U.S. INDIAN OCEAN TSUNAMI WARNING SYSTEM (US IOTWS) PROGRAM

PROCEEDINGS OF TRAIN-THE-TRAINERS COURSES ON
"INCIDENT COMMAND SYSTEM FOR DISASTER MANAGEMENT IN SRI LANKA" (NOVEMBER 2006)

November 2006 Version 1.0

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on
"Incident Command System for Disaster Management in Sri Lanka"

Proceedings
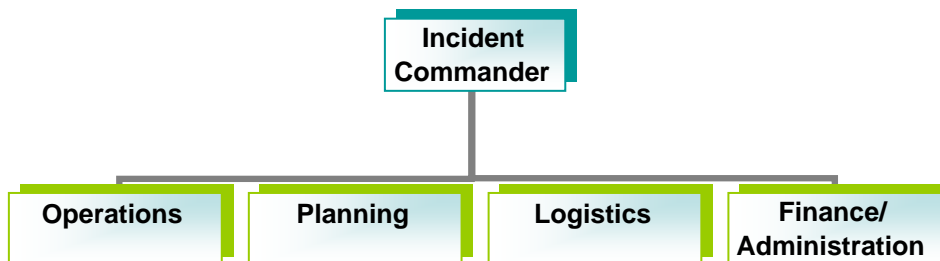
Facilitating Institution
Disaster Management Center
Ministry of Disaster Management and Human Rights

Implemented by
United States Department of Agriculture/Forest Service (USFS)
through the U.S. Indian Ocean Tsunami Warning System (US IOTWS) Program

With Support from

The United States Agency for International Development (USAID)

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List of Acronyms

BLM	Bureau of Land Management
CA-OES	California Emergency Operations Center
CBO	Community Based Organization
CCD	Coast Conservation Department
CEO	Chief Executive Officer
CEB	Ceylon Electricity Board
DS	District Secratary
DMC	Disaster Management Center
DIV S	Divisional Secratary
GPS	Global Position System
GA	Government Agent
GN	Grama Niladhari
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
ICS-209	Incident status summary forms
ICS-214	ICS Activities log form
ICS-215	Operation Planning Worksheet
IDP	Internal Displaced Person
INGO	International Nongovernmental Organizations
IMT	Incident Management Team
ISA	Incident Strategic Analysis
LSC	Logistics Section Chief
NBRO	National Building Research Organization
NARA	National Aquatic Resources Research and Development Agency
NGO	Nongovernmental Organizations
NFRI	National Food Research Institute
MoU	Memorandum of Understanding
PSC	Planning Section Chief
OSC	Operation Section Chief
RDA	Road Development AAuthority
SLN	Sri Lanka Navy
SLPA	Sri Lanka Ports Authority
SLIDA	Sri Lanka Institute of Development Administration
SLILG	Sri Lankan Institute of Local Government
TRC	Telecommunication Regulatory Commission
USFS	United States Forest Service
USAID	U.S. Agency for International Development
WHO	World Health Organization

Background

The Incident Command System (ICS) is a standardized emergency management system design that allows governments to respond quickly to emergency situations. ICS refers to an integrated organizational structure that is designed to directly correspond to the complexity and demands of any size or type of emergency incident. It functions through a systematic process that assigns emergency response personnel and resources from multiple government agencies, and can operate in multiple jurisdictions simultaneously. The ICS allows governments to respond more quickly and effectively to incidents, clarify roles and responsibilities of responsible officials and agencies, improve coordination, track information more accurately, and improve accountability, planning, the cost-effectiveness of operations, and logistics.

The Disaster Management Centre (DMC), under the Ministry of Disaster Management and Human Rights, adopted ICS for disaster management in Sri Lanka. The program was launched in September 2005 under the US IOTWS program. The implementing agency is the United States Department of Agriculture/Forest Service (USFS).

Eight courses were designed under the train-the-trainer program of ICS. The Basic/Intermediate course held 24-29 April 2006 was the first activity to give in-depth knowledge about ICS to participants. Six specialized courses were taught during October-November 2006 targeted at the following groups: Planning Section Unit Leaders; Planning Section Chiefs; Finance/Administration Section Chiefs; Logistics Section Chiefs; Operations Section Chiefs; and Incident Commanders. This report includes the six courses summaries. A total of 30 participants from different governmental and non-governmental agencies attended the training.

Course Objectives

The objectives of the six courses were to provide participants with the in-depth knowledge and skills required to become trainers on ICS functions and to work in the specific subject areas of the courses.

Summary of the Training Courses

The six training courses were scheduled to be completed before December 2006 as requested by the Honorable Minister Mr. Mahinda Samarasinghe, Ministry of Disaster Management and Human Rights. The courses were held on the following dates:

SL	Courses	2006		Venue
		Oct	Nov	
1.	Planning Section Unit Leader	16-20		Ahangulla
2.	Planning Section Chief	25-27		Colombo
3.	Finance/Admin Section Chief		07-08	Colombo
4.	Logistics Section Chief		09-10	Colombo
5.	Operations Section Chief		14-15	Colombo
6.	Incident Commander		16-18	Colombo

Basic and Intermediate Course on Incident Command System

Planning Section Unit Leader (PSUL)

The Planning Section Unit Leader Course was conducted during 16-20 October 2006, at the Heritance Hotel in Ahungalla. The Director General of the Disaster Management Center, Major General Gamini Hettiarachchi, opened the training with Ms. Deanne Shulman, Senior Emergency Management Specialist of USFS. Ms. Shulman gave welcome remarks and an overview of ICS activities in Sri Lanka. Ms. Neranjala Jayasundera, SLIDA, presented the lessons learned during the U.S. Study Tour 2006, and Mr. Lt. Col. J. Hettiarachchi, Coordinating Officer of Galle District, presented the recent experience of managing an oil spill in Galle and applying ICS to manage the incident.

The five-day training course was divided into several modules with various scenarios and discussions to successfully complete the course. The course included simulation exercises and described common responsibilities, such as the establishment of communications, check-in functions, preparing an organizational assignment list, and maintaining an activities log form (document number ICS-214). Several USFS staff (Mr. Roger D. Fryar, Deputy Fire Team Leader; Mr. Gordon P. Martin, Fuel Management and Fire Prevention Expert; Mr. Dennis Orbus, Assistant Director; Ms. Terry L. Stolz, Fire and Lands Staff Officer; and Mr. Doug Gantt, Fire Management Officer) provided lectures during the PSUL course. Facilitators developed scenarios of different types of incidents (e.g. bird flu, floods, and earthquakes) so participants could become familiar with a range of tools used in response management, including situation maps, operation briefing maps, traffic maps, incident action plan (IAP) maps, incident status summary forms (ICS-209), and activity log forms (ICS-214).

Major General Hettiarachchi and Ms. Shulman led a participatory discussion on the last day of the training to develop a strategy for implementing the ICS program and institutionalizing ICS practices. A summary of the decisions is presented in Annex-1.

Planning Section Chief (PSC)

The Planning Section Chief course was conducted during 25-27 October 2006 at the Taj Samudra Hotel in Colombo. Mr. Martin, Mr. Orbus, and Ms. Stolz provided lectures during the Planning Section Chief (PSC) course. Ms. Trudie Mahoney welcomed participants to the course and introduced the cadre to the audience. Major General Hettiarachchi welcomed participants and emphasized that attendees are the core group of individuals who will be training others in the future. He thanked the group for their commitment to the success of the program. The objectives of the course were to provide training on the skills, knowledge, and tools necessary to be a Planning Section Chief.

The course includes the following:
- Overview of the U.S. Coast Guard "Planning P" planning cycle job aid
- Roles and responsibilities of PSC
- Roles of political figures in unified and single commands
- Roles and responsibilities of national, provincial, and local officials during an incident

- IAPs and contingency plans
- Forms, documentation, and supplies required
- Demobilization plans

In the scenarios, participants were divided into groups to focus on the task at hand, working through the problems and challenges in an orderly process. Small group work continued with the development of strategic alternatives using the incident strategic analysis (ISA). Each group reported out on the alternatives they felt were most important to managing the incident presented in the scenario (following the completion of the ISA). Participants examined actual IAPs from Hurricane Katrina and Hurricane Francis and critiqued the products. The five groups conducted thorough analyses of the IAPs and highlighted the strong and weak points of each document.

For example, during the simulation exercise on a hotel collapsing, participants developed an extensive list of potential contact personnel and resources that could be utilized during the disaster. The participants displayed a thorough knowledge of planning for such an event. The groups had good working dynamics and all members added something to the results of the challenge. During the exercise critique session, participants completed the Incident Status Summary (ICS-209) and considered the modifications needed for using ICS effectively in Sri Lanka. Summaries of the scenarios practiced in the Sri Lankan context are presented in Annex-3.

Finance/Administration Section Chief (FSC)

The Finance/Administration Section Chief course was conducted during 7-8 November 2006 at the Hilton Hotel in Colombo. Ms. Mahoney welcomed participants to the FSC course and commended attendees for taking the time to attend this important course. Major General Hettiarachchi once again welcomed the participants and thanked the U.S. Forest Service for providing the cadres from the U.S. to teach these important classes for implementing ICS in Sri Lanka. Mr. Ron Knowles and Ms. Kathy Shelton from USFS provided lectures on unit management and incident cost tracking systems. They also presented a number of useful guides, including a national mobilization guide, incident business management handbook, fireline handbook, interagency standards for fire and fire aviation operations, and a finance section chief training taskbook.

Small groups worked on exercises for resource ordering, information gathering, cost estimation, and manual cost tracking, and then reported out to the larger group. Some examples of how participants adapted the forms and processes to the Sri Lankan context are summarized in Annex-3.

Logistics Section Chief (LSC)

The Logistics Section Chief course was held during 9-10 November 2006 at the Hilton Hotel in Colombo. Mr. Dave Curry and Mr. Tony Doty from the Bureau of Land Management (BLM) were the resource persons for the course. Lectures on

organizing and staffing the logistics section, planning activities, operations, demobilization, and evaluation practices were presented during the course.

In the group exercises, participants received a list of articles contained in the logistics section chief kit and identified additional supplies that should be included in the kits. Another exercise entailed participants gathering information upon arrival at an incident and listing the things required for logistics for that particular scenario. The small groups displayed excellent processes for thinking through what would be needed at such an incident. Each group reported out their list of considerations. A summary of how some of the exercises were adapted is included in Annex-3.

Operation Section Chief (OSC)

The Operations Section Chief (OSC) course was conducted during 14-16 November 2006 at the Hilton Hotel in Colombo. Mr. Bruce Keleman, Incident Management Consultant, and Mr. Scott Vail from California Emergency Operations Center (CA-OES) were the resource persons for the course. The lecture described the job responsibilities of the OSC and provided an overview of the management cycle, including planning, organizing, staffing, direction, controlling and evaluating the completion of a task, and risk frequency analysis.

In the exercise four groups developed operations section organizational charts for heavy flooding and presented them in the larger audiences. Another exercise examined the role of an operational section chief using the Operation Planning Worksheet (ICS-215), then applied the ICS-215 for flood management and operation briefings practices.

Incident Commander (IC)

The Incident Commander course was conducted in 16-18 November 2006, Hilton Hotel, Colombo. Mr. Bruce Keleman, Incident Management Consultant, and Mr. Scott Vail, CA-OES provided lectures on IC. The course described roles of IC and RO in complex extended incidents and in preparing and revising Delegation of Authority and Incident Strategic Analysis (ISA), recognize IMT's role in using appropriate interpersonal communication skills and management principles necessary for effective and efficient incident management, communication responsibilities, demobilization process, building relationship with politician and other people in the community, etc were discussed.

ICS Implementation Plan

Major General Hettiarachchi chaired a meeting on ICS implementation that was held on 18 November 2006 at the Hilton Hotel in Colombo. The US IOTWS Team and ICS course participants from related departments and organizations attended the meeting.

Ms. Trudie Mahoney gave a brief description about the activities and the way forward. Major General Hettiarachchi highly appreciated the ICS activities and

opened the floor for a participatory discussion on the implementation of ICS at the national and district levels, as summarized in the table below.

SN	Decisions
I.	DMC will establish two National ICS Teams by January 2007 at the same time DMC will establish 4 Pilot District ICS Teams.
II.	The Sri Lankan Cadres will conduct the Basic/Intermediate Course on 20-23 February 2007. The venue will be in SLIDA and 40 participants from four districts (10 each from Kandy, Ampara, Galle, and Hambantota) will be nominated by the GA to attend the course.
III.	Materials for the Basic/Intermediate Course participants will be photocopied at SLIDA. DMC will provide financial support.
IV.	The course materials should be handed over to SLIDA by the second week of February 2007. The course materials will be in English.
V.	Pre-meeting for development of Basic/Intermediate course modules on Friday, 8 December. Other ICS course modules will be discussed.
VI.	The cadre who will teach the Basic/Intermediate Course and develop the course modules are as follows: ▪ Module A: Neranjala, Sunil, and Wijrkoon (SLIDA), Major General ▪ Module B: Janath, Dammika, Chandralal, Rathnayake, Denver ▪ Module C: Saranabavan, Premasiri, Amarasekera, Indra, Kithsiri, Gunandana, Kamalanayana ▪ Module D: Bandara, Ajith, Dr. Attanayake, ▪ Module E: Sankar, Indira, Ratnayake, Ernest ▪ Module F: Eknayake, Rohana, Dhammasena, Kamil
VII.	Two district level Basic/intermediate Courses will be held for participants from the pilot sites during 20-23 March 2007. One in Kandy for participants from Kandy & Ampara, and the other in Galle for participants from Galle and Hambantota.
VIII.	By February, DMC should finalize their decision regarding the official standard forms, modules, etc. for ICS.
IX.	Regional ICS Workshop is scheduled for 7-11 May 2007.
X.	An Emergency Response Exercise will be conducted in Galle District in partnership with the Sri Lankan and American Red Cross. Date will be confirmed in February 2007.
XI.	Advanced ICS Course will be taught during 8-22 April 2007 in California, USA.
XII.	U.S. Study Tour 2007 (14 days) will be organized sometime in June to August 2007.

Course Evaluations

Course organizers provided an evaluation form to participants to gather feedback on each course. Based on their responses, the participants felt the courses were very successful overall and helped them gain an in-depth understanding of ICS, which they will apply to disaster management in Sri Lanka and their own daily activities. Participants agreed on the usefulness of the resource persons and their great efforts to teach ICS and develop a core group of trainers. Participants felt that the knowledge and skills acquired from ICS training will be very helpful in their work. Some of the major elements of the course evaluation responses are presented in the table below.

Table: Overall course performance

Elements	Excellent/ Very Good	Good	Poor
Course Content	95%	5%	0%
Exercises/Scenarios	85%	15%	0%
Power Point	88%	12%	0%
Knowledge Improvement	85%	15%	0%
Recommendation to Others	95%	5%	0%

ICS concepts should be incorporated into government mechanisms, which may be accomplished through educating staff at all levels from top to bottom. The course can be further downstreamed to local levels through future training programs that SLIDA plans to conduct, as well as programs at the Sri Lankan Institute of Local Government (SLILG). The theories are valid whether there is an emergency or not, hence from a management perspective, they can be very useful for regular work. Participants noted that most of the personnel emergency management plans in Sri Lanka are implemented in an *ad hoc* manner. Using ICS will establish a methodical process, save time and money, and assist agencies and individuals to act promptly in emergencies. ICS should be introduced and applied by a reliable and responsible officer rather than officials who are insufficiently knowledgeable on the subject matter. Another person mentioned that ICS is very relevant to disaster management by improving the efficiency and cost effectiveness of emergency response, thereby reducing risks and vulnerabilities, and saving lives and property. Participants identified other adaptations and modifications of ICS for the Sri Lanka context, as summarized in Annex-2. Participants' comments on how ICS can improve Sri Lanka's emergency management capacities are described in Annex-4.

The US IOTWS Team attempted to determine whether the ICS workshops provide sufficient information for the prospective trainers to train others for preparedness for emergency response. Participants stated that the distributed books help to improve the knowledge of the trainers, and the information gained during the course is more than sufficient to develop a disaster preparedness plan for response. However, there is a need for practical experience and hands-on work to truly be able to apply the concepts.

Basic and Intermediate Course on Incident Command System

Closing Session

The six training courses were conducted within a short period of time as requested by the Honorable Minister for the Ministry of Disaster Management and Human Rights to develop ICS teams before Sri Lanka's National Safety Day (26 December). The training course was closed with remarks from Major General Gamini Hettiarachchi, Director General of the Disaster Management Centre, Ministry of Disaster Management and Human Rights. Mr. Hettiarachchi thanked all trainees, trainers, and the organizers upon the successful completion of the courses. He mentioned that the Incident Command System is a management technique specially designed to manage situations where immediate and intensive, but well planned, actions are warranted. It spells out an organizational structure, a planning process, and resources management procedures to manage disasters and restore normalcy in an efficient and timely manner. Thirty senior officials attended 20 days of training conducted in six modules (a list of attendees is presented in Annex-5). He appreciated the efforts of the US Forest Service resource persons and USAID for their generous contributions to provide support for implementing the ICS program in Sri Lanka. Certificates were given to all trainees for successful completion of the courses.

Annex-1: Institutionalization of ICS

On 20 October, small breakout groups discussed institutionalization of ICS in Sri Lanka. Policy issues, tracing resources, adapting terminology and forms, training, and awareness were the major topics of the discussion. A summary of the discussions is as follows:

Policy issues

- ICS needs to be implemented through DMC with coordination from the Public Administration, relevant Ministries, the Provincial Council, and local governments
- ICS should be initiated by the Ministry of Disaster Management of Human Rights's DMC issuing a gazette and identifying a training institute
- Formal MoU is required to designate SLIDA as a national ICS training focal point
- Legal provisions and institutional authority need to be established
- A pool of ICS human resources should be created in each institution with a database to keep information on qualified people, including categories for those who have received ICS training, personnel eligible for deployment, and those who can train others
- The proposal should go to the Minister and be approved by the cabinet for implementation

Tracking trained personnel

- Maintain a database of trained people and networks through DMC
- Refresher courses need to be conducted with real scenarios in identified locations
- DMC should have a training committee for ICS tracing and monitoring

Adapt forms/technology/scenarios

- Engage a consultant or other outsourcing to adapt scenarios
- Establish a standard format for use in English, Sinhala, and Tamil, and develop scenarios for local situations
- Cabinet approval and acceptance by the administrations are required to use forms
- Decide whether teams will be at the national level and sent to incidents, or teams will be based at the district/provincial levels
- Resources persons from the train-the-trainers courses can form a group to apply ICS in any incident
- National/provincial/divisional-level teams with responsibility for their geographical areas will be adopted in future
- Identify funding sources and budget allocations
- Identify the Incident Commander in the district level and role players for logistics, finance, and other functions, as well as the involvement of school teachers, doctor, engineers, etc.
- Field observer training for crisis management will enable people to apply ICS in their day-to-day life

- District level is more important than provincial level for building the ICS to work at the community level
- ICS teams can be formed under the District Secretary, and in addition, at least one national level team is required

Training/Awareness – Who is the target audience?

Orientation to ICS: ½ – 2 days

- Institutions identified under Road Map—line ministries
- National level policy makers/Decision makers, CEO
- District DM committee
- Heads of various stakeholder organizations (e.g. CEB, Irrigation, WB, etc)
- Local authorities
- INGOs, NGOs, CBOs

Basic/Intermediate ICS: 5 days

- Selected representatives from above agencies
- Senior managers—Directors, DGMS, Deputy Heads, etc
- Basic/Intermediate course can be four days and provide training for DS, Div S, Provincial Council Head/NGO/UNO

Full eight-course ICS curriculum: approximately 22 days

- Selected from Basic/Intermediate course participants and officers who are involve in specific roles
- Mid-level managers at the district and divisional levels
- Others—Send trained IC from other countries to share the lessons learnt

Participants agreed to develop:

- Two teams at the national level who will work in Colombo
- Piloting ICS in districts (Hambantota, Ampera, Badulla, Galle)
- GA will be the IC and Additional GA will be Deputy IC
- DMC will coordinate all aspects of training with SLIDA as the focal point

Annex-2: Adaptation and Modification of ICS to Sri Lanka

Adaptation and modification of ICS in the Sri Lankan context is a major task for the core trainers. In the course evaluation form, some of the participants requested that ICS be adapted for their own agencies. Some comments include:

- A representative of the Ministry of Health mentioned that the World Health Organization (WHO) has already identified ICS as one of the benchmarks for emergency response management, and as a member state, Sri Lanka should use ICS in the health sector.
- The National Water Supply and Drainage Board will consider adopting ICS, particularly for large breakdowns of the utilities system.
- The Irrigation Department has an emergency action plan which will be improved by using ICS.
- The landslide division of NBRO wants to introduce ICS in disaster situations. They currently have contingency plans for landslides, which will be improved with ICS. The available staff can be identified according to the ICS structure.
- The Telecommunications Regulatory Commission (TRC) of Sri Lanka has a plan use ICS to develop emergency communication kits, inventory their resources, and arrange emergency response collaboration with service providers.
- The Irrigation Department has an emergency management system for the northeast monsoon in the rainy season, and ICS will enhance their system.
- Local NGOs (e.g. Practical Action) identified ICS as necessary for community-level incident management and it should be utilized for capacity building for community-level organizations.
- The District Coordinators of DMC used ICS on a small scale and plan to use it again for future incidents.
- SLIDA, the focal training institute for ICS training has already plan to develop ICS training materials changing scenarios according to Sri Lankan context and culture, changing terminology.

Participants developed practices using scenarios in the training classes (Annex-3) and suggested some modifications for adopting ICS in Sri Lanka. Some of their remarks were as follows:

- The course content of ICS is very relevant and only the scenarios and forms need modification to better address the Sri Lankan context, since the country is an island of about 25,000 square miles and issues are quite different from those in the U.S.
- A resource person is required to work with the group to oversee the possible changes in the courses
- Case studies should be developed to help participants better understand the concepts and practices
- Functional roles for the ICS team should follow Sri Lanka's administrative system
- Include a field trial with the simulations, which will give participants the opportunity to better understand the real situation
- Some of the terminology should change to better reflect day to day activities in Sri Lanka

Annex-3: Adaptation Practice Using Scenarios

In the courses, different scenarios were developed to familiarize participants with applying ICS to any incident. Participants used ICS in the scenarios based on the Sri Lankan context and culture.

In the Planning Section Unit Leader course, participants identified the qualifications necessary for the Situation Unit Leader, which were as follows:
- Expertise and experience in a technical field and ICS
- Adaptability to challenging environments, leadership skills, and be a team player
- Management capabilities
- Ability to motivate subordinates
- Ability to delegate tasks effectively to prevent work overload
- Ability to quickly and accurately identify the total number of human resources available

Participants identified several personnel safety and welfare issues in responding to different incidents, as summarized in the table below:

Incident	Safety	Welfare

Earthquake	A. Staffing
	  • Level of experience (e.g. deploy less experienced members with experienced staff)
	  • Identify abilities and performance of staff and assign tasks
	  • Require tech personnel on team
	
	B. Identify hazardous situations and areas
	  • Damaged/affected buildings and structures
	  • Affected utilities (i.e. gas line, power, etc.)
	  • Secondary hazards (fire, aftershocks, landslides)
	
	C. Map out potential hazard areas (downstream of dams/reservoirs, high rise buildings, bridges, flyovers)
	
	D. Use safety kits and equipment
	
	E. Ensure communication
	
	F. Establish contingency and emergency plans
	
	G. Carry drinking water
		• Provide shift duties and proper rest
		• Medical facilities
		• Stress management
		• General welfare
		  ○ Food
		  ○ Accommodation
		  ○ Clothes
		  ○ Recreation

Flood	• Protection gear • Life jackets • Swimming kits • Boots • Boats • Drinking water (bottled) • Medicine • Safety location (risk map) • Awareness program/safety guidelines • Communication facilities	• Food • Accommodation • Medicine/medical staff • Communication facilities • Mosquito nets/coils • Tents • Office supplies • Clothes • Working hours • Generator for electricity

Incident	Safety	Welfare
	▪ Batteries/torch/lighters/candles/etc. ▪ Ropes ▪ Oral vaccines ▪ Packet food ▪ Rain coats	▪ Transportation ▪ Helicopters ▪ Restriction of drugs/ electrical appliances
Managing dead bodies, debris, etc.	▪ Proper attire ▪ Equipment to clear routes ▪ Instruments ▪ Medical team and kits ▪ Radio communication ▪ Portable generation ▪ Tents ▪ Water, food, and shelter ▪ Preventive medicines/immunization	

Participants also identified the types of information required, values of risk, and probable hazards for incidents like an oil spill, flood, aircraft crash, and cholera epidemics, and where, how, and from whom they will get information for possible actions.

Oil Spill (HAZMAT)		
Type of information	Values of Risk	Hazards
Incident Details ▪ Location and sources ▪ Properties of oil ▪ Quantity of oil ▪ Weather/tides/currents **Operational Progress** ▪ Current and future responsibilities ▪ Update/info from other units ▪ Communication and transport details	**Environment** ▪ Beach front ▪ Mangroves/rivers/lagoon ▪ Ground water ▪ Marine pollution (fish, reef, etc.) **Communities** ▪ Health (water and sanitation) ▪ Safety **Economic** ▪ Livelihoods—fishing, tourism, equipment	**Health and safety** ▪ Skin irritation ▪ Slippery surfaces ▪ Hidden debris ▪ Contaminated water ▪ Damage to equipment ▪ Food poisoning

Oil Spill (HAZMAT)			
Actions	Where	How	Whom
▪ Establish contact with all operations units (SLN, SLPA, SLFA, CCD, NARA, shipping lines) ▪ Check for availability of satellite images ▪ Deploy field observers to obtain reports at 1000 hrs and 1600 hrs ▪ Establish technical unit to access damage and mitigation ▪ Gather information from prediction unit ▪ Liaise with media, NGOs, INGOs, CBOs	**Weather information** ▪ Met Department twice a day ▪ NARA	**Operation Progress** ▪ Establish monitoring unit/liaison unit ▪ Monitor media ▪ Monitor communication of operation unit ▪ Obtain operation progress report from other units	**Risk and Damage Assessment** ▪ Respective agencies (i.e. health, fisheries, CCD, etc.) ▪ Field observations ▪ NARA

Flood

Type of information	Values of Risk	Hazards
- Water level fluctuation (inflow) - Catchments area - Weather forecast - Number of people affected - Details of properties - Valuable structures - High ground details/safe areas - Accessibility - Communication method/equipment - Rescue and safety equipment, human resources	- Human lives - Animal lives/livestock - Properties - Structures - Utilities - Scenic beauty - Natural environment	- Inundation - Erosion - Landslides - Spread of disease - Ground water contamination - Structural failure

Flood		
Where	**How**	**Whom**
Physical & forecasting data (hourly) - Date & time: dd/mm/yy, hh/mm - Location: coordinates, local id - Value/unit/details metric units - Sources: meteorological department, irrigation department, survey department, field observer, NBRO	**Impact data** - Data and time - Location - Details/units/number/ maps - Sources: Field obsevers - G.A/D.S./GN/CBOs/NGO	**Operation data** - Date and time - Location - Details/units/number/maps - Sources: RDA, Telecommunication, CEB, LA's, DBSF and Police, NGO, CBO

Aircraft Crash (remote site)		
Type of information	Values of Risk	Hazards
- Time of crash - Location of crash - Type of plane/passengers on board - Extent of damage: area, causalities, deaths, damage to the plane, fauna, flora, livelihoods, any survivors - Access to the incident, mode of access - Weather conditions - Rescue equipment	- People's lives - Properties (i.e. house, school, infrastructure) - Natural resources - Utilities - Livelihoods: paddy lands, animal, fisheries - Sacred/historical places	- Fire explosions - Smoke - Chemical substances - Debris - Rotting bodies - Fuel burns - Diseases - Pollution (air, water, land)

Aircraft Crash (remote site) where, how, and whom					
Time of crash	**Location**	**Type of Plane**	**Access**	**Weather**	**Extent of damage**
Air traffic controllers Contact local people Nearest police station Government information department Ministry of aviation Radar/other planes	Police Divisional Secretary Grama niladari Local people Divisional map Google search GPS	Airport authority Access-ask location	Divisional Secretary Grama Niladari Police RDA Air force	Met: forecast for next 3 days Inform media	Police GN Hospital NGO Local People

flying					

Cholera Epidemic		
Type of information	**Values of Risk**	**Hazards**
- Affected areas - Topography - Number of people affected and details (age, gender, occupation) - Status report of affected people and area (number of sick, dead, disturbed, etc) - Courses for epidemics - Available medical facilities (hospital, clinic, health, doctors, nurses, etc.) - Sanitation and water practices	- Children and elders - Schools, hospitals, maternity centers - Orphanages, prisons - Police camps - Food courts - Factories - Other establishments - Agriculture and livestock - General water bodies - Industries	- Spread to other areas - Shortage and lack of medical facilities - Accessibility - Food and water shortages - Dispose of dead bodies - Waste disposal

Cholera Epidemic (Where, how, whom)	
Information	**Methodology**
Affected area	Observers, operations section, media, hospital records, CBOs, NGOs
Topography	Maps, satellite images, police, available government officers
Number of people affected and status report	Hospital records, register of death, media, CBOs
Population	Census departments, internet, local data
Courses of epidemics	Medical authorities, media, local knowledge, field officers
Available medical facilities	Medical authorities, Disintra database
Sanitation and water practices	Observers, FOs, NWS and D.B, NGOs, CBOs, local agencies

In the Finance Section Chief course, participants divided into groups and identified the positions within the finance section using district staff for organizing a festival. The issues to address before ordering additional resources were as follows:

Positions

- Procurement Unit Leader—Additional District Secretary
- Time Unit Leader—Director of Planning or the local authority
- Claims/Compensation Unit Leader—DMO or order one person to cover both claims and cost unit
- Cost Unit Leader—Chief Accountant, District Secretariat

Issues to address before ordering additional resources

- Size of the incident (e.g. Number of elephants, dancers, etc.)
- Type of vehicles needed (e.g. water bowsers, tractors, lorries, etc.
- Amount of locally available resources
- Availability of funds
- Alternative routes available to divert traffic
- Weather conditions expected
- Expected VIPs

- Prevailing security situation
- Availability of emergency response

In a scenario developed for interaction and coordination, the IMT is assigned to respond to the failure of the main dam, which has caused flooding of numerous villages. Park officials and district staff are working cooperatively to mitigate flooding. An incident base has been established, but there is a question as to whether it is located on private or national park land. The IMT has received the official briefing, but no section-specific contacts have been made. Financial issues that may need to be addressed and who to contact were identified as follows:

Financial Issues	Contact
Land for ICP (verify Govt/Private rental conditions	DS, Park Warden, GN, neighborhood
Land ownership to be clarified	Wildlife Dept. District Secretary

Shelter management
    Displaced numbers
    Casualties and dead
	District Secretary (DS), Grama Niladhari (GN)

Requirement for relief and recovery (food, water, camps, medical)	RO, SSO, Grama Niladhari
Dam repair plan	Irrigation Department
Transportation requirements and food	Suppliers, local authorities
Medical facilities	District Medical Officer, DS, Divisional Secretary, and GN
Budget • Amount available for expenditure • Cost sharing details • Claims and compensation details	• District Secretary, DMC, SSO • District Secretary, Park Warden, Irrigation Department • SSO, Dist. Sec
Operational period, staff, money, machinery, materials	DS, GN and Local NGOs
Available contacts, resources, and services	District Secretary, Divisional Secretary, local authorities
Requirements of IMT	SCFs

In the Logistics Section Chief course, participants listed items that would be useful to include in the Logistics Section Chief's Kit as follows:

- Yellow Pages/telephone directory
- Mobile phone numbers of relevant contacts
- Laptop computer and printer
- Credit card
- List of relevant phone number for easy reference (can include numbers of services/suppliers/agencies/NGOs
- Standing orders for supplies
- Assessment guidebook
- Maps, including aerial maps
- Tender guidelines
- Financial regulations
- Forms/catalogues
- Operation procedures and handbooks

For incidents, such as the cyclones of moderate intensity that strike the southern tip of Sri Lanka, participants compiled a list of things required for logistics as follows:

- Communication plan
- Information gathering system (with support of the DS and staff)
- Emergency medical plan (ambulances, medicines, health officers, vets, and temporary medical camps or units)
- Search and rescue team (three forces, including the police and NGOs)
- Alternative access to the affected areas, transportation (helicopters, boats, public transport, and vehicles)
- Heavy equipment (dozers, backhoes, etc.)
- Capacity to carry out rapid assessments
- NFRI and FRI
- Hygiene promotion activities
- Place to establish IDP camps
- Shelters
- Early warning system

The Logistic Section Chief also needs to think about:
- What is the magnitude of the incident?
- What facilities should I provide the IMT?
- How should I staff the logistics section?
- What items should I procure? What is available?
- Is there a medical plan available?
- How should I distribute the resources?
- How can I communicate with the team and agency representatives?

Basic and Intermediate Course on Incident Command System

Annex-4: Participants Comments on ICS Program

I think and wish I can apply ICS into my regular work practices as a management tool for organizing national and international level conferences, workshops, massive scale festivals, emergency events, etc. It will be better to facilitate online discussion forums and workshops for further clarification in the near future, probably the middle of 2007.
– *E.M.N.M. Ekanayake, District Secretariat, Kandy*

We already have a system of emergency action plans for major dams. It can be improved using ICS. We are planning to develop schemes and standing orders and organize for flood areas in the major rivers. ICS is a very important system, and it's essential for mitigation and management of disasters in our country.
– *S.M. Pemasiri & G. Saravanabavan, Irrigation Department*

ICS will be greatly helpful in coordinating, planning, and logistics works. This will remove the conflict between local governments, District Secretaries, social services, and other conservation groups (e.g. NGOs, etc.) as we will have plans in hand. The training is very valuable for every person. As I am a member of the interagency communication team, this training will be very useful also for my day-to-day duties for emergency communications management.
– *J.A.S. Lunanandana, Telecommunication Regulatory Commission of Sri Lanka*

ICS training provides me with good management skills and knowledge. There won't be direct application of ICS in my organization but I will be involved in ICS related to disaster management through DMC.
– *Dr. A.N.B. Attanayake*

Now, in emergency situations, some processes of ICS are practiced but not systematically. ICS will help to finalize things and finish the work in an easy way.
– *D. Wijekoon, SLIDA*

ICS will improve the DMC of Sri Lanka and its network's agencies to work efficiently.
– *S.K. Shankar, Police Department*

ICS will help the emergency management capabilities of Sri Lanka by providing training, equipment, and technology.
– *M.G.S. Dhammasena, District Secretariat*

ICS will help to improve emergency management capabilities to a great extent. It will reduce waste and improve resource utilization.
– *R.M. Amarasekara, Road Development Authority*

Exactly this concept will greatly benefit emergency management in Sri Lanka. Most of our existing shortfalls and ignorance will be improved through this system. Adopting ICS will be a great challenge of changing mindsets of our people.
– *Engr. J.M.U. Indrarathna, National Water Supply and Drainage Board*

ICS practice is very relevant to disaster management practice in Sri Lanka. It can reduce risk and vulnerabilities to save lives and property. ICS practice is very efficient and cost effective.
– *Mr. Denver de Zylva, Reconstruction and Development Agency (RADA)*

Certainly ICS will be helpful in handling emergencies in an efficient manner. The ICS can fit to the existing administrative set-up for disaster management. ICS will help to improve the shortfalls in the present mechanism. If ICS works optimally, it will bring many benefits for our people and nation.
– *Neranjala J. Jayasundara, SLIDA*

The emergency management system as it exists in Sri Lanka currently is a bit informal. With ICS, more standardized processes can be brought to disaster management in Sri Lanka.
– *Ramitha Wijethunga, Practical Action*

If we can introduce ICS in Sri Lanka, disaster management can be handled in a proper and organized manner. Available resources can be organized without any problem.
– *R.M.S. Bandara, NBRO*

Annex-5: Participants List

Resource persons

U.S. Department of Agriculture, Forest Services
Deanne Shulman
Trudie Mahoney
Roger D. Fryar
Gordon P. Martin
Dennis Orbus
Terry L. Stolz
Doug Gantt
Ron Knowles
Kathy Shelton
Dave Curry
Tony Doty

PI/ADPC
S.H.M. Fakhruddin

Trainees

Institution	Participation
Disaster Management Centre	Major General Gamini Hettiarachchi Director General, dgdmc@sltnet.lk Wing Com. Dammika Wijayasooriya Asst. Director-Emergency Operations Tel. 4939457, smd514@gmail.com Mr. Ernest Perera Deputy Coordinating Officer-Ampara 063-2224873, 0777-802756 fax 063-492691 Wing Com. M.G.M. Chandralal Coordinating Officer-Hambantota Kachcheriya Road, Old Court Complex, Hambantota 047-4922074, 0714-282224, dmc.hambantota@gmail.com Cdr. S.R.M.N.G.E. Ratnayake Coordinating Officer, District Secretariat Gampaha, 033-4674515, 0773-653725, E_rathnayake@yahoo.com Lt. Col. Janath Hettiarachchi Coordinating Officer/Disaster Management Coordinating Unit Galle District, District Secreariat, Colombo Road, Galle, 091-4924916, 0777-800182 hettiarachchijanath@yahoo.com
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Road Development Authority	Mr. R.M. Amarasekera Director/Planning Road Development Authority, 9th floor, Sethsiripaya, Battaramulla, Tel. 2882995, 2822402, 0713-029218 rdahpd@sltnet.lk
Electricity Board Power Supply To cover areas of dam safety and supply	Mr.Lakshitha Weerasinghe Chief Engineer (System Operations), System Control, System Control Centre, CEB, Kent Road, Colombo 09 2685106 (office), 2685103 (Fax), 0714150601, 2769597 (Home), lakshitha@ieee.org Mr. K.K. Kithsiri Dam Safety Engineer, Ceylon Electricity Board, Generation Headquarters, New Kalani Bridge Road, Kollonnawa 2440016, 2768766, 071 4290918, kithsiri2002@hotmail.com
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National Building Research Organization (NBRO) (landslides)	Mr. R.M.S. Bandara Head/Landslide Studies and Services Division National Building Research Organization NBRO 99/1, Jawatta Road, Colombo 5 Tel. 2588946 , fax. 2502611, Mobile 0777-945064 nbro@sltnet.lk, senarath_bndr@yahoo.com
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Telecommunications Regulatory Commission of Sri Lanka	Mr J A S Gunanandana Assistant Director / Interoperability, Telecommunications Regulatory Commission, 276, Elvitigala Mawatha, Colombo 8. 011 2689347 , Res: 011 2955677 0777418800, 0714807499, shantha@trc.gov.lk Mrs S A R Kamalanayana Assistant Director Telecommunications Regulatory Commission of Sri Lanka 276, Elvitigala Mawatha, Colombo 8. 011 2683843, 011 2689345, 033 2233144 071 4207122 nayana@trc.gov.lk
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Sri Lanka Red Cross	Mr. M.S.M. Kamil Disaster Management Coordinator Sri Lanka Red Cross (Kandy Branch), 68, Sangaraja Mawatha Kandy, Tel 0773-646949, 081-2222100, dmckamil@yahoo.com
Ministry of Social Services and Social Welfare	Mr. L.H. Tillakaratne Assistant Director, Ministry of Social Services and Social Welfare 5th Floor, Sethsiripaya, Battaramulla Tel. 2877375
USAID IOTWS Program	Indira Fernando Program Coordinator in Sri Lanka

Annex-6: Agenda

Planning Section Unit Leader Class Agenda
October 16-19, 2006
Overall Program Objective: Assist the GOSL in integrating ICS into the GOSL disaster management system.

Course Objective: Upon the successful completion of this course, participants will have the skills, knowledge, and tools necessary to be a situation unit leader.

Time	Agenda Item	Presenter
Monday		
10:00 – 10:15	Welcome and introductions	
10:15 - 10:30	Course Objectives, Agenda	Roger
	Discuss process for questions, bin items	
10:30-11:30	Unit 1 – Mission and Functions	Roger
	Includes review of Situation Unit Leader Task Book	
11:30-12:00	Break	
12:00 – 1:00	Unit 2 – Mobilization/Activation	Roger/Doug/Terry
1:00 – 2:00	Lunch	
2:00 – 3:45	Unit 3 – Staffing and Supervision	Roger/Doug/Terry
	Field Observer, Display Processor, GIS Technician	
3:45 - 4:00	Break	
4:00 – 5:00	Unit 3 – Staffing and Supervision - continued	Roger/Doug/Terry
Tuesday		
9:00 – 9:30	Questions / Bin Items from previous day	Cadre
9:30 – 11:00	Unit 4 – Incident Information	Roger/Doug/Terry
11:00 – 11:15	Break	
11:00 – 1:00	Unit 4 – Incident Information	Roger/Doug/Terry
1:00 – 2:00	Lunch	
2:00 – 3:45	Unit 4 – Incident Information – Technology session	Roger/Doug/Terry
3:45 - 4:00	Break	
4:00 – 5:00	Unit 5 – Reports, Displays and Services	Roger/Doug/Terry
Wednesday		
9:00 – 9:15	Questions/Bin Items	Cadre
9:15 – 11:00	Unit 5 – Reports, Displays, and Services (continued)	Roger/Doug/Terry

Basic and Intermediate Course on Incident Command System

Time	Agenda Item	Presenter
11:00 – 11:30	Break	
11:30 – 1:00	Unit 5 – Reports, Displays, and Services (continued)	Roger/Doug/Terry
1:00 – 2:00	Lunch	
2:00 – 3:45	Unit 5 – Simulation	Small Groups
3:45 - 4:00	Break	
4:00 – 4:30	Unit 5 – Simulation	Small Groups
4:30 – 5:00	Unit 5 – Simulation	Small Groups
	Course Evaluation and Closeout	
Thursday		
9:00 – 9:30	Unit 1 – Course Introduction and Task Book Review	Terry
9:30 – 10:00	Unit 2 – Resource Unit	Terry
10:00 – 11:15	Unit 3 – Check-in and Exercise A3	Terry/Roger/Doug
11:15 – 11:30	Break	
11:30 – 12:00	Unit 4 – Tracking Resource Status	Terry/Roger/Doug
12:00 – 1:30	Unit 5 – Operational Planning (Exercise 5A)	Terry/Roger/Doug
1:30 - 2:30	Lunch	
2:30 – 3:45	Unit 6 – Resource Unit Products (Exercise A6)	Terry/Roger/Doug
3:45 – 4:00	Break	
4:00 – 5:00	Unit 7 – Managing the Unit (Exercise A7 and Initial Adaptation)	Terry/Roger/Doug
Friday		
9:00 – 9:30	Questions/Bin Items from previous day	Cadre
9:30 - 10:00	DMOB Unit 1 – Course Introduction and Task Book Review	Terry/Roger/Doug
10:00-10:30	DMOB Unit 2 – Developing and Writing the Demob Plan	Terry/Roger/Doug
10:30-11:00	DMOB Unit 3 – Implementing the Demob Plan (Exercise C2)	Terry/Roger/Doug
11:00 – 11:15	Break	
11:15 – 11:45	DMOB Wrap-up	Terry/Roger/Doug
11:45 – 12:15	DOCL Unit 1:Overview/Task Book Review	Terry/Roger/Doug

Basic and Intermediate Course on Incident Command System

Time	Agenda Item	Presenter
12:15 - 1:30	DOCL Unit 2 Major Duties (Exercise C2)	Terry/Roger/Doug
1:30 – 2:30	Lunch	
2:30 –2:45	DOCL Wrap-up	Cadre
2:45 – 3:45	Adaptation	Cadre/Class
3:45 – 4:00	Break	Terry/Roger/Doug
4:00 – 5:00	Adaptation	Cadre/Class

Finance Section Leader Class Agenda

November 7-9, 2006

Course Objective: Upon the successful completion of this course, participants will have the skills, knowledge, and tools necessary to be a Finance/Administration Section Leader.

Time	Agenda Item	Presenter
Wednesday		
0900 – 0930	Welcome and Special Guest Introductions	Trudy Mahoney
0930 – 1015	Unit 0: Student and Instructor Introduction, Course Objectives, Agenda - Process for questions, bin items	Ron Knowles
1015 – 1115	Unit 1: Information Gathering & Sharing	Ron Knowles
1115 – 1130	Tea Break	
1130 - 1200	Unit 1: Information Gathering & Sharing (continued)	Ron Knowles
1200 - 1330	Unit 2: Unit Management Includes class exercise	Kathy Shelton
1330 – 1430	Lunch	
1430 – 1600	Unit 2: Unit Management (continued) Includes class exercise	Kathy Shelton
1600 - 1615	Tea Break	
1615 - 1700	Unit 3: Interaction and Coordination	Ron Knowles
Thursday		
0900 - 0930	20 Questions / Bin Items from previous day	Class
0930 – 1115	Unit 3: Interaction and Coordination (continued) Includes small group exercise	Kathy Shelton
1115 – 1130	Tea Break	
1130 – 1200	Unit 3: Interaction and Coordination (continued)	Kathy Shelton
1200 - 1330	Unit 4: Demobilization and Closeout	Ron Knowles

Basic and Intermediate Course on Incident Command System

Time	Agenda Item	Presenter
1330 – 1430	Lunch	
1430 - 1500	Unit 4: Demobilization and Closeout (continued)	Ron Knowles
1500 - 1600	Unit 5: Incident Cost Tracking	Kathy Shelton
1600 – 1615	Tea Break	
1615 – 1700	Unit 5: Costs (continued) Wrap-Up	Kathy Shelton Ron Knowles

Logistics Section Leader Class Agenda

November 9-10, 2006

Course Objective: Upon the successful completion of this course, participants will display the skills, knowledge, and tools necessary to be a Logistics Section Leader.

Time	Agenda Item	Presenter
Thursday 0900 – 0945	Welcome and introductions	Dave Curry
0945 - 1045	Unit 0: Introduction, Course Objectives, Agenda Discuss process for questions, bin items	Dave Curry
1045-1100	Tea Break	
1100-1300	Unit 1: Information Gathering	Dave Curry
1300-1400	Lunch	
1400-1600	Unit 2: Organizing and Staffing the Section	Tony Doty
1600-1615	Tea Break	
1615-1700	Unit 3: Planning Activities Includes small group exercise	Dave Curry
Friday 0900 - 0930	20 Questions / Bin Items from previous day	Dave Curry
0930-1045	Unit 3: Planning Activities Includes small group exercise	Dave Curry
1045-1100	Tea Break	
1100-1300	Unit 4: Operations Includes small group exercise	Tony Doty
1300-1400	Lunch	
1400-1500	Unit 5: Demobilization	Dave Curry
1500-1530	Unit 6: Evaluation	Tony Doty
1530-1600	Emergency Management Case Studies	Tony Doty
1600-1615	Tea Break	

Time	Agenda Item	Presenter
1615-1645	Emergency Management Case Studies	Tony Doty
1645-1700	Bin Items /Class Evaluation	Groups/Cadre

Operation Section Leader Class Agenda

November 14-16, 2006

Time	Agenda Item	Presenter
Tuesday		
1000 – 1030	Welcome and introductions	
1030 – 1230	Unit 1: Course Introduction & Scenarios	
1330 – 1430	Lunch	
1430 – 1700	Unit 2: Planning	
Wednesday		
1000 - 1015	20 Questions / Bin Items from previous day	
1015 – 1130	Unit 3: Supervision & Scenarios	
1130 – 1145	Tea Break	
1145 – 1230	Unit 3: Supervision & Scenarios	
1230 – 1330	Unit 3: Supervision & Scenarios	
1330 – 1430	Lunch	
1430 - 1700	Unit 3: Supervision & Scenarios (Includes Tea Break 1600-1615)	
Thursday		
1000- 1015	20 Questions / Bin Items from previous day	
1015 – 1330	Unit 4: Coordination	
1330 – 1430	Lunch	

Incident Commander Course Agenda

16-18 November 2006

Course Objective: Upon the successful completion of this course, participants will have the skills, knowledge, and tools necessary to be an Incident Commander.

Time	Agenda Item	Presenter
Thursday		
1000 – 1030	Welcome and introductions	
1030 – 1100	Unit 0: Introduction and Opening Remarks	
1100 – 1230	Unit 1A: IC Responsibilities & Team Administration (Includes Tea Break 1130-1145)	

Basic and Intermediate Course on Incident Command System

Time	Agenda Item	Presenter
1230 - 1330	Unit 1B: Communication, Information, and Intelligence	
1330 – 1430	Lunch	
1430 – 1500	Unit 1B continued	
1500 – 1530	Unit 1C: Kits, Aids and Guides	
1530 - 1700	Unit 2A: RO and IC Responsibilities (Includes Tea Break 1600-1615)	
Friday		
1000 - 1015	20 Questions / Bin Items from previous day	
1015 – 1130	Unit 2B: Transfer of Command	
1130 – 1145	Tea Break	
1145 – 1230	Unit 2C: Objectives, Strategies, and Tactics	
1230 – 1330	Unit 2D: Planning and Meetings	
1330 – 1430	Lunch	
1430 - 1530	Unit 2E: Staffing	
1530 – 1700	Unit 2F: Command Structures (Includes Tea Break 1600-1615)	
Saturday		
1000- 1015	20 Questions / Bin Items from previous day	
1015 – 1115	Unit 2G: Special Situations	
1115 - 1230	Unit 3A: Cost Management (Includes Tea Break 1130-1145)	
1200 - 1245	Unit 3B: Agreements	
1245 - 1330	Unit 3C: Personnel Documentation	
1330 – 1430	Lunch	
1430 - 1530	Unit 4: Demobilization	
1530 - 1700	Unit 5: Lessons Learned (Includes Tea Break 1600-1615)	

Basic and Intermediate Course on Incident Command System

Annex-7: Course Evaluation Form (Sample)

COURSE EVALUATION

Operation Section Chief & IC Courses
of
"Incident Command System (ICS)"
14-18 November 2006
Hilton Hotel, Colombo, Sri Lanka

To enable us to assess the course, we would appreciate it if you could complete this evaluation form by indicating the answer that best describes the extent to which you agree with the statements below. Please feel free to write your comments, views, and suggestions in the spaces given. These will guide us for the next courses.

(4: excellent; 3: very good; 2: good; 1: poor)

Course Evaluation Elements	4	3	2	1
1. How useful was the content of the course?	[ ]	[ ]	[ ]	[ ]
2. Were the exercises/scenarios helpful in learning the course materials?	[ ]	[ ]	[ ]	[ ]
3. How has the training course improved your knowledge and skills in Incident Management?	[ ]	[ ]	[ ]	[ ]
4. Were the PowerPoint presentations used by the speakers adequate?	[ ]	[ ]	[ ]	[ ]
5. How relevant were the session materials for your career in Incident Management?	[ ]	[ ]	[ ]	[ ]

6. Please list the areas where the content of the lectures was insufficient or too cursory

7. How can you apply the ICS knowledge learned into your regular work practices? Do you have any plan to adopt ICS in your own agency? How?

8. After training additional students, do you think you will able to establish and make functional the ICS for immediate mobilization of community response?

9. Did the ICS workshops provide sufficient information for you to train others for disaster preparedness/emergency response?

10. Are there any contingency plans, SoPs, toolkits, or training materials that have been developed or planned to be developed under the ICS initiative in your agency? (Please list if there any)

Annex-8: Planned ICS Collaborative Activity Plan

The ICS program in Sri Lanka has been designed for one and half years ending in October 2007. The activities are divided into four phases:

Phase 1 – Consultation activities, foundation, and system adaptation
Phase 2 - Formal ToT course curriculum in ICS (8 courses) and study tours
Phase 3 – Implementation of ICS
Phase 4 – Regional sharing of "best management practices"

Phase 2 - Formal ToT course curriculum in ICS (8 courses) and study tours
Activities:
- Conduct an 8-course ICS curriculum covering all aspects of the Incident Command System
- Adapt all course materials to the Sri Lankan context
- Provide finalized training materials for all courses to focal training institution
- Conduct study tours to the U.S. on disaster management
- Monitor first offerings of ICS course by Sri Lankan trainers

Planned Time Frame:
- Basic Intermediate ICS Course, 24-29 April 2006 (6 days)
- Planning Section Unit Leader Courses, 14-18 October 2006 (5 days)
- Planning Section Chief, 25-27 October 2006 (3 days)
- Finance/Admin Section Chief, 7-9 November 2006 (2 days)
- Logistics Section Chief, 9-10 November 2006 (2 days)
- Operations Section Chief, 14-16 November 2006 (3 days)
- Incident Commander, 16-18 November 2006 (3 days)
- Advanced ICS, 8-22 April 2007 (15 days in USA)
- Two Study Tour, 19 August - 2 September 2006 and June–September 2007 (10 participants each)

Phase 3 – Implementation of ICS
Activities:
- Two consultations by ICS resource advisors to assist with establishing ICS in Sri Lankan and facilitate disaster simulation exercises

Planned Time Frame: February – September, 2007
- Monitor Initial Key ICS Courses 20-24 February 2007
- Simulation Exercise in Galle, TBD, 2007

Phase 4 – Regional sharing of "best management practices"
Activities:
- Regional workshop to share best management practices of ICS and lessons learned from disaster management case studies.

Planned Time Frame: 7-11 May 2007, Jakarta Indonesia