	
Criteria 1	Legislated accountability	
Indicator 3	Do agencies accountable for emergency response activities have agency-specific operational response plans?	
Description	An operational response plan ensures that government departments with specific accountabilities for ensuring public safety will be able to fulfill those roles despite organizational challenges such as personnel turnover. It also ensures limited overlap with other government departments and, through testing the plan, enables others to become familiar with how each department will fulfill their obligations.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: Agency-specific operational response plans do not exist.		0
a. Response plans identify individuals for specific roles and responsibilities to ensure delivery of agency-specific emergency response activities.		
b. Response plans include 24/7/365 contact information for individuals responsible for initiating agency-specific response actions.		
c. Response plans establish an agency lead to ensure coordinated effort.		
d. Response plans adopt continuous improvement through real events, exercises, drills and role-specific training for identified individuals.		
e. Response plans provide operational guidance on assigned roles and responsibilities.		
Total Score		X
Diagnostic Locator		1.1.3

Component 1	LEGAL AND INSTITUTIONAL ACCOUNTABILITIES	
Criteria 1	Legislated accountability	
Indicator 4	Is a critical infrastructure assurance program (including supply chain resilience) required in the emergency management legislation?	
Description	Critical infrastructure is structural backbone of any jurisdiction. It is the core physical presence of any government without which core government and private services could not be provided. Typically, a significant percentage of critical infrastructure is privately owned and operated. As this infrastructure, be it public or private, is of vital economic and public safety importance within the jurisdiction, a well-developed critical infrastructure assurance program should be established across the jurisdiction.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There is no formal critical infrastructure assurance program.		0
a. A comprehensive list of critical infrastructure has been created that includes the public and private sector and which is updated at least every five years.		
b. Critical infrastructure assurance plans have been established and annual reports from owner/operators on improvements to the state of preparedness are required.		
c. Appropriate regulatory, licensing and inspection authorities are established and empowered to prevent critical infrastructure from locating in hazardous areas, ensure exceptions are built/retrofitted to ensure maximum resilience and operated in such a way to increase jurisdictional resilience.		
d. Critical infrastructure data is securely stored by the established emergency management coordinating agency and shared with limited distribution to emergency managers within the jurisdiction for planning and response prioritization.		
e. Owners and operators of critical infrastructure are provided with notifications arising from the early warning systems operating within the jurisdiction.		
Total Score		X
Diagnostic Locator		1.1.4

Criteria 1.2.0 - Summary Sheet

Component 1	LEGAL AND INSTITUTIONAL ACCOUNTABILITIES
Criteria 2	Financial preparedness
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	(Ind.1.2.1 + Ind.1.2.2 + Ind.1.2.3 + Ind.1.2.4) / 4 = 0.00
Participant List	<ol style="list-style-type: none"> 1. Name, Position, Organization 2. Name, Position, Organization 3.
Interviewer Name (s)	<ol style="list-style-type: none"> 1. Name, Position, Organization 2. Name, Position, Organization 3.

Component 1	LEGAL AND INSTITUTIONAL ACCOUNTABILITIES	
Criteria 2	Financial preparedness	
Indicator 1	Does the jurisdiction have appropriate financial instruments for financing emergency response and early recovery?	
Description	The Government’s central role in natural disaster emergency response and recovery involves a large financial burden, which varies based on the government’s definition of contingent liability to natural disasters. Contingent liabilities refer to the spending obligations arising from past events that will be incurred in the future if uncertain discrete future events occur. Ex-ante disaster funds provide the government with a pre-defined amount of readily available resources to be used in the aftermath of a natural disaster. This element refers to the financial allocations, budget contingencies, emergency reserve funding mechanisms and insurance instruments that exist to support effective preparedness, response and early recover.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No formal ex-ante measures/instruments exist.		0
a. A risk management strategy is available that clarifies contingent liability, outlines short-term financing following disasters and ensures long-term reconstruction financing		
b. Budgets plan for the contingent liabilities associated with natural disasters		
c. A disaster fund with dedicated resources exists		
d. Stand-by line of contingent credit available to draw down after a pre-defined disaster is available		
e. Traditional (indemnity-based), parametric insurance instruments or other alternative risk transfer instruments are available		
Total Score		X
Diagnostic Locator		1.2.1

Component 1	LEGAL AND INSTITUTIONAL ACCOUNTABILITIES	
Criteria 2	Financial preparedness	
Indicator 2	Are emergency procurement systems and frameworks designed to respond quickly and effectively following a disaster?	
Description	Within disaster relief logistics, procurement accounts for a hefty percentage of total expenditures. Good procurement practices are essential for efficient, effective, transparent and accountable governance and project management in emergency disaster response. Proactive procurement forecasting identifies the goods and services required for effective disaster response by stockpiling and forming vendor partnerships to ensure rapid distribution in emergency situations. Decentralized, fast track response procurement procedures incorporate more flexibility and invoke other mechanisms (such as pre-qualification processes) to minimize serious supply delays, reduce cost and speed up delivery times.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There are no legal frameworks or formal systems to support emergency procurement.		0
a. Procurement forecasting, budgeting and planning is done to form early vendor partnerships, emergency stockpiles, pre-qualification of suppliers and other pre-emptive measures.		
b. Partnership principles are defined and contingency planning is done in tandem with international organizations, community based organizations and local partners to ensure coordination in emergency situations.		
c. Legal frameworks are in place to enable and allow for faster emergency intervention in immediate response, relief and reconstruction.		
d. Emergency procurement is decentralized to reduce logistics costs and to allow for quicker transit times .		
e. Technology, including geospatial information and telecommunications data, is incorporated into emergency procurement processes to ensure better targeting and ease emergency logistics.		
Total Score		X
Diagnostic Locator		1.2.2

Component 1	LEGAL AND INSTITUTIONAL ACCOUNTABILITIES	
Criteria 2	Financial preparedness	
Indicator 3	Are public financial management policies and procedures for dealing with emergency expenditure adequate?	
Description	Effective financial management policy outlines and provides guidance on the processes involved in managing response costs during the activation of the emergency response structure and protocols. It outlines those responsible for managing response expenditures for costs incurred during response and recovery as well as the relevant expense authorities and applicable thresholds. Financial management procedures outline the scope, steps and responsibilities for financial tracking of all eligible and approved emergency response costs, authorizations of those expenditures and processing of invoices.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No public financial management policies and procedures for dealing with emergency expenditures are in place.		0
a. Administrative and legal frameworks allow for emergency declaration and post-disaster budget appropriation.		
b. A financial management policy is available to guide emergency response processes and lines of responsibility.		
c. Mechanisms exist to effectively allocate and disburse recovery and reconstruction funds following a disaster across levels of government.		
d. Financial management procedures are available for tracking and reporting on emergency response costs, authorizations and processing.		
e. Financial decision-making tools or fiscal forecasts incorporating disaster scenarios are available to assess the costs and benefits of disaster financing options.		
Total Score		X
Diagnostic Locator		1.2.3

Component 1	LEGAL AND INSTITUTIONAL ACCOUNTABILITIES	
Criteria 2	Financial preparedness	
Indicator 4	Do personal financial risk transfer programs, such as homeowner insurance, exist within the jurisdiction?	
Description	An established personal insurance market that is affordable and available in high risk areas can significantly reduce the financial burden on individuals, families and governments in the wake of disasters and emergencies. In combination with other government risk transfer mechanisms, a robust personal insurance market can significantly reduce government contingent liability while also improving personal accountability and preparedness of individuals and families.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix	Value (1 or 0)	
Null Score: No personal financial risk transfer programs, i.e. homeowner insurance, exist within the jurisdiction.	0	
a. Programs exist for the hazards that are most common or expected to cause damage within the jurisdiction.		
b. These programs are well known and the government makes efforts to communicate the need for the public to take advantage of these programs.		
c. Acquiring personal insurance coverage from these programs is generally affordable for the public.		
d. Practicality of the programs has been proven through real events and the market is involved in government disaster relief and recovery planning programs.		
e. Programs exist and are available in all areas identified as at-risk.		
Total Score	X	
Diagnostic Locator	1.2.4	

Appendix 4:

Component 2 Workbook: Information



Rapid Diagnostic User Guide

Component 2 Workbook: Information

Component Overview

Information

The collection, analysis and swift dissemination of information enables better decision-making in advance of emergencies, during response operations and through the transition to early recovery. Impacts from emergencies are felt locally, and so community engagement is vital to a well-developed state of preparedness.

The information used for preparedness and response includes the information generated from early warning systems to provide local residents, and the response teams that support them, with advance notice of emerging hazardous events. As well, the coordination of emergency information from responding agencies and social media ensures horizontal and vertical situational awareness that enables efficient, coordinated and prioritized response operations.

Finally, the development of hazard and vulnerability maps along with other geo-referenced emergency information, captured digitally and shared electronically, provides decision-makers with a key resource for planning across time scales to reduce risk. However, for quality information to have an impact, it must be utilized both by the affected community and by well-trained, committed personnel that have the appropriate equipment to respond safely and effectively.

Component Criteria

Community engagement, including indicators for volunteer management, public preparedness education, community-led mitigation, and leadership engagement.

Early warning systems, including indicators for hazard monitoring, information analysis, active messaging and warning dissemination.

Information management systems, including indicators for inter-agency application, early warning system data integration, maintenance programming, and GIS data integration.

Geomatics, including indicators for implementation capability, geo-referenced hazard data, geo-referenced vulnerability data, and public-private data sharing agreements.

For additional details on the World Bank's Ready2Respond (R2R) Rapid Diagnostic, please refer to the primary User Guide document. Additional details and advice on this diagnostic can be accessed through the contact information below:



For additional information please contact:

Adam McAllister

Thematic Group (KSB) Lead – Emergency Preparedness and Response

Global Practice – Social, Urban, Rural and Resilience

amcallister@worldbank.org

Criteria 2.1.0 - Summary Sheet

Component 2	INFORMATION
Criteria 1	Community engagement
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	$(\text{Ind.2.1.1} + \text{Ind.2.1.2} + \text{Ind.2.1.3} + \text{Ind.2.1.4}) / 4 = \mathbf{0.00}$
Participant List	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.
Interviewer Name (s)	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.

Component 2	INFORMATION	
Criteria 1	Community engagement	
Indicator 1	Is there a program to establish and maintain local level volunteer emergency responders?	
Description	Local responders are the first to act, however it can become difficult to manage a response if no systems are in place to engage with volunteers in advance of an emergency. It is helpful to engage with volunteer responders early to maximize response effectiveness, significantly reduce response times safely, and encourage individual accountability for personal and family preparedness.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No program exists for local volunteer emergency responders.		0
a. The program provides basic training and drills for search and rescue and community coordination during emergencies.		
b. The program provides basic equipment, including personal protective equipment, as well as guidance and tools for maintaining that equipment.		
c. The program has established multi-year government funding and results are tracked/reported annually.		
d. The program is active in over 75% of communities within the jurisdiction.		
e. The program integrates government first responder services into training and drills of local volunteer emergency responder teams.		
Total Score		X
Diagnostic Locator		2.1.1

Component 2	INFORMATION	
Criteria 1	Community engagement	
Indicator 2	Do programs for community education on local emergency preparedness and response exist and are they functional?	
Description	Addressing preparedness and response at the local level can raise awareness of specific threats and help communities to prepare and engage in problem solving prior to and during a disaster. Further, these programs ensure communities know what local action to take when warnings are issued and reduce pressure on response services during widespread and/or more intensive disasters and emergencies.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No community-focused emergency preparedness and response education programs exist.		0
a. Local emergency preparedness and response education programs are centrally funded and regularly delivered by experienced professionals.		
b. Local education programs are contextualized to focus on the threats facing the engaged community.		
c. The content of these programs enables individual and community level preparedness and response actions.		
d. The programs demonstrate how members of the affected community can contribute to the comprehensive preparedness and response activities of the jurisdiction, e.g. through information gathering, event information sharing, and communicating response resource needs.		
e. The education programs guide community emergency preparedness planning and identify these plans as training outputs.		
Total Score		X
Diagnostic Locator		2.1.2

Component 2	INFORMATION	
Criteria 1	Community engagement	
Indicator 3	Is there a program to support small-scale, community-led mitigation works?	
Description	Mitigation of risk at the local level with support from the community helps raise overall risk awareness while reducing the effects of a disaster and promoting rapid recovery following an event. Examples might include retro-fitting irrigation equipment for secondary use in wildland fire suppression, local riverbank stabilization, etc.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: A central program for small-scale, community-led mitigation works does not exist.		0
a. Dedicated multi-year funding is available from the government for community-led mitigation activities.		
b. Technical support for these projects is available within the government.		
c. The program enables mitigation projects for existing hazards and hazards exacerbated by climate change.		
d. The program includes expenditure tracking and formal reporting of project results.		
e. Project support decisions made by the government are prioritized based on quantified risk, transparent and apolitical.		
Total Score		X
Diagnostic Locator	2.1.3	

Component 2	INFORMATION	
Criteria 1	Community engagement	
Indicator 4	Are local leaders provided education and tools to advocate for resources, policies and programs associated with emergency preparedness and response?	
Description	Local leaders, elders and community groups have an important role to play in overall disaster risk reduction. Engaging and training the community leadership in proactive risk management can improve the overall effectiveness of the emergency management program in all phases, ensuring intergration with all levels of government and establishing a local culture of preparedness.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There are formal education programs or advocacy tools provided for local leaders.		0
a. Dedicated multi-year funding is available from the government for education for local leaders.		
b. Over 75% of local leaders have been provided education and tools to advocate for emergency preparedness and response resources, policies and programs.		
c. Regional forums for information sharing and collaboration between community leaders for emergency preparedness and response resources, policies and programs are available and administered by the government.		
d. Education programs for local leaders include considerations for constructive decision-making during planning periods and response operations.		
e. Regular government communication on at least an annual basis is conducted to provide updated information on educational opportunities, policy changes, and tools available for local jurisdictions to engage in these programs.		
Total Score		X
Diagnostic Locator		2.1.4

Criteria 2.2.0 - Summary Sheet

Component 2	INFORMATION
Criteria 2	Early warning systems
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	$(\text{Ind.2.2.1} + \text{Ind.2.2.2} + \text{Ind.2.2.3} + \text{Ind.2.2.4}) / 4 = \mathbf{0.00}$
Participant List	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.
Interviewer Name (s)	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.

Component 2	INFORMATION	
Criteria 2	Early warning systems	
Indicator 1	Is a functioning monitoring / surveillance program in place for all major hazards?	
Description	Monitoring and surveillance mechanisms and the ability to disseminate this information is the foundation of an effective early warning system. Ideally, there should be an existing system that allows for the predicting and forecasting of potential hazards, grounded in sound science and technology. This system should be able to operate 24 hours a day, 7 days a week. Ongoing and frequent monitoring/surveillance of hazards increase the likelihood of accurate and timely warnings. Since there are multiple hazards, there should be a certain level of coordination across sectors/ministries in order to understand and possibly leverage existing monitoring/surveillance systems.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No all-hazard monitoring / surveillance program is in place.		0
a. National standards are established for the systematic collection, sharing and assessment of hazard and vulnerability data.		
b. Hazard monitoring organizations are identified at national, sub-national and local levels, and there is clarity about monitoring and sharing accountabilities.		
c. The physical locations and the technical equipment to conduct monitoring/surveillance activities for multiple hazards are established, tailored to local/cultural context and personnel are trained in its use and maintenance.		
d. Thresholds are established relevant for each hazard that allow a surveillance officer to know when and where a warning should be issued.		
e. Hazard monitoring/surveillance activities are conducted 24 hours a day, 7 days a week, throughout the year.		
Total Score		X
Diagnostic Locator		2.2.1

Component 2	INFORMATION	
Criteria 2	Early warning systems	
Indicator 2	Is there an evidence-based and technologically sound program to analyze data gathered by the monitoring system?	
Description	The analysis of data gathered by monitoring and surveillance systems is crucial to any early warning system. The data gathered should be analyzed using scientifically and technologically sound methodologies to ensure that the information being disseminated is accurate, useful and timely.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No evidence-based, technologically sound analysis system exists for hazard monitoring data.		0
a. Data analysis and predictive event modelling procedures are based on accepted scientific and technical methodologies.		
b. Analysts are trained according to existing and evidence-based international standards.		
c. Monitoring and surveillance centers are equipped appropriately to analyze data and run hazard-specific prediction models.		
d. There are redundant systems in place to enable hazard data analysis despite power outage, information systems failure and/or equipment failure.		
e. Crowd-sourced data, e.g. social media, is incorporated into hazard data analysis as a secondary source of data about possible events.		
Total Score		X
Diagnostic Locator	2.2.2	

Component 2	INFORMATION	
Criteria 2	Early warning systems	
Indicator 3	Is there capacity to develop simple, accurate warning messages in real-time to provide those at-risk with constructive and reasonable response actions?	
Description	Functional early warning systems deliver clear, simple messages containing useful information to affected or at-risk populations. This empowers individuals and communities to take action and adopt protective behaviors that save lives. Messages need to be straightforward and action-oriented. They should be consistent across multiple media platforms and message delivery systems.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: Very limited capacity to develop effective warning messages exists.		0
a. There are clear and established policies governing the timely development of warning messages based on hazard monitoring data and analysis.		
b. Templates and tools, e.g. Common Alerting Protocol, are available to support the timely development of warning messages based on the monitoring data and its analysis.		
c. Warning messages are consistent with international best practice in communicating with vulnerable populations and adapted for literacy levels, cultural context, etc.		
d. Formal warning message sharing arrangements are in place with key partner organizations, especially media, to ensure consistent and complimentary warning messages.		
e. Programs are established to track warning message effectiveness during real or potential disaster and emergencies.		
Total Score		X
Diagnostic Locator		2.2.3

Component 2	INFORMATION	
Criteria 2	Early warning systems	
Indicator 4	Do functional, multi-modal warning message distribution systems exist that can quickly and effectively reach at-risk populations?	
Description	Critical early warnings based on sound analysis and quality data are only effective if delivered rapidly to the population at-risk. To be effective in reaching the target population, warning messages must be delivered near simultaneously across multiple media platforms, such as television, radio, social media and mobile phone text message. By ensuring "last mile" connection for early warnings, at-risk populations are able to take life saving actions within their community to reduce the consequences of disasters and emergencies.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: A functional multi-modal warning message distribution system is not in place.		0
a. There is a clear and established mechanism for warning messages to pass from government warning centers to at-risk populations.		
b. The jurisdiction has formalized the mediums and equipment that will be used for communicating warning messages to at-risk populations.		
c. Early warning systems data, analysis and messages have been incorporated into Emergency Operations Center daily operational planning.		
d. Warning sirens or alarms are consistently used in areas of specific risk where delivery of time-sensitive emergency messages is critical.		
e. Formal partnership agreements with media and telecommunications companies are in place, supported by a government spokesperson, to ensure rapid and consistent message distribution.		
Total Score		X
Diagnostic Locator	2.2.4	

Criteria 2.3.0 - Summary Sheet

Component 2	INFORMATION
Criteria 3	Information management systems
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	$(\text{Ind.2.3.1} + \text{Ind.2.3.2} + \text{Ind.2.3.3} + \text{Ind.2.3.4}) / 4 = \mathbf{0.00}$
Participant List	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.
Interviewer Name (s)	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.

Component 2	INFORMATION
Criteria 3	Information management systems
Indicator 1	Is there a functional information management system available for supporting emergency management activities?
Description	The use of a common disaster management information system (DMIS) by all emergency management personnel improves overall situational awareness, decision making and response coordination. A system based on commercial off-the-shelf (COTS) software, and that is inter-operable with common systems in use by international agencies, can improve overall response and increase training opportunities for personnel across agencies.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: No disaster management information system exists.	0
a. The DMIS has an uptime of 99% or higher with established redundancy and recovery plan.	
b. A common DMIS is used by all emergency operations centers, even if only codified in policy as common email, word processing and spreadsheet tools.	
c. The DMIS is inter-operable with common DMIS platforms in use by international disaster support agencies.	
d. DMIS utilizes commonly available commercial-off-the-shelf (COTS) software or network (cloud-based) application.	
e. Training on DMIS usage is provided on an ongoing basis for EOC personnel and other users of the system.	
Total Score	X
Diagnostic Locator	2.3.1

Component 2	INFORMATION	
Criteria 3	Information management systems	
Indicator 2	Have program budget allocations been secured to support disaster management information system training, capacity and usage?	
Description	A functional disaster management information system (DMIS) fills a crucial role in supporting situational awareness and organizing information prior to, and during a disaster. It is important to ensure that the system is maintained, updated, and upgraded as necessary in order to ensure that the system functions appropriately and that valid information is available when required.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No program budget has been secured to support the DMIS.		0
a. Ongoing maintenance of the DMIS is supported through sufficient budgetary allocations to allow the system to remain functional.		
b. Regular training for all personnel in the use of DMIS is supported through budgetary allocations.		
c. Budget allocation has been made to allow software updates and upgrades as necessary to allow the system to remain current.		
d. Budget is available for integration of GIS data, early warning system and other sources of information into the DMIS.		
e. Budget is available for regular, periodic or continual update of system data to ensure current information is available whenever disaster occurs.		
Total Score		X
Diagnostic Locator		2.3.2

Component 2	INFORMATION	
Criteria 3	Information management systems	
Indicator 3	Is the disaster management information system (DMIS) currently in use capable of integrating GIS generated data?	
Description	The availability of geo-located information within the DMIS provides superior situational awareness for planning, mitigation, response, and recovery efforts. Real-time update of GIS data, often through the use of mobile and wireless device users, provides current data for disaster and emergency response and recovery planning.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: The DMIS is not capable of integrating GIS data.		0
a. Geo-located, current and comprehensive hazard information is available within the DMIS for major hazards affecting the jurisdiction.		
b. Geo-located, current and jurisdiction-specific vulnerability information is available within the DMIS.		
c. Geo-located, current and comprehensive base map information (e.g. roads, rivers, etc.) is available within the DMIS.		
d. Geo-located and current critical infrastructure and response resources information is available within the DMIS.		
e. The DMIS is capable of accepting mobile and real-time updated GIS data to enhance situational awareness during response/recovery.		
Total Score		X
Diagnostic Locator		2.3.3

Component 2	INFORMATION	
Criteria 3	Information management systems	
Indicator 4	Is the disaster management information system (DMIS) capable of integrating early warning system data to support situational awareness?	
Description	Early warning systems provide data that is crucial for analyzing the potential impact of an incident. The integration of early warning system data with the DMIS enhances situational awareness and allows for the dissemination of a comprehensive common operating picture for all responding agencies.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: The disaster management information system is not capable of intergrating data from the early warning system.		0
a. Early warning system data for known hazards is integrated with the DMIS.		
b. Historical data from the early warning system is stored and can be presented to DMIS users through maps or geo-referenced visual display.		
c. Hazard monitoring data from the early warning system may be analysed and forecasts of disaster impact can be presented to DMIS users through maps or geo-referenced visual display.		
d. The DMIS incorporates data from public or private reporting systems allowing mobile users to send situational data to the centralized DMIS from portable phones, tablets or other information gathering devices.		
e. The DMIS incorporates automatic data collection from public and private sources such as cellphone accelerometer information to enhance impact analysis.		
Total Score		X
Diagnostic Locator		2.3.4

Criteria 2.4.0 - Summary Sheet

Component 2	INFORMATION
Criteria 4	Geomatics
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	$(\text{Ind.2.4.1} + \text{Ind.2.4.2} + \text{Ind.2.4.3} + \text{Ind.2.4.4}) / 4 = \mathbf{0.00}$
Participant List	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.
Interviewer Name (s)	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.

Component 2	INFORMATION	
Criteria 4	Geomatics	
Indicator 1	Is geographic information systems (GIS) capacity available for supporting emergency management activities?	
Description	GIS can be a powerful tool for planning, preparedness, response and recovery by organizing and making available information on hazards, vulnerabilities, and resources for emergencies. GIS can also be a powerful tool in promoting public risk reduction by helping populations better understand current risks.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No geographic information system capacity currently exists in support of emergency management activities.		0
a. GIS capacity is available to responder services, even if use may be limited by access or understanding of how to use the tool.		
b. GIS is available and is utilized within the EOC and Command Post facilities during incidents.		
c. GIS is available with common standards for interoperability between agencies and a common operating platform shared between agencies.		
d. GIS personnel are available within the EOC to support its use at all times through dedicated positions or functional "on call" rosters.		
e. GIS is available and used for public disaster/risk awareness by helping the public to understand the risks they face.		
Total Score		X
Diagnostic Locator	2.4.1	

Component 2	INFORMATION	
Criteria 4	Geomatics	
Indicator 2	Is a comprehensive set of geo-referenced data layers available for emergency managers?	
Description	Inter-operable GIS improves situational awareness, response efficiency, and can prevent further damage or loss of life. Responding agencies and emergency management personnel should have inter-operable systems based on common baseline data layers. This foundation significantly contributes to the common operating picture and efficient information flow between responders and integrated command agencies as necessary.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No comprehensive set of geo-referenced data layers are available for emergency managers.		0
a. Geo-referenced hazards are identified on data layers and available for use.		
b. Geo-referenced vulnerabilities, both social and structural, are identified and available for use by emergency managers.		
c. Historical data on previous disaster impacts exists within the GIS and is available for planning use.		
d. Legal requirements and/or confidential data sharing agreements are in place to enable GIS data sharing from private sector critical infrastructure owners and critical services with government for use in emergency preparedness and response programs.		
e. Mobile device enabled, crowd-sourced data is incorporated into the GIS and may be displayed and analyzed during incidents.		
Total Score		X
Diagnostic Locator		2.4.2

Component 2	INFORMATION	
Criteria 4	Geomatics	
Indicator 3	Are standards applied to the compiling and interpretation of geo-referenced data for use in the system?	
Description	Ensuring that data conforms to a standard lowers overall operating costs for the GIS while ensuring the data quality is maintained. This enables faster processing and interpretation of the data and increases confidence in the models and outputs from the system. These efficiencies lead to more rapid and informed respond operations with higher confidence in decisions.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No comprehensive standard is established for compiling and interpreting geo-referenced data layers.		0
a. Jurisdictional government standards exist for compiling and managing GIS data.		
b. A common GIS software platform is being used by all agencies involved in emergency preparedness and response.		
c. Standards exist for interpretation of GIS data including information source identification and confidence or reliability of data.		
d. Periodic verification is carried out to ensure that GIS data is collected and stored in accordance with the applicable standards.		
e. GIS data and information is compiled and shared real-time between agencies in standard formats for interoperability.		
Total Score		X
Diagnostic Locator		2.4.3

Component 2	INFORMATION	
Criteria 4	Geomatics	
Indicator 4	Is a standardized and periodic process in place for the update (collection, analysis, sharing, storing and maintenance) of hazard, vulnerability, and resources data layers?	
Description	GIS data must be current and reliable in order to have value for emergency management activities. A system of regular updating of the information ensures that the information is useful at all times. As well, ensuring understanding and transparency about how hazardous areas, community vulnerability, etc. are established improves situational awareness for focusing preparedness activities.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No standardized process is in place for updating baseline data layers used in the emergency preparedness and response system.		0
a. Geo-referenced baseline vulnerability data is, at minimum, updated annually.		
b. Geo-referenced baseline data for all identified hazards is, at minimum, updated annually.		
c. Geo-referenced baseline data for emergency preparedness and response resources is, at minimum, updated annually.		
d. Geo-referenced data used for emergency preparedness and response is maintained and backed-up on a regular and frequent basis, at minimum every three months.		
e. Geo-referenced situational awareness information, e.g. impending inclement weather, pilgrimage-driven population movements, etc., is updated in real-time or near real-time to provide improved situational awareness for emergency managers.		
Total Score		X
Diagnostic Locator		2.4.4

Appendix 5:

Component 3 Workbook: Facilities



Rapid Diagnostic User Guide

Component 3 Workbook: Facilities

Component Overview

Facilities

Coordination of effort for emergency preparedness and response activities requires a structural presence, be it for command and control, movement of emergency aid or the staging of response teams and their equipment. These facilities act as a core element in establishing a culture of preparedness, ensuring a dependable common operating picture and resilient services when most other critical infrastructure and government service is disrupted. This component ensures that there is a nexus for information, personnel and equipment as an emergency preparedness and response system matures through focused investment.

Component Criteria

Emergency operations centers, including indicators for resilient structures, mobile command posts, activation procedures, and social media monitoring.

Training centers, including indicators for personnel and equipment capacity, multi-agency training, maintenance, and location attributes.

Logistics warehouses and response stations, including indicators for international reception, warehousing networks, specialized hazard response facilities, and urban response stations.

Shelters and open spaces, including indicators for temporary housing, multifunction open space, evacuation routes, and emergency shelter management.

For additional details on the World Bank's Ready2Respond (R2R) Rapid Diagnostic, please refer to the primary User Guide document. Additional details and advice on this diagnostic can be accessed through the contact information below:



For additional information please contact:

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Global Practice – Social, Urban, Rural and Resilience

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Criteria 3.1.0 - Summary Sheet

Component 3	FACILITIES
Criteria 1	Emergency operations centers
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	(Ind.3.1.1 + Ind.3.1.2 + Ind.3.1.3 + Ind.3.1.4) / 4 = 0.00
Participant List	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.
Interviewer Name (s)	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.

Component 3	FACILITIES
Criteria 1	Emergency operations centers
Indicator 1	Are emergency operations centers available with sufficient back-up and facilities to support extended emergency conditions?
Description	An emergency operations center (EOC) must be supported by sufficient back-up systems including power, heating and cooling, communications, staff, and operational resources (such as security, break rooms, planning/meeting rooms, media center, etc.). Ideally, an EOC would have a back-up facility that is geographically diverse, and fully capable of operation in the event the primary EOC is not available.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: A functional EOC does not exist.	0
a. The EOC has resilient systems to ensure continuous operation despite critical service disruptions.	
b. The EOC has an established back-up site in the event the primary EOC requires evacuation.	
c. The EOC is staffed 24/7/365 with full-time staff duty officers.	
d. The government has established an operational program budget, including capital funding for facility, personnel, and training improvements, as well as annual testing.	
e. The EOC is fully equipped with the tools and technology necessary to coordinate response activities within the jurisdiction.	
Total Score	X
Diagnostic Locator	3.1.1

Component 3	FACILITIES	
Criteria 1	Emergency operations centers	
Indicator 2	Is a mobile command post available for multi-agency coordination during large scale disasters?	
Description	Mobile command post facilities typically include space for incident management activities in a controlled environment (secure, sheltered, etc.). Additionally, the ability to accurately communicate site conditions, resource needs, and other information to the EOC is necessary. This requires reliable back up communication capabilities and the ability to operate in a self-supporting mode for some period of time, ideally between 36-72 hours without re-supply.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: A mobile command post is not available.		0
a. Mobile command post resources have been designated and are in a state of readiness for deployment.		
b. Resources are allotted for mobile command posts to be self-supporting for up to 72 hours.		
c. Mobile command posts are able to provide information gathering and management capacity with voice, data, and video communication capability including abilities to back up all documented communication.		
d. Mobile command posts are capable of managing multi-agencies during disaster response.		
e. Developed standards of mobile command post criteria, such as resiliency to environment, technological abilities, maintenance schedules, size, and command structures, are established.		
Total Score		X
Diagnostic Locator		3.1.2

Component 3	FACILITIES	
Criteria 1	Emergency operations centers	
Indicator 3	Are clear lines of authority established for emergency operations center activation, staffing, fiscal, and operational responsibilities?	
Description	Policy and authority must be clear for activation of the EOC and for the required staffing, fiscal authority, and operational responsibilities including the role of elected officials, government staff, NGO's and other supporting entities. How the EOC will function in relation to other governments (federal, territorial, municipal) and potential foreign disaster agencies or corporations should be spelled out in advance of an emergency.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No formalized organizational structure or operations guide for the EOC exists.		0
a. A unified organizational structure exists and is exercised on a regular basis with associated agencies, governmental departments, members of government, and NGO's. Policies exist to explain EOC interface with various agencies or levels of government.		
b. Criteria exists for enhanced monitoring at an EOC when notified of approaching threats without requiring full deployment of EOC resources.		
c. Criteria exists for partial activation of an EOC, to help resources move towards a state of readiness and a measured response deployment.		
d. Criteria exists for full activation of an EOC during a disaster. This will include full deployment and mobilization of resources and communication amongst all necessary agencies.		
e. Criteria exists to demobilize resources post-emergency. This will include handing command from an EOC to the appropriate government agency as a emergency or disaster transitions from response to recovery efforts.		
Total Score		X
Diagnostic Locator	3.1.3	

Component 3	FACILITIES	
Criteria 1	Emergency operations centers	
Indicator 4	Is a standardized process in place for the collection, analysis, sharing, storing and maintenance of social media and crowdsourced data at the EOC level?	
Description	<p>Controlling the messaging surrounding an incident must include being able to find out what is being said on social and conventional media, and responding to rumours and incorrect information with an authoritative voice and clear messaging. Collecting, aggregating and analyzing media can help to identify needs for messaging, and can be a valuable tool for analyzing the effectiveness of messaging and overall response.</p>	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There is no standardized process for the use of social media and crowdsourced data within the EOC.		0
a. EOC staff or virtual teams are dedicated and trained for the task of collecting, analysing, reporting and responding to social and conventional media.		
b. Software tools for aggregation and analysis of social media and crowd sourced data are available within the EOC.		
c. Monitoring of social and conventional media is conducted, analysed and reported to government communicators for the purpose of rumour control and clarification.		
d. A crisis communication team is available for real-time consulting on official media releases and public relations.		
e. Relevant social media accounts resources for emergency management are existing and kept in a state of readiness use during emergencies and disasters.		
Total Score		X
Diagnostic Locator		3.1.4

Criteria 3.2.0 - Summary Sheet

Component 3	FACILITIES
Criteria 2	Training centers
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	$(\text{Ind.3.2.1} + \text{Ind.3.2.2} + \text{Ind.3.2.3} + \text{Ind.3.2.4}) / 4 = \mathbf{0.00}$
Participant List	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.
Interviewer Name (s)	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.

Component 3	FACILITIES	
Criteria 2	Training centers	
Indicator 1	Do training centers have the capacity to accommodate and manage personnel and training equipment?	
Description	A training center will have limited effectiveness unless it has the capacity to meet the needs of the targeted trainees. Dedicated resources for training will help achieve this, including meeting general and specific needs of the training audience.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No training centers with appropriate capacity exist.		0
a. Training centers have suitable layouts with areas for didactic and practical hands-on training. This includes a classroom area and training area for equipment use.		
b. Training centers can house and accommodate personnel for multi-day trainings. If sites are not geographically nearby to offsite accommodation than kitchen, sleeping quarters, personal hygiene aids, and sanitation must be part of the site layout.		
c. Secure storage areas are available for training equipment. Depending on the type of training, this could be as simple as lockers and shelves for lecture-style training to larger warehouses for heavy equipment.		
d. Training center classrooms are supplied with suitable technology and teaching aids. This could include desks, chairs, computers, wireless internet, projectors, props, training aids and anything else that assists with multi-modal learning.		
e. Trainings centers are appropriately sized to the amount of people being trained and there is limited potential for overcrowding.		
Total Score		X
Diagnostic Locator		3.2.1

Component 3	FACILITIES	
Criteria 2	Training centers	
Indicator 2	Do training centers include options for multi-agency training?	
Description	Multi-agency training centers will allow inter-agency training but will also reduce costs instead of having a training center for specific disciplines. Beyond responders, training centers should also allow public and volunteer accessibility to promote a bottom-up approach to emergency preparedness and response.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No options for multi-agency training centers currently exist.		0
a. Design and training options will accommodate health and medical personnel.		
b. Design and training options will accommodate police and security personnel.		
c. Design and training options will accommodate fire suppression, prevention, and rescue personnel.		
d. Design and training options will accommodate disaster management, incident command, planning, coordination, and other disaster infrastructure/information training.		
e. Training centers are accessible to the public, partnered agencies, and volunteers for disaster awareness and emergency preparedness training and information.		
Total Score		X
Diagnostic Locator		3.2.2

Component 3	FACILITIES	
Criteria 2	Training centers	
Indicator 3	Are existing training centers utilized and maintained effectively?	
Description	A strategic plan and operational budget for use of a training site will allow it to be used to its full potential. To ensure facility optimization, engagement with multiple responder agencies and the private sector should be explored and formalized. As well, training centers can function effectively as secondary EOCs or regional command posts for disasters, if properly designed. To ensure this optimization, the facilities must be maintained to a high standard and equipment kept current to the equipment being used in daily operations by rescue and response services.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: Training centers usage is not optimized and they are not maintained to a high standard.		0
a. Training centers may have other uses or designations, but they can easily be converted to a training facility in a short time period.		
b. Training centers have a regular schedule and yearly plan for rotating classes.		
c. Training centers are modern and clean. There is a regular maintenance and improvement schedule.		
d. A capital expenditure plan and maintenance budget exists to update or replace broken or obsolete equipment.		
e. Budgets exist at regional and national levels to maintain operational readiness and improvements of training centers.		
Total Score		X
Diagnostic Locator	3.2.3	

Component 3	FACILITIES	
Criteria 2	Training centers	
Indicator 4	Has geography and location been considered for training sites?	
Description	<p>Geography and accessibility is key to training the maximum amount of agency personnel and public volunteers. Exploring partnerships with academic institutions and ensuring proximity and easy transportation access improves usage patterns for training centers, increasing the opportunity for collaborative learning and establishing a culture of preparedness across public, private, non-government and academic sectors.</p>	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: Training centers are not located in suitable areas and mobile or remote training options are not available.		0
a. Training centers are located within the jurisdiction and are easily accessible to personnel and volunteers.		
b. Training centers have resources to provide distance learning. This could include mobile classrooms, internet learning, satellite classrooms with video conferencing, among other options.		
c. The training site is located near transportation hubs and routes for trainee accessibility.		
d. Training sites are near academic institutions for partnerships in training disaster managers and researchers.		
e. Training sites are built to mitigate effects of natural disasters and are located in areas with a lower hazard threat profile.		
Total Score		X
Diagnostic Locator	3.2.4	

Criteria 3.3.0 - Summary Sheet

Component 3	FACILITIES
Criteria 3	Logisitcs warehouses and response stations
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	(Ind.3.3.1 + Ind.3.3.2 + Ind.3.3.3 + Ind.3.3.4) / 4 = 0.00
Participant List	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.
Interviewer Name (s)	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.

Component 3	FACILITIES	
Criteria 3	Logistics warehouses and response stations	
Indicator 1	What entities and framework exist to coordinate and support logistic hubs and warehousing?	
Description	Logistics management is often a complex process even during non-disaster periods. Due to this complexity, suitable and sustainable networks should be developed and maintained as part of a disaster preparedness plan. Logistics hub networks, including warehousing storage facilities, should be able to work with the private sector, government, and NGOs to successfully coordinate incoming international aid and also distribute it to domestic areas in need.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There is no entity designated to coordinate logistics hubs and there are minimal resources for warehousing and logistic hubs.		0
a. There is a lead agency designated to coordinate deployment and storage of international and domestic supplies during disasters.		
b. A pre-designated logistics hub and warehouse network exists for both incoming international relief and domestic deployment use.		
c. Inventories and caches of goods and materials are maintained and replaced as required. Established budgets continue to support the storage and replacement of goods/materials.		
d. Multiple forms of transportation and shipping exist for deployment of materials and formal agreements for materials transport are in place that involve the private sector.		
e. A communication and accounting/record-keeping infrastructure is in place to minimize loss and waste during storage and assist with appropriate delegation of goods and materials.		
Total Score		X
Diagnostic Locator	3.3.1	

Component 3	FACILITIES	
Criteria 3	Logistics warehouses and response stations	
Indicator 2	What are the capacities of logistic warehouses?	
Description	Beyond having a network of logistic hubs for distribution of goods and materials, operations management and the physical structure of logistic warehouses are key to increased resiliency during disasters. Warehouses must have the size, staffing, budget, and equipment to successfully intake, sort, maintain, store, and eventually distribute both perishable and non-perishable items and other equipment.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: Logistics hubs do not have the ability to warehouse and material handle the amount of relief aid materials projected to be delivered. .		0
a. Warehouses have sufficient equipment for efficient and effective storage and organization of goods/materials. This includes items such as forklifts, pallets, loading docks, lighting, ventilation, fire protection, pest control, repackaging equipment and refrigeration (as required).		
b. Sufficient staffing exists for warehouses and logistics hubs to effectively sort and prioritize what goods and materials are shipped to affected populations and regions. Staffing provides labour for movement of materials but also for facility cleanliness (janitorial), security, and management/administration.		
c. Logistics hubs and warehouses are geographically situated near appropriate transportation networks to receive international relief but also proximal to potential disaster sites for local deployment.		
d. Structures of warehouses and logistic hubs are resilient to environmental factors and natural hazards and appropriately sized for management, storage, and advanced caching of materials.		
e. Maintenance cost is predetermined and incorporated into existing budgets.		
Total Score		X
Diagnostic Locator		3.3.2

Component 3	FACILITIES
Criteria 3	Logistics warehouses and response stations
Indicator 3	What capacity, resources, and abilities do local response stations have?
Description	Local response services are a critical resource during disaster and will be some of the first responders deployed. While local response stations are primarily for daily emergencies, having regional network of response stations will also provide a resource for responding to disasters until more specialized aid is deployed. Daily emergencies will not cease during disasters and having local response stations continue to respond to their regular duties is key to building a resilient population. Local response stations include resources such as ambulance or paramedic response, firefighters, police and search and rescue.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: Response stations have minimal capacity to respond effectively to daily emergencies, e.g. ambulance transports, structure fires, etc.	0
a. Response stations are adequately equipped and staffed to respond effectively to most daily emergencies such as ambulance transports, structure fires, and rescue capabilities appropriate for the jurisdiction.	
b. Response stations are numerous enough and geographically situated to respond to daily emergencies quickly (minutes not hours) and effectively.	
c. Response stations have adequate resources to continue to respond to daily emergencies during disasters or increased surge periods.	
d. Response stations are designed, situated and constructed with higher level resilience to ensure continued operations during disaster periods, including food, water, and sleeping accommodations for staff for at least 72 hours.	
e. The DMIS is capable of accepting mobile and real-time updated GIS data to enhance situational awareness during response/recovery.	
Total Score	X
Diagnostic Locator	3.3.3

Component 3	FACILITIES	
Criteria 3	Logisitics warehouse and response stations	
Indicator 4	What specialized hazard response station criteria exist for deployment and operation?	
Description	<p>Hazard specific response stations may be housed or designated in the same structure as local response stations with dual trained personnel. However, specialized equipment may be needed to respond to specific disasters or hazards which are typically beyond the capacity of local response stations. Hazard response stations may also be centralized as response situations are less common, however their equipment and trained personnel should reflect local threats and hazards. Local response stations do not typically have the ability to respond to disasters for prolonged periods so specialized teams are required.</p>	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There are no established criteria for specialized hazard station deployment and operations or no specialized hazard stations or teams exist.		0
a. Criteria, policy, or legislation exists for hazard specific response when local response stations are overwhelmed or unable to handle specific disaster hazards.		
b. Additional upper level government funding and budgets are activated when specialized hazard responders are required for disaster operations.		
c. Response stations exist that have applicable and region specific advanced training, sufficient personnel, and specialized equipment to respond to disasters or complex emergencies, e.g. wildland fire suppression, HUSAR, etc.		
d. Hazard specific responders can be deployed within 6 hours after a request for services during an emergency or in response to a disaster.		
e. Hazard specific disaster responders can remain operational in field settings for at least 72 hours without re-supply.		
Total Score		X
Diagnostic Locator		3.3.4

Criteria 3.4.0 - Summary Sheet

Component 3	FACILITIES
Criteria 4	Shelters and open spaces
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	(Ind.3.4.1 + Ind.3.4.2 + Ind.3.4.3 + Ind.3.4.4) / 4 = 0.00
Participant List	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.
Interviewer Name (s)	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.

Component 3	FACILITIES	
Criteria 4	Shelters and open spaces	
Indicator 1	Is there infrastructure in place to deploy emergency housing and temporary shelter for displaced persons during a disaster?	
Description	Temporary shelters and emergency housing are potentially expensive. Pre-existing partnerships to use land and provide shelters helps defer or lower costs while reducing response time. Temporary housing is not meant to be permanent but should provide the basics of sustainable living including protection from the elements, security, and a space for mental well-being. Organizing shelter resources (as opposed to prior) during a disaster is not pragmatic and not likely provide suitable protection to a displaced population.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There are no planned or existing capacities for providing temporary shelter.		0
a. There is pre-approved funding available through government, private entities, or nonprofit NGOs for temporary shelters.		
b. Existing community partnerships allow use of private land and structures for temporary shelter and use of open space during disasters. There is open space on public land designated for temporary shelters during disasters.		
c. Open land designated for temporary shelters has passed a hazard risk assessment including mitigation from further effects of an ongoing emergency or future disaster.		
d. Temporary shelters have been examined and approved to withstand basic weather and hazard considerations. This includes both permanent structures used for temporary housing as well as portable structures such as tents.		
e. Verification has been completed that there is enough open space and shelters to accommodate the anticipated displaced population of a specific region.		
Total Score		X
Diagnostic Locator	3.4.1	

Component 3	FACILITIES
Criteria 4	Shelters and open spaces
Indicator 2	Is there designated open space for disaster and management operations?
Description	Open spaces such as parks, vacant land, and green spaces are a natural convergence point for displaced peoples. They also may be relatively free of structures or debris after a disaster and be suitable locations for disaster specific operations such as mobile command posts and resource staging areas. Identification and planned use of open spaces will help save time and manage resource deployment during a disaster.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: No designation exists for utilizing open space for disaster and rescue operations during a disaster response.	0
a. Open spaces have been designated for mobile command posts, including communications technology, and allows for dual and multiple uses of land.	
b. Locations are designated for command, resources, and evacuation vehicles. This includes stand-by areas as well as landing zones for aircraft, loading/unloading areas for resource vehicles, docking areas for watercraft, and vehicle support areas (fueling, repairs).	
c. EOC and incident command structures are situated in spaces near designated evacuation and supply routes.	
d. Public open space has been approved or private partnerships exist for use of private open space in emergency or disaster affected areas.	
e. Open spaces used for disaster and management operations are accessible and located near to basic infrastructure and resources to support ongoing deployment.	
Total Score	X
Diagnostic Locator	3.4.2

Component 3	FACILITIES	
Criteria 4	Shelters and open spaces	
Indicator 3	Does a region have disaster evacuation routes established and maintained?	
Description	Designated and safe disaster routes are key for saving lives and evacuating portable economic resources (such as livestock) before or during a disaster. Local population must also know when, where, and how to access evacuation routes through outreach and education.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There are no designated evacuation routes and/or promotion of evacuation routes.		0
a. Safe evacuation routes are clearly visually identified in such a way that does not require the ability to read.		
b. Directed marketing, promotion, and education of evacuation routes is delivered to ensure awareness of the local population.		
c. Multi-modal evacuation routes are maintained for the population and also for economic loss mitigation, including evacuation of livestock, material resources, and other local economic or monetary resources that are transportable.		
d. Multiple evacuation routes from disaster risk areas are established in the event that movement in a particular direction is unsafe or compromised.		
e. Identified evacuation routes are resilient to known hazards .		
Total Score		X
Diagnostic Locator		3.4.3

Component 3	FACILITIES	
Criteria 4	Shelters and open spaces	
Indicator 4	Are temporary shelter and emergency shelter communities safe, healthy, and secure locations for their residents?	
Description	While displaced persons may end up in emergency housing for years, the situation should always be viewed as temporary. In the short-term, shelter communities often create added risks through overcrowding, victimization through crime, poor sanitation, and a lack of availability of services that are well-established in permanent communities. The longer the residence in temporary communities, the greater the risk for residents. A realistic timeline for transition to permanent housing should exist which will also help speed the transition from response to recovery from the emergency or disaster.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There is limited health, security, sanitation, or social services planned for emergency shelters.		0
a. Emergency medical services (ambulance or clinic) and public health services are identified for deployment at shelter communities.		
b. Clean water, food, and sanitation needs including fire prevention and response are identified for deployment at shelter communities.		
c. Security or law enforcement available for crime protection and crime reduction are identified for deployment at shelter communities.		
d. Emergency social service resources are available identified for deployment to be available upon request at shelter communities.		
e. Planning and timelines are pre-established for transition of shelter residents to a permanent location and permanent housing, i.e. response-to-recovery planning.		
Total Score		X
Diagnostic Locator		3.4.4

Appendix 6:

Component 4 Workbook: Equipment



Rapid Diagnostic User Guide

Component 4 Workbook: Equipment

Component Overview

Equipment

The appropriate acquisition, use and maintenance of preparedness and response equipment ensures timely information sharing and safe, effective rescue operations. It provides the capability to effectively communicate despite the harshest possible conditions. These investments assist governments to overcome the capital requirements to ensure access to life-saving technologies and resources. Combined with clear implementation guidance, established parts and service supply chain, and program budgets for maintenance and upgrades, these elements ensure a government's core preparedness and response agencies have the tools to safely and effectively deliver their services.

Component Criteria

Emergency social services, including indicators for casualty care, water/sanitation/hygiene services, vulnerable population support, and mortality management

Information / communications technology, including indicators for radio capacity, system interoperability, broadband connectivity, and communication infrastructure recovery.

Hazard-specific response capacity, including indicators for wildland fire suppression, flood and water related emergencies, structural collapse, and hazardous materials containment.

Urban firefighting and technical rescue, including indicators for structural firefighting, entrapment and extrication, rope rescue, and confined space rescue.

For additional details on the World Bank's Ready2Respond (R2R) Rapid Diagnostic, please refer to the primary User Guide document. Additional details and advice on this diagnostic can be accessed through the contact information below:



For additional information please contact:

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Global Practice – Social, Urban, Rural and Resilience

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Criteria 4.1.0 - Summary Sheet

Component 4	EQUIPMENT
Criteria 1	Emergency social services
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	$(\text{Ind.3.1.1} + \text{Ind.3.1.2} + \text{Ind.3.1.3} + \text{Ind.3.1.4}) / 4 = \mathbf{0.00}$
Participant List	<ol style="list-style-type: none"> 1. Name, Position, Organization 2. Name, Position, Organization 3.
Interviewer Name (s)	<ol style="list-style-type: none"> 1. Name, Position, Organization 2. Name, Position, Organization 3.

Component 4	EQUIPMENT	
Criteria 1	Emergency social services	
Indicator 1	Are there medical responders, prehospital healthcare and medical transportation resources available for casualty care?	
Description	Emergency medical care is required during disasters and emergencies. Systems need to be maintained to ensure communication, track and document injuries and patients transported from the field to the hospital from admittance to discharge will ensure continuity of care. Appropriately equipped responders with medical training or environment specific first-aid are the ideal personnel for providing medical patient transportation to higher level medical facilities or hospitals.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There is no formal infrastructure, equipment or training for prehospital medical care and transportation.		0
a. Ambulances or other formal medical transportation vehicles with advanced and/or basic life saving equipment are available for evacuation of casualties and non-ambulatory residents.		
b. Emergency medical responders have standardized disaster and environment specific first-aid training or other prehospital medical responder training such as nurse, paramedic, or EMT.		
c. There is a medical documentation system in place to record incidence of illness, injury, and disease and provide tracking of morbidity and mortality of casualties.		
d. Responders are trained in a standardized triage system to ensure priority evacuation of the most severe casualties.		
e. Field hospitals/clinics for austere environments are available and deployable for lower acuity casualties that do not require immediate medical evacuation.		
Total Score		X
Diagnostic Locator	4.1.1	

Component 4	EQUIPMENT	
Criteria 1	Emergency social services	
Indicator 2	Are disease prevention and core services available for communities local emergencies and disasters?	
Description	A breakdown in public health and WASH (water, sanitation, hygiene) after disaster and large scale local emergencies is the largest contributor to disease outbreak. Countries or regions that have underdeveloped public health and WASH services may already have unchecked diseases that only present themselves after a disaster or large-scale emergency in more developed countries. A country with adequate WASH resources during non-disaster periods will recover far quicker after a disaster.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: Limited or no public health or disease prevention services are available for resilient deployment after local emergencies and larger disasters.		0
a. Sustainable and continuous clean water supply resources and equipment are available for emergency deployment.		
b. Sanitation and waste removal services are available and maintained for emergency deployment.		
c. Resources and services for washing, cleaning, and maintaining hygiene (food hygiene and personal hygiene) are available for emergency deployment.		
d. Resources for small-scale electrical supply, e.g. mobile device charging, are available and maintained for emergency deployment.		
e. Emergency outbreak surveillance and public awareness materials are available on emerging diseases or outbreaks post emergency and disaster.		
Total Score		X
Diagnostic Locator		4.1.2

Component 4	EQUIPMENT
Criteria 1	Emergency social services
Indicator 3	Are there social service programs available to support families and vulnerable populations during emergencies and disasters?
Description	Vulnerable populations are the most devastated population from a disaster. These include groups like women and children who are often targets of violence and victimizations. Certain populations such as the elderly and those with ongoing mental health illnesses may not have the ability to take care of themselves. Post-disaster contexts can create conditions that may lead to extremism of cultural influences that could either exploit or traumatize specific vulnerable populations.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: No government funded public, private, or NGO program exists to support family needs during an emergency or disaster.	0
a. Counseling is available for emergency and disaster- related mental healthcare and pre-existing mental health issues.	
b. Reunification centres or services are available to help connect family members separated from each other during emergencies and disasters.	
c. Gender support services are available for women and LGBT groups within families or individually during emergencies or disasters.	
d. Child health and child support services are available, including those required for infants, during emergencies and disasters.	
e. Support services and resources are available for the elderly, including specialized access to required medicines and devices, during emergencies and disasters.	
Total Score	X
Diagnostic Locator	4.1.3

Component 4	EQUIPMENT
Criteria 1	Emergency social services
Indicator 4	Are there equipment and resources in place to manage mortality during emergencies and disasters?
Description	Deceased bodies hold minimal physical risk of disease transmission for survivors and responders, although if not dealt with can attract vector and zoological factors that can cause disease separately. Failure to manage local cultural needs for body disposal will slow disaster recovery implementation. Body identification is important if resources permit, as this may be the last time family members have a chance for closure.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: There are no dedicated resources or equipment available for dealing with emergency or disaster related mortality.	0
a. Guidelines regarding how to respect the cultural, spritual and religious beliefs of the deceased are available for local communities responding to emergencies and disasters.	
b. Safety procedures for recovery, handling, storage, and burial/cremation (or other) of bodies are available.	
c. Protocols have been established for storage or temporary burial of the dead during mass fatality events, as well as the approach for final disposal of dead bodies.	
d. A specialized approach for identification of recovered bodies during the exceptional circumstances of mass fatality events caused by emergencies and disasters is available and implemented consistently across the jurisdiction.	
e. Appropriate and formally designated vehicle resources for body recovery and transport of dead are available within the jurisdiction.	
Total Score	X
Diagnostic Locator	4.1.4

Criteria 4.2.0 - Summary Sheet

Component 4	EQUIPMENT
Criteria 2	Information / communications technology
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	(Ind.3.2.1 + Ind.3.2.2 + Ind.3.2.3 + Ind.3.2.4) / 4 = 0.00
Participant List	<ol style="list-style-type: none"> 1. Name, Position, Organization 2. Name, Position, Organization 3.
Interviewer Name (s)	<ol style="list-style-type: none"> 1. Name, Position, Organization 2. Name, Position, Organization 3.

Component 4	EQUIPMENT
Criteria 2	Information / communications technology
Indicator 1	Is radio communications capacity available for supporting emergency operations centres, emergency command posts, and first responders?
Description	Reliable radio communications forms a crucial life-line for responders and provides critical information for EOC and Command Post personnel. Older and un-reliable systems compromise safety and operations when they are needed the most. Newer digital systems enhance reliability and provide secure (encrypted) communications often with text and other advanced capabilities to better manage all communications.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: Reliable radio system coverage is not available within the jurisdiction and responder services are not equipped.	0
a. Repeater systems are available for VHF and/or UHF radio communications systems for responding agencies.	
b. Radio communications are possible using secure (encrypted) technology	
c. Digital (including digital trunked) radio systems are available to responding agencies, EOC, and command posts.	
d. Radio communications supporting text & data is available to responding organizations.	
e. Emergency response services are appropriately equipped to modern and secure radio communication equipment.	
Total Score	X
Diagnostic Locator	4.2.1

Component 4	EQUIPMENT
Criteria 2	Information / communications technology
Indicator 2	Are radio communication systems inter-operable, allowing responders to communicate with each other and with command posts and the emergency operations center?
Description	Inter-operable radio systems improve situational awareness, response efficiency, and can prevent further damage or loss of life. Radio systems for responding agencies should be capable of communicating together in order to allow for a unified response and to ensure efficient information flow between responders, the command post and EOC as necessary.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: No equipment or protocols are available to enable inter-operable radio systems.	0
a. Ad hoc or temporary systems are available to provide for inter-operability of radio systems on an as-needed basis.	
b. Protocols and agreements are in place allowing for inter-operable communications between responding agencies and organizations.	
c. Radio systems in use by responders are capable of linking with other systems through DMR, TETRA, or other related standards.	
d. Fixed or permanent systems are available to provide for inter-operability of radio systems on a regular basis.	
e. Inter-operability for radio systems are tested on a regular basis.	
Total Score	X
Diagnostic Locator	4.2.2

Component 4	EQUIPMENT	
Criteria 2	Information / communications technology	
Indicator 3	Is broadband network connectivity allowing voice, data and video (VDV) communications available for EOC and Command Post use?	
Description	Broadband network connectivity, including connection to the Internet, allows for efficient communication between response and relief agencies, incident command posts, and the Emergency Operations Center. This allows voice, data and video communication that improves situational awareness, provides crucial links to the world outside of the emergency or disaster affected area, and supports use of GIS, incident management systems, and early warning systems technologies.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: No broadband connectivity is available for the EOC and incident command posts.		0
a. The EOC and command post broadband connectivity supports voice, data and video communications.		
b. Back up broadband connectivity (satellite or multi-carrier) is available for the EOC and command posts.		
c. Broadband service is available for multiple incident command post use.		
d. Broadband connections are tested on a regular basis to ensure functionality.		
e. Broadband equipment maintenance and upgrade program budgets for emergency and disaster response are established.		
Total Score		X
Diagnostic Locator	4.2.3	

Component 4	EQUIPMENT
Criteria 2	Information / communications technology
Indicator 4	Is a plan in place for the protection and rapid recovery of public and private sector communication systems?
Description	The general public relies upon communications during and following a disaster event. As a result, a program for communication infrastructure protection and recovery must include participation of industry partners, and all levels of government. This often requires a legislated mandate that ensures cooperation by all parties and provides some level of protection to private business information.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: No significant planning has been completed for protection of public and private communications infrastructure.	0
a. Both public and private critical communication infrastructure has been hardened to known hazards.	
b. Infrastructure and service sharing agreements are in place to ensure telecommunication service delivery during emergencies and disasters.	
c. Industry coordination and cooperation has been secured to allow for rapid recovery of communication infrastructure. This may include mutual-aid agreements between service providers, plans for fuel delivery, plans for identification of repair staff members to speed recovery efforts, etc.	
d. Communication service providers have identified critical system components and have developed mitigation and recovery programs that include sources of redundant or replacement parts.	
e. Backup systems are available that allow use of alternative transmission pathways (satellite, point-to-point backhaul wireless, etc.).	
Total Score	X
Diagnostic Locator	4.2.4

Criteria 4.3.0 - Summary Sheet

Component 4	EQUIPMENT
Criteria 3	Hazard-specific response capacity
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	(Ind.3.3.1 + Ind.3.3.2 + Ind.3.3.3 + Ind.3.3.4) / 4 = 0.00
Participant List	<ol style="list-style-type: none"> 1. Name, Position, Organization 2. Name, Position, Organization 3.
Interviewer Name (s)	<ol style="list-style-type: none"> 1. Name, Position, Organization 2. Name, Position, Organization 3.

Component 4	EQUIPMENT
Criteria 3	Hazard-specific response capacity
Indicator 1	Do functional wildland firefighting capabilities exist?
Description	Many jurisdictions, including some heavily urbanized areas, include wildland areas. A functional capacity to prepare for and suppress wildland fires ensures wildland fires are less likely to breach the interface between wildland and built-up areas or communities, causing loss of life and severe economic consequences. As with flooding, wildland fires are often rapid-onset events with little opportunity for evacuation before peak event intensity.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: There is no functional capability to safely suppress wildland fires and there are no prevention programs in place.	0
a. Public initiatives exist to help prevent wildfires. This could include education, fire bans (in high risk areas or seasons), prescribed burns, forestry management strategies, by-law enforcement, etc.	
b. Basic capabilities, equipment, and personnel exist to suppress localized and contained wildland fires.	
c. A network and management structure exists to coordinate multi-agency operations and resources, including extra-jurisdictional mutual aid and/or service agreements, including private sector agreements.	
d. Advanced wildland firefighting surveillance exists. Surveillance may include use of aircraft, satellite, ground mapping, and meteorological data.	
e. Jurisdictional budgets exist and are reviewed regularly to support wildland firefighting preparedness.	
Total Score	X
Diagnostic Locator	4.3.1

Component 4	EQUIPMENT
Criteria 3	Hazard-specific response capacity
Indicator 2	Do capabilities exist for rescue during flooding or water-based emergencies?
Description	Water based rescue is a core response capacity in areas where floods or other water risks are prevalent. Specialized training and equipment is mandatory for safety and risk mitigation in water environments. Water rescue is a separate category from coast guard or ocean based (or other existing large water bodies) rescue and requires extremely rapid response deployment to ensure effective rescue.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: There are no flood or water rescue capabilities available within the jurisdiction.	0
a. Outreach and education programs exist to train local residents in flood prone areas on simple water rescue techniques. This includes but is not limited to avoidance education (flash flooding), extrication with improvised items to rescue family/neighbours/livestock, and CPR.	
b. Flood warning systems exist and are maintained, including notifications to response agencies regarding onset of events.	
c. Responders are trained in water rescue techniques, including the use of rescue boats and training in advanced water rescue techniques (surface and sub-surface) relevant to the jurisdiction.	
d. Advanced equipment exists and is maintained for flood and water rescue, including personal protective equipment. Boats and water vessels are available and designated for rescue during flooding and/or coastal emergencies.	
e. Jurisdictional budgets exist and are reviewed regularly to support outreach, ongoing training, management, new technologies and equipment.	
Total Score	X
Diagnostic Locator	4.3.2

Component 4	EQUIPMENT
Criteria 3	Hazard-specific response capacity
Indicator 3	Does the jurisdiction have rescue capacity for structural collapse and entombed rescue?
Description	Structural collapse is typified by the victim(s) and their location being buried / not being accessible to the responders. This differs from entrapment rescue in which the victim is being physically held by or trapped inside an item but they are (at least partially) accessible to responders. These two types of rescue disciplines may be present at the same incident and indeed be present with the same victim. In such cases, the rescue is classified as an entombed rescue as the victim(s) are buried and their entrapment is not initially discernable.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: No capability for any entombed rescue discipline exists in the jurisdiction.	0
a. Emergency first responders are equipped and trained for localized structural collapse. Specialized training for structural collapse rescues exists with knowledge of relevant tools and techniques.	
b. Additional local heavy equipment exists for structural collapse exists. This includes construction and earth moving vehicles used to respond to landslides, avalanches or mudflows.	
c. Medium or heavy urban search and rescue teams are available for deployment during catastrophic circumstances or large seismic events.	
d. Paramedics or medically trained rescue personnel exist with advanced life support training for medical interventions for trauma and crush injuries.	
e. Jurisdictional oversight includes budget, deployment strategies, training schedules, safety regulations, and multi-agency coordination.	
Total Score	X
Diagnostic Locator	4.3.3

Component 4	EQUIPMENT
Criteria 3	Hazard-specific response capacity
Indicator 4	Does the jurisdiction have a functional hazardous materials mitigation capability?
Description	Hazardous material incidents pose a serious risk to anyone who is not properly protected, including rescuers wearing firefighting equipment. The primary focus at such incidents is to prevent the situation deteriorating and causing greater harm. Rescue may be secondary. Developing an ability to do more than secure the area and evacuate those at risk requires intense investment in equipment and training.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: No capability for emergency response to, or mitigation of, hazardous materials leak or spill incidents exists.	0
a. Capacity exists to safely approach, isolate, mitigate and evacuate areas affected by hazmat events. Emergency responders are equipped and trained to approach hazardous products and enter hazardous material environments.	
b. Hazmat reference materials are widespread and available to responders. Responders are trained to use hazmat identification reference materials and complete accurate evacuation zone calculations.	
c. Advanced CBRNE teams exist to conduct rescues, decontamination and mitigate hazardous materials in incidents involving chemical, biological, radiological, nuclear and explosive materials.	
d. Hospitals and medical resources are trained in hazmat awareness and have the resources, including personal protective equipment, to contain and manage decontamination of mass casualties.	
e. Jurisdictional oversight includes budget, deployment strategies, training schedules, safety regulations, and multi-agency coordination.	
Total Score	X
Diagnostic Locator	4.3.4

Criteria 4.4.0 - Summary Sheet

Component 4	EQUIPMENT
Criteria 4	Urban firefighting and technical rescue
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	(Ind.3.4.1 + Ind.3.4.2 + Ind.3.4.3 + Ind.3.4.4) / 4 = 0.00
Participant List	<ol style="list-style-type: none"> 1. Name, Position, Organization 2. Name, Position, Organization 3.
Interviewer Name (s)	<ol style="list-style-type: none"> 1. Name, Position, Organization 2. Name, Position, Organization 3.

Component 4	EQUIPMENT
Criteria 4	Urban firefighting and technical rescue
Indicator 1	Do functional urban firefighting capabilities exist?
Description	Volunteer fire services are an option in rural or less populated areas. However, full time services will tend to respond to greater variety of incidents as their training level increases with time, experience and resources. Equipment and training are a major factor in any fire service's ability to respond. The fire service's tactics will necessarily reflect their equipment capabilities if responder safety has been fully considered.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: No capability, or very limited urban firefighting capability exists.	0
a. Jurisdictional programs for fire prevention exist and are delivered by the fire service.	
b. A network of jurisdictional fire services exists with professional and volunteer firefighters that are equipped with modern Personal Protective Equipment and sufficient functional equipment to safely suppress exterior and interior fires.	
c. Capability exists either publically or in the private sector for industrial firefighting, including marine fire suppression where appropriate.	
d. Fire services are able to extinguish fires in high buildings (6 stories or greater) including residential and commercial structures.	
e. Jurisdictional budgets exist and are reviewed regularly to support urban firefighting readiness. Budgets should consider training, equipment needs, employee costs, deployment costs, prevention/mitigation strategies, and management/administration costs.	
Total Score	X
Diagnostic Locator	4.4.1

Component 4	EQUIPMENT
Criteria 4	Urban firefighting and technical rescue
Indicator 2	Do entrapment and extrication rescue capabilities exist?
Description	Victim entrapment in a damaged motor vehicle is the most common technical rescue worldwide. Removing the vehicle from the patient, and not the patient from the vehicle requires specialized equipment, training and patient care. Such training and equipment may be the basis for responding to other emergency incidents in which a victim or a portion of a victim become trapped inside something (household items, farm equipment, commercial/industrial machines etc.).
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: No capability to conduct entrapment and extrication rescue exists.	0
a. Rescue tools and personnel exist for vehicle extrication. This could include the use of hydraulic, pneumatic, electric, hand, and stabilization tools.	
b. Heavy rescue squads or vehicles exist for advanced extrications such as entrapment in industrial machines, farming equipment, other machinery, and vehicle recoveries.	
c. Personnel have protective personal equipment to protect from risks and hazards during extrications.	
d. Medical and lifesaving resources exist for supporting patients during prolonged extrication, including medically trained responders with advanced life support knowledge for crush injuries, other medical trauma.	
e. Budgets and education resources for entrapment are current and regularly updated. Training and simulation schedules exist to keep personnel in a state of readiness.	
Total Score	X
Diagnostic Locator	4.4.2

Component 4	EQUIPMENT
Criteria 4	Urban firefighting and technical rescue
Indicator 3	Do functional rope rescue capabilities exist?
Description	Rope rescue is the base skillset for other technical rescue disciplines (confined space rescue, water rescue, trench rescue etc.) which often require ropes, harnesses, anchor and haul devices etc. to undertake safely. Providing safety regulations for workers will limit death and injury in a high-risk setting.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: No capability to conduct rope-based rescues exists.	0
a. Rope rescue is limited to access only, such as rappelling or abseiling but limited ability to haul or rescue through rope systems.	
b. Capacity, equipment, and training exists for “Low Angle” (slopes less than 35°) rescues exist and sufficient personnel are available to perform operations safely.	
c. Equipment and training exists for safely and effectively performing rope rescues classified as “Steep Angle” (35° to 65°) and “High Angle” (65°+). Sufficient numbers of trained personnel exist to perform operations safely.	
d. Rope rescue capabilities are deployable to urban areas for high buildings, bridges, dams, and other structural and industrial based rescues. Responders are also equipped to deploy and extricate from more remote areas, such as alpine and canyon environments.	
e. Budgets and regular training schedules for personnel exist and equipment is regularly inspected, maintained, and replaced.	
Total Score	X
Diagnostic Locator	4.4.3

Component 4	EQUIPMENT
Criteria 4	Urban firefighting and technical rescue
Indicator 4	Do functional confined space rescue capabilities exist?
Description	Confined space rescue is at the very high end of equipment and training requirements for technical rescue. Such rescues are resource and trained personnel intensive. Emergency services able to perform proper confined space rescues are well equipped and trained. As such, this level of emergency service is expensive and considered at the apex of emergency response service delivery.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: No capability to conduct confined space rescues exists in the jurisdiction.	0
a. Legislation and workplace regulation exists for safe working practices in confined space. Workplace regulation requires having a basic rescue plan for trapped workers until responders arrive.	
b. Local emergency responders have enough rope rescue equipment to enable rescuers and victims to be safely lifted, lowered and transitioned laterally throughout the rescue as required.	
c. Atmospheric monitoring and ventilation equipment is available for confined space rescues. Suitable communication devices are available for work in a potential explosive environment.	
d. Confined space rescuers are available for 24 hour/day response. Team members and equipment exist in sufficient amounts to supply stand-by teams for an extended duration rescue operation.	
e. Budgets and regular training schedules for personnel exist and equipment is regularly inspected, maintained, and replaced.	
Total Score	X
Diagnostic Locator	4.4.4

Appendix 7:

Component 5 Workbook: Personnel



Rapid Diagnostic User Guide

Component 5 Workbook: Personnel

Component Overview

Personnel

A highly skilled and experienced workforce is the most valuable resource in any disaster preparedness and response system. To achieve this, a culture of preparedness must be established that places the trust of the public and political body in the agencies tasked with ensuring public safety and minimizing economic disruptions. This requires intensive and extensive training of those involved in emergency preparedness and response to acquire knowledge, develop skills and gain practical experience. This development of personnel must take advantage of the best available plans and information, facilities and equipment to ensure an interoperable systems approach is broadly understood. It must also enable deep capability in focused areas of expertise to ensure investment in personnel development transitions from the individual to the team, and from the team to the agency culture.

Component Criteria

Incident organization structures, including indicators for policy direction, multi-incident application, guiding materials, and functional role rosters.

Training and knowledge building, including indicators for comprehensive programs, knowledge management, continuous improvement methodology and program quality.

Exercises and drills, including indicators for central design, inter-agency collaboration, response plan validation, and exercise planning process.

International support coordination, including indicators for central agency coordination, aid reception and storage, application of service standards, and distribution logistics.

For additional details on the World Bank's Ready2Respond (R2R) Rapid Diagnostic, please refer to the primary User Guide document. Additional details and advice on this diagnostic can be accessed through the contact information below:



For additional information please contact:

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Global Practice – Social, Urban, Rural and Resilience

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Criteria 5.1.0 - Summary Sheet

Component 5	PERSONNEL
Criteria 1	Incident organization structures
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	(Ind.5.1.1 + Ind.5.1.2 + Ind.5.1.3 + Ind.5.1.4) / 4 = 0.00
Participant List	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.
Interviewer Name (s)	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.

Assessment Context:

Component 5	PERSONNEL	
Criteria 1	Incident organization structures	
Indicator 1	Does policy exist that directs response agencies to use a common incident organization structure for emergency response?	
Description	Incident organization structures, such as the Incident Command System or the National Incident Management in the United States, are more successful if the system is directed policy. Formal policy more strongly encourages response agencies to follow a common and standardized system. Without political backing on a common incident organization structure, all response entities will not have the benefits of a comprehensive, jurisdiction-wide, systematic approach to manage incidents. Ideally an incident organization structure is consistent with internationally best practice when forming system standards.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There is no formal policy in place directing the adoption and use of an incident organization structure by all response agencies.		0
a. There is formal policy direction that confirms an incident organization structure is used by all response agencies in the jurisdiction.		
b. Standards, doctrine, and core concepts that are applicable to the jurisdiction's response agencies have been established.		
c. Some responding agencies have fully adopted an incident organization structure, even in the absence of central policy direction.		
d. The incident organization structure is clearly outlined in agency-specific response plans.		
e. Functional interoperability exists with a standardized approach to terminology, communications, facilities and procedures amongst response agencies		
Total Score		X
Diagnostic Locator	5.1.1	

Component 5	PERSONNEL
Criteria 1	Incident organization structures
Indicator 2	Is the incident organization structure flexible and scalable?
Description	A flexible and scalable response structure allows for emergency incident flexibility and promotes user familiarity through a common structure for multiple incident types. The system should apply to any incident regardless of cause, size, location or complexity. This allows various organizations and agencies to work together in a predictable, coordinated manner.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: The incident organizations structure is not designed to be flexible or scalable.	0
a. The structure can expand and contract depending on the size and complexity of the incident.	
b. The structure ensures prioritized response operations through management by objectives.	
c. The structure is aligned with other the approach used in other jurisdictions within the country.	
d. The structure is flexible and can be applied to any cause of an incident or its location.	
e. The structure readily incorporates non-government response agencies, e.g. Red Cross / Red Crescent.	
Total Score	X
Diagnostic Locator	5.1.2

Component 5	PERSONNEL	
Criteria 1	Incident organization structures	
Indicator 3	Does the incident organization structure include training and implementation resources available to all response agencies?	
Description	An incident org structure consistent with internationally recommended practices should be supported by resources including reference materials, training materials, and exercise scenarios that provide responders the opportunity to practice in a consequence-free environment. These reference and training resources should be provided to emergency responders as well as coordinators that may be working in emergency operation centers	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: The incident organization structure has no supporting resources.		0
a. Standard operating procedures, operation cycles and decision-making matrices exist to support the incident organization structure.		
b. Supporting resource materials such as checklists and forms for each functional role and planning process has been developed.		
c. Training materials and experienced instructors are available for all incident organization structure training and exercises.		
d. Technological interoperability exists through all form of communication (radios, computers, satellites, phones, etc.)		
e. The incident organization structure is supported by standards, best practices and/or guidelines that are regularly updated.		
Total Score		X
Diagnostic Locator		5.1.3

Component 5	PERSONNEL	
Criteria 1	Incident organization structures	
Indicator 4	Does a roster of trained and experienced personnel as well as a database of common response resources exist for the jurisdiction?	
Description	Emergency response agencies are trained and equipped to manage a particular threshold for both number of simultaneous events and event complexity/intensity. When these thresholds are exceeded, the responsible agency must have access to additional resources to effectively manage the emergency. To ensure collective preparedness of response agencies, sharing of personnel and resources through a formal process can help manage cost and improve response efficiency. This personnel and resource sharing begins with shared understanding of what supports may be available to responding agencies when they need it the most.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There is no personnel roster or resource database for the jurisdiction.		0
a. A roster of trained and experienced response personnel exists for functional roles identified in the incident organization structure and can be accessed by all responder agencies and emergency operations centers.		
b. There is a formal procedure to request personnel for specific functional roles from other levels of government or jurisdictions.		
c. A categorized database of available common resources (tools, equipment, vehicles, etc.) exists and can be accessed by all responder agencies and emergency operations centers.		
d. There is a formal procedure to request response resources from other levels of government or jurisdictions.		
e. Agreements for sharing emergency personnel and resources are in place and address cost-recovery and financial considerations of the source agencies.		
Total Score		X
Diagnostic Locator		5.1.4

Criteria 5.2.0 - Summary Sheet

Component 5	PERSONNEL
Criteria 2	Training and knowledge building
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	$(\text{Ind.5.2.1} + \text{Ind.5.2.2} + \text{Ind.5.2.3} + \text{Ind.5.2.4}) / 4 = \mathbf{0.00}$
Participant List	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.
Interviewer Name (s)	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.

Component 5	PERSONNEL	
Criteria 2	Training and knowledge building	
Indicator 1	Is there a training program in place for those identified in agency-specific emergency response plans and those with accountabilities in emergency response?	
Description	Those within an organization who may be involved in planning for and responding to an emergency should be appropriately prepared. This requires a clear understanding of roles and responsibilities and how they fit into the wider emergency preparedness and response system. Training builds capability and capacity for emergency response incidents. Training should also extend beyond those employed by the jurisdiction and include contractors and the staff of voluntary organizations who might be used in support of emergency planning or response.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There is no formal training program in place for any emergency response personnel nor for those held accountable for emergency preparedness and response.		0
a. A training program is in place to cover only legislated job training requirements in emergency response.		
b. A training program is established for personnel of primary emergency response agencies (e.g. fire, police, paramedic/ambulance).		
c. A training program exists for non-traditional emergency response roles (e.g. logistics specialist, disaster relief coordinator, hospital staff, emergency social services, etc.).		
d. The training program is tiered and establishes skill sets and experience required for attaining each level.		
e. A comprehensive training evaluation/review process is used to ensure continuous improvement of the training program.		
Total Score		X
Diagnostic Locator		5.2.1

Component 5	PERSONNEL	
Criteria 2	Training and knowledge building	
Indicator 2	Are qualified trainers and appropriate training materials available for agencies assigned emergency preparedness and response accountabilities?	
Description	A robust training program offers multiple methods of training, including off site, on site, instructor-led classroom training, self-directed, hands-on study, etc. While online training for basic concepts may be easy to deliver for those whose primary role is not emergency preparedness or response, in-person training coupled with workshop activities is the most meaningful and is better absorbed by participants. Having a variety of training methods is important to ensure comprehensive understanding of the material.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There are no qualified instructors with expertise or experience in the functional roles and no training material is available.		0
a. Training material is available including reference materials, course outlines, checklists, etc.).		
b. Instructors are available, experienced in emergency preparedness and response, knowledgeable, and current in adult learning techniques and delivery.		
c. Training materials are up to date, consistent with best practices and reflect current legislation and accountability frameworks for the jurisdiction.		
d. The training program is robust and offered through multiple modes wherever possible.		
e. The training program uses training centers available within the jurisdiction or outside of the jurisdiction where appropriate.		
Total Score		X
Diagnostic Locator	5.2.2	

Component 5	PERSONNEL
Criteria 2	Training and knowledge building
Indicator 3	Is there a formal assessment program to ensure quality of training delivery, accuracy of materials and tracking of results?
Description	Regular program evaluation is critical to ensuring a comprehensive and effective training program. Feedback should be obtained from all participants to determine training and instructor effectiveness and also knowledge or skill acquisition. Analyzing this feedback can identify weaknesses in the training program and aid in closing critical learning gaps that may otherwise compromise effective emergency response operations.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: There is no formal assessment program to ensure the training outcome targets are being achieved.	0
a. Training is evaluated through in-class testing and participant feedback/surveys.	
b. Training material and instructor techniques are evaluated based on international best practices and adult learning standards.	
c. In-class audits (instructors, material and class experience) are part of the ongoing training evaluation plan.	
d. Personnel behaviours and capability improvements are followed after training to determine if particular courses have resulted in operational application.	
d. Response outcomes are monitored through exercises and real emergency events and are linked back to training to identify potential curriculum and delivery improvements.	
Total Score	X
Diagnostic Locator	5.2.3

Component 5	PERSONNEL
Criteria 2	Training and knowledge building
Indicator 4	Is emergency preparedness and response personnel development planned and tracked?
Description	Formally and deliberately planning for, and tracking results of, personnel development across responder agencies ensures agency-specific capacity is known. This information provides agencies with heightened awareness and advanced knowledge of when additional resources or special emphasis may be required to ensure it has the capacity to continually meet its assigned accountabilities.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: Training and development of personnel is not formally and actively managed.	0
a. Training is tracked through a comprehensive learning management tools.	
b. Individual training and learning plans are developed for all personnel and monitored by managers as a performance target.	
c. Participation in basic level refresher courses, exercises and drills is mandatory.	
d. Knowledge and skill advancement is prioritized through advanced courses and technical training.	
e. Mentoring and other experience-based developmental opportunities are made available through formal programs.	
Total Score	X
Diagnostic Locator	5.2.4

Criteria 5.3.0 - Summary Sheet

Component 5	PERSONNEL
Criteria 3	Exercises and drills
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	$(\text{Ind.5.3.1} + \text{Ind.5.3.2} + \text{Ind.5.3.3} + \text{Ind.5.3.4}) / 4 = \mathbf{0.00}$
Participant List	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.
Interviewer Name (s)	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.

Component 5	PERSONNEL	
Criteria 3	Exercises and drills	
Indicator 1	Is there a comprehensive exercise program in place?	
Description	A formal and functional exercise and drill program enables testing of response plans and applications of training in a consequence-free environment. Exercises allow for team building within and amongst responder agencies, especially when exercises and drills are collaboratively designed and delivered. Exercises should reflect appropriate jurisdictional risks and increase in complexity and difficulty as participants and their agencies increase their operational response capacity.	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix		Value (1 or 0)
Null Score: There is no formalized and functional exercise and drill program in place.		0
a. Legislation clearly directs those agencies with emergency preparedness and response accountabilities to complete at least one exercise or drill annually.		
b. Exercise planning and design is guided by identified hazards that present the most significant risk and highest public safety consequence to the jurisdiction.		
c. Legislation clearly identifies a jurisdictional lead for providing exercise scheduling, design and delivery technical support as well as exercise completion compliance monitoring for all response agencies.		
d. Lessons learned from all exercises are shared annually with all responding agencies to enable collective learning from all responder agency experiences.		
e. Jurisdictional budgets exist and are reviewed regularly to support both agency-specific and jurisdiction-wide exercises and drills.		
Total Score		X
Diagnostic Locator	5.3.1	

Component 5	PERSONNEL
Criteria 3	Exercises and drills
Indicator 2	Are exercises and drills collaborative and coordinated whenever possible with all relevant public and private response partners?
Description	Collaborative and centrally coordinated exercises that involve multiple response agencies provide opportunity for collective learning that could otherwise only be realized during actual emergencies and disasters. Such exercises, while somewhat more complex, are also more reflective of real world response operations that involve a variety of sectors and agencies to respond effectively to incidents.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: Exercises and drills are never collaboratively designed and coordinated amongst response agencies and partners.	0
a. Exercises are designed and delivered with other response agencies within the government of the jurisdiction.	
b. Exercises are designed and delivered with the involvement of the private sector, in particular, owners and operators of critical infrastructure and critical services.	
c. Exercises are designed and delivered with the involvement of community volunteers.	
d. Exercises are designed and delivered with other government departments at various scales, i.e. national, regional, local.	
e. Exercises are designed and delivered with international entities such as other countries or international emergency preparedness and response organizations	
Total Score	X
Diagnostic Locator	5.3.2

Component 5	PERSONNEL
Criteria 3	Exercises and drills
Indicator 3	Are exercises designed to validate response plans and evaluated to enable response plan improvements?
Description	Evaluation is the key to a successful exercise. It is where all lessons learned and gaps are identified. An essential part of a successful evaluation process is ensuring objectives are developed based on plans and assessed jurisdictional risks. Clear and concise objectives are key factors that form evaluation criteria and performance measures. Developing a post-exercise report on how to implement changes needs to be carefully documented, tracked and used during annual work planning for following fiscal years.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: There is no formal exercise and drill evaluation and preparedness improvement process in place.	0
a. Exercise and drill "after action reports" track learning and improvement opportunities and are shared with all exercise participant organizations.	
b. Exercise and drill evaluation criteria are developed with input from participating agencies and response partners to ensure benefit to all participants.	
c. Exercise and drill scope, aim and objectives are designed to validate response plans and procedures.	
d. An improvement plan is required to be developed within three months of concluding the exercise and identifies all agencies required to make improvement as well as a target date for completing assigned improvements.	
e. The improvement plan is monitored and improvements are tracked to ensure identified improvement opportunities become operational reality.	
Total Score	X
Diagnostic Locator	5.3.3

Component 5	PERSONNEL
Criteria 3	Exercises and drills
Indicator 4	How robust is the exercise and drill planning process?
Description	Exercises can be difficult and timely to develop. If assigned to develop a complex field exercise with multiple stakeholders, along with other duties, exercises may be under-prioritized by design personnel. Significant time and money must be dedicated to develop a robust and useful program. In many cases, large-scale operational exercises have been successful only with year-long planning, a dedicated budget, and experienced exercise planners. Smaller budgets are acceptable as long as the scale of the exercise is equal to that of the budget. For example a multi-day, multi-stakeholder, 24/7 exercise would be challenging without the support of a dedicated design and delivery team.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: There are no centralized resources or expertise to support exercise and drill development and delivery.	0
a. Exercises and drills are designed and delivered with an appropriate budget identified before planning begins.	
b. Exercises are developed with sufficient planning time and implementation context considered.	
c. Exercises are planned by experienced and trained personnel as well as subject matter experts relevant to the exercise or drill scenario.	
d. Exercises and drills are required to have key design components such as clear objectives, realistic scenarios and predetermined evaluation process.	
e. Exercises and drills are required to have senior official approval and endorsement prior to the start of exercise and drill planning.	
Total Score	X
Diagnostic Locator	5.3.4

Criteria 5.4.0 - Summary Sheet

Component 5	PERSONNEL
Criteria 4	International support coordination
Jurisdiction	Name of Country, Province or Municipality
World Bank Lead	Name of World Bank lead for the diagnostic
Criteria Score	(Ind.5.4.1 + Ind.5.4.2 + Ind.5.4.3 + Ind.5.4.4) / 4 = 0.00
Participant List	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.
Interviewer Name (s)	<ol style="list-style-type: none">1. Name, Position, Organization2. Name, Position, Organization3.

Component 5	PERSONNEL
Criteria 4	International support coordination
Indicator 1	Is there an agency assigned the accountability to coordinate international support for disasters and emergencies?
Description	Designating an agency to officially request disaster relief formalizes and streamlines the assistance request process and improves the speed and efficiency of international aid delivery following widespread and/or intensive emergencies and disasters. Improved capability enables the jurisdiction can make the best use of internationally accepted tools and resources. With this capacity, the jurisdiction can complete advanced planning to identify likely disasters and potential aid requirements. It also improves the ability to coordinate with international and humanitarian aid agencies as well as other levels of government.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: There is no agency designated to coordinate (request, receive and distribute) disaster and emergency relief and aid.	0
a. An agency has been assigned accountability for coordinating international support following disaster and emergencies.	
b. Comprehensive plans are in place to coordinate international support, including a multi-year plan that identifies event probabilities, potential aid requirements, operational standards and logistical considerations, including donations management.	
c. Personnel tasked with coordinating international support are experienced and have knowledge of how to establish and maintain security, human rights and humanitarian services in a post-disaster environment.	
d. International support is coordinated through assigned government agencies to interface with the UN-OCHA Cluster System.	
e. Political leaders have been trained on how to formally request support from the international community.	
Total Score	X
Diagnostic Locator	5.4.1

Component 5	PERSONNEL
Criteria 4	International support coordination
Indicator 2	Does the agency accountable for coordinating international support ensure minimum standards are met for the provision of aid by international groups?
Description	The accountable agency for coordinating international support should be aware of international standards that ensure service quality and consistency of aid during very complex and difficult times. Such standards provide formal procedures for collaborative decision making, identify best practices, and enable performance monitoring and issue reporting. These standards also typically include minimum standards for documentation, operational framework and oversight to ensure outcomes are being met.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: No minimum standards have been established and there is monitoring of service delivery.	0
a. Best practices and international standards (ie. SPHERE, HAP) have been formally adopted.	
b. Organizations have been pre-identified to support various areas of relief and aid in alignment with UN-OCHA Clusters.	
c. A reporting protocol is in place to ensure expenditure tracking and timely movement of relief and aid is followed.	
d. Operational plans and service agreements are in place with organizations that have been identified to support disaster and emergency relief and aid.	
e. Process and internal resources have been established to track and evaluate quality of international support when required and to ensure it is meeting minimum standards.	
Total Score	X
Diagnostic Locator	5.4.2

Component 5	PERSONNEL
Criteria 4	International support coordination
Indicator 3	Does the jurisdiction have a functional logistics system in place to receive and stage international support?
Description	In a post-disaster environment, tight communication and control will be required in order to carry out effective and reliable disaster relief coordination. The agency coordinating support should have agreements or memorandums of understanding established with warehousing, airports and transportation entities before a disaster to enable expedited and efficient movement of aid resources.
Interviewer Name	Name, Position Title, Organization
Participant Name	Name, Position Title, Organization
Date / Location	YYYY / MM / DD City, Country
Score Matrix	Value (1 or 0)
Null Score: There is no formal logistics system in place to receive and store international disaster response aid resources.	0
a. Formal agreements are in place to handle and receive the incoming disaster aid resources to designated areas.	
b. Formal agreements are in place that describe where to stage, deploy and house incoming human resources (e.g. search and rescue teams, medical staff, water sanitation specialists, etc.).	
c. Policies and plans in place for donations management programs.	
d. Personnel are aware of and experienced with any pre-existing jurisdictional agreements for the handling of time-sensitive aid resources (e.g. food handling, medicine with expiry dates, etc.).	
e. Private sector agreements have been established where needed for short and long-term storage of disaster aid resources.	
Total Score	X
Diagnostic Locator	5.4.3

Component 5	PERSONNEL	
Criteria 4	International support coordination	
Indicator 4	Does the jurisdiction have a functional logistics system in place to distribute international support and relief resources?	
Description	The capacity to distribute aid resources that have been cached in advance of a disaster, or received immediately following a disaster, is vital to managing the consequences of the event and transitioning to recovery. In particular, determining how aid will be prioritized for distribution and identifying redundant distribution channels for remote and/or unreachable areas are important in advance planning .	
Interviewer Name	Name, Position Title, Organization	
Participant Name	Name, Position Title, Organization	
Date / Location	YYYY / MM / DD City, Country	
Score Matrix	Value (1 or 0)	
Null Score: There is no formal capacity for the distribution of international support and disaster aid resources.	0	
a. Formal agreements that include cost-recovery elements are in place with various public and private multi-modal transportation partners to support the distribution of international relief pre- and post-disaster.		
b. There is an identified and government supported process in place for the prioritization of disaster aid distribution.		
c. Pre-existing relationships have been formalized through agreements with private, non-government organizations and government agencies on coordination and distribution of disaster aid resources.		
d. There are plans and procedures in place for distributing aid in unreachable or remote disaster-affected areas.		
e. The agency coordinating international support is experienced and well trained in managing complex logistics systems under compromised circumstances.		
Total Score	X	
Diagnostic Locator	5.4.4	



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