

National Disaster Management Guidelines

Incident Response System

National Disaster Management Guidelines—Incident Response System

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The National Disaster Management Guidelines on Incident Response System are formulated under the Chairmanship of Shri Jyoti Kumar Sinha, Member, NDMA in consultation with various stakeholders, service providers and specialists in humanitarian response from across the country.

National Disaster Management Guidelines

Incident Response System



National Disaster Management Authority
Government of India

Preamble

The Guidelines on the Incident Response System (IRS) are issued by the National Disaster Management Authority (NDMA) under Section 6 of the DM Act, 2005 for effective, efficient and comprehensive management of disasters in India. The vision is to minimize loss of life and property by strengthening and standardising the disaster response mechanism in the country.

Though India has been successfully managing disasters in the past, there are still a number of shortcomings which need to be addressed. The response today has to be far more comprehensive, effective, swift and well planned based on a well conceived response mechanism.

Realisation of certain shortcomings in our response system and a desire to address the critical gaps led the Government of India (GoI) to look at the world's best practices. The GoI found that the system evolved for fire-fighting in California is very comprehensive and thus decided to adopt Incident Command System (ICS).

In view of the provisions of the DM Act, 2005, NDMA felt that authoritative Guidelines on the subject, with necessary modifications to suit the Indian administrative setup, were essential. To meet this need, a core group of experts was constituted and four regional consultation workshops were conducted. It was ensured that representatives of the State Governments and MHA participate and their views given due consideration. Training Institutes like the LBSNAA, NIDM and various RTIs / ATIs along with National core trainers also participated. The adaptation of ICS by other countries was also examined. The draft prepared was again sent to all States, UTs and their final comments were obtained and incorporated. A comprehensive set of Guidelines has thus been prepared and is called the **Incident Response System (IRS)**.

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FOREWORD

The Disaster Management Act, 2005 mandates the NDMA to lay down policies, plans and Guidelines for Disaster Management and for ensuring timely and effective response to disasters. The emphasis in Disaster Management has shifted from relief centric approach to proactive regime, and as such a well coordinated response with clockwork precision becomes one of the most important goals.

The Government of India realising the importance of this aspect, had decided to adopt the Incident Command System (ICS) in collaboration with the USAID / USFS in 2003. The experience over the past years in implementing this system established the need of indigenising the system, meaning thereby, to align it to our administrative set up and the provisions of the DM Act. It is to this end that the Guidelines on Incident Response System (IRS) have been formulated. These Guidelines will go a long way in organising a coordinated response mechanism, at all levels of administration, reducing avoidable loss of life and suffering of the people.

The formulation of these Guidelines has involved active participation and contribution by nearly 150 experts including representatives of MHA, State Governments, ATIs, various training institutions and the representatives of USAID/USFS. The draft provisions of the IRS have been debated in four regional workshops and the suggestions and comments received have been duly incorporated.

I take this opportunity to express my deep appreciation for the commitment shown by various stakeholders who extended their cooperation to our efforts in preparing these Guidelines. I am also grateful to members of the core group for their commitment and endless hours of work.

Finally, I am pleased to place on record my deep appreciation for Shri Jyoti Kumar Sinha, IPS (Retd.), Member, NDMA who has commendably steered the formulation of these Guidelines.

General NC Vij
PVSM, UYSM, AVSM (Retd)

New Delhi
July, 2010



Member
National Disaster Management Authority
Government of India

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I would like to place on record the significant contributions made by the Ministry of Home Affairs, Ministry of Defence, National Institute of Disaster Management, Lal Bahadur Shastri National Academy of Administration, RTIs, State ATIs, USAID-IRG-DMSP, and experts of three ICS piloting states of India: Gujarat, Assam and Andhra Pradesh.

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Jyoti Kumar Sinha

New Delhi
July, 2010

Abbreviations

AAR	After Action Report
AC	Area Commander
ADC	Additional District Collector
ADM	Additional District Magistrate
AIDS	Acquired Immune Deficiency Syndrome
ATF	Aviation Turbine Fuel
RBD	Response Branch Director
BDO	Block Development Officer
CBDM	Community Based Disaster Management
CBO	Community Based Organisation
CBRN	Chemical, Biological, Radiological and Nuclear
CCMNC	Cabinet Committee on Management of Natural Calamities
CCS	Cabinet Committee on Security
CD	Civil Defence
CDRN	Corporate Disaster Resource Network
CEO	Chief Executive Officer
CM	Chief Minister
CMG	Crisis Management Group
CMO	Chief Medical Officer
CO	Circle Officer
Com./CUL	Compensation/ Claims Unit Leader
CPMFs	Central Para Military Forces
CRF	Calamity Relief Fund
CS	Chief Secretary
Com.UL	Communication Unit Leader
CUL	Cost Unit Leader
DAE	Department of Atomic Energy
DC	Deputy Commissionr
DDMA	District Disaster Management Authority
Demob-UL	Demobilisation Unit Leader
DFO	Divisional Forest Officer
DIPRO	District Information and Public Relations Officer

DM	Disaster Management
DP	Display Processor
DRDA	District Rural Development Agency
DRO	District Revenue Officer
DSS	Decision Support System
DTO	District Treasury Officer
DUL	Documentation Unit Leader
Dy.	Deputy
EOC	Emergency Operations Centre
ESF	Emergency Support Function
ETA	Expected Time of Arrival
FB	Finance Branch
FBD	Finance Branch Director
FC	Finance Commission
FO	Field Observer
FUL	Food Unit Leader
GIS	Geographic Information System
GoI	Government of India
GPS	Global Positioning System
GSU	Ground Support Unit
GSUL	Ground Support Unit Leader
He	He/She
His	His/Her
Him	Him/Her
HLC	High Level Committee
HQ	Headquarters
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDKN	India Disaster Knowledge Network
IDP	Incident Demobilisation Plan
IDRN	India Disaster Resource Network
IMD	India Meteorological Department
IMG	Inter Ministerial Group
IMO	Information and Media Officer
IRS	Incident Response System

IRTs	Incident Response Teams
ISS	Incident Status Summary
Jt.	Joint
LBSNAA	Lal Bahadur Shastri National Academy of Administration
LO	Liaison Officer
LG	Lt. Governor
LS	Logistics Section
LSC	Logistics Section Chief
MBO	Management by Objectives
MHA	Ministry of Home Affairs
MoD	Ministry of Defence
MUL	Medical Unit Leader
NAC	Notified Area Committee
NCC	National Cadet Corps
NCCF	National Calamity Contingency Fund
NCMC	National Crisis Management Committee
NDMA	National Disaster Management Authority
NDRF	National Disaster Response Force
NEC	National Executive Committee
NGO	Non Governmental Organisation
NIDM	National Institute of Disaster Management
NO	Nodal Officer
NSS	National Service Scheme
NYKS	Nehru Yuva Kendra Sangathan
OS	Operations Section
OSC	Operations Section Chief
PD	Project Director
PHD	Public Health Department
POL	Petrol, Oil and Lubricants
PRIs	Panchayati Raj Institutions
PS	Planning Section
PSC	Planning Section Chief
PUL	Procurement Unit Leader
PWD	Public Works Department
RB	Response Branch
RBD	Response Branch Director

RC	Relief Camp
RO	Responsible Officer
RPUL	Resource Provisioning Unit Leader
RTI	Regional Training Institute
RUL	Resource Unit Leader
SA	Staging Area
SAM	Staging Area Manager
SBD	Service Branch Director
SDM	Sub-Divisional Magistrate
SDMA	State Disaster Management Authority
SDO	Sub-Divisional Officer
SDRF	State Disaster Response Force
SEC	State Executive Committee
SO	Safety Officer
SOPs	Standard Operating Procedures
SP	Superintendent of Police
SUL	Situation Unit Leader
Sup.BD	Support Branch Director
TB	Transportation Branch
TBD	Transportation Branch Director
TS	Technical Specialist
TUL	Time Unit Leader
UC	Unified Command
ULBs	Urban Local Bodies
UN	United Nations
USAID	United States Agency for International Development
USFS	United States Forest Service
UT	Union Territory

Glossary

Branch: The organisational level having functional/geographic responsibility for major segments of incident operations. The Branch level is used in operations and logistics and is organisationally between the Section, Division/Group and Unit.

Command: The act of directing, coordinating, ordering and controlling resources by virtue of explicit legal delegated authority.

Command staff: The command staff consists of the Information Officer, Safety Officer and Liaison Officer. They report directly to the Incident Commander and may have assistants. The command staff may or may not have supporting organisations below it.

Complex Incident: Two or more individual incidents located in the same general area which are assigned to a single incident commander or unified command.

Deputy: A qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Division: Divisions are used to divide an incident into geographical areas of operations. Divisions are also established when the number of resources exceeds the span-of-control of the Operations Section Chief. A division is located with the Incident Response System organisation between the Branch and the Task Force/Strike Team.

Finance Branch: The Finance Branch is responsible to keep track of incident related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event. Finance Branch is located in the Logistics Section.

General Staff: The group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. General Staff consists of Operations Section Chief, Planning Section Chief and Logistics Section Chief.

Group: Groups are established to divide the incident into functional areas of operations. Groups are composed of resources assembled, to perform a special function.

Helibase: The main location within the general incident area for parking, fueling, maintaining and loading helicopters. The Helibase is usually located at or near the incident base.

Helispot: A temporary landing spot for helicopters.

Incident: A human caused or natural occurrence that requires emergency service actions to prevent or reduce loss of life or damage to property or natural resources.

Incident Action Plan: A plan with objectives reflecting the overall incident strategy and specific tactical actions and supporting information for an operational period. The plan may be oral or written. When written, the plan may have a number of attachments, including incident objectives, division assignment list, incident radio communication plan, medical plan, traffic plan, safety plan, incident map, etc.

Incident Base: Location at which primary logistic functions are coordinated and administered. The incident base may be co-located with the Incident Command Post or other incident facilities.

Incident Command Post: Location at which primary command functions are executed. The Incident Command Post may be co-located with the incident base or at other incident facilities.

Incident Commander: Individual responsible for the management of all incident operations of the incident site.

Incident Response System: The combination of facilities, equipment, personnel, procedure and communications operating within a common organisational structure, with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

Incident Response Team: The incident commander and appropriate general or command staff personnel assigned to manage an incident.

Incident Objectives: Guidance and directions necessary for selection of appropriate strategies and tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed.

Kind: 'Kind' refers to equipment, vehicles or personnel for example; Truck, Medical team, Bulldozer, etc.

Logistics Section: The Logistics Section is responsible for providing adequate services and support to meet all incident or event needs. It supports the Operations Section in the formation of Task Force / Strike Team and despatches resources to various targeted locations as designed in the Incident Action Plan. The Logistics Section has three Branches: Service Branch, Support Branch and Finance Branch.

Branch Director: Officer under the direction of the Section Chief responsible for implementing the incident action plan appropriate to the Branch.

Operational Period: The time period for execution of a given set of tactical actions as specified in the Incident Action Plan. Operational periods can be of various lengths, usually not more than 24 hours.

Operations Section: The Operations Section is responsible for directing the required tactical actions to meet incident objectives.

Planning Section: The Planning Section is responsible for the collection, evaluation, and display of incident information, maintaining and tracking the resources and preparing the Incident Action Plan and incident related documentation. They may also assess the requirement of more resources and keep Incident Commander informed.

Planning Meeting: A meeting held as needed throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning.

Responsible Officer: The Responsible Officer is the senior most officer in the hierarchy of State and District Administration. At the State level, the Chief Secretary (Chairperson of SEC) and at the District level, the District Magistrate / District Collector (Chairperson of DDMA) will be the Responsible Officer. Such officer is the overall in-charge in the management of emergency response at the respective administrative levels.

Resources: Personnel, equipment, services and supplies available, or potentially available, for assignment to respond to the incidents.

Section: The organisational level having functional responsibility for primary segments of incident operations, such as: operations, planning and logistics.

Single Resource: An individual or a piece of equipment and its personnel or a crew or team of individuals with an identified work supervisor that can be used to respond in an incident.

Staging Area: An area earmarked and organised where resources are collected. It is from this location that resources are deployed for tactical assignments. Staging Area is under the Operations Section.

Strike Team: Specified combinations of the same 'kind' and 'type' of resources, with common communications and a leader.

Strike Team Leader: Person responsible to a Division Supervisor or Group-in-charge for performing tactical assignments given to the strike team.

Tactics: Deploying and directing resources on an incident to accomplish the objectives designated by strategy.

Task Force: A group of different 'kinds' and 'types' of resources with common communications and a leader, temporarily assembled for a specific mission covering a number of different activities.

Type: The capability of a resource in comparison to another type. Type 1 usually means a greater capability due to power, size or capacity.

Unit: The organisational element having functional responsibility for a specific incident planning, logistics, or financial activity.

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Executive Summary

Background

India is vulnerable to a variety of natural and man-made disasters that hinder the country's growth. The management of response in disasters requires the existing administrative set up, civil society and its various institutions to carry out a large number of tasks. The activities involved in response management would depend on the nature and type of disaster. It has been observed that in times of disaster, apart from lack of resources, lack of coordination among various agencies and an absence of role clarity amongst various stakeholders pose serious challenges. If the response is planned and the stakeholders are trained, there will be no scope for ad-hoc measures and the response will be smooth and effective. The objective of these Guidelines is to pre-designate officers to perform various duties as well as train them in their respective roles.

Realisation of certain shortcomings in response and a desire to address the critical gaps led Government of India (GoI) to look at the world's best practices and adopt the Incident Command System (ICS).

The ICS incorporates all the duties that may be performed in case of any disaster or event. It envisages a complete team with various sections to attend to all possible requirements. If the ICS is put in place and stakeholders trained in their respective duties and roles, it will help reduce chaos and confusion during actual incident management and every one involved will know what all needs to be done, who will do it, where are the resources and who is in command, etc.

The ICS is a flexible system and all its Sections need not be activated in every situation at the same time. Only required sections may be made operational as and when required. This system envisages that the roles and duties shall be laid down in advance, the personnel earmarked and trained in their respective roles and duties.

This system consists of a number of useful features like; 1) Management by Objectives, 2) Unity and Chain of Command, 3) Transfer of Command, 4) Organisational Flexibility, 5) Manageable Span of Control, 6) Area Command, 7) Unified Command, 8) Common Terminology, 9) Personnel Accountability, 10) Integrated Communications, 11) Planning and Comprehensive Resource Mobilisation, Deployment and Demobilisation, 12) Incident Action Plan, 13) Information Management, 14) Proper documentation of the entire response activities through forms and formats, 15) Responder's Safety, 16) Media Management and 17) Agency Coordination.

Keeping in mind the Disaster Management (DM) Act, 2005 and the existing administrative structure of the country, the ICS required some modifications and adaptation to the Indian context. In India the main stakeholders in any incident response are the administrators of the various Government departments at the National, State, District, Union Territory and Metropolitan City level. The roles of NGOs, CBOs, PRIs, Volunteers of Civil Defence (CD), NDRF, SDRF personnel and communities etc. also need to be carefully integrated in the response structure. NDMA, therefore, decided to adapt the ICS duly indigenised so that it is in consonance with the administrative structure of the country and in order to strengthen and standardise the response system in India.

Methodology Adopted

With a view to develop a proper strategy for adaptation of ICS and preparation of these Guidelines, National Disaster Management Authority (NDMA) established a core group, whose first meeting was conducted on 16th April, 2008. It was attended by representatives of ICS piloting states, six ATIs who had been imparting training on ICS in the country, Ministry of Home Affairs (MHA), Lal Bahadur Shastri National Academy of Administration (LBSNAA), National Institute of Disaster Management (NIDM), United States Agency for International Development (USAID) and other experts of the subject. It was decided to prepare draft of the Guidelines on the lines of the Original text of ICS. The second meeting of the core group was conducted on 17th May, 2008 to discuss the draft Guidelines and it was decided to hold four regional consultation workshops to acquire feedback from all the States, Union Territories (UTs), and Metropolitan Cities and thereby, validate the Guidelines. Views and suggestions were collected through these regional consultation workshops and compiled to give a final shape to these Guidelines. After the compilation, several meetings of the core group and extended core group were subsequently held and the ICS was suitably adapted to the Indian context and a revised set of Guidelines were prepared.

Before publication, the revised Guidelines were again finally reviewed by the members of NDMA, MHA, MoD, NIDM, State Governments, Regional Training Institutes, State ATIs, LBSNAA, USAID, and other stakeholders of the country. Further comments and suggestions received were duly integrated. It is now being issued as the National Disaster Management Guidelines called the **Incident Response System (IRS)**.

These Guidelines will provide directions and guidance to Central Ministries, State Government Departments, State and District administrations for effective and well coordinated response.

The IRS provides a participatory, well structured, fail safe, multi disciplinary, multi departmental and systematic approach to guide administrative mechanisms at all levels of the Government. It also provides scope for private sector, NGOs, CBOs, PRIs and communities to work seamlessly in the response activities. Like ICS in USA, the IRS can be implemented irrespective of size, location, type and complexity of the disaster in India.

The IRS is applicable for management of all incidents, natural or man-made. Thus its methodology will be equally useful for handling incidents which are to be managed by

the extant mechanism, such as Terrorism (Counter-Insurgency), Law and Order Situations, Serial Bomb Blasts, Hijacking, Air Accidents, Chemical, Biological, Radiological and Nuclear (CBRN) Disasters, Mine Disasters, Ports and Harbour Emergencies, Forest Fires, Oil Field Fires and Oil Spills.

Structure of the Guidelines

The Guidelines are intended to familiarise its readers with the underlying principles of the Incident Response System (IRS). These Guidelines consist of nine chapters, the details of which are as follows:

Chapter 1 on Institutional and Legal Arrangements provides an introductory brief of the institutional and legal arrangements for the management of disasters as it exists in India and as provided by the DM Act, 2005.

Chapter 2 on Overview of Incident Response System includes introduction to Incident Response System (IRS). Various components of IRS such as 1) Command Staff; a) Incident Commander, b) Information and Media Officer, c) Liaison Officer, d) Safety Officer and 2) General Staff; a) Operations Section; Branch, Division, Single Resource, Strike Team and Task Force, b) Planning Section; Resource, Situation, Documentation and Demobilisation Units and c) Logistics Section; Service, Support and Finance Branches and their Units have been discussed in detail with reference to the Indian context. The significance of various forms prescribed in the IRS have also been discussed in this chapter.

Chapter 3 on Disaster Response Management gives details of the disaster response mechanism and arrangements at the National, State, District, Union Territories and Metropolitan City levels. The constitution of Incident Response Teams (IRTs) at the State, District, Sub-Division, Tehsil/Block levels has been outlined. The arrangements for response management in Metropolitan Cities and Union Territories has also been suggested.

The roles and responsibilities of Chief Secretaries and District Magistrates as Responsible Officers (ROs) at State and District levels respectively have been described in detail. In the IRS structure, specific roles have been assigned to various stakeholders like neighbourhood communities, PRIs, Local Authorities, volunteers of Civil Defence and other voluntary organisations in the Strike Team and Task Force. The roles of NACs, Municipalities, Corporations / ULBs have been clarified and appropriately integrated in the IRS structure.

The roles of Emergency Operations Centres (EOCs) at National, State and District levels have been clarified and minimum norms have been suggested.

The formation, triggering mechanism and deployment of IRTs at various levels (State, District, Sub-Division, Tehsil / Block) have been clearly spelt out.

Directions for CBRN Emergencies: Implementation of IRS for CBRN emergency response has also been dealt with and appropriate response actions have been recommended. This is an important feature as in this area there is generally a lack of correct and proper information among the people including the normal responders.

Coordination: The coordination among the National, State and District levels has also clearly been enumerated.

Chapter 4 on Incident Commander & Command Staff deals with roles and responsibilities of Incident Commander (IC) and his staff during the incident response. The IC is the head of the Incident Response Team (IRT). The position of IC is very important as he has to perform the vital role of leading the IRT. To assist the IC in discharge of the responsibilities, he has a set of officers who are part of the command staff. The officers assisting him are; a) Information and Media Officer, b) Liaison Officer and c) Safety Officer. Details of the duties to be performed by the different command staff have also been dealt with in this chapter.

Chapter 5 on General Staff deals in brief with the structure of General Staff in the IRS. The general staff in IRS consists of Operations Section, Planning Section and Logistics Section.

Chapter 6 on Operations Section deals with roles and responsibilities of Operations Section Chief, Branch Directors, Division / Group supervisors, Strike Team and Task Force leaders. The Operations Section has been divided into two Branches; 1) Response and 2) Transportation.

An illustrative list of different teams that may need to be formed under the Operations Section in the Response Branch has been placed in the annexure for convenience and guidance. The responsibility of the various teams like Food Team, Health Team, Teams for restoration of essential services like road, hospital services, water and sanitation, communication and other allied services like dead body management etc. have also been enumerated.

The Transportation Branch works under the Operations Section. Depending upon the requirement it may activate up to four functional groups which are a) Road, b) Rail, c) Water and d) Air. To guide the responders, roles and responsibilities of the Branch and its functional Groups have been enumerated.

Chapter 7 on Planning Section deals with procedures involved in effective Planning for incident response. The roles and responsibilities of Planning Section chief, and his units; a) Resource Unit, b) Situation Unit, c) Documentation Unit and d) Demobilisation Unit have been clearly spelt out in this chapter. Provision for arrangement of technical specialists to support the response has also been made.

Chapter 8 on Logistics Section deals with resource provisioning. The Logistics Section has been divided into three branches such as 1) Service, 2) Support and 3) Finance. These branches have their separate functional units which have been enumerated in detail. The forms and formats for this section are also enclosed in the annexure. The Finance Branch has been brought under this section in order to help quick procurement following proper procedures and financial rules.

Chapter 9 on Summary of Action Points comprises of directions for the implementation of these Guidelines such as time line, availability and mobilisation of financial resources to implement IRS, capacity building of IRTs, and preparation of response plan etc.

These Guidelines have been issued to ensure professionalism among the responders to minimise loss of life and property in any disaster and to strengthen and standardise response in the country.

1

Institutional and Legal Arrangements

1.1 Disaster Risk in India

India is vulnerable, in varying degrees, to a large number of natural as well as man-made disasters. As stated in the National Policy on Disaster Management, 2009, in India, 58.6 per cent of the landmass is prone to earthquakes of moderate to very high intensity; over 40 million hectares (12 per cent of the land) is prone to floods and river erosion; of the 7,516 kms long coastline, close to 5,700 kms is prone to cyclones and tsunamis; 68 per cent of the cultivable area is vulnerable to drought and hilly areas are at risk from landslides and avalanches. Vulnerability to manmade disasters and emergencies of CBRN origin is also on the rise. Heightened vulnerabilities to disaster risks can be related to expanding population, environmental degradation, unplanned urbanization, industrialization, etc. within high-risk zones.

In the context of human vulnerability to disasters, the economically and socially weaker sections of the population are the ones that are more seriously affected. Within the vulnerable groups, elderly persons, women, children, physically challenged persons, individuals infected with chronic diseases etc., are more likely to bear the brunt of disasters with poor coping capacity and therefore require special attention during disaster response. In the response phase, children orphaned and women rendered destitute on account of disasters deserve special attention.

1.2 Institutional and Legal Arrangements

1.2.1 DM Act, 2005

The DM Act 2005 and the National Policy on Disaster Management lay down institutional mechanisms at the National, State, District and Local levels. Though these institutions are at different levels, they will work in close harmony. The new institutional frameworks are expected to usher in a paradigm shift in DM from relief centric approach to a proactive regime that lays

greater emphasis on preparedness, prevention and mitigation. The States which have not already put in place the appropriate institutional mechanism like SDMAs and DDMA's have to take necessary steps in that direction at the earliest.

1.3 Institutional Framework under the DM Act

1.3.1 National Disaster Management Authority (NDMA)

NDMA, as the apex body for DM, is headed by the Prime Minister and has the responsibility for laying down policies, plans and Guidelines for DM and coordinating their enforcement and implementation for ensuring timely and effective response to disasters. The Guidelines will assist the Central ministries, departments and States to formulate their respective DM plans. It will approve the National Disaster Management Plan and DM Plans of the Central ministries/departments. It will take such other measures, as it may consider necessary, for the prevention of disasters, or mitigation, or preparedness and capacity building, for dealing with a threatening disaster situation or disaster. Central ministries/ departments and State Governments will extend necessary cooperation and assistance to NDMA for carrying out its mandate. It will oversee the provision and application of funds for mitigation and preparedness measures. NDMA has the power to authorise the departments or authorities concerned, to make emergency procurement of provisions or materials for rescue and relief in a threatening disaster situation or disaster. The general superintendence, direction and control of the National Disaster Response Force (NDRF) is vested in and will be exercised by the NDMA. The National Institute of Disaster Management (NIDM) works within the framework of broad policies and Guidelines laid down by the NDMA.

The NDMA is mandated to deal with all types of disasters, natural or manmade, whereas such other emergencies including those requiring close involvement of the security forces and/or intelligence agencies such as terrorism (counter-insurgency), Law and Order Situations, Serial Bomb Blasts, Hijacking, Air Accidents, Chemical, Biological, Radiological and Nuclear Weapon Systems, Mine Disasters, Ports and Harbour emergencies, Forest Fires, Oilfield Fires and Oil Spills will continue to be handled by the extant mechanism i.e. National Crisis Management Committee (NCMC).

NDMA may, however, formulate Guidelines and facilitate training and preparedness activities in respect of CBRN emergencies. Cross-cutting themes like Medical Preparedness, Psycho-Social Care and Trauma, Community Based Disaster Preparedness, Information & Communication Technology, Training, Preparedness, Awareness Generation etc., for natural and man-made disasters in partnership with the stakeholders concerned. Resources available with the DM

authorities at all levels, which are capable of discharging emergency support functions, will be made available to the nodal ministries and agencies concerned during times of such disaster(s) / impending disaster(s) .

1.3.2 National Executive Committee (NEC)

The NEC comprises the Union Home Secretary as the Chairperson, and the Secretaries to the GoI in the Ministries/Departments of Agriculture, Atomic Energy, Defence, Drinking Water Supply, Environment and Forests, Finance (Expenditure), Health, Power, Rural Development, Science and Technology, Space, Telecommunications, Urban Development, Water Resources and the Chief of the Integrated Defence Staff of the Chiefs of Staff Committee as members. Secretaries in the Ministry of External Affairs, Earth Sciences, Human Resource Development, Mines, Shipping, Road Transport and Highways and the Secretary, NDMA will be special invitee to the meetings of the NEC.

The NEC is the executive committee of the NDMA and is mandated to assist the NDMA in the discharge of its functions and also ensure compliance of the directions issued by the Central Government. The NEC is to coordinate the response in the event of any threatening disaster situation or disaster. The NEC will prepare the National Plan for DM based on the National Policy on DM. The NEC will monitor the implementation of Guidelines issued by NDMA. It will also perform such other functions as may be prescribed by the Central Government in consultation with the NDMA.

1.3.3 State Disaster Management Authority (SDMA)

At the State level, except the UTs of Delhi where the LG is the Chairperson and the CM thereof is the Vice Chairperson, the state authority (SDMA) headed by the respective CMs as chairperson will lay down policies and plans for DM in the State. It will, inter alia, approve the State Plan in accordance with the Guidelines laid down by the NDMA, coordinate the implementation of the State Plan, recommend provision of funds for mitigation and preparedness measures and review the developmental plans of the different departments of the State to ensure integration of prevention, preparedness and mitigation measures.

Each State Government will constitute a State Executive Committee (SEC) to assist the SDMA in the performance of its functions. The SEC will be headed by the Chief Secretary (CS) to the State Government and coordinate and monitor the implementation of the National Policy, the National Plan and the State Plan. The SEC will also provide information to the NDMA relating to different aspects of DM.

1.3.4 District Disaster Management Authority (DDMA)

Each DDMA will be headed by the respective District Magistrate, District Collector (DC), Dy. Commissioner as the case may be, with the elected representative of the Local Authority as the Co-Chairperson. DDMA will act as the planning, coordinating and implementing body for DM at District level and take all necessary measures for the purposes of DM in accordance with the Guidelines laid down by the NDMA and SDMA. It will, inter alia, prepare the District DM plan for the District and monitor the implementation of the National Policy, the State Policy, the National Plan, the State Plan concerning its own District and prepare the District Plan. The DDMA will also ensure that the Guidelines for prevention, mitigation, preparedness and response measures laid down by NDMA and SDMA are followed by all Departments of the State Government, at the District level and the Local Authorities in the District.

1.3.5 Local Authorities

Local Authorities would include Panchayati Raj Institutions (PRIs), Municipal Corporations, Municipalities, District and Cantonment Boards and Town Planning Authorities which control and manage civic services. These bodies will prepare DM Plans in consonance with the Guidelines of NDMA, SDMAs and DDMA and will ensure capacity building of their officers and employees for managing disasters, carry out relief, rehabilitation and reconstruction activities in the affected areas.

1.3.6 National Institute of Disaster Management (NIDM)

NIDM, in partnership with other research institutions has capacity development as one of its major responsibilities, along with training, research, documentation and development of a national level information base. It will network with other knowledge based institutions and function within the broad Policies and Guidelines laid down by NDMA. It will organise training of trainers, DM officials and other stakeholders. NIDM will strive to emerge as a 'Centre of Excellence' in the field of DM.

1.3.7 National Disaster Response Force (NDRF)

For the purpose of specialised response to a threatening disaster situation or disasters/emergencies both natural and man-made such as those of CBRN origin, the DM Act, 2005 has mandated the constitution of a NDRF. The general superintendence, direction and control of this force is vested in and exercised by the NDMA and the command and supervision of the Force will vest in an officer to be appointed by the Central Government as the Director General of NDRF. Presently, the NDRF comprises eight battalions. Two additional battalions have been

sanctioned by the Government and are in the process of being formed. These battalions are located at strategic locations and will be deployed proactively as required. NDRF units will maintain close liaison with the designated State Governments/ UTs and will be available to them in the event of any serious threatening disaster situation. While the handling of all natural disasters rests with all the NDRF battalions, presently four of them have been equipped and trained to respond to situations arising out of CBRN emergencies. In future plans exist to train rest of the battalions also for CBRN response. The NDRF units will also impart basic training to all the stakeholders identified by the State Governments in their respective locations. Further, a National Academy will be set up to provide training for trainers in DM and to meet related national and international commitments.

Presently the location and area of responsibility of the various NDRF battalion in the country are as follows:

Location	Area of responsibility for natural disaster	Area of responsibility for CBRN emergencies
Guwahati	N.E. States	Kolkata battalion
Kolkata	West Bengal, Bihar, Sikkim, Jharkhand	
Mundali	Orissa, Chhatisgarh, North Andhra Pradesh (Srikakulam, Vizianagaram, Visakhapatnam)	Arakkonam battalion
Arakkonam	Tamil Nadu, Kerala, South Andhra Pradesh, Puduchery, A & N Islands, Lakshadweep	
Pune	Maharashtra, Karnataka, Goa	Pune battalion
Gandhi Nagar	Rajasthan, Gujarat, Madhya Pradesh, Dadra & Nagar Haveli, Daman & Diu	
Bhatinda	Chandigarh, Punjab, J&K, Himachal Pradesh	Gaziabad battalion
Ghaziabad	U.P., Uttar Khand, Haryana, Delhi	
Patna*		
Vijayawada*		

** Patna (Bihar) and Vijaywada (Andhra Pradesh) have also been approved in principle to locate NDRF battalions for natural disaster, and therefore, the area of responsibility will be readjusted once these two NDRF battalions are made functional.*

1.3.8 State Disaster Response Force (SDRF)

States will be encouraged to create response capabilities from within their existing resources. To start with, each State may aim at equipping and training a few companies in smaller states or one battalion equivalent force in the case of bigger states. They will also include women members for looking after the needs of women and children. NDRF battalions and their training

institutions will assist the States/UTs in this effort. The States/UTs will also be encouraged to include DM training in the basic and in-service courses of their respective Police Training Colleges for gazetted and non-gazetted police officers.

1.3.9 Disaster Mitigation Reserves

Experience in major disasters in India in the last decade has clearly established the need for pre-positioning some essential relief and response reserves at crucial locations, including some for the high altitude areas. These reserves are intended to augment the resources at the State level. Mitigation reserves will be placed at the disposal of NDRF for enhancing their emergency response capabilities for assisting the State Governments during a disaster or disaster-like situation.

1.4 Existing Institutional Arrangements

1.4.1 Cabinet Committee on Management of Natural Calamities (CCMNC) and the Cabinet Committee on Security (CCS)

CCMNC was constituted to oversee all aspects relating to the management of natural calamities including assessment of the situation and identification of measures and programmes considered necessary to reduce its impact, monitor and suggest long term measures for prevention of such calamities, formulate and recommend programmes for public awareness for building up society's resilience to them. The Cabinet Committee on Security (CCS) deals with issues related to the defence of the country, law & order and internal security, policy matters concerning foreign affairs that have internal or external security implications, and economic and political issues impinging on National security.

1.4.2 High Level Committee (HLC)

In the case of calamities of severe nature, Inter-Ministerial Central Teams are deputed to the affected States for assessment of damage caused by the calamity and the amount of relief assistance required. The Inter Ministerial Group (IMG), headed by the Union Home Secretary, scrutinises the assessment made by the Central teams and recommends the quantum of assistance to be provided to the States from the National Calamity Contingency Fund (NCCF). However, assessment of damages by IMG in respect of drought, hail-storms, and pest attacks continue to be carried out by the Secretary, Ministry of Agriculture and Cooperation. The recommendations of the IMG are considered and approved by the High Level Committee chaired by the Union Agriculture Minister. The HLC comprises the Finance Minister, Home Minister, Agriculture Minister and Deputy Chairman of the Planning Commission as members.

The constitution and composition of HLC may vary from time to time. The Vice Chairperson, NDMA will be a special invitee to the HLC.

1.4.3 Central Government

In accordance with the provisions of the DM Act 2005, the Central Government will take all such measures, as it deems necessary or expedient, for the purpose of DM and will coordinate actions of all agencies. The Central Ministries and Departments will take into consideration the recommendations of the State Governments while deciding upon the various pre-disaster requirements and for deciding upon the measures for the prevention and mitigation of disasters. It will ensure that the Central Ministries and departments integrate measures for the prevention and mitigation of disasters into their developmental plans and projects, make appropriate allocation of funds for pre-disaster requirements and take necessary measures for preparedness and to effectively respond to any disaster situation or disaster. It will have the power to issue directions to NEC, State Governments/SDMAs, SECs or any of their officers or employees, to facilitate or assist in DM, and these bodies and officials will be bound to comply with such directions. The Central Government will extend cooperation and assistance to the State Governments as required by them or otherwise deemed appropriate by it. It will take measures for the deployment of the Armed Forces for DM if required. The role of the Armed Forces will be governed by the instructions laid out in Instructions on Aid to Civil Authorities 1970. The Central Government will also facilitate coordination with the UN Agencies, other International organisations and Governments of foreign countries in the field of DM. Ministry of External Affairs, in co-ordination with MHA, will facilitate external co-ordination and cooperation.

1.4.4 Role of Central Ministries and Departments

As DM is a multi-disciplinary process, all Central Ministries and departments will have a key role in the field of DM. The Secretaries of the Nodal Ministries and Departments of GoI i.e. the Ministries of Home Affairs (MHA), Agriculture, Civil Aviation, Environment and Forests, Health, Atomic Energy, Space, Earth Sciences, Water Resources, Mines, Railways etc. are all members of the NEC and will continue to function as nodal agencies for specific disasters based on their core competencies or as assigned to them.

1.4.5 National Crisis Management Committee (NCMC)

NCMC, comprising high level officials of the GoI headed by the Cabinet Secretary, will continue to deal with major crises which have serious ramifications. It will be supported by the Crisis Management Groups (CMG) of the Central Nodal Ministries and assisted by NEC as may be necessary. The Secretary, NDMA will be a permanent invitee to this Committee.

1.4.6 State Governments

The primary responsibility for DM rests with the States. The institutional mechanisms put in place at the Centre, State and District levels will help the States manage disasters in an effective manner.

The DM Act, 2005 mandates the State Governments, inter alia, to take measures for preparation of state DM plans, integration of measures for prevention of disasters or mitigation into state development plans, allocation of funds, establishment of early warning systems and to assist the Central Government and other agencies in various aspects of DM.

1.4.7 District Administration

At the District level, DDMA will act as the planning, coordinating and implementing body for DM and will take all measures for the purposes of DM in the respective Districts in accordance with the Guidelines laid down by NDMA and the concerned SDMA.

1.4.8 Management of Disasters Impacting more than one State

At times, the impact of disasters occurring in one State may spread over to the areas of neighbouring States. Similarly, preventive measures in respect of certain disasters, such as floods, etc may be required to be taken in one State, though the impact of their occurrence may affect another. The administrative hierarchy of the country is organised into the National, State and District level administrations. This presents some difficulties in respect of disasters impacting more than one State. Management of such situations call for a coordinated approach which can respond to a range of issues quite different from those that normally present themselves, before, during and after the event. NDMA will encourage identification of such situations and promote the establishment of mechanisms on the lines of Mutual Aid Agreements, for coordinated strategies, for dealing with them by the States, Central Ministries and Departments and other agencies concerned.

1.5 Other Important Institutional Arrangements

1.5.1 Armed Forces

Traditionally, the Armed Forces are called upon to assist the civil administration only when the situation is beyond their coping capacity. In practice, however, the Armed Forces form an important part of the Government's response capacity and are immediate responders in all serious disaster situations. On account of their vast potential to meet any adverse challenge, speed of operational response, and the resources and capabilities at their disposal, the Armed

Forces have historically played a major role in emergency support functions. These include providing services for communications, search and rescue operations, health and medical facilities and transportation, especially in the immediate aftermath of a disaster.

Airlift, helilift and movement of relief assistance and emergency response to neighbouring countries primarily fall within the expertise and domain of the Armed Forces. The Armed Forces will participate in imparting training to trainers and DM managers, especially in CBRN aspects, heli-insertion, high-altitude rescue, watermanship and training of paramedics. At the National level, the Chief of the Integrated Defence Staff to the Chairman Chiefs of Staff Committee is a member of the NEC. Similarly, at the State and District levels, the local representatives of the Armed Forces may be included in their executive committees to ensure closer coordination and cohesion.

1.5.2 Central Para Military Forces (CPMFs)

The CPMFs which are also the Armed Forces of the Union, play a key role at the time of immediate response to disasters. Besides contributing to the NDRF, they will develop adequate DM capabilities within their own forces and respond to disasters which may occur in the areas where they are deployed. The local representatives of the CPMFs wherever they are located may be co-opted or invited to attend the meetings of the executive committee at the State and District level.

1.5.3 State Police Forces, Fire Services and Home Guards

The State Police Forces, the Fire and Emergency Services and Home Guards are crucial and most immediate responders to disasters. The Police will be trained and the Fire and Emergency Services upgraded to acquire multi-hazard rescue capability. Home Guards volunteers will be trained in disaster preparedness, emergency response, community mobilisation, etc. The State Governments may take the help of NDMA for capacity building and sensitisation of their forces.

1.5.4 Civil Defence (CD) and Home Guards

The mandate of the Civil Defence (CD) and the Home Guards will be redefined to assign an effective role in the field of disaster management. They will be deployed for community preparedness and public awareness. A culture of voluntary reporting to duty stations in the event of any disaster will be promoted.

A proper CD set up in every District will be a boon for disaster response as the neighbourhood community is always the first responder in any disaster. The proposal to make CD District centric and be involved in disaster response has already been approved by the GoI. Its phase wise

implementation has also begun. The list of Districts that have been taken up for revamping Civil Defence in the first phase is given in the Annexure- XV. State Governments will ensure their operationalisation in their respective districts.

1.5.5 Role of National Cadet Corps (NCC), National Service Scheme (NSS) and Nehru Yuva Kendra Sangathan (NYKS)

Potential of these youth based organisations will be optimised to support all community based initiatives and DM training would be included in their programmes.

1.6 International Cooperation

Disasters do not recognise geographical boundaries. Major disasters may often simultaneously affect several countries. It will be the National endeavour to develop close cooperation and coordination at the International level in all spheres of DM.

1.7 Need for IRS

The DM Act 2005 has heralded a paradigm shift in DM from a post-event response to one of pre-event prevention, mitigation and preparedness. Though India has a long history of battling disasters and providing adequate response, it was clearly realized that there were a number of shortcomings like;

- a. Lack of accountability because of ad-hoc and emergent nature of arrangements and no prior training for effective performance;
- b. Lack of an orderly and systematic planning process;
- c. Unclear chain of command and supervision of response activity;
- d. Lack of proper communication, inefficient use of available resources, use of conflicting codes and terminology and no prior communication plan;
- e. Lack of predetermined method / system to effectively integrate inter-agency requirements into the disaster management structures and planning process;
- f. Lack of coordination between the first responders and individuals, professionals and NGOs with specialized skills during the response phase; and
- g. Lack of use of common terminology for different resources resulting in improper requisitioning and inappropriate resource mobilization etc;

In view of the paradigm shift towards improved pre-disaster preparedness, there is an urgent need for a proper and a well prepared response system which would have;

- a. Well thought out pre-designated roles for each member of the response team;
- b. Systematic and complete planning process;
- c. System of accountability for the IRT members;
- d. Clear cut chain of command;
- e. Effective resource management;
- f. Proper and coordinated communications set up;
- g. System for effectively integrating independent agencies into the planning and command structure without infringing on the independence of the concerned agencies; and
- h. Integration of community resources in the response effort.

The GoI in 2003 decided to adopt the Incident Command System (ICS) as practiced in USA. The ICS addressed most of the critical gaps in our disaster response mechanism even though there were certain India specific modifications which were necessary to be addressed. There was a need to prepare an Indian version which would fit into the Indian Administrative Structure. NDMA therefore took up the adaptation of the ICS which incorporate the existing administrative structure and the provisions of DM Act, 2005. The principles and features of ICS have been followed and comprehensive Guidelines have been prepared. This adapted version will be referred as the Incident Response System and will go by the acronym of IRS.

The introduction of IRS will ensure that the response to disasters in future will definitely be swift, efficient and effective since every stakeholder / responder will be properly trained in the role he has to perform and will have a clear chain of command.

2

Overview of Incident Response System

2.1 Definition and Context

The Incident Response System (IRS) is an effective mechanism for reducing the scope for ad-hoc measures in response. It incorporates all the tasks that may be performed during DM irrespective of their level of complexity. It envisages a composite team with various Sections to attend to all the possible response requirements. The IRS identifies and designates officers to perform various duties and get them trained in their respective roles. If IRS is put in place and stakeholders trained and made aware of their roles, it will greatly help in reducing chaos and confusion during the response phase. Every one will know what needs to be done, who will do it and who is in command, etc. IRS is a flexible system and all the Sections, Branches and Units need not be activated at the same time. Various Sections, Branches and Units need to be activated only as and when they are required.

The main purpose of these Guidelines is to lay down the roles and responsibilities of different functionaries and stakeholders, at State and District levels and how coordination with the multi-tiered institutional mechanisms at the National, State and District level will be done. It also emphasises the need for proper documentation of various activities for better planning, accountability and analysis. It will also help new responders to immediately get a comprehensive picture of the situation and go in for immediate action.

2.2 IRS Organisation

The IRS organisation functions through Incident Response Teams (IRTs) in the field. In line with our administrative structure and DM Act 2005, Responsible Officers (ROs) have been designated at the State and District level as overall in charge of the incident response management. The RO may however delegate responsibilities to the Incident Commander (IC), who in turn will manage the incident through IRTs. The IRTs will be pre-designated at all levels; State, District, Sub-Division and Tehsil/Block. On receipt of Early Warning, the RO will activate them. In case a disaster occurs without any warning, the local IRT will respond and contact RO for further support, if required. A Nodal Officer (NO) has to be designated for

proper coordination between the District, State and National level in activating air support for response.

Apart from the RO and Nodal Officer (NO), the IRS has two main components; a) Command Staff and b) General Staff. The structure is shown in Fig. 1.

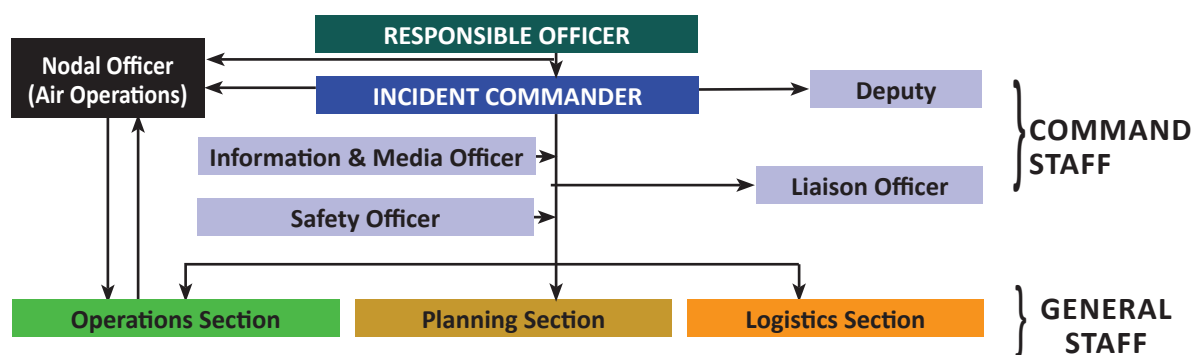


Fig. 1. IRS Organization

2.2.1 Command Staff

The Command Staff consists of Incident Commander (IC), Information & Media Officer (IMO), Safety Officer (SO) and Liaison Officer (LO). They report directly to the IC and may have assistants. The Command Staff may or may not have supporting organisations under them. The main function of the Command Staff is to assist the IC in the discharge of his functions and it has been discussed in Chapter-4.

2.2.2 General Staff

The General Staff has three components which are as follows;

2.2.2.1 Operations Section (OS)

The OS is responsible for directing the required tactical actions to meet incident objectives. Management of disaster may not immediately require activation of Branch, Division and Group. Expansion of the OS depends on the enormity of the situation and number of different types and kinds of functional Groups required in the response management. The roles and responsibilities of OS have been discussed in Chapter-6.

2.2.2.2 Planning Section (PS)

The PS is responsible for collection, evaluation and display of incident information, maintaining and tracking resources, preparing the Incident Action Plan (IAP) and other necessary incident related documentation. They will assess the requirement of additional resources, propose from where it

can be mobilised and keep IC informed. This Section also prepares the demobilisation plan. The roles and responsibilities of PS have been discussed in Chapter - 7 in detail.

2.2.2.3 Logistics Section (LS)

The LS is responsible for providing facilities, services, materials, equipment and other resources in support of the incident response. The Section Chief participates in development and implementation of the IAP, activates and supervises Branches and Units of his section. In order to ensure prompt and smooth procurement and supply of resources as per financial rules, the Finance Branch has been included in the LS. The roles and responsibilities of the LS have been discussed in Chapter -8.

2.3 Features of IRS

2.3.1 Management by Objectives

Management by Objectives (MBO) covers four essential steps in IRS. These steps should be taken for the management of every incident regardless of its size or complexity:

- a. Understand Government policy and directions including relief code, evacuation procedures etc.;
- b. Establishment of incident objectives;
- c. Selection of appropriate strategies; and
- d. Performance of tactical moves (assigning the right resources, and monitoring performance, etc.).

2.3.2 Unity of Command and Chain of Command

In IRS, Unity of Command means that every individual has a designated supervisor. Chain of Command means that there is an orderly line of authority within the ranks of the organization with a clear cut reporting pattern right from the lowest level to the highest. In the IRS, the Chain of Command is established through a prescribed organisational structure which consists of various layers such as Sections, Branches, Divisions, etc. This feature eliminates the possibility of receiving conflicting orders from various supervisors. Thus it increases accountability, prevents freelancing, improves the flow of information, and helps in smooth coordination in operational efforts.

2.3.3 Transfer of Command

The command of an incident initially is vested in the highest ranking authority in the area where the disaster occurs. The Transfer of Command in any incident may take place for the following reasons:

- a. When an incident becomes overwhelming for the IC and IRT;
- b. More qualified and experienced senior officers arrive at the scene;
- c. The incident situation changes over time, where a jurisdictional or agency change in command is operationally required; and
- d. Normal turnover of personnel in the case of long or extended incidents.

The various processes in IRS of briefing, debriefing, documentation through forms and formats, proves very useful during transfer of command. The IAP, assignment list, details of actions already taken, resources deployed, available, ordered etc. gives an immediate and comprehensive view of the incident status to the new comer.

2.3.4 Organisational Flexibility

The IRS organisation is a need based, flexible organisation. All the components need not be activated simultaneously. It would depend upon the nature and requirements of the incident. Each activated Section, Branch or Unit must have a person in charge to perform its role. In some cases, because of lack of personnel, a single supervisor may be made in-charge of more than one Group, Unit or Section. It should be clearly understood that in such cases the Groups, Units, Sections do not get merged / amalgamated. Their functioning would continue to be independent. Only the supervisory work / responsibility will be performed and discharged by the same individual. The organisational elements that are no longer required should be deactivated to reduce the size of the organisation and to ensure appropriate use of resources.

2.3.5 Span of Control

Span of control refers to the number of elements (Section, Branch or Unit) that one supervisor can directly manage effectively. Ideally a supervisor should have five organisational elements under his control. However if the elements increase to more than five or are reduced to less than three, necessary changes in the IRS organisational structure should be carried out.

2.3.6 Area Command

Area Command is an expansion of the Incident Response function, primarily designed to manage a very large number of incidents that has multiple IRTs assigned or area being isolated because of geographical reasons. It is established for overseeing response and to ensure that conflicts, jurisdictional or otherwise, do not arise amongst deployed responding teams.

2.3.7 Unified Command (UC)

UC is a team effort that allows all agencies with jurisdictional responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies under one commander. This is accomplished through the UC framework headed by Governor / Lt. Governor (LG) / Administrator / Chief Minister (CM) and assisted by Chief Secretary (CS) without losing or abdicating agency authority, responsibility or accountability.

2.3.8 Common Terminology

In IRS, common terminology is applied to Organisational Elements, Position Titles, Resources and Facilities which are as follows.

- a) **Organisational Elements:** There is a consistent pattern for designating each level of the organisation (e.g., Sections, Branches, Divisions and Units etc).
- b) **Position Titles:** Those charged with management or leadership responsibility in IRS are referred to by specific position titles such as Commander, Officer, Chief, Director, Supervisor, Leader, in-charge etc. It provides a standardised nomenclature for requisitioning personnel to fill various levels of positions.
- c) **Branch:** The organizational level having functional or geographic responsibility for major segments of incident operations. The Branch is found in Operations and Logistics Sections. It is based on various functional requirement of the Section.
- d) **Division:** Divisions are used to divide an incident into geographical area of operations. It is positioned in the IRS organization between the Branch and Groups. Divisions are established when number of resources deployed exceeds the span of control of the Operations Sections Chief. It is also activated for closer supervision when an area is very distant or isolated.
- e) **Group:** Group refers to only functional responsibilities for major segments of Incident operations. Group consists of different functional teams (Single Resource, Strike Team and Task Force).
- f) **Resources:** Resources are grouped into two categories: i) Primary and ii) Support. The Primary resources are meant for the responder and support resources are meant for the affected people. All resources are however designated according to the 'kind' and 'type'. 'Kind' would mean the overall description of the resource like Bus, Truck, Bulldozer, Medical Team. 'Type' would mean the performance capability of the resource which may be large, medium or small. This helps in ordering the exact and correct resource by the ordering unit. It also helps the deploying agencies to send the correct requirement.

- g) **Facilities:** Different kinds of facilities have to be established to meet the specific needs of the incident. IRS tries to standardise them by using common terminology like Incident Command Post, Staging Area, Incident Base, Camp, Relief Camp, Helibase, Helipad, etc. The details of facilities and its symbols are provided in chapter 3 at paras 3.15.1, 3.15.3, 3.15.4, 3.15.5, 3.15.8 and in chapter 6 at paras 6.2.1, 6.4.4.3.

2.3.9 Accountability

In IRS, through a clear cut chain of command it is ensured that one individual or Group is not assigned to more than one Supervisor. Through other procedures and use of various forms, accountability of personnel and resources are ensured. It makes the response effort absolutely focused and leaves no room for unsupervised activity. It helps maintain a complete record of all activities performed and resources deployed. The various procedures and forms in the IRS are as follows.

- a) **Incident Briefing – Form 001** helps in briefing every one involved in the response activities. It also helps new responders to immediately get a complete view of status of response. It shows map of affected site, summary of current action, status of activated IRS organisation and resource summary.
- b) **Incident Status Summary (ISS) – Form 002** indicates the status of the tasks assigned, completed or still to be completed. It also has details of the weather conditions and other threats that may increase the severity of the incident.
- c) **Unit Log – Form 003** is a complete performance report of the IRT down to the different Sections, Branches, Groups indicating their locations and details of work assigned along with resources and the status of work done etc. The details of these information for the Unit Log will be obtained from the “Record of Performed Activities – Form 004”.
- d) **Record of Performed Activities – Form 004** will be available with every responder under different Sections and will be a complete account of the activities performed during the concerned operational period. The information collected through this form will be compiled by OS and maintained in the Unit Log - Form 003.
- e) **Organisation Assignment List – Form 005** helps in performing the task in a focused manner. After preparation of the IAP in the briefing meeting, the IC and the different Section Chiefs will ensure that the activities required to be performed is listed in the form 005 and circulated among all the concerned responders and supervisory staff of different Sections respectively. It will be like a check list in a particular operational period that helps responders to respond in a comprehensive and focused manner.

- f) **Incident Check-in and Deployment List – Form 006** helps to keep track of resources received at different facilities and despatched to various incident site for response. This list will be maintained by the managers/in-charges of all the facilities that are set up for response.
- g) **On Duty Officers List – Form 007** The list contains details of the officers who have been deployed. It will be maintained at the Section level and sent to the RO through the IC. The list will help the RO and IC to easily locate officers and issue directions to them.
- h) **Medical Plan – Form 008** will be prepared by Medical Unit of the LS in accordance with IAP. This will contain the number of medical aid camps activated in various locations of affected sites, resources available; i) medical officer, ii) paramedics, iii) other volunteers, iv) life saving drugs, v) medicines / appliances, vi) list of referral services and blood banks, vii) availability and mobilisation of ambulance services and viii) list of Government and private establishments for further support, etc.
- i) **Incident Communication Plan – Form 009** helps to provide a complete picture of the already existing, available communication facilities and where new facilities have to be setup for disaster response. It gives details of the type of communications available, the source of their power supply and whether alternative arrangements are available or not. The plan will also have a design for networking of inter organisation communications facilities of the Police, NDRF, Armed Forces, Irrigation Department etc. keeping in mind the conflicting codes that may be in use. Because of the large number and variety of sets and possibility of heavy communication traffic, a number of nets may have to be established like command net, operational net, logistics net and ground to air net. It will also help in working out the requirement of supervision, maintenance, replacement, repair and transportation for the maintenance of communication facilities.
- j) **Demobilisation Plan – Form 010** will be prepared by the PS in consultation with IC and other Section Chiefs. It will have to be approved by the RO and widely circulated in advance. It has often been experienced that because of lack of a proper demobilisation plan and a lack of its proper dissemination, resources (men and machines) mobilised for disaster response face difficulties in availing transportation while returning. Demobilisation plan therefore is very important. It is equally important that every one among the responders must know the date and time they have to move and what will be the modality of their movement.

2.3.10 Integrated Communications

Ability to communicate within the IRS structure is very important. Provision for a complete Communication Unit has been made in the LS. Several communication networks may be established depending upon the size, complexity of the incident, availability of various types of equipment and the simultaneous need to communicate by a number of responders and agencies. These may include Command Net, Operational Net, Logistics Net and Ground to Air Net. A suitable interoperable and compatible network between various agencies will have to be designed. This networking is also vital for the integration of agency capabilities like the NDRF, Armed Forces, etc. when they come in aid and support. The GoI is also concurrently working on a National Disaster Communication Network (NDCN) which will be useful in extreme disasters when all existing communication systems have failed.

2.3.11 Resource Management

Resources are managed and assigned under specific terminology to denote their employability. The terms used are as follows;

- a) **Resource Status:** Tactical resources assigned to an incident will always be in any one of the following five status conditions.

- **Required:** Resources that would be needed to respond to disasters effectively and which need to be obtained;
- **Available:** Resources ready for deployment in the staging area;
- **Assigned:** Resources on active assignment; and
- **Out-of-Service:** Resources not assigned or not available because of repair or maintenance.

(The resource status is maintained by the PS)

- b) **Single Resource:** Single Resource includes both personnel and their equipment.
- c) **Strike Team:** A Strike Team is a specified combination of a designated number of the same 'kind' and 'type' of resources with common communications and a leader. Strike Teams can be pre-designated or assembled at an incident site from the available Single Resources as per demand of the situation.
- d) **Task Force:** A Task Force is any combination of Single Resource of different 'kinds' and 'types' within the ambit of a specific span of control to perform different types of functions simultaneously. They are assembled for a multi-tactical task in a particular location with common communications and a leader. Task Forces can be pre-determined or assembled for response in an incident site from available Single Resources according to the requirement.

2.3.12 The Incident Action Plan (IAP), Briefing and Debriefing Meetings

Management of every incident needs an action plan and proper briefing of all personnel. The purpose of the action plan and briefing is to provide all concerned personnel with appropriate directions for the various tasks in hand. Before taking up response activities, the RO/IC will need to take stock of the situation, availability and mobilisation of resources for listing out the various tasks and to provide proper briefing to the responders. For this, he will need to hold a proper briefing meeting at the beginning of each operational period. At the end of the operational period, a debriefing meeting is equally important where he will be able to again review whether the objectives were achieved or not and then decide what further steps need to be taken in the next operational period. Both the briefing and debriefing meetings are the basis on which the IAP will be prepared and tasks assigned. For the convenience of the IC, a briefing form 001 has also been prepared and placed at Annexure-I. The briefing form - 001 can also be used for briefing of senior officers who arrive on the scene.

In certain circumstances when important developments take place and further immediate intervention is needed in-between the briefing and debriefing meetings, the IC may issue directions even before completion of one operational period.

IAP can be written or oral depending on the duration and magnitude of the incident. The incident may be of low, medium or large levels. Low level incident would be of less than 24 hours, medium would be of more than 24 hours and less than 36 hours and a large incident would be of more than 36 hours of emergency operations. In low or medium level incidents, oral action plan may suffice. The directions given orally may be jotted down by the Command Staff and handed over to the PS to be integrated in the IAP.

At times there may be sudden disasters without warning and the IC may have to respond immediately. In such cases also the Command Staff will jot down the decisions taken for response and hand it over to the PS when it is activated and it should be incorporated in the IAP.

In larger incidents when there is adequate early warning, a written IAP will be required. IAP may consist of incident objectives, organisation assignment and division assignment list, incident communication plan, traffic plan, safety plan and incident map etc. Details of the IAP are given in the Planning Section, 7.1 (5).

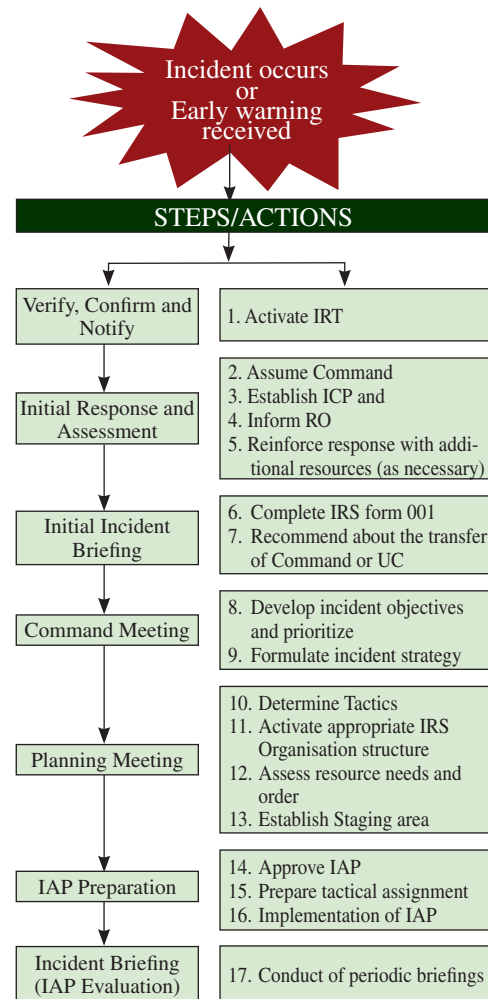


Fig. 2. Steps and actions for response

2.4 The Incident Response Teams (IRTs) at State and District Levels

The IRT is a team comprising of all positions of IRS organisation as shown in Fig. 3 headed by IC. The OS helps to prepare different tactical operations as required. The PS helps in obtaining different informations and preparing plans as required. The LS assesses the availability and requirement of resources and takes action for obtaining them.

IRTs will function at State, District, Sub-Division and the Tehsil / Block levels. These teams will respond to all natural and man-made disasters.

The lowest administrative unit (Sub-Division, Tehsil or Block) will be the first responder as the case may be. If the incident becomes complex and is beyond the control of local IRT, the higher level IRT will be informed and they will take over the response management. In such cases the lower level IRT will merge with higher level IRT.

When a lower level of IRT (e.g. Block / Tehsil) merges with a higher level (e.g. Sub-Division, District or State) the role of IC of lower level of IRT will change. When the Block level IRT merges with Sub-Division level IRT, IC of the Block level may play the role of Deputy IC or OSC or any other duty that the IC of higher authority assigns. This process will be applicable at all levels.

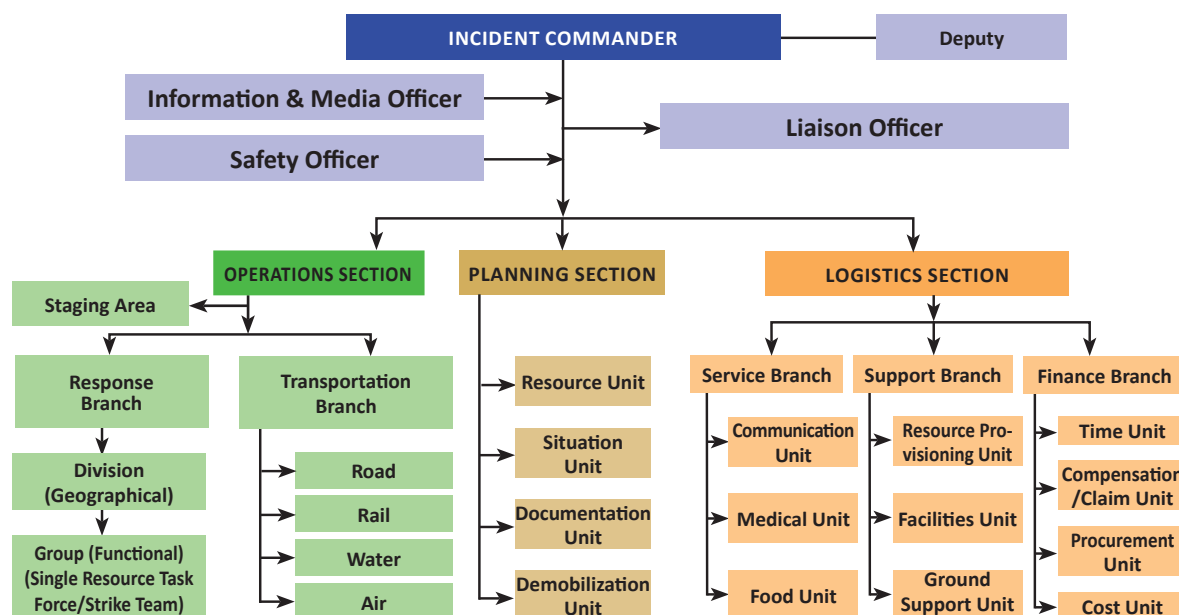


Fig 3. IRT Framework

To sum up, IRS is a system of Management by Objectives through IAP. It takes care of any expanding incident through an organisational structure of Command Staff, Sections, Branches, Divisions, Groups, Units, resources and span of control. Through Unified Command (UC) it allows all agencies having jurisdictional or functional responsibilities to jointly develop incident objectives and strategies. It has a clear cut process for personnel accountability, resource management, integrated communications and transfer of command.

In line with the federal structure of the country, it should be clearly understood that response to any disaster will be carried out by the concerned States and Districts. The GoI will play a supporting role by way of assistance in the form of resources, manpower (NDRF, Armed & Para Military Forces), equipment and funds. At the GoI level, the NCMC or NEC will coordinate and provide the required resources. NDMA will also help in monitoring the coordination of response.

3

Disaster Response Management

3.1 Response Mechanism

India has a well defined, robust and time tested administrative structure. Section 22(2), 24, 30 and 34 of DM Act 2005 has clearly laid down various duties relating to DM to be performed by various agencies. No single agency or department can handle a disaster situation of any scale alone. Different departments have to work together to manage the disaster. For proper coordination and effective use of all available resources, the different departments and agencies need a formalised response management structure that lends consistency, fosters efficiency and provides appropriate direction during response. Response Management constitutes the functions of planning, execution and coordination. While planning in the pre-disaster phase is the responsibility of various authorities created under the DM Act, the execution of the plans has to be carried out by the various line departments of the Government and the existing administrative structure in the District and State. For coordination and ensuring smooth execution of the plans, bodies like NDMA, NEC, SDMA and SEC have been created at the National and State Level. At the District level, planning, execution and coordination of all the activities have been vested in the DDMA itself.

The IRS envisages and lays down various tasks that may need to be performed by the existing administrative machinery at various levels. It also recommends prior identification of officers for the performance of different tasks and getting them trained in their respective roles, and provides a structure under which all the line departments will function in tandem with the District and State administration.

The IRTs will be pre-designated at all levels. On receipt of early warning the RO may activate them. In case of occurrence of disaster without any warning, the local IRTs will respond and report to RO and request further support, if required.

In view of the provisions of the DM Act 2005 and the administrative structure existing in the country at the District and State levels, the roles of the Chief Secretary (CS) and the District Magistrates / DC is all encompassing as regards response. In the IRS, a need was felt to clearly identify a designated authority responsible and accountable by law to respond to disasters and therefore a position of Responsible Officer (RO) has been introduced. Incident response management may however not always require the direct intervention of the RO. On the ground,

the management will be done by the IC to whom powers will have to be delegated by the RO. The CSs and the District Magistrates/DCs will perform the role of ROs in their respective administrative jurisdictions and will be overall responsible for all response activities during any incident or crisis.

The roles of CSs and District Magistrates / DCs have been distinguished in this chapter, so that there will be no ambiguity in the implementation of the IRS for incident response. As per the DM Act, it will be seen that the CS is the Chief Executive Officer (CEO) of the SDMA as well as Chairperson of the SEC. He¹ is also the head of the administrative structure in the State. The District Magistrate / DC is the Chairperson of the DDMA and has been assigned all encompassing role of planning, coordination and execution of DM in his² jurisdiction assisted by all line departments and local bodies. Though at the District level the Chairperson of the Zila Parishad has also been placed as the Co-Chairperson of the DDMA to elicit the community participation in DM, yet the responsibility for disaster response clearly lies with the District Magistrate/DC being the head of the District administration. It will only be the administrative machinery – CS, District Magistrate / DC and their team of officers who will be responsible and accountable for effective response in their jurisdictions. To elicit or mobilise the NGOs, PRIs and communities and other stakeholders for support at the District level, the Co-Chairperson of the DDMA may prove helpful.

3.2 Coordinating Arrangements at the National Level

Though response to any disaster has to be mainly done by the State, even before the enactment of the DM Act, 2005, the GoI had already created an apex body for coordination of Crisis Response at the National level, headed by the Cabinet Secretary called the NCMC. The DM Act 2005, has also created a body called the NEC under the Home Secretary for coordination of response.

By convention, the NCMC gets involved in very serious crisis and disasters. The NEC has to statutorily get involved in all disasters. The chairperson of the NCMC / NEC will function as Chief Coordinator for the management of disasters at the National level. The chairperson may designate a Nodal Officer (NO) for this purpose. Various Ministries/Departments of Government may also nominate NOs to perform the task of ESFs which may be required in a particular incident. The constitution of the NCMC / NEC has been designed with the purpose to cover all lead and support functions.

3.3 Lead Agency / Nodal Department

The National Policy on DM 2009, has stated that emergencies requiring the close involvement of the security forces and/or intelligence agencies such as terrorism (counter-insurgency), law

¹ In these Guidelines the use of "he" includes she

² In these Guidelines the use of "his" includes her

and order situations, serial bomb blasts, hijacking, air accidents, CBRN, mine disasters, port and harbour emergencies, forest fires, oilfield fires and oil spills will continue to be handled by the extant mechanism i.e. NCMC and the resources available with the DM Authorities at all levels with regard to cross cutting themes like medical, rescue & relief etc. will be made available to the Nodal ministries/agencies at times of such disasters / impending disasters.

Apart from the above, the management of other major natural and manmade disasters will also require Lead and Supporting agencies. Different disasters require different types of expertise for response. Thus, in case of rescue and relief in natural disaster, it will generally be the local Police and the NDRF / SDRF, in case of Fire it will be the Fire department, in case of drought it will be the Agriculture department, in case of Epidemics and other Biological disasters it will be the Health department that will have to play the lead role and the remaining departments will have to play the supporting role as per requirement and their core competencies. The Chief Coordinator at the national level and the ROs at the State and District level will ensure sensitisation of the concerned departments in advance regarding their roles as lead and supporting agencies.

3.4 Coordination of Response at the State Level

In any disaster response, the initial efforts would always be taken by the District Administration. However, when Districts are overwhelmed in any situation, the support necessarily has to come from the State and National level. While the IRS is mainly relevant at the basic functional level, it is absolutely necessary that the support functionaries from the State and the National level also conform to the principles of IRS in the emergency support duties. This will be greatly beneficial for the proper coordination of the various response efforts at the National and State level with that of the District. It is therefore necessary to clearly understand the structure of the IRS in the context of State response. The hierarchical representation of RO with State EOC, Headquarters IRT and its lower level of IRTs at District levels are shown in Fig. 4.

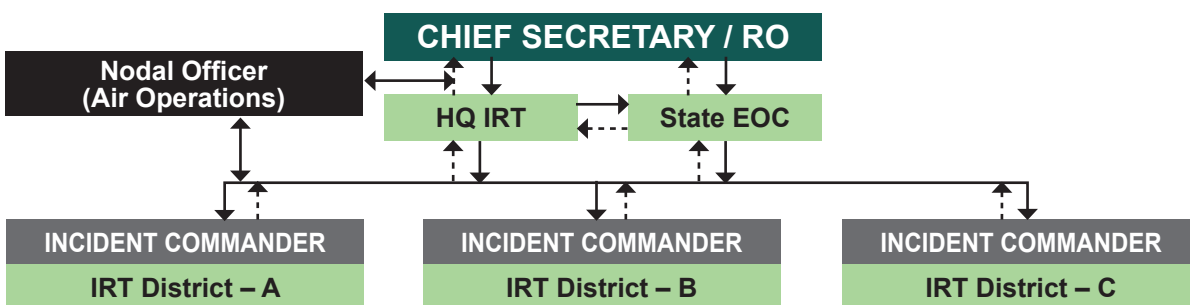


Fig. 4. IRTs at State Level

The organisational structure of IRS at the State level shown in Fig. 3 is not necessarily to be activated in the management of all types and scales of disasters. For monitoring and support of the incident response, the RO will involve all required Emergency Support Functionaries (ESF) and headquarters IRT to support the on scene IC. The IC will work in close coordination with EOC and report to RO.

The State Government / CS will designate various officers of line departments for the corresponding IRS positions to perform duties as enumerated in the subsequent Chapter of these Guidelines. Being the administrative head of the State as well as the CEO of SDMA, the CS is designated as the RO of the State. He may delegate some of his functions to the Secretary, DM of the State, for the day to day supervision and management of the incident. He will however remain fully briefed by EOC and IC and be aware of all developments and progress of response activities at all times. In case an incident is beyond the control of a District administration or a number of Districts are affected, the RO of the State will consider the setting up of an Area Command and designate an Area Commander (AC). He may consider the Divisional Commissioner to act as AC or may deploy appropriate/suitable officer irrespective of seniority. The RO may also deploy some supporting staff to assist him.³

In case when central teams (NDRF, Armed Forces) are deployed, the RO should ensure resolution of all conflicts. For this purpose he may attach a representative of such agencies in the EOC. Though the teams so deployed will work in OS in the form of Strike Teams, Task Forces or Single Resource under the supervision of OSC all conflicts can easily be resolved at the highest level by the RO. IC will also exercise close supervision and resolve all conflicts at his level if required.

3.4.1 Roles and Responsibilities of CS as RO of the State

- i. the CS who is the head of the State administration and also chairperson of SEC and CEO of SDMA, will perform responsibilities laid down under clause 22 (2) and 24 of the DM Act, 2005;
- ii. the Section 22 (h) of the Act provides that the Chairperson of SEC will give directions to any department of the Government of the State or any other authority or body in the State regarding actions to be taken in response to any threatening disaster situation or disaster. Thus He will ensure active participation of all departments at State level;

Apart from the above, the CS will:

- iii. ensure that IRTs at State, District, Sub-Division, Tehsil/Block are formed and IRS is integrated in the State and District DM Plan. This may be achieved by issuing a Standing

³ In these Guidelines the use of "him" includes her

- Order to all District Magistrates/DCs, line departments to identify suitable officers for different positions in the IRTs as given in Annexure – XI;
- iv. issue a Standing Order in advance to different departments and agencies, so that in any emergency, mobilisation of both equipment and personnel happens smoothly;
 - v. ensure that a reasonable amount of imprest fund is sanctioned clearly delineating the procedure for emergency procurement;
 - vi. ensure funds of 13th Finance Commission (FC) for capacity building of administrative machinery in DM is spent appropriately. The details of funds allotted for this purpose is given in Annexure – XVI;
 - vii. ensure that IRS is incorporated in the training syllabus of ATIs and other training institutions of the State. There should be proper faculty in the ATI for such purpose. In case of necessity, apart from the recommended funds of the 13th FC, funds as mentioned in S. No. 25 of CRF norms letter No. 32-34/2005 NDM-1/MHA GoI as enclosed in Annexure – XIV may also be used;
 - viii. ensure effective communication and Web based / online Decision Support System (DSS) is in place in the EOC and connected with District, Sub-Division, Tehsil/Block level IRTs for support;
 - ix. ensure that toll free emergency numbers existing in the State for Police, Fire and Medical support etc. will be linked to the EOC for response, command and control. For e.g., if there is any fire incident, the information should not only reach the fire station but also to the EOC and the nearest hospital to gear up to attend to any casualties and to the emergency medical service for the mobilisation of ambulance service to reach the spot;
 - x. activate IRTs at State headquarters when the need arises and issue order for their demobilisation on completion of response;
 - xi. set overall objectives and incident related priorities;
 - xii. identify, mobilise and allocate critical resources according to established priorities;
 - xiii. ensure that local Armed Forces Commanders are involved in the Planning Process and their resources are appropriately dovetailed, if required;
 - xiv. ensure that when NDRF, Armed Forces arrive in support for disaster response, their logistic requirements like, camping ground, potable water, electricity and requirement of vehicles etc. are taken care of;
 - xv. coordinate with the Central Government for mobilisation of Armed Forces, Air support etc. as and when required;
 - xvi. identify suitable NO to coordinate Air Operations and ensure that all District ROs are aware of it;
 - xvii. ensure that incident management objectives do not conflict with each other;
 - xviii. consider the need for the establishment of AC, if required;

- xix. establish Unified Command (UC) if required and get the approval of Chief Minister (CM);
- xx. ensure that telephone directory of all ESF is prepared and available with EOC and IRTs;
- xxi. ensure use of Global Positioning System (GPS) technology in the vehicles (Police, Fire, Ambulance etc.) to get connectivity for their effective utilisation ;
- xxii. keep the chairperson of SDMA informed of the progress of incident response;
- xxiii. ensure overall coordination of response, relief and other activities;
- xxiv. ensure that the Non-Governmental Organisations (NGOs) carry out their activities in an equitable and non-discriminatory manner;
- xxv. conduct post response review on performance of IRTs and take appropriate steps to improve performance; and
- xxvi. take such other necessary action as the situation demands.

3.5 Coordination of Response at the District Level

The District Magistrate/DC is the head of the District administrative set up and chairperson of the DDMA as per the DM Act, 2005. He has been designated as the RO in the District.

The heads of different departments in the District will have separate roles to play depending on the nature and kind of disaster. The roles and responsibilities of the members of the DDMA will be decided in advance in consultation with the concerned members. The roles of other line departments also have to be clearly delineated in various disaster situations in the District DM Plan which will be duly approved by the State Government, so that there will be no ambiguity about their functions during response.

The District Magistrate / DC / RO will issue a Standing Order for formation of IRT at District headquarters / Sub-Division and Tehsil / Block levels. He will ensure that appropriate and experienced officers are selected for IRTs.

The selection of the OSC will however depend on the nature of the disaster. In case of flood and earthquakes reaching the affected area, rescuing the affected people and providing relief to them is the main task of the responders. People have to leave their home in a hurry and they are not able to take away their valuables. These abandoned houses become vulnerable. The relief materials while being transported also become prone to loot. In such cases, Police and the Armed Forces are the best suited to handle and lead the operations. In case of fire at District level, it will be the District Fire Officer who will be appropriate officer to handle the situation. In case of health related disaster, it would be the District Chief Medical Officer and so on. There could even be such situations when the District officials may have no expertise

in operationalising the response like CBRN disasters. For such disaster situations the OSC should be identified in advance, so that he could be easily mobilised to lead the OS as Section Chief. NDMA has already issued detailed guidelines on management of such response vide National Disaster Management Guidelines on the management of Nuclear and Radiological emergencies which should be followed. Other Section Chiefs will be selected according to the suitability and capability of the officer. In case of Sub-Division, Tehsil or Block, the respective heads, i.e. SDO, Tehsildar, BDO will function as the IC in their respective IRTs and the OSC will be selected as per nature of the disaster. The list of suitable officers at different levels have been given in Annexure – XI for reference. During the pre-disaster period, the RO will ensure capacity building of all IRT members in their respective roles and responsibilities as discussed in the subsequent chapters.

The complete IRS organisational structure at District level is depicted in Fig. 5. The structure depicted above may be activated as and when required. For monitoring and support of the incident response, the RO will involve all required ESF and headquarter IRT to support the on-scene IC. In case when central teams (NDRF, Armed Forces) are deployed, the RO will ensure resolution of all conflicts. For this purpose he may attach a representative of such agencies in the EOC where all conflicts can easily be resolved at the highest level. The teams so deployed will have to work in OS in the form of Single Resource, Strike Teams or Task Forces under the supervision of OSC. The IC will also exercise close supervision for resolution of all conflicts, if required.

The IC will work in close coordination with EOC and report to RO. The RO will ensure that the strategic goals are achieved through the implementation of the IAP by the IRTs working in the field.

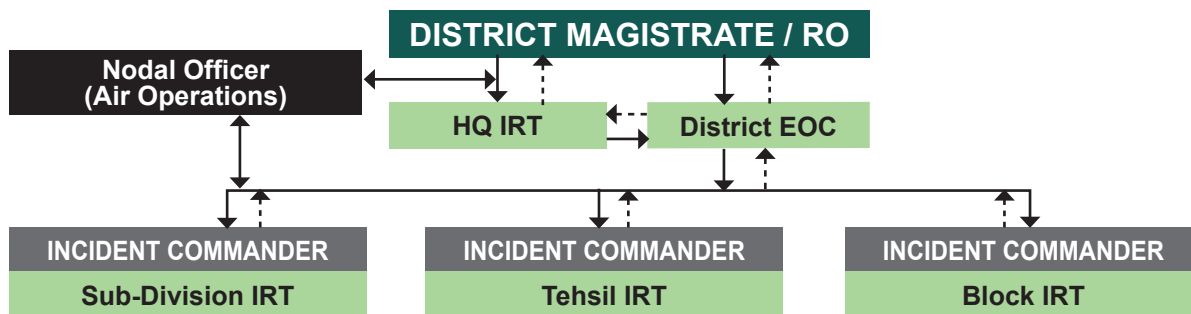


Fig. 5. - IRTs at District Level

3.5.1 Roles and Responsibilities of District Magistrate as RO

The District Magistrate / RO will:

- i. ensure that IRTs are formed at District, Sub-Division, Tehsil/Block levels and IRS is integrated in the District DM Plan as per Section 31 of the DM Act, 2005. This may

- be achieved by issuing a Standing Order by the RO to all SDOs, SDMs and Tehsildars/BDOs;
- ii. ensure web based / on line Decision Support System (DSS) is in place in EOC and connected with Sub-Division and Tehsil / Block level IRTs for support;
 - iii. ensure that toll free emergency numbers existing for Police, Fire and Medical support etc. are linked to the EOC for response, command and control. For e.g., if there is any fire incident, the information should not only reach the fire station but also the EOC and the nearest hospital to gear up the emergency medical service;
 - iv. obtain funds from State Government as recommended by the 13th FC (Annexure – XVI) and ensure that a training calendar for IRTs of District is prepared and members of IRTs are trained through ATIs and other training institutions of the District;
 - v. delegate authorities to the IC;
 - vi. activate IRTs at District headquarter, Sub-Division, Tehsil / Block levels, as and when required;
 - vii. appoint / deploy, terminate and demobilise IC and IRT(s) as and when required;
 - viii. decide overall incident objectives, priorities and ensure that various objectives do not conflict with each other;
 - ix. ensure that IAP is prepared by the IC and implemented;
 - x. remain fully briefed on the IAP and its implementation ;
 - xi. coordinate all response activities;
 - xii. give directions for the release and use of resources available with any department of the Government, Local Authority, private sector etc. in the District;
 - xiii. ensure that local Armed Forces Commanders are involved in the planning process and their resources are appropriately dovetailed, if required;
 - xiv. ensure that when Armed Forces arrive in support for disaster response, their logistic requirements like camping grounds, potable water, electricity and requirement of vehicles etc. are sorted out;
 - xv. appoint a NO at the District level to organise Air Operations in coordination with the State and Central Government NO. Also ensure that all ICs of IRTs of the District are aware of it;
 - xvi. ensure that the NGOs carry out their activities in an equitable and non-discriminatory manner;
 - xvii. deploy the District Headquarter IRTs at the incident site, in case of need;
 - xviii. ensure that effective communications are in place;
 - xix. ensure that telephone directory of all ESF is prepared and available with EOC and members of IRTs;

- xx. ensure provision for accountability of personnel and a safe operating environment;
- xxi. in case the situation deteriorates, the RO may assume the role of the IC and may seek support from the State level RO;
- xxii. mobilise experts and consultants in the relevant fields to advise and assist as he may deem necessary;
- xxiii. procure exclusive or preferential use of amenities from any authority or person;
- xxiv. conduct post response review on performance of IRTs and take appropriate steps to improve performance; and
- xxv. take other necessary action as the situation demands.

3.6 Area Command

Area Command is activated when span of control becomes very large either because of geographical reasons or because of large number of incidents occurring at different places at the same time. Area Command may also be activated when a number of administrative jurisdictions are affected. It provides closer supervision, support to the IRTs and resolution of conflicts locally. When a number of Districts get affected, involving more than one Revenue Division, the concept of Area Command may be introduced Revenue Division wise by the State RO. In such cases the District Magistrate (RO) of the District will function as the IC. Similarly the District RO may introduce it Sub-Division wise when a large number of Tehsils / Blocks in different Sub-Divisions get affected. The RO will ensure adequate supporting staff for the AC. The roles and responsibilities of AC are as follows.

The AC will:

- i. ensure that incident management objectives are met and do not conflict with each other;
- ii. allocate critical resources according to identified priorities;
- iii. ensure proper coordination in the management of incidents;
- iv. ensure resolution of all conflicts in his jurisdiction;
- v. ensure effective communications;
- vi. identify critical resource needs and liaise with the EOC for their supply;
- vii. provide for accountability of personnel and ensure a safe operating environment; and
- viii. perform any other tasks as assigned by the RO.

3.7 Unified Command (UC)

In an incident involving multiple agencies, there is a critical need for integrating resources (men, materials and machines) into a single operational organisation that is managed and supported by one command structure. This is best established through an integrated, multi-disciplinary organisation. In the IRS this critical need is addressed by the UC.

UC is a framework headed by the Governor / LG / Administrator / CM and assisted by the CS that allows all agencies with jurisdictional responsibilities for an incident, either geographical or functional, to participate in the management of the incident. This participation is demonstrated by developing and implementing a common set of incident objectives and strategies that all can subscribe to, without losing or abdicating specific agency authority, responsibilities and accountability. The organisations that constitute the UC have the mandate for specific task and functional responsibilities to address the incident requirements.

UC incorporates the following components:

- a. A set of objectives for the entire incident;
- b. A collective approach for developing strategies to achieve incident goals;
- c. Improved information flow and inter-agency coordination;
- d. Familiarity with responsibilities and constraints of other agencies;
- e. Respect for the authority or legal responsibilities of all agencies;
- f. Optimal synergy of all agencies for the smooth implementation of the IAP; and
- g. Elimination of duplication of efforts.

3.8 Coordination of Response in Metropolitan Cities

The Metropolitan Cities are large and densely populated with a complex administrative setup. The different departments and agencies functioning within the cities are large with resources and independent hierarchical setups having autonomy and complete chain of command of their own. To visualize an IRT on the pattern of the other Districts of the country in such Metropolitan Cities would not be appropriate. A concept of UC will have to be introduced in such cases for effective disaster response.

For all Metropolitan Cities, the CM / Lt. Governor (LG) / CS will set up a UC involving all the existing departments and agencies like the existing District Administrations, Armed Forces, Municipal Corporations and Local Bodies etc. The CS will function as the RO and constitute IRTs in advance on the principle of IRS to respond to and manage disasters.

The IRT members will be identified in advance, roles assigned and trained accordingly. The existing District authorities of the Metropolitan Cities will function as per the directions of the UC. The details of the UC have been discussed at para 3.7.

3.9 Coordination of Response in Union Territories (UTs)

The Union Territories (UTs) are under the administrative control of Gol headed by LG. In some UTs, apart from the LG, there is a CM also. In some UTs the head of the administrative setup is the Administrator of the UT. The different departments and agencies functioning within the UTs have

their own resources with independent hierarchical setups having a complete chain of command of their own. Therefore it would be appropriate that a concept of UC is introduced for effective disaster response in all the UTs of the country. The LG / CM / Administrator / GoI necessarily need to set up a UC in advance. It will include all the heads of the existing departments and agencies including the Armed Forces in the UTs. The Head / Administrator of the UTs will function as the RO and constitute IRTs at various levels. The IRT members should be assigned their roles in accordance to the principles of IRS. The existing District administration of the UTs will function as per the directions of the UC. The details of the UC is discussed at para 3.7.

3.10 Coordination of response in remote areas of Andaman and Nicobar Islands, North East and other Hill Areas with a Slightly Different Administrative Structure and Set up

In some remote areas of Andaman and Nicobar Islands, North-East and in Hill areas of States like Uttarakhand, the administrative structure is slightly different from that of the rest of the country. Some departments and agencies may have a dominating presence while others may not have any presence at all. In such areas, village chiefs and community level leaders are also important functionaries. It is therefore necessary that the RO of such UTs, States and Districts should design their IRTs according to their administrative structure and functionaries. They should select their village and ward level IRTs and get them sensitised and trained as per IRS principles for response. A proper communication set up should also be established.

3.11 Roles of Local Authorities

The DM Act, 2005 has defined the roles of NACs, Municipalities, Municipal Corporations, Municipal Councils and PRIs under section 41 (1)(2). These bodies will ensure that their officials and employees are trained in DM and resources relating to DM are also maintained in order to be readily available for use in any threatening disaster situation or disaster. These bodies are also required to carry out relief activities in the affected areas in accordance with State and District DM Plans. The SDMAs/DDMAs will lay down the specific roles and responsibilities of these local bodies in the DM Plan and suitably integrate them with relevant IRTs.

3.12 Community Participation in Disaster Response

A number of community based organisations like NGOs, Self Help Groups (SHGs), Youth Organisations, Volunteers of NYK, Civil Defence (CD) & Home Guard, etc., and workers of different projects funded by Government of India like National Rural Health Mission (NRHM), Integrated Child Development Services (ICDS), etc., normally volunteer their services in the aftermath of any disaster.

In the IRS structure, these organisations are placed in the OS where the skills and services of the community may be utilised systematically in the form of Single Resource, Strike Team and Task Force. The ROs of the State and District will ensure that such resources at village, ward or Gram Panchayat levels are organised with the help of leadership of PRIs and other community leaders. Their resources should be identified as per hazard and they should be encouraged and trained to be a part of the IRT.

The details of the Single Resource, Strike Team and Task Force are discussed in chapters-2 and 6. The Community Based Disaster Management Teams should be appropriately integrated in the State and District level IRTs.

3.13 Emergency Operations Centre (EOC)

EOC is an offsite facility which will be functioning from the State / District headquarters and which is actually an augmented control room having communication facilities and space to accommodate the various ESFs. It is a combination of various line departments of Government and other agencies whose services are generally required during incident response. These officials will be able to take decisions on the spot under the guidance of RO and



Pic. 1. Emergency Operations Centre

will be able to assist the RO in achieving the incident objectives. RO will also ensure that the line departments do not issue parallel and contradictory instructions to their field level officers.

The EOC will take stock of the emerging situation and assist the RO in mobilising the respective line department's resources, manpower and expertise along with appropriate delegated authorities for the on-scene IRT(s). EOC will keep the RO informed of the changing situation and support extended.

This responsibility can be discharged most effectively only if it has the required information through a fail safe communication facility and an ideal information technology solution with DSS. In addition to the above a web based connectivity will further help in accessing situational awareness, decision support and multi-agency coordination. It will allow all collaborating agencies and departments inside and outside EOC environment to share information, make decisions, activate plans, deploy IRTs, perform and log all necessary response and relief activities and make the EOC effective. It is very important to put the above capabilities in place.

EOC Norms

It will have:

- a. One Sr. Administrative Officer as EOC in-charge having experience in DM with required assistants;
- b. Representation of all concerned line departments with authority to quickly mobilise their resources;
- c. Adequate space with proper infrastructure to accommodate the participating agencies and departments;
- d. Communication facilities with last mile connectivity;
- e. A vehicle mounted with HF, VHF and satellite telephone for deployment in the affected site to provide immediate connectivity with the headquarters and ICP;
- f. A representative of central teams (NDRF, Armed Forces) whenever they are deployed to integrate their resources, expertise and to resolve conflicts that may arise during the response effort;
- g. Provision and plan for dovetailing the NDRF, Armed Forces communication capabilities with the local communication set up. There will be proper plan so that all are able to connect with each other in case of large scale disasters or failure of the local communication systems;
- h. Map depicting affected site, resources deployed, facilities established like Incident Command Post, Staging Area, Incident Base, Camp, Relief Camp, Helibase, Helipad, etc. The details of such facilities are dealt at paras 3.15.1, 3.15.2, 3.15.3, 3.15.4, 3.15.5, 3.15.6 and in chapter 6 at paras 6.2.2, 6.4.4.3;
- i. DM plans of all line departments;
- j. DM plans of the State and the District;
 - Directories with contact details of all emergency services and nodal officers;
 - Connectivity with all District headquarters and police stations;
 - Database of NGOs working in different geographical areas;
 - Demographic details of the State and Districts;
- k. Online / Web based DSS with the availability of at least the following components:
 - Standardisation of Command Structure with the details of the earmarked and trained personnel in IRS;

- Proactive planning facilities;
 - Comprehensive resource management system;
 - Geographic Information System (GIS) for decision support; and
 - Modeling capability for predicting casualties and resources for large scale incidents including CBRN emergencies.
- l. Socio-economic, demographic and land use planning;
 - m. Resource inventories of all line departments and connectivity with database of India Disaster Resource Network (IDRN) India Disaster Knowledge Network (IDKN) and Corporate Disaster Resource Network (CDRN); and

3.14 Incident Response Team (IRT)

The ROs of the State and Districts will constitute IRTs from among officers at the State and District level respectively. The members of IRTs will be properly trained and sensitised regarding their roles during the pre-disaster phase itself. Selection of different section chiefs will be guided by the nature and type of disaster. The headquarters IRT will provide continuous support to the on-scene IRT(s) and if required join them or take over response on the directions of the RO.

3.15 Incident Response System (IRS)- Facilities

For effective response the following facilities may be required to be established depending on the needs of the incidents, the length and time the facilities are needed to be used, the cost to establish it and prevailing weather conditions etc.

3.15.1 Incident Command Post (ICP)

The ICP is the location at which the primary command functions are performed. The IC will be located at the ICP. There will only be one ICP for each incident. This also applies to situations with multi-agencies or multi jurisdictional incidents operating under a single or Unified command.



Pic. 2. Incident Command Post

The ICP can be located with other incident facilities like Incident Base. For the initial location of the ICP, the nature of the incident, whether it is growing or moving and whether the ICP location will be suitable in size and safe for the expected duration of the incident should be taken into consideration. Larger and more complex incidents will require larger ICP.

The ICP may be located at Headquarters of various levels of administration of State (State, District, Sub-Division, Tehsil / Block). In case of total destruction or reasons of non availability of any other space, the ICP may be located in a vehicle, trailer or tent. It should however have adequate lighting, effective communication system and other such facilities so that one can function effectively. In such a situation the other components of IRT may function from a convenient location and the ICP should be in constant and regular touch with them.

General guidelines for Establishing the ICP:

- a) Position away from the general noise and confusion associated with the incident;
- b) Position outside the present and potential hazard zone;
- c) Position within view of the incident, when appropriate;
- d) Have the ability to expand as the incident grows;
- e) Have the ability to provide security and to control access to the ICP as necessary;
- f) Should have distinctive banner or sign to identify location; and
- g) Activation of ICP and its location should be announced via radio or other communications so that all concerned personnel are notified.

3.15.2 Staging Area (SA)

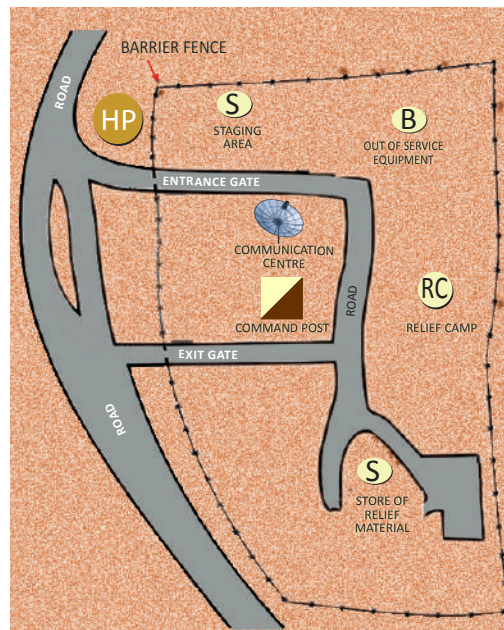
The details of Staging Area is discussed in chapter 6 at para 6.2.1.

3.15.3 Incident Base

All primary services and support activities for the incident are usually located and performed at the Incident base. The LS will also be preferably located here. Normally base is the location where all uncommitted / out-of-service equipment and personnel to support operations are located.

There will be only one Base established for each incident and normally it will not be relocated. It will be designated by incident name. In locations where major incidents are known to occur frequently, it is advisable to pre-designate possible base locations and plan their layouts in advance.

The management of the Incident Base comes under the LS. If an Incident base is established, a Base Manager will be designated. The Base Manager in a fully activated IRS organization will be in the Facility Unit of the LS.



Pic. 3. Layout of Typical Base

3.15.4 Camps

Camps are temporary locations within the general incident area which are equipped and staffed to provide rest, food, drinking water and sanitary services to the responders. These are separate facilities which may not be located at the Incident Base. Camps may be in place for several days and they may be moved depending upon incident needs while the Incident Base remains at the same location.



Pic. 4. Camp

Very large incidents may have one or more Camps located in strategic areas. All IRS functional unit activities performed at the incident Base may also be performed at camps. Each camp will have a Camp Manager assigned. The Camp Managers are responsible for managing the camp and for providing coordination to all organisational Units operating within the camp.

The Camp manager will report to the Facility Unit in the LS. If the FUL has not been activated he will report to the LSC. After the camp is established, additional personnel and support needs will normally be determined and ordered by the Camp manager. If Logistics Units are established at Camps they will be managed by assistants. Camps will be designated by a geographic name or by a number.

3.15.5 Relief Camp (RC)

All support services to the affected communities are usually provided in the Relief Camps (RCs). They will be established as per demands of the situation. The resources required for the establishment of RC will be provided by the LS and it will be maintained and managed by the Branch or Division of the OS deployed for the purpose. It may be established at the existing buildings like Schools, Community halls, Cyclone Shelters, etc. or tents may also be used for such purposes.



Pic. 5. Relief Camp

While establishing the RC, priority will be given for cleanliness of the RC. Each RC will have a Camp Manager assigned. After RC is established, additional personnel and support needs will normally be determined and requested for by the RC Manager. The RCs will be designated by a geographic name or by a number.

3.15.6 Helibase / Helipad

The details of Helibase / Helipad are discussed in chapter 6 at para 6.4.4.3.

3.15.7 Symbols for different IRS facilities

In the IRS, different symbols are used for identification of different facilities established for response management. They are as follows.

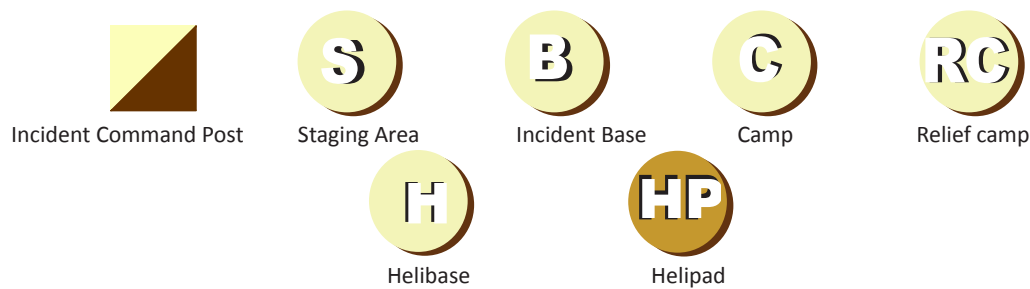


Fig. 6. Symbols used for Identification of different facilities

3.16 Triggering Mechanism for Deployment of IRT

Some of the natural hazards have a well established early warning system. States and Districts also have a functional 24 x 7 EOC / Control Room. On receipt of information regarding the impending disaster, the EOC will inform the RO, who in turn will activate the required IRT and mobilise resources. The scale of their deployment will depend on the magnitude of the incident.

At times the information about an incident may be received only on its occurrence without any warning. In such cases the local IRT (District, Sub-Division, Tehsil / Block) as the case may be, will respond and inform the higher authority and if required seek reinforcement and guidance.

The measures decided to be taken for response will be jotted down by the Command Staff and later handed over to PS. It will thus form the initial IAP.

3.17 IRS for Chemical, Biological, Radiological and Nuclear (CBRN) Emergency Response

All nuclear facilities have specialised Crisis Management Groups (CMGs) for on site response under the aegis of Department of Atomic Energy (DAE). For the offsite incident response at those locations, the RO / District Magistrate / DC will act as the IC and ensure that the stakeholders and communities are properly sensitised in advance through regular mock exercises. Support from local experts for such purpose may be obtained wherever available. The State Government should train and equip its own SDRF for this purpose. The help of NDRF may be taken for immediate response and for training the SDRF. The location of NDRF equipped and trained to handle CBRN emergencies has been given at para 1.3.7.

For locations in other high risk towns where nuclear facilities do not exist, the IRTs need to be formed in advance and suitably trained to identify and manage such emergencies. CBRN emergencies require a specialised response. A brief description of the requirement is being given in the subsequent paragraph for general awareness.

For Radiological Emergencies in Metropolitan and larger cities having population of 20 lakhs and above with high vulnerability, the State RO will identify a Nodal Officer for Radiological Emergency to act as an IC. He should have designated experts to assist him in the discharge of his duties. Specially trained and equipped task forces will be earmarked which would be readily available with decontamination facilities. A concept of UC for this purpose is best suited to meet such contingencies. Regular Table Top, Mock Exercises and Simulation Exercises should be planned and conducted. The details of response actions to be taken by the IC in such emergencies have been given in the NDMA Guidelines on the Nuclear and Radiological emergencies. For convenience some of the actions which should be initiated are enclosed in Annexure – XII. The RO will ensure that such teams are in place in high risk towns.

4

Incident Commander and Command Staff

4.1 Incident Commander (IC) and Command Staff

The IC is the overall in-charge for the management of onsite response to any incident. He is appointed by the RO. He may have a deputy with him depending upon the magnitude and nature of the incident. For his assistance and management of the incident there are two sets of staff: a) Command Staff and b) General Staff. The command staff comprises IC, Information & Media Officer (IMO), Safety Officer (SO), and the Liaison Officer (LO). Fig. 7. gives the composition of Command staff in the IRS organisation. The details of the general staff is discussed in Chapter 5 at para 5.1, 5.1.1, 5.1.2 and 5.1.3.

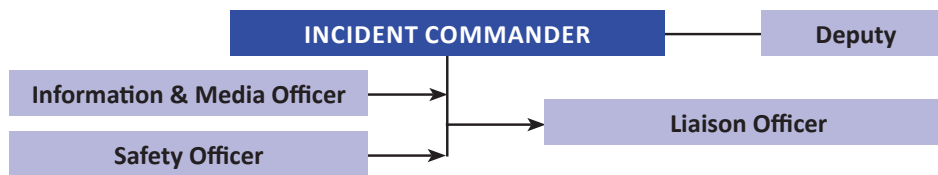


Fig. 7. Composition of Command Staff

4.2 Roles and Responsibilities of IC

The IC will:

- i. obtain information on:
 - a) situation status like number of people and the area affected etc.;
 - b) availability and procurement of resources;
 - c) requirement of facilities like ICP, Staging Area, Incident Base, Camp, Relief Camp, etc.;
 - d) availability and requirements of Communication system;
 - e) future weather behavior from IMD; and
 - f) any other information required for response from all available sources and analyse the situation.

- ii. determine incident objectives and strategies based on the available information and resources;
- iii. establish immediate priorities, including search & rescue and relief distribution strategies;
- iv. assess requirements for maintenance of law and order, traffic etc. if any at the incident site, and make arrangements with help of the local police;
- v. brief higher authorities about the situation as per incident briefing form - 001 enclosed in Annexure-I and request for additional resources, if required;
- vi. extend support for implementation of AC and UC if considered necessary by the RO;
- vii. establish appropriate IRS organisation with Sections, Branches, Divisions and/or Units based on the span of control and scale of the incident;
- viii. establish ICP at a suitable place. There will be one ICP even if the incident is multi-jurisdictional. Even a mobile van with complete communication equipment and appropriate personnel may be used as ICP. In case of total destruction of buildings, tents, or temporary shelters may be used. If appropriate or enough space is not available, other Sections can function from a different convenient location. But there should be proper and fail safe contact with the ICP in order to provide quick assistance;
- ix. ensure that the IAP is prepared;
- x. ensure that team members are briefed on performance of various activities as per IAP;
- xi. approve and authorise the implementation of an IAP and ensure that IAP is regularly developed and updated as per debriefing of IRT members. It will be reviewed every 24 hours and circulated to all concerned;
- xii. ensure that planning meetings are held at regular intervals. The meetings will draw out an implementation strategy and IAP for effective incident response. The decision to hold this meeting is solely the responsibility of the IC. Apart from other members, ensure that PSC attend all briefing and debriefing meetings;
- xiii. ensure that all Sections or Units are working as per IAP;
- xiv. ensure that adequate safety measures for responders and affected communities are in place;
- xv. ensure proper coordination between all Sections of the IRT, agencies working in the response activities and make sure that all conflicts are resolved;
- xvi. ensure that computerised and web based IT solutions are used for planning, resource mobilisation and deployment of trained IRT members;

- xvii. consider requirement of resources, equipment which are not available in the functional jurisdiction, discuss with PSC and LSC and inform RO regarding their procurement;
- xviii. approve and ensure that the required additional resources are procured and issued to the concerned Sections, Branches and Units etc. and are properly utilised. On completion of assigned work, the resources will be returned immediately for utilisation elsewhere or to the department concerned;
- xix. if required, establish contact with PRIs, ULBs, CBOs, NGOs etc. and seek their cooperation in achieving the objectives of IAP and enlist their support to act as local guides in assisting the external rescue and relief teams;
- xx. approve the deployment of volunteers and such other personnel and ensure that they follow the chain of command;
- xxi. authorise release of information to the media;
- xxii. ensure that the record of resources mobilised from outside is maintained so that prompt payment can be made for hired resources;
- xxiii. ensure that Incident Status Summary (ISS) is completed and forwarded to the RO (IRS form-002 is enclosed at Annexure-II);
- xxiv. recommend demobilisation of the IRT, when appropriate;
- xxv. review public complaints and recommend suitable grievance redressal measures to the RO;
- xxvi. ensure that the NGOs and other social organisations deployed in the affected sites are working properly and in an equitable manner;
- xxvii. ensure preparation of After Action Report (AAR) prior to the demobilisation of the IRT on completion of the incident response.
- xxviii. perform any other duties that may be required for the management of the incident;
- xxix. ensure that the record of various activities performed (IRS Form-004 enclosed in Annexure-IV) by members of Branches, Divisions, Units/Groups are collected and maintained in the Unit Log (IRS Form-003) enclosed at Annexure-III; and
- xxx. perform such other duties as assigned by RO.

4.3 Roles and Responsibilities of Information and Media Officer (IMO)

The IMO will:

- i. prepare and release information about the incident to the media agencies and others with the approval of IC;
- ii. jot down decisions taken and directions issued in case of sudden disasters when the IRT has not been fully activated and hand it over to the PS on its activation for incorporation in the IAP;

- iii. ask for additional personnel support depending on the scale of incident and workload;
- iv. monitor and review various media reports regarding the incident that may be useful for incident planning;
- v. organise IAP meetings as directed by the IC or when required;
- vi. coordinate with IMD to collect weather information and disseminate it to all concerned;
- vii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV); and
- viii. perform such other duties as assigned by IC.

4.4 Roles and Responsibilities of Liaison Officer (LO)

The LO is the focal point of contact for various line departments, representatives of NGOs, PRIs and ULBs etc. participating in the response. The LO is the point of contact to assist the first responders, cooperating agencies and line departments. LO may be designated depending on the number of agencies involved and the spread of affected area.

The LO will:

- i. maintain a list of concerned line departments, agencies (CBOs, NGOs, etc.) and their representatives at various locations;
- ii. carry out liaison with all concerned agencies including NDRF and Armed Forces and line departments of Government;
- iii. monitor Operations to identify current or potential inter-agency problems;
- iv. participate in planning meetings and provide information on response by participating agencies;
- v. ask for personnel support if required;
- vi. keep the IC informed about arrivals of all the Government and Non Government agencies and their resources;
- vii. help in organising briefing sessions of all Governmental and Non Governmental agencies with the IC;
- viii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV); and
- ix. perform such other duties as assigned by IC.

4.5 Roles and Responsibilities of Safety Officer (SO)

The SO's function is to develop and recommend measures for ensuring safety of personnel, and to assess and/or anticipate hazardous and unsafe situations. The SO is

authorised to stop or prevent unsafe acts. SO may also give general advice on safety of affected communities.

The SO will:

- i. recommend measures for assuring safety of responders and to assess or anticipate hazardous and unsafe situations and review it regularly;
- ii. ask for assistants and assign responsibilities as required;
- iii. participate in planning meetings for preparation of IAP;
- iv. review the IAP for safety implications;
- v. obtain details of accidents that have occurred within the incident area if required or as directed by IC and inform the appropriate authorities;
- vi. review and approve the Site Safety Plan, as and when required;
- vii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV); and
- viii. perform such other duties as assigned by IC.

5

General Staff

5.1 General Staff

The General Staff consists of the OS, PS and LS, each having a specific function in the overall response.

5.1.1 Operations Section (OS)

The OS deals with all types of field level tactical operations directly applicable to the management of an incident. This section is headed by an Operation Section Chief (OSC). In addition, a deputy may be appointed to assist the OSC for discharging his functions depending on the magnitude of the work load. OS is further sub-divided into Branches, Divisions and Groups which assist the OSC / IC in the execution of the field operations. The details of OSC is discussed in chapter 6.

5.1.2 Planning Section (PS)

The PS deals with all matters relating to the planning of the incident response. It is headed by the Planning Section Chief (PSC). This section helps the IC in determining the objectives and strategies for the response. It works out the requirements for resources, their allocation and subsequent utilisation. It maintains up-to-date information about the ongoing response and prepares IAP. For the closing phase of the Operations, this Section also prepares the Incident Demobilisation Plan (IDP). The detail of PS is discussed in chapter 7.

5.1.3 Logistics Section (LS)

The LS deals with matters relating to procurement of resources and establishment of facilities for the incident response. It also deals with all financial matters, concerning an incident. This section is headed by the Logistic Section Chief (LSC) and is an important component of the IRS organisation for providing back end services and other important logistic support like communications, food, medical supplies, shelter and other facilities to the affected communities and responders as well. There is a Finance Branch (FB) attached to this Section in order to ensure that the procurements, if any, may be done quickly and in accordance with the financial rules. The details of LS is discussed in chapter 8.

The establishment and functions of all Sections are essential and vital for efficient response management. However, for management of smaller incidents, all the Sections need not be activated.

Fig. 8. shows the composition of General Staff. Details of each section of General Staff have been provided in the subsequent chapters.

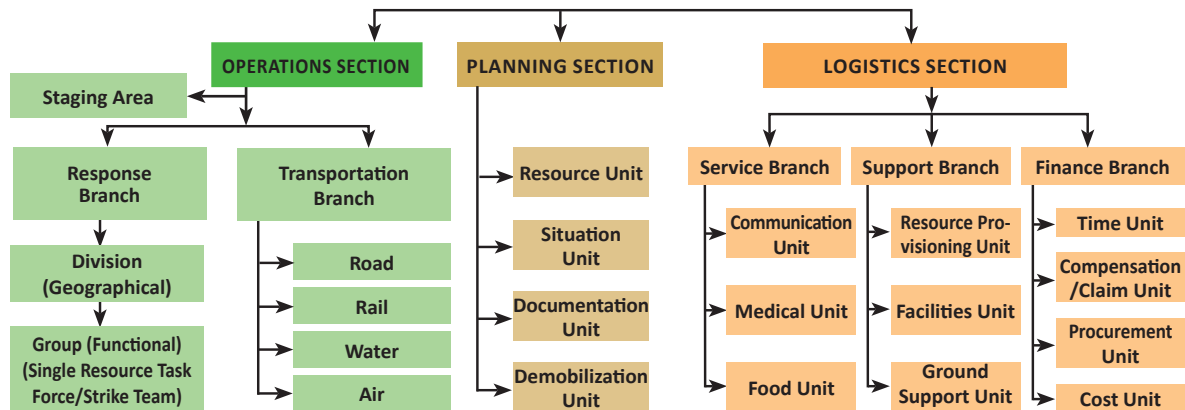


Fig. 8. Composition of General Staff

6

Operations Section

6.1 Operations Section (OS)

The OS comprises Response Branch (RB), Transportation Branch (TB) and Staging Area (SA) and is headed by the OSC. The activation of the RB and TB is situational.

The RB consists of various Divisions and Groups depending upon the functional and geographical requirements of the incident response. The Groups are classified by their functional characteristics, such as Single Resource, Strike Teams and/or Task Force.

The TB may consist of Road Operations Group, Rail Operations Group, Water Operations Group and Air Operations Group. These Groups are also activated according to the transportation modes that may be required in the incident response.

SA is the area where resources mobilised are collected and accounted for. It is from this location that the resources are deployed for specific assignments or tasks. The composition of OS is shown in Fig. 9.

RB is activated according to the nature of response required. For example in case of earthquake and flood where a lot of houses get damaged or destroyed and people need to be rescued and provided relief and temporary shelter. The rescue and relief group of the Response Branch will be activated to provide these services.

The TB will manage the transportation of the affected people and the movement of relief materials. Groups within the TB like Road group or Water group will be activated as required for managing and providing the Road or Water transport. Since Air Operations in disaster response involves coordination between the Central Government, Ministry of Civil Aviation,

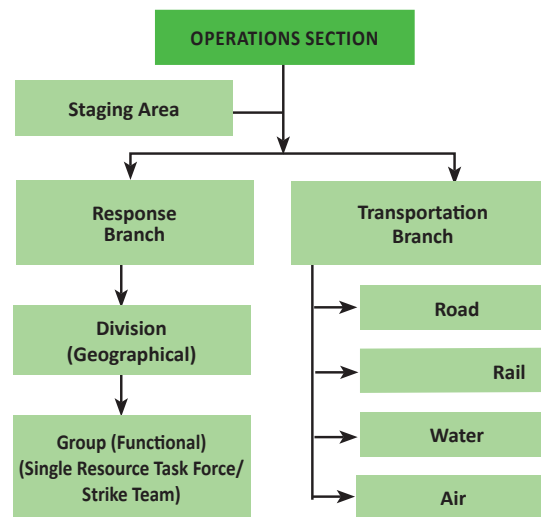


Fig. 9. Composition of Operations Section

Air Force, State and the Districts concerned and also require technical inputs, procedures for activation is dealt in detail separately in this chapter at para 6.4.4.

Selection of the OSC depends on the nature of operations required. Rescuing people and taking them to shelter in case of earthquake or floods can best be handled by the police/Armed Forces and thus in such cases it should ideally be headed by them. However in cases of such disaster like bird flue epidemic, the main requirement will be providing medical treatment to the victims, vaccinating and culling of birds. In such cases the OS shall have to be headed by Doctors for treatment of victims and supported by Animal husbandry department and Municipal institutions for vaccinating and culling of birds.

In disaster response a large number of duties and activities need to be performed. To meet the various duty requirements, the IRS provides for Single Resource, Task Force and Strike Teams. The details of the Single Resource, Task Force and Strike Teams and their illustrative roles have been discussed at para 6.3.4 and at Annexure – XII.

As the operational activity increase because of the largeness and magnitude of the disaster, the OSC who is responsible for directing all tactical actions to meet the incident objectives will have to deploy more and more functional teams. It has been generally accepted that an ideal span of control is 1:5 that is one leader or supervisor can effectively manage five groups. In order to maintain close supervision, the IRS provides for the formation of Branches, Divisions and Groups. The details of Branches and Divisions are discussed at paras 6.3.1. and 6.3.2.

6.2 Operations Section Chief (OSC)

On activation of the OS, the OSC will assume command of all the field operations and will be fully responsible for directing all tactical actions to meet the incident objectives.

The OSC will report to the IC. He will be responsible for activation, deployment and expansion of his Section as per IAP. As the operational activities increase and because of geographical reasons, the OSC will introduce or activate and expand the Branch into Divisions for proper span of control and effective supervision.

Roles and Responsibilities of OSC

The OSC will:

- i. coordinate with the activated Section Chiefs;
- ii. manage all field operations for the accomplishment of the incident objectives;
- iii. ensure the overall safety of personnel involved in the OS and the affected communities;
- iv. deploy, activate, expand and supervise organisational elements (Branch, Division, Group, etc,) in his Section in consultation with IC and in accordance with the IAP;

- v. assign appropriate personnel, keeping their capabilities for the task in mind and maintain On Duty Officers list (IRS Form-007) for the day as enclosed in Annexure-VII;
- vi. request IC for providing a Deputy OSC for assistance, if required;
- vii. brief the personnel in OS at the beginning of each operational period;
- viii. ensure resolution of all conflicts, information sharing, coordination and cooperation between the various Branches of his Section;
- ix. prepare Section Operational Plan in accordance with the IAP; if required;
- x. suggest expedient changes in the IAP to the IC;
- xi. consult the IC from time-to-time and keep him fully briefed;
- xii. determine the need for additional resources and place demands accordingly and ensure their arrival;
- xiii. ensure record of various activities performed (IRS Form-004 enclosed in Annexure-IV) by members of Branches, Divisions, Units/Groups are collected and maintained in the Unit Log IRS Form-003 (enclosed in Annexure-III); and
- xiv. perform such other duties as assigned by RO / IC.

6.2.1 Roles and Responsibilities of the Staging Area Manager (SAM)

The SA is an area where resources are collected and kept ready for deployment for field operations. These may include things like food, vehicles and other materials and equipment. The SA will be established at a suitable area near the affected site for immediate, effective and quick deployment of resources.

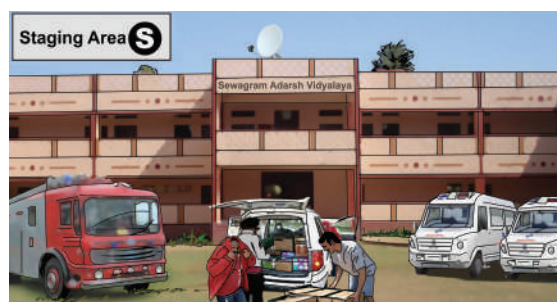
More than one SA may be established if required. If resources are mobilised at other

locations to be ultimately despatched to the affected areas, these locations are also known as SAs. The overall in-charge of the SA is known as Staging Area Manager (SAM) and he needs to work in close liaison with both the LS and PS through the OSC.

School and college playgrounds, community halls, cyclone shelters and Panchayat Offices, stadia etc. may be used as SA. In case of total destruction of buildings in an incident, tents or temporary shelters may be used for such purposes.

For Air Operations, open space of Airport Authority of India (AAI) may be used for loading and unloading of relief materials. If area of AAI is not available, other suitable places near Helipads, Helibases etc. will have to be selected for such purpose.

For parking of vehicles, playgrounds of the schools or any large plain areas may be used. Such parking area will preferably have separate entry and exit points. The SAM will arrange for separate entry and exit points to avoid and reduce traffic jam in an emergency.



Pic. 6. Staging Area

The SAM will:

- i. establish the SA with proper layout, maintain it in an orderly condition and ensure that there is no obstruction to the incoming and outgoing vehicles, resources etc;
- ii. organise storage and despatch of resources received and despatch it as per IAP;
- iii. report all receipts and despatches to OSC and maintain their records;
- iv. manage all activities of the SA;
- v. utilise all perishable supplies expeditiously;
- vi. establish check-in function as appropriate;
- vii. request maintenance and repair of equipment at SA, as needed;
- viii. ensure that communications are established with the ICP and other required locations e.g. different SAs, Incident Base, Camp, Relief Camp etc;
- ix. maintain and provide resource status to PS and LS;
- x. demobilise SA in accordance with the Demobilisation Plan IRS Form-010 as enclosed in Annexure-X;
- xi. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Sections concerned; and
- xii. perform any other duties as assigned by OSC.

6.3 Response Branch

6.3.1 Roles and Responsibilities of Response Branch Director (RBD)

Response Branch is the main responder in the field dealing with the situation and performing various function. Depending on the scale of disaster, the RBD may have to expand the number of Groups which in turn may require creation of Division. This structure is meant for close supervision by the OSC in the management of a large incident.

The ideal span for supervision is 1:5. i.e. one Branch Director can supervise up to five Divisions, one Division Supervisor can supervise up to five Groups and one Group-in-charge can supervise five teams as shown in Fig. 10. More Branches, Divisions, Groups may be formed as required.

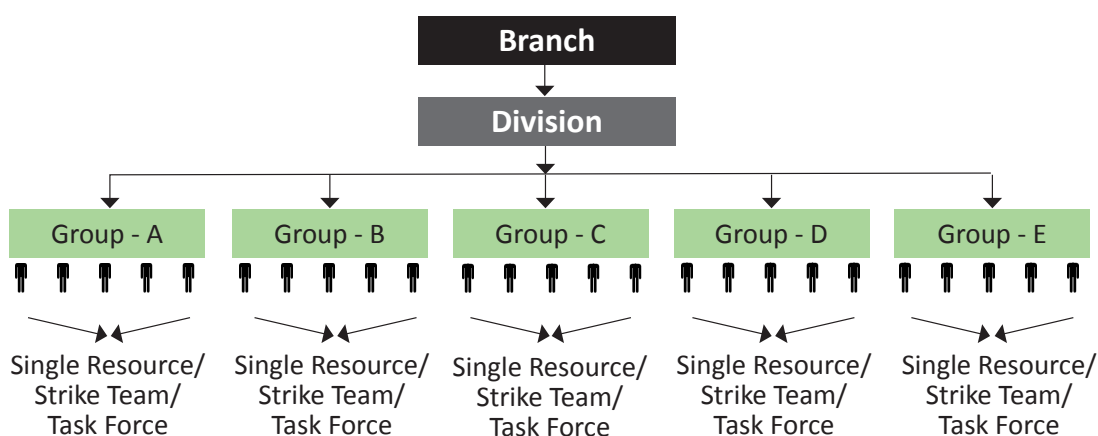


Fig. 10. Expansion of Branch

The RBD will:

- i. work under the supervision of the OSC and is responsible for the implementation of IAP as per the assigned role;
- ii. attend planning meetings as required by the OSC;
- iii. review Assignment Lists IRS Form-005 (enclosed in Annexure -V) for Divisions or Groups under his Branch;
- iv. assign specific tasks to Division and Groups-in-Charge;
- v. supervise Branch functions;
- vi. resolve conflicts reported by subordinates;
- vii. report to OSC regarding modifications required if any in the IAP, need for additional resources, availability of surplus resources and when hazardous situations or significant events occur, etc.
- viii. provide Single Resource, Strike Team and Task Force support to various operational areas;
- ix. ensure that all team leaders maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) relating to their field Operations and send to OSC;
- x. perform any other duties assigned by the OSC;

6.3.2 Roles and Responsibilities of Division Supervisor and Groups-in-charge

As the operational activity increase because of the largeness and magnitude of the disaster, the OSC who is responsible for directing all tactical actions to meet the incident objectives will have to deploy more and more functional teams. There may be such locations which are distant, isolated and difficult to reach. There may also be a situation when simultaneously different types of incidents occur requiring different specialised handling. For example while a lot of building may have collapsed in case of earthquake, gas leaks may also have occurred resulting in fire at a number of places.

The OSC may create a Division for close and proper supervision, when the span of control becomes larger or when some locations are very distant and difficult to reach.

Except for the hierarchical difference, the roles and responsibilities of the Division Supervisors and the Groups-in-charge are the same. Divisions are activated when there are supervisory requirements in an isolated and distant geographical area or for the purpose of a proper span of control when the number of functional Groups increase or for various specialised response. While Groups-in-charge are assigned to accomplish specific functions within the Branch, Divisions are created for effective supervision over a large number of Groups.

Division Supervisors and Group-in-charge will:

- i. implement Division or Group assignment list;
- ii. assign resources within the Division or Group under them;
- iii. report on the progress of Operations, and the status of resources within the Division or Group;
- iv. circulate Organisational Assignment List (Divisional / Group) IRS Form-005 as enclosed in Annexure – V to the leaders of the Group, Strike Team and Task Force;
- v. review assignments and incident activities with subordinates and assign tasks as per the situation;
- vi. coordinate activities with adjacent Divisions or Groups, if required;
- vii. submit situation and resource status to the RBD and the OSC;
- viii. report all hazardous situations, special occurrences or significant events (e.g., accidents, sickness, deteriorating weather conditions, etc.) to the RBD and the OSC;
- ix. resolve problems within the Division or Group;
- x. participate in the development of IAP for next operational period, if required;
- xi. ensure that record of various activities performed (IRS Form-004 enclosed in Annexure-IV) are collected and sent to the RBD and OSC; and
- xii. perform any other duties as assigned by the RBD/OSC.

6.3.3 Single Resource

Single Resource includes both personnel and their required equipment to be deployed in a given incident, e.g. a fire tender with the required personnel, an ambulance with the required medical officer, paramedic and driver etc. For the purpose of a correct and proper requisition and deployment, it is important that the resources should be categorised into 'kind' and 'type'. The ROs of the States and Districts will ensure that the resources are categorized into 'kind' and 'type'.



Pic. 7. Types of Single Resource

In IRS, resources are categorized under; a) 'kind' and b) 'type'. 'Kind' refers to equipment, vehicles or personnel for example; truck, medical team, bulldozer, etc. 'Type' refers to its capacity for that kind of resource e.g. truck having 1 ton capacity or 2 tons capacity, medical team having 1 doctor and 3 paramedics etc.

Roles and Responsibilities of Single Resource Leader

The Single Resource Leader will:

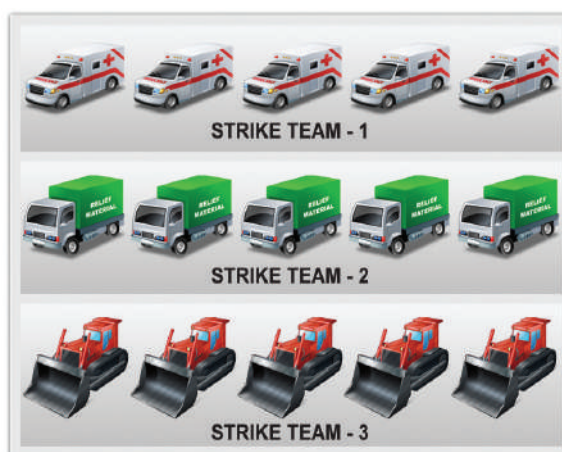
- i. take charge of necessary equipment and supplies;
- ii. assess local weather and environmental conditions, law and order situation etc. in the assigned area and report to the in-charge;
- iii. perform the assigned duty;
- iv. keep contact with his supervisor; and
- v. perform any other duties that may be assigned by his supervisor.

6.3.4 Strike Team or Task Force

A Strike Team is a combination of same 'kind' and 'type' of Single Resource with a common communication facility and one leader. A Task Force is a combination of different 'kinds' and 'types' of Single Resources. They are assembled for a particular tactical need, with a common communication facility and one leader. A Strike Team may be needed when specific type of work, requiring specific expertise and resources are grouped under one leader.

A Task Force may be grouped with different 'kinds' and 'types' of Single Resource and despatched under a leader, when a number of different tasks requiring different expertise need to be performed. For example, if a combination of Medical team, Rescue personnel, Fire personnel, Sanitation workers and workers for disposal of dead bodies and animal carcasses is required to be sent to a particular location, the team so constituted will be called a Task Force. The concept of proper span of control should be kept in mind while constituting the Task Force.

The Strike Team or Task Force Leader reports to the Division Supervisor or Group Supervisor and is responsible for performing the tactical assignments assigned to the Strike Team or Task Force. The leader of the Strike Team and Task Force reports on work progress and status of resources, maintains work records on assigned personnel and relays important information



Pic. 8. Types of Strike Teams



Pic. 9. Task Force

to their supervisor. In case the Branch, Division, or Group is not activated, the team leader will directly report to the OSC.

Roles and Responsibilities of Strike Team or Task Force Leader

The Strike Team or Task Force Leader will:

- i. review assignments with members of his team;
- ii. report on work progress;
- iii. coordinate activities with adjacent Single Resource, Strike Teams and Task Forces if assigned;
- iv. establish and ensure communications;
- v. perform any other duties assigned; and
- vi. maintain record of various activities.

6.4 Transportation Branch (TB)

The TB in the OS supports the response effort by transporting different resources, relief materials, personnel to the affected site and also transportation of victims if necessary. Though there is a Ground Support Unit (GSU) in the LS which is responsible for providing all transportation and other related resources, the TB in the OS manages the actual deployment and utilisation of the transport at ground zero according to the needs of the IRT and the IAP. The TB may comprise four operational Groups such as Road, Rail, Water and Air. These Groups may be activated as and when required.

Air Operations is an important transportation activity during disasters which requires coordination at the National, State and District level. For coordination of Air Operations, the RO of the State and District will identify and designate a NO.

6.4.1 Roles and Responsibilities of Transportation Branch Director (TBD)

All functional Groups (Road, Rail, Water and Air) of the TB are managed by the TBD. Since the air transportation is to be coordinated at the State and District levels, the TBD also needs to function in close coordination with RO, IC and NO for Air Operations. He will collect the details of all related flights from the concerned NO and organise the ground support requirement. The TBD will also be responsible for the activation and expansion of various functional Groups as per the IAP. More details on Air Operations are provided at para 6.4.4.

The TBD will:

- i. activate and manage different Operations Groups like Road, Rail, Water and Air;
- ii. coordinate with the LS for required resources, and activate Groups of his Branch;
- iii. coordinate with railways, road transport, waterways and airport authorities for support as required;

- iv. ensure that Organisational Assignment List (Divisional / Group) IRS Form-005 as enclosed in Annexure – V is circulated among the Group-in-charge(s) and other responders of his Branch;
- v. provide ground support to the air operations and ensure appropriate security arrangements;
- vi. provide Road transport support to the Rail and Water Operations Group as required;
- vii. ensure safety of all personnel of his Branch involved in the Incident Response activities;
- viii. ensure that all units moving in the area are familiarised with route with the help of road maps or local guides;
- ix. report to the OSC and IC about progress of the TB;
- x. prepare transportation plan as per the IAP, if required;
- xi. determine the need for additional resources, their proper and full use and place demand accordingly in advance;
- xii. resolve problems and conflicts, if any;
- xiii. ensure the maintenance of the status of hired resources, their full utilisation and timely release;
- xiv. ensure that the record of various activities performed (IRS Form-004 enclosed in Annexure-IV) by different operational groups (Road, Rail, Water and Air) are collected and sent to the Section concerned; and
- xv. perform any other duties assigned by the IC or OSC;

6.4.1.1 Roles and Responsibilities of Group-in-charge (Road Operations)

The Group-in-charge (Road Operations) works under the TBD and is responsible for all road transportation activities. He has a Coordinator (Road Operations) under him for assistance. If the scale of operations increase, the TBD may activate the position of an Assistant Coordinator. The Loading and Unloading-in-charge will work under the Coordinator as shown in Fig. 11.

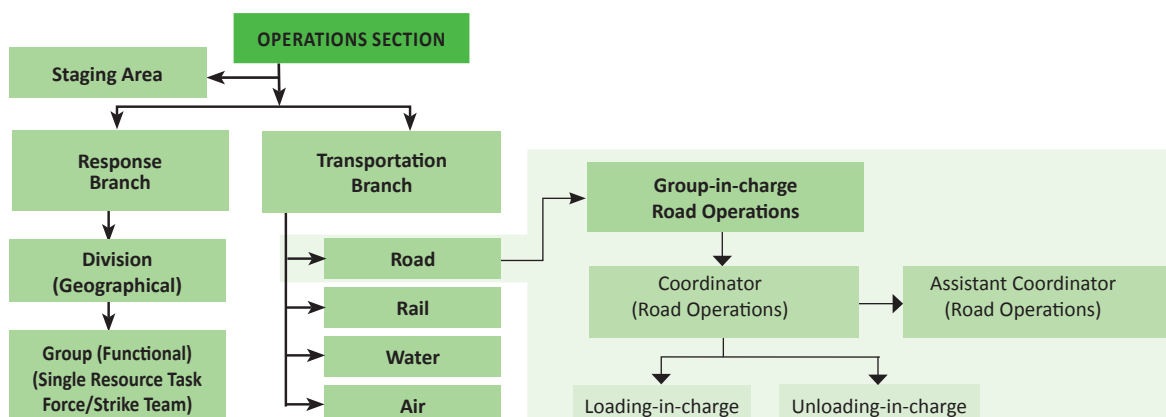


Fig. 11. Composition of Road Operations Group

The Group-in-charge (Road Operations) will:

- i. ensure transportation of resources by Road to the affected sites;
- ii. requisition additional personnel support, if required;
- iii. attend planning meetings on the direction of OSC;
- iv. determine coordination procedures with various destinations as per IAP;
- v. ensure proper parking locations;
- vi. resolve conflicts of the Group, if any;
- vii. update Road Operations plan as required and share them with higher authorities;
- viii. in case of accidents, inform the TBD, the local police and provide assistance in investigation, if required;
- ix. ensure that mechanics are available for repair of vehicles and also ensure adequate availability of Petrol, Oil and Lubricants (POL);
- x. maintain the records of all important activities relating to the number of vehicles deployed, source of vehicles (i.e. Government or private), locations where vehicles are deployed along with resource details they are carrying, etc.;
- xi. support and coordinate the Road Operations part of the Rail, Water and Air Operations as required;
- xii. collect record of various activities performed (IRS Form-004 enclosed in Annexure-IV) from coordinator and other members and send to TBD or OSC; and
- xiii. perform any other duties assigned by the TBD or OSC.

6.4.1.2 Roles and Responsibilities of Coordinator (Road Operations)

The Coordinator (Road Operations) is primarily responsible for coordinating the Road transport needs. There may be more than one coordinator depending upon the number of vehicles deployed.

The Coordinator (Road Operations) will:

- i. survey the assigned incident area to analyse situation and identify other potential problems in the context of transportation;
- ii. requisition an Assistant Coordinator (Road Operations) depending on the magnitude of the incident and requirement;
- iii. coordinate with SAM for smooth transportation of resources;
- iv. receive assignments, brief drivers regarding the routes, assign missions, supervise vehicle movement and attend to the vehicle maintenance and repair needs;
- v. monitor activities of all assigned vehicles and keep senior officers informed;
- vi. report incidents or accidents that occur in Road Operations to the TBD;
- vii. maintain the records of supplies to different locations;
- viii. keep track of vehicle movements. Provide GPS support, if available;

- ix. request security support for transportation of relief materials if required and alert the police administration in the affected areas along the transportation route;
- x. maintain coordination at loading and unloading points;
- xi. ensure that communication facilities are established at loading stations, SAs and destination points;
- xii. attend to and resolve the needs of the personnel working under him;
- xiii. maintain record of various activities performed (IRS Form-004 enclosed in Annexure-IV) and send to the Group-in-charge or TBD; and
- xiv. perform any other duties assigned by the OSC or TBD.

6.4.1.3 Roles and Responsibilities of Loading / Unloading-in-Charge (Road, Rail and Water)

The Loading and Unloading-in-charge has a very significant role to play in any disaster response. The roles and responsibilities in Road, Rail and Water Operations are the same where as the roles and responsibilities for the Air Operations is slightly different. Therefore the roles and responsibilities of Loading / Unloading-in-charge are being dealt together for the Rail, Road and Water and separately for the Air Operations. The Loading / Unloading-in-charge will work under the Road, Rail and Water Coordinator.

The Loading / Unloading-in-charge (Road, Rail and Water) will:

- i. supervise the safe Operations of Loading / Unloading activities;
- ii. obtain Operations Summary from the Groups-in-charge (Road, Rail and Water transport);
- iii. organise the Loading areas;
- iv. supervise Loading and Unloading crews and collect equipment (ladder, gloves, helmet, etc.) as required;
- v. from time to time inform the coordinator about the progress of Loading / Unloading activities;
- vi. prepare a Loading / Unloading plan with details of their resources and destinations;
- vii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to the TBD or Coordinator; and
- viii. perform any other duties assigned by Coordinator or in-charge (Road, Rail and Water).

6.4.2 Roles and Responsibilities of Group-in-charge (Rail Operations)

In most disaster response situations, Rail Transportation is utilised for transporting relief materials and resources from very distant places. It requires coordination with the railway authorities for making available trains and wagons at appropriate places.

Railway stations are located at specific locations, sometimes far away from the affected sites. Loading and Unloading may be required from Rail to Road and Road to Rail. Whenever

transportation by Rail is envisaged, a Rail Operations Group needs to be activated and they should have close liaison with the Road Operations Group-in-charge.

The Group-in-charge (Rail) works under the TBD and is responsible for supervision of all Rail Transportation activities. In keeping with the scale of transportation requirements and management of proper span of control, the TBD may activate position of Assistant Coordinator if required. The Loading / Unloading-in-charge will work under the Coordinator as shown in Fig. 12.

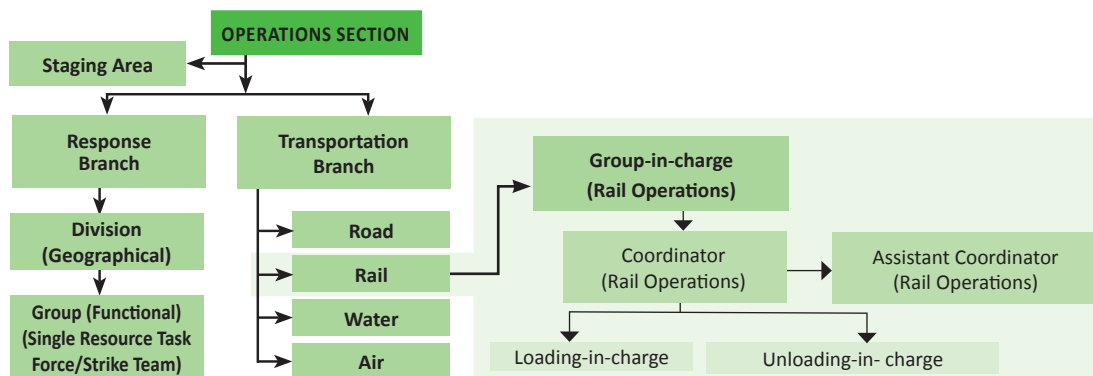


Fig. 12. Composition of Rail Operations Group

The Group-in-charge (Rail Operations) will:

- i. work under the TBD and coordinate all Rail Operations;
- ii. organise crew for Loading and Unloading;
- iii. ensure safe storage and warehousing of the materials;
- iv. evaluate storage locations, ensure safety and obtain guidance from the TBD, if required;
- v. coordinate with Road Operations Group for movement of resources;
- vi. prepare and provide Rail Operations Summary including time of departure and arrival, destinations, resource details, etc as and when required by the senior officers;
- vii. request for additional personnel support, if required;
- viii. update the TBD from time to time and seek support, if required;
- ix. resolve conflicts within his Group, if any;
- x. update Rail Operations Plan;
- xi. establish and maintain communications with various storage and warehousing areas, destination points and railway officers;
- xii. collect record of various activities performed IRS (Form-004 enclosed in Annexure-IV) from Coordinator and other in-charges and send to TBD or OSC; and
- xiii. perform any other duties assigned by OSC or TBD.

6.4.2.1 Roles and Responsibilities of Coordinator (Rail Operations)

The Coordinator (Rail Operations) will:

- i. work under the Group-in-charge and provide coordination services for transportation of relief materials by Rail;
- ii. survey assigned stations or points, to analyse the situation and other potential problems;
- iii. ask for additional personnel support, if required;
- iv. receive assignments, and supervise movement of resources;
- v. maintain liaison with Railway authorities regarding train timings etc.;
- vi. report incidents or accidents that may occur in Rail Operations;
- vii. ask for and monitor security arrangements of the resources;
- viii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to the Group-in-charge or TBD; and
- ix. perform any other duties assigned by Group-in-charge.

6.4.2.2 Roles and Responsibilities of Loading / Unloading-in-charge (Rail Operations)

The roles and responsibilities of Loading/Unloading-in-charge of Rail Operations are similar to those of the Loading/Unloading-in-charge of Road Operations. Para 6.4.1.3 will be referred.

6.4.3 Roles and Responsibilities of Group-in-charge (Water Operations)

In some disasters, especially floods and cyclones, the need for Water Operations may become essential. The deployment of boats / country boats and other water transport may be necessary both for rescue work and transportation of relief materials. Depending on the scale of the disaster, the TBD may activate a Water Operations Group, consisting of Group-in-charge, Coordinator and Loading / Unloading-in-charge. If required, the Group-in-charge may request for an Assistant Coordinator as shown in Fig. 13.

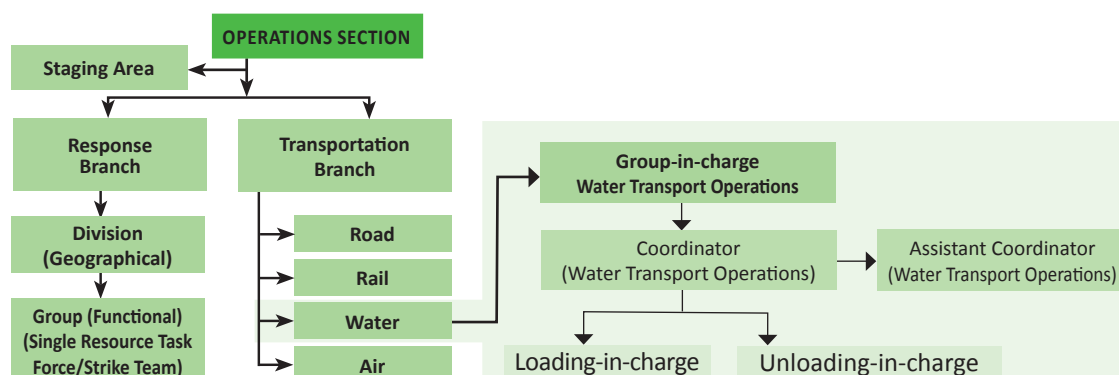


Fig. 13. Composition of Water Operations Group

The Group-in-charge (Water Operations) will:

- i. ensure transportation of rescue teams and relief materials by motor boats / country boats or by any other water transport to the affected sites with communication facilities and a local guide for guidance with each team;
- ii. requisition personnel support, if required;
- iii. determine coordination procedures with various destinations as per IAP;
- iv. supervise all Water Operations and related activities associated with the incident;
- v. evaluate and ensure docking or harboring locations;
- vi. resolve conflicts, if any;
- vii. update Water Operations plan and share it with the higher authorities, including the LSC;
- viii. arrange for an accident investigation team as and when required and cooperate with the appropriate investigating authorities;
- ix. ensure availability of POL and other logistic support for boat operations;
- x. attend to the needs of the personnel working with him.
- xi. collect record of various activities performed (IRS Form-004 enclosed in Annexure-IV) from Coordinator and other in-charges and send to TBD or OSC; and
- xii. perform such other duties as assigned by TBD or OSC.

6.4.3.1 Roles and Responsibilities of Coordinator (Water Operations)

The Coordinator (Water Operations) will:

- i. coordinate all activities relating to transportation of resources by motor boats / country boats etc. Activation of this position is contingent upon the complexity of the incident. There may be more than one Coordinator (Water) assigned to an incident with Loading and Unloading-in-charge;
- ii. survey assigned incident areas to analyse the situation and other potential problems;
- iii. coordinate with SAM for smooth transportation of relief materials, if required;
- iv. receive assignments and supervise Water transport movement activities;
- v. monitor all Water Operations for their safety;
- vi. ensure proper communications with Water transport personnel deployed in search and rescue as well as relief operations;
- vii. keep the records of supplies to different locations, Water transport movements etc;

- viii. report incidents or accidents that may occur in Water Operations to the TBD and other designated authorities;
- ix. assess requirements of POL etc. for Water Operations and ensure their availability;
- x. maintain liaison with Coordinator (Road Operations) as most relief supplies will arrive by road;
- xi. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to the Group-in-charge or TBD; and
- xii. perform any other duties assigned by the OSC or TBD.

6.4.3.2 Roles and Responsibilities of the Loading and Unloading-in-charge (Water Operations)

The roles and responsibilities of Loading and Unloading-in-charge for Water Operations will be similar to those of their counterparts in the Road Operations Group. Para 6.4.1.3 will be referred.

6.4.4 Air Operations

For disaster response in India air operations may be needed for four tasks: (a) quick transportation of relief materials and resources to the affected area, (b) quick distribution of relief materials, food, medicine etc (Air dropping) in inaccessible and affected areas, (c) search and rescue of victims trapped in inaccessible areas, and (d) evacuation of casualties.

Normally, the Indian Air Force will be tasked for Air support Operations. At times, Indian Airlines, Pawan Hans and other private Airlines may also be utilised for transportation purposes. Different types of Aircrafts may need to be utilised for different mission requirements e.g. transport Aircraft or helicopter etc. from any of the agencies discussed above.

Close coordination at the National Level is essential for the launch of any Air Operations. It needs a close liaison among the NDMA, NEC, Air Force, Ministry of Civil Aviation, State RO and the ROs of the Districts where the Air Operations is to be performed. It is therefore very essential that a NO should be identified and designated in advance at all these levels for coordination and activation of the Air Support. The stakeholders should be aware of the designated NO for Air Operations.

In the context of the IRS, a ground support element will have to be placed at all required landing and takeoff facilities in the affected areas. The ground support requirements including

Aviation Turbine Fuel (ATF), security etc. for the Air Operations will be the responsibility of the TBD. On taking the decision to launch Air Operations, the TBD will activate the Air Operations Group under him. The Group will be headed by a supervisor and necessary organisational elements will have to be activated at all required landing and takeoff locations headed by an in-charge at airbases, helibases and helipads.

The composition of the Air Operations (Fig. 14.) will be: NOs who will be designated by the State and District level ROs at their respective level, Group-in-charge, who will work directly under the TBD for coordination of logistic support at Airbase, Helibase and Helipad.

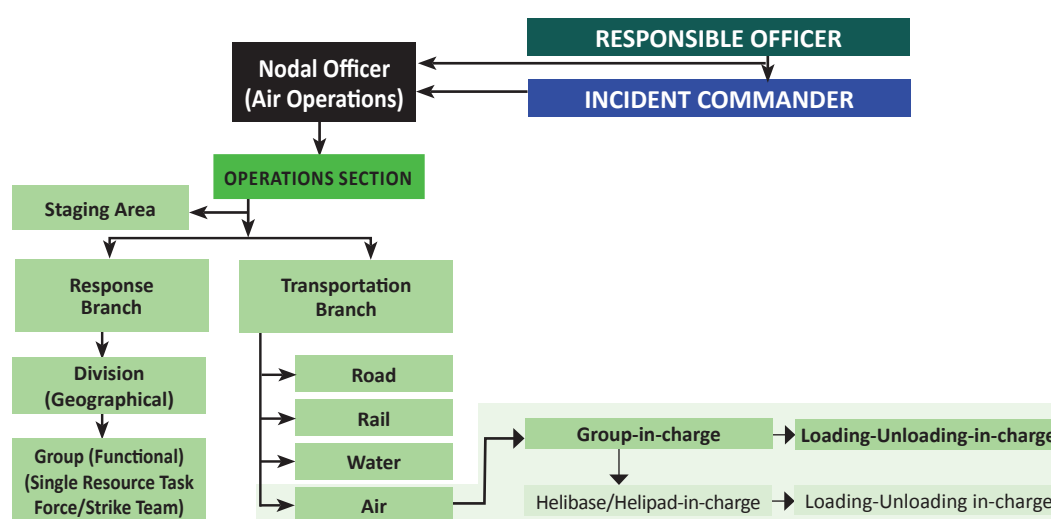


Fig. 14. Composition of Air Operations Group

6.4.4.1 Roles and Responsibilities of Nodal Officer (NO)

The Nodal Officer (Air Operations) will:

- i. coordinate with concerned authorities for air operations;
- ii. project the type of Air support required to the appropriate authorities based on the IAP and place the demand at least 24 hours in advance or as early as possible;
- iii. inform the IC and OSC about the Air movements and landing schedules in their respective areas;
- iv. ensure that relevant Maps of the incident locations are available with all agencies involved in the Air Operations to give the correct coordinates etc. of the locations where Air support is required;
- v. determine the suitability of Helipads or Helibases in coordination with the Air Force authorities and the State authorities;

- vi. maintain communication with Air Traffic Control and the ground support staff regarding the Air movements and other related activities;
- vii. assist the IC and the LSC in the procurement of required ATF etc.;
- viii. report on Air Operations activities to the RO; and
- ix. perform any other duties assigned by the RO and IC.

6.4.4.2 Roles and Responsibilities of Group-in-charge (Air Operations)

The Group-in-charge (Air Operations) will:

- i. provide ground support to Air Operations as per the IAP;
- ii. report to TBD the progress of Air Operations and work in close coordination with the NO, IC, OSC and TBD;
- iii. ensure resources and supplies required for the Air Operations are available at the concerned locations;
- iv. keep appropriate Maps in order to provide correct coordinates to the pilots and others involved in the Air Operations;
- v. requisition additional personnel support, if required;
- vi. ensure refueling facilities are available at the landing and takeoff locations;
- vii. ensure that Helibase and Helipad locations are identified and approved by the appropriate authorities;
- viii. determine the need for assignment of personnel and equipment at each Helibase and Helipad;
- ix. ensure identification and marking of Helibases and Helipads;
- x. ensure that the communication systems are in place;
- xi. update landing and takeoff schedule of Aircrafts and Helicopters as informed by NO;
- xii. ensure preparation of the load manifest for proper loading or unloading of relief supplies;
- xiii. arrange for unloading and despatch or storage of relief materials that arrive at the airports, helipads and helibase. In order to keep airports operational, special attention needs to be paid to unsolicited relief supplies that may arrive. They should be immediately cleared from the operational area;
- xv. ensure that proper packaging and weighing facilities are in place and used for loading of relief materials;
- xvi. liaise with the road operations group for the road transportation needs;
- xvii. ensure the functionality of Aircraft rescue and firefighting service at Helibases and Helipads, security, proper lights, smoke candles/devices, weighing facilities, wind direction socks, etc. are in place;
- xviii. collect record of various activities performed (IRS Form-004 enclosed in Annexure-IV) from Helibase and Helipad-in-charge and send to TBD or OSC or IC; and
- xix. perform any other duties assigned by the TBD.

6.4.4.3 Roles and Responsibilities of Helibase / Helipad-in-Charge

A Helibase is the main location for parking, fueling and carrying out the maintenance of the Helicopters. It may also be used for loading and unloading of relief materials. Helipads are temporary locations in the incident area where Helicopters can safely land and take off. The Helibase is often located at the Airport or at another location decided by the District administration in consultation and approval by the agency operating the Helicopter. When more than one Helibase is established it will



Pic. 10. Helibase

be designated by name of the incident with number. Helipads are established and used for operational purpose only like loading unloading of personnel and equipment and other relief materials etc. The Helibase / Helipad-in-charge will report to the TBD.

The Helibase, Helipad-in-charge will:

- i. provide all ground support requirement of Helicopters at the location;
- ii. keep appropriate Maps in order to provide correct coordinates to the pilots;
- iii. survey the Helibase / Helipad area to analyse situation, potential Aircraft hazards and other likely problems;
- iv. ensure that the Helipad and Helibase is properly marked so that it is visible from the air for smooth landing of Aircrafts;
- v. coordinate with the ground supervisor for Helicopter Operations;
- vi. determine and implement ground and air safety requirements and procedures;
- vii. maintain continuous monitoring of the assigned Helibases and Helipads and remain vigilant for unusual happening or hazards that may affect the Air Operations and take precautionary measures;
- viii. ensure that all personnel deployed at the Helibases and Helipads are aware of the safety requirements;
- ix. establish ground communication facilities;
- x. notify supervisor immediately of any delays in Helicopter schedules;
- xi. ensure Aircraft rescue measures, fire-fighting services, lights, smoke candles, weighing facilities, wind direction socks, dust abatement measures and security etc. are in place and working properly at Helibases and Helipads;



Pic. 11. Helipad

- xii. ensure proper facilities for rest, refreshment, water and sanitation for the Air crew;
- xiii. inform the supervisor about the mission completion;
- xiv. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Group-in-charge; and
- xv. perform any other duties assigned by the Group-in-charge.

6.4.4.4 Roles and Responsibilities of Loading / Unloading-in-Charge

The Loading / Unloading-in-charge will:

- i. be responsible for the safe Operations of Loading and Unloading of cargo and personnel at Helibases;
- ii. report to the Airbases, Helibases and Helipad-in-charge;
- iii. ensure load manifest of personnel and cargo;
- iv. ensure no inflammable material is loaded on the Aircrafts;
- v. supervise loading and unloading crew;
- vi. ensure proper packaging of the loads, keeping in view the weight restriction that may be imposed by the pilots due to weather conditions and make sure that weighing facilities are available for such purpose;
- vii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Group-in-charge; and
- viii. perform any other duties as assigned by the Group-in-charge, Helibase-in-charge and Helipad-in-charge.

7

Planning Section

7.1 Planning Section (PS)

PS comprises Resource Unit, Situation Unit, Documentation Unit and Demobilisation Unit (Fig. 15.). The Section is headed by a chief known as Planning Section Chief.

7.2 Planning Section Chief (PSC)

The PSC is responsible for collection, evaluation, dissemination and use of information. It keeps track of the developing scenario and status of the resources. In case of need, the PS may also have Technical Specialist for addressing the technical planning matters in the management of an incident. A list of such specialists will be kept available in the PS. The PSC reports to the IC and will be responsible for the activation of Units and deployment of personnel in his Section as per requirement.

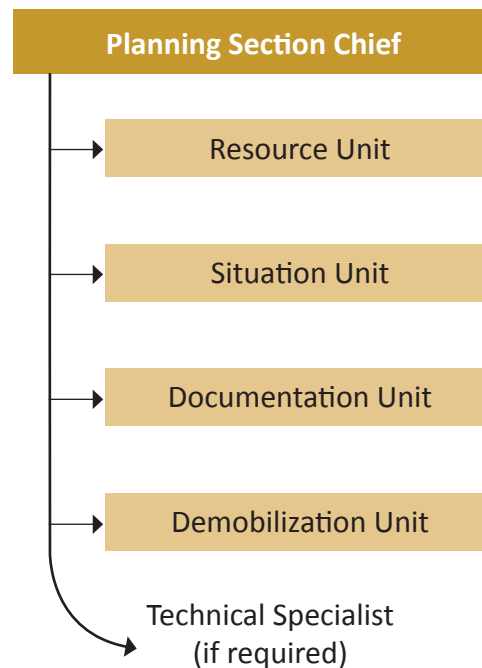


Fig. 15. Composition of Planning Section

Roles and Responsibilities of PSC

The PSC will:

- i. coordinate with the activated Section Chiefs for planning and preparation of IAP in consultation with IC;
- ii. ensure that decisions taken and directions issued in case of sudden disasters when the PS had not been activated are obtained from the IMO (Command Staff) and incorporated in the IAP;
- iii. ensure collection, evaluation, and dissemination of information about the incidents including weather, environment toxicity, availability of resources etc. from concerned

departments and other sources. The PS must have a databank of available resources with their locations from where it can be mobilised;

- iv. coordinate by assessing the current situation, predicting probable course of the incident and preparing alternative strategies for the Operations by preparing the IAP. The IAP contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period (24 hours is considered as one operational period). The plan may be oral or written. Written plan may have a number of attachments, including incident objectives, organisation assignment list IRS Form-005 (enclosed in Annexure-V), incident communication plan IRS Form-009 (enclosed in Annexure-IX), demobilisation plan IRS Form-010 (enclosed in Annexure-X), traffic plan, safety plan, and incident map etc. The major steps for preparing IAP are as follows;

- a. Initial information and assessment of the damage and threat;
- b. Assessment of resources required;
- c. Formation of incident objectives and conducting strategy meetings;
- d. Operations briefing;
- e. Implementation of IAP;
- f. Review of the IAP; and
- g. Formulation of incident objectives for the next operational period, if required;

- v. ensure that Incident Status Summary (IRS Form-002) enclosed in Annexure-II is filled and incorporated in the IAP;
- vi. ensure that Organisational Assignment List (Divisional / Group) IRS Form-005 as enclosed in Annexure – V is circulated among the Unit leaders and other responders of his Section;
- vii. plan to activate and deactivate IRS organisational positions as appropriate, in consultation with the IC and OSC;
- viii. determine the need for any specialised resources for the incident management;
- ix. utilise IT solutions for pro-active planning, GIS for decision support and modeling capabilities for assessing and estimating casualties and for comprehensive response management plan;
- x. provide periodic projections on incident potential;
- xi. report to the IC of any significant changes that take place in the incident status;

- xii. compile and display incident status summary at the ICP;
- xiii. oversee preparation and implementation of Incident Demobilisation Plan (IRS Form-010) enclosed in Annexure-X;
- xiv. assign appropriate personnel, keeping their capabilities for the tasks in mind and maintain On Duty Officers List (IRS Form-007) for the day as enclosed in Annexure-VII;
- xv. ensure that record of various activities performed (IRS Form-004 enclosed in Annexure-IV) by members of Units are collected and maintained in the Unit Log (IRS Form-003) enclosed at Annexure-III; and
- xvi. Perform any other duties assigned by IC.

7.2.1 Roles and Responsibilities of Resource Unit Leader (RUL)

The Resource Unit Leader will:

- i. maintain and display the status of all assigned resources (Primary and Support) at the incident site by overseeing the check-in of all resources, and maintaining a resource status-keeping system. Primary resources are meant for responders and support resources are meant for affected communities;
- ii. compile a complete inventory of all resources available. He will also access information about availability of all required resources at other locations and prepare a plan for their mobilisation, if required. IDRN, CDRN and IDKN facilities will also be used for this purpose;
- iii. ensure and establish Check-in function at various incident locations;
- iv. update the PSC and IC about the status of resources received and despatched from time to time;
- v. coordinate with the various activated Branches, Divisions and Groups of OS for checking status and utilisation of allotted resources;
- vi. ensure quick and proper utilisation of perishable resources;
- vii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Section concerned; and
- viii. perform any other duties assigned by PSC.

7.2.1.1 Roles and Responsibilities of Check-in/Status Recorder

The Check-in and Deployment Status Recorder will:

- i. report to the RUL;
- ii. Ensure that all resources assigned to an incident are accounted for at each check-in point;

- iii. obtain required work materials, including Check-in Lists, Resource Status display boards showing different locations for deployment of resources, collection of resources with time of arrival and type of resources etc. The status of resources would be displayed through T card board or through a computerised programme on the computers;
- iv. establish communications with the EOC and Ground Support Unit (GSU) of LS;
- v. ensure displays of check-in locations on signboard so that arriving resources can easily locate the Check-in location(s);
- vi. enter or record information on Incident Check-in and deployment list as per the IRS Form-006 enclosed at Annexure - VI;
- vii. transmit Incident Check-in and deployment information to Resource Unit on a regular and prearranged schedule or as needed;
- viii. forward completed Check-in Lists to the Resource Unit;
- ix. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Sections concerned; and
- x. perform any other duties as assigned by PSC.

7.2.2 Roles and Responsibilities of Situation Unit Leader (SUL)

The SUL will:

- i. collect, process and organise all incident information as soon as possible for analysis. For such purposes, he can take the help of members of the Single Resource, Task Forces, Strike Teams, field level Government officers and members of PRIs, CBOs, NGOs etc;
- ii. prepare periodic future projections of the development of the incident (along with maps if required) and keep the PSC and IC informed;
- iii. prepare situation and resource status reports and disseminate as required;
- iv. provide authorised maps, photographic services to responders, if required;
- v. attend IAP Meeting with required information, data, documents and Survey of India maps etc;
- vi. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Section concerned; and
- vii. perform such other duties assigned by SUL or PSC.

7.2.2.1 Roles and Responsibilities of Display Processor (DP)

The DP is responsible for the display of incident status information obtained from Field Observers (FOs), Single Resource, Strike Teams, Task Forces, and through other sources.

The DP will:

- i. display incident status obtained from Field Observers (FOs), Single Resource, Strike Teams, Task Forces, aerial photographs and other data received from technical sources;
- ii. report to the SUL;
- iii. ensure timely completion of display chart;
- iv. obtain necessary equipment and stationery;
- v. assist in analysing and evaluating field reports;
- vi. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to the SUL; and
- vii. perform such other duties as assigned by SUL or PSC.

7.2.2.2 Roles and Responsibilities of Field Observer (FO)

The FO is responsible for collecting situation information from personal observations of the incident and provide this information to the SUL. He may be a local private individual or a member of any of the operational Units / Groups. The PSC will specially designate the individuals for such purpose.

The FO will:

- i. report to SUL immediately on any situation observed which may cause danger and safety hazard to responders and affected communities. This should also include local weather conditions;
- ii. gather intelligence that may facilitate better planning and effective response;
- iii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to the SUL; and
- iv. perform such other duties as assigned by SUL or PSC.

7.2.3 Roles and Responsibilities of Documentation Unit Leader (DUL)**The DUL will:**

- i. ensure that all the required forms and stationery are procured and issued to all the activated Sections, Branches, Divisions, Groups and Units;
- ii. compile all information and reports related to the incident;
- iii. review and scrutinise the records and various IRS forms for accuracy and completeness;
- iv. inform appropriate Units of errors or omissions in their documentation, if any, and ensure that errors and omissions are rectified;
- v. store files properly for post-incident analysis;

- vi. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Sections concerned; and
- vii. perform any other duties as assigned by the PSC.

7.2.4 Roles and Responsibilities of Demobilisation Unit Leader (Demob. UL)

In the management of a large incident, demobilisation can be quite a complex activity and requires proper and separate planning. When the disaster response is nearing completion, the resources mobilised for response need to be returned. This should be done in a planned and phased manner. Demobilisation requires organising transportation of both equipment and personnel to a large number of different places both near and far away. The Demob. Unit will prepare the demobilisation plan in consultation with RO, IC and PSC. The plan should include the details of the responders to be demobilised, the date, mode of transport, location from where they will be demobilised, the destination where they have to finally reach etc. There will be a similar plan for out of service equipment and sick personnel also.

The Demob. UL will:

- i. prepare Incident Demobilisation Plan (IDP) as per IRS Form-010 given in Annexure-X;
- ii. identify surplus resources and prepare a tentative IDP in consultation with the PSC and give priority to demobilisation of surplus resources;
- iii. develop incident check-out functions for Sections, Branches, Divisions and units in consultation with all Sections and send to the PS;
- iv. plan for logistics and transportation support for Incident Demobilisation in consultation with LS;
- v. disseminate IDP at an appropriate time to various stakeholders involved;
- vi. ensure that all Sections, Units, Teams and Resources understand their specific Incident Demobilisation responsibilities and avail Demobilisation facilities;
- vii. arrange for proper supervision and execution of the IDP;
- viii. brief the PSC on the progress of Demobilisation;
- ix. request the PSC for additional human resources, if required;

- x. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Sections concerned; and
- xi. perform any other duties assigned by the PSC.

7.2.5 Technical Specialists (TS)

In consultation with the RO and IC, the PSC may mobilise Technical Resources and Specialists for specialised response, if required. They may be deployed for technical planning or specialised technical response and will function under the concerned section chief.

The TSs will provide technical support to the response management. A data base of TS will be prepared in advance at the District, State, Metropolitan City and Union Territory levels and incorporated in their DM Plan.

8.1 Logistics Section (LS)

LS provides all logistic support for effective response management. The Units under different Branches of the LS are responsible not only for the supply of various 'kinds' and 'types' of resources, but also for the setting up of different facilities like the Incident Base, Camp, ICP and Relief Camp etc. This would entail the involvement of several line departments of Government and other agencies. It would require a proper and smooth coordination at the highest level of the administration. The LS will work closely with the RO, EOC and the IC. The State and District DM plans will have comprehensive details like where the required resources can be procured from and manpower mobilised, etc. IDKN, IDRN and CDRN may also be useful for the mobilisation of equipment and manpower.

8.2 Logistics Section Chief (LSC)

The LS comprises Service, Support and Finance Branches. Structure and details of each Branch are shown in Fig. 16. The Section is headed by a chief known as the LSC. The activation of various Branches of the LS is context specific and would depend on the enormity and requirements of the incident. The Finance Branch (FB) constitutes an important component of the LS to specially facilitate speedy procurement, and proper accounting following financial procedures and rules.

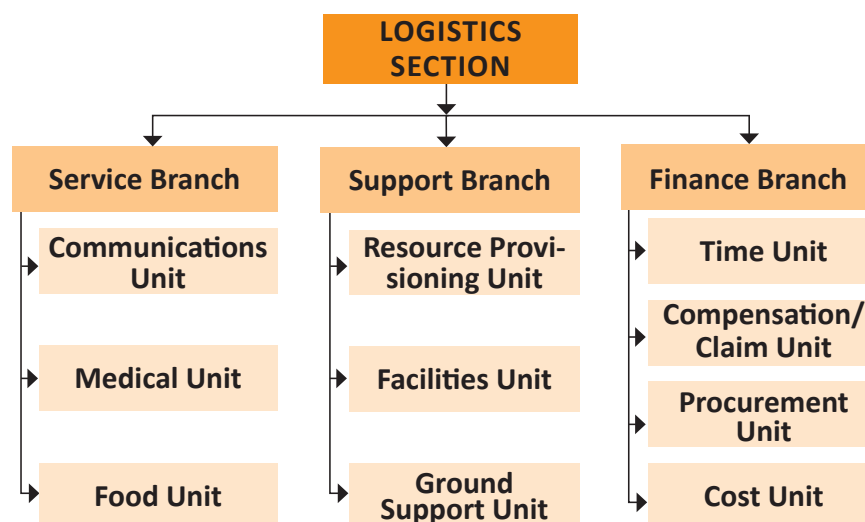


Fig. 16. Composition of Logistics Section

Roles and Responsibilities of LSC

The LSC will:

- i. coordinate with the activated Section Chiefs;
- ii. provide logistic support to all incident response effort including the establishment of SA, Incident Base, Camp, Relief Camp, Helipad etc.;
- iii. participate in the development and implementation of the IAP;
- iv. keep RO and IC informed on related financial issues;
- v. ensure that Organisational Assignment List (Divisional / Group) IRS Form-005 as enclosed in Annexure – V is circulated among the Branch Directors and other responders of his Section;
- vi. request for sanction of Imprest Fund, if required;
- vii. supervise the activated Units of his Section;
- viii. ensure the safety of the personnel of his Section;
- ix. assign work locations and preliminary work tasks to Section personnel;
- x. ensure that a plan is developed to meet the logistic requirements of the IAP with the help of Comprehensive Resource Management System;
- xi. brief Branch Directors and Unit Leaders;
- xii. anticipate over all logistic requirements for relief Operations and prepare accordingly;
- xiii. constantly review the Communication Plan, Medical Plan and Traffic Plan to meet the changing requirements of the situation;
- xiv. assess the requirement of additional resources and take steps for their procurement in consultation with the RO and IC;
- xv. provide logistic support for the IDP as approved by the RO and IC;
- xvi. ensure release of resources in conformity with the IDP;
- xvii. ensure that the hiring of the requisitioned resources is properly documented and paid by the FB;
- xviii. assign appropriate personnel, keeping their capabilities for the tasks to be carried out and maintain On Duty Officers List (IRS Form-007) for the day as enclosed in Annexure-VII;
- xix. ensure that cost analysis of the total response activities is prepared;
- xx. ensure that record of various activities performed (IRS Form-004 enclosed in Annexure-IV) by members of Branches and Units are collected and maintained in the Unit Log IRS Form 003 as enclosed at Annexure-III; and
- xxi. Perform any other duties as assigned by RO or IC.

8.2.1 Roles and Responsibilities of Service Branch Director (SBD)

The SBD will:

- i. work under the supervision of LSC, and manage all required service support for the incident management;
- ii. manage and supervise various Units of the Branch like Communication Unit, Medical Unit, Food Unit and any other activated Unit;
- iii. discuss with activated Unit leaders for the materials and resources required and procure the same through LS;
- iv. ensure proper despatch of personnel, teams, resources etc as per the IAP;
- v. prepare an assignment list, if required;
- vi. keep the LSC informed about the progress of Service Branch, from time-to-time;
- vii. resolve Service Branch problems, if any;
- viii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to sections concerned; and
- ix. perform any other duties assigned by the IC and LSC.

8.2.1.1 Roles and Responsibilities of Communication Unit Leader (Com. UL)

The Com. UL will:

- i. work under the direction of the SBD;
- ii. provide communications facility as and when required;
- iii. ensure that all communications equipment available are in working condition and that the network is functional;
- iv. supervise Communication Unit activities;
- v. maintain the records of all communications equipment deployed in the field;
- vi. recover equipment provided by Communication Unit after the incident is over. Ensure that it is properly linked with the IDP;
- vii. ensure setting up of a message centre to receive and transmit radio, telephone and other messages from various activated Sections, Branches, Units and higher authorities and maintain their records;
- viii. prepare an alternative communication plan for execution in case of possible failure of the normal communications network. The alternative communications network may have wireless, satellite phones, cell phones, HAM radios etc;
- ix. prepare a plan for integration of the communications set up of the central teams (NDRF, Armed Forces) with the local communications set up for the management of large scale disasters when they come to assist in the response effort;
- x. ask for and ensure adequate staffing support;
- xi. ensure that the communications plan is supporting the IAP;

- xii. demobilise Communications Centre in accordance with the IDP;
- xiii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to SBD; and
- xiv. Perform any other duties assigned by the SBD or LSC.

8.2.1.2 Roles and Responsibilities of Medical Unit Leader (MUL)

The MUL will:

- i. work under the direction of the SBD;
- ii. prepare the Medical Plan and procurement of required resources as per IAP, provide medical aid and ambulance for transportation of victims and maintain the records of the same, as given in IRS Form 008 (Annexure-VIII), obtain a road map of the area from the PS for the ambulance services, transportation of medical personnel and victims;
- iii. respond to requests of the OS for medical aid, transportation and medical supplies etc. under intimation to the SBD and LSC;
- iv. maintain the list of medical personnel who could be mobilised in times of need;
- v. requisition more human resources as and when required to meet the incident objectives;
- vi. prepare and circulate list of referral service centres to all the medical team leaders;
- vii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to SBD; and
- viii. perform any other duties assigned by the SBD and LSC.

8.2.1.3 Roles and Responsibilities of Food Unit Leader (FUL)

The FUL will:

- i. work under the direction of the SBD;
- ii. supply resources to various activated Sections, Branches, Units and Groups of IRT as per direction of the SBD;
- iii. supply food to: a) Personnel of IRT(s) at ICP, Camps, Incident Base, SA, etc., and b) Victims at the temporary shelters, relief camps etc.;
- iv. request for assistants if the task becomes very large. The FUL may request the LSC to split the unit into two groups—one to supply food for personnel and another for victims. Requisition transport for supply of food to incident base, relief camp and other facilities;
- v. determine food and drinking water requirements and their transportation, and brief the SBD and LSC;
- vi. maintain an inventory of receipt and despatch of resources;
- vii. supervise the Unit activities;
- viii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to SBD; and
- ix. perform any other duties assigned by the SBD and LSC.

8.2.2 Roles and Responsibilities of Support Branch Director (Sup. BD)

The Sup. BD will:

- i. work under the supervision of LSC, and supervise the function of Resource Provisioning Unit, Facility Unit and Ground Support Unit;
- ii. procure and despatch required tactical materials and resources for Operations with the concurrence of the Section Chief;
- iii. participate in the planning meeting of the LS;
- iv. ensure that organisation assignment list concerning the Branch is circulated to all Units under him;
- v. coordinate various activities of the Support Branch;
- vi. keep the LSC informed about the progress of work;
- vii. resolve problems within his unit, if any;
- viii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Section concerned; and
- ix. perform any other duties assigned by the LSC.

8.2.2.1 Roles and Responsibilities of Resource Provisioning Unit Leader (RPUL)

The RPUL will:

- i. work under the supervision of Sup.BD;
- ii. organise movement of personnel, equipment and supplies,
- iii. receive and store safely all supplies required for the incident response,
- iv. maintain the inventory of supplies and equipment;
- v. maintain the records of receipt and despatch of supplies including equipment and personnel;
- vi. organise repair and servicing of non-expendable supplies and equipment;
- vii. participate in the planning meeting of LS;
- viii. monitor the 'Kind', 'Type' and quantity of supplies available and despatched;
- ix. receive and respond to requests for personnel, supplies and equipment from the activated Sections, Branches, Divisions, Units and Groups of the IRS organisation under intimation to Sup. B.D.;
- x. requisition additional human resource assistance, if needed. These assistants may be deployed for different functional activities such as Resource Ordering, Resource Receiving and Tool & Equipment maintenance;
- xi. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Sup.BD; and
- xii. Perform any other duty as assigned by LSC or Sup.BD.

a. Roles and Responsibilities of Resource Ordering-in-charge

The Resource Ordering-in-charge will:

- i. report to the RPUL;
- ii. prepare a list of resources to be procured and obtain its approval;
- iii. place resource orders in a timely manner as per procedure laid down;
- iv. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to RPUL; and
- v. perform any other duties assigned by the RPUL.

b. Roles and Responsibilities of Resource Receiving and Distribution-in-Charge

The Resource Receiving and Distribution-in-Charge will:

- i. report to the RPUL;
- ii. receive and distribute all resources and services which have been ordered;
- iii. identify and ensure time and locations for delivery of supplies and equipment;
- iv. prepare separate lists for the resources received from line departments of Government and from other sources;
- v. organise physical layout of supply area;
- vi. set up a filing system for receiving and distributing supplies and equipment and keep RPUL informed;
- vii. ensure security requirements;
- viii. keep the Resource Ordering-in-Charge informed about the positions of supplies and equipment received;
- ix. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to RPUL; and
- x. perform any other duties assigned by the RPUL.

c. Roles and Responsibilities of the Tool and Equipment Specialist

The Tool and Equipment Specialist will:

- i. report to RPUL;
- ii. supervise the service and repair all tools and equipment and keep the RPUL informed of their status;
- iii. maintain record of activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to RPUL; and
- iv. perform any other duties assigned by the RPUL.

8.2.2.2 Roles and Responsibilities of Facilities Unit Leader (Fac. UL)

The Fac. UL will:

- i. prepare the layout and activation of incident facilities, e.g., Incident Base, Camp(s), Relief Camp(s), ICP, etc., and provide basic amenities to the responders;

- ii. report to the Sup.BD;
- iii. locate the different facilities as per the IAP;
- iv. participate in the planning meeting of the Section, prepare list for each facilities and its requirements in coordination with the LSC;
- v. ask for additional personnel support if required to monitor and manage facilities at Incident Base and Camp etc;
- vi. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Sup. BD; and
- vii. perform such other duties as assigned by the Sup. BD.

a. Other in-charges under the Fac. UL

Depending on the enormity and magnitude of the arrangements required, the Fac.UL may need to deploy other incharge under him for maintenance of various facilities and their security. The various other in-charges and their roles and responsibilities are as follows:

Roles and Responsibilities of Facility Maintenance-in-charge

The Facility Maintenance-in-charge will:

- i. ensure that proper sleeping and resting facilities are organised;
- ii. organise and provide toilet, bath and sanitation;
- iii. maintain lighting arrangements;
- iv. maintain general cleanliness in Incident Base, Camp(s), Relief Camp(s), ICP etc.;
- v. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Fac. UL; and
- vi. perform any other duties directed by the Fac. UL.

Roles and Responsibilities of Security-in-charge

The Security-in-charge will:

- i. provide security to the deployed resources including responders, relief materials at the required places and relief camps;
- ii. establish contact with local law enforcement agencies, as required;
- iii. request personnel support to accomplish work assignments, if required;
- iv. coordinate security plan for incident facilities;
- v. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Fac. UL; and
- vi. perform any other duties assigned by the Fac. UL.

8.2.2.3 Roles and Responsibilities of Ground Support Unit Leader (GSUL)

The GSUL will:

- i. work under the supervision of the Sup. BD;
- ii. provide transportation services for field operations to TBD;
- iii. in case Air Operations are activated, organise and provide required ground support through TBD;
- iv. provide maintenance and repair services for all the vehicles and related equipment used for incident management as per proper procedures and keep the concerned line departments informed through the Sup. BD and LSC;
- v. develop and implement the Incident Traffic Plan;
- vi. inform Resource Unit about the availability and serviceability of all vehicles and equipment;
- vii. arrange for and activate fueling requirements for all transport including Aircrafts in consultation with the Sup. BD;
- viii. maintain inventory of assigned, available and off road or out of service resources;
- ix. ensure safety measures within his jurisdiction;
- x. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to the Sup. BD; and
- xi. perform any other duties as assigned by the Sup. BD.

8.2.3 Roles and Responsibilities of Finance Branch Director (FBD)

The FB is responsible for managing all financial aspects of response management. The FB has been kept under the LS for quick and effective procurement. Due diligence is very important in all financial transactions and proper procedure needs to be followed. Special precautions will be taken in selecting knowledgeable and experienced personnel conversant with the financial rules for functioning in this Branch.

The FBD will:

- i. work under the LSC;
- ii. attend planning meetings;
- iii. prepare a list of resources to be mobilised, procured or hired in accordance with the IAP. Obtain orders of the competent authority as per financial rules and take steps for their procurement without delay;
- iv. ensure that time records of hired equipment, personnel and their services are accurately maintained as per Government norms for payment;
- v. examine and scrutinise cost involved in the entire response activity including the demobilisation, analysis the cost effectiveness and keep the LSC informed;
- vi. ensure that all obligation documents initiated at the incident are properly prepared, completed, verified and signed by the appropriate Section Chief and BD;
- vii. brief the LSC or IC on all incident related financial issues needing attention or follow-up;

- viii. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to Sections concerned; and
- ix. perform any other duties as assigned by the LSC or IC.

8.2.3.1 Roles and Responsibilities of Time Unit Leader (TUL)

The TUL will:

- i. maintain time recording of hired equipment and personnel and ensure that it is maintained on a daily basis and according to government norms;
- ii. examine logs of all hired equipment and personnel with regard to their optimal utilisation;
- iii. ensure that all records are correct and complete prior to demobilisation of hired resources;
- iv. brief the FBD on current problems with recommendations on outstanding issues, and any follow-up required;
- v. ask for additional support of human resources for assistance, if required;
- vi. maintain record of the activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to FBD; and
- vii. perform any other duties as assigned by the FBD.

8.2.3.2 Roles and Responsibilities of Procurement Unit Leader (PUL)

The PUL will:

- i. attend to all financial matters pertaining to vendors and contracts;
- ii. review procurement needs in consultation with the FBD;
- iii. prepare a list of vendors from whom procurement can be done and follow proper procedures;
- iv. ensure all procurements ordered are delivered on time;
- v. coordinate with the FBD for use of imprest funds, as required;
- vi. complete final processing of all bills arising out of the response management and send documents for payment with the approval of the FBD, LSC and IC;
- vii. brief FBD on current problems with recommendations on outstanding issues and follow-up requirements;
- viii. maintain record of activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to FBD; and
- ix. perform any other duties as assigned by the FBD.

8.2.3.3 Roles and Responsibilities of Compensation / Claims Unit Leader (Com./CUL)

DM Act 2005, Section 65 and 66 provides for payment of compensation. Payments are also to be made for requisitioned premises, hired services, resources and vehicles for the purpose of disaster response and rescue operations etc. The Government may also decide to make

ex-gratia payments depending upon the magnitude and the quantum of damage. There are some benchmarks for quantifying the level of loss in different scenarios like flood, drought, etc. While some states may have their own norms for such purposes the GoI has also laid down the CRF Norms which should be followed.

If the incident is such that there may be a requirement of making payments concerning compensations and claims, the IC in consultation with the RO will activate a Compensation / Claims Unit and appoint a leader to collect and compile figures of loss of life and property etc. as provided by the relevant Government norms and directions (CRF norms - enclosed in Annexure - XIII). The leader in such cases should be advised to get photographs taken of the damages that may have occurred and even get the photographs of the dead victims and animals. He will also compile details of premises requisitioned, services and resources hired for which payments have to be made. These details should be sent to RO through IC for further necessary orders and payments.

The Com./CUL will:

- i. collect all cost data and provide cost estimates;
- ii. prepare and maintain a list of requisitioned premises, services, resources and vehicles, etc. with correct date and time of such requisition;
- iii. follow appropriate procedures for preparation of claims and compensation;
- iv. requisition additional human resources, if required;
- v. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to FBD; and
- vi. perform any other duties as assigned by the FBD.

8.2.3.4 Roles and responsibilities of Cost Unit Leader (CUL)

The CUL is responsible for collecting all cost data, and providing cost estimates. At the end of the response the CUL provides cost effectiveness analysis.

The CUL will:

- i. develop incident cost summaries in consultation with the FBD on the basis of Cost Analysis Report;
- ii. make cost-saving recommendations to the FBD;
- iii. complete all records relating to financial matters prior to demobilisation;
- iv. maintain record of various activities performed as per IRS Form-004 (enclosed in Annexure-IV) and send to FBD; and
- v. perform any other duties as assigned by the FBD.

9

Summary of Action Points

9.1 Action Points with Timelines

IRS constitutes an important part of the Disaster Response at the State and District level. These Guidelines will help the States and the Districts in their disaster response. It will also help to reduce chaos and confusion during response. Everyone will know what all has to be done and who is in command. The important thing is to get the team members trained in their respective roles. A time bound strategy with fixed responsibilities is essential to achieve this objective.

9.2 Timeline 6 Months to 2 Years

Soon after the release of these Guidelines, the following actions will be taken in a time bound manner within a time frame of 6 months to 2 years.

Sl	Actions	Responsible Agencies
1.	Preparation of Response Plan incorporating the IRS. NDMA Guidelines on the preparation of State DM Plan will be referred for such purpose.	SECs / State Governments / District Administrations
2.	Incorporate IRS in the syllabus of ATI and other training institutions for training of State and Central Government Officers	SECs / State Governments / Heads of ATI and other training institutes
3.	Identification of suitable officers at different levels for the various positions in the IRS organisational structure and formation of IRTs at the State, District, Sub-Division and Tehsil / Block levels through issuing Standing Orders at respective levels;	SDMAs / SECs / State Governments / District Administrations
4.	Identify at least four Key Resource Persons in each District for getting them trained, who in turn will impart training on IRS in the concerned Districts itself;	SDMAs /SECs / State Governments/ District Administrations

Sl	Actions	Responsible Agencies
5.	Training of officers from different States on ICS (now adapted and called IRS) has been going on in India since 2003. A list of all such trained officers should be prepared in each State with their present locations of posting. The list should be accessed easily by all concerned. These officers can preferably be selected as Master Trainers and Key Resource Persons of the concerned State itself. NDMA has already collated a list of such trained officers and posted it on the NDMA website (www.ndma.gov.in). It may be referred to and updated by the State and District administration.	SDMAs / SECs / State Governments / District Administrations
6.	Develop training faculty and master trainers in each State for capacity building of Key Resource Persons in each District. For this purpose six willing and suitable officers of different services will be identified and selected who would be trained by NIDM as Master Trainers for the State. The State Government will ensure that appropriate officers are selected and trained.	SDMAs / State Governments / NIDM
7.	Finalisation of the training calendar for Master Trainers of the State. The training of Master Trainers in each State will be essential for accomplishing the ultimate objective of finally trained 4 Key Resource Persons in each District of the State Government.	NIDM / State Governments / SDMAs / SECs
8.	Conduct of mock exercises to test the efficacy of DM plans, and sensitising the IRT members on the principles of IRS. NDMA will guide the conduct of such mock exercises and sensitising the IRTs on IRS whenever requested.	NDMA / State Governments / SDMAs / SECs / District Administrations
9.	Strengthening of EOC in each State and District as per norms laid down in the Guidelines and ensure establishments of IT Solutions for: <ul style="list-style-type: none"> (i) standardisation of command structure; (ii) proactive planning facilities; (iii) strategic and tactical response; (iv) comprehensive resource management; (v) GIS, situational awareness and decision support; (vi) enhancing modeling capability for predicting casualties and mobilisation of resources for large scale incidents including CBRN emergencies. 	SDMAs / SECs / State Governments / District Administrations

SI	Actions	Responsible Agencies
10.	Organising the existing communications network so as to meet the requirements of any emergency in the State. This should include plan for quick and easy linking of existing independent networks of all the different line departments of the State Governments. The communications plan should also include alternative communication facilities like HAM radio, wireless, satellite phone, Skype etc.	SDMAs / SECs / State Governments / District Administrations / Line Departments

9.3 Timeline Medium Term (2 Years to 5 Years)

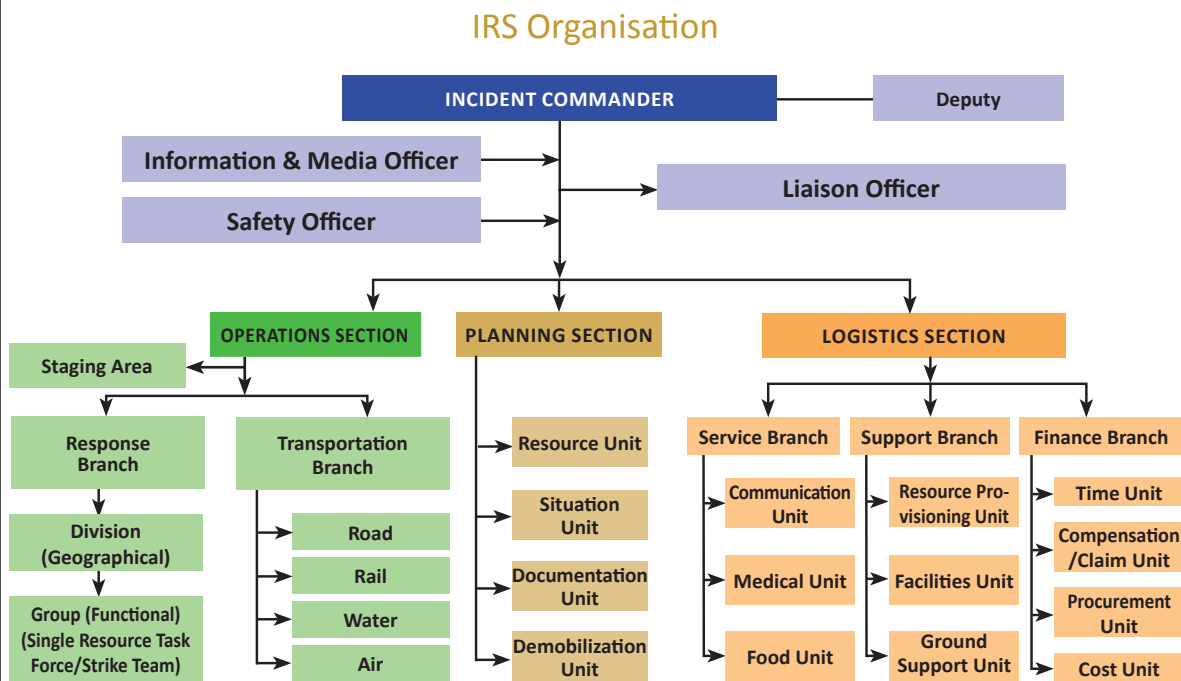
To achieve the ambitious target of providing four Key Resource Persons in each District of the country, training of about 2500 Key Resource Persons would be required. This can only be achieved if each State Government has its own master trainers who in turn can train their own District level Key Resource Persons. However a list of some specific activities is as follows which will be completed within 2nd to 5th year.

SI	Actions	Responsible Agencies
1.	The State Government will need to select 6 officials for training as Master Trainers in the following scale. i)ADM/SDM/SDO/Addl. SP: 2 ii) Dy. SP/SDPO/Tehsildar/BDO/ District Fire Officer / Reserve Inspector / Sergeant Major of the Police Lines 2 iii) District Medical Officer 1 iv) Assistant Engineer / PWD/PHD and or other such officers 1	State Governments / SDMAs / NIDM/ ATIs
2.	There would be requirement of training about 210 - Master Trainers. The NIDM has already prepared a road map for training Master Trainers from each State. It will fine tune its training calendar so that the master trainers are trained on all the different courses at the earliest. NIDM will also need to finalise the IRS training curriculum and training materials according to the adapted IRS Guidelines issued by NDMA.	NIDM
3.	A capsule of training on IRS will be introduced in all the training programmes of the different training Institutions of the state.	NDMA / SDMAs / SECs / State Governments / NIDM / ATIs

Sl	Actions	Responsible Agencies
4.	As a preparedness effort, the State Governments will ensure that IRS is in place and trained IRTs are ready for disaster response. For this purpose it will also be ensured that there is allotment of adequate funds in the ATIs or other training institutions of the State Government and necessary budgetary provisions will be made in the Annual Budget of the State.	State Governments / SDMAs / SECs
5.	Ensure that adequate funds are available through plan and non-plan budget for capacity building and training of the various officers of IRS in the pre-disaster phase.	State Governments / SDMAs / SECs
6.	The recommended funds of 13th Finance Commission (FC) for capacity building of administrative machinery will be spent appropriately. The details of funds allotted for this purpose are given in Annexure XVI. The training programmes may be run with the help of the State ATIs and other training institutions of the State Government. In case of necessity, funds as mentioned in SL. NO. 25 of CRF norms letter No. 32-34/2005 NDM-1/MHA GoI as enclosed in Annexure – XIV may also be used.	State Governments / SDMAs / SECs
7.	On specific request from the State Governments, NDMA will conduct some of the capacity building programmes recommended in these Guidelines, as per availability of funds, for awareness generation through NIDM, ATIs and other training institutes.	SDMAs / SECs / State Governments / NIDM / ATIs / NDMA
8.	Within these five years of time the State Governments will ensure that the action points discussed in these guidelines are implemented and from time to time apprise NDMA.	SDMAs / SECs / State Governments / District Administrations

4. Current Organisation (Brief about activated section of IRT)

Highlight the activated Sections / Branches / Units



Contd...

Annexure-II

Incident Status Summary (ISS) – IRS Form 002

(Major Components)

Attach a separate sheet in case space is not sufficient

1. Name of the incident :		2. Name of the IRT:		3. Operational Period		4. Prepared Date:	
5. Name of the IC:		6. Phone No. :		Dead		Un-identified dead bodies	
7. Current Situation (Nos. of Casualty)							
(a)	(b)	(c)	(d)	(e)	Identified and buried dead bodies	Dead	Un-identified dead bodies
Locations	Injured	Treated	Discharged	Patients referred (Specify Hospitals with locations)			
8. Status of Infrastructure (Put tick mark)							
(a)	(b)	(c)	(d)	9. Threats, if any which may be increase severity of incident may be indicated			
Infrastructure	Not Damaged	Partially Damaged	Completely Damaged				
Road							
Railways							
Airport							
Water Supply							
Electricity Supply							
Communication Network							
Communities / Critical Infrastructure							
Residence							
Any Other (Specify)							

Contd...

Annexure-V

Organization Assignment List – IRS Form 005

(Major Components)

(Attach a separate sheet if space is not sufficient)

This assignment list will be prepared as per IAP and will be circulated among all the responders and supervisory staff at the beginning of each operational period by the respective Section chiefs.

1. Name of the Incident: _____	2. Operational Period: _____	3. Prepared:
		Date: _____
		Time: _____
4. Name of the section to whom work assigned: _____		
5. Name of the supervisory Officer concerned: _____		
6. Name of the responder: _____		
7. list of task assigned		
(a)	_____	
(b)	_____	
(c)	_____	
(d)	_____	
(e)	_____	
(f)	_____	
(g)	_____	
(h)	_____	
(i)	_____	

8. Name and designation of officer Prepared by:	9. Approved by:	

Source: Adapted from ICS Form 203

Annexure-VIII

Medical Plan – IRS Form 008 (Major Components)

Attach a separate sheet if space is not sufficient

1. Name of the incident: _____		2. Operational period: _____ Date: _____ Time: _____		3. Prepared _____		4. Total Nos. of medical aid camp to be established: _____							
4.1 Sl.No.	4.2 Location (s)	4.3 Resources Available in the medical camp											
		(a) No. of Medical Officers	(b) No. of Paramedics staff	(c) Others (ANM & trained volunteers) Specify	(d) life saving drugs / Appliances Yes No		(e) Facilities of referral services and Blood Banks Yes No	(f) Any other (Specify)					
5. Status of Ambulances Services													
(a)	(b) Address & Contact No.	6.1 Govt			6.2 Private								
		(c) Paramedics	(a)	(b)	(c)	(d)	(e)	(f)					
		No	Loca- tions	Sub Centre	PHC	Hospitals	Medical College	Locations	Clinic	Nursing Home	Hospitals	Medical College	RMP
7. Road map of the area circulated among the ambulance service													
(a)	(b)	8. Referral Medical Facilities in the Neighborhood											
Yes	No	(a) Location	(b) Address	(c) Specialization									
9. Name and designation of officer Prepared by (Medical Unit) _____													
10. Approved by _____													

Source: Adapted from ICS Form 206

Communication Plan – IRS Form 009 (Major Components)

(Attach a separate sheet if space is not sufficient)

1. Name of the Incident:		3. Prepared											
		Date: _____											
		Time: _____											
2. Operational Period:													

3. List of locations where communication is available													
(d)													
(a) Name of location	(b) Organisation	(c) Requirement of Backup Power Supply		Type of communication									
		Yes	No	Wireless			Telephone			HAM Radio			
				HF	VHF	Morse	Land line	Mobile	Satellite	E-mail	Web		
4. List of locations where communication has to be setup													
(e)													
(a) Name of location	(b) Organization responsible	(c) Requirement of Backup Power Supply	(d) Personnel requirement (Specify Nos. if required)	Type of communication									
				Wireless			Telephone			HAM Radio			
				HF	VHF	Morse	Land line	Mobile	Satellite	E-mail	Web		
			Yes No										
5. Arrangements for repair and replacement of faulty sets:													

6. In stock available sets (Specify Nos., kind and type):													

7. Networking plan for integrating inter-organisational communication facilities with the local setup (Army / NDRF, etc.) – weather repeater or relay setup is required or not													

8. Transport requirements for supervision and maintenance:													

9. Name and designation of officer Prepared by: _____													

Source: Adapted from ICS Form 205

Annexure-X

Demobilisation Plan - IRS Form 010

(Major Components)

(Attach a separate sheet if space is not sufficient)

1. Name of the incident:		2. Name of Section / Branch / Division / Unit to be demobilized (Specify):		3. Operational Period:		4. Prepared Date: Time:	
5. Name of responder (s) / details of resources to be demobilized	6. Location from where demobilization will take place	7. Date & Time	8. Mode of transport	9. Transit destination, if any	10. Final Destination & name of agency to whom returned	11. Ultimate destination agency notified or not Yes No	
12. Demobilisation plan for out of service equipments and sick personnel							
(a) Name of sick personnel / out of service equipments	(b) Location from where demobilisation will take place	(c) Date & Time	(d) Mode of transport	(e) Transit destination, if any	(f) Final Destination & name of agency to whom returned	(g) Ultimate destination agency notified or not Yes No	
13. Name and designation of officer Prepared by _____				15. Issued by _____			
14. Approved by _____							

Source: Adapted from ICS Form 221

Annexure-XI

IRS Positions and suitable officers at District levels

District Level IRT

IRS Position	Suitable officers
INCIDENT COMMANDER	ADM / ADC or any other equivalent officer or as deemed by RO
Deputy IC	SDM or any other equivalent officer or as deemed by IC
Information & Media Officer	Control Room Officer / Emergency Officer or any other suitable position at District level as deemed by IC
Liaison Officer	Dy. Collector (Protocol) / District Public Relations Officer or any other suitable position at District level as deemed by IC
Safety officer	Fire Officer / Dy. SP (Police) / Medical Officer / Factory Inspector or any other suitable position at District level as deemed by IC
OPERATIONS SECTION CHIEF	Dy. Superintendent of Police / ADM / Dy. Collector or any other suitable position at District level as deemed by IC / RO
Staging Area Manager	Personnel of; Block Office of affected site (Preferably Block Education Officer or Grampanchayat Officer etc.) / Tehsildar Office of affected site/ Sub-Divisional Office of affected site / District Magistrate Office of affected site or any other suitable position at District level as deemed by IC
Response Branch Director	SDO / SDM / Dy. SP or any other suitable position at District level as deemed by IC
Division Supervisor / Group-in-charge	SDO Sadar /BDO HQ or any other suitable position at District level as deemed by IC

IRS Position	Suitable officers
Task Force / Strike Team	Depending on the task to be performed, the personnel and their resources of District, Sub-Division, Tehsil/ Block belonging to various line departments shall combine to form the Task Force / Strike Team. These line departments could be from the departments of; Fire, Police, Civil Defence, NDRF, DFO, Irrigation and Flood Control, BDO and Village level teams headed by elected representatives or officers from any other appropriate Line Departments and Specialists of various corporate sectors (Safety officer, chemical specialist) etc.
Single Resources	Personnel and their equipment of; Sub-Divisional IRT / Health Department / PHD and PWD / Electricity Board / Fire Department / Police Department / Civil Defence / NDRF / Forest Department / NGOs / CBOs / Block Headquarter IRT + Elected representatives / Irrigation and Flood Control Department / Village level resources and its trained operators / Specialists of various corporate sectors (Safety officer, chemical specialist, etc) / Other specialists of Government sectors including NDRF and Civil Defence or from any other appropriate Line Department
Transportation Branch	Road Transport Officer (RTO) / Police Inspector / Officers of Forest Department at District level as deemed by IC / OSC
Road Group	
Group-in-charge	Officer of; Road Transport Office (RTO) / Police Inspector / Officers of Forest Department or any other suitable position at District level as deemed by IC / OSC
Vehicle Coordinator	Officer of; Road Transport Office (RTO) / Police Inspector / Officers of Forest Department or any other suitable position at District level as deemed by IC / OSC

IRS Position	Suitable officers
Loading-in-charge / Unloading-in-charge	As deemed fit by Vehicle Coordinator
Rail Group	
Group-in-charge	Officer of Railway Division
Coordinator	As deemed fit by Officer of Railway Division
Loading-in-charge / Unloading-in-charge	As deemed fit by Officer of Railway Division
Water Group	
Group-in-charge	Officer of Water and Irrigation Department
Coordinator	Officer of Irrigation Department or any other suitable position of District as deemed by IC / OSC
Loading-in-charge / Unloading-in-charge	As deemed by IC / OSC / FBD
Air Operations Group	
Group-in-charge Air operations	Sr. Officer of District administration or any other suitable position at District level as deemed by RO / IC / OSC
Helibase / Helipad-in-charge	Officer of Airport Authority of India (State specific) or any other suitable position at District level as deemed by RO / IC / OSC / TBD

IRS Position	Suitable officers
Loading / Unloading-in-charge	As deemed fit by Officer of Airport Authority of India (State specific) or any other suitable position as deemed by RO / IC / OSC
PLANNING SECTION CHIEF	ADM (Sadar) / Add. SP / Dy. SP / Sr. Deputy Collector / Joint Collector / District Planning Officer / Fire Officer / Medical Officer / NDRF representative (If available) or any other suitable position at District level as deemed by IC / RO
Resource unit	Deputy Collector or officers of equivalent rank / District Planning Officer + Team / Tehsildar or any other suitable position at District level as deemed by IC / PSC
Check-in-status Recorder	Sr. Officers of the District / Dy. Collector or any other suitable position at District level as deemed by IC / PSC
Situation unit	Deputy Collector / Equivalent rank officer / Statistical Officer / Executive Engineer Irrigation or any other suitable position at District level as deemed by IC / PSC
Display Processor	Officers of District Administration as deemed by the IC / PSC.
Field Observer	Officers of District Administration / Officials of NGOs, involved in the similar kind of activities in the state / PRIs / ULBs or any other suitable position at District level as deemed by IC / PSC
Weather Observer	Suitable officer selected by PSC in consultation with OSC
Documentation unit	Any suitable Officer of the District Administration in the rank of Deputy Collector

IRS Position	Suitable officers
Demobilisation Unit	Senior Official of department of transport / DSP AR or any suitable Official of District Administration in the rank of Dy. Collector as deemed by IC / PSC
Technical Specialist	Suitable officer of Departments of; Meteorology / Fire / Forest / Finance / Health / PWD / PHD and Irrigation etc.
LOGISTICS SECTION CHIEF	Senior Dy. Collector or any other suitable position at District level deemed by IC / RO
Service Branch Director	Dy. Collector / DSP I/c Reserve Officer or any other suitable position at District level as deemed by IC / LSC
Communication unit	Supporting personnel of; I/c Police Wireless / Deputy JTO, BSNL / HAM operators or any other suitable position at District level as deemed by IC / LSC
Medical Unit	Asst. Chief Medical Officer or any other suitable position at District level as deemed by IC / LSC
Food Unit	Asst Civil Supply Officer / Supply Inspector / Food Inspector (Quality Inspector) or any other suitable officer of the District as deemed by IC / LSC.
Support Branch Director	Dy. Collector / DSP I/c Reserve Officer or any other suitable officer as deemed by IC
Resource Provisioning Unit	Additional Supply Officer / Asst. Engineer / Dy. Ex. Engineer or any other suitable position as deemed by IC / LSC
Facilities Unit	Tehsildar / Dy. Tehsildar / Police Reserve Inspectors or any other suitable position as deemed by IC / LSC
Ground Support Unit	Officer of; Road Transport / Inspector/(RTO) / Police Inspector / PWD / PHD / State Transport or any other suitable position as deemed by IC / LSC

IRS Position	Suitable officers
Finance Branch Director	Nazarat / Treasury Officer / Dy. Collector or any other suitable position at district level deemed by the IC
Time Unit	Sub-Treasurer / Supply Inspector or any other suitable position at District level deemed by IC / LSC
Compensation / Claim Unit	Dy. Collector or any other suitable position at District level deemed by the IC / LSC
Procurement Unit	SDM / Additional City Magistrate / Dy. Collector + AO or any other suitable position at District level deemed by IC / LSC
Cost Unit	Sub Treasury Officer / Finance Officer / Cost Accountant in any Office or any other suitable position at District level as deemed by IC / LSC

Sub-Division IRT

IRS Position	Suitable officers
INCIDENT COMMANDER	SDO / SDM
Deputy IC	As deemed by IC
Information & Media Officer	Any other suitable position deemed by IC
Liaison Officer	Sub-Division Public Relations Officer or any other suitable position as deemed by IC
Safety officer	Fire Officer / Dy. SP (Police) / Medical Officer / Factory or Industry Inspector or any other suitable position as deemed by IC

IRS Position	Suitable officers
OPERATIONS SECTION CHIEF	Any suitable position as deemed by IC
Staging Area Manager	Personnel at; Block Office of affected site (Preferably Block Education Officer or Grampanchayat Officer etc. / Tehsildar Office of affected site/ SDO of affected site or any other suitable position as deemed by IC / OSC
Response Branch Director	Suitable position as deemed by IC / OSC
Division Supervisor / Group-in-charge	Suitable position as deemed by IC / OSC
Task Force / Strike Team	Depending on the task to be performed, the personnel and their resources of District, Sub-Division, Tehsil/Block belonging to various line departments shall combine to form the Task Force / Strike Team. These line departments could be from the departments of; Fire, Police, Civil Defence, NDRF, DFO, Irrigation and Flood Control, BDO and Village level teams headed by elected representatives, or officers from any other appropriate Line Departments and Specialists of various corporate sectors (Safety officer, chemical specialist) etc.
Single Resources	Personnel of Department of; Fire / Police / Civil Defence / NDRF/ DFO / Specialists of various corporate sectors / Elected representatives / Irrigation and Flood Control / Officers from any other appropriate Line Department / Village level teams headed by elected representatives etc.
PLANNING SECTION CHIEF	Suitable position as deemed by IC
Resource unit	Sub-Divisional District Planning Officer + Team or any other suitable position as deemed by IC

IRS Position	Suitable officers
Check-in-status Recorder	Officer of any SDO or any other suitable position as deemed by IC / PSC
Situation unit	Suitable position as deemed by IC / PSC
Display Processor	Officers of SDO or from any other Line Deptt. as deemed by IC / PSC
Field Observer	Officials of; Sub-Division / NGO, CBOs involved in similar kind of activities / PRIs / ULBs
Documentation unit	Any suitable Official of Sub-Division in the rank of Dy. Collector or any other position as deemed by IC / PSC
Demobilisation Unit	Senior Officer of Department of Transport / DSP AR or any other suitable Official in the rank of Dy. Collector
Technical Specialist	Suitable Officer of Department of; Meteorology / Fire / Forest / Finance / Health / PWD / Irrigation etc.
LOGISTICS SECTION CHIEF	Suitable position as deemed by IC
Service Branch Director	Suitable position as deemed by IC / LSC
Communication unit	Supporting personnel of; I/c Police Wireless / Dy. JTO, BSNL / HAM operators or any other suitable position at District level as deemed by IC / LSC
Medical Unit	Suitable Medical Officer as deemed by IC / LSC
Food Unit	Sub-Division Civil Supply Officer / Supply Inspector / Food Inspector (Quality Inspector) or any other suitable officer as deemed by IC / LSC.
Support Branch Director	Suitable Officer as deemed by the IC / LSC

IRS Position	Suitable officers
Resource Provisioning Unit	Additional Supply Officer / Jr. Engineer or any suitable position as deemed by Sup. IC / LSC
Facilities Unit	Tehsildar / Dy Tehsildar / Police Reserve Inspectors or any suitable position as deemed by IC / LSC
Ground Support Unit	Officer of; Road Transport Inspector / (RTO) / Police Inspector / FRO / PWD / PHD / State Transport or any suitable position as deemed by Sup. BD / IC
Finance Branch Director	Nazarat / Treasury Officer or any other suitable position at Sub-Division level deemed by the IC / LSC
Time Unit	Sub-Treasurer / Supply Inspector or any other suitable position at Sub-Division level deemed by the IC / LSC
Compensation / Claim Unit	Dy. Collector or any other suitable position as deemed by the IC
Procurement Unit	Dy. Collector + AO or any other suitable position as deemed by the IC
Cost Unit	Sub Treasury Officer / Finance Officer / Cost Accountant of any Line Departments or any other suitable position as deemed by the IC / LSC

Annexure-XII

Nuclear/Radiological Emergency

Response Actions (to be taken during a Nuclear/Radiological Emergency)

1. Spread prior awareness in respect of do's and don'ts to those likely to be affected by the accident/emergency;
2. Recognise the existence of an abnormal situation;
3. Despatch the team of experts (who can detect CBRN related incidents);
4. Identify and characterise the source and its origin;
5. Cordon off the area with the help of police and be prepared for maintenance of law and order;
6. Assess the magnitude of damage (required for mobilizing relief);
7. Respond quickly to the situation and mobilize resources at the shortest possible notice;
8. Alert all stake holders and responders in the neighboring area;
9. Summon experts from the nearest ERG/DAE facilities;
10. Keep media informed about the latest situation;
11. Induct the services of specially trained NDRF;
12. Organize a suitable facility for decontamination of the persons at a place near the affected site but in a clean environment. Provide them new clothes. Plan to isolate and store the contaminated material;
13. Continue to assess the emergency situation and project its consequences as they develop;
14. Determine the areas where countermeasures are required;
15. Initiate countermeasures at the earliest (for relief and rescue operations on the basis of actual radiation dose levels prevailing in different zones);
16. Plan for evacuation – to move people to temporary shelters, if required;
17. Requisition the transport vehicles for shifting the affected people. Also identify the routes to be followed for shifting of the people;
18. Requisition for supplies of food and drinking water if required (based on actual measurement of contamination found in food and drinking water). In such a case arrangement for alternate supply of food and water will be required; and
19. Initiate the recovery phase at an appropriate time.

Summary

In the event of a nuclear/radiological emergency, protective actions and countermeasures are to be taken promptly in order to be effective. These include identification and isolation of the affected area, decontamination, sheltering, evacuation, medical help, provision for alternate food and water supplies etc. The actions should be balanced and commensurate with the level of severity and should not create unnecessary anxiety and panic among the people. Detailed Guidelines on CBRN disasters have already been issued which should be consulted for details and followed.

Note: The response system required for handling a "nuclear disaster scenario" is entirely different which is being worked out in a separate document.

Annexure-XIII

Examples of Groups for Formation of Strike Team & Task Force and their Roles & Responsibilities

Response in disasters normally may require performance of rescue & evacuation, setting up of Relief Camps, providing medical assistance, supply of food, Restoration of essential services, and establishment of facilities both for the affected communities and the responders etc.

When under one leader, a number of boats and personnel (preferably not more than five in the context of span of control) are assigned the job of rescuing marooned villagers, such a team would be called a Strike Team. In this case a number of single resource i.e. boat with rescue personnel are being deployed to perform only one task i.e. rescue and evacuation of marooned villagers.

When under one leader a team of doctors / paramedics, personnel for dead body management, setting up and management of relief camp etc., such a combined team of different types and kinds of Single resource is called a Task force. These teams may be formed for any type of requirement that may crop up. An illustrative list of different functional groups is being given for reference. The list is not exhaustive.

Different functional Groups and their roles and responsibilities

A. Food Group-in-charge

1. Work under the direction of Team Leader / RBD and supervise functions of all group members and report;
2. Attend planning meeting of the section at the request of Team Leader / OSC / RBD;
3. Brief Group members about the objectives and strategy to achieve the goal;
4. Supply food to the affected site. The team leader shall ensure that the food is properly cooked, packed and religious sentiments are kept in mind;
5. Maintain record of all important activities e.g. numbers of kitchens activated, resources supplied, personnel deployed etc.;
6. assess further requirement and inform RBD / OSC;
7. Organise the communities and take their help in running the kitchen etc.;
8. Perform any other duties assigned by the RBD/OSC.

B. Medical Group-in-charge

1. Work under the direction of Team Leader / RBD and supervise functions of all group members and report;
2. Attend planning meeting of the section at the request of Team Leader / OSC / RBD;
3. Brief Group members about the objectives and strategy to achieve the goal;
4. Support PS and LS for organizing and mobilizing; referral services, first aid, treatment of pregnant and lactating women, care for differently abled person and HIV / TB infected patients, etc. if required;
5. Ensure that affected population is getting appropriate care. If the managing capability is beyond the control of the team leader, he shall ask for more teams;
6. Collect a list of health referral service centers from the OSC / RBD or Division supervisor and obtain resources for transportation of patients;
7. Arrange photography and display the information for non-identified patients for identification;
8. Open a counter for public information;
9. Provide psycho-social care. The NDMA Guidelines for Psycho-Social Support and Mental Health Services in disaster should be referred;
10. Develop strategy to control and manage rush of patients at the medical camp;
11. Maintain record of important activities performed relating to health care, e.g. record of number of victims admitted, treated, discharged and referred, types of casualty, status of various medicines used and available, etc.; and
12. Perform such other duties as directed by RBD.

C. Relief camp management Group-in-charge

1. Work under the direction of Team Leader / RBD and supervise functions of all group members and report;
2. Attend planning meeting of the section at the request of Team Leader / OSC / RBD;
3. Brief Group members about the objectives and strategy to achieve the goal;
4. Ensure preparation of food and its distribution in the camp. While distributing food Keep religious sentiments in mind;
5. Place order and ensure that food materials and other required resources are available;
6. Maintain cleanliness of the camp;
7. Arrange light, water & sanitation services;
8. Ensure gender sensitive needs and their safety are in place;

9. Ensure general security of the camp, and;
10. Perform such other duties as directed by RBD.

D. Dead body management Group-in-charge

1. Work under the direction of Team Leader / RBD and supervise functions of all group members and report;
2. Attend planning meeting of the section at the request of Team Leader / OSC / RBD;
3. Brief Group members about the objectives and strategy to achieve the goal;
4. Organise Inquest / postmortem and other legal requirement before cremation / burial of dead bodies;
5. Identify suitable places for cremation / burial or liaison with the in-charge of cremation / burial ground, if required;
6. Mobilise communities for cremation / burial and also for identification of dead bodies, if required;
7. Organise photography of unidentified dead bodies and activate an information cell and display photos for identification;
8. Maintain record of all important activities relating to identification of dead bodies including photographs, status of dead bodies, locations where they were found, place of cremation / burial, etc. and send to RBD; and
9. Perform any other duties assigned by the RBD.

Groups for Restoration of Essential Services

A. Restoring Medical Services: roles and responsibilities

1. Work under the team leader of restoration of essential services and supervise functions of all groups and report to RBD / OSC;
2. Attend planning meetings of the Section at the request of RBD / OSC;
3. Brief team members about the objectives and strategy to achieve the goal;
4. Check different instruments installed in the hospitals;
5. Check power supply and ensure backup in case of failure;
6. Ensure telephone and other means of communication are in working condition;
7. Ensure services of water and sanitation;
8. Maintain cleanliness;
9. Involve community;
10. Maintain record of activities relating to restoration activities;
11. Perform any other duties assigned by Team Leader / RBD / OSC.

B. Restoring Water and Sanitation Services: roles and responsibilities

1. Work under the team leader of restoration of essential services and supervise functions of all groups and report to RBD / OSC;
2. Attend planning meetings of the section at the request of RBD / OSC;
3. Brief team members about the objectives and strategy to achieve the goal;
4. Project requirement of Task Forces, Strike Teams and Single Resource for water and sanitation services, if required;
5. Repair water lines or supply water tanks of the affected sites;
6. Supply drinking water tank to inaccessible area;
7. Repair tube wells;
8. Check contamination of water and provide facilities for water purification;
9. Involve employees of NAC, Municipality or Corporation for sanitation services in consultation with OSC, LSC and ensure that work is in progress;
10. Involve community;
11. Maintain the record of important activities performed; and
12. Perform any other duties assigned by the Team Leader / RBD / OSC.

C. Restoring Telephone / Electric Service: roles and responsibilities

1. Work under the team leader of restoration of essential services and supervise functions of all groups and report to RBD / OSC;
2. Attend planning meetings of the section at the request of RBD / OSC;
3. Brief team members about the objectives and strategy to achieve the goal;
4. Perform assigned tactical tasks;
5. Maintain record of important activities performed etc; and
6. Perform any other duties assigned by the Team Leader / RBD / OSC.

Annexure-XIV

CRF Norms
No.32-34/2005-NDM-I
Government of India
Ministry of Home Affairs
(Disaster Management – I Division)

North Block, New Delhi
Dated, the 27th June, 2007

To

1. Chief Secretaries of all States
2. The Relief Commissioners /Secretaries, Department of Disaster Management of all States

Subject: - Revision of Items and Norms of assistance from the Calamity Relief Fund (CRF) and the National Calamity Contingency Fund (NCCF) for the period between 2005 – 2010.

Sir,

I am directed to state that the Twelfth Finance Commission (TFC) has given its recommendations on financing of relief expenditure on natural calamities for the period 2005–2010 which were accepted by the Government of India. In accordance with the said recommendations, an Expert Group was set up in the Ministry of Home Affairs under the Chairmanship of the Joint Secretary (DM-I) and Central Relief Commissioner to review and revise the extant items and norms of assistance from CRF/NCCF and to recommend norms for the newly included natural calamities of “landslides”, “Avalanches”, “Cloud burst” and “Pest Attacks” to be followed during the period between 2005–2010. The Group comprised of representatives of certain States and Central Ministries.

2. The Government of India has revised the items and norms of assistance considering the recommendations of the Expert Group and accordingly the approved list of items and norms for assistance from CRF / NCCF in the wake of identified natural calamities is Annexed. These revised norms will come into force prospectively with immediate effect. The State Governments are requested to kindly ensure that the expenditure from CRF / NCCF is incurred as per these approved items / norms only.

3. The revised items and norms can also be downloaded from website of Disaster Management Division of Ministry of Home Affairs i.e. www.ndmindia.nic.in.

4. A copy of the communication along with its enclosures are also being sent to the Accountants General of the States for necessary action.

5. This supercedes this Ministry's earlier letters on this subject, the last being No.32-22/2004-NDM-I dated the 15th June, 2005.

Yours faithfully,
(B. Murali Kumar)
Director (NDM-I)
Tele: 23092696 / Fax: 23093750

Encl: As above.

Copy for information and necessary follow up action to :-

1. Accountants General of all State Governments.
2. Controller General of Accounts (CGA), New Delhi.
3. Comptroller & Auditor General (CAG), New Delhi.
4. Resident Commissioners of all State Governments.

Copy to: -

1. Ministry of Finance, Department of Expenditure (Shri V.S.Senthil, JS(PF), North Block, New Delhi.
2. Ministry of Agriculture (Shri Mukesh Khuller, Joint Secretary (DM), Krishi Bhawan, New Delhi.
3. Planning Commission (Shri R. Sreedharan, Joint Secretary (SP), Yojna Bhawan, New Delhi.
4. National Disaster Management Authority (Shri J.B.Sinha, Joint Secretary)
5. All concerned Central Ministries / Departments / Organizations.
6. PMO / Cabinet Secretariat.
7. PS to HM/ PS to MOS (R)
8. Sr. PPS to Home Secretary / Secretary (BM)/ Joint Secretary (DM-I)/ Joint Secretary (DM-II) / Publicity Officer / NIC.

Revised List of Items and Norms of Assistance from Calamity Relief Fund (CRF) and National Calamity Contingency Fund (NCCF) for the Period 2005-10 (MHA Letter No. 32-34/2007-NDM-I dated the 27th June, 2007)

S.N.	Item	Norms of Assistance
1.	Gratuitous Relief	
	(a) Ex-Gratia payment to the families of deceased	<p>Rs. 1.00 lakh per deceased</p> <ul style="list-style-type: none"> • It would be necessary to obtain a Certificate of cause of death issued by an appropriate authority designated by the State Government certifying that the death has occurred due to a natural calamity notified by the Ministry of Finance in the Scheme of CRF/NCCF. • In the case of a Government employee / relief worker who loses his/her life, while engaged in rescue and relief operations, in the aftermath of a notified natural calamity or during preparedness activities like mock drills etc., his/her family would be paid ex- gratia @ Rs.1.00 lakh per deceased. • In the case of an Indian citizen who loses his life due to a notified natural calamity in a foreign country, his family would not be paid this relief. • Similarly, in the case of a Foreign citizen who loses his life due to a notified natural calamity within the territory of India, his family would also not be paid this relief.
	(b) Ex-Gratia payment for loss of a limb or eyes.	<p>(i) Rs. 35,000/- per person (when the disability is between 40% and 75% duly certified by a Government doctor or doctor from a panel approved by the Government).</p> <p>(ii) Rs. 50,000/- per person (when the disability is more than 75% duly certified by a Government doctor or doctor from a panel approved by the Government).</p>
	(c) Grievous injury requiring hospitalization	<ul style="list-style-type: none"> • Rs. 7,500 per person (grievous injury requiring hospitalization for more than a week). • Rs. 2,500/- per person (grievous injury requiring hospitalization for less than a week).
	(d) Relief for the old, infirm and destitute children.	<ul style="list-style-type: none"> • Rs. 20/- per adult, and Rs. 15/- per child per day.

	(e) Clothing and utensils/ household goods for families whose houses have been washed away/ fully damaged/ severely inundated for more than a week due to a natural calamity.	<ul style="list-style-type: none"> • Rs. 1000/- for loss of clothing per family and Rs.1000/- for loss of utensils/household goods per family.
	(f) Gratuitous relief for families in dire need of immediate sustenance after a calamity. GR should only be given to those who have no food reserve, or whose food reserves have been wiped out in a calamity, and who have no other immediate means of support.	<ul style="list-style-type: none"> • Rs. 20/- per adult, and Rs. 15/- per child per day.
		<p><u>Period for providing gratuitous relief</u></p> <p>(i) <i>Natural Calamities other than drought and pest attack (locust and rodent menace only)</i></p> <ul style="list-style-type: none"> • Upto a maximum period of 15 days. • In the case of above mentioned notified natural calamities of a severe nature, relief can be provided upto 30 days with the approval of State Level Committee for assistance to be provided under CRF and as per the assessment of the Central Team for assistance to be provided under NCCF. <p>(ii) <i>Drought/ pest attack (locust and rodent menace only).</i></p> <ul style="list-style-type: none"> • The maximum period for which the relief can be provided is upto 60 days and in case of severe drought/pest attack upto 90 days. • In case the drought/pest attack situation persists beyond 90 days, the State Level Committee shall, after a detailed review, decide the further period for which relief can be provided from CRF, on a month to month basis, co-terminus with the actual period of prevailing situation.
2.	Supplementary Nutrition.	<p>Rs. 2.00 per head per day, as per ICDS norms.</p> <p><u>Period for providing relief</u></p> <p>(i) <i>Natural Calamities other than drought and pest attack (locust and rodent menace only).</i></p>

		<p>Upto a maximum period of 30 days with the approval of State Level Committee for assistance from CRF and as per the assessment of the Central Team for assistance from NCCF.</p> <p>(ii) Drought/ pest attack (locust and rodent menace only).</p> <ul style="list-style-type: none"> The maximum period for which the relief can be provided is upto 60 days. In case of drought/pest attack (locust and rodent menace only) of a severe nature, the period for provision of relief may be extended upto a maximum period of 90 days with the approval of State Level Committee for assistance to be provided under CRF and as per the assessment of the Central Team for assistance to be provided under NCCF.
3.	Assistance to small and marginal farmers for:-	
	(a) Desilting of agricultural land	<ul style="list-style-type: none"> Rs. 6000/- per hectare:- (<i>where thickness of sand/silt deposit is more than 3", to be certified by the competent authority of the State Government.</i>)
	(b) Removal of debris on agricultural land in hilly areas	<ul style="list-style-type: none"> Rs. 6,000/- per hectare
	(c) Desilting/ Restoration/Repair of fish farms	<ul style="list-style-type: none"> Rs. 6,000/- her hectare (Subject to the condition that no other assistance/ subsidy has been availed of / is eligible to the beneficiary under any other Government Scheme)
	(d) Loss of substantial portion of land caused by landslide, avalanche, change of course of rivers.	<ul style="list-style-type: none"> Rs. 15,000/- per hectare (<i>Assistance will be given to only those small and marginal farmers whose ownership of the land lost, is legitimate as per the revenue records.</i>)
	(e) Agriculture input subsidy where crop loss was 50% and above.	
	(i) For agriculture crops, horticulture crops and annual plantation crops	<ul style="list-style-type: none"> Rs. 2000/- per hectare in rainfed areas Rs. 4,000/- per hectare for areas under assured irrigation. <p>(a) <i>No input subsidy will be payable for agricultural land remaining unsown or fallow.</i></p> <p>(b) <i>Assistance payable to any small farmer with tiny holding may not be less than Rs.250.</i></p>

	(ii) Perennial crops	<ul style="list-style-type: none"> • Rs 6,000 per hectare for all types of perennial crops. (a) <i>No input subsidy will be payable for agricultural land remaining unsown or fallow.</i> (b) Assistance payable to any small farmer with tiny holding may not be less than Rs. 500/-
4.	Input subsidy to farmers other than small & marginal farmers	<p><i>Assistance may be provided where crop loss is 50% and above, subject to a ceiling of 1 ha per farmer and upto 2 ha per farmer in case of successive calamities irrespective of the size of his holding, at the following rates :-</i></p> <ul style="list-style-type: none"> • Rs. 2,000/- per hectare in rainfed areas • Rs. 4,000/- per hectare for areas under assured irrigation. • Rs. 6,000 per hectare for all types of perennial crops. ○ No input subsidy will be payable for agricultural land remaining unsown or fallow.
5.	Assistance to Small & Marginal sericulture farmers	<p>Rs. 2000/- per ha. for Eri, Mulberry and Tussar Rs. 2500 per ha. for Muga</p>
6.	Employment Generation (<i>Only to meet additional requirements after taking into account funds available under various Plans/ Schemes with elements of employment generation e.g. NREGP, SGRY</i>)	<ul style="list-style-type: none"> • Daily wages to be at par with minimum wage for unskilled labourers notified by the State Government concerned. • Contribution from Relief Fund to be restricted upto 8 Kgs of wheat or 5 Kgs of rice per person per day – subject to the availability of stock in the State. The cost of the foodgrains is to be worked out on the basis of “economic cost”. • The remaining part of the minimum wages will be paid in cash. The cash component should not be less than 25% of the minimum wage. • The above assistance will be for a period of 10 days in a month (15 days in a month in areas where other schemes/projects with elements of employment generation are not in operation). • State Govt. is required to lift and utilise the allocated foodgrains within 03 months from the date of issue of the order of allocation. No request for extension of the said period shall be entertained.
		<ul style="list-style-type: none"> • The above assistance will be for a period of 10 days in a month (15 days in a month in areas where other schemes/projects with elements of employment generation are not in operation).

		<ul style="list-style-type: none"> • State Govt. is required to lift and utilize the allocated foodgrains within 03 months from the date of issue of the order of allocation. No request for extension of the said period shall be entertained. • Work to be provided to one person from every willing rural household in the affected areas, subject to the assessment of actual demand on a case-to-case basis. • As assessed by the State Level Committee for assistance to be provided from CRF and assessed by the Central Team for assistance to be provided from NCCF.
7.	<p>Animal Husbandry : Assistance to small and marginal farmers/ agricultural labourers</p> <p>(i) Replacement of draught animals, milch animals or animals used for haulage</p>	<p><u>Milch animal-</u></p> <p>(i) Buffalo/ cow/camel / yak etc. @ Rs. 10,000/-</p> <p>(ii) Sheep/Goat @ Rs. 1000/-</p> <p><u>Draught Animals:</u></p> <p>(i) Camel/horse/ bullock, etc. @ Rs. 10,000/-</p> <p>(ii) Calf, Donkey and pony @ Rs. 5000/-</p> <ul style="list-style-type: none"> • <i>The assistance may be restricted for the actual loss of economically productive animals and will be subject to a ceiling of 1 large milch animal or 4 small milch animals or 1 large draught animal or 2 small draught animals per household irrespective of whether a household has lost a larger number of animals. (The loss is to be certified by the Competent Authority designated by the State Government).</i> <p><u>Poultry:-</u></p> <ul style="list-style-type: none"> • Poultry @ Rs. 30/- per bird subject to a ceiling of assistance of Rs. 300/- per beneficiary household. The death of the poultry birds should be on account of the notified natural calamity.
		<p>Note :- Relief under these norms is not eligible if the assistance is available from any other Government Scheme, e.g. loss of birds due to Avian Influenza or any other diseases for which the Department of Animal Husbandry has a separate scheme for compensating the poultry owners..</p>

	<p>(ii) Provision of fodder / feed concentrate in the cattle camps</p>	<ul style="list-style-type: none"> • Large animals- Rs. 20/ per day • Small animals- Rs. 10/- per day <p><u>Period for providing assistance</u></p> <p>(i) Notified Calamities other than drought</p> <ul style="list-style-type: none"> • Upto a maximum period of 15 days. <p>(ii) Drought</p> <ul style="list-style-type: none"> • Upto 60 days and in case of severe drought upto 90 days. • In case the drought situation persists beyond 90 days, the State Level Committee shall, after a detailed review, decide the further period for which relief can be provided from NCCF, on a month to month basis, co-terminus with the actual period of scarcity /onset of rains.
	<p>(iii) Water supply in cattle camps</p>	<ul style="list-style-type: none"> • To be assessed by the State Level Committee for assistance to be provided from CRF and by the Central Team for assistance to be provided from NCCF <p><u>Period for providing assistance</u></p> <p>(i) Notified Calamities other than drought</p> <ul style="list-style-type: none"> • Upto a maximum period of 15 days. <p>(ii) Drought</p> <ul style="list-style-type: none"> • Upto 60 days and in case of severe drought upto 90 days. • In case the drought persists beyond 90 days, the State Level Committee shall, after a detailed review, decide the further period for which relief can be provided from CRF, on a month to month basis, co-terminus with the actual period of scarcity /onset of rains.
	<p>(iv) Additional cost of medicines and vaccine (calamity related requirements)</p>	<ul style="list-style-type: none"> • To be assessed by the State Level Committee for assistance to be provided from CRF and by the Central Team for assistance to be provided from NCCF.
	<p>(v) Supply of fodder outside cattle camps</p>	<ul style="list-style-type: none"> • Additional expenditure on transport of fodder from the approved fodder depot to neutralize calamity related price rise, to be determined on a case-to-case basis by the State Level Committee for assistance to be provided under CRF and as per the assessment of Central Team for assistance to be provided under NCCF.

	(vi) Movement of useful cattle to other areas	<ul style="list-style-type: none"> To be assessed by the State Level Committee for assistance to be provided from CRF and by the Central Team for assistance to be provided from NCCF.
8.	<p>Assistance to Fisherman</p> <p>(a) for repair / replacement of boats, nets – damaged or lost</p> <ul style="list-style-type: none"> – Boat – Dugout-Canoe – Catamaran – Nets <p>(This assistance will not be provided if the beneficiary is eligible or has availed of any subsidy/assistance, for the instant calamity, under any other Government Scheme.)</p>	<ul style="list-style-type: none"> Rs.2,500/- (for repair of partially damaged traditional crafts (all types) plus net) Rs. 7500/- (for replacement of fully damaged traditional crafts (all types) plus net) Such traditional crafts are to be registered with the State Government. Extent of damage (partial or full) to be determined/certified by a competent authority designated by the State Government.
	(b) Input subsidy for fish seed farm	<ul style="list-style-type: none"> Rs. 4,000/- per Hectare <p>(This assistance will not be provided if the beneficiary is eligible for or has availed of any subsidy/assistance, for the instant calamity, under any other Government Scheme except the one time subsidy provided under the Scheme of Department of Animal Husbandry, Dairying and Fisheries, Ministry of Agriculture).</p>
9.	Assistance to artisans in handicrafts/handloom sectors by way of subsidy for repair/ replacement of damaged equipments.	
	(a) For Traditional Crafts (Handicrafts)	
	(i) For replacement of damaged tools/equipment	<ul style="list-style-type: none"> Rs. 2,000/- per artisan Damage/ replacement to be duly certified by Competent Authority designated by the State Government
	(ii) For loss of raw material/ goods in process/ finished goods	<ul style="list-style-type: none"> Rs. 2,000/- per artisan Damage/ Loss to be certified by Competent Authority designated by the State Government.

	(b) For Handloom Weavers	
	(i) Repair/ replacement of loom equipment and accessories	<p><u>For repair of loom</u></p> <ul style="list-style-type: none"> • Rs. 1000/- per loom <p><u>For replacement of looms</u></p> <ul style="list-style-type: none"> • <u>Rs. 2000/- per loom</u> • Damage/ replacement to be certified by the competent authority designated by the Government.
	(ii) Purchase of yarn and other materials like dyes & chemicals and finished stocks.	<p>Rs 2,000/- per loom</p> <ul style="list-style-type: none"> • Damage/ replacement to be certified by the competent authority designated by the Government.
10.	Assistance for repair/restoration of damaged houses	<ul style="list-style-type: none"> • The damaged house should be an authorized construction duly certified by the Competent Authority of the State Government. • The extent of damage to the house is to be certified by a technical authority authorized by the State Government.
	(a) Fully damaged/ destroyed houses	
	(i) Pucca house	• Rs. 25,000/- per house
	(ii) Kutch House	• Rs.10,000/- per house
	(b) Severely damaged houses	
	(i) Pucca House	• Rs. 5,000/- per house
	(ii) Kutch House	• Rs. 2500/- per house
	(c) Partially Damaged Houses – both pucca/kutch (other than hut) (where the damage is minimum of 15 %)	• Rs. 1500 /- per house
	(d) Huts: damaged / destroyed	<ul style="list-style-type: none"> • Rs. 2000/- per Hut • <i>(Hut means- Temporary, make shift unit, inferior to Kutch house, made of thatch, mud, plastic sheets etc. traditionally seen & recognized and known as Hut by the State/ District Authorities.)</i>
11.	Provision of emergency supply of drinking water in rural areas and urban areas	• As assessed by the State Level Committee for assistance to be provided under CRF and as per the assessment of the Central Team for assistance to be provided under NCCF.

12.	Provision of medicines, disinfectants, insecticides for prevention of outbreak of epidemics	<ul style="list-style-type: none"> As above
13.	Medical care for cattle and poultry against epidemics as a sequel to a notified natural calamity.	<ul style="list-style-type: none"> As above
14.	Evacuation of people affected/ likely to be affected	<ul style="list-style-type: none"> As above
15.	Hiring of boats for carrying immediate relief & saving life	<ul style="list-style-type: none"> As above The quantum of assistance will be limited to the actual expenditure incurred on hiring boats and essential equipment required for rescuing stranded people and thereby saving human lives during a notified natural calamity.
16.	Provision for temporary accommodation, food, clothing, medical care etc. of people affected/ evacuated (operation of relief camps)	<ul style="list-style-type: none"> As assessed by the State Level Committee for assistance to be provided under CRF and as per the assessment of the Central Team for assistance to be provided under NCCF. Quantum of assistance will be limited to the actual expenditure incurred, during the specified period. <p>Period</p> <ul style="list-style-type: none"> In case of natural calamities other than drought for a maximum period upto 15 days In case of natural calamities other than drought of a severe nature for a maximum period upto 30 days <p>Drought</p> <ul style="list-style-type: none"> In case of drought, the maximum period for which the relief can be provided is upto 60 days and in case of severe drought upto 90 days.
		<ul style="list-style-type: none"> In case the drought situation persists beyond 90 days, the State Level Committee shall, after a detailed review, decide the further period for which relief can be provided, on a month to month basis, co-terminus with the actual period of scarcity /onset of rains
17.	Air dropping of essential supplies	<ul style="list-style-type: none"> As assessed by the State Level Committee for assistance to be provided under CRF and as per the assessment of the Central Team for assistance to be provided under NCCF.

		<ul style="list-style-type: none"> The quantum of assistance will be limited to actual amount raised in the bills by the Air Force/ other Aircraft providers for airdropping of essential supplies and rescue operations only.
18.	<p>Repair/restoration of immediate nature of the damaged infrastructure in eligible sectors:</p> <ul style="list-style-type: none"> (1) Roads & Bridges (2) Drinking Water Supply Works, (3) Irrigation, (4) Power (only limited to immediate restoration of electricity supply in the affected areas), (5) Primary Education, (6) Primary Health Centres, (7) Community assets owned by Panchayats. Sectors such as Telecommunication and Power (except immediate restoration of power supply), which generate their own revenues, and also undertake immediate repair/ restoration works from their own funds/ resources, are excluded. 	<p><u>Activities of immediate nature</u></p> <ul style="list-style-type: none"> An illustrative list of activities which may be considered as works of an immediate nature are given in the enclosed Appendix. <p><u>Time Period</u></p> <ul style="list-style-type: none"> The following time limits are indicated for undertaking works of immediate nature :- <p><u>For Plain areas</u></p> <ol style="list-style-type: none"> 30 days in case of calamity of normal magnitude 45 days in case of calamity of severe magnitude <p><u>For hilly areas and North Eastern States</u></p> <ol style="list-style-type: none"> 45 days in case of calamity of normal magnitude. 60 days in case of calamity of severe magnitude. <p><u>Assessment of requirements</u></p> <ul style="list-style-type: none"> On the basis of assessment made by the State Level Committee for assistance to be provided under CRF and on the basis of the assessment of the Central Team for assistance to be provided under NCCF.
19.	Replacement of damaged medical equipment and lost medicines of Govt. hospitals/ health centres	<ul style="list-style-type: none"> As assessed by the State Level Committee for assistance to be provided under CRF and as per the assessment of the Central Team for assistance to be provided under NCCF. The quantum of relief will be limited to the actual expenditure incurred.
20.	Operational cost (Of POL only) for Ambulance Service, Mobile Medical Teams and Temporary Dispensaries.	<ul style="list-style-type: none"> As above The list of items, which fall under operational cost, will generally include:- Cost of putting up temporary medical camps/ temporary dispensaries. Hiring of ambulances. Hiring of transport vehicles for mobile medical teams only. Actual POL expenditure for ambulance and transport vehicles for mobile medical teams.

21.	Cost of clearance of debris	<ul style="list-style-type: none"> As assessed by the State Level Committee for assistance to be provided under CRF and as per the assessment of the Central Team for assistance to be provided under NCCF. The quantum of relief will be limited to the actual expenditure incurred. Cost of clearance of debris includes removal of debris of stones, bricks, steel/iron which is restricted to inhabited areas only.
22.	Draining off flood water in affected areas	<ul style="list-style-type: none"> As assessed by the State Level Committee for assistance to be provided under CRF and as per the assessment of the Central Team for assistance to be provided under NCCF. The quantum of relief will be limited to the actual expenditure incurred.
23.	Cost of search and rescue measures	<ul style="list-style-type: none"> As assessed by the State Level Committee for assistance to be provided under CRF and as per the assessment of the Central Team for assistance to be provided under NCCF. The quantum of relief will be limited to the actual expenditure incurred on search and rescue operations within a period of two weeks of the notified natural calamity.
24.	Disposal of dead bodies/ carcasses	<ul style="list-style-type: none"> On actual basis, as reported by the State Government or as recommended by the Central Team.
25.	Training to specialist multi disciplinary groups/ teams of the State personnel drawn from different cadres/services/ personnel involved in management of disaster in the State".	<ul style="list-style-type: none"> Expenditure is to be incurred from CRF only (and not from NCCF), as assessed by the State Level Committee. The total expenditure on items 25 and 26 collectively should not exceed 10% of the annual allocation of the CRF.
26.	Procurement of essential search, rescue and evacuation equipment including communication equipment.	<ul style="list-style-type: none"> As above.
27.	Landslides, Cloudburst and Avalanches.	<ul style="list-style-type: none"> The norms for various items will be the same as applicable to other notified natural calamities, as listed above.

28.	Pest attack (locust and rodent menace only).	<ul style="list-style-type: none"> • With regard to the norms of assistance for crop damaged due to pest attack, it will be on the lines of assistance provided to the affected farmers in the wake of damage to crops by other notified natural calamities. .
		<ul style="list-style-type: none"> • However, expenditure on aerial spray of pesticides for pest control will be met under the ongoing Scheme of the Department of Agriculture & Cooperation, Ministry of Agriculture, as spraying is required to be done on larger areas and not on field to field basis, owned by the individual farmers.
29.	Norms for existing Natural Calamity of Fire	
	(i) Fire	<ul style="list-style-type: none"> • Assistance in the wake of accidental fire may be provided for loss/ damage to lives, limbs, crops, property etc. in inhabited areas as per the items and norms applicable in the wake of other notified natural calamities. • The eligibility of assistance as per above criteria is to be certified by the Competent Authority of the State. • The incident relating to Forest fire may be covered to some extent under the Scheme of the Ministry of Environment & Forests i.e. Integrated Forest Protection Scheme. Relief assistance will be provided to the people affected due to forest fire for loss/ damage to lives, limbs, crops, property etc. as per the items and norms applicable in the wake of other notified natural calamities, to the extent, such losses are not covered under the Integrated Forest Protection Scheme. • With regard to Fire incidents relating to industrial, commercial installations, these are required to be covered under insurance.

Appendix

(to item No. 18)

Illustrative list of activities identified as of an immediate nature.

1. Drinking Water Supply:

- i) Repair of damaged platforms of Hand pumps/Ring wells/Spring-tapped chambers/Public stand posts, cisterns.
- ii) Restoration of damaged stand posts including replacement of damaged pipe lengths with new pipe lengths, cleaning of clear water reservoir (to make it leak proof).
- iii) Repair of damaged pumping machines, leaking overhead reservoirs and water pumps including damaged intake – structures, approach gantries / jetties.

2. Roads:

- (i) Filling up of breaches and potholes, use of pipe for creating waterways, repair and stone pitching of embankments.
- (ii) Repair of breached culverts.
- (iii) Providing diversions to the damaged/washed out portions of bridges to restore immediate connectivity.
- (iv) Temporary repair of approaches to bridges/embankments of bridges., repair of damaged railing bridges, repair of causeways to restore immediate connectivity, granular sub base, repair of damaged stretch of roads to restore traffic.

3. Irrigation:

- (i) Immediate repair of damaged canal structures and earthen/masonry works of tanks and small reservoirs with the use of cement, sand bags and stones.
- (ii) Repair of weak areas such as piping or rat holes in dam walls/embankments.
- (iii) Removal of vegetative material/building material/debris from canal and drainage system.

4. Health:

Repair of damaged approach roads, buildings and electrical lines of PHCs / Community Health Centres.

5. Community assets of Panchayat:

- a. Repair of village internal roads
- b. Removal of debris from drainage/sewerage lines
- c. Repair of internal water supply lines
- d. Repair of street lights
- e. Temporary repair of primary schools, Panchayat ghars, community halls, angan-wadi etc.

Annexure-XV					
List of 100 Districts for Revamping Civil Defence Set-up					
S. No. For States	States	Districts	Activated	Non- Activated	Training
1.	Andhra Pradesh	Vashakapattanam			Yes
		Hyderabad			
2.	Assam	Bongaigon			
		Darrang			
		Dibrugarh			Yes
		Golaghat			
		Jorhat			
		Kabri Anglong			
		Kakrajhar			
		Tinsukia			
3.	Bihar	Purnia			
		Patna			Proposed
		Kathihar			
		Begusarai			
4.	Goa	North Goa			No
		South Goa			
5.	Gujarat	Ahmedabad			
		Bharuch			
		Kachch			
		Jamnagar			
		Surat			Yes
		Dangs			
		Gandhinagar			
		Mehasana			
		Narmada			
		Navsari			
Vadodra					
6.	Haryana	Ambala			
		Faridabad			
		Gurgaon			Yes
		Hissar			
		Jhajjar			
7.	Maharashtra	Mumbai			
		Raigarh			Yes
		Ratnagiri			
		Sindhudurg			
		Thane			

S. No. For States	States	Districts	Activated	Non- Activated	Training
8.	Orissa	Dhenkanal			Yes
		Baleshwar			
		Bhadrak			
		Kendrapara			
		Jagatsinghpur			
9.	Punjab	Jalandher			
		Amritsar			
		Ropar			Yes
		Bhatinda			
		Ferozpur			
		Ludhiana			
		Faridkot			
		Gurdaspur			
		Sangrur			
		Hoshiarpur			
		Patiala			
		10.	Uttar Pradesh	Agra	
Allahabad					
Bareilly					
Gorakhpur					
Ghaziabad					
Lucknow					Yes
Mathura					
Meerut					
Moradabad					
Bulandshahar					
Saharanpur					
Baghpat					
Varanasi					
Kanpur (nagar)					
Jhansi					
Muzaffarnagar					

S. No. For States	States	Districts	Activated	Non-Activated	Training
11.	West Bengal	Bardhaman			
		Kolkatta			
		Hugli			
		Howrah			Yes
		Darjeeling			
		Jalpaiguri			
		East Mednipur			
		West Mednipur			
		Murshidabad			
		Birbhum			
12.	Delhi	North East Delhi			
		South Delhi			Yes
13.	Jharkhand	Sahibganj			
		Godda			
14	Jammu & Kashmir	Jammu			
		Srinagar			
		Kupwara			
		Baramullah			
		Badgam			
		Pulwama			
		Anantnag			
		Leh			
		Kargil			
		Doda			
		Udhampur			
		Poonch			
		Rajouri			
15.	Rajasthan	Alwar			Yes
		Barmer			
		Jalore			
16.	Himachal Pradesh	Shimla			Yes

Annexure-XVI

Grant for Capacity Building

Thirteenth Finance Commission

Page No. 452. Annex 11.3 (Para 11.102)

(Rs. crore)

Sl. No.	State	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1.	Andhra Pradesh	6.00	6.00	6.00	6.00	6.00	30.00
2.	Arunachal Pradesh	1.00	1.00	1.00	1.00	1.00	5.00
3.	Assam	5.00	5.00	5.00	5.00	5.00	25.00
4.	Bihar	5.00	5.00	5.00	5.00	5.00	25.00
5.	Chhattisgarh	4.00	4.00	4.00	4.00	4.00	20.00
6.	Goa	1.00	1.00	1.00	1.00	1.00	5.00
7.	Gujarat	6.00	6.00	6.00	6.00	6.00	30.00
8.	Haryana	5.00	5.00	5.00	5.00	5.00	25.00
9.	Himachal Pradesh	4.00	4.00	4.00	4.00	4.00	20.00
10.	Jammu & Kashmir	4.00	4.00	4.00	4.00	4.00	20.00
11.	Jharkhand	5.00	5.00	5.00	5.00	5.00	25.00
12.	Karnataka	4.00	4.00	4.00	4.00	4.00	20.00
13.	Kerala	4.00	4.00	4.00	4.00	4.00	20.00
14.	Madhya Pradesh	5.00	5.00	5.00	5.00	5.00	25.00
15.	Maharashtra	5.00	5.00	5.00	5.00	5.00	25.00
16.	Manipur	1.00	1.00	1.00	1.00	1.00	5.00
17.	Meghalaya	1.00	1.00	1.00	1.00	1.00	5.00
18.	Mizoram	1.00	1.00	1.00	1.00	1.00	5.00
19.	Nagaland	1.00	1.00	1.00	1.00	1.00	5.00
20.	Orissa	5.00	5.00	5.00	5.00	5.00	25.00
21.	Punjab	5.00	5.00	5.00	5.00	5.00	25.00
22.	Rajasthan	6.00	6.00	6.00	6.00	6.00	30.00
23.	Sikkim	1.00	1.00	1.00	1.00	1.00	5.00
24.	Tamil Nadu	5.00	5.00	5.00	5.00	5.00	25.00
25.	Tripura	1.00	1.00	1.00	1.00	1.00	5.00
26.	Uttar Pradesh	5.00	5.00	5.00	5.00	5.00	25.00
27.	Uttarakhand	4.00	4.00	4.00	4.00	4.00	20.00
28.	West Bengal	5.00	5.00	5.00	5.00	5.00	25.00
	Total	105.00	105.00	105.00	105.00	105.00	525.00

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129. Sh. Nirmal Deshmukh, Joint CEO, MIDC, Government of Maharashtra, Mumbai, Maharashtra
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133. Sh. V.G.S. Velingkar, SW/CO III (R), PWD Panjim, Goa
134. Sh. S.M. Panantake, Chief Inspector, Factory & Boster, Goa
135. Sh. V.P. Marathe, Inspector of Factories, Goa
136. Sh. S.V. Nair, MD, KTCL, Goa
137. Sh. P.K. Veliq Karbe, Addl. Collector South, Goa
138. Sh. Anthony Dsouza, Dy. Collector (LA), North, Goa
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For more information on these *Guidelines* on Incident Response System

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