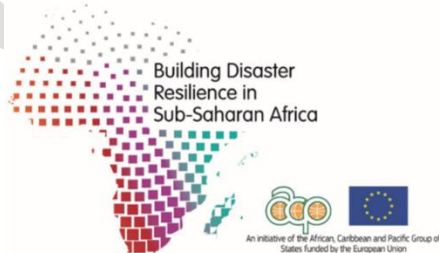




**FINAL DRAFT**

**SADC HUMANITARIAN AND EMERGENCY  
OPERATIONS CENTRE  
STANDARD OPERATING PROCEDURES**



**December 2020**

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## **Foreword**

The ability of various entities and regions to effectively and efficiently address the ever increasing impact of disaster risks depends on the institutional capacities to coordinate and guide development of disaster risks frameworks, cohesive preparedness, response and recovery operations. The SADC Council of Ministers of August 2019 mandated the Secretariat to establish the SADC Humanitarian and Emergency Operations Centre (SHOC). The Centre will facilitate enhanced regional disaster risks preparedness, response and early recovery in support of Member States, overwhelmed by disastrous events.

These SADC Humanitarian and Emergency Operations Centre (SHOC) Standard Operating Procedures are to guide the regional coordination of preparedness, response, early recovery activities of the Centre. The procedures outline the objectives, and the actions various institutions will undertake to enable an effective SHOC through: disaster risk identification, the management of the regional capabilities, including technical, equipment and disaster risk funding resources; establishment and management of regional rosters, the SADC Standby Force and Emergency Response Team (ERT); collection of data and information related to the damage caused by disasters in the region; response monitoring; and reporting, and lesson learning on the regional disaster risk management impact.

It is envisaged that the existence of the procedures will enrich the assumption of the SHOC responsibilities for humanitarian and emergency coordination under regional response and in collaboration with national, regional and international cooperating partners in support to coordinate preparedness, response and early recovery operations in the affected countries.

## Acronyms

CBO	Community Based Organisations
CBRN	Chemical Biological Radiological and Nuclear
CIQ	Customs, Immigration and Quarantine
CPU	Civil Protection Unit
CSC	Climate Service Centre
DPR	Disaster Preparedness and Response
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DVI	Disaster Victim Identification
EMT	Emergency Medical Technician
ERT	Emergency Response Team
FAO	Food and Agriculture Organisation of the United Nations
FANR	Food, Agriculture and Natural Resources Directorate
FEWS NET	Famine Early Warning Systems Network
HADR	Humanitarian Assistance and Disaster Relief
IASC	Inter-Agency Standing Committee
ICS	Incident Command System
IFRC	The International Federation of Red Cross and Red Crescent Societies
INSARAG	International Search and Rescue Advisory Group
METs	Meteorological Services Centres
MOU	Memorandum of Understanding
NCP	National Coordination Point
NDMA/C/Os	National Disaster Management Agency /Centre/Office
NFIs	Non-Food Items
NFP	National Focal Point
NGO	Non-Governmental Organisation
NVAACs	National Vulnerability Assessment and Analysis Committees
OSHOCC	On-site Humanitarian and Emergency Operations Coordination Centre
PLANELM	Organ Planning Element
REWC	Regional Early Warning Centre

REWE	Regional Early Warning Entities
RIASCO	Regional Interagency Standing Committee
RISDP	Regional Indicative Strategy and Development Plan
RMHCP	Regional Multi-Hazard Contingency Plan
RVAA	Regional Vulnerability Assessment and Analysis Programme
SHD	Social and Human Development and Special Programmes
SHOC	SADC Humanitarian and Emergency Operations Centre
SIMEX	Simulation Exercises
SOPs	Standard Operating Procedures
TWG	Technical Working Group
UAV	Unmanned Aerial Vehicle
UN	United Nations
UNDAC	United Nations Disaster Assessment and Coordination
UNDRR	United Nations Disaster Risk Reduction
UNHCR	United nations High Commission for Refugees
UNICEF	The United Nations Children's Fund
UNOCHA	UN Office of the Coordination of Humanitarian Assistance
USAR	Urban Search and Rescue
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organization
WMO	World Meteorological Organisation ( )



## **Glossary of Terms**

**Alert and Warning Phase** - means the period from the issuing of an alert or public warning of an imminent disaster threat to its actual impact, or the passage of the threat and the lifting of the warning. It also means the period during which pre-impact precautionary, or disaster containment measures are taken (Mehedi & Hore, 2009).

**Disaster** means a threat which can cause, or causes a disruption to the functioning of structures, systems and/or services in a SADC Member State at any scale due to hazardous events interacting with conditions of exposure, vulnerability and/or capacity, leading to one or more of the following: human, material, economic and/or environmental losses and impacts (UNDRR 2016).

**Early Warning** means the identification and interpretation of events that indicate potential emergency (UNDRR, 2016).

**Hazard** means a process potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. There are hazards of natural origin and those related to environmental and technical risks. (UNDRR, 2016).

**Humanitarian** means the aid and action designed to save lives, alleviate suffering and maintain and protect human dignity during and in the aftermath of man-made crises and natural disasters, as well as to prevent and strengthen preparedness for the occurrence of such situations (United Nations, 2016).

**Preparedness** means the knowledge and capacities developed by governments, professional response and recovery organizations, communities and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent or current disasters. (UNDRR, 2016).

**Reconstruction** means the actions taken to re-establish a community after a period of rehabilitation following a disaster. Actions might include the construction of permanent housing, the full restoration of all services, and the complete resumption of the operations of the pre-disaster state (UNDRR, 2016).

**Recovery** means decisions and actions aimed at improving livelihoods, health, as well as economic, physical, social, cultural and environmental assets, systems and activities, (the restoration, and improvement where appropriate, of facilities, livelihoods and living conditions) of disaster-affected community or society, aligning with the principles of sustainable development, including 'build back better' to avoid or reduce future disaster risk (United Nations, 2016).

**Rehabilitation** means operations and decisions taken after a disaster with a view to restoring an affected community to its former living conditions, while encouraging and facilitating the necessary adjustments to changes caused by the disaster (UNDRR, 2016).

**Resilience** means the capacity of the system to experience a disturbance or change and still retain its basic function, structure, and identity; the ability to self-organize; and the ability to increase its capacity to learn and adapt (SADC, 2020).

**Response** means actions taken during or immediately after a disaster in provision of emergency services and public assistance in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected (UNDRR, 2016).

**SADC** means the Southern African Development Community comprising of 16 Member States: Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia and Zimbabwe

**Stash** means a facility which contains materials and equipment for use by an emergency team to aid in the response activities and to provide for basic needs for the team. This may include tents, food, water and other WASH supplies (Nieuwoudt, 2020).

# 1. BACKGROUND

Recurrent disasters have had a devastating impact in the SADC region. These disasters cause wide-ranging impacts that threaten the realisation of the aspirations of regional integration and resilience building efforts. The SADC Ministers responsible for Finance and Investments, in their meeting held in November 2016, approved the “SADC Preparedness and Response Strategy and Fund 2016-2030”. The SADC Council of Ministers meeting held in Dar es Salaam, United Republic of Tanzania in August 2019, endorsed the Strategy and directed the SADC Secretariat to expedite the finalisation and the operationalisation of the SADC Disaster Preparedness and Response Mechanism, which include the operationalization of the SADC Humanitarian and Emergency Operations Centre (SHOC) and development of its Standard Operation Procedures (SOPs).

## 1.1 Objectives of the SADC Humanitarian and Emergency Operations Centre Standard Operating Procedures

The overall objective of this Standard Operation Procedure’s (SOPs) is to guide regional actions for the SADC Humanitarian and Emergency Operations Centre (SHOC) in implementing:

- (i) regional disaster risk identification and monitoring;
- (ii) management of regional relief assets, inventory and capabilities (expertise and equipment application);
- (iii) establishment and management of regional rosters (SADC Standby Force and Emergency Response Team) which will include deployment, relief actions and decommissioning;
- (iv) coordinated regional partnerships for effective disaster risks preparedness, response and early recovery;
- (v) skill development and enhancement of capacity through training and conducting of the periodic Simulation Exercises (SIMEX) and other standby preparatory actions; and
- (vi) monitoring, evaluation and reporting on regional disaster risk preparedness and response.

## **2 SADC DISASTER RISK MANAGEMENT FRAMEWORKS AND INSTITUTIONS TO SUPPORT THE SHOC**

### **2.1 SADC Frameworks**

#### **2.1.1 SADC Vision 2050” and Regional Indicative Strategic Development Plan (RISDP) 2020-2030**

The recently approved “SADC Vision 2050” and Regional Indicative Strategic Development Plan (RISDP) 2020-2030, both prioritise industrial development and market integration as requirement for development of regional integration. It is expected that industrial development and market integration will stimulate economic growth, which is critical for resilience building, promoting robust employment creation, gender equality, sustainable food security and natural resource management. This also influences climate change adaptation and mitigation that is necessary for improving the quality of life in the region. The RISDP Implementation Plan sets a regional strategic objective of: “Improved Disaster Risk Management in Support of Regional Resilience”, by 2030 as one of the enablers for this to happen.

## **3 THE SADC REGIONAL RESILIENCE FRAMEWORK AND DISASTER PREPAREDNESS AND LINK TO RESPONSE STRATEGY AND FUND**

The SADC Regional Resilience Framework expands on the provisions of the Sendai Framework for Disaster Risk Reduction 2016-2030 (United Nations, 2015) and the Africa continental measures as envisioned in the Africa Regional Strategy for Disaster Risk Reduction (DRR), and Programme of Action (PoA). The Resilience Framework builds on the “2016 SADC Disaster Preparedness and Response Strategy and Fund” which prioritises three key objectives relevant to the functions of the SHOC, namely:

- (i) understanding risks and disaster management information systems;
- (ii) strengthening disaster risks preparedness and response planning; and
- (iii) establishment and operationalising of the Disaster Preparedness Response (DPR) Fund.

The Strategy further provides for a coordinated approach to DRR management and support to Member States affected by disaster risks through the regional structures, institutions and Member States.

### **3.1 Regional Institutions and structures**

The SADC Region continues to make efforts to realise DRR in regional integration and has established structures to ensure continuous improvements and coordinated support to Member States through development and operationalisation of regional institutions. Several institutions such as the SADC Humanitarian and Emergency Operations Centre (SHOC) will facilitate strengthened performance of disaster risk regional preparedness and response operations. These structures include:

#### **3.1.1 The SADC Executive Secretary**

The SADC Executive Secretary is the head of the SADC Secretariat, which is the principal executive institution mandated to, amongst others, coordinate and align policies and strategies of Member States in the SADC region. The Executive Secretary is responsible for, inter alia, consultation with the Member States Governments and other institutions within Member States by undertaking measures aimed at promoting the objectives of the region. Furthermore, the Executive Secretary is responsible for coordinating and monitoring the performance of SADC in the various sectors within the Region, to ensure conformity and coherence with the agreed SADC Vision, Policies and Programmes.

The Executive Secretary will support of the functions of the SHOC by considering the technical advisories received from the DRR Unit, on the regional disaster risks events. Where a risk exceeds the ability of a Member State to cope using its own resources and requests support, the Executive will, depending on the severity of the impacts, liaise with the SADC Chair and Organ Chairpersons to immediately activate the deployment or convene the SADC Double Troika to decide on the activation of the SADC standby arrangements (deployment of Standby Force and ERT) and the release of regional response resources. The Executive Secretary will also receive and consider the Mission Reports prepared by the SHOC and the affected Member State(s) on DRM, utilization of standby arrangements and resources.

#### **3.1.2 Disaster Risk Reduction Unit**

The primary function of the Disaster Risk Reduction Unit (DRR Unit) is to coordinate disaster risk management in the region. Among others, the Unit will:

- facilitate the review of the situational reports from the affected Member States on disaster risk, through screening of applications for support following a “declaration of an emergency”, and development of technical advisories to management for consideration working closely with the DRR Technical Working Group.
- work with Member States, National Disaster Management Agencies /Centres/Offices (NDMA/C/Os) and other regional partners, including but not limited to the Civil Protection Units (CPUs) and the United Nations (UN) agencies, and non-state agencies to establish the regional disaster risk preparedness and response capabilities.
- work closely with the SHOC to facilitate development and review of training modules and facilitate training of the standby arrangements (SADC Standby Force and ERT). Additionally, the Unit will enhance disaster risk management skills development through the development and implementation of training programmes and Simulation Guidelines to guide Simulation Exercises (SIMEX) in collaboration with regional partners including the Regional Interagency Standing Committee (RIASCO).
- utilising the information and services of the Regional Early Warning entities (REWE), facilitate periodic and timely dissemination of early warning information to Member States. The Unit will work with the TWG to prepare advisories for the Executive Secretary in facilitating the activation of the ERT, SHOC and On-site Humanitarian and Emergency Operations Coordination Centre (OSHOCC) to support Member States affected by disasters as and when necessary.
- undertake monitoring and evaluation (M&E) and reporting on the performance of the SHOC and regional operations.

### **3.1.3 Disaster Risk Reduction Technical Working Group**

The Disaster Risk Reduction Technical Working Group (TWG) will provide technical advisory for humanitarian resources response and assistance operations to the affected Member States. The Group will comprise of representation from the various Directorates and Units in the Secretariat namely, Social and Human Development (SHD), Food Agriculture and Natural Resources (FANR), Organ Planning Element

(PLANELM), Infrastructure and Services (I&S), Finance and Gender Unit and the Climate Service Centre (CSC). The TWG will undertake the responsible for, among others, coordinating the review of the Regional Multi Hazard Contingency Plan (RMHCP) annually, based on seasonal projections in order to guide the SHOC and standby arrangements on the preparedness of relief operations, response and post-disaster early recovery actions.

#### **3.1.4 Planning Element**

The Organ Planning Element (PLANELM) will coordinate activities of the SADC Standby Force in humanitarian operations, and is responsible for the following activities:

- (i) review of the SADC Standby Force Concepts and documentation for humanitarian support operations;
- (ii) produce Generic operational and Specific Support Plans (Logistics, medical, communication etc.);
- (iii) initiate the development and review of Standard Operating Procedures (SOPs) for specific missions for approval by the Defence Sub-Committee;
- (iv) Facilitate the development of legal instruments necessary for peace and humanitarian support operations and missions mandated by SADC;
- (v) provide strategic analysis and advice on peace and humanitarian support operations to the appropriate SADC Organ Structures;
- (vi) undertake Field Assessment Missions (fact finding missions) on the direction of the Chairperson of the Organ;
- (vii) undertake confirmation missions to Member States to check operational readiness of pledged capabilities of SADC Standby Force;
- (viii) keep and maintain resources/capability registers for the SADC Standby Force;
- (ix) check on the interoperability and compatibility of pledged equipment for SADC Standby Force;
- (x) produce the necessary mission documentation, including the Head of Mission (HoM), Force Commander (FC) and Police Commissioner's (PC) Directives and Rules of Engagement for use of firearms in self-defence etc;
- (xi) in case of long deployment of the SADC Standby Force, plan for the rotation of the forces and personnel in conjunction with the HoM, FC and PC for the approval of the Mandating Authority (MA);

- (xii) report on quarterly basis or as necessary to the SADC Defence Chiefs Committee, Police Chiefs Committee and Senior Civilian Committee through director of the Organ;
- (xiii) plan and coordinate integrated training for SADC Standby Force personnel; and
- (xiv) conduct Standby Force Humanitarian Operations Training Needs Analysis and advise SADC on the required Regional Humanitarian Training.

### **3.1.5 Regional Movement Coordination Centre/Joint Operations Centre**

The SADC RMCC will be responsible to perform the following functions:

- (i) Receive pledged Strategic Lift capabilities' data and record them accordingly;
- (ii) Receive Strategic Lift requests and process them; and
- (iii) Coordinate movements of personnel and cargo to be transported to participate in the SADC mandated peace missions, peace support operations, regional exercises. and humanitarian and disaster relief operations.

### **3.1.6 Regional Early Warning Entities**

The Regional Early Warning Entities (REWE) will comprise the Regional Early Warning Centre (REWC), the Climate Services Centre (CSC) and the Regional Vulnerability Assessment and Analysis Programme (RVAA). The REWE will have the responsibility to strengthen the SADC mechanisms for providing early warning information on disaster risk threats in the region to facilitate readiness for triggering the SADC Standby Force and ERT humanitarian operations in declared disasters. The REWC will work closely with the Climate Services Centre (CSC) and National Meteorological Services Centres (METs) for climate projections and weather forecasts while and the Regional Vulnerability Assessment and Analysis (RVAA) working with the National Vulnerability Assessment and Analysis Committees (NVAACs) will focus on food security assessments. These entities will produce early warning advisories, analyses and reports on disaster risks for the Executive Secretary, through the DRR Unit and the SHOC.

### **3.1.7 SADC Humanitarian and Emergency Operations Centre**

The SADC Humanitarian and Emergency Operations Centre (SHOC) will have the responsibility to facilitate enhanced regional disaster risks preparedness, response



and early recovery in support of Member States overwhelmed by disastrous events. The Centre will focus on the coordination of preparedness, response, early recovery activities and provide quick deployment of region's standby arrangements (Standby Force and ERT). The centre will manage the capabilities, including resources (equipment and supplies) that SADC responders may need during their deployment. The Centre will be headed by the SHOC Programme Coordinator.

The responsibilities of the SHOC will include:

- (i) regional disaster risk identification, response coordination and monitoring;
- (ii) management of regional relief assets inventory and capabilities (expertise and equipment application). This will entail development of an inventory of regional disaster response assets. civil-military defence pledges and assets, stockpiles and pre-emptive placement of relief goods. This will include the collation of a Loss and Damage Database containing the data and information related to damage, mortality and morbidity caused by disasters in the region;
- (iii) establishment and management of rosters for regional standby arrangements (SADC Standby Force and ERT), which will include deployment, relief actions and decommissioning. This will entail maintenance and updating the list of available regional assets and capacities for disaster response working with the DRR Unit.
- (iv) Ensuring that the rosters for regional standby arrangements SADC Standby Force and ERT have the necessary expertise (Rapid Response Team, Search and Rescue Teams, civilian expertise, medical, procurement, Water, Sanitation and Hygiene (WASH), food security, nutrition etc. (see the response modules in Annexures 6-8; Annexure 6: Module 5 - Water and Sanitation Hygiene (WASH), Annexure 7: Module 6 - Health and Medical Services, Annexure 8: Module 7 - Food Assistance, Annexure 9: Module 8 - Non-Food Items (NFIs));
- (v) Mobilization and demobilization of the regional assets (ERT and Standby Force, equipment and materials) to assist affected Member State(s);
- (vi) coordination of regional partnerships for effective preparedness, response and early recovery. This will involve the mapping, coordination of communication, sharing of roles and responsibilities among regional structures or entities, including national, regional and international partners.

This includes the UN Agencies, International and National NGOs and Development Partners, Donors and the Secretariat;

- (vii) skills development and enhancement of capacities and approaches for use in training and conducting of the periodic simulation exercises (SIMEX) and other standby preparatory arrangement actions; and
- (viii) monitoring, evaluation and reporting on regional disaster risk preparedness and response. After the disaster, the SHOC will facilitate the reporting and evaluation to establish lessons learned from the disaster response in order to make improvements for the future.

The SHOC will also assume responsibilities for humanitarian and emergency coordination under regional response when a Member State(s) affected by a disaster risk declares an emergency and makes request for regional/international support through the SADC Secretariat.

The SHOC will work with the DRR Unit in collaboration with the NDMAs of the affected Member States, and relevant regional stakeholders including UN, international and national NGO's, community-based organisations (CBOs) to coordinate preparedness, response and early recovery operations in the affected countries.

### **3.1.8 On-site Humanitarian and Emergency Operations Coordination Centre**

Where necessary the SHOC will establish the On-site Humanitarian and Emergency Operations Coordination Centre (OSHOCC) to support the affected Member State(s).

The role of the OSHOCC will be to facilitate:

- (i) facilitate assessments and information gathering and dissemination;
- (ii) facilitate the coordination of the Search and Rescue teams responding to the disaster;
- (iii) assist the affected Member State in resource mobilisation by initiating the appeal process and activation of regional support; and
- (iv) encourage Member States, SADC Secretariat and organisations to make available experts on stand-by roster at short notice, and up to two weeks on a SADC mission. These experts will undergo the United Nations Disaster

Assessment and Coordination (UNDAC) training and where available, and necessary other specialised training.

### **3.1.9 National Disaster Risk Management Agencies**

National Disaster Risk Management Agencies (NDMAs) or Civil Protection Unit (CPUs) are entities at the epicentre of disaster risk management in Member States and the region. These have the responsibility of coordinating DRM and facilitating the development of DRR frameworks, including preparedness and response contingency plans and indications of the existing national capabilities, and with actions to respond and mitigate projected disaster risks.

The NDMAs/CPUs will work with the DRR Unit and SHOC to monitor disaster risks. Upon occurrence of a risk or hazard, the agencies and units will be responsible for informing the SHOC and DRR Unit. Based on the level of the escalation of the risks, the Member States (s) through the NDMAs/CPU may prepare a national declaration and decision to apply for regional support. The agencies/units will support the application by the affected Member State to the Secretariat, coordinate national rapid assessment, emergency and relief operations and recovery actions working with national, regional and international responders, as well as together with the SHOC produce reports on the response operations.

## **3.2 Emergency Response Team**

The SADC Emergency Response Team (ERT) will have the ability to rapidly deploy to support the affected Member States during both, major sudden and slow on-set disasters. The team will be comprised of selected SADC Member State volunteers with the relevant training to serve in humanitarian operations.<sup>1</sup> The ERT will be activated within 12-72-hours upon approval of request for support from the Member State(s) affected by a disaster.<sup>2</sup>

## **3.3 SADC Standby Force**

The SADC Standby Force will comprise of the three (3) components; the military, police force and civilian expertise to support in Humanitarian Assistance and Disaster

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<sup>1</sup> SADC Emergency Response Team Standard Operation Procedures, 2020.

<sup>2</sup> Ibid.

Relief (HADR) operations. The operations of the SADC Standby Force will be guided by the Contingency Plan and SOPs, which are discussed in Section 7 of this document. The SOPs provide the operational procedures that the SHOC working jointly with the RMCC/JOC and SADC Standby Force will follow in the activation process and operations of the Force in HADR operations<sup>3</sup>.

## **4 REGIONAL DISASTER PREPAREDNESS**

The SHOC will have the responsibility to coordinate the collective SADC region disaster risk preparedness and response activities, as outlined in Section 2. This includes all required preparations to facilitate swift deployment and utilisation of the regional standby arrangements for the SADC Standby Force and ERT. It will also be responsible for the procurement and management of all equipment and supplies that SADC Team responders may require during their deployment. The SHOC will be guided by the procedures outlined in this SOP in all its activities including in the utilisation of tools and systems for common response and emergency assessment, communication, logistics and reporting.

### **4.1 Designation of Member States National Focal Points**

Each Member State will designate a National Focal Point (NFP) for disaster risk management. The process for designating the NFPs is provided in Annexure 1: Designation of the SADC Member States Disaster Risk Management National Focal Points.

The NFP will coordinate:

- (i) the processing of requests for support by the affected Member State from the Secretariat;
- (ii) receipt of resources and support from the SADC Secretariat and Member States;
- (iii) monitoring of the preparedness, response and early recovery actions; and
- (iv) generation and submission of all required reports.

The contact details of all NFP will be updated annually, or as need arises.

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<sup>3</sup> SADC Standby Force Contingency and Standard Operation Procedures, 2020

## **4.2 Disaster Risk identification and early actions**

Working with the Regional Early Warning entities which includes the REWC for peace and security, the CSC for climate and weather and RVAA for food security, the SHOC will assist with the collation and dissemination of early warning information. The Early Warning entities will liaise closely with the NFPs in the various Member State on risks advisories or alerts and the progression of the disaster risk in order to provide information as necessary to the DRR Unit and TWG.

## **4.3 Inventory of Humanitarian Relief Assets and Capacities**

The SHOC, assisted by the DRR Unit will be responsible for determining the required stock and stocking levels, and development of an inventory of regional disaster response assets and humanitarian relief resources (including regional emergency resources, equipment and relief items), which will require to be stockpiled and transported to support relief and capacity enhancements for regional humanitarian coordination under the SHOC.

The inventory will assist with two key elements:

- (i) Determination of regional stockpiles to facilitate effective and efficient access to relief resources for timeous transit and distribution as may be required during emergency response efforts; and
- (ii) To enable emergency logistics and communications.

Stockpiles will need to be stored/placed close to disaster prone areas. Placement/storage of relief items close to disaster-prone areas will reduce response times in emergency situations. It is, however, important to note that some emergency relief items have a shelf life and will have to be replaced periodically. The stock in the stockpiles will therefore need to be assessed and maintained on regular basis.

The SHOC will therefore be responsible for:

- (i) Facilitating the development of a comprehensive procurement strategy and plan to ensure optimal stocking of relief resources. The strategy and plan will include the maintenance of a comprehensive inventory of priority relief items held in identified sites. This will include records of the location of the relief stocks within the region or available internationally, and detailed information of

the key logistical requirements to facilitate timely transport and movement of the humanitarian relief resources to where it is required. This will also include a provision for the transit of relief goods between Member States, including goods and services sourced outside the region, taking into considering customs, importation, delivery and timelines requirements;

- (ii) Identification and establishment of regional warehouses in strategic locations where humanitarian relief goods can be quickly accessed to be distributed to affected communities within the shortest possible time;
- (iii) Facilitating the development of a regional agreement that ensures efficient and timely transit of humanitarian relief resources across national boundaries;
- (iv) Supporting the establishment of mechanisms to enable the affected Member States to timeously access emergency stockpiles and pledged regional resources from other Member State(s) and other partners during disaster response;
- (v) Maintaining minimum humanitarian relief resource stockpiles Non-Food Items (NFIs) which may also be referred to as “Stash” to support the ERT and/or Standby Force for distribution to any disaster affected Member State(s);
- (vi) Facilitating the creation of a database of local suppliers of humanitarian relief goods to be included in a basic relief assistance database; and
- (vii) Facilitate the evaluation of the feasibility of alternative stock, including financial stock and using cash and/or voucher programmes during the emergency response phase.

#### **4.4 Regional Preparedness and Coordination**

The DRR TWG coordinated by the DRR Unit will lead the development of the Regional Multi-Hazard Contingency Plan (RMHCP), which will outline preparedness and response actions and budgets considering the available capacities. The Plan will be managed by the DRR Unit and updated annually to reflect regional activities based on the prevailing disaster risk assessment projections including information on required capacities, resources, and assets. The RMHCP will be aligned with the regional and global practices with inputs from Member States, UN Regional Interagency Committee (RIASCO) and NGOs during the annual Regional Pre-Season Planning Workshop. The RMHCP will also guide the SHOC in facilitating the emergency activities for the region and will incorporate multiple emergency planning requirements including preparedness, mobilisation, deployment, demobilization and reporting.

Various Directorates and Units (sectors) of the SADC Secretariat will support disaster risk preparedness actions by working with regional stakeholders and partners as guided by the RMHCP and coordinated as indicated in Table 1 **Error! Reference source not found.**

**Table 1 Regional Cluster Coordination during the Preparedness Phase (SADC, 2017)**

Directorate/Unit	Preparedness Role	Lead Directorate
<b>Disaster Risk Identification and Early Warning and Action</b>		
Climate Services	Seasonal rainfall and temperature forecasts; and performance of the rainfall season	Infrastructure and Services, supported by The Food and Agriculture Organization of the United Nations (FAO), Famine Early Warning Systems Network (FEWS NET), World Meteorological Organisation (WMO)
Vulnerability Assessment and Analysis	Livelihoods and vulnerability analysis	Food, Agriculture and Natural Resources, supported by IASC, CSOs, relevant RIASCO members (e.g. WFP, FAO and UNICEF, Save the Children), or other partners that may be involved in such activities
<b>Development Sectors</b>		
Water	Water resources monitoring; advice on flood management and drought;	Infrastructure and Services, supported by National Hydrological services, Inter-Agency Standing Committee (IASC), Civil Society Organisations, relevant RIASCO (UNICEF and WHO) members
Health	Health surveillance	Social and Human Development and Special Programmes (SHD), supported by IASC, CSOs, relevant RIASCO members (e.g. WHO and UNICEF, Save the Children)
Education	Mainstreaming DRR into school curricula and raising awareness; Education in Emergencies	Social and Human Development and Special Programmes (SHD), supported by IASC, CSOs, relevant RIASCO members (e.g. UNESCO, UNICEF, Save the Children)
Agriculture, Food Security	Food security analysis, crop and livestock disease outbreaks	Food, Agriculture and Natural Resources, supported by IASC, CSOs, relevant RIASCO members (e.g. FAO, WFP and UNICEF)
Environment, Climate Change and Natural Resource Management	Climate Change adaptation; State of Environment and natural resources and implications for DRR	Food, Agriculture and Natural Resources, supported by IASC, CSOs, relevant RIASCO members (e.g. UNDP, UNEP,), or other partners that may be involved in such activities
Infrastructure	State of transportation facilities and implications for DRR	Infrastructure and Services, supported by IASC, CSOs, relevant RIASCO members (e.g. WFP and UNICEF, Save the Children)

Information and Communications Technology	Information and Communications support	Infrastructure and Services (I&S), Information Communication Technology Unit (ICT), supported by IASC, CSOs, relevant RIASCO members (e.g. WHO, WFP and UNICEF, Save the Children)
Hazard early warning and alerts	Dissemination and sharing of alerts and publicity support	Public Relations Unit supported by IASC, CSOs, relevant RIASCO members (e.g. WFP and UNICEF, Save the Children etc)

However, during the response phase the coordinated regional response clusters will be organised as outlined in Table 2 **Error! Reference source not found.**, which indicates the various stakeholders and partner responders.

**Table 2 Regional Cluster Coordination during Response Phase (SADC, 2017)**

Sector	Lead Directorate	Supporting Stakeholders
Coordination and Communication	Executive Secretary's Office supported by the DRR Unit and Public Relations Unit	OCHA, The International Federation of Red Cross and Red Crescent Societies (IFRC), SADC-ASCI
Agriculture and Food Security	Food, Agriculture and Natural Resources Directorate (FANR)	FAO, WFP, IASC, relevant NGOs
Health	Social and Human Development and Special Programmes Directorate (SHD)	WHO, UNICEF, UNFPA, IFRC, IASC, relevant NGOs
Nutrition	Social and Human Development and Special Programmes Directorate (SHD)	UNICEF, IASC, relevant NGOs
Education	Social and Human Development and Special Programmes Directorate	UNICEF, IASC, relevant NGOs
Water, Sanitation and Hygiene (WASH)	Infrastructure and Services (I&S), Social and Human Development and Special Programmes (SHD) Directorates	UNICEF, IASC, relevant NGOs Water Aid
Camp Management and Coordination	Infrastructure and Services Directorate (I&S)	International Organization for Migration (IOM), UNHCR, IASC, relevant NGOs
Transport and Logistics	Infrastructure and Services Directorate (I&S)	WFP, IASC, relevant NGOs
Emergency Telecommunications	Infrastructure and Services Directorate	WFP, IASC, relevant NGOs
Protection and Shelter	The Organ, Gender Unit	IFRC, UNFPA, UNHCR, IASC, relevant NGOs
Early Recovery	Policy, Planning Trade, Finance and Investment	UNDP, IASC, relevant NGOs

The Coordination Modules on capabilities provided by the region as indicated in Annexes 2 to 9 will be filled with the necessary details on regional capacities to support the affected Member States, to be facilitated by the SHOC through the SADC Standby



Force<sup>4</sup> and ERT<sup>5</sup>. These will consist of Coordination Expertise, Search and Rescue (S&R), Emergency Communication and Logistics and Coordination, Water, Sanitation and Hygiene (WASH), Health and Medical Services, Food assistance, Non-Food Items (NFIs), Camp management and Non-Food Items (NFIs), Early Recovery, services etc:

- (i) Coordination Expertise - including humanitarian coordination, Incident Command System (ICS) Expert, information management, civil-military coordination, communication, camp coordination and camp management specialists (Annexure 2: Module 1 -Coordination and Technical Expertise).
- (ii) Search and Rescue including Urban Search and Rescue (USAR) Team, firefighting teams and equipment, Chemical Biological Radiological and Nuclear (CBRN), oil spill, and flood response teams (Annexure 3: Module 2 - Search and Rescue).
- (iii) Emergency Logistics including the response inventory assets namely generator, tents for mobile office, Unmanned Aerial Vehicle (UAV), air, sea, and land transport, temporary tent storage, procurement officer, warehouse manager, transport and fleet management, ground handling capacity at the airport, and customs (Annexure 4: Module 3 - Logistics).
- (iv) Emergency Telecommunications including Information Technology officer and Emergency telecommunication team and equipment (Annexure 5: Module 4 - Emergency Telecommunications).
- (v) Water, Sanitation, and Hygiene (WASH) services including high capacity pumps, water treatment unit, water bladders, wash team toolkit set, rapid latrine set and family hygiene kit (Annexure 6: Module 5 - Water and Sanitation Hygiene (WASH)).
- (vi) Health and Medical Services including: Emergency Medical Technician (EMT) type 1,2,3, Medical tents/field hospital, aerial evacuation, body bags for cadavers, and Disaster Victim Identification (DVI) unit (Annexure 7: Module 6 - Health and Medical Services).
- (vii) Food Assistance module including: any type of ready-to-eat food (Annexure 8: Module 7 - Food Assistance).

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<sup>4</sup> SADC Standby Force Contingency Plan and Standard Operation Procedures, 2020.

<sup>5</sup> SADC Emergency Response Team Standard Operation Procedures, 2020.

- (viii) Camp management and Non-Food Items (NFIs) module to include tarpaulin, family tent, family kit, and kitchen kit (Annexure 9: Module 8 - Non-Food Items (NFIs)).
- (ix) Early Recovery module to include structural/civil engineers and waste / debris management specialist (Annexure 10: Module 9 - Early Recovery).

#### **4.5 Dissemination of Information**

The SHOC will work closely with the various Regional Early Warning Entities in the region, including the Regional Early Warning Centre (REWS), the SADC Climate Service Centre (CSC) for hydro-meteorological risk projections and the Regional Vulnerability Assessment and Analysis Programme (RVAA) for food security, and national early warning centres including NDMA/Os or CPUs and others in Member States. Upon the on-set of a disaster the SHOC will monitor the progression of the disaster situation in the region with the Member State(s) at risk and disseminate updates by the NFPs.

The dissemination of early warning information is critical to ensure that a developing risk or potential threat may trigger proactive measures to reduce the impact or minimise the effects on Member States at risk. The SADC DRM Communications Concept Note, which forms part of the documentation relating to the DRR operations in SADC, provides guidance on information to be shared and channels of communication before and during a disaster event to facilitate timely and informed decision making. Additionally, it outlines requirements for information per process, while the ERT SOPs and Standby Force Contingency Plan and SOPs provides for the procedures for activation of ERT and the SADC Standby Force respectively.

### **5 RISK ASSESSMENT AND MONITORING**

The SHOC will work with the Regional Early Warning Entities and the affected Member States NFP to monitor, analyse and consolidate data and information on developing hazards and risks on a continuous basis. The continuous monitoring and assessment will ensure timely dissemination of alerts and early warning information to the various stakeholders to facilitate timely response actions.

## **5.1 Announcement of Disaster**

The NFP of the affected Member State(s) will provide an initial update to the Secretariat and the SHOC, as informed by a rapid assessment within 12 hours of the occurrence of the incident using Annexure 11: Situation Reports. This will include breaking news of disasters, even if these incidents do not require follow-up actions for assistance. Depending on the communication guidelines of affected Member States, the information can be disseminated through a website or through official social media accounts such as an official Facebook page or official Twitter accounts.

The SHOC working with the DRR Unit will analyse the situational report/update received from the NFP of the affected Member State and prepare information through an advisory, for the notification to Executive Secretary, using the Update Form attached as Annexure 15: SHOC Report to National Focal Points. This notification may also come from other sources of information such as the UN and FEWSNET communication media.

## **5.2 Situation Updates following the announcement**

The NFP of the affected Member State(s) will continuously monitor the situation and work in close consultation with the SHOC Programme Coordinator and DRR Unit to provide updates on a daily basis by 10:00 (Greenwich Mean Time (GMT)+2) on any significant developing situation on the disaster risks.

A deteriorating situation where Member State(s) cannot cope or is overwhelmed by the impact will immediately be communicated to the Secretariat as a national level decision to request for regional support. The affected Member State(s) may continue to inform other countries, regional and international community of the ongoing disaster situation through various means including through the SADC Disaster Risk Management Information Management System (IMS) or SADC website.

# **6 EMERGENCY SUPPORT**

## **6.1 Application for Emergency Support**

The affected Member State(s) in need of support from SADC will through the National Coordination Point (NCP) who is technically supported by the NFP, submit a request for support through the SADC Executive Secretary with an annexed situational report

indicating the scale of the impact and details of the required support as informed by the rapid assessments and guided by a template in Annexure 11: Situation Report. After consideration by the SADC Executive Secretary and approval of the support, an 'Offer of Assistance (Annexure 16: Offer of Assistance) will be issued.

The SHOC will initiate courses of action to mobilise the humanitarian relief resources, regional standby assets and capacities for disaster relief and emergency response. This will include the mobilisation of SADC Standby Force and the ERT as guided by the "Offer of Assistance" issued by the SADC Executive Secretary (Annexure 16: Offer of Assistance). Figure 1 illustrates the DPR Fund Application and response timeline.

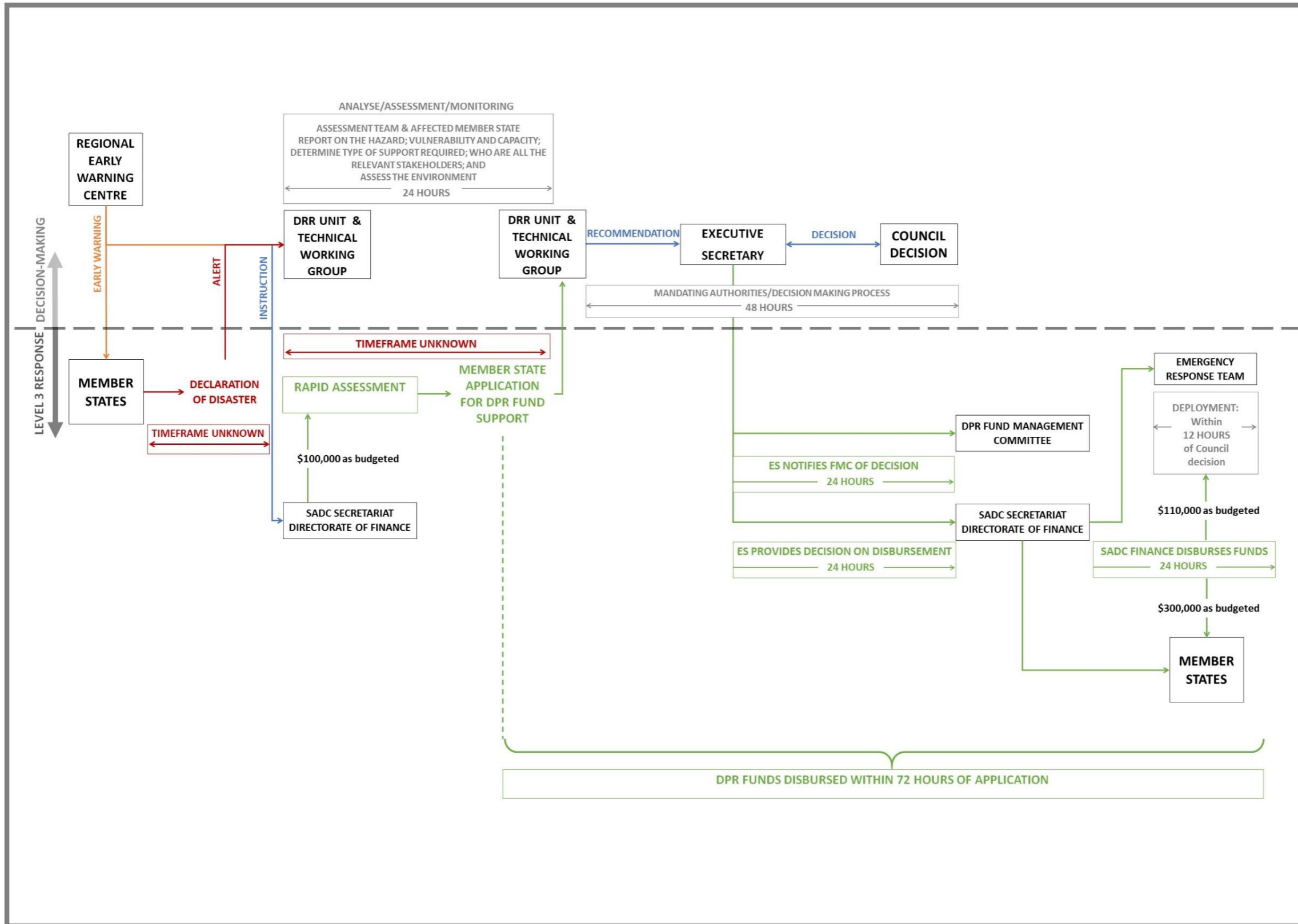


Figure 1 DPR Fund Application and response timeline under Declared Disaster

## **6.2 Joint Assessment of Required Assistance**

Joint Rapid Assessments will be conducted to primarily determine the impact and severity of the disaster risks or the evolving secondary impacts that may likely arise. This will inform the type of assistance required to save lives and alleviate suffering. This should further facilitate the mobilisation of appropriate resources to deal with the disaster situation effectively.

The affected Member State(s) will take a leading role in the rapid assessment, working closely with the ERT and SHOC Programme Coordinator and other national and international responders to establish the scope and type of assistance, required. The information will include the extent to which the country is able to cope with the emergency and needs on the ground.

In the event that it is not possible for the Member States to specify and provide the required information, the SHOC Programme Coordinator will consult with the NFP (and other coordinated relief responders) and jointly decide upon the scope and type of assistance required. When the request for assistance from the Member State is received, and based on the approval for activation by the SADC/Organ Chair, the SHOC will also facilitate the deployment of the SADC capabilities and standby arrangements to support in joint assessments and coordinated response actions and early recovery operations.

## **6.3 Mobilisation of Assets and Capacities**

SADC will ensure that the assets and capabilities provided to the Member States are in good condition and appropriate for operational and humanitarian emergency support. In this regard, the Secretariat working with the SHOC will continue to mobilise resources and restock the stashes or stockpiles and maintain the standby arrangements to support the affected Member State(s) on standby. The type and quantity of humanitarian relief resources that will be deployed will be based on the priorities identified by the rapid assessment response plans. All viable emergency logistical options will be explored by the SHOC in liaison with the response coordination partners to ensure that the relief items reach the intended beneficiaries in the most efficient and timeous manner.

### **6.3.1 Initiating Support from the SHOC**

Once the confirmation of the offer of Assistance to the affected Member State(s) is dispatched to the requesting country, SADC will through the SHOC Coordinator facilitate the immediate deployment of standby arrangements, assets and capabilities based on the details as contained in the Letter of Offer issued by the Executive Secretary. The mobilisation of SADC's heavy capabilities, and emergency support teams for the various response actions will be aligned with global practice.<sup>6</sup>

### **6.3.2 Provision of the Agreement for Assistance**

The provision of the Agreement for Assistance will be completed on the template provided in Annexure 17: Agreement for Assistance. This will also facilitate the Customs, Immigration and Quarantine (CIQ) procedures for entry/exit of assets and capabilities from the territory of the regional support teams into the affected Member State(s). The signed copies of the Agreement of Assistance will be used by the ERT for verification of the movement of assets and capabilities in the affected Member State(s). The affected Member State(s) will provide the entry checkpoints as well as the National Team Leader (if different from the NFP) with the signed copies of the Agreement of Assistance with an alert of incoming assistance from SADC.

### **6.3.3 Customs, Immigration and Quarantine**

Following the issuance of an Letter of Offer by the SADC Executive Secretary, the Secretariat will immediately alert the SHOC and work with the Centre to facilitate the mobilisation of the ERT, and where necessary the Standby Force.<sup>7</sup> When the standby arrangements (ERT and Standby Force) arrive in the affected country, by land, air or sea entry checkpoints, they will be facilitated by the NFP to go through Customs, Immigration and Quarantine procedures.

The SHOC Programme Coordinator will for the purpose of entry and departure from the affected country be required to ensure that all the ERT / SADC Standby Force members, whether individually or collectively, are served with the movement order

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<sup>6</sup> SADC Standby Force Contingency Plan and Standard Operation Procedures, 2020; SADC Emergency Response Team Standard Operation Procedures, 2020; United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), 2018; and International Search and Rescue Advisory Group (INSARAG) Guidelines.

<sup>7</sup> SADC Emergency Response Team 2020; SADC Standby Force Contingency Plan and Standard Operation Procedures, 2020

issued by the appropriate authority of the affected Member State together with individual personal identification card.

The SHOC will also ensure that the affected Member State in accordance with its national laws and regulations facilitate the ERT and Standby Force and other humanitarian resources through:

- entry, stay and exit of personnel and equipment, facilities and materials involved or used in the assistance, including the processing of exemptions and provisions of facilities to facilitate the provision of the needed assistance; and
- exemption from taxation, duties and other similar charges of a similar nature on the importation and use of equipment including vehicles and telecommunications, facilities and materials brought into the country for the purpose of assistance.

The SHOC will also ensure that the affected Member State(s)' NFP are available on standby at the Customs, Immigration and Quarantine procedures facility during processing of entry and exit of the SADC resources to facilitate the clearance of the arriving and departing assets and capacities. Where necessary and appropriate, the SHOC may facilitate the processing of exemptions and transit of personnel, equipment, and materials in line with the provisions of the Agreement of Assistance. The SHOC will, as appropriate, coordinate with the government of the affected Member State(s) and on-site UN and other supporting entities on the ground, to assist in the above process.

#### **6.3.4 Briefing and Coordination**

The SHOC will coordinate with the NFP of the affected Member State to appoint an individual or team for an initial briefing to the ERT and or SADC Standby Force at an appropriate time and facility immediately after the completion of the Customs, Immigration and Quarantine processes.

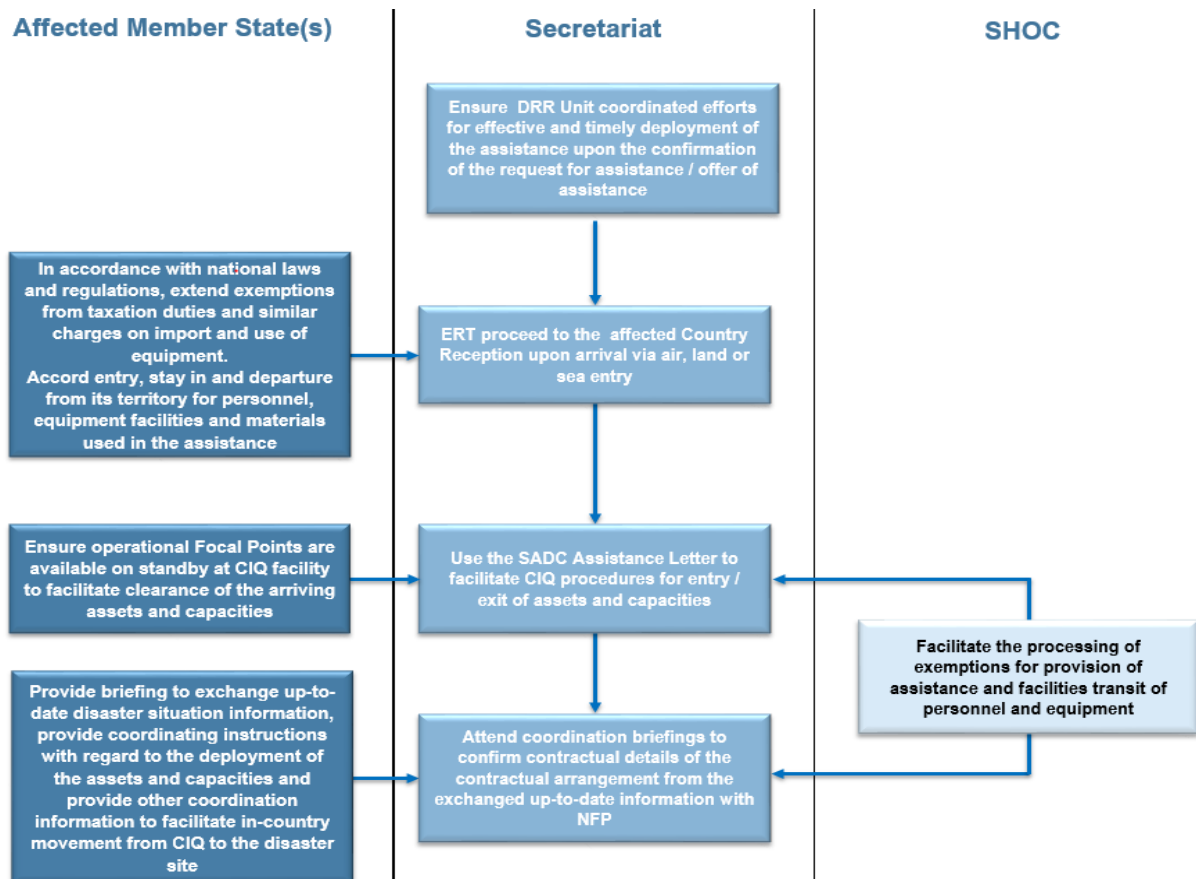
The briefing will among others provide the following required details:

- (i) confirmation of the details of the assistance as specified in the Agreement of Assistance;
- (ii) updates with regard to new developments on the disaster situation;
- (iii) coordination arrangements, in particular on the deployment of the assets and capacities from SADC; and



- (iv) relevant coordination information that the ERT and/or Standby Force need to be aware of (as appropriate) such as:
  - a) maps;
  - b) communication templates or processes, and communication equipment;
  - c) liaison personnel;
  - d) interpreter(s);
  - e) security and
  - f) mobile escorts etc. that will facilitate the in-country movement for the ERT / Standby Force.

An initial briefing to the ERT and / or Standby Force will be made jointly to the other response teams on the ground, such as the on-site UNOCHA and other response stakeholders present (Figure 2). Based on the assessment of the situation the SHOC will establish the OSHOCC to support proximity with joint operations and facilitate coordination between the ERT and / or Standby Force and response machinery under the leadership of the NDMA/C/Os, CPU or department/unit responsible for disaster risks.



**Figure 2 Mobilisation of SADC Capabilities**

### **6.3.5 On-site Deployment of Assets and Capacities**

The NDMA/Os, CPU or department / unit responsible for disaster of the affected Member State(s) will also make arrangements to conduct an on-site operational briefing of the ERT and or Standby Force at the disaster site.

The briefing should include:

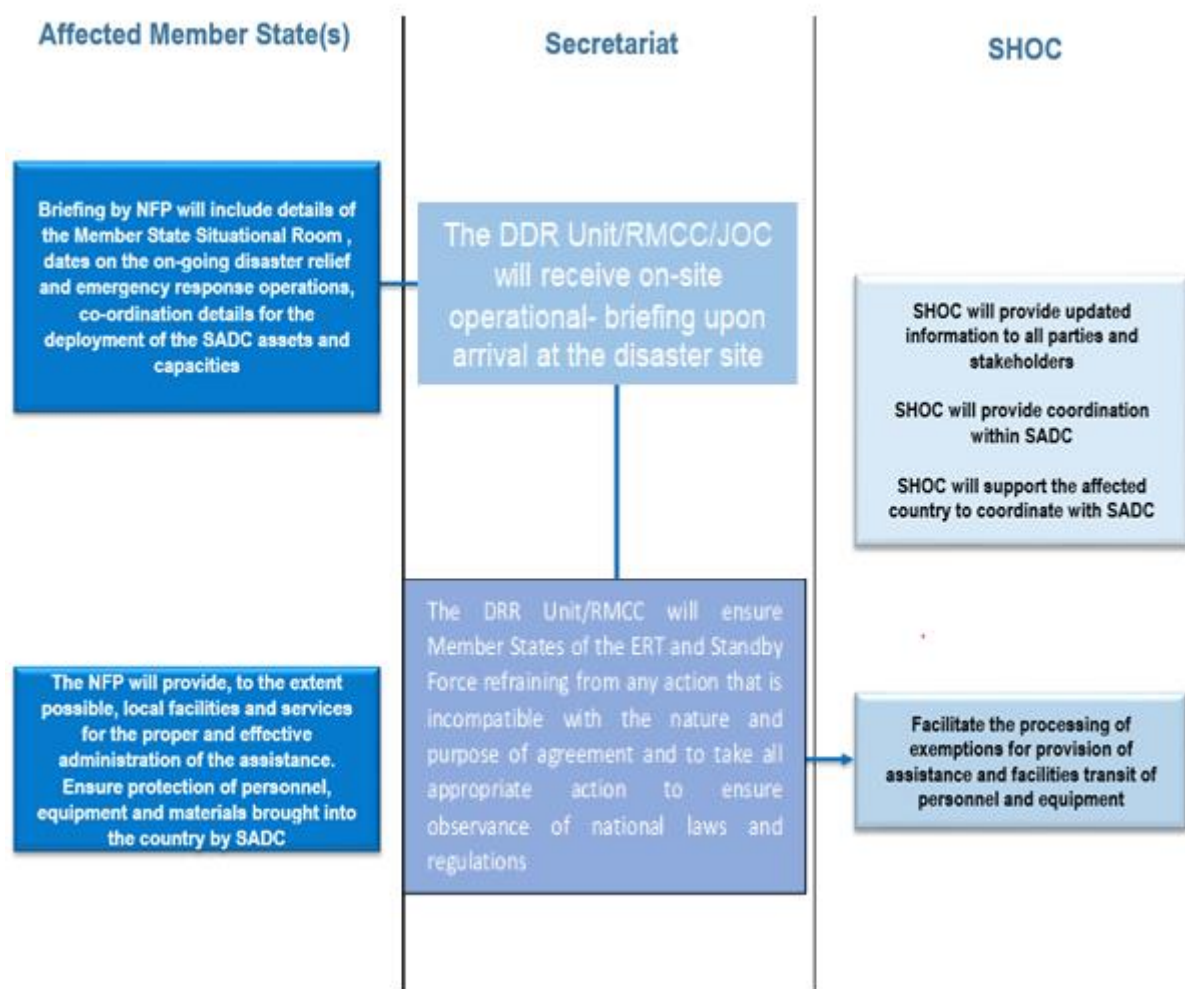
- (i) details of the risk command system;
- (ii) updates on the on-going disaster relief and emergency response operations; and
- (iii) co-ordination details and requirements for the deployment of SADC humanitarian relief resources, stocks / stash, services, assets and capabilities to support the on-going disaster preparedness, relief and emergency response efforts.

During this briefing the NDMA/O or CPU will also provide information on local facilities and services for the appropriate and effective administration of the assistance to the

ERT and or Standby Force. It will also ensure the protection of personnel, equipment, and materials brought into the country by or on behalf of SADC for such purposes. This information will also be made available at the OSHOCC manned by SHOC for use by the ERT and or Standby Force.

The SHOC will ensure that all members of its response team observe and comply with national laws and regulations of the affected Member State(s) and the provisions of the Agreement for Assistance.

The affected Member State will exercise overall control, facilitate coordination in the country and issue clear instructions to the ERT. The affected Member State will also constantly liaise with the SHOC regarding any logistical challenges and other needs for support.



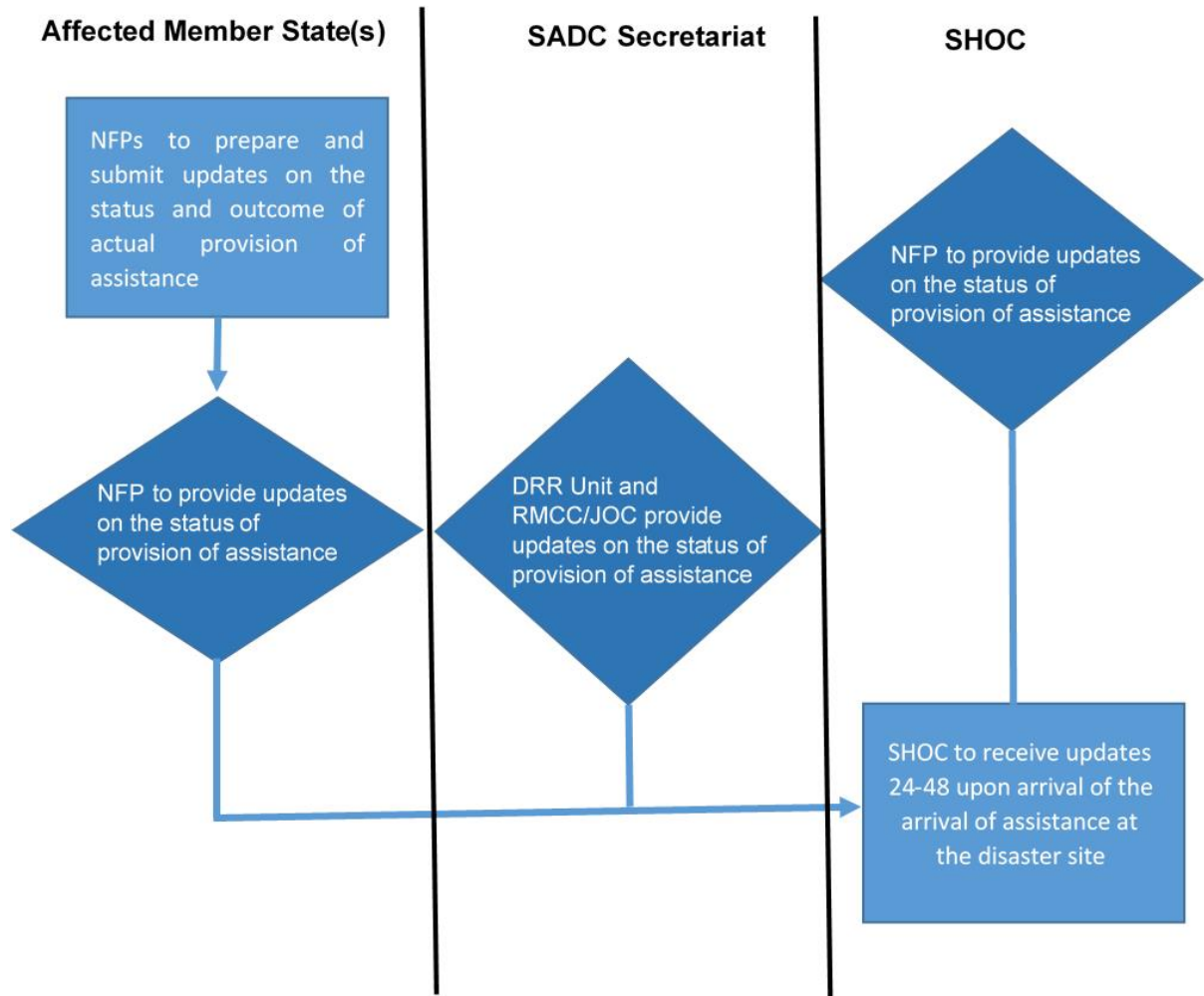
**Figure 3 On-site Deployment of SADC Capability**

The ERT will designate a Team Leader and Alternate Team Leader who will provide immediate operational supervision over the ERT personnel and the equipment. The designated person will exercise such supervision in co-operation with the appropriate authorities of the SHOC, NFP and affected Member States response team and will share contact details with national authorities.

### **6.3.6 Disaster Situation Update**

The affected Member State, NFP, with the support from the ERT Team Leader will prepare and submit disaster situation updates to the SHOC and other response stakeholders within 24 hours of their arrival, and every morning on daily basis during the period of their mandate. The situation updates will contain an appraisal on the status and challenges related to provision of assistance. The updates will also inform ongoing response operations through the SADC Information Management System (IMS). The abovementioned steps are illustrated in Figure 4 **Error! Reference source**

**not found..** The SHOC will coordinate and share situation updates with relevant stakeholders including the DRR Unit, authorities of the affected Member States and the Assistance Contributing countries on a regular and continuous basis. This information should facilitate informed decision making to increase or provide additional required resources.



**Figure 4 Situation Updates**

**6.3.7 Resources for the SHOC**

The deployment of the ERT by the SHOC will involve facilitating the transit of the members of the ERT from countries of origin to the affected Member State and demobilisation and repatriation back to their countries of origin. This will require

availability of the necessary resources to ensure effective and efficient logistical arrangements<sup>8</sup>.

### **6.3.8 Demobilisation of Assistance**

The SHOC will facilitate the withdrawal of the ERT and other resources used during the operation from the disaster site when the affected country has determined and declared that emergency phase is ended or that national capacities can manage the situation. The SHOC will work with the ERT and other stakeholders to demobilise and ensure that the withdrawal process is smoothly and effectively undertaken and appropriately documented.

### **6.3.9 Reporting**

The Team Leader of the ERT with the support of the SHOC Programme Coordinator will submit to the NFP of the affected Member States an “Exit Plan”. This Exit Plan will contain details of the handover or re-tasking of duties and a record of the operational tasks performed during the deployment. The same Exit Plan will be shared with the DRR Unit. The SHOC Programme Coordinator working with the ERT Team Leader, the affected Member States NFP will also prepare the End of Mission Report (Annexure 18: “End of Mission”). The End of Mission Report will be submitted to the SHOC for consolidation within 14 days after departure from the affected country. Copies of the final report will be submitted to the Executive Secretary with copies to the DRR Unit.

### **6.3.10 Mission Debriefing**

The NFP supported by the SHOC will arrange a debriefing meeting with the relevant national authorities and NCP to appraise the local authorities on the mission. During the debriefing meeting, the SHOC Programme Coordinator supported by the ERT Team Leader and if necessary the SADC Standby Force Operations Commander/Head of Mission and the Secretariat where available, will present a report to include activities that have been undertaken, coverage, challenges encountered, issues handed over, and remaining issues that need to be resolved. It will also cover

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<sup>8</sup> SADC Emergency Response Team Standard Operation Procedures, 2020.

withdrawal plans to enable the national authority to make the necessary arrangements for the exit of the ERT and Standby Force and other assisting entities and resources.

### **6.3.11 Operational Lessons Learnt**

In line with section 4.2.8, the End of Mission Report to be prepared by the SHOC will provide details of the lessons learnt to be used for further capacity building activities and planning for simulation exercises<sup>9</sup> and future missions. The information on lessons learned will also serve as inputs for the periodic review of SHOC and other regional SOPs.

The SHOC will also work with the DRR Unit to facilitate the development and update of the regional rosters database and Assets Inventory and capacities for disaster response. These will include a Loss and Damage Database for collating information on the mortality and morbidity caused by disasters.

## **7 FACILITATION AND UTILISATION OF MILITARY ASSETS AND CAPACITIES**

The SHOC SOPs set out the principles and procedures to manage the use of military assets in the provision of Humanitarian Assistance and Disaster Relief (HADR) and is based in part, on the SADC Standby Force Contingency Plan as developed by the SADC Standby Force Multi-Dimensional Experts. The Plan provides for a more systematic utilisation of military capacities in joint disaster relief operations. Should any part of the SHOC procedures contravene the Plan, the later will take precedence.

### **7.1 Designation of Head of Mission**

Regional Disaster Humanitarian operations will require close cooperation between the various teams on the ground including the Standby Force and ERT. This will require that the Teams be headed by a Head of Mission as provided in the SADC Standby Force Regional Contingency Plan on Humanitarian Assistance. The Team leader for the ERT will work hand in hand with and report to the Head of Mission. The decision to provide a Head of Mission will be guided by the type of incident and experience of

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<sup>9</sup> SADC Simulation Guidelines and Scripts, 2020

various parties involved and such will be specified in the Offer of Assistance by the Secretariat.

## **7.2 Role of the Affected Member States**

Following the declaration of the disaster, the affected Member State(s) will specify the scope and type of assistance required. If required, the joint assessment with the SHOC will be conducted to generate the necessary information to determine the scope and type of assistance required.

The SHOC will support the affected country to ensure proper and effective administration of the HADR operation. The affected country will facilitate HADR operations by the ERT and where required, by the SADC Standby Force by simplifying, as appropriate, the customs and administrative procedures related to transit of humanitarian relief resources, entry, transit, stay and exit, as well as utilisation of airspace, use of communications and other equipment, and certification of specialist personnel as required. The affected Member States will also ensure the rapid and efficient customs, immigration and quarantine processes that are a critical component to the success of the provision of HADR. The Member States will also ensure the protection of personnel, equipment, and materials brought into the affected country. A common provision for the settlement of disputes will be developed indicating the right of claims, exemptions in case of damages, losses, injuries or deaths caused during the humanitarian operations.

## **7.3 Role of the SADC Standby Force**

In line with the SADC Standby Force Contingency Plan and Standard Operating Procedures, the focus of the Standby Force will be the provision of HADR and other emergency assets that the affected country may require during the humanitarian phase of the disaster. All multidimensional personnel of the Assisting Parties will conduct designated HADR operations with the full consent and knowledge of the affected Member State and require close coordination between the RMCC/JOC, SHOC and NFP to assist in the organisation of tasks to be undertaken for the HADR operations.

In line with the HADR principles and terms as stipulated in the SADC Standby Force Contingency Plan, the SADC Standby Force will:



- (i) respect the culture and religious sensitivities of the affected Member State(s);
- (ii) abide by the principle of "Do No Harm";
- (iii) through the NFP, coordinate its HADR operations with the affected Member State in accordance with their national disaster plan (or similar guiding document/policy/strategy);
- (iv) be self-supporting for the duration of the HADR operation in terms of transport, fuel, PPE, food rations, water and sanitation, maintenance and communications and other related resources, in order to avoid placing additional stress on the affected country local authorities;
- (v) in coordination with the affected country, consider the environmental impact of its HADR operation, and
- (vi) provide HADR without seeking to:
  - a) Obtain financial reimbursement;
  - b) Further, a political or religious viewpoint;
  - c) Intervene in the internal affairs of the affected country; and
  - d) Gain a commercial advantage, or gather sensitive political, economic or military/police/security information irrelevant to the HADR operation.

## **7.4 Utilisation of the SADC Capabilities and Pledged Assets**

When required, the Standby Force and/or ERT will work closely with the affected country NFP and relevant designated Authorities. The affected Member State(s)' NFP will give guidance so that the Standby Force and/or ERT can identify appropriate experts on the subject matter for the relevant HADR.

Expected HADR operations are divided into three broad categories:

- (i) Direct Assistance – face to face distribution of goods and services;
- (ii) Indirect Assistance – involves such activities as transporting relief goods or relief personnel; and
- (iii) Infrastructure Support – Involves providing general services, such as road and bridge repair, airspace management and power generation that facilitate relief efforts.

## **7.5 Identification and Vehicles Recognition**

### **7.5.1 Personnel**

Personnel involved in the HADR operation will be required to wear SADC branded uniforms for distinctive identification while performing official duties and for the purpose of entry into and departure from affected country.

These personnel will be required to have:

- An individual or collective movement order issued by or under the authority of the Head of the Mission operation or any appropriate authority of the SADC; and
- A personal identity card issued by the appropriate authorities of affected Member States to the deployed team members.

Foreign personnel involved in HADR operations must have official permission for entry and any movements approved by the appropriate authority of the affected country.

### **7.5.2 Aircraft and Vehicles**

Aircraft and vehicles used by the personnel of the SADC Standby Force and/or ERT will be allowed to use its registration and easily identifiable license plate without tax, licenses and/or any other permits. All assisting (foreign) aircraft will be treated as authorized aircraft and will receive open radio frequencies and Identification Friend or Foe (IFF) by the affected country authorities. These vehicles (aircraft and vessels) involved in the HADR operations must have prior official permission for entry and exit from the affected Member State(s).

## **7.6 Guidelines for Medical Assistance**

Medical assistance guidelines in HADR operations will be, where practicable, in accordance with the affected country policy for the provision of healthcare and assistance. All medical assistance rendered will require the SADC Standby Force medical team and/or relevant ERT personnel to maintain proper records so that appropriate follow-up could be rendered upon its departure. The SADC Standby Force and/or ERT personnel may facilitate medical activities in HADR operation by developing joint plans and coordinating with other medical services and activities.

## **7.7 Respect of National Laws and Regulations**

Members of HADR operation will refrain from any action or activity that is incompatible with the nature and purpose of the SADC Standby Force Contingency Plan, ERT SOP and this SHOC SOP and are in violation of national laws and regulations. Members of

the HADR operation will respect and abide by all national laws and regulations. In this regard, the Head of Mission will take all appropriate measures to ensure observance of national laws and regulations. The affected Member State(s) will cooperate to ensure that members of the HADR operations observe national laws and regulations.

## **7.8 Assessment**

The SADC Standby Force and/or ERT as appropriate will under the leadership of the affected Member State (s) and SHOC, participate in the joint assessments to inform the planning of the operational activities. Planning should be exercised from the onset of HADR operations to ensure an effective and efficient transition to the affected country, and timely resumption of the required tasks. Such transition should be planned and jointly agreed by all parties. Assessments should be needs driven, complementary to, and coherent with HADR operations.

## **7.9 Coordination of Humanitarian Assistance and Disaster Relief**

The SADC Standby Force and/or ERT will as appropriate, conform to the national risk command system of the country and designate an individual that will be in charge of and retain immediate operational supervision over the personnel and the equipment provided by it. The Head of Mission Operation will exercise such supervision in cooperation with the appropriate authorities of the affected country or through the SHOC. The NFP will in liaison with the SHOC brief the SADC Standby Force and/or ERT on the assistance required to be provided and actions undertaken.

## **7.10 Military-to-Military Coordination**

Information sharing and coordination between the SADC Standby Force, the National Military Force and other Assisting Entities including the ERT, should be initiated immediately upon arrival of the SADC Standby Force. Where there are multiple forces involved from different assisting parties, they are expected to liaise, communicate and coordinate with the affected Member States' NFP and military, police, and civilian structures, to ensure alignment of practices and procedures. It is encouraged that appropriate lines of communication and liaison are followed and utilised at all times.

# **8 SADC DISASTER PREPAREDNESS AND RESPONSE FUND AND FINANCIAL GRANT**

The SADC region continues to strengthen resilience through provision of support to Member States in a number of ways. One of such is through the use of the Disaster Preparedness and Response (DPR) Fund through which Member States may request for support in the form of a Financial Grant, when a disaster event exceeds the national capacity to respond effectively.

## **8.1 Requesting for and Reporting on the Use of the Preparedness and Response Fund and Financial Grant**

- (i) Requests for the Financial Grant will be initiated by the Member State affected by a disaster following a declaration of a state of disaster<sup>10</sup>;
- (ii) Upon confirmation that the recipient country welcomes international assistance, the NFP with support from the SHOC Programme Coordinator will prepare a written request to the SADC Executive Secretary<sup>11</sup>.  
At a minimum, the request will include:
  - (i) the nature of the disaster; and
  - (ii) an outline of the assistance required.
- (iii) The letter will be accompanied by a plan (Annexure 14: Cost Plan for Utilisation of Fund) for the use of the grant;
- (iv) Based on the request and the available balances, the Executive Secretary with support from the DPR Fund, the DRR Unit and the Directorate of Finance, and guided by the provisions of the DPR Fund, will determine:
  - (i) whether the request meets the criteria mentioned in Section 2; and
  - (ii) if the grant amount is in line with the magnitude and impact of the disaster, as well as local resources and capacities;
- (v) Upon verification of the availability of resources, the Executive Secretary will approve the offer and inform the Member State of the decision through a letter of offer. The Director of Finance will issue an approval of support through the Financial Grant Form (Annexure 13: Financial Relief Grant) with a Memorandum of Understanding (Annexure 12: Memorandum of Understanding (MOU) signed by the Executive Secretary, informing the Member State NFP that the Grant has been approved (or denied), with

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<sup>10</sup> SADC Disaster Preparedness and Response Fund, Modalities 2020

<sup>11</sup> Ibid

supporting reasons for the decision. The letter will outline the terms and conditions of the Grant;

- (vi) The SHOC Coordinator will be copied in the notification to the affected Member State's NFP;
- (vii) Based on the Financial Grant Form and the Memorandum of Understanding, the Director of Finance will release funds as directed by the Executive Secretary Letter of Offer;
- (viii) The Member State will determine the implementation arrangements either through direct purchasing by the responsible NFP or channelled to an implementing partner. Regardless of the channelling mechanism, the Member State remains responsible for the use of the funds and reporting on the use of the funds for audit purposes;
- (ix) The implementation timeframe of the Financial Grant is maximum three (3) months from the date of the release of the Financial Authorisation;

## **8.2 Reporting on the Use of the Financial Grant**

- (i) The affected Member State NFP will compile a narrative report, accounting for the use of funds addressed to the Executive Secretary along with relevant documentation verifying financial expenses which must include original invoices and/or receipts for purchases;
- (ii) As agreed with the NFP on the release of the Grant, the narrative report and documentation will be submitted to the Executive Secretary within four (4) months from the date of notification;
- (iii) The SHOC Coordinator, with the assistance of NFP will monitor the progress of the reporting and ensure timeous submission;
- (iv) The SHOC Coordinator will share the narrative report with the Director of Finance before it is presented to the Executive Secretary; and
- (v) Unused or unaccounted for Grant funds will be reimbursed in full to SADC Secretariat by the Member State.

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## **ANNEXURES**



# ANNEXURE 1: DESIGNATION OF THE SADC MEMBER STATES DISASTER RISK MANAGEMENT NATIONAL FOCAL POINTS

National Coordination Point (NCP)
Name
Designation
Institution
Address
Phone/Fax
Mobile
E-mail(s)
National Focal Point (NFP)
Name
Designation
Institution
Address
Phone/Fax
Mobile
E-mail(s)
National Officer 1:
Institution
Address
National Officer 1:

Designation
Phone/Fax
Mobile
National Officer 2:
Designation
Phone/Fax
Mobile
E-mail(s)

## ANNEXURE 2: MODULE 1 -COORDINATION AND TECHNICAL EXPERTISE

No.	Items	Capacity	Contact Details	Remarks
1.	Humanitarian Coordinator			
2.	Incident Command System			
3.	Information Management			
4.	Civil Military Coordination			
5.	Communications			
6.	Camp Coordination and Camp Management including tracking and monitoring displacement and family reunification			

## ANNEXURE 3: MODULE 2 - SEARCH AND RESCUE

No.	Items	Capacity	Contact Details	Remarks
1.	Medium USAR teams		name, designation, address, phone/fax, mobile phone e-mail address.	
2.	Heavy USAR teams			
3.	Firefighting equipment and personnel			
4.	Flood rescue personnel and equipment			
5.	Flood containment			
6.	Flood pumps			
7.	Hazardous Material detection and handling (HAZMAT)			
8.	Search and Rescue in HAZMAT environment			
9.	Chemical, biological, radiological and nuclear (CBRN) detection and handling			
10.	Equipment for livestock and animal rescue and handling			

## ANNEXURE 4: MODULE 3 - LOGISTICS

No	Items	Capacity	Contact Details	Remarks
1.	Generator			
2.	Tent for Mobile Office			
3.	Mini / Micro Unmanned Aerial Vehicle (UAV) / Drones			
4.	Air Transport			
5.	Sea Transport			
6.	Land Transport			
7.	Tent for temporary storage			
8.	Procurement Officer			
9.	Warehouse Manager			
10.	Transport and Fleet Management			
11.	Ground Handling at the airport			
12.	Import and Export (Customs)			

## ANNEXURE 5: MODULE 4 - EMERGENCY TELECOMMUNICATIONS

No.	Items	Capacity	Contact Details	Remarks
1.	Information Technology Officer			
2.	Emergency Telecommunication Team and equipment			

## ANNEXURE 6: MODULE 5 - WATER AND SANITATION HYGIENE (WASH)

No.	Items	Capacity	Contact Details	Remarks
1.	High Capacity Pumps			
2.	Water treatment units			
3.	Water Bladders			
4.	WASH team toolkit set			
5.	Rapid Latrine Set			
6.	Hygiene parcel (kit)			

## ANNEXURE 7: MODULE 6 - HEALTH AND MEDICAL SERVICES

No.	Items	Capacity	Contact Details	Remarks
1.	Specialised health teams for assessments, surveillance, and coordination			
2.	Emergency Medical Teams Type 1 for Outpatient Emergency Care			
3.	Emergency Medical Teams Type 2 for Inpatient Surgical			
4.	Emergency Care			
5.	Emergency Medical Teams Type 3 for Complex Inpatient Referral Care			
5.	Medical tents/ health posts and field hospitals			
6.	Medical aerial evacuation of disaster victims			
7.	Body bags for cadavers			
8.	Disaster Victim Identification Team			



## ANNEXURE 8: MODULE 7 - FOOD ASSISTANCE

No.	Items	Capacity	Contact Details	Remarks
1.	Ready to eat food			

## ANNEXURE 9: MODULE 8 - NON-FOOD ITEMS (NFIS)

No.	Items	Capacity	Contact Details	Remarks
1.	Tarpaulin / plastic sheet			
2.	Family tent			
3.	Family kit parcel			
4.	Kitchen kit parcel			

## ANNEXURE 10: MODULE 9 - EARLY RECOVERY

No.	Items	Capacity	Contact Details	Remarks
1	Engineering Geologist			
2	Engineers (Civil, / Structural / Mechanical / Electrical)			
2.	Environmental Specialist to assist with waste and debris Management			

# ANNEXURE 11: SITUATION REPORT



## 1. General Information

SADC Secretariat Reference Number:

Disaster Event Name/Member State and Location(s):

Date / Time:

Submitting Authority:

National Focal Point Name:

Designation:

Institution:

Address:

Phone/ Fax:

Email:

2. State briefly the type(s) of hazard, the specific location(s), date, time and duration of impact, and the factors or circumstances that triggered or brought about the disaster event.
3. State briefly the estimated number of people affected, estimated number of people evacuated, the updated number of dead, injured and missing persons, per disaster event location as appropriate.
4. State briefly the estimated number of houses completely destroyed and damaged houses, the estimated cost of losses in housing, property and sources of livelihoods.
5. State briefly the present state of water sources, power generation, telephone and other communication services, transportation services, among others. For public

infrastructures, please indicate the condition of roads and bridges, major irrigation facilities, schools, hospitals and community health facilities, among others.

6. Describe any immediate, short-term or long-term impacts or consequences of the disaster event on the environment.
7. Outline in order of priority the specific needs to manage or cope with the current emergency. This may include ERT or Standby Force expertise - emergency logistics, equipment and supplies, and water and sanitation facilities, among others.
8. State the specific actions or steps taken by the affected Member State(s) government to respond to the emergency situation, including any declaration of state of emergency. Indicate the national, local and international agencies or organisations and their respective resources that have been mobilised for disaster response.
9. Attach the location maps of the disaster site(s) and indicate any websites where the maps could be viewed.

# ANNEXURE 12: MEMORANDUM OF UNDERSTANDING (MOU)



To: [Member State name and name of relevant NFP]

From: Executive Secretary, SADC Secretariat

Date: \_\_\_\_\_

Subject: Memorandum of Understanding: SADC Financial Relief Grant: [Name of Member State] Application to SADC for assistance with regard to Financial Grant Relief

This memorandum serves to inform you that the grant has been [approved or denied]

[Brief description and supporting reasons for the decision (denial or approval)]

Memorandum

Signed by

Name:

Designation

Signature

## ANNEXURE 13: FINANCIAL RELIEF GRANT



To: \_\_\_\_\_

From: Executive Secretary, SADC Secretariat

Date: \_\_\_\_\_

Subject: SADC Financial Relief Grant

I am pleased to inform you that SADC is providing an emergency grant of US\$300,000 to provide immediate lifesaving and life-sustaining support to the victims of this disaster. Please note the general conditions for the use of this grant:

1. The grant should be used for the local purchase of items to assist the victims for the disaster, such as blankets or plastic sheeting for distribution to the people affected or tools/equipment used by a governmental authority or an NGO in their work related to this disaster.
2. The actual purchasing may be carried out by a governmental service, the Red Cross/Crescent, or an NGO. Whatever the channeling of the grant may be, the Member State is authorized to use the funds and remains responsible to SADC for their use.
3. A cost plan for the use of the grant should reach DRF Finance Manager within 10 days. Once the cost plan has been approved, the grant will be released and should be spent within two months of the date of approval. A narrative report on the use of funds and the accountancy documentation with original invoices and receipts for purchases should reach the DRF Finance Manager via the SHOC Coordinator four months of this date.

We are looking forward to receiving your cost plan for the use of the SADC Cash Relief Grant.

Signed by:

Name:

Designation:

Signature

## ANNEXURE 14: COST PLAN FOR UTILISATION OF FUND

The cost plan for the use of the funds should reach the SADC Secretariat within 10 days of the date at which the Member State is informed about the contribution. Once the cost plan has been approved, the funds should be spent within three (3) months of the date of approval. A narrative report (outline attached) on the use of the funds and the accountancy documentation with the original invoices and receipts for purchases made should reach the SADC Secretariat within four months of this date.

1. Brief description of objectives and target population
2. Brief description of sector and activities to be carried out
3. Name of implementing organization(s)
4. Timeframe (start/completion date)
5. Budget Breakdown

Description of item	Unit price	Quantity	Total
Grand total			

### Detail of Offered Assistance

1. General Information
  - SADC Secretariat Reference Number:
  - Disaster Event Name/Member State and Location(s):
  - Date / Time:
  - Submitting Authority:
2. Please indicate the type and scope of assistance being offered
3. Please indicate the type, specification and scope of assistance offered

a. Personnel



Skills and qualifications	Number of Personnel	Remarks – Area of Expertise
i. Basic; ii. Advanced; iii. Specialised Skills; iv. Command Skills		

b. Equipment and Materials			
No	Type of equipment/ materials	Number of assets	Remarks (Please provide further description of the capabilities)
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Note: Add additional sheets as necessary.

4. Indicate information on the administrative arrangements
5. Indicate maximum duration of assistance.
6. Indicate the funding arrangements, such as whether the SADC will shoulder the costs related to the use of the resources or whether the Receiving Party will need to shoulder some/ all of the costs, etc

7. Please indicate the conditions for the affected Member States to use the personnel and equipment/ materials, such as arrangement for maintenance/ usage of the equipment, limits of liability, protection of personnel and equipment, local services and facilities for personnel, etc.

Signed by

Name:

Designation

Signature

# ANNEXURE 15: SHOC REPORT TO NATIONAL FOCAL POINTS



## 1. General Information

SADC Secretariat Reference Number:

Member State and Location(s):

Disaster Event Name

Name of Submitting Authority:

Position:

Date / Time:

## 2. Summary of Disaster Event:

- State the type(s) of risk/hazard
- Affected Member State and specify the actual locations of the disaster risks
- Estimated the general extent of losses

## 3. Rapid risk/Assessment:

- Highlight the risk factors or circumstances that triggered or brought about the disaster event
- Outline the disaster impact on human lives, housing and property and livelihoods, lifelines and development infrastructures, and the environment, and other.

- Provide details on the affected sectors, highlighting the needs on the ground and any updates on response to disaster situation.
  - Point out the national (or prevailing) capacities both financial and technical and therefore the limitations to indicate the inability to cope.
4. Provide information on the resource mobilisation efforts at national level or in working with the UNOCHA (and other Agencies), international entities and any request of humanitarian assistance offered and pledged, and how this will be utilised. Indicate support that has been received from regional Member States, regional and international organisations support and in which areas.
  5. Provide a brief analysis and indicate the proposed response plan with activities indicating support required from SADC capabilities (technical capacities under the Regional Standby Arrangements, equipment and material)

# ANNEXURE 16: OFFER OF ASSISTANCE



## 1. General Information

Office Reference Number:

From:

To:

Day / Date / Time:

Disaster Event Name/ Location(s):

## 2. Assisting Entity

National Focal Point / Country / Organisation:

Name:

Designation:

Institution:

Address:

Phone/ Fax:

Email:

Head of Assistance Operation:

(Please inform the name and contact details of the Head of Assistance Operation in the field, in line with paragraph no. 43) Name:

Designation:

Institution:

Address:

Phone/ Fax:

Email:

General Description of Assistance Offered (Please indicate the type and scope of assistance being offered)

---

Offered Resources (Please indicate the type, specification and scope of assistance offered)

a. Personnel			
No	Skills (Please specify skills and qualifications: i. Basic; ii. Advanced; iii. Specialised Skills; iv. Command Skills)	Number of Personnel	Remarks
1	2	3	4

b. Equipment and Materials			
No	Type of equipment/ materials	Number of equipment/ materials	Remarks (Please provide further description of the capabilities of the equipment and materials)
1	2	3	4

Add additional sheets as necessary.

Administrative arrangements (Please indicate information on the administrative arrangements)

---

Maximum duration of assistance

---

Funding Arrangement (Please indicate the funding arrangements, such as whether the Assisting Party will shoulder the costs related to the use of the resources or whether the Receiving Party will need to shoulder some/ all of the costs, etc)

Terms and Conditions (Please indicate the conditions for the Receiving Party to use the personnel and equipment/ materials, such as arrangement for maintenance/ usage of the equipment, limits of liability, protection of personnel and equipment, local services and facilities for personnel, etc.)

Signed by

signature

(Name)

[Focal Point], [Entity]

# ANNEXURE 17: AGREEMENT FOR ASSISTANCE



## 1. General Information

Office Reference Number:

From:

To:

Day / Date / Time:

Disaster Event Name/ Location(s):

## 2. Resources to be Mobilised

a. Personnel				
No	Name/ID number	Designation/ Institution	Description (Please indicate the skills, qualification and specific task personnel assigned)	Destination locations
1	2	3	4	5

b. Equipment and Materials				
No	Type	Description (Please indicate the specification and type of resource to be mobilised, its	Quantity	Destination Locations



		capabilities and purpose and its use for the incident)		
1	2	3	4	5

Add additional sheets as necessary.

### 3. Transportation of Assisting Resources

3a. Mobilisation (Please indicate details on transportation method, time of departure and arrival, and port of arrival of the assisting resources)

Date		Time		Transportation Method	Port of Arrival
Depart	Arrive	Depart	Arrive		

3b. Demobilisation (Please indicate details on transportation method, time of departure and arrival, and port of departure of the assisting resources)

Date		Time		Transportation Method	Port of Departure
Depart	Arrive	Depart	Arrive		

Customs and Immigrations (Please indicate agreed arrangements for customs and immigration, such as exemptions and facilities for the personnel, exemptions from taxation, duties and other charges on the equipment and materials, etc.)

---

Logistic Support (Please indicate logistic support to be given by the Requesting/Receiving Party to assist the assisting personnel, such as food,

accommodation, transportation, communication arrangements, local contacts and hosting authorities, the consignee and retrieval of the equipment and materials if they are sent through cargo, etc.)

---

Other Support (Please indicate other support to be given by the Requesting/Receiving Party to assist the assisting personnel, such as security of personnel, handling and protection for equipment and materials, etc.)

---

Funding Arrangements (Please describe funding arrangements for the assistance)

---

Others (Please indicate other details that do not fall into the above categories)

---

Contact Person (Please indicate Contact Person that will be in-charge of the overall operation as well as personnel, equipment and materials)

<b>Requesting/Receiving Party:</b> Name: Designation: Institution: Address:  Office Phone: Facsimile: Mobile Phone:	<b>Assisting Entity:</b> Name: Designation: Institution: Address:  Office Phone Facsimile: Mobile Phone:
---	---

Requesting/Receiving Party

Assisting Entity

signature

signature

(Name)

(Name)

[National Focal Point], [Country]

[Focal Point], [Entity]

## **ANNEXURE 18: “END OF MISSION”**

Narrative report with the following headings

### 1. Objective

- State the primary objective of the project.

### 2. Budget and expenditures

- Indicate total budget with source of funds by donor
- List total expenditures by main items

### 3. Name of implementing organization(s)

### 4. Implementation

- Indicate timeframe (start/completion date)
- Describe the activities carried out
- Indicate procedures followed for distribution of relief items
- Has the project been carried out as planned?
- Comment on important changes regarding the budget, if any.
- What problems arose and how were they solved?

### 5. Target groups

- Indicate the size and composition of the target groups
- Area and location of implementation
- State the criteria for the selection of target groups
- Were any groups particularly difficult to reach?

### 6. Coordination, monitoring and distribution of tasks

- Coordination and distribution of tasks between the parties involved: (national authorities, recipient organization, cooperation partners, other aid organizations target groups, etc.)
- Arrangements for supervision and monitoring of project implementation

### 7. Food aid

- Information about final quantities, transport, storage, distribution
- How was the food prepared and accepted?

- Problems encountered and how they were solved.

#### 8. Experience/conclusions

- Have the objectives of the project been reached?
- Comment on the results of the work and describe both positive and negative aspects of the experience gained.
- What should be kept in mind in the planning and implementation of similar work?
- What should have been done differently?

Are there any follow-up measures planned and/or recommended?