

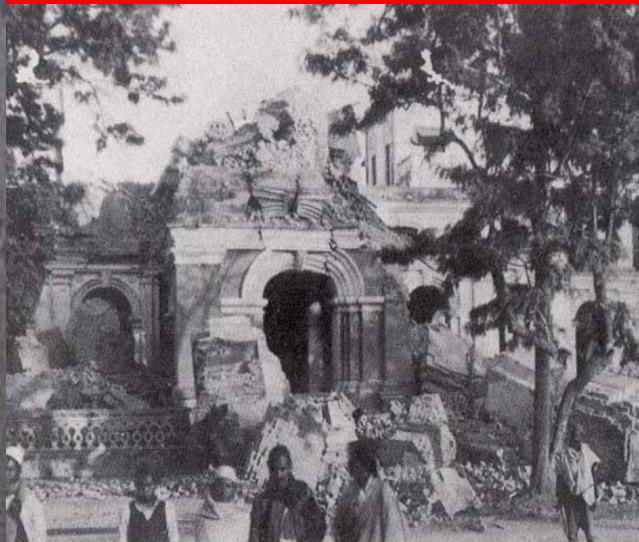
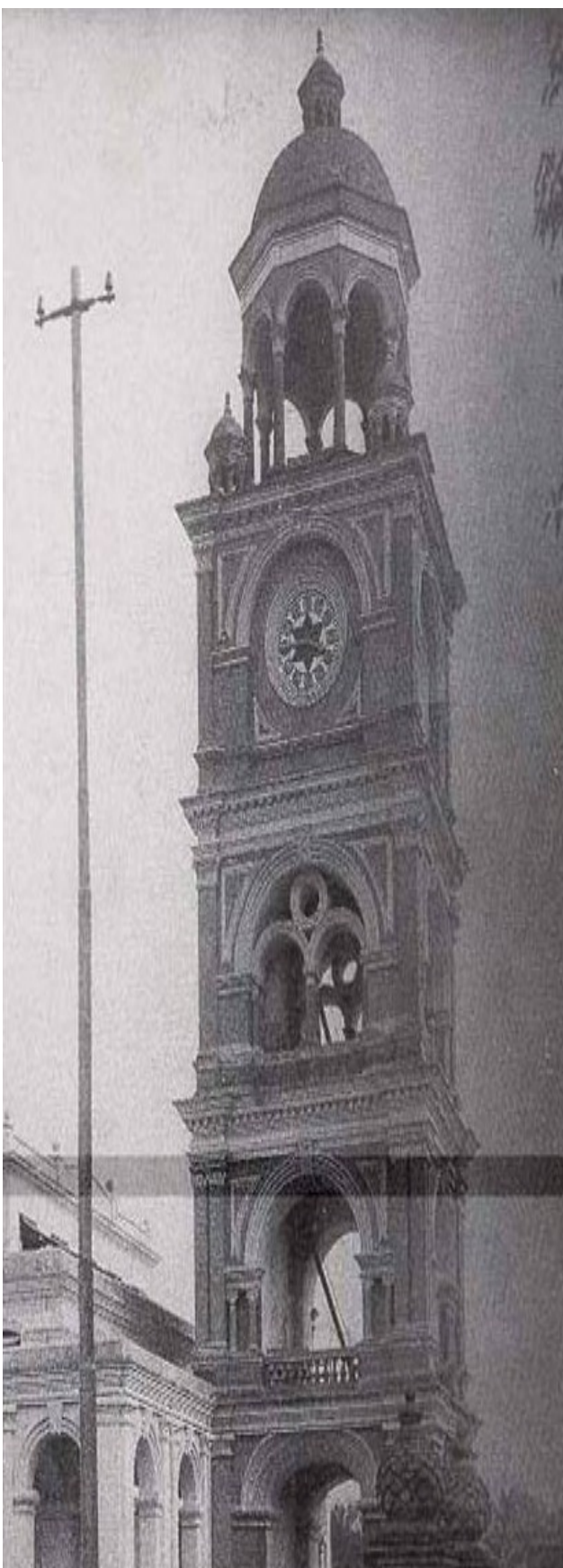


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Earthquake Contingency Plan

2008

Nepal Red Cross Society

National Headquarters, Kathmandu

Preface

Nepal Red Cross Society (NRCS) has passed through series of landmarks and challenges in its efforts to expand and grow into present structure since its inception. NRCS currently is the largest humanitarian organizations in Nepal. It has been tackling with multifarious humanitarian needs and challenges including various forms of disaster, epidemics, socio-political conflicts, poverty, health problems and multiple forms of sufferings through its wide spread network. NRCS has its presence in all 75 districts of the country in the form of district chapters and more than 1300 sub-chapters below district level. NRCS has demonstrated its tireless efforts in the years past in streamlining expanding and strengthening its organization and service activities throughout the country. NRCS has left no stones unturned in implementing its programs and activities as guided by its Plans and strategies to reduce vulnerability of individuals and communities through service delivery and promotion of humanitarian values. Furthermore, NRCS is deeply involved in Community development and resilience so that they may cope with all sorts of disasters and human sufferings locally.

NRCS has recently endorsed its Fifth Development Plan (2008-2010) as a continuous strategic effort to reduce or alleviate human suffering. In compliance with the RC fundamental principles and status of NRCS, the plan presents our due commitment and thereby shares responsibility of reducing vulnerability. Through the concepts and development plan approaches were adopted since mid-seventies, comprehensive development planning started since early eighties only in the form of first long term national development plan. Throughout these years NRCS has strongly adhered to its commitments and solidarity to International Red Cross Movement strategies so as to respond to global human suffering caused by natural, human or technological disaster.

Nepal is vulnerable to many types of natural and man made disasters causing serious hazards to human life and property. In the past, Nepal has experienced destructive earthquakes, flash floods, landslides, famines, drought, armed conflict etc. The total loss of life recorded between 1983 and 2000 by natural disasters has been 20,053. During destructive earthquakes and floods, NRCS headquarters, chapters and sub-chapters have been involved in providing health, education, and shelter support on a modest level. NRCS has been working in close coordination with the government as well as other humanitarian organizations. It has been taking different preparedness initiatives at organizational as well as community level by following its DM Policy, Disaster Relief Manual and the DM Plan. Further to secure the regular response, NRCS also have a separate corpus fund known as NRCS Princep Disaster relief Fund and Emergency Disaster Response Fund.

Considering above facts, Nepal Red Cross Society has undertaken disaster risk reduction and response program as a core program. Considering the possible disasters, mostly the probable earthquake in the Kathmandu valley, NRCS has prepared a Contingency Plan (CP) to respond to the disaster situation efficiently and effectively in the valley. Contingency Plan development process has been initiated since 2006 in cooperation with South Asia Regional Delegation of the IFRC. The concerned volunteers as well as staff engaged in entire process from the beginning of the process. The process was intensified to develop CP for major earthquake in the Kathmandu valley in 2007. The CP came into its final shape in 2008. The main thrust of the Contingency Plan is to enhance the NRCS capacities in

emergency preparedness and response in Nepal so that they are better equipped and prepared to meet the needs of the most vulnerable affected by earthquake. This present contingency plan can be used to respond other kinds of disaster as well within and beyond Kathmandu valley. This plan is intended to provide response and relief if such disasters (earthquake and others) occur in the Kathmandu valley or beyond. Gradually it also intends to orient district chapters on the Contingency Plan module concept to district chapters. The CP is prepared in cooperation with and consultancy support from the IFRC, Nepal office as well as South Asia Regional Delegation, Delhi.

The Contingency Plan mainly consists of three parts: 1. Background and context, 2. Practical working guidelines (matrix format), and 3. Annexes. It also analyses NRCS existing capacities and resources, coordination mechanism, and continuation of the Contingency Plan itself. NRCS will also integrate the basic components of its CP in every disaster preparedness initiatives in future. Disaster Management Department will act as the focal unit for the CP. At the same, a focal person has also been identified for CP under the DM department to keep the document updated.

The part one; deals with objectives, scope, and limitations of the plan; describes the background and the geographical, social, economic, and policy framework within which it was developed; outlines briefly the scenario which the plan is intended to deal with giving estimates of the impact of the envisioned disaster and setting out basic planning assumptions governing the response; describes in form the RCRC resources and capacities available at the national, regional, and global level to respond to such a disaster; outlines the operational parameters governing the response; indicates how overall coordination of the response would be achieved; and outlines to maintain the contingency plan as an effective response tool.

The Practical Working Guide is a guide deals on the measures which are essential to be taken while preparing for a major earthquake in the Kathmandu Valley and the vital actions which must be implemented in the emergency phase of the response operation to be carried out by NRCS. In each instance the necessary actions are set out in a matrix system, covering the following areas:

- Coordination
- Continuity of operations
- Protection, safety, and security
- Information management, communications, and reporting
- Rescue, emergency medical assistance, and health services
- Relief
- Food and nutrition
- Shelter
- Water, sanitation, and hygiene
- Logistics and transport
- IT and telecommunications
- Finance and administration

Likewise, the Annexes contain (1) Documents and flow charts indicating lines of coordination and information transmission in an emergency, (2) Maps of Kathmandu Valley showing the resources of NRCS. (3) Contact details for key personnel in the NRCS (NHQ's).

Overall the Contingency Plan has been prepared considering the possible earthquake scenario in the Kathmandu valley which, if occurred, is supposed to claim a big loss of human life as well as loss of physical infrastructures. NRCS believes that this CP equally helps partners to foster a collective response in such a terrible scenario. NRCS will periodically update the Contingency Plan and will also carry out simulation exercises time and again to test the effectiveness of the document.

I sincerely appreciate all hard works and contributions made by NRCS's volunteers and staff to bring this document in this shape. I thank country office as well as SARD office of IFRC for their substantial support and cooperation in developing this document.

My special thanks naturally goes to Mr. Sanjeev Kumar Kafley, Director, Disaster Management Department and his team for their continuous efforts in order to bring the document in present shape.

Finally, I acknowledge and appreciate painstaking facilitation and sorts valuable contributions made by Mr John Humphreys (the consultant) for his facilitation to bring this Contingency Plan in this current form.

Dev Ratna Dhakhwa
Secretary General

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- Continuity of Operations
- Protection, Safety and Security
- Information Management, Communications, and Reporting
- Rescue, Emergency Medical Assistance, and Health Services
- Relief
- Food and Nutrition
- Shelter
- Water, Sanitation, and Hygiene (WASH)
- Logistics and Transport
- IT and Telecommunications
- Finance and Administration

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- Coordination
- Continuity of Operations
- Protection, Safety and Security
- Information Management, Communications, and Reporting
- Rescue, Emergency Medical Assistance, and Health Services
- Relief
- Food and Nutrition
- Shelter
- Water, Sanitation, and Hygiene (WASH)
- Logistics and Transport
- IT and Telecommunications
- Finance and Administration

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ERC, EOC, Emergency structure, Information flow chart, NRCS-HQs/Evacuation plan, safety and security, Kathmandu valley map and important telephone number of NRCS, IFRC and ICRC

LIST OF ACRONYMS

BTS	-	Blood Transfusion Service
CBDP	-	Community Based Disaster Preparedness
CDO	-	Chief District Officer
CDRC	-	Central Disaster Relief Committee (GON)
CEC	-	Central Executive Committee (NRCS)
CMM	-	Cooperation Management Meeting
CP	-	Contingency Plan
CSSR	-	Collapsed Structure Search and Rescue
DDMC	-	District Disaster Management Committee (NRCS)
DDRC	-	District Disaster Relief Committee (GON)
DDRT	-	District Disaster Relief Team (NRCS)
DEC	-	District Executive Committee (NRCS)
DM	-	Disaster Management
DMC	-	Disaster Management Centre (NRCS)
DMIS	-	Disaster Management Information System
DMU	-	Disaster Management Unit (Federation)
DP	-	Disaster Preparedness
DR	-	Disaster Response
DREF	-	Disaster Relief Emergency Fund (Federation)
DRR	-	Disaster Risk Reduction
EA	-	Emergency Appeal
ED	-	Executive Director (NRCS)
EOC	-	Emergency Operations Centre
ERC	-	Emergency Response Committee (NRCS)
ERU	-	Emergency Response Unit
FACT	-	Field Assessment and Coordination Team
FAO	-	Food and Agriculture Organisation (UN)
GIS	-	Geographical Information System
GPS	-	Global Positioning System
GON	-	Government of Nepal
HDI	-	Human Development Index (UN)
HF	-	High Frequency (Radio)
IASC	-	Inter-Agency Steering Committee (UN)
ICRC	-	International Committee of the Red Cross
IDRL	-	International Disaster Response Law
IT	-	Information Technology

JICA	-	Japan International Cooperation Agency
IFRC	-	International Federation of Red Cross and Red Crescent Societies
KVEPI-		Kathmandu Valley Earthquake Preparedness Initiative (NRCS)
ME	-	Monitoring and Evaluation
MFR	-	Medical First Response
MOHA-		Ministry of Home Affairs
MOU	-	Memorandum of Understanding
MRE	-	Meals Ready to Eat
NFRI	-	Non-food Relief Items
NGO	-	Non-governmental Organisation
NHQ	-	National Headquarters (NRCS)
NRCS	-	Nepal Red Cross Society
NS	-	National Society
NSET	-	National Society for Earthquake Technology (Nepal)
OM	-	Operations Manager
OSOCC-		On-site Operations Coordination Centre (UN)
PNS	-	Partner National Society (formerly Participating National Society)
POA	-	Plan of Action
RAT	-	Recovery Assessment Team
RCAT	-	Red Cross Action Team (NRCS)
RCRC	-	Red Cross and Red Crescent (Movement)
RDRT	-	Regional Disaster Response Team
RDU	-	Rapid Deployment Unit (ICRC)
RFL	-	Restoring Family Links
RLU	-	Regional Logistics Unit (Federation)
SAR	-	Search and Rescue
SARD	-	South Asia Regional Delegation (Federation)
SG	-	Secretary General (NRCS)
SOPs	-	Standard Operating Procedures
UN	-	United Nations
UNDAC-		United Nations Disaster Assessment and Coordination Team
UNDMT-		United Nations Disaster Management Team
UNICEF-		United Nations International Children's Emergency Fund
UNOCHA-		United Nations Office for the Coordination of Humanitarian Affairs
VCA	-	Vulnerability and Capacity Assessment
VHF	-	Very High Frequency (Radio)
WASH-		Water, Sanitation, and Hygiene
WFP	-	World Food Programme
WHO	-	World Health Organisation

INTRODUCTION

This contingency plan for the Nepal Red Cross Society is designed to confront a major earthquake centred on the Kathmandu Valley. It consists of two distinct but inter-related parts followed by relevant annexes.

Part-1 indicates the objectives, scope, and limitations of the plan; describes the background and geographical, social, economic, and policy framework within which it was developed; outlines briefly the scenario which the plan is intended to deal with, giving estimates of the impact of the envisioned disaster and setting out basic planning assumptions governing the response; describes in concise form the RCRC resources and capacities available at the national, regional, and global level to respond to such a disaster; outlines the operational parameters governing the response; indicates how overall coordination of the response would be achieved; and outlines to maintain the contingency plan as an effective response tool.

Part-2 is a practical working guide to the measures which need to be taken to prepare for a major earthquake in the Kathmandu Valley, and the vital actions which must be implemented in the emergency phase of the response operation. In each instance the necessary actions are set out in a matrix system, covering the following areas:

- Coordination
- Continuity of Operations
- Protection, Safety, and Security
- Information Management, Communications, and Reporting
- Rescue, Emergency Medical Assistance, and Health Services
- Relief
- Food and Nutrition
- Shelter
- Water, Sanitation, and Hygiene
- Logistics and Transport
- IT and Telecommunications
- Finance and Administration

Preparedness measures are listed in matrices with green headlines, and response operation activities in red-headlined matrices. In both instances each matrix indicates an overall objective for the sector, a set of subsidiary action points and specific activities, the unit of the NRCS responsible for ensuring that the activities are carried out, and (in the preparedness matrices only) an indication of the frequency of updates and reviews.

Part-1 sets the conceptual framework and context for the plan. **Part 2** is intended as a working document and practical check-list and has therefore been intentionally kept brief.

The **Annexes** contain other supportive documents.

**NEPAL RED CROSS SOCIETY
CONTINGENCY PLAN
FOR A MAJOR EARTHQUAKE CENTRED ON
THE KATHMANDU VALLEY**

PART-1 BACKGROUND AND CONTEXT

A. Overall objectives and scope:

The present Contingency Plan (CP) has the following general and specific objectives, scope, and limitations:

General Objective:

To ensure a rapid, appropriate, and effective NRCS response to a major earthquake centred on the Kathmandu Valley, making optimum use of all available RCRC resources both within Nepal and beyond.

Specific Objectives:

1. Systems and mechanisms are developed and resources put in place to enable the NRCS to participate actively and effectively in emergency response activities from the onset of the disaster.
2. Procedures for the implementation and coordination of response activities are set up to ensure an efficient and appropriately-scaled response in keeping with identified needs.
3. The various levels of the NRCS structure in the Kathmandu Valley are enabled to operate effectively in disaster response, in spite of the damage to capacities and resources likely to be inflicted by the earthquake.
4. Procedures are established to ensure the efficient reception, deployment, and use of regional and global RCRC tools and resources involved in emergency response.

Scope and Limitations:

1. This CP addresses the contingency of a major earthquake centred on the Kathmandu Valley (This scenario is described in Part 1, Section D of this CP).
2. It recognizes the formal primacy of governmental disaster response mechanisms and authorities, and the role of the NRCS as auxiliary to the civil authority in times of disaster, while acknowledging the practical limits to current governmental capacities

in this connection, and maintaining the Principle of Independence and the Movement's humanitarian duty to assist.¹

3. While acknowledging the considerable experience of the NRCS in the field of Disaster Response (DR), it takes account of its current practical resource limitations, in terms of personnel, material, and equipment, and recognizes that in the event of a major earthquake, the local contribution to the response, while significant, would need rapid and substantial reinforcement from the global RCRC Movement.
4. It recognizes that in order to make optimum use of the NRCS's experience, it will be advisable to concentrate on certain priority areas of intervention, specifically needs assessment, first aid, distribution of food and non-food relief, management of shelters and camps, and restoration of family links (RFL). This implies that key aspects of DR, such as the provision of emergency shelter or emergency water, sanitation, and hygiene (WASH) programmes, will require the services of specialists from the global RCRC Movement or other organizations.

B. Context:

Geographical Context:

The Kathmandu Valley is located in the Central Development Region of Nepal, a landlocked country of approximately 26.4 million people situated in the eastern Himalayas. It is the site of the capital city, Kathmandu, and several other major towns. The valley itself is relatively small – approximately 570 square kilometres in area, thus comprising only 0.4% of the total land-surface of the country – formed from a tectonic depression which was the bed of a prehistoric lake. The soil is sedimentary, and highly unstable in the event of a seismic incident. Encircled by mountains rising to nearly 3,000 metres above sea-level, the valley floor is formed of small ridges, elevated flatlands, and low basins drained by the Bagmati River and its tributaries. Four major passes offer access to the valley, which is located more than 600 kilometres from the nearest seaport, and respectively over two hundred and one hundred kilometres by road from Nepal's land borders with India and China. The valley is served by one international airport. The average elevation of the valley floor is 1,340 metres above sea-level, and its climate is classified as cool temperate, with temperatures ranging from 25 to 30 degrees Celsius in summer and from 5 to 15 degrees Celsius in winter. Yearly rainfall is over 2,000 mm, occurring mainly between June and September.

¹ . “The Red Cross and Red Crescent ... considers it a fundamental right of all people to both offer and receive humanitarian assistance. Hence it has a fundamental duty to provide relief to all disaster victims and assistance to those most vulnerable to future disasters” : *Principles and Rules for Red Cross and Red Crescent Disaster Relief*, Article 2.1, IFRC, Geneva, March 2006, p.2.

Social, Cultural, and Economic Context:

The population of the Kathmandu Valley is currently (early 2008) estimated at 2.3 million, or around 9% of Nepal's total population. Given the influx of economic migrants from poorer parts of the country and – in recent years – of persons displaced by conflict, the valley has one of the highest population densities in Nepal – over 4,000 per square kilometre. Administratively, the valley is divided into three districts – Kathmandu, Lalitpur, and Bhaktapur. Kathmandu city itself forms the urban core of the valley, a vast area of congested streets and virtually uncontrolled housing development, frequently in the form of low-rise (four to five storey) apartment buildings. Heavy traffic in Kathmandu itself, as well as in the other urban centres of Patan, Thimi, and Bhaktapur clogs the narrow roads and generates intense air pollution. Although the valley is well-served with rivers, most of the population receives its drinking water from tanks stored on the roofs of buildings.

The principal religions are Buddhism and Hinduism and the valley contains several sites of major religious significance. Although service industries such as tourism generate many jobs in the valley, unemployment is high, creating a potential for social unrest; during recent political disturbances, Kathmandu experienced outbreaks of street violence. While Nepalese society generally displays some characteristics (e.g., strong family ties, a tradition of civility, robust civil society structures, and firmly-held religious beliefs) that would mitigate any disorder occurring in the aftermath of a major disaster, political tensions and the rapid growth of the valley's urban population may have eroded these cultural constraints. An added complication is the poor state of the country's economy, with over 24% of Nepalese living on less than \$1 per day, and an overall ranking of 142 (out of 175) in the UN Human Development Index (HDI)².

Policy Context:

Although Nepal is a disaster-prone country, suffering landslides, avalanches, floods, and earthquakes, there is, according to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), “no effective disaster response organisation” within the Government of Nepal (GON)³. Inter-departmental cooperation on disaster-related issues is reportedly poor. A Disaster Response Unit (DRU) within the Ministry of Home Affairs (MOHA) is staffed by core personnel, but in a major catastrophe a Central Disaster Relief Committee (CDRC) based in the ministry would assume overall coordination of the relief

². UN Common Appeal for Transition Support, 2008, p.2.

³. Although a new National Strategy for Disaster Risk Management has already been drafted and is in the process of being incorporated into law.

and rescue effort. In the event of an earthquake in the Kathmandu Valley the CDRC would theoretically coordinate the operations of District Disaster Relief Committees (DDRCs) in each of the three districts, the health sector, and the security forces. Recently, OCHA has embarked on a contingency-planning exercise involving UN agencies and humanitarian bodies including the Federation, based on the “cluster system” for the allocation of sectoral responsibilities. This process is however not yet complete, and the issue of coordination and linkage between “clusters” has emerged as a potential problem. In the event of a major earthquake it is likely that inter-agency coordination activities, even among GON agencies, would *de facto* be handled by the UN, which will establish a local UN Disaster Management Team as a base for the operation of an incoming UN Disaster Assessment and Coordination Team (UNDAC).

The NRCS would be a crucial participant in any disaster response programme. It has concentrated on developing its Disaster Management capacities in recent years, assisted by the Federation and the ICRC. The NRCS subscribes to the Federation’s Global Agenda, which identifies Disaster Management (DM) and Disaster Response (DR) as two core areas for NS activity. It has engaged in disaster risk reduction and disaster mitigation projects in various regions of Nepal, and has also over the last decade committed to community-based disaster preparedness activities designed to build resilience to disaster and develop local resources and capacities for emergency response. In recent years the substantial ICRC presence in Nepal has provided the NRCS with training in a variety of fields, including conflict preparedness and RFL.

In the Kathmandu Valley in particular, the NRCS has since 2003 been implementing community-based preparedness initiatives focussing on a possible earthquake. Under these programmes the NRCS has enhanced community capacities by providing various training courses to people living in the communities themselves. NRCS has also stocked basic search and rescue kits at different strategic locations in the wards⁴ where the programme was implemented. NRCS also has its own GIS-based resource-mapping activities. Similarly, NRCS is continuously strengthening its own district-level DM capacities in the valley (as well as in other districts), and has developed a “warden” system focussed on rallying headquarters staff in specific urban areas in the event of an earthquake. The NRCS has worked with the Federation’s South Asia Regional Delegation (SARD) to develop its contingency planning. As a result of this process a draft CP was completed in 2006, and is now subject to further refinement focussing on the specific scenario of a major earthquake in the Kathmandu Valley.

⁴. The ward is the lowest unit of local government in urban areas.

In its response to a disaster on this scale, the NRCS would be bound by the Principles and Rules for Red Cross Disaster Relief, by the Fundamental Principles of the RCRC Movement, and by the Movement's Code of Conduct.⁵ It would also seek, as far as possible, to adhere to the Sphere Humanitarian Charter and Minimum Standards in Disaster Response, and to prioritise assistance to the most vulnerable.

One significant issue of policy and practice arising in the event of a major disaster is the potential role of the NRCS as the pre-eminent practitioner of DR in Nepal. According to existing policy, the Government of Nepal (GON) has a central-level Central Disaster Relief Committee. The Ministry of Home Affairs (MOHA) is the focal ministry, and the minister convenes the CDRC, of which NRCS is a member. Following the same policy, the GON has district-level Disaster Relief Committees convened by the Chief District Officer (CDO), of which NRCS district chapters are members. Considering NRCS's community-level nation-wide network of branches and volunteers, as well as its provision to pre-stock around 30,000 non-food relief item (NFRI) packages throughout the country, the NRCS is widely regarded as the leading DR organisation in the country. In addition to this, the NRCS has sometimes acted as a DR implementing agency for other NGOs lacking local networks. If a major earthquake were to occur in the Kathmandu Valley, the scale of emergency response activities and the overwhelming level of inputs to be anticipated from the international RCRC Movement may mean that the NRCS will soon find it difficult or impossible to act as an implementing partner for non-Movement agencies. This likelihood is recognised in the current CP.

C. Risk Analysis and Vulnerability:

The earthquake hazard along the whole length of the Himalayan Range is high. Numerous minor or moderate earthquakes occur annually, and in 2005 a major earthquake in Northern Pakistan killed 73,000 people and injured 120,000. In 2001 a leading American scientific journal predicted an earthquake in the range of 8.1 to 8.3 on the Richter Scale in the Himalayan zone, and extrapolating from past records a periodicity of approximately 75 years can be deduced for a major earthquake in Nepal. The country was struck by earthquakes in 1988 and 1993, but the last serious earthquake in the Kathmandu Valley – an 8.4 Richter event which killed 8,500 people – took place in 1934. The Kathmandu Valley is geologically prone to serious disruption in the event of an earthquake, which would mean that structures (houses, roads, bridges, water storage facilities, communications networks, etc.) in it would be seriously damaged by warping or subsidence, and access routes blocked by landslides and the collapse of road-beds.

⁵. Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGOs) in Disaster Relief.

The vast majority of the valley's population lives in urban areas, where housing stock is concentrated in congested neighbourhoods served by narrow, two-lane roads. Although building standards for earthquake resilience are beginning to be applied, most of the structures in the valley do not conform to such requirements. This applies likewise to some vital infrastructure elements such as, for instance, private hospitals, which are often installed in rented premises which are not earthquake resistant.

In the event of a major earthquake, the population living and working in urban areas of the valley would be at immediate threat from collapsing buildings; casualties would be highest if the earthquake occurred at night or during bad weather (which would lower the chance of survival for individuals trapped in the wreckage). It is difficult to predict the gender and age profile of casualties, but should the earthquake occur during the daytime, when women are more likely to be at home than men, a higher proportion of female and elderly dead and injured may be expected. Children in schools built according to earthquake-resistant principles, and under the supervision of staff with appropriate training will have a better initial chance of survival but may then be amongst the most vulnerable if cut off from their families in the chaotic aftermath of the disaster. Along with the very young, the elderly, the chronically ill or disabled, and those without family support networks in the valley will be extremely vulnerable in the hours and days after the earthquake.

D. Disaster Scenario and Planning Assumptions:

Several studies have been undertaken to predict the results of an earthquake in the Kathmandu Valley⁶, resulting in varying scenarios for disaster impact and aftermath. A scenario recently developed for planning purposes by OCHA⁷, which envisages an earthquake of 8.3 magnitudes centred on the Kathmandu Valley, uses the following figures:

- Up to 40,000 dead
- Up to 95,000 injured
- Up to 900,000 homeless
- 60% of buildings destroyed
- Only two or three of the 14 hospitals in the valley with an in-patient capacity of thirty or more still functional
- 95% of water pipes and 50% of pumping stations and treatment plants seriously affected; water supply disrupted for several months

⁶. Specifically a report by the National Society for Earthquake Technology (NSET) in 1999 and a study by the Japan International Cooperation Agency (JICA) in 2001.

⁷. OCHA – Scenarios for Inter-Agency Contingency Planning for Humanitarian Disasters (2007) – Scenario 1: Major Earthquake Centred on the Kathmandu Valley, p.1.

- 60% of telephones unusable for up to a month
- 40% of electricity lines and all sub-stations non-functional for a month
- 50% of bridges and many narrow roads unusable because of damage and debris
- Kathmandu international airport isolated by collapse of access roads and bridges; runway partially or totally unusable.

This will be the immediate aftermath of the disaster, but as the first post-disaster hours pass other pressing issues and concerns will arise:

- Aftershocks may continue for several weeks, disrupting search and rescue and recovery efforts and spreading panic amongst survivors, many of whom will have been so traumatised by the disaster that they may have difficulty cooperating with or participating in rescue and relief operations.
- While much of the material used for building construction in the valley is not highly inflammable, structural damage to poorly-insulated electrical systems may provoke widespread small fires, which could be difficult to control due to the disruption of the water supply.
- Blocked roads and collapsed bridges will seriously hinder movement of persons, relief goods, and equipment within the valley for a period of days after the earthquake.
- Few hospitals will survive the earthquake, and medical stocks may be damaged or inaccessible. This, with many medical staff dead, injured, or homeless, will complicate the treatment of the close to 100,000 people wounded in the disaster.
- Conventional communications systems (landline telephones, mobile phones, etc.) will cease to function. HF and VHF radio and satcom systems will work as long as equipment is undamaged and some source of electricity is available to recharge batteries; in practice, with fuel supplies for generators disrupted or non-existent, these back-up communications systems may also cease to function after a few hours or days.
- Availability of drinking water will be a serious problem, since much of the potable water in the valley is stored in roof-top cisterns and containers, most of which would be destroyed in the earthquake.
- Sanitary conditions would deteriorate rapidly due to disruption of the drainage and sewerage system in urban areas, which is in any event in poor repair.
- Depending on the time of year the disaster occurs, individuals trapped in the rubble of collapsed buildings will not survive more than a maximum of 96 hours. The extrication and disposal of human remains will pose a serious problem given the lack of transport to move the dead and the difficulty of locating sites and collecting fuel for cremation.
- Shelter will present a major challenge, more so if the earthquake happens during the rainy season. Individuals will be traumatised and fearful of returning to surviving buildings for shelter, especially if these have been damaged in the earthquake. While

some survivors may improvise shelter from the rubble of destroyed structures, the plight of the 900,000 homeless will present a daunting problem to first responders.

- With roads into the valley closed by landslides and the international airport either totally disrupted or operating at limited capacity, it will be some days – possibly as much as a week – after the earthquake before international relief teams, equipment, and supplies begin to arrive in the valley in any quantity.

A crucial factor in planning is the extent to which the NRCS itself may be crippled by an earthquake on the scale predicted. Although the NRCS national headquarters in the Kalimati district of south-western Kathmandu is housed (along with the co-located main relief goods warehouse) in earthquake-resistant structures, in a major earthquake it would likely be damaged and difficult to access because of the collapse of nearby buildings. This complex houses the dedicated NRCS Disaster Management Centre (DMC) which in the envisaged contingency would probably serve as the location of the Emergency Operations Centre (EOC). The NRCS headquarters is also located on the opposite side of the city from the international airport, and could be cut off from the main urban areas of Kathmandu, Patan, and Bhaktapur if the earthquake collapsed the bridges spanning the Bishnumati and Bagmati rivers. Consideration should therefore be given to identifying an alternate EOC site, possibly in cooperation with ICRC or OCHA.

A further critical assumption is that NRCS resources – in terms of core personnel, volunteers, equipment, supplies and communications – would be significantly weakened by an earthquake on this scale. Based on an earthquake that killed 2% of the valley's overall population, injured a further 5%, and rendered close to 45% homeless, as many as half of the NRCS's staff and volunteers in the valley might be unavailable for the immediate relief effort. In addition, stocked relief goods could be destroyed or damaged by the disaster, vehicles disabled by falling buildings or unable to negotiate streets choked with rubble, and all communications (apart from hand-carried messages) severed between NRCS district staff and the national headquarters.

The inevitable conclusion is that for the first hours and days of the disaster, grass-roots level NRCS personnel and volunteers may be operating in virtual isolation. While every effort should be made to re-establish communication links between NRCS elements in the valley as quickly as possible, in order to facilitate the needs assessment, local NRCS units will need sufficient operational resources to allow them to participate in early emergency relief efforts even in the absence of any contact with their headquarters. Generally speaking, innovation and improvisation will need to characterise the NRCS response at the local level in the immediate aftermath of the disaster.

A final relevant planning assumption is that an earthquake on this scale would attract an overwhelming volume of international relief. Judging by the precedents of recent major disasters – the Gujarat Earthquake of 2001, the Bam Earthquake of 2003, the Indian Ocean Tsunami of 2004, and the Pakistan/Kashmir Earthquake of 2005 – the response from the international RCRC Movement alone will severely test the coordination capacities of the host National Society. An earthquake such as the one projected would trigger the deployment of dozens, and possibly hundreds of international delegates, one or more Field Assessment and Coordination Teams (FACTs), several Emergency Response Units (ERUs), elements of the Regional Disaster Response Team (RDRT), etc. Thus in a very few days the NRCS (still attempting to recover from damage to its own structures and systems) will need to switch from localised relief efforts to the management of a major international programme involving massive inputs of personnel, equipment, vehicles, and supplies. Account is taken of this reality in the present CP.

E. Movement Capacities and Resources:

Resources in the Kathmandu Valley:

1. NRCS

The NRCS disposes of considerable executive, operational, and administrative staff resources in the Kathmandu Valley, in addition to a growing network of DM trained personnel, an extensive volunteer base, an expanding community-level DM programme, a central relief goods warehouse holding sufficient Non-Food Relief Item (NFRI) kits for a total of 10,000 families, and dispersed storage of light search and rescue equipment. NRCS National Headquarters (NHQ) is located in the south-western sector of Kathmandu, along with the central warehouse; both buildings are earthquake-resistant but not ideally situated for response to an earthquake affecting the valley's main urban centres. The NHQ houses the NRCS DM Centre, which in the event of a disaster would become the site of the EOC and the base location of the NRCS's limited VHF radio network.

The NRCS has developed a “warden system” based on GIS-identified locations in the valley where its headquarters staff resides; this is designed to ensure staff safety and rapid mobilisation in the event of a major disaster. The NRCS headquarters also has a site-specific emergency plan for staff evacuation, first aid, fire control, hazardous substance control, and other emergency activities designed to keep staff secure and ensure operational continuity in the first hours of an earthquake or similar emergency.

Since 2003 the NRCS has carried out community-level DM training in 26 wards of the valley under community-based disaster preparedness programmes focussing on a

possible earthquake, and has a long-term programme with the Federation and PNS for the development of District Disaster Response Teams (DDRTs)⁸. DDRT members have been trained principally in relief management, coordination, and assessment. NRCS has also developed a National Disaster Response Team (NDRT). Considering the recent violence and conflict in the country, NRCS has also trained and formed Red Cross Action Teams (RCATs) in the valley with the support of ICRC. NRCS has trained human resources in First Aid (FA) in the Kathmandu Valley and is continuously providing FA, DDRT, and basic search and rescue (SAR) training to the people of Kathmandu. It has likewise stocked basic search and rescue items at various locations in the valley. The assets currently available to the NRCS in the Kathmandu Valley are summarised below:

- 100 headquarters staff, including 42 with expertise relevant to disaster response⁹; the DM Department of the NRCS totals ten personnel
- 86 local-level staff and volunteers in the three districts of the valley (72 DDRT, four RDRT, and ten NDRT-experienced personnel) are trained in DM
- A Disaster Management Committee at headquarters level and District DMC's district level are in place
- A Disaster Management Centre at NRCS headquarters equipped with GIS, GPS, VHF radio, and other basic equipment, which would function as the EOC
- 480 personnel and volunteers trained in light search and rescue, First Aid, etc. in a total of 20 of the wards of Kathmandu Valley, organised under the immediate control of the District DMCs; NRCS is planning to conduct similar training for 144 persons in an additional six wards in the valley during 2008
- Five persons trained in Collapsed Structure Search and Rescue (CSSR) and twelve persons trained in Medical First Response (MFR)
- Stocks of 10,000 NFRI kits in one central warehouse and approximately fifty such kits at district-level warehouses
- One set of locally-stored rescue kits under the control of the “wardens” of each of the “clusters” of staff resident in the valley
- Ten vehicles including 4X4s, cars, pickups, and up to one hundred motorcycles
- Four ambulances and one mobile FA vehicle
- One central and two district-level blood banks
- Princep Fund and Disaster Relief Fund (20 million rupees in the Princep Disaster Relief Fund and 2 million in the Emergency DR fund)

⁸. To date (May 2008) DDRTs have been developed in more than 35 districts throughout Nepal, and further expansion is planned.

⁹. That is, various kinds of training and experience, including NDRT and RDRT training or deployment, CBDRP training, First Aid, Medical First Response (MFR), Collapsed Structures Search and Rescue (CSSR), and training in VCA.

2. Federation, ICRC, and PNSs

The Federation has a representative in Nepal with offices in the NRCS headquarters, currently with one expatriate delegate and four local staff. Two PNSs also have expatriate representatives housed in the NRCS building. The ICRC has a much more robust presence in Kathmandu, with a large headquarters compound, an average of ten delegates and fifty local staff, a VHF radio network, and over ten vehicles. It is actively training NRCS headquarters and local personnel and volunteers in Restoring Family Links (RFL), forming and training Red Cross Action Teams (RCATs), and other response skills through its ongoing programmes. ICRC also has on its staff personnel with recent experience of disaster response in other locations, and has taken the initiative in promoting contingency planning exercises with a view to a common Movement response in the event of a major earthquake. It has a stock of two thousand NFRI kits and 25 medical kits in Nepal, some located in the Kathmandu Valley.

Resources in the rest of Nepal:

Note: As mentioned in the scenario (Section D, above), damage to the roads leading into the valley and to the international airport are likely to limit the possibility of resources and personnel from the rest of Nepal reaching the Kathmandu Valley for several days after a significant earthquake. Nonetheless, even if most vehicular access to the valley is cut, personnel from nearby districts could reach the valley by helicopter, on animal transport, or on foot prior to the arrival of large quantities of international aid. Small amounts of relief goods could be similarly transported.

1. NRCS

Overall, NRCS has a total of 54 DM-trained staff in its National Disaster Response Team (NDRT), and 13 personnel who form part of the Federation-managed South Asian Regional Disaster Response Team (RDRT). The national-level NRCS volunteer base is extensive, but not all have the necessary skills or training in DM-related activities – overall, the NRCS estimates it has 5,000 DM-trained human resources at various levels throughout the country. It also has 27 regional warehouses containing (with the stocks in the Kathmandu Valley itself) a total of 30,000 NFRI kits. The NRCS DM Department is concentrating on providing DM training to staff and volunteers in the five districts immediately surrounding the valley¹⁰ with a view to their possible deployment in an emergency.

¹⁰. Nuwakot, Sindhupalchok, Kabrepalanchok, Rautahat, and Makawanapur.

2. International Federation (IFRC), ICRC(International Committee of Red Cross), and PNSs (Participating national Societies)

The Federation and the PNSs do not have personnel or resources based elsewhere in Nepal. The ICRC has approximately ten expatriate delegates and 50 local staff based at its sub-delegations in Nepalgunj and Biratnagar, its office in Pokhara, and its “antennas” in Birgunj and Janakpur. It has ten vehicles in other areas of Nepal, and limited VHF communications, which it is planning to upgrade.

Regional and Global Resources:

In the event of an earthquake of the scale envisaged, the international RCRC Movement would mobilise its regional and global resources for the response. While the resources available are impressive, on past experience it would take at least several days and possibly up to two weeks for substantial inputs to arrive in the valley – perhaps longer if damage to transportation infrastructure was serious. ICRC would mobilise its Rapid Deployment Unit (RDU) to join the emergency relief effort. The Federation, through headquarters and its regional and zonal structures including the Asia-Pacific Regional Disaster Management Unit (DMU) in Kuala Lumpur, its Regional Logistics Units (RLUs) in Kuala Lumpur and Dubai, and its South Asian Regional Delegation (SARD) in New Delhi, would be able to access the following resources¹¹:

- Disaster Relief Emergency Fund (DREF): Substantial funds can be made immediately available for use by the NRCS in emergency response (the NRCS has considerable experience of this tool).
- An International Appeal would be launched: a preliminary appeal within 24 to 48 hours after the disaster, on the basis of preliminary information, and a revised appeal as soon as possible thereafter on the basis of further information inputs.
- A Field Assessment and Coordination Team (FACT) – a small multi-sectoral team designed to support NRCS information-gathering and coordination efforts during the first weeks of the response. Realistically in the present scenario, the FACT could not be expected to be in place until several days after the earthquake.
- Emergency Response Units (ERUs) – self-sufficient specialist units maintained by several National Societies, each capable of providing crucial sectoral support to the NRCS. In recent disasters similar to the envisaged Kathmandu earthquake, ERUs deployed included a 200-bed field hospital ERU, basic health care ERUs, water and sanitation ERUs (mass water and specialist water for medical facilities), a logistics ERU, a finance and administration ERU, a relief ERU, and a camp ERU to help

¹¹. Actual inputs at any given time would depend on current stock holdings and the need to retain sufficient stocks to respond to another disaster occurring simultaneously with the Kathmandu earthquake.

accommodate and feed incoming international personnel. Since most of these units carry with them considerable quantities of equipment and supplies, full deployment would only be possible once road and air links to the valley were restored.

- Regional Disaster Response Teams (RDRT) – trained and experienced DR personnel from National Societies in South Asia and adjoining regions (Southeast Asia, Central Asia, etc.).
- Relief goods and personnel from the RLUs in Dubai and Kuala Lumpur. These units plan to make a standard range of NFRI available for 5,000 families in the first 48 hours after notification, and for a further 15,000 within two weeks. Again, input of these resources would be dependent on access to the valley
- The Federation’s Global Fleet Base in Dubai has close to ninety vehicles in stock, including four-wheel drive vehicles, pickups and minibuses.
- The SARD would deploy personnel to assist in administrative and logistical arrangements to facilitate reception of goods and personnel; this might include setting up a specialist unit at SARD in New Delhi, or at forward bases in northern India (e.g., Luknow or Kanpur) or in a non-affected area of Nepal close to the Kathmandu Valley (e.g., Birganj, or the airfield at Simara) to help organise and coordinate relief inflows.

Finally, in the event of a disaster of this magnitude, the member National Societies of the international RCRC Movement may be expected to offer substantial support in terms of personnel, relief goods, and funds, directly to the NRCS. In reality much of this assistance may arrive in the valley in an uncoordinated manner with minimum prior notification, and that some of it will be inappropriate in terms of nature and/or scale.

F. Operational Parameters

This section of the CP lays out some basic operational parameters which will govern the response of the NRCS to a major earthquake in the Kathmandu Valley (based on the principles and policies outlined in Section B, above).

- a. *Ensuring staff and volunteer safety:* In order to carry out efficiently its role as a key first responder in these circumstances, the NRCS must have systems in place to ensure the safety and security of its own staff and volunteers. Related documents supporting this CP include plans for securing and mobilising NRCS personnel through the “warden system”, ensuring continuity of operation of the NRCS headquarters (the location of the EOC in the post-disaster scenario), and implementing strict standard operating procedures with a focus on staff safety. Only with the maximum of its own structures and systems intact will the NRCS be able to play the role expected of it by other humanitarian actors.

- b. *Activation of the CP:* The occurrence of a disaster on the scale envisaged will be instantly evident to everyone in the valley who survives the initial impact of the earthquake. Therefore local elements of the NRCS – both the standard District Chapter structure of the NRCS and the personnel grouped together in “clusters” under the direction of a warden – will not need to await notification from NRCS headquarters before mobilising and launching the usual emergency response activities. This provision is particularly vital because in the event of an earthquake on this scale communications between NRCS local elements and NRCS headquarters will be partially or totally disrupted, and because rapid response (search and rescue, first aid, evacuation of casualties) will be essential during the crucial first hours after the disaster to save the lives of those trapped in collapsed structures or seriously injured by the earthquake. The priority at the local level will therefore be to initiate action immediately and then implement a coordinated response as communications are restored. Likewise, during the hours immediately after the disaster, authority for initiating and managing local response activities (light search and rescue, information gathering and assessment, and relief, etc.) will be exercised by the local-level officers of the NRCS, in coordination with elements of the GON and other agencies operating in their immediate area. These activities should be carried out while efforts are simultaneously underway to re-establish communications with NRCS headquarters (EOC). At the NRCS headquarters level, a formal triggering mechanism will be created to ensure that the CP is activated even though key decision-makers may not be contactable because of the emergency. Essentially, power to activate the CP and convoke the NRCS Emergency Response Committee¹² would rest with the CEC Chairman, and, in the event of his non-availability, with other NRCS leadership personnel in the following order: Secretary General, Treasurer, DMC Chairman, Executive Director, the Director of the DM Department, or the directors of other NHQ departments consulting as a group. This mechanism would be used when there is clear evidence that a major disaster has occurred – for instance, if the GON declares a state of emergency, media reports indicate a disaster of catastrophic proportions, the UN humanitarian coordinator activates response mechanisms, or simply on the immediate physical evidence that such a disaster has happened.
- c. *Establishing Coordination and Continuity of Operations:* While initial emergency response activities are underway at the local level, NRCS headquarters will ensure that its relevant mechanisms (Emergency Response Committee, EOC, and sectoral teams) begin to function at the earliest possible moment after the onset of the disaster. This will involve, *inter alia*, initiating EOC procedures (staff roster, incident chart, mapping,

¹² . See below, Section G (a).

schedule of full EOC meetings and sectoral team meetings, etc.), re-establishing contact with local elements of the NRCS, despatching an assessment team to worst affected areas, establishing contact with the GON, OCHA, and other relevant agencies, liaising with the Federation and ICRC in-country representatives, establishing contact with NRCS branches in non-affected parts of the country, and alerting the international RCRC Movement.

- d. *Concentrating on areas of maximum effectiveness:* NRCS efforts in the emergency response phase will concentrate on assisting the most vulnerable victims of the earthquake and operating in sectors where it has experience, expertise, and the necessary resources – for instance light search and rescue, First Aid, tracing and RFL, and the distribution of NFRI. This CP recognises that significant extension of NRCS activities beyond these areas into, for instance, provision of emergency shelter, public health services in emergencies, water, sanitation and hygiene, etc. would be dependent on the arrival of external personnel, expertise, and equipment. In the early stages of the response the NRCS will be able, to a limited extent, to act as an implementing agent for other agencies lacking local-level networks. However, this situation will change with the expected arrival of major international Movement inputs several days after the disaster (see below).
- e. *Preparing for a large-scale Movement response to the disaster:* Once communications between the valley and the outside world are re-established (possibly several days after the earthquake) the NRCS will need to give maximum effort to the effective coordination of a large-scale international Movement relief operation mobilised on a global scale. At this point it is likely that all NRCS resources, at both the headquarters and local level will need to be mobilised to receive these inputs and ensure that they are deployed to the maximum benefit of the disaster victims. This will involve the strengthening of coordination mechanisms and will place an immense burden on the logistical and administrative elements of the NRCS. It will also imply that at this point NRCS will to a great extent cease to be able to function as an implementing agency for other humanitarian bodies, since it will be fully occupied with managing the Movement response. Management of the Movement response will be simplified if, as far as possible, Movement inputs in the various sectors are concentrated in a few specific geographical locations in the valley.
- f. *Preparing for transition to the recovery phase:* Although an earthquake of this size would involve a prolonged emergency response phase, the NRCS (with assistance from the global RCRC Movement) must begin during this period to prepare for transition to the recovery phase of the operation. This may involve the deployment by the

Federation of such mechanisms as Recovery Assessment Teams (RATs), which will require support and inputs from NRCS personnel at the headquarters and local levels.

G. Coordination

In a major disaster such as envisaged in this CP, effective coordination of the response effort is of the utmost importance. With communications infrastructure seriously disrupted and chaotic conditions prevailing amongst masses of disoriented and traumatised survivors, the RCRC Movement must have ready coordination mechanisms at a variety of levels which will allow it to act quickly, effectively, and efficiently to save lives and bring relief to the most vulnerable. These mechanisms must be clearly understood by all parties involved in the response – the NRCS itself, its partners in the Movement (the Federation, the ICRC, and PNSs), the Nepalese authorities, UN agencies and non-governmental humanitarian organisations.

a. The NRCS:

The Central Executive Committee (CEC) is the highest governing body of the NRCS, and has under its oversight several central-level function-based committees. Most relevantly in the present context, these include a Disaster Management Committee (DMC), under which the Disaster Management Department implements programmes relating to disaster response (DR), disaster risk reduction (DRR), and displaced persons and refugees. The Director of the DM Department has immediate managerial responsibility for these programmes. To facilitate their implementation the NRCS has created a DM Centre (DMC) located in its headquarters complex. At district and some sub-district levels, the NRCS has committees consisting of members of the NRCS District Executive Committee which would support the implementation of an immediate response following a disaster, making optimum use of local resources and personnel.

In the event of a major disaster such as a devastating earthquake in the Kathmandu Valley, an Emergency Response Committee (ERC) would be created at NRCS headquarters, consisting of the Chairman, the Secretary General, the Treasurer, the Chairman of the DM Committee, the Executive Director, and the Director of the DM Department (with deputies and substitutes identified to permit 24-hour operation during the first days of the emergency). This body would have overall responsibility for strategy and policy decisions relating to the response, and would also provide substantive guidance on relations with the GON, the UN family, and the global RCRC Movement. Technical implementation of the response would be the responsibility of the Director of the DM Department (or his designated deputy or replacement) who would act as Coordinator of an Emergency Operations Centre (EOC) which would be activated immediately and based in the NRCS

DM Centre. In this capacity the EOC Coordinator would report directly to the ERC, through the Secretary General.

The EOC would serve as the focal point for the coordination of all response activities, and would be supported by a series of technical teams operating by sector to deliver an effective response to the disaster. These teams would cover such areas as food and non-food relief, emergency health and First Aid, shelter and camp management, water sanitation and hygiene, logistics, volunteer management, tracing and RFL, finance and administration, information and communications, and security. Each team would consist of the Director of the relevant NRCS headquarters department (or a senior departmental staff member) and other selected personnel, and individual team activities would be harmonised and coordinated through regular meetings of all teams at the EOC (every few hours during the early stages of the response, daily subsequently). These meetings would be chaired by the EOC Coordinator and attended by members of the ERC as necessary. Information from district and sub-district NRCS elements would be channelled directly to the EOC, which would in turn issue instructions and requests to the local-level network of the NRCS in the affected areas. The EOC Coordinator would likewise be responsible for mobilising existing NRCS resources (for instance, the NDRT, and NRCS personnel called in from non-affected areas of the country) to assist in the response.

b. *The RCRC Movement:*

In such an overwhelming emergency the international RCRC Movement will mobilise vast resources to assist the host National Society, the NRCS. Provision must be made for the effective use of these resources and their incorporation into the emergency response.

Elements of the Movement are already present in the Kathmandu Valley – ICRC, the Federation, and several PNS (see Section E, above). In the event of a major natural disaster in the valley, the Federation would provide general coordination of Movement activities, in consultation with the NRCS, and would (for instance) be responsible for mobilising global tools such as FACT, RDRT, ERUs, etc. However, in recognition of the need for a unified response with a clear Movement identity, the various components of the Movement in Nepal have signed a Memorandum of Understanding (MOU) outlining mechanisms for coordination of their activities in the event of a crisis. A Cooperation Management Meeting (CMM) already harmonises activities and programmes carried out by the various partners, and in the event of an emergency the CMM would remain in existence to help coordinate the response. In effect, during an emergency the CMM would merge with the NRCS's ERC to ensure that Movement inputs were effectively mobilised and deployed. In practice this would mean that the ranking Federation and ICRC personnel in the valley would join with the NRCS leadership in overseeing the initial response. At a technical level, relevant

Federation and ICRC personnel would be assigned to specific roles in the EOC and its supporting sectoral teams.

Under the oversight of the ERC/CMM, the EOC Coordinator would be responsible for operationally managing the response, including the integration of international Movement resources and tools into the effort. Under his direction, and in close consultation with the Federation and ICRC, the EOC and its supporting teams would gather and assess incoming data concerning priority needs, identify necessary inputs in terms of the Movement's global tools (FACT, ERUs, RDRT, RDUs, etc.), assist the arrival of these elements in Nepal and their deployment to areas of need, produce accurate information for an International Appeal and regular Operations Updates, initiate reporting activities, manage financial, administrative, and human resources aspects of the operation, and monitor and report on security issues as they arose.

In the event of a disaster on the scale envisaged in this CP, the Federation would inevitably deploy an Operations Manager to Kathmandu at the earliest possible opportunity, who would counterpart with the EOC Coordinator to manage the international effort; in keeping with past practice, the Operations Manager is likely in the first instance to be the FACT Team Leader. This operational NRCS/Federation structure would likewise monitor the progress of the emergency response and mobilise additional "surge" resources from the international assets of the Movement to meet emerging needs and contingencies. It would also oversee the creation of a longer-term Movement mechanism to ensure the continued efficiency of emergency response activities and a smooth transition to the recovery phase. This mechanism might consist of a Movement Platform (based on the ERC/CMM) to coordinate strategic decisions, and a series of technical working groups to manage detailed sectoral issues (based on the sectoral teams already functioning under the EOC).

c. The Nepalese Authorities:

The NRCS is an ex-officio member of the GON central and district-level Disaster Relief Committees which operate under the Ministry of Home Affairs. It is thus represented in the governmental disaster response mechanism centrally and in each of the country's 75 districts, and in some instances also at sub-district level. Although there is as yet no experience of how effective the governmental coordination mechanism of the response effort will be in the aftermath of a major disaster¹³, official expectations of the NRCS role in emergency relief are high, with an assumption that the NRCS will be able to act as a channel for disaster relief originating from other agencies. Although the NRCS at a local level may be able to fulfil this role in the early stages of a large-scale disaster, it will not

¹³ . The UN is currently (2008) attempting to enhance GON DR coordination capabilities by funding the establishment of a central government Emergency Operations Centre.

have the resources to continue it once major Movement assistance begins to flow in (see Section D, above). It is therefore essential that through the headquarters-level mechanisms established by the NRCS for disaster response – specifically the ERC/CMM – the NRCS convey to the GON that its first commitment will be to managing the Movement response¹⁴.

d. *The United Nations system and other humanitarian actors:*

In the event of a major earthquake in the Kathmandu Valley, the UN system will coordinate its own activities from an earthquake-strengthened building in Patan. This facility has however only a very limited ability to expand its operations beyond internal UN tasking. The initial UN response will be from the local UN Disaster Management Team (UNDMT) chaired by the Humanitarian Coordinator. The UNDMT will seek to organise initial coordination meetings and make arrangements for the arrival of UN experts from UNDAC. UNDAC will in turn set up an On-Site Operations Coordination Centre (OSOCC) and establish a coordination system. The Movement, and in particular the NRCS and its partners, will be expected to participate in this coordination system, and this will be one of the tasks of the NRCS EOC and its sectoral teams, and subsequently of the Movement Platform and its technical sub-committees. Expectations of Movement cooperation with UN operations will be high, due to (a) the high profile and good reputation enjoyed by the NRCS in Nepal, (b) the MOUs already signed between the NRCS and various UN agencies, including the WFP and UNICEF¹⁵, and (c) the participation of the Federation in the UN “cluster” approach to emergency response, and in UNOCHA-led cluster-based contingency planning exercises in Nepal. While coordination with the UN system will be vital, the NRCS must consider the extent to which its resources will permit it act as a major implementer of UN-sourced relief efforts, even when reinforced from the global RCRC Movement.

Response activities conducted by the NRCS and the Movement generally will inevitably also imply coordination with other non-governmental humanitarian agencies, especially at the local level. NRCS already acts as the secretariat of DP-NET, a group of agencies active in disaster preparedness. This cooperation will be carried through into the response operation, using the mechanisms already described in the above paragraphs.

¹⁴. Since this is a strategic issue of some importance, it is a matter which should be raised with the GON and other humanitarian actors prior to a major emergency. This would probably be best done by the NRCS leadership supported by the Federation and the ICRC.

¹⁵. Currently (May 2008), NRCS has an active MOU with WFP committing it to assisting the agency in beneficiary selection, and local logistics and distribution of WFP-supplied food during emergencies in Nepal. It has similar MOUs with UNICEF and SCF(US) concerning NFRI distribution (water purification tablets and hygiene kits).

H. Maintaining the CP

The following steps will be necessary to ensure that the CP remains current and relevant, and that all elements of the NRCS and the broader RCRC family are familiar with its provisions and capable of putting them into effect:

1. The CP's governing mechanisms – the plan itself and its relevant documentation – will be disseminated to all concerned parties, and regularly reviewed and endorsed by the NRCS leadership, in consultation with the Federation's country representative and the SARD.
2. The technical contents of the CP, including the operational provisions (Part 2), the various databases, emergency contact lists, and resource maps, will be regularly updated by the NRCS in consultation with the Federation and other stakeholders.
3. Overall developmental planning by the NRCS should take account of the provisions of the CP, and ensure that training and capacity-building programmes include elements designed to strengthen the CP and facilitate its implementation.
4. Regular simulation exercises should be held involving the NRCS at all levels as well as other members of the RCRC family (in particular the Federation SARD) and other relevant agencies (GON, OCHA, etc.).
5. The NRCS in consultation with the Federation SARD should ensure that lessons learned from such simulation exercises (and from actual emergency relief operations in Nepal) are incorporated into a regular CP review process occurring at least annually. This process of validation, testing, and modification of the CP should be continuous, to guarantee that the plan itself reflects best practice and changing external conditions.
6. The NRCS, in consultation with the Federation, ICRC, and the PNSs, should ensure that training needs identified in CP simulation exercises or actual DR operations in Nepal – for instance, the need to strengthen coordination or communication skills, or further familiarise the NS with the functioning of global tools such as FACT and ERUs – are met through appropriate training offerings.

PART 2

This part mainly deals the two components. These are **Preparedness** and **Emergency response** activities. **Preparedness** activities mainly high light the initiatives to be considered during the normal time in order to enhance NRCS response mechanism. Similarly the **Emergency response** activities describe the process to deal the relief operation during emergency.

Preparedness Activities

SECTOR 1: COORDINATION

Objective: To create structures and procedures for the effective coordination and monitoring of the disaster

Preparedness Activities	Checklist	Frequency	Responsibility
Contingency Plan (CP) confirmed and maintained	- All aspects of CP rolled-out to relevant NRCS personnel - Preparatory (“Green”) measures implemented as per sectoral matrices - Simulations carried out, both “desk-top” and involving local NRCS elements - CP reviewed and updated as necessary	Reviews and updates as indicated in matrices Annually CP reviewed annually, databases updated as per matrices or at a minimum every six months	NRCS DM Department with other departments as per matrices
Coordination structures at central level created and maintained	- Emergency Response Committee (ERC) created, to consist of selected NRCS leadership personnel including Director of DM Department, with Federation and ICRC as ex-officio members - ERC Terms of reference finalised - Triggering mechanism for mobilisation of EOC and implementation of Contingency Plan confirmed - EOC functions confirmed - EOC procedures in emergency agreed - EOC core staff and sectoral team personnel identified, including Team Leaders - Database of potential additional EOC staff and sectoral team personnel established and updated	Membership reviewed annually Reviewed every six months Updated every six months	NRCS DM Committee with DM Department
Coordination	Clear channels of information flow and	Reviewed annually	DM Department with District

Preparedness Activities	Checklist	Frequency	Responsibility
mechanisms at local level created and maintained	responsibility established among NRCS local-level elements (DDMCs, “cluster wardens”, etc.) to ensure harmonisation of activities during emergency response Participation of local-level NRCS elements in CP plan simulation exercises	Annually	DMCs
Preparedness activities for coordination role undertaken	- Relevant NRCS staff familiarised with Federation and ICRC global tools (DREF, FACT, ERUs, RDUs, etc.); provisions for using such tools in the event of a major earthquake in the Kathmandu Valley developed and reviewed - Coordination meetings between Federation SARD, ICRC, PNSs, and NRCS systematised - Relevant staff attend UNOCHA/IASC contingency planning meetings	Every six months Every four months Regularly	NRCS DM Committee with DM Department

SECTOR 2: CONTINUITY OF OPERATIONS DURING EMERGENCY

Objective: To implement measures that will allow maximum continuity of Movement and NRCS operations during an emergency

Preparedness Activities	Checklist	Frequency	Responsibility
Alternate site selected for EOC in case NRCS headquarters damaged or destroyed	- Alternate sites explored and evaluated (e.g., ICRC compound, UN site in Patan) - Arrangements finalised for possible transfer to selected site in emergency - Basic equipment, computer resources, documentation, emergency food and water supplies located at selected site	Reviewed annually	DM Department in consultation with NRCS leadership

Preparedness Activities	Checklist	Frequency	Responsibility
	Provision for accommodation of EOC personnel at selected site		
Deputies and substitutes selected for all key NRCS headquarters roles to ensure continuity of operations in the event of casualties	- All key roles have deputy/substitute selected and adequately trained - Deputies/substitutes to be involved in simulation exercises - Deputies/substitutes can be drawn from NRCS headquarters and/or local level staff	Refresher training and roster updated annually Simulation involving NRCS districts and subchapters annually	DM Department, in consultation with other departments
All partners informed of potential alternate site for EOC	All local-level NRCS elements, GON, UN, NGOs, and global Movement informed of potential alternate EOC site	Remind annually	DM Department
Non-standard and alternative means identified to ensure communications in emergency	- Contacts with local radio stations, civil and military communications nets, to ensure accessibility to NRCS in the event of an emergency - Alternative transportation means available to key assessment personnel in case disaster area not accessible to vehicles (motorcycles, bicycles, etc.)	Reviewed annually	DM Department with HV and Communication Department
Duplicate vital information distributed in hard-copy and electronic form to key stakeholders	- ICRC and Federation in-country and SARD, receive hard-copy and electronic versions of all vital NRCS data including emergency response procedures and contact lists - Hard copies of vital data on hand at DMC and alternate EOC site in case computer facilities non-functional after disaster	Review and remind annually	DM Department

SECTOR 3: PROTECTION, SAFETY, AND SECURITY

Objective: To establish procedures and systems to ensure the safety and security of both NRCS personnel and the affected population in the event of a disaster

Preparedness Activities	Checklist	Frequency	Responsibility
NRCS standard operating procedures (SOPs) relating to staff and volunteer safety and security maintained and updated	- SOP document reviewed and updated - Dissemination of updated SOPs to all relevant staff and volunteers - Training of staff and volunteers as necessary	Reviewed annually Disseminated annually Annually	DM Department with General Administration Department (Security Unit)
NRCS headquarters safety and security procedures revised and disseminated	- NRCS headquarters Incident Command Staff Teams created and reviewed - Headquarters warden roster updated	Reviewed every six months Updated every six months	DM Department with General Administration Department (Security Unit)
“Warden Concept” implemented to ensure safety and security of NRCS headquarters staff residing in “clusters” in Kathmandu Valley	- Clusters identified and mapped on GIS system - Roster of cluster members created and updated - Cluster wardens and deputy wardens appointed - Roles of wardens, deputy wardens and members regularly reviewed - Cluster personnel identify safe havens and evacuation routes in their areas - Communication systems between clusters and NRCS Headquarters /EOC arranged - Contact and coordination with local NRCS elements (DDMC, DDRT, etc.) arranged - Rescue kits distributed and regularly checked - Simulation exercise of cluster system	Every six months Updated every six months Reviewed every six months Reviewed every six months Every six months Annually	DM Department with General Administration Department
NRCS headquarters and local level	Regular training of relevant staff in RFL	Ongoing	DM Department (Tracing)

Preparedness Activities	Checklist	Frequency	Responsibility
Rapid assessment mechanisms developed and maintained at central level	Up to four NRCS staff members (with varying sectoral expertise) trained to act as Rapid Assessment Team to visit affected areas immediately after earthquake to coordinate data gathering	Refresher training and roster update annually Simulation involving NRCS local staff annually	DM Department with HV and Communication Department
Rapid assessment mechanisms developed and maintained at local level	- Standardised rapid assessment forms developed and revised regularly - Local-level NRCS personnel trained in rapid assessment¹⁶ - Database of assessment-trained local personnel established and updated, preferably with range of sectoral expertise	Revised every six months Updated every six months	DM Department with HV and Communication Department, in consultation with District Chapters
Information gathering mechanisms strengthened at local level	- Two information focal persons (and substitutes) identified at district level and trained in information gathering for assessment and reporting purposes; status regularly reviewed - Local-level personnel familiarised with reporting requirements in the event of an emergency - Clear channels of communication with EOC Information Team prepared	Reviewed every six months	DM Department with HV and Communication Department, in consultation with District Chapters
Information-sharing mechanisms established	- Information exchange with key partner organisations systematised. - Database of partner organisations updated. - Contingency plan disseminated to NRCS HQ staff, districts and sub-branches.	Updated every six months	DM Department with HV and Communication Department

¹⁶ . Assessment activities should be guided by Sphere standards and the Federation's *Guidelines for Emergency Assessment*, both available on FedNet.

Preparedness Activities	Checklist	Frequency	Responsibility
Media relations established and maintained	- Media contact list updated. - Key NRCS statistics up-dated (volunteer base, pre-positioned stocks, etc) - Photo/video file of DP activities updated - Radio information messages disseminated - Core message in bulletin published - Official NRCS DR spokespersons identified - Regular contacts maintained with media.	Updated annually Updated every six months Updated every six months Regularly Reviewed every six months	DM Department with HV and Communication Department with DM Department

SECTOR 5: RESCUE, EMERGENCY MEDICAL ASSISTANCE, AND HEALTH SERVICES

Objective: To prepare for the rapid and effective implementation of rescue, emergency medical assistance, and health activities in the aftermath of the disaster

Preparedness Activities	Checklist	Frequency	Responsibility
NRCS personnel familiarised with local-level health infrastructure in potential earthquake area	- NRCS Health and DM Department staff visit all potentially affected areas, inventory existing health infrastructure and establish contact with relevant personnel - Identification of hospitals, possible evacuation routes and sites, and other infrastructure elements most likely to survive earthquake - Identification of possible sites for positioning of health-related ERUs (field hospital, basic health care units)	Annually Annually Annually	DM Department with Health Department in consultation with District Chapters
Specific vulnerable groups in the event of an earthquake identified	Work with local health authorities to identify groups and individuals needing special health services in an emergency (chronically ill, disabled, elderly, etc.)	Annually	DM Department with Health Department

Preparedness Activities	Checklist	Frequency	Responsibility
Local-level NRCS personnel trained in light SAR, First Aid, triage, psycho-social counselling, human remains disposal, and casualty evacuation	• Training administered to NRCS local level personnel through ongoing programming (KVEPI, RCAT, etc.) • Roster of trained personnel updated	Every six months	DM Department with Health Department
Rescue kits pre-positioned at local level	• Kits procured and pre-positioned • Personnel trained in kit access and use • Kits replenished as needed	Every six months Every six months	DM Department
Ambulances and staff prepared to assist in emergency response	• Ambulances maintained • Staff roster updated • Ambulance staff trained in simulation exercises with local personnel • Ambulance staff familiar with potential evacuation routes and sites	Regularly Every six months Annually	Health Department
Preparedness of NRCS blood services to function in emergency	• Prepare measures for emergency blood stock management (estimate requirement in terms of manpower, equipment and materials, transportation for blood and donors, etc.) • Arrange coordination with hospital-based BTS and district level BTS and identify location for emergency blood centre • Identify focal person for coordination and communication • Prepare updated list of donors including those capable of donating in an emergency (by blood type)	Update every six months Update every six months Update every six months Update every six months	Health Department
Maintain contacts with other	• Attend coordination meetings	Regularly	Health Department

Preparedness Activities	Checklist	Frequency	Responsibility
stakeholders (WHO, Ministry of Health, UNICEF, etc.)			

SECTOR 6: RELIEF

Objective: To prepare the NRCS to play an effective role in the distribution of non-food relief items (NFI) in the event of a disaster

Preparedness Activities	Checklist	Frequency	Responsibility
Relevant NRCS personnel ¹⁷ given refresher training in relief management	Review of district level disaster response team curriculum and update as per feedback and needs	Annually	DM Department
Warehouse section personnel re-oriented on warehouse management and reporting	- Review of existing warehouse management guidelines and update as per needs. - Review stock reporting format and update as necessary. - Ensure the reporting system functions effectively	Annually Annually	DM Department
Suitable transportation companies identified	Conclude and review advance agreements with reliable transportation companies to deliver supplies from warehouses to distribution points	Annually	DM Department with General Administration Department
District level relief managers identified	- Identify two or more individuals for this position in advance. - Administer appropriate training in relief management. - NRCS/DC should be aware of trained RDRT/NDRT/DDRT personnel in their districts - Develop ToRs for relief manager, including reporting link to EOC	Updated every six months. Annually Updated every six months	DM Department
Possible warehouses at district level mapped	- Possible warehouse locations identified, including open spaces suitable for installation of temporary warehouses - Erect temporary warehouses at district level - Security personnel can be hired by relief manager	Reviewed every six months	DM Department
Relief manual reviewed and	Review of existing relief manual	Reviewed annually	DM Department

¹⁷ . For example, RDRT, NDRT, and DDRT-trained or experienced personnel

Preparedness Activities	Checklist	Frequency	Responsibility
distributed	Distribution to all relevant personnel		
Possible distribution sites identified and mapped	- Possible distribution sites identified, including open spaces. - Distribution sites should be near to the affected population to minimize logistic requirements.	Reviewed every six months	DM Department
Distribution monitors identified for each distribution site	- Identify five or more individuals for this position in advance. - These individuals trained in relief distribution techniques on a regular basis. - NRCS/DC should select such individuals from among trained DDRT participants - Distribution of relief monitoring reports to relief manager	Reviewed annually Training annually	DM Department
Data base of volunteers established	- Data base of volunteers should be in place at district level. - A small fund should established at district level if possible to help mobilize such volunteers, with backup from NRCS Headquarters as required	Updated every six months Replenished every six months	DM Department
Distribution report format updated and disseminated	- Review existing distribution report format and update as necessary. - Provide a copy of report format to district chapters.	Reviewed and updated annually	DM Department

SECTOR 7: FOOD AND NUTRITION

Objective: To prepare NRCS to support activities providing food aid to the affected population in the event of a disaster

Preparedness Activities	Checklist	Frequency	Responsibility
NRCS personnel familiarised with normal food needs ("food basket") in potential earthquake area	NRCS staff liaise with local authorities and international organisations (WFP, FAO) to ensure understanding of potential emergency food needs in earthquake scenario	Reviewed annually	DM Department with Health Department
Local-level NRCS personnel trained for participation in food relief distribution in an emergency	Training administered to NRCS local level personnel through ongoing programming (KVEPI,	Annually	DM Department with Health Department

	- RCAT, etc.) - Roster of trained personnel updated - Arrangements for food relief inputs agreed with GON and international agencies (WFP) - Potential local-level temporary food stores and distribution sites identified	Updated every six months Reviewed annually Reviewed annually	
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SECTOR 8: SHELTER

Objective: To ensure that NRCS is positioned to support the provision of emergency shelter for the population affected by the disaster

Preparedness Activities	Checklist	Frequency	Responsibility
Sites for possible large-scale emergency shelter operations identified	Identify potential open air sites appropriate for tented camps, taking into account access and water and sanitary requirements.	Reviewed annually	DM Department
	Identify earthquake-resistant buildings appropriate for use as communal shelters, taking into account safety of structure, access and water and sanitation requirements.	Reviewed annually	
	Determine ownership of above sites/buildings and enter into pre-agreements if relevant.	Update annually	
	- Identify persons responsible for emergency shelter within government and other organizations (UNOCHA, NGOs, etc) and maintain up-to-date contact lists. - Map sites with GIS assistance.	Update annually	

Preparedness Activities	Checklist	Frequency	Responsibility
Preparedness for Federation Shelter Cluster coordination role	- Follow Federation contacts and agreements with UNOCHA as co-convenor of shelter “cluster” - Establish preliminary contact with Federation Secretariat for potential mobilisation of additional human and material shelter resources in emergency		Federation Representative ¹⁸
Preparedness for provision of immediate emergency shelter inputs	- Assess need for pre-positioned family tents and communal kitchen material and procure necessary additional stock (see also Logistics Matrix) - Assess availability of basic shelter material (i.e. tarpaulins / tents) in local market and enter into local procurement framework agreements as relevant (see also Logistics Matrix) - Coordinate with SARD/RLU regarding availability of regional stock and/or framework agreements to fulfil immediate emergency shelter needs (see also Logistics Matrix)		DM Department

SECTOR 9: WATER, SANITATION, AND HYGIENE (WASH)

Objective: To ensure that all necessary preparations are made to support water, sanitation, and hygiene activities in the event of a disaster

Preparedness Activities	Checklist	Frequency	Responsibility
NRCS personnel familiarised with local-level water-supply and drainage infrastructure in potential earthquake area	- NRCS staff visit all potentially affected areas, familiarise themselves with water-supply and drainage infrastructure and establish contact with relevant personnel - Identification of water sources and other infrastructure elements most likely to	Annually	Health Department with DM Department

¹⁸ . The Federation is the co-convenor of the emergency shelter “cluster” under the IASC cluster system. It therefore has a duty to coordinate shelter activities of various agencies involved in emergency response. This is specifically a Federation responsibility, although of course NRCS will be involved in shelter response activities during the envisaged emergency.

Preparedness Activities	Checklist	Frequency	Responsibility
	- survive earthquake • Identification of possible sites for positioning of WASH-related ERUs (mass water, specialised water, etc.) • Identification (and if possible preparation) of emergency water sources for displaced population in emergency (e.g., sinking and capping of Tundikhel tube wells)	Annually Annually	
Possible sites and facilities identified the for disposal of human waste in emergency situation	• Work with local authorities to identify relevant sites (potential defecation areas, latrine sites, etc.) and include in GIS mapping	Annually	Health Department with DM Department
Water and sanitation materials procured and pre-stocked	• Pre-stocking of water containers (tanks, jerry cans, etc.) in or near potential earthquake areas (see also Logistics Matrix) • Pre-stocking of water purification tablets with relevant instructions (see also Logistics Matrix)	Stock control every six months Stock control every six months, replenishment as necessary	Health Department with DM Department
Safe hygiene practices material produced and pre-stocked	• Prepare booklets and flyers on safe hygiene practices in an emergency context and pre-stock in potential affected areas. • Familiarise local NRCS personnel with contents and use of this material	Stock control every six months Refresher training every six months	Health Department with DM Department

SECTOR 10: LOGISTICS AND TRANSPORT

Objective: To ensure that all necessary preparations are made to handle the logistics aspect of a major relief operation

Preparedness Activities	Checklist	Frequency	Responsibility
NRCS stocks of relief items (NFRI) maintained	• Ensure that NRCS maintains nationwide stock capacity of NFRI sufficient for 30,000 families • Inventory and replenish stocks regularly • Ensure warehouses and depots in Kathmandu Valley are fully stocked at all times	Ongoing Inventory monthly, replenish as necessary	DM Department
Capacity to reinforce NFRI stocks in Kathmandu Valley at short notice developed	• Rapid access routes to Kathmandu Valley from neighbouring districts identified • NRCS procurement policy determined and reviewed regularly • Local procurement options explored for shelter, NFRI, WASH materials, etc. (both inside Kathmandu Valley and in other areas of Nepal) • Reinforcement capacity of Federation through SARD, RLUs, etc. verified • Potential logistics hub outside of but proximate to Kathmandu Valley (e.g., in Birgunj) explored with assistance of ICRC and Federation RLU • Pre-agreement reached with GON for fast-track and duty-free import of relief goods in time of emergency	Reviewed annually Reviewed annually	DM Department with General Administration Department
Preparations made for possible deployment of Federation Logistics ERU	• Potential sites for Logistics ERU explored (including air-ops element) • NRCS logistics and transport staff familiarised with Federation Logistics ERU concept		DM Department
Potential emergency storage facilities for NFRI identified in Kathmandu Valley	• Warehouses and open sites surveyed (see also Relief Matrix) • Potential sites selected for erection of temporary storage facilities (e.g., Rubb Halls)	Reviewed annually Reviewed annually	DM Department
NRCS vehicle fleet maintained	• Regular maintenance, training of drivers, etc. • Fuel stocks maintained	Ongoing	DM Department and

Preparedness Activities	Checklist	Frequency	Responsibility
in functional order	- Potential for additional vehicle rental explored 2-wheel vehicles added to fleet (to ensure communications in post-disaster situation)	Ongoing	General Administration Department

SECTOR 11: IT AND TELECOMMUNICATIONS

Objective: To prepare measures to ensure efficient IT and telecommunications will be maintained during the response operation

Preparedness Activities	Checklist	Frequency	Responsibility
NRCS HQ and District Branch level communications facilities strengthened, using technologies likely to be operational after a major earthquake	- Acquire 10 additional VHF handsets and distribute between NRCS headquarters and districts and wards in Kathmandu Valley¹⁹ - Acquire 10 satellite telephones and distribute as required - Confirm with authorities allocation of common Movement VHF frequency in Kathmandu Valley - Develop and periodically review NRCS communication protocols - Carry out training and drills in use of communication links between NRCS headquarters (DMC/EOC) and local level elements - Ensure sufficient heavy-duty batteries available to recharge handsets, or generator-sourced electricity supply	Reviewed annually Checked every six months	General Administration Department with DM Department
Confirm procedures for communication by Movement	Identify one HF network for Movement use, connecting Valley with outside locations where	Update every six	General Administration Department with DM

¹⁹ . ICRC intends to provide the NRCS with 10 VHF handsets and 10 satellite telephones in 2008.

Preparedness Activities	Checklist	Frequency	Responsibility
elements in the Kathmandu Valley (NRCS, Federation, ICRC, and PNSs) and beyond in the event of a breakdown of internet and conventional telecommunication facilities	- conventional telecommunications might still be operational²⁰ - Acquire one satellite telephone for emergency use by Federation delegation - Ensure contact numbers and frequency list distributed to all stakeholders - Ensure SARD has contact details for NRCS offices both inside and beyond the Kathmandu Valley - Ensure regular testing of the system through drills and simulations - Prepare and update plans for reception and set-up of IT and Telecommunications ERU	months Update every six months Annually Updated annually	Department
Organise back-up of crucial data and IT equipment	Ensure that all crucial DR data on NRCS headquarters hard-disks is backed-up through hard copies and CDs, which should be kept at secure location	Reviewed every six months	General Administration Department with DM Department

SECTOR 12: FINANCE AND ADMINISTRATION

Objective: To ensure that appropriate measures are in place to provide the emergency response operation with efficient administrative, financial, and human resources support

Preparedness Activities	Checklist	Frequency	Responsibility
Ensure emergency financial provisions are in place	- Maintain and replenish NRCS emergency funds. - Cash floats maintained at NRCS NHQ and District Branches at all times	Ongoing	DM Department with Finance Department
Facilitate rapid access of international aid during emergency (relief goods and	Negotiate pre-agreements with governmental authorities for cross-border admission of RCRC personnel and relief goods with minimal obstacles, as	Ongoing	DM Department in consultation with and approval of

²⁰ . ICRC plans to set up an HF network during 2008 connecting its Kathmandu delegation to sub-delegations outside the valley.

Preparedness Activities		Checklist	Frequency	Responsibility
personnel)		provided for in International Disaster Response Law (IDRL).		NRCS leadership
Ensure financial and human resources procedures in place for use in emergency		- Up-date and review NRCS financial policy document. - Up-date and review NRCS standard salary and volunteer per diem rates. - Prepare pro forma standard contract for local hire.	Reviewed annually Reviewed annually	Finance Department
Prepare for emergency fund-raising		- Familiarization with international emergency funding mechanisms (i.e. DREF / Federation appeal process / ECHO) - Ensure appropriate accounting practices are understood and in place. - Prepare plan for national post-emergency fund-raising.	Ongoing	Finance Department (through resource mobilisation unit)
Prepare for influx of personnel (RDRT, FACT, etc.) during emergency		- Prepare plans to increase administration and human resources personnel available in emergency - Prepare plans to accommodate incoming personnel, including identification of possible site for staff camp and field kitchen	Ongoing	DM Department with HR Department

Emergency Response Activities

SECTOR 1: COORDINATION

Objective: To effectively coordinate and monitor the national and international RCRC emergency response to the disaster

Action Points	Responsibility	Specific Activities
Activation of EOC	NRCS leadership through ERC	- EOC formally activated in pre-selected secure location - EOC Coordinator and sectoral Team Leaders confirmed - Core EOC personnel mobilised, including all sectoral team members - Rapid Assessment Team mobilised - Communications opened with affected areas - Rota system established to ensure 24/7 operational capacity of EOC

Action Points	Responsibility	Specific Activities
		EOC procedures initiated – staff rota, incident log, regular coordination meetings, specific tasking of personnel, table of needs and incoming relief goods established, maps of affected area prepared and regularly updated, efficient information processing established and maintained
Activation of sectoral teams	EOC Coordinator through Team Leaders	- Sectoral teams confirmed, assigned work space and secretarial support - Teams expanded with additional personnel according to emerging needs - Regular schedule of team meetings and reports to EOC Coordinator established
Coordination initiated at local level	District DM Committees, NRCS wardens	- Local-level NRCS personnel make contact with each other and with relevant District DM Committee - Initial coordination mechanisms established, moving to more active coordination by District DM Committees first emergency phase ends - Contact established with GON, UN, and other agencies operating in the affected areas - Contact established with EOC - Communication established with non-affected NRCS district branches
Liaison with other humanitarian actors in country	EOC Coordinator with the support of the Federation	- Communication established with GON, UNOCHA/UNDAC, NGOs - Personnel assigned to participate in inter-agency coordination meetings
Coordination with RCRC Movement	Federation with EOC Coordinator	- Communication established with Federation and ICRC elements in-country - Communication established with Federation SARD and Geneva
Preparation of Initial Plan of Action (PoA)	EOC Coordinator with the support of the Federation	- Initial PoA developed to cover priority identified needs - PoA approved by ERC - PoA disseminated to GON, UNDAC/UNOCHA, and other humanitarian actors
Additional resources mobilised from	EOC Coordinator	NRCS resources from non-affected areas mobilised (NDRT, NFRI, volunteers)

Action Points	Responsibility	Specific Activities
within Nepal		
Additional resources requested from the global RCRC Movement	ERC ²¹	• Movement tools (DREF, FACT, RDRT, ERUs, etc.) requested as needed. • Emergency Appeal (EA) prepared and disseminated
Monitoring and evaluation (ME) activities initiated	EOC Coordinator	• Ensure that sectoral teams are accessing information relevant for monitoring and evaluation purposes – records of operational activities, beneficiary numbers, impact assessments, etc. • Coordinate and exchange information with other organisations undertaking ME activities • Liaise with incoming ME teams (real-time, post-emergency, etc.); assist in arranging field visits and access to key NRCS personnel, provide technical and data collection assistance as required

SECTOR 2: CONTINUITY OF OPERATIONS DURING EMERGENCY

Objective: To ensure that NRCS and Movement emergency response operations continue even if substantial damage and casualties sustained during the disaster

Action Points	Responsibility	Specific Activities
Activation of alternative EOC site if necessary	EOC Coordinator	• Alternative site activated, staff transferred.
All partners informed of EOC relocation	EOC Coordinator	• Alternative communications means utilised to inform local-level NRCS elements • Alternative communications means utilised to inform other partners (GON, UN, NGOs, Movement)
Deputies/substitutes mobilised to	EOC Coordinator	• Constantly consult with respective EOC sectoral team leaders • Redeployment of selected NRCS staff and personnel from their normal tasks

²¹ . According to the MOU between the Federation, ICRC, and the NRCS (final draft, March 2008, clause 6.2.1.2), “In the situation of a large scale relief operation in response to a natural or technological disaster in the area where conflict, disturbances/tension or other situation of violence are not present, the Federation shall provide the general coordination of the Movement activities in Nepal in consultation with the NRCS.”

replace casualties	EOC Coordinator	Regular backup on CD of all crucial in-coming response-related data (several copies) and storage in secure location
Back-up systems established in case of disruption or destruction of data by aftershocks		

SECTOR 3: PROTECTION, SAFETY, AND SECURITY

Objective: To ensure as far as possible the safety and security of both the earthquake-affected population and the NRCS staff and volunteers involved in the response operation

Action Points	Responsibility	Specific Activities
Activation of NRCS headquarters safety and security procedures as necessary	Emergency Response Committee with EOC Coordinator in consultation with Operations Cell of NRCS	- Evacuation of buildings as necessary and mustering in emergency assembly area, staff roster checked for missing persons - Search and rescue of any trapped persons - Psychological support for survivors - First Aid and triage of any casualties and evacuation as necessary - Fire and hazardous material control - Utilities, equipment, and other assets secured - Relocation to alternative EOC site if necessary
Activation of cluster warden system in Kathmandu Valley	Wardens or Deputy Wardens	- Search and rescue of trapped persons - Mustering of cluster personnel in safe haven - Initiation of local response activities in consultation with NRCS district, sub-district, and ward structures (if feasible) - Communications opened with EOC
RFL activities launched (24 hours after earthquake)	Tracing team at district level	- Families needing temporary accommodation identified - Communications methods to re-unite families selected - Register and identification of fatalities to facilitate informing families - RFL activities initiated 24 hours after earthquake (since many people initially separated from relatives will have re-contacted their families by then) - Affected population informed about how to access RFL services

Action Points	Responsibility	Specific Activities
		- Particularly vulnerable groups identified and protected (unaccompanied minors, unaccompanied single women, elderly, sick and disabled) - NRCS RFL activities reinforced from ICRC RDU surge capacity
All NRCS response activities carried out according to NRCS Safety and Security SOPs	EOC Coordinator in consultation with Operations Cell of NRCS	- EOC monitors implementation of response activities to ensure Safety and Security SOPs being adhered to - Deviations from SOPs corrected as soon as possible

SECTOR 4 : INFORMATION MANAGEMENT, COMMUNICATIONS, AND REPORTING

Objective: To collect accurate and relevant information on emergency needs, as well as on the NRCS and Movement response, to process it effectively, and to disseminate it speedily and appropriately.

Action Points	Responsibility	Specific Activities
Collection of damage, loss, and needs data at local level and transmission to EOC	District DM Committees and other local NRCS elements	- District information focal points and other designated local personnel begin immediately to collect emergency data using standardised formats - Contact established with local authorities and other agencies operating in the area - Attempt to open communications with NRCS EOC by whatever means available - Once communications established with EOC and local-level NRCS elements, system established for regular gathering and transmission of information to EOC
Deployment of EOC Rapid Assessment Team to affected areas	EOC Coordinator	- Multi-sectoral Rapid Assessment Team from NRCS EOC visits affected areas as soon as possible after the onset of the disaster - Team feeds data to EOC Information Team to facilitate preparation of initial Plan of Action (POA) and Emergency Appeal (EA)
Compilation and dissemination of	EOC Information Team under	- Pro-active data and information collection from field operations by any means possible. - Monitoring of all relevant information sources (media, NGOs, government agencies, etc.) - Distribution of data to EOC sectoral team heads. - Data and field reports shared regularly with Federation SARD, Geneva, and other organizations.

Action Points	Responsibility	Specific Activities
information	supervision of EOC Coordinator and with Federation support as required	• DMIS up-dated on a regular basis. • Draft PoA / preliminary International Appeal disseminated. • Information Bulletins and Operations Updates prepared as needed. • Data / information shared with GON, UNDAC/UNOCHA, and other actors. • Fund-raising material prepared and disseminated (power-point presentations / special leaflets / case studies, etc.).
Media relations	EOC Information Team with Federation support as required	• Contact established and maintained with local, regional and international media • Identify dedicated spokesperson for emergency operations and contact number. • Key messages identified relating to emergency response operation. • Q&A prepared for use by spokesperson and key responders. • Prepare stories, photos and videos for posting on Federation website and disseminated to other media. • Update NRCS website. • Issue special bulletins for reducing post-disaster risks using local media (radio / leaflets). • Prepare, produce and disseminate awareness-raising campaigns according to needs, in collaboration with technical sectors (e.g. health / hygiene promotion / information on how to access RFL services, etc.).

SECTOR 5: RESCUE, EMERGENCY MEDICAL ASSISTANCE, AND HEALTH SERVICES

Objective: To provide immediate rescue and medical assistance and longer term emergency health services to the victims of the earthquake

Action Points	Responsibility	Specific Activities
Carry out light search and rescue activities and provision of First Aid	NRCS District and subchapter	• Local-level trained personnel begin immediately to carry out light search and rescue activities, if possible in conjunction with local authority or GON personnel in the area • NRCS district and subchapters mobilise their volunteers to provide First Aid services and stabilisation of the injured • NRCS district and subchapter facilitate search and rescue by other specific organisations
Assist in the evacuation of seriously wounded to nearest functioning medical facility	NRCS District and subchapter	• Mobilise ambulances or other means of transportation • Local-level personnel work with surviving medical infrastructure and local authorities to assist in implementation of triage system and evacuation of seriously wounded to nearest operational hospital or other medical facility

Action Points	Responsibility	Specific Activities
Assist in establishment of emergency blood services as required	NRCS Blood Bank in consultation with EOC Coordinator	- Local-level personnel work with surviving medical infrastructure and local authorities to create emergency blood services in the affected area - Pre-identified blood donors contacted and if necessary transported to emergency blood centres
Ensure especially vulnerable groups cared for	NRCS District and subchapter	Identify especially vulnerable groups and individuals (based on pre-disaster survey) and ensure that their needs are met
Assist in human remains disposal	NRCS District and subchapter	- Local-level personnel assist local authorities in removal of human remains to designated areas - Assist in cremation or other disposal of human remains as arranged by local authorities to mitigate health risk
Assist in disease-control measures	EOC Health Team and NRCS District and subchapter	- Support dissemination of health messages - Assist in monitoring affected population for disease outbreak
Facilitate the deployment of incoming global emergency health tools (Field Hospital and Basic Health Care ERUs, etc.)	ERC with Federation EOC Coordinator with EOC Health Team	- In consultation with local authorities, identify unmet needs in terms of emergency health care provision and ensure that global Movement mobilises appropriate ERUs - With local authorities, identify and prepare optimum sites for installation of ERUs on arrival, to facilitate rapid start-up - Ensure efficient set-up of ERUs and integration into ongoing provision of emergency health services - Monitor ERU operation and at appropriate time initiate arrangements for ERU phase-out
Report on district-level activities in this sector	District DM Committee ²²	Gather and transmit to EOC information on the impact of the disaster and on response activities in this sector

²² In the first hours of the disaster, the District DM Committee may not be operational; NRCS personnel involved in this sector should in these circumstances transmit information on needs and response activities in the sector directly to the EOC by any means available, pending the regularisation of communications links and channels

SECTOR 6: RELIEF

Objective: To rapidly provide appropriate relief items to individuals and families affected by the disaster

Action points	Responsibility	Specific activities
Review information available as a result of rapid needs assessment	EOC Coordinator with EOC Information Team and Rapid Assessment Team	Collate information arriving from local NRCS elements
Verify the information with partner agencies to the extent possible	EOC Coordinator with EOC Information Team	Ensure regular communication with partners and GON to confirm needs assessment data
Verify the availability and accessibility of existing NFRI stock in the aftermath of the disaster	EOC Coordinator with EOC Relief Team	Update NFRI stock reports received from warehouse officer
Confirm the availability of vehicles to transport relief supplies to distribution points	Warehouse officer	- Review list of selected transporters with cost, and identify those still operational - Confirm availability of surviving NRCS transport assets
Confirm the total NFRI stocks (existing plus procured) available for emergency response	Warehouse officer	- Confirmation of NFRI stocks at identified warehouses - Procurement of supplies as mentioned in NRCS's special procurement provision in case of disaster - Ensure adequate stock assigned to Relief ERU(if present) - Following supplies will consider as first NFRI per affected family: Tarpaulin-1, Blanket-1, other types of cut cloth pieces-2 (6mts each), Saree-1, Kitchen utensil-1 set, water jerry can (10lit)-1, water purification tablet with instruction note. Additional items will be considered according to needs.
Coordinate the management of relief distribution operations at the district level.	District chapters	Confirm district-level relief managers in all affected districts
Organise effective relief distribution	Relief manager	- Pre-stock relief materials at field level. - Maintain proper supply chain - Identify distribution site conducive to effective and transparent distribution - Identify distribution monitor for each distribution site

Action points	Responsibility	Specific activities
Carry out effective relief distribution	Distribution monitor	- Share final distribution list with partners in the affected area to avoid duplication - Reconfirm beneficiary lists per community - Identify and mobilize volunteers at each distribution site - Verify each beneficiary's identity - Distribute NFRI to identified beneficiaries - Verify final distribution list and cross-check with stock list - Secure distribution site and return remaining NFRI stock to District Chapter - Report on distribution to Relief Manager - Render report on distribution activities to EOC²³
Report on district-level distribution activities	Relief manager	
Retain overview of relief activities and mobilize additional inputs as necessary	EOC Coordinator with EOC Relief Team ERC with Federation	- Monitor needs versus immediately available resources - Trigger procurement activities as necessary - Mobilise additional relief stocks from non-affected districts - Mobilise global relief inputs through International Appeal - Mobilise Relief ERU as necessary

SECTOR 7: FOOD AND NUTRITION

Objective: To ensure that individuals affected by the earthquake receive prompt, adequate, and appropriate food relief, and that their nutritional status is safeguarded

Action Points	Responsibility	Specific Activities
Set up provision for food distribution with partner organisations and NRCS District Chapters	EOC Coordinator	- Agreements concluded with partners - Detailed policies and procedures communicated to district chapters - Back up to district chapters to ensure their coordination with partner organisation's local representatives

²³ . In the first hours of the disaster, the District DM Committee may not be operational; NRCS personnel involved in this sector should in these circumstances transmit information on needs and response activities in the sector directly to the EOC by any means available, pending the regularisation of communications links and channels.

Action Points	Responsibility	Specific Activities
Assist local authorities and international agencies in the distribution of food relief to the affected population	Local NRCS personnel	- Local-level trained personnel assist as required in arranging movement and storage of food relief items, identifying and naming distribution sites, identifying beneficiaries and monitoring distributions - Special needs of particularly vulnerable groups brought to the attention of food donor agencies and local authorities
Ensure evolving food needs of affected population monitored and anticipated as relief operation progresses	EOC Coordinator with EOC Health Team	- Mobilisation of district level relief team - In consultation with local authorities and respective partners, ascertain the nutritional status of affected population - Identify unmet needs in terms of food relief provision and ensure that they are met by additional inputs from appropriate agencies
Report on district-level activities in this sector	District DM Committee ²⁴	Gather and transmit to EOC information on the impact of the disaster and on response activities in this sector

SECTOR 8: SHELTER

Objective: To determine and meet immediate post-disaster shelter needs²⁵

Action Points	Responsibility	Specific Activities
Rapid assessment of emergency shelter needs	EOC Coordinator with EOC Shelter Team	- Estimate number of homeless due to earthquake, according to all available sources of information (NRCS local personnel / government / other agencies) - Determine immediate needs in terms of shelter, to include: open air sites / communal building sites / other specific needs according to season. - If required, and if sufficient personnel available, participate in assessment of damage and

²⁴ . In the first hours of the disaster, the District DM Committee may not be operational; NRCS personnel involved in this sector should in these circumstances transmit information on needs and response activities in the sector directly to the EOC by any means available, pending the regularisation of communications links and channels

²⁵ . The Federation is co-convenor of the emergency shelter “cluster” under the IASC cluster system. The Federation would therefore have the additional duty of coordinating the activities of the other agencies involved in the provision of emergency shelter. In real terms, the Federation would probably immediately mobilise a team of shelter specialists from the Federation Secretariat in Geneva or from Federation delegations in the region. This team would assume the shelter cluster coordination role once it arrives in-country.

Action Points	Responsibility	Specific Activities
		needs in related fields such as impact of earthquake on schools and other educational facilities • Estimate extent of damage to buildings and broadly assess safety of remaining structures. • Estimate needs in terms of essential household items and fuel for cooking / heating.
Liaison with RCRC and other humanitarian actors	Federation in consultation with ERC EOC Coordinator	• Mobilise Federation shelter emergency response resources (shelter team from Federation Secretariat, additional shelter delegates from region, shelter kits and/or tents from Dubai and Kuala Lumpur RLUs, etc.) • Maintain communication with shelter counterparts at GON, UNOCHA/UNDAC, NGOs
Provide immediate emergency shelter	EOC Coordinator with EOC Shelter Team	• Ensure distribution of emergency shelter stock to areas of greatest need. • Set-up and manage tented camps / community shelters. • Undertake local procurement, as available and required.
Detailed assessment	EOC Coordinator with EOC Shelter Team	• Review on-going shelter requirements for medium to long term (numbers of homeless, state of buildings, coping strategies of beneficiaries, specific needs according to time of year, etc.). • If required, extend assessment to related structures such as schools and teaching areas • Assess needs of 'host families' and determine level of assistance required. • Determine most appropriate solutions, based on locally available material, standards, customs.
On-going shelter provision	EOC Coordinator with EOC Shelter Team	• Establish plans for medium / long-term needs, including timeframe and transition (exit) strategy. • Procure and distribute shelter provisions. • Liaise with camp management team, to meet needs on an on-going basis.
Report on district-level activities	District DM Committee ²⁶	• Gather and transmit to EOC information on the impact of the disaster and on response activities in this sector

²⁶ In the first hours of the disaster, the District DM Committee may not be operational; NRCS personnel involved in this sector should in these circumstances transmit information on needs and response activities in the sector directly to the EOC by any means available, pending the regularisation of communications links and channels

SECTOR 9: WATER, SANITATION, AND HYGIENE (WASH)

Objective: To ensure that adequate water and sanitation facilities are provided for the earthquake victims, and to prevent outbreaks of disease through basic hygiene measures

Action Points	Responsibility	Specific Activities
Assist local authorities to establish emergency water supply and sanitation facilities in the affected areas	NRCS District and subchapter	- Local-level trained personnel assist as required in identifying and establishing emergency water sources, human waste disposal sites, and other sanitary infrastructure - Activate pre-established emergency water sources for displaced population (e.g., Tundikhel tube wells) - Distribute water storage material (water tanks, jerry cans) and water purification tablets (with dissemination activities to ensure correct use) - Liaise with EOC (WASH Team) to ensure mobilisation of Community Development Department and Junior and Youth Department personnel
Facilitate the deployment of incoming global WASH tools (mass water and specialised water ERUs, etc.)	ERC with Federation/EOC Coordinator with EOC Health/WASH Team	- In consultation with local authorities, identify unmet needs in terms of water, sanitation, and hygiene provision, and ensure that global Movement mobilises appropriate ERUs - With local authorities, identify and prepare optimum sites for installation of ERUs on arrival, to facilitate rapid start-up - Ensure efficient set-up of ERUs and integration into ongoing provision of emergency water, sanitation, and hygiene services - Monitor ERU operation and at appropriate time initiate arrangements for ERU phase-out
Carry out dissemination of safe hygiene practices information	NRCS District and subchapter	- Distribute safe hygiene practices literature to affected population - Liaise with WHO, Ministry of Health, and other agencies to identify and if possible meet unmet needs in the field of emergency hygiene practices promotion - Liaise with EOC (WASH Team) to ensure mobilisation of Community

Action Points	Responsibility	Specific Activities
Report on district-level activities in this sector	District DM Committee ²⁷	- Development Department and Junior and Youth Department personnel - Gather and transmit to EOC information on the impact of the disaster and on response activities in this sector

SECTOR 10: LOGISTICS AND TRANSPORT

Objective: To ensure effective logistical arrangements and transport facilities are in place to support the earthquake response operation

Action Points	Responsibility	Specific Activities
Mobilisation of Movement logistics assets within the Kathmandu Valley	EOC Coordinator with EOC Logistics Team	- Surviving NRCS vehicle fleet mobilised and placed at disposal of response operation - Other Movement assets in Kathmandu Valley (e.g., elements of ICRC fleet) mobilised to join response effort
Mobilisation of Movement logistic assets in the rest of Nepal	EOC Coordinator with EOC Logistics Team	- NRCS District chapters outside of Kathmandu Valley contacted and asked to supply NFRI goods and transport assets as necessary - ICRC sub-delegations mobilised to support logistics operation - If necessary, establishment of logistics hub in Birgunj with ICRC and Federation inputs and support from local level NRCS personnel
Mobilisation of global Movement logistics assets	ERC with Federation EOC Coordinator with EOC Logistics Team	- Logistics ERU mobilised with air-ops element if necessary - Federation RLUs and SARD advised of response operation requirements in terms of vehicles and temporary storage facilities (e.g., Rubb Halls) and requested to mobilise same - On-site preparations for installation of Logistics ERU and temporary storage facilities - GON requested urgently to facilitate arrival of relief goods and logistics assets
Logistics procedures for response operation activated	EOC Coordinator with EOC Logistics Team	- Supply chain arranged, fleet management protocols revised, fuel supplies assured, etc. - Efficient system for tracking of incoming goods established (with

²⁷ In the first hours of the disaster, the District DM Committee may not be operational; NRCS personnel involved in this sector should in these circumstances transmit information on needs and response activities in the sector directly to the EOC by any means available, pending the regularisation of communications links and channels

Action Points	Responsibility	Specific Activities
		- assistance from Federation Logistics and Relief ERUs) - Procurement undertaken in Nepal with cooperation of District Chapters - Procurement outside Nepal undertaken with cooperation of SARD and Federation RLUs
Reports on logistics activities rendered to EOC	EOC Logistics Team	Regular reports on logistics issues – supply chain, procurements, vehicle fleet status, etc. – rendered to EOC

SECTOR 11: IT AND TELECOMMUNICATIONS

Objective: To ensure the NRCS emergency response is supported by a functional and efficient telecommunications and information technology structure

Action Points	Responsibility	Specific Activities
Activation of VHF radio or satellite telephone links between the EOC and NRCS local-level elements in Kathmandu Valley	EOC Coordinator with EOC Administration Team	- VHF base station activated at EOC - Roster of radio operators in place to ensure “24/7” coverage during first days of emergency - System established for logging communications and transferring information in timely manner to EOC functional groups - Contact attempted with all local-level NRCS personnel in Kathmandu Valley having VHF handsets or satellite telephone equipment; if contact not established, follow up with despatch of personnel to non-responding site - In the event of failure of public electricity supply, provision made for recharging VHF handsets through batteries or generator-sourced electricity
Activation of links between NRCS/Federation/ICRC/PNSs in Kathmandu Valley and outside locations	EOC Coordinator with EOC Administration Team	- If normal telecommunications (email, conventional and cellular telephone systems) non-functional, HF radio link or satellite telephone link used to contact Movement outside Kathmandu Valley (e.g., ICRC sub-delegations elsewhere in Nepal, SARD, etc.) - Once link established, arrangements made for “24/7” coverage during

Action Points	Responsibility	Specific Activities
	ERC with Federation	- first days of emergency - If necessary, Federation IT and Telecommunications ERU mobilised and installed as soon as possible

SECTOR 12: FINANCE AND ADMINISTRATION

Objective: To provide efficient financial, administrative, and human resources support to emergency operations.

Action Points	Responsibility	Specific Activities
Release NRCS emergency funds	Emergency Response Committee (ERC) with EOC Coordinator	- Manage emergency cash float - Maintain appropriate accounting system
Mobilise global funding for emergency operations	EOC Coordinator with EOC Administration and Information Teams	- Assist in preparation of budget for DREF application - Assist in preparation of Federation Preliminary Appeal / Revised Appeal - Maintain up-to-date financial reporting of emergency operations - Open separate bank account as necessary
Participate in national fund-raising activities	Resource mobilisation manager in consultation with EOC Coordinator	- Put in place financial support mechanisms for national fund-raising activities - Maintain transparent accounting procedures - Contact and coordinate with fund-raising partners (e.g. banks / national companies, etc.)
Prepare to receive external delegates	EOC Coordinator with EOC Finance and Admin Team	- Make necessary arrangements for visas / letters of invitation. - Identify and arrange for possible accommodation (including possible staff camp). - Identify and arrange for dedicated office space. - Ensure smooth functioning of welcome service (airport pick-up / information pack / security rules) - Keep up-to-date contact list and location of in-coming staff (i.e. international delegates/ FACT / ERUs/ RDRT / NDRT, etc.) and circulate.

Action Points	Responsibility	Specific Activities
Provide administrative and HR support to operations	EOC Finance and Admin Team	• Have stock of SIM/phone cards for in-coming staff. • Assist in setting up of office for EOC and transfer to alternate EOC site if necessary • Manage smooth functioning of office (personnel, material, human resources, facilities) • Keep staff and volunteer rosters up to date, and circulate. • Maintain filing system.
Coordinate with international operations	EOC Finance and Admin Team	• Provide necessary back-up and information exchange with Federation operations once established. • Assist in immediate staffing and hiring of additional local staff. • Share standard salary and per diem rates / local contract format with in-coming international personnel (e.g. Federation / ERUs / RCRC bi-laterals).

The **Annexes** contain other supportive documents. (1) Documents and flow charts indicating lines of coordination and information transmission in an emergency, (2) Maps showing key locations and facilities in the Kathmandu Valley, including current NRCS assets and possible sites for the establishment of camps or the installation of ERUs, (3) Contact details for key personnel in the NRCS (NHQ and district level), the Movement, GON, UN, etc., both within the valley and beyond (e.g., Federation SARD), (4) A list of essential related documents, with an indication of how these can be rapidly accessed when needed.

EMERGENCY OPERATIONS CENTRE (EOC)

1. Background:

Nepal experiences several small or moderately-scaled disasters every year, due to its climate and topography. It has also seen major disasters such as the devastating 1934 Kathmandu Earthquake. The Nepal Red Cross Society (NRCS) is the nation's leading exponent of disaster preparedness and response, often assisting hundreds of thousands of beneficiaries annually. It has many years of experience in the general area of disaster management (DM), and would be in the front line of response to any large disaster, such as a major earthquake in the Kathmandu Valley. It therefore has an obligation to strengthen and develop its own disaster response (DR) capacities and mechanisms. One aspect of its work in this regard has been the preparation of a Contingency Plan (CP), completed in first draft form in 2006. This CP contained (as Annex 16) a Concept Paper of an Emergency Operations Centre (EOC) as the central coordinating unit for DR activities. The present paper represents further thinking on this topic

2. Basic Concept:

The EOC concept is based on the fact that any substantial DR operation – and in particular one launched in the wake of a major disaster, and involving inputs from the global Red Cross and Red Crescent (RCRC) Movement – needs a dedicated centre tasked with the overall operational management of the response. The EOC would be headed by a Coordinator, normally the Director of the NRCS DM Department. It would consist not only of a properly-equipped physical centre, but also of several teams based on the main sectoral fields in which the NRCS is already operational, and covering the principal areas of activity to be expected in large-scale DR – for instance, relief, logistics, emergency health, shelter, and support areas such as administration, finance, IT and telecommunications, information, and human resources. All such teams would be constituted of pre-selected personnel from the NRCS headquarters staff, with appropriate experience and training, and each would be headed by a Team Leader, who would report to the EOC Coordinator. The EOC would also serve as an operational base for incoming personnel mobilised from the global RCRC Movement – the Federation, ICRC, and the PNS's. In the event of a major natural catastrophe the Federation (as lead agency) would field an Operations Manager, who would counterpart with the EOC Coordinator, and probably a substantial number of delegates, in addition to those attached to Emergency Response Units (ERUs). The EOC would be mobilised through a triggering mechanism involving several members of the NRCS leadership, who in the event of a large disaster would form an Emergency Response Committee, and be joined by the in-country Federation and ICRC representatives. The EOC Coordinator would report to the ERC through the Secretary General and also participate in its meetings. When the

EOC's functions were no longer considered necessary it would be dissolved by a decision of the ERC acting on the advice of the EOC Coordinator.

3. Objectives:

The establishment of the EOC has the following objectives:

- To ensure effective management and coordination of DR activities, from the initial emergency response phase through to the recovery phase
- To provide a mechanism for the harmonisation of DR efforts across a range of sectors
- To create a focal point for the receipt and processing of all incoming information regarding the needs of the affected population and the progress of response activities
- To act as a centre of communication linking NRCS headquarters to local-level NRCS structures, other elements of the RCRC Movement (the Federation, ICRC, and PNS's), the Nepalese authorities, UN agencies, and other humanitarian bodies
- To ensure that response activities are effectively supported in such areas as administration, finance, IT and telecommunications, human resources, and security
- To ensure that reporting obligations and relations with the media (both local and international) are handled effectively
- To provide effective coordination of all elements and inputs involved in the response operation
- To continuously monitor and assess the progress of the ongoing DR operation, and manage the transition from emergency response to recovery

4. Structure:

In a major emergency the NRCS will establish an Emergency Response Committee (ERC) consisting of the Chairman, the Executive Director, the Secretary General, the Treasurer, the Director of the DM Department, and such other members of the National Society leadership as may be considered necessary. The ERC may be joined by the appropriate in-country staff of the Federation and the ICRC. The ERC will be responsible for the overall **strategic** direction of the response, for policy decisions regarding response operations, and for policy-level relations with the global RCRC Movement, the government of Nepal (GON), and the UN family of agencies.

The EOC Coordinator will report directly to the Secretary General, or to the full ERC if required. The EOC Coordinator will have responsibility for the **operational**

implementation of response activities, including their overall coordination, linkages with partner agencies, and ensuring operational continuity in the event of damage to NRCS assets or casualties amongst its personnel. If the scale of the disaster requires it, he or she may be supported by an Operations Officer, who will assist in the management of the EOC.

The EOC will house a series of **technical** teams, each headed by a Team Leader, and consisting of selected NRCS staff trained and experienced in specific fields of response or support activities. These teams will be the following (others to be included if needed):

Information Team: Headed by the Director of the Information Department and consisting principally of selected departmental staff. Responsible for acting as the focal point for all incoming information, including reports of damage, casualties and needs from the affected area, inputs from other humanitarian agencies and the media, etc. The Information Team will contain a technical unit tasked to ensure that all such information is passed immediately to the EOC Coordinator and to the relevant sectoral team or teams as appropriate. In the broader field of communications it will also be responsible, under the supervision of the EOC Coordinator, for all reporting on the disaster and the response operation, provision of regular data to the Movement and donors through such mechanisms as DMIS postings and Operations Updates, and for facilitating the preparation of reports to coordination meetings with partner organisations.

Security Team: Headed by a senior staff member of the NRCS headquarters Security Unit (in the General Administration and Operational Department) or another pre-selected staff member with appropriate background and training. The Security Team will ensure that all NRCS safety and security Standard Operating Procedures (SOPs) are followed during the response operation, will have oversight of safety and security issues at the EOC itself, and will monitor the environment in the aftermath of the disaster and report on any significant developments from the security viewpoint, making appropriate recommendations for action. Also responsible for ensuring the protection of the affected population, in consultation with relevant government agencies and the UN, and assisting restoration of family links (RFL) and tracing.

Relief Team: Headed by a senior staff member of the NRCS DM Department. The Relief Team will be responsible for organising the distribution of food and non-food relief items (NFRI) to the affected population, ensuring correct beneficiary identification and registration, and reporting on quantities distributed. The team will

work with NRCS warehouse personnel and local staff and volunteers at distribution points.

Health Team: Headed by the Director of the NRCS Health Department. Responsible for all NRCS response activities in the broad field of health, including emergency First Aid, rescue and medical assistance, assistance with triage and casualty evacuation, psycho-social programmes, and assistance with the implementation of basic hygiene measures to control possible disease outbreak. Oversees emergency blood services and use of NRCS ambulances and mobile First Aid posts in the response. Also responsible for the overall monitoring of the health and nutritional status of the affected population, and in particular the situation of especially vulnerable groups and individuals.

Water, Sanitation, and Hygiene (WASH) Team: Headed by a senior staff member of the Health Department. Responsible for all response activities linked to WASH, including assistance with the provision of potable water to the affected population, the establishment of sanitary arrangements, and the maintenance of tolerable hygienic conditions.

Shelter Team: Headed by a senior staff member of the DM Department (preferably an individual with previous experience of emergency shelter operations, and/or specialist training). Responsible for helping to ensure that the affected population is provided with emergency shelter materials (tarpaulins, tents, or shelter kits), and also for assisting in the management of camps or evacuation sites for the homeless. (Note: Since the Federation is co-convenor of the shelter “cluster” under the UNOCHA/IASC system, this sector will require substantial reinforcement in personnel and resources from Federation regional and global assets).

Logistics and Transport Team: Headed by a senior staff member of the DM Department, working with staff from the General Administration Department. Responsible for the management of effective logistical and transport operations to support response activities, including vehicle fleet management, the transport of relief goods and personnel, secure storage of relief supplies, and cooperation with other agencies (GON, military units, UN agencies) to facilitate the movement of goods and materials essential to the response.

Finance, Administration, and Human Resources Team: Headed by the Director of the General Administration Department. Responsible for ensuring that efficient administrative, financial, and HR measures are maintained in support of the response

operation. Responsibilities include providing administrative and secretarial back-up for the operation of the EOC and its teams, managing human resources including staff and volunteers, keeping financial records and assembling financial reporting, ensuring that telecommunications and IT equipment is functional, and assisting with the reception, accommodation, and deployment to the field of incoming personnel from other regions of Nepal and from the global RCRC Movement.

The above list of teams is meant to be indicative; at the discretion of the EOC Coordinator, and depending on the nature of the needs generated by the disaster, some teams could be dispensed with, or merged with others – for instance, the WASH Team might be merged with the Health Team. Likewise, additional teams might be created. The positions identified in the above list as Team Leaders are likewise only indicative; other staff might be selected instead. Whatever the team configuration decided on, the teams should be staffed by individuals with adequate experience, training, and expertise in the fields in question; they should be accustomed to their potential role in the EOC through regular training and simulation exercises.

In addition to the teams listed above, the EOC should mobilise, during its first hours of operation, a *Rapid Assessment Team*. This team, which should be selected to represent several technical sectors, would be despatched to the affected area as soon as possible after the onset of the disaster, to provide real-time data on damage, casualties, needs, and response activities already launched by local elements of the NRCS. The information collected by this team, added to reports which should already be coming in directly to the EOC from the local level, will provide a first estimate of the scale of the disaster and the priority needs, which could then be used as the basis for a Preliminary Appeal launched through the Federation. It would be up to the EOC Coordinator to decide whether to maintain the team after its initial use; if information begins to flow in readily from the local level, its continuation may not be necessary. If however, field-level data proves difficult to access, the team could be maintained and redeployed to the affected area as necessary.

5. Continuity of Operations of the EOC:

Since the EOC will be the crucial coordinating centre in any major emergency, it is essential that it be enabled to function even in the event of the NRCS itself incurring serious disruption by the disaster. The following measures will help to ensure continuity of operations at the EOC:

- Siting of the EOC itself in an earthquake-resistant structure, with appropriate safety and security procedures in place to ensure operations even if the structure sustains damage

- Identification and preparation of an alternate EOC site to be used in the event that the normal EOC location is rendered non-functional by a disaster
- Selection and training of deputies and substitutes for all EOC functions, including EOC Coordinator and Team Leaders
- Electronic duplication and back-up in hard copy of all crucial information and data
- Establishment of communications facilities which would remain operational even if conventional networks (landline and mobile telephone, for instance) were destroyed – e.g., HF and VHF radio, satellite telephones, etc.

6. EOC Physical Elements:

The EOC will be based in dedicated office facilities such as the present NRCS Disaster Management Centre (DMC) with adequate space for large meetings (for instance, EOC Coordinator with all sectoral Team Leaders) and with adjacent provision for separate team work-rooms. It will be equipped with VHF, HF, mobile telephone, satellite telephone, and landline telephone and fax facilities, internet connection, adequate computer equipment, and GIS capability, as well as response kits and personal protective equipment. In addition it will be stocked with the necessary office supplies and equipment to enable it to function without replenishment for up to four weeks after a disaster. The EOC will contain all relevant databases and contact lists, in duplicate and back-up form. It will have the use of NRCS headquarters vehicles and logistical resources. It will have adequate supplies of non-perishable food (for instance, meals ready to eat – MREs) and water to sustain its personnel during the first hours of a major emergency without their having to leave the EOC location.

7. EOC Procedures:

The EOC Coordinator will establish appropriate procedures to ensure the efficient operation of the centre during the response operation. These might include:

- Setting up a “24/7” information monitoring system and radio watch during the first hours and/or days of the response
- Creating a staff roster and rota system to ensure adequate personnel are available at all times, since during the first days of the disaster the EOC itself may need to operate on a “24/7” basis
- Establishing an incident log and operations record to monitor the progress of the response and changes in the post-disaster environment

- Ensuring that the Information Team has the facilities to effectively receive, process, and share incoming data from a variety of sources in a timely manner
- Organising continuous operation of the sectoral teams, and coordination meetings involving the EOC Coordinator and all team leaders (every few hours during the early stage of the response, daily subsequently)
- Creating mechanisms for the integration of incoming personnel into the ongoing function of the EOC and the response generally (see Section 8, below).

8. The EOC and International Inputs:

The EOC will serve as the coordinating body for the mobilisation, reception, and in-country deployment of the global tools of the international RCRC Movement – FACT, ERUs, ICRC RDU, RDRT, etc. In the event of a major disaster, the Federation is likely to field a FACT, several ERUs, and elements of the RDRT, and select an Operations Manager (OM) to represent it in Nepal and head the large numbers of Federation delegates that will probably be deployed to the operation for a period of weeks or months. The OM would counterpart with the EOC Coordinator. The EOC would also act as a base for the FACT, RDRT personnel would be assigned in-country tasks through the EOC, and technical ERUs, when deployed, would work with the relevant EOC technical team – Health ERUs with the Health Team, Relief ERU with the Relief Team, etc. The EOC will also be the focal point for incoming RCRC teams deployed bilaterally to Nepal.

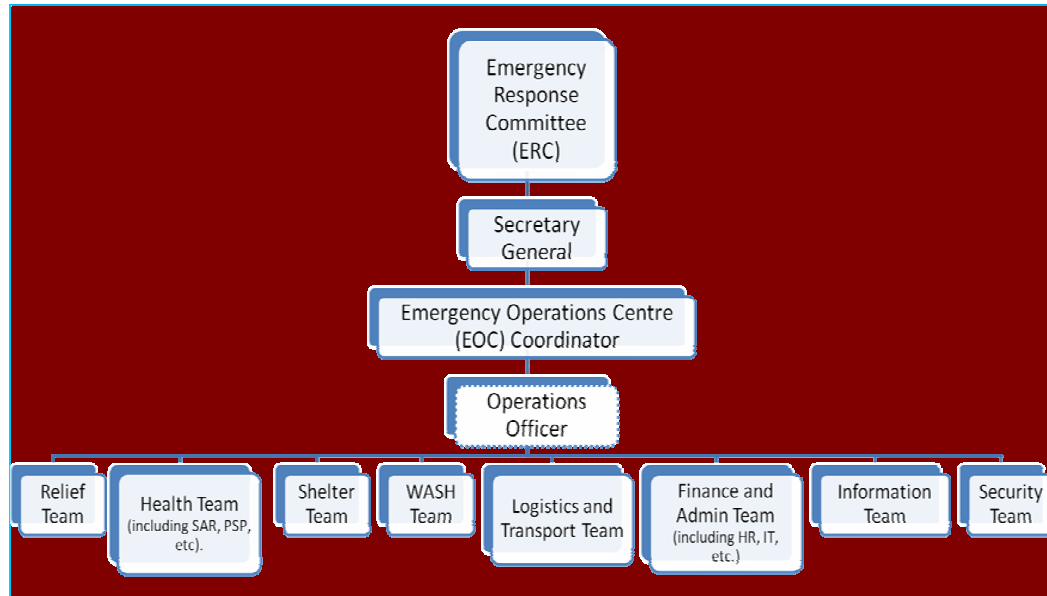
In a large-scale disaster with a prolonged emergency phase, there will be a need to maintain a robust coordination mechanism to manage the response operation and ensure a smooth transition to recovery activities. In these circumstances the NRCS and its international partners might consider creating a Movement Platform (ERC, Federation, and ICRC) to take strategic and policy decisions, and maintaining the technical teams of the EOC structure (with their international counterparts) to implement day-to-day response operations. The decision might be taken at this point to stand down the EOC, but the technical teams would remain, as a task force to continue the response over the long term, under the overall coordination of the Director of the DM Department (formerly the EOC Coordinator). The Director would report on the ongoing response operation through the Secretary General to the Movement Platform.

9. The EOC in ongoing NRCS DM Programming:

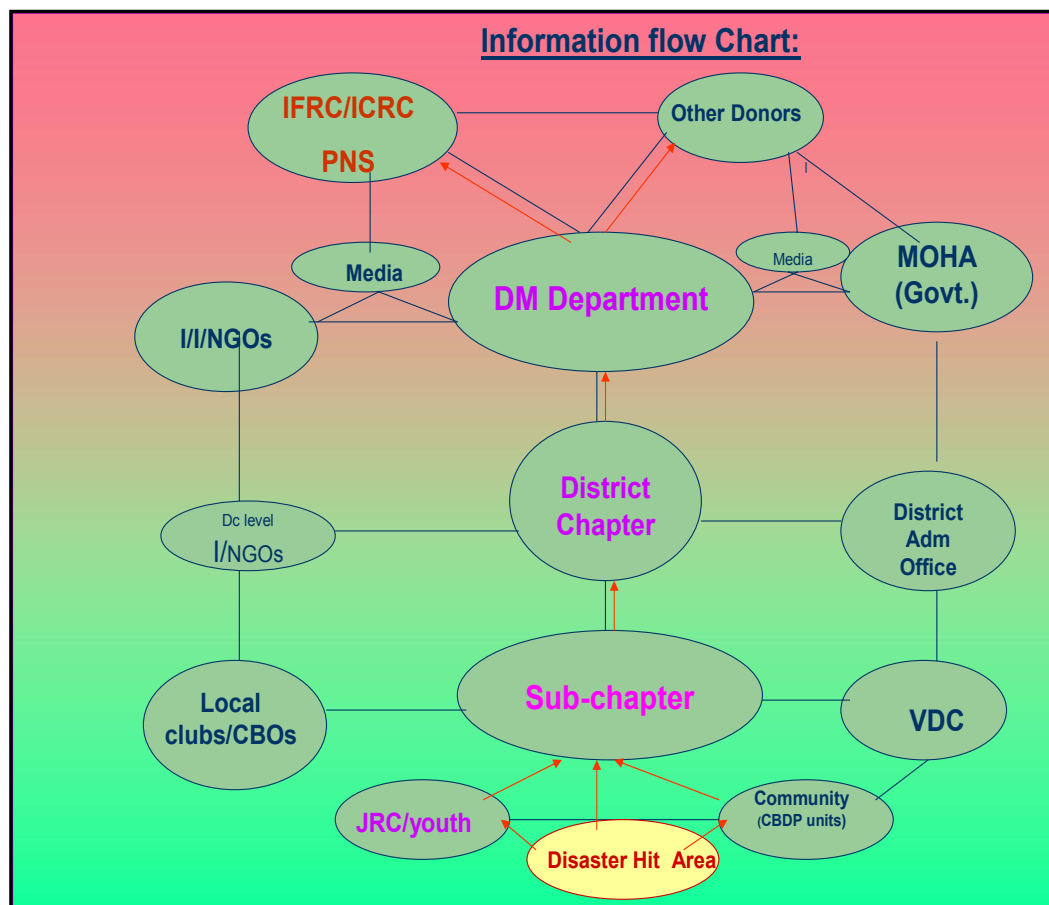
The EOC mechanism will be incorporated into the ongoing DM programming of the NRCS – it will be included in the annual budget of the National Society under the responsibility of the Director of the DM Department, and an action plan will be drawn

up annually to ensure that the EOC and its team structure are in a state of preparedness at all times and can be speedily activated in the event of a major disaster. Regular simulation exercises will be held to test the functioning of the EOC, and necessary amendments will be made to its procedures in response to weaknesses identified through such exercises.

10. ERC and EoC structure



11. Information flow



12. NRCS/HQs evacuation procedures

Need Justification:- This evacuation plan is a part of the NRCS emergency contingency plan. It is expected the plan supports NRCS staff and volunteer to carry out their roles during the emergency operations.

Objective:- To establish the evacuation plan at internal, cluster and big disaster scenario

Steps of the evacuation plan:- Below is five steps for evacuation plan

Step 1: Pre-warning system

Step 2: Access to the evacuation routes

Step 3: Gathering at Safe Havens

Step 4: Briefing by the HQ WARDEN

Step 5: Mobilization of the teams

Check list for the steps				
Step 1: Pre-warning	Step 2: Access to the	Step 3: Gathering at Safe	Step 4: Briefing by the HQ	Step 5: Mobilization of

Check list for the steps				
system	evacuation routes	Heavens	WARDEN	the teams
1. Listen to the established warning system	Situation 1: If doors are locked Break doors using the rescue kits Situation 2: If doors are not locked Use normal evacuation process Situation 3: In case of Fire Use fire extinguisher	1. Gather at safe heavens (Department wise)	1. Information collection by HQ WARDEN (with dept. WARDEN) - No. of missing person - Available at location (along with rescued person) - Injured, Dead	1. Mobilization of the team will be done according to the concept of the CERC.
2. Activate alert system from emergency response centre (ERC)	Gain access routes: 1. Use rope rescue, if doors are locked and in case of uncontrolled fire break 2. Use normal and safe access (Follow exit arrow) for the controlled situation	2. Check your staff members (by Dept. WARDEN)	2. Linking with the central emergency response centre (CERC)	
3. Follow step 2	3. Follow step 3	3. Follow step 4	3. Follow step 5	

Management details of evacuation steps:-

Detail actions				
Step 1: Pre-warning system	Step 2: Access to the evacuation routes	Step 3: Gathering at Safe Heavens	Step 4: Briefing by the HQ WARDEN	Step 5: Mobilization of the teams
1. Ensure early warning system is established (electronic alarm etc).	1. Prepare and place disaster rescue kits and FA kits (go bags) (By individual departments).	1. Identify and ensure about safe heavens (Proposed: CIRUS school)	1. Prepare information checklist (by HQ WARDEN) <i>Note: Suggested format for checklist is given below</i>	1. Mobilization of search and rescue and other tasks will be based on the concept of the Central emergency response committee

2. Assign WARDEN for each Dept. and HQ.	2. Ensure about the rescue rope and location (all buildings, except training centre and hut).	2. Get approval from the owner (by administration department)		
3. Orientation about the roles and responsibilities of the WARDEN	3. Identify the safe routes.	3. Explorer and be ensure about others (I/NGO's, Hotels and Municipality) rescue plan.		
4. Place overall evacuation chart at entrance.	4. Fix exit arrow to indicate safe routes.			

Format for HQ WARDEN

S. No.	Department/Area	Available person	Missing person	Injured		Remarks
				Severe	Normal	

Note: This format is suggested for HQ WARDEN. Cluster WARDEN can also adopt the same format for their cluster and report to the ERC.

Drill/Simulation: - This evacuation plan will be tested in half yearly basis.

Evacuation plan for the Cluster: - Above-mentioned evacuation plan is prepared considering the NRCS HQ setting. Cluster WARDEN could also establish their own evacuation plan based on above steps. The WARDEN would have to report the field information the ERC and will act/ mobilize according to the instructions from ERC.

Following preparedness actions should be considered prior to the operation

- Assignment of WARDEN and deputy WARDEN
- Development of trained human resources at each cluster
- Safety audit at household level (Cluster member only)
- Go bags for each cluster member

13. Safety and security

This scope has following objectives and components:-

- Improve the management and analyzes of the security information and emergency situations and action executed in the country
- Prevent security incidents before, during and after the humanitarian activities guaranteeing protection to personnel and properties
- Standardized strategies and procedures for the handling of the security fulfilling humanitarian mission
- Ensure the access of the NS to the entire territory
- Improve the image and evaluation mechanism of the risk and threats of the institutional mission

Safer access:- Preparing to work in a conflict environment must become a component of the overall emergency preparedness strategy of the National Society. Its role in responding to conflict should be supported in national legislation and disaster response plans as well as in their respective institutional statutes, policies and disaster response plans. The Safer Access Framework, comprise of two preconditions and seven pillars, is an important guide to analyze and support the NS capacity to respond in conflict. From this analysis, a comprehensive strategy, procedures and action plan should be developed. The safer access framework is the basis to ensure the NS Preparedness and Response in conflict situation. It is to be applied for all programs implemented in a conflict affected country. The two preconditions and seven pillars are interlinked, therefore need to be looked and analyzed in an integrated manner.

Analysis of the conflict situation:- Understanding the general characteristics and trends of conflict, as well as the factors which comprise the existing conflict, is critical knowledge for the NS to have in order to maintain its safety and have continued access to beneficiaries. It is crucial for NS leadership (at central and district level) to have a thorough and current understanding and ongoing analysis of the existing conflict, including who the state and non-state actors are, their motivations, the triggers for violent conflict and the possible risks and barriers to the humanitarian operation and the personnel associated with it. It is recognized that all conflict analyses are prone to an element of individual and organizational subjectivity. To overcome this real threat, it is necessary that the sources of information are 'triangulated' or verified from a number of sources that reflect a variety of perspectives.

One issue that should start to emerge as a result of the reflection on the conflict environment is the importance of strict adherence of the NS volunteers and staff to the Fundamental Principles as well as to the code of Conduct for the organization to gain and maintain Safer Access in a conflict environment.

Organizational acceptance:-Governance, management, staff and volunteers are to be actively involved in sensitizing key stakeholders in order to gain their support to have safer access to beneficiaries; The NS has addressed both the REAL and PERCEIVED image, positioning itself in peacetime to have safer access to beneficiaries; The NS has strong but independent relationships with strategic potential stakeholders in a conflict situation, including government, preparing its safer access to beneficiaries. The NS communicates and coordinates with the ICRC and other Movement components active.

Individual Acceptance:-Each individual is responsible for his/her own conduct and are at all times viewed as a representative of the NS and must govern themselves accordingly, all volunteers and staff adhering to the Fundamental Principles, code of conduct and other NS and Movement guidelines. Governance, management, staff and volunteers associated with certain religious, political or other groups can have seriously negative effects for the NS and the Movement partners especially during conflict. Lack of perception by others of oneself as neutral, impartial and independent can have a negative impact on his/her personal security and of other members of the NS. NS personnel are likely to be directly affected by the conflict and should be prepared to recognize their own limitations to act neutrally and impartially in some circumstances. A NS must have stress management training and support mechanisms in place for its personnel.

Security guidelines:-The NS Standards Operational procedures for the security management of personnel and asset are implemented at all level of the organization. The NS Standards Operational procedures are based upon a current and evolving situation analysis, which takes into account how the organization is perceived, by relevant stakeholders and an accurate risk/threat/vulnerability analysis. The NS monitors and revises continuously these procedures in line with the evolution of the context and incidents.

Individuals' characteristics for field security perspectives:-The chief of mission and other team members must assess individuals' skills strengths while carrying out the mission, especially in conflict areas.

Personality: - Maturity, self-control, capacity to assess a situation in a critical moment, ability to estimate danger and self-determination are some of the characteristics that a good team member must have. Due to lack of experience a person may not know how s/he will react when facing danger and it may result that h/she is not made to carry out the mission. One should not be ashamed of quitting a mission, on the opposite it can be a sensible decision. It has always been appreciated when people have withdrawn from a mission stating that they didn't have, yet, the qualities needed to carry on. Sometimes real courage lies in knowing and admitting ones own weaknesses.

Endurance deterioration:-Team members shall always bear in mind that certain circumstances can undermine the strongest personality. Enough rest and keeping fit are essential to avoid stress, tiredness, alcohol and medicine abuse; conflict among team members, and feelings of powerlessness. It is well known in conflict situations the war fatigue syndrome characterized by apathy, unconcern of danger and automatic behaviour.

Fear: - Fear is a natural response to danger, is a universal feeling that should be acknowledged in us and in others. Fear can be a regulating and protective mechanism that points out danger. Nevertheless fear in excess should be avoided, since it can lead to panic and recklessness. Panic originates from an uncontrolled fear; this can spread among the team and cause disasters. Thus, is necessary that team members try in all situations to appear calm and confident which, in turn diminishes tension, allowing to overcoming the most dangerous situations. Most of the accidents occur from the lack of fear. Hence, fear in a team is there to control impulses and avoid jumping into situations without analyzing carefully the risks. A casualty in the team will interfere with the delivering of help.

Other matters:-Fatalist attitudes, anticipating death or on the opposite, euphoric and feelings of invulnerability feelings, should be avoided. If these arise it is crucial that the team members share their feelings with the coordinator and other team members. Trustful and open communication should be, at all times, the norm in a team.

Dressing code and personal objects:-Team members shall dress in a sober and appropriate way. Clothes resembling military stiles and color must be avoided. It is forbidden to take photographic and film cameras or any similar object to the field and when undertaking any of the institutional duties. If photographic records are essential,

it shall be done with the Communication and HV department and the District chapter President's authorization and prior agreement with the conflict parties and community representatives. If the person that will take the photographs doesn't belong to the Organization, s/he must have the appropriate Organizational identification and wear the appropriate uniform. It is absolutely forbidden to the Red Cross personnel to carry guns of any kind. During the mission staff will not take confidential information such as armed people, geographic location or names of people at risk.

Behaviour:-Volunteers and staff must bear in mind that any personal and private behaviour will be associated to the Organization. Courtesy and discretion shall be the norm for Red Cross personnel behaviour. Close contact with local people having political commitments to any party must be avoided. Red Cross personnel mustn't engage in illegal activities. When a member of the Red Cross witnesses a human right violation or an International Humanitarian Law Violation coming from any party, s/he will inform the executive body at central or/and District level of the Red Cross and the nearest ICRC office without jeopardizing the mission and the Organization.

Documents:-The staff must take the following documentation when going on field missions: to be determined by NRCS:-Valid identity card, driving license, documents certifying the Red Cross vehicle property; valid health insurance documents; radio license; Cell phone/ beeper

Emblem use:-While on mission, Red Cross personnel and other people included in the Red Cross team, must use the indicative emblem. According to the needs, the emblem can be carried in an insignia, on the jacket or, in the front and back of an apron, on the front and back of the helmet or combined in many of them. The INTERNAL REGULATIONS ON THE USE OF THE EMBLEM (2006) regulates the use of the emblem taking into consideration the visibility as a security aspect in our humanitarian actions. For each and every field trip there will be one apron and two flags for each member of the team. It is a requirement that the protective emblem is visible on flags, vehicles and all sites used by the mission.

Precautions/Safety measures:-All confidential information has to be kept locked. This includes videos, recordings, files, lists, maps, etc. Regional and District offices and sub chapters must have an updated contingency plan to deal with any event, such as seizure or any other act of hostility that may disturb the usual progress of the Red Cross activities.

Occupation/Seizure of Red Cross facilities:-The following rules have to be followed if Red Cross facilities are occupied by people external to the Organization and with the purpose of carrying out activities beyond/ unrelated to the Organization.

- The Red Cross will aim to end the seizure/occupation as fast as possible and without violence.
- The Red Cross will not make any statement regarding the occupation;
- Regional and National HQ must be informed immediately if District or Regional offices are occupied.
- The Red Cross DC is to immediately contact the ICRC which could act as a facilitator with the factions/parties if its assistance is required.
- No statement will be made by the Red Cross regarding the reasons for the occupation;

- If the situation allows it the occupants will be informed in which areas of the building they can stay.
- Red Cross humanitarian assistance/services will prevail over any demand by the occupants. This rule will be clearly explained to them.
- Relevant authorities will be informed about the occupation; the Public forces will be requested not to intervene within the Red Cross facilities.
- If the occupants make use of violence against Red Cross personnel, facilities and its belongings, the Red Cross will consider requesting the Public Forces to intervene.
- The DC authorities will be responsible on deciding how to proceed about the occupation.
- Responsible of Communication a press conference will be arranged. No other person is allowed to give any statement on behalf of the Organization. The HV and Communication Department will take lead for the process.
- Updated records and inventories of the facility and belongings must be kept update at the time.

Safety Measures/ Precautions:- If driving do not drink alcohol or take medicine that produce drowsiness. Use of safety belt, is compulsory. Speed will be adequate to the conditions of the roads. On tarmac and good maintained roads, the speed limit is of 80 km/h. On roads in bad condition, speed will have to be reduced. In urban areas and near houses the speed limit is of 50 Km/h, unless traffic signs indicate less. After 6:00 p.m. lights have to be switched on and kept on during all trip. At all time car paring has to be looking towards the exit when parked. The car has to be refuelled at the end of the day. The cars will be parked at a reasonable distance from the encounter to guarantee safety and care of wounded and sick individuals transported or the safety of the car/ambulance if needed for a possible evacuation. Red Cross personnel can assist in removing vehicles that are in the way. However, it is strictly forbidden to assist vehicles carrying guns, armed people and illegal substances. At all time vehicles have to be watched over. During the day time, in urban areas they must be parked in a closed parking lot or in the street but under vigilance. During night time, the vehicles must be parked in closed areas with the doors locked. Avoid leaving any belongings of any kind inside the vehicle. These rules are applicable in the entire country.

14. Kathmandu valley Maps:-

Three districts separate map indicating open space, hospital, blood bank and trained HR on NDRT, DDRT, RDRT, Search and rescue, preposition of basic search and rescue kit location



NEPAL



NDRT- 10

DDRT- 75

Search & Rescue-535

First Aid- 2840

DM TOT- 49

Basic Search & Rescue kit pre-stock in 20 wards of 124 Location.

10,000 NFRI Preposition at NRCS HQ.

LEGEND

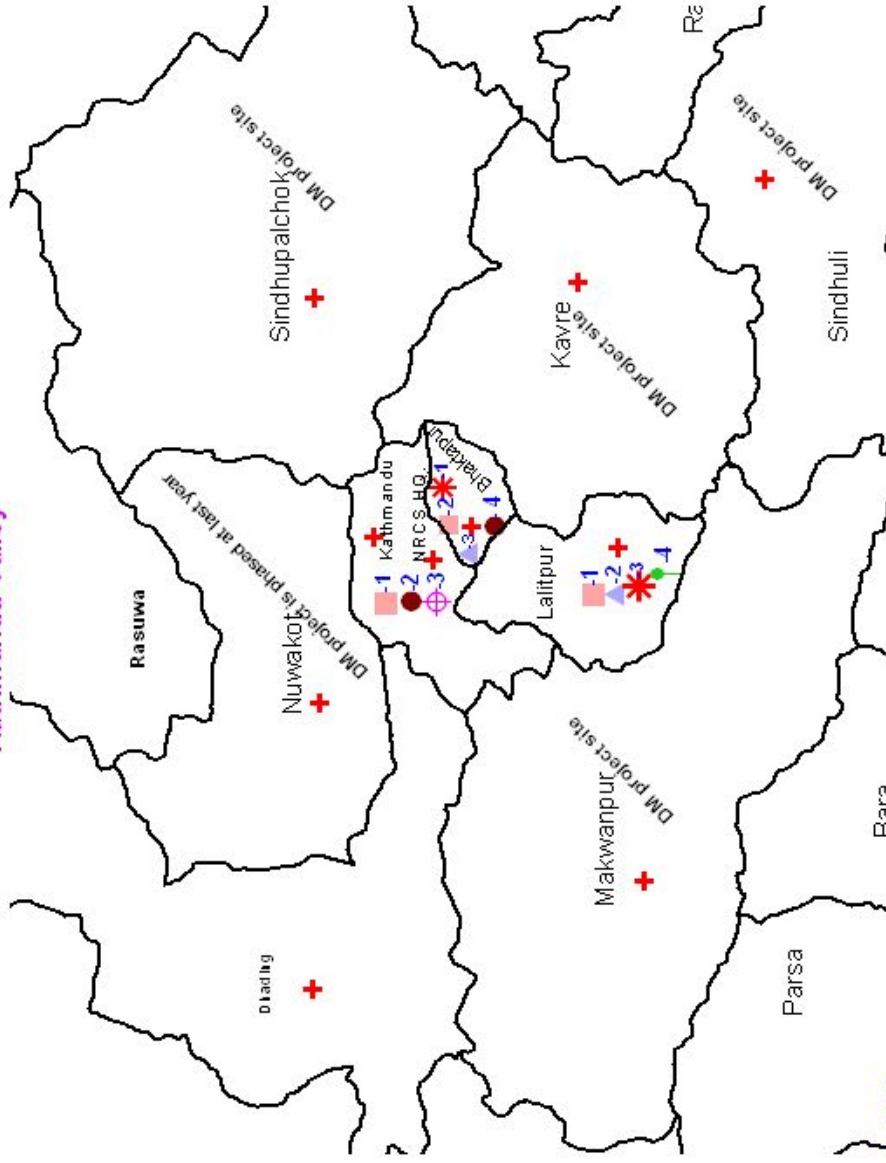
- Flood
- Landslide
- Fire
- Epidemic
- Thunder bolt
- Wind Storm
- NRCS DC

Potential Hazards in Kathmandu Valley

- 1- Highest in Frequency
- 2- Higher in Frequency
- 3- Low in Frequency
- 4- Lower in Frequency
- 5- Lowest in Frequency

Note- Above information has been collected from the Nepal Red Cross Society, District Chapter

Kathmandu Valley



15. Kathmandu based key person's name and phone number

S. No.	Name	Designation	Contact address	Email
1	Sanjeev Thapa	Chairperson	9851055215	sthapa@nrcs.org
2	Dev Ratna Dhakhwa	Secretary General	9851036050	dev_dhakhwa@hotmail.com
3	Bhakta Khawas	Treasure	9851078094	bkhawas@nrcs.org
4	Umesh Dhakal	Executive Director	9851056389	umesh@nrcs.org
6	Andrea Reisinger	Federation Representative/IFRC-Nepal	9851047071	fedrep@nrcs.org andrea.resignier@ifrc.org
7	Mary Wernitz	Head of Delegation-ICRC-Nepal		mwernitz.kat@icrc.org
8	Aziz Syed Shah Abdul	Movement Cooperation Delegate/ICRC-Nepal	9851034639	asyedshahabdul.kat@icrc.org
9	Sanjeev Kumar Kafley	Director-Disaster Management	9851074246	sanjeev@nrcs.org

