



THE NATIONAL FLOOD PREPAREDNESS RESPONSE PLAN FOR SIERRA LEONE

THE NATIONAL STRATEGIC SITUATION GROUP

GLOSSARY

| | |
|---------|--|
| CIR | Critical Information Requirement |
| CNI | Critical National Infrastructure |
| DCC | District Council Chairman |
| DDMC | District Disaster Management Committee |
| Dfid | Department for International Development |
| DMO | District Medical Office |
| EPA | Environmental Protection Agency |
| HE | His Excellency the President |
| ISAT | International Security Advisory Team |
| MAFFS | Ministry of Agriculture, Forestry and Food Security |
| MDA | Ministry Department and Agency |
| MIC | Ministry of Information and Communications |
| MLGRD | Ministry of Local Government and Rural Development |
| MOE | Ministry of Energy |
| MOFED | Ministry of Finance and Economic Development |
| MOHS | Ministry of Health and Sanitation |
| MSWGCA | Ministry of Social Welfare Gender and Children's Affairs |
| NaCSA | National Commission for Social Action |
| NGO | Non-Governmental Organisation |
| NPDRR | National Platform for Disaster Risk Reduction |
| NSCoord | National Security Coordinator |
| NSR | National Situation Room |
| NSSG | National Strategic Situation Group |
| ONS | Office of National Security |
| RRT | Rapid Response Team |
| RSLAF | Republic of Sierra Leone Armed Forces |
| SLMD | Sierra Leone Meteorological Department |
| SLP | Sierra Leone Police |
| SOP | Standard Operating Procedure |
| VP | The Vice President |
| WFP | World Food Program |
| WHO | World Health Organisation |

VERSION CONTROL

| Version | Date | Changes |
|---------|------------|--|
| V1 | April 2016 | Draft Document |
| V2 | June 2016 | Reviewed by all MDA's and comments reflected |
| V3 | June 2016 | Pillar's updated and Annex D added to show the pillar names and responsibilities |

NSSG PLAN FOR FLOOD RESPONSE

SITUATION

Flooding in Sierra Leone is commonplace during the rains on an annual basis. It occurs throughout the country with varying impacts. The primary cause of flooding in Sierra Leone is the tropical rains and blocked drainages in the urban areas and major towns, and this has often impacted communities in riverine areas. Many of the large rivers have floodplains which are subject to seasonal flooding during the raining seasons.

Apart from the geography of the country as it relates to the topography of most of the areas where vulnerable communities have emerged over the years, our negative interactions with the environment is glaringly an exacerbating factor. There are massive evidences of costal degradation owing to sand and aggregate stone mining, deforestation, unplanned urbanization, land grabbing and reclamation, poor waste management, etc. many of these activities are responsible for the massive erosion, pollution of our marine environment, siltation leading to sea-level rise, rolling of boulders and causing rock falls, etc.

Among the disaster risks recorded in the National Hazards/Risk Profile, flooding and fires are the most recurrent. Prominent among areas that have often been impacted include the Kroo Bay, Susasn's Bay, Newton Catchment area, Tormabum and Gbondapi in Pujehun District and New London in Bo. Major flooding events in Pujehun and Bo were reported in 2001 and 2002, where extensive crop damage was recorded (150 acres of boli rice farm at Matakam in 2002 and 320 acres at Bumpah in 2002). Several houses of over 50 in Matakan were affected and over 400 people were displaced. In Port Loko and Kambia districts, flood water in 2003 and 2004 lasted for about a month

The NSSG has the responsibility for the management and control of the national preparation for and response to a Flood event. Sierra Leone has experienced floods many times in recent years and on 16th September, 2015 floods in Western Area, Bo, Pujehun and Bonthe led to an estimated number of 15,000 internally displaced people¹. A large-scale flood response was mobilized in support however there was no National Flood Plan.

The flood response in September 2015 was supported by implementing MDA's and National and International partners, many of whom had personnel, resources and networks still in place due to the 2014/2015 Ebola Virus Disease Outbreak in West Africa. As floods are likely to occur again in Sierra Leone, and as International partners scale down their support, it is imperative that a Flood Response Plan is in place to coordinate and direct resources, personnel and activities to best effect.

In late 2015, the District Disaster Management Committees were revived and in March, 2016 Office of National Security, District Security Coordinators issued with a new terms of reference to

include Disaster Prevention and Response Responsibilities to their existing Security Portfolio. At the National Level, the Disaster Management Architecture has been finalized. The success of the national response depends greatly upon the capability of these structures, which must be assessed regularly to ensure confidence and prevent complacency or the loss of skills.

The national command structure for Disaster Management will be used to deal with any Flood event in future. It is described in Annex A.

The purpose of this plan is to provide the direction and detail required to facilitate the focused preparation of all national activity and guide the planning of the international community and NGOs.

NATIONAL INTENT

The national intent is to ensure that Sierra Leone puts in place all necessary preparations to limit the impact of a Flood in Sierra Leone, and is able to deliver a capable sustainable multi-agency response when a flood occurs, giving both national and international confidence in our ability to act.

MISSION

The NSSG's mission is to deliver a coordinated national effort to minimize the impact of a Flood and provide support and care to all those may be impacted by the flood event at a given time.

CONCEPT OF OPERATION

- 1 The concept of operations for this plan is focused primarily on the delivery of a capable national response to a Flood.
- 2 Mitigation and prevention must be a constant ongoing national piece of work under the Office of National security. MDAs are required to conduct detailed planning of the required mitigation and prevention measures.
- 3 MDAs are expected to put in place the requisite preparations to ensure that they can fulfil their Flood responsibilities. Planning must seek to deliver lasting effects, which shape national behaviour; builds broad capability across all MDAs; and ensures national readiness.
- 4 As soon as a Flood event has been identified, all MDAs must be capable of delivering a rapid coordinated response at both the national and district levels. The success of this will rely on detailed understanding of responsibilities; empowered action across all levels; and a clear rapid flow of information ensuring a common understanding of what has occurred.
- 5 The National threat level will depend upon the severity of the flood. A Flood could be supported in a steady state, Level 1 or Level 2 Emergency. With a Level 1 emergency situation, the

relevant DDMC (s) will lead the response. In a Level 2 emergency situation, the NSSG is activated through which the coordination of the multi-agency response is completed. The responsibilities outlined in this plan can be used for all threat levels with the National level excluded for a Level 1 National Emergency

6 At the district level this means the activation of the District Disaster Management Committee into response mode and the establishment of a District Emergency Response Centre at the site of the event.

7 The desired end state is to have a rapid response in support of those impacted and affected by Flooding, efficient deployment of resources, rapid decision making and a clear and comprehensive medium term and long term plan for those affected

DETAILED TASKS

NSSG: The NSSG will be the national GOLD (Strategic) level of response. It is to:

- 7.a Coordinate all national preparations to mitigate the impact of a Flood
- 7.b Oversee national test exercises, including a programme at district level
- 7.c Provide national support to the lead MDA's in the conduct of its response operation
- 7.d Coordinate the support of the international community
- 7.e Ensure that the NPDRR understand and can provide direction on the national response

8 **Office of National Security:** ONS will be the district SILVER (operational) level of the response. It is to

- 8.a Ensure that all MDAs are fully aware of, have planned for and been regularly exercised in their responsibilities to a flood
- 8.b Ensure that all national resource preparations, including funding, are in place
- 8.c Ensure that the NPDRR has full oversight of national preparations and understands the nature of any ongoing national risk to floods
- 8.d Ensure the international community understands national planning and knows about any major capability gaps
- 8.e Coordinate strategic communications in support of the MIC
- 8.f Ensure DDMCs are ready to fulfill their role in the event of a flood

9 **Ministry of Health and Sanitation:** The MOHS is to:

- 9.a Ensure full medical preparations are in place to respond to a mass casualty incident as well as medical support to those impacted by the floods
- 9.b Prepare and test District Flood response plans and protocols

- 9.c Coordinate all actions with the NSSG, ensuring a full flow of information across all levels of operation;
- 10 Ministry of Social Welfare Gender and Children’s Affairs:** MSWGCA is to:
 - 10.a Support the NSSG and MOHS in the preparation of measures to mitigate a flood
 - 10.b Ensure its ability to continually deliver direct support to the MOHS, probably in the form of Pillar leadership, in the event of a flood
 - 10.c Provide the national lead on child protection, gender and vulnerable people during a flood
- 11 Sierra Leone Police:** The SLP is to:
 - 11.a Ensure it is ready, in all respects, to support a rapid response to a Flood event
 - 11.b Maintain public order during the response
 - 11.c Support the DDMC and DEOC in the security needs of the response
- 12 Republic of Sierra Leone Armed Forces:** RSLAF is to:
 - 12.a Ensure it is ready, in all respects, to support a rapid response to a Flood within any district in line with a tasking;
- 13 Ministry of Finance and Economic Development:** MOFED is to:
 - 13.a Support the Office of National Security in funding the Flood Response & Preparation activities
 - 13.b Ensure that immediate financial support is provided in the event of a Flood
- 14 Ministry of Local Government and Rural Development:** MLGRD is to:
 - 14.a Ensure by-laws are enacted to ensure citizens comply with the roles and responsibilities of the institutions mandated with the response
 - 14.b Ensure full cooperation of the Paramount Chiefs in the response
- 15 District and City Councils:** District and City Councils are to:
 - 15.a Ensure that the DCC is fully able to fulfill his/her responsibilities within the DDMC’s
 - 15.b Provide support to DDMCs in the preparation for both mitigation actions to protect against a flood and in activities to mobilize a flood response
 - 15.c Organize the removal of all garbage during a flood response
- 16 Ministry of Youth Affairs:** MoYA are to:
 - 16.a Assist Freetown City Council and MoYA in the cleanup operation
- 17 Sierra Leone Roads Authority: SLRA are to:**
 - 17.a Issue contracts funded by the Road Maintenance Fund Administration for clearing of garbage

- 17.b To recommend credible contractors for garbage clearing exercises.
- 17.c Play supervisory role in the clearing of garbage
- 17.d Facilitate resource mobilization with RMFA and other relevant stakeholder institutions

18 Ministry of Energy: MoE are to:

- 18.a Address any power outages in areas affected by floods
- 18.b Assess risk to power lines and critical national electrical infrastructure

19 All Government Ministries, Departments and Agencies: Fighting a Flood is a national task, involving all parts of the public sector. All MDAs are to:

- 19.a Attend the NSSG meeting and work in support of the NSSG flood response plan.

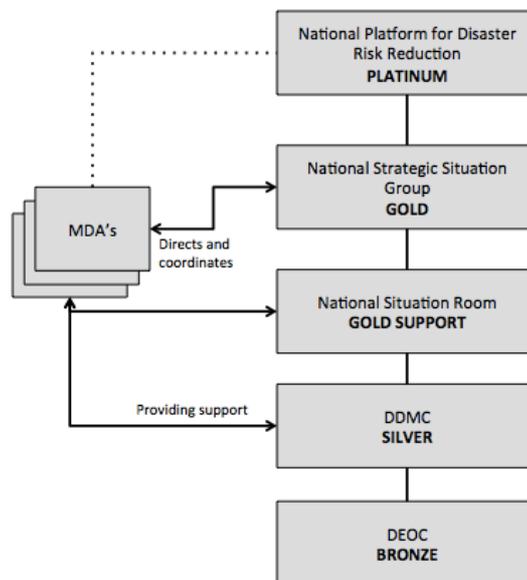
20 Ministry of Lands Country Planning and the Environment (MLCPE)

20. a: Assist in the provision of land for the establishment of temporal shelters and the relocation of flood victims

20. b Demolish structures after relocation.

COORDINATING ACTIVITIES

21 National Structure: The national structure for the control of a Flood is shown below:



22 District Coordination: Operations within each district will be multi-agency and must be highly coordinated. In order to make this work successfully the senior leadership from each organization must work closely under the District Disaster Management Committee. An SOP identifying key events, which must deliver coordinated action, is at Annex C.

- 22.a The membership of this team will include, but is not restricted to:
 - District Council Chairman – DDMC Chair

- All standing members of the DDMC
- International Partner Representatives
- National Partner Representatives

22.b **The DDMC should meet at least once every 24hrs or as the situation requires once a Disaster is declared to:**

- Coordinate the district response, engaging with all key parties and ensuring roles and responsibilities are being undertaken
- Monitor and track the response, escalating all issues to the **National Situation Room**
- Assess disaster impact (loss and damage) and conduct rapid needs assessment
- Provide immediate needs; FIs and NFIs, short, medium and long term
- Information sharing, communication and building community volunteer groups
- Coordinate humanitarian assistance from partners, or sister DDMCs
- Operationalize security measures to ease peoples' movement.
- Coordinate the cleanup operation, removing trees, garbage etc.

22.c **Rapid Response Teams:** Numbers of organisations will seek to prepare their own RRTs, which will be triggered in the event of a Flood. This will provide a tremendous level of support and uplift in capability in the districts and will be fundamental in gaining control of the situation. The following guidelines apply to deployment of RRTs:

- Organisations seeking to establish RRTs will be fully responsible for their life support
- Organisations sending an RRT to a district must ensure that the NSSG is aware of that intention and has an overview of its capability and size in order to warn the receiving district
- On arrival in the district the RRT Team Leader must report to the DDMC and ONS District Security Coordinator. They should ensure that the district understands their capabilities and in turn is briefed on:
 - The developing situation
 - Critical needs
 - Reporting arrangements
 - Daily meetings
 - Key personnel
- The RRT must work alongside and in support of the GoSL led response

22.d **The Integration of International Support:** It is expected that a significant amount of international support will be deployed to support the operation. The following guidelines should be followed:

- International organisations already in country should inform the NSSG of their intention to deploy and then link up to the DDMC and ONS District Security Coordinator, as well as their partner MDA
- International organisations deploying resources to Sierra Leone should inform the NSSG of their intention, at which time they will be formally handed over to the ONS, District Security Coordinator (SILVER Level of command), to ensure full coordination in their operation
- International organisations should send a representative to NSSG meetings throughout the outbreak
- On arrival in the district the Team Leader must report to the DDMC and ONS District Security Coordinator. They should ensure that the district understands their capabilities and in turn is briefed on:
 - The developing situation
 - Critical needs
 - Reporting arrangements
 - Daily meetings
 - Key personnel.

23 **The National (NSSG) Event Management SOP:** The NSSG has developed a Flood SOP for its use. This is attached at Annex B.

24 **Activating Pillar Support:**

24.a A key part of the success in countering the October 2015 Floods was the utilization of capable pillars to take responsibility for critical functions. It is expected that the pillar system will be re-activated both nationally and at district level in any Flood response operations.

24.b The DDMC has the responsibility for overseeing the pillar system at the SILVER and BRONZE levels. The DDMC will, however, need close support from supporting MDAs to ensure that all pillars are properly established and run. This will need to be the subject of a detailed key leader discussion and must be subsequently closely monitored to ensure that it works effectively.

24.c Functions to be included in pillars are:

- Protection and Psychosocial
- Health and Burials
- Logistics
- Security and Safety

- Social Mobilization and Communications
- Food and Nutrition
- Coordination
- Registration
- WASH

25 Assessment Team

25.a The DDMC should direct the activities of the Assessment Team and dispatch them with tasking at each stage as required by the response.

25.b The Assessment team can consist of but not limited to:

- 25.b.i Representative from the Council
- 25.b.ii ONS District Security Coordinator
- 25.b.iii Sierra Leone Red Cross Society
- 25.b.iv Statistics Sierra Leone
- 25.b.v Ministry of Lands Country Planning and the Environment
- 25.b.vi Ministry of Works, Housing and Infrastructure
- 25.b.vii Ministry of Agriculture, Forestry and Food Security
- 25.b.viii Ministry of Health and Sanitation
- 25.b.ix Any other parties as required

26 Monitoring Operations and Critical Information Requirements: As a key part of its role, the NSSG must closely monitor the events during any Flood so that it can better direct national operations and assess progress or the need for the commitment of additional resources. This will take two primary forms:

26.a **NSSG Coordination Meetings:** The conduct of NSSG Coordination meetings is the first of these. Meetings will occur as often as is needed, and may be several times a day during the initial days of the flood. A meeting rhythm will be published by ONS in its role as the NSSG secretariat

26.b **Critical Information Requirements:** The second of these is particularly relevant during any preparation and ongoing monitoring. Critical Information Requirements, CIRs, are the means by which the NSSG will formally identify the information it needs to receive on a regular basis so that it can assess the true extent of preparedness or operational delivery. This will, in turn, be used to support weekly briefings to H.E by the NSCoord and CMO.

26.b.i The Director of Research and Assessments at the ONS will formally issue a set of CIRs to key parties each month in collaboration with the Disaster Management Directorate. This direction will identify:

- The Information required

- The timeline for provision of the information
- The organization responsible for its provision

26.c **CIRs during a Flood:** The CIRs will be refined and updated during a Flood event. The following will, however, always be needed:

- How many casualties
- Who and where are the casualties
- How many households impact
- How many homes destroyed
- How many people's homes have been destroyed
- What is the capacity of the medical facilities to provide medical care

27 **Training:**

27.a Maintaining readiness and capability will be a key requirement at all levels. All organizations are advised to conduct some form of simulation training annually in quarter 2 (April-June). This should be supported by the staged preparation of individuals and small teams within your overall organization.

27.b The NSSG will monitor national and district training. It will also direct, as needed, wider national SIMEXs.

CONTACT DETAILS FOR KEY PEOPLE AND ORGANISATIONS

28 At the start of each month, the NSSG Secretariat will update and distribute a key contacts list for all NSSG members and contributors.

ANNEXES

- A National Command Architecture for Disaster and Emergency Management
- B Key district leader coordination events SOP
- C NSSG Ebola Event Management SOP

Distribution:

The Office of the Vice President
The Permanent Secretary, MOE
The Permanent Secretary, MAFFS
The Permanent Secretary, MEST
The Permanent Secretary, MFMR
The Commander, Joint Force, MOD
The Director General, MOFAIC
The Financial Secretary, MOFED
The Chief Medical Officer, MOHS
The Permanent Secretary, MIA
The Permanent Secretary, MIC
The Permanent Secretary, MLCPE
The Permanent Secretary, MLGRA
Attorney-General, the MOJ
The Permanent Secretary, MOWHI
The Permanent Secretary, MSWGCA
The Permanent Secretary, MTA
The Permanent Secretary, MWR
The Chief Fire Officer, the NFF
The National Security Coordinator, the ONS
The Chief of the Defense Staff, RSLAF
The Director General, the SLMA
The Inspector General, SLP
The Director General, SLCS
The Chief Executive Officer, RMFA
Director, SLMD
Director, SLRA
Executive Chairperson, EPA
The Executive Director, NPAA
Commissions, NaCSA
Director, MASADA
The Mayor Freetown City Council
The Mayor Makeni City Council
The Mayor Bo City Council
The Mayor Kenema City Council
The Mayor Kono City Council
The Mayor Bonthe City Council
The District Council Chairman Bo District
The District Council Chairman Bombali District
The District Council Chairman Bonthe District
The District Council Chairman Kambia District
The District Council Chairman Kailahun District
The District Council Chairman Kenema District
The District Council Chairman Kono District
The District Council Chairman Koinadugu District
The District Council Chairman Moyamba District
The District Council Chairman Port Loko District
The District Council Chairman Pujehun District

The District Council Chairman Tonkolili District
The District Council Chairman Western Area Rural District

For Information:

The UN Resident Coordinator
The Head of UNDP
The Head of the WFP
The Head of the WHO
The Head of UNICEF
The Secretary General, National Society of the Red Cross
The Head of DFID
The Head of ISAT

NATIONAL COMMAND ARCHITECTURE FOR DISASTER AND EMERGENCY MANAGEMENT

1. Disaster Risk Management, DRM, must deal with risk identification, prevention, mitigation, preparedness, response and recovery as essential elements in building a safer environment. No single MDA has the capacity to deal with all disasters or emergencies and a clear, comprehensive, multi-organizational approach is required.

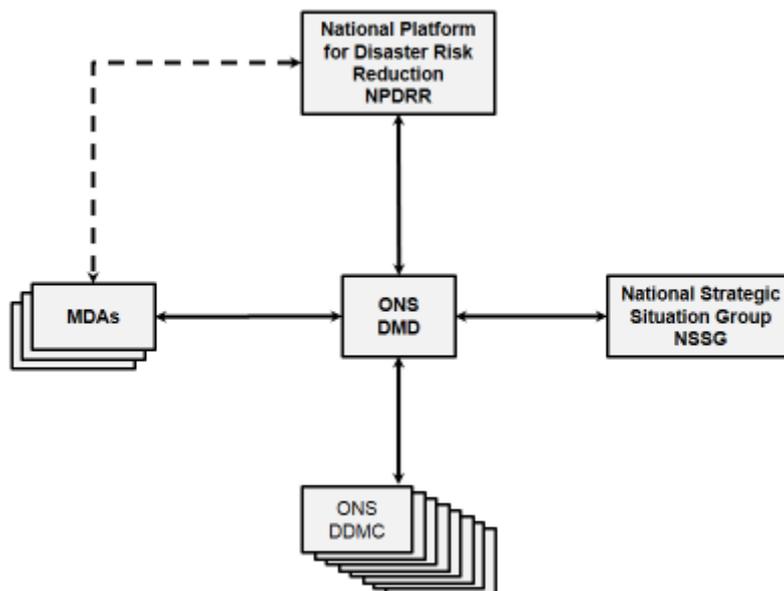
Key Structures

2. There are five key structures within the national Disaster Management architecture.

The National Platform for Disaster Risk Reduction, NPDRR

3. The NPDRR is the highest level, PLATINUM, of DM in the country. It is chaired by the Vice President, or in his absence the NSCoord. It is responsible for the provision of national direction and the creation of national policy. During emergencies it brings together the national executive to activate and oversee the national response.

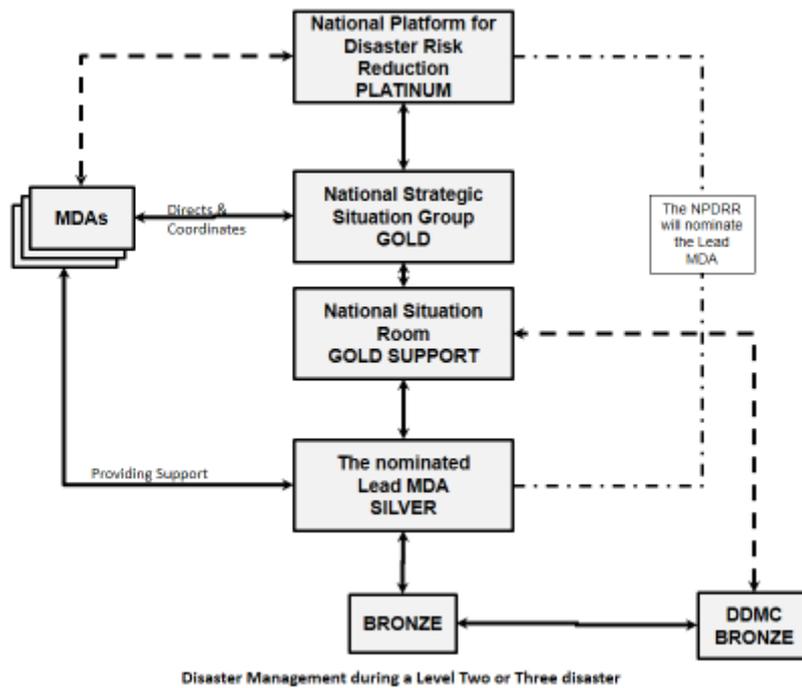
4. During normal times, Level One, it is supported by the ONS which acts as its secretariat and ensures that all required MDAs are represented and involved.



Disaster Management during normal times – Level One

5. During a Level Two or Three emergency it is supported by the National Strategic Situation Group and National Situation Room.

6. The NPDRR must identify the lead MDA as a key decision-maker during a Level Two or Three emergencies. This MDA becomes the Operational lead, SILVER, and the NSSG and NSR will work to ensure that it is properly supported throughout.



The National Strategic Situation Group, NSSG

7. The NSSG is activated during a Level Two or Three emergencies. It will meet as often as is required, which may be several times a day, and fulfills the GOLD responsibility for command, control and coordination. It has an ONS core staff, but also brings together representatives from the relevant MDAs, including RSLAF, SLP, MOFED, MOHS, MSWGCA, and MLGRD etc, and partners. Representatives are the technical leaders from their respective organizations.

8. It is supported by the National Situation Room.

The National Situation Room, NSR

9. The NSR is activated during a Level Two and Three emergencies. It will operate on a 24 hour basis and brings together working representatives from ONS and relevant MDAs to develop the situational understanding and assessments which support the NSSG.

10. Key functional roles include linking to the primary operational, SILVER, MDA to ensure that all necessary means are brought to support the response.

The Operational MDA Lead, SILVER

11. When an emergency becomes a Level Two or Three emergencies, the NPDRR will identify a lead MDA to take responsibility for the Operational response to the emergency. This is called the SILVER level.

12. The lead MDA becomes supported by other relevant stakeholder institutions and the NSSG and NSR will be required to coordinate the support of all those involved in the response process.

13. Key to the success of this is close coordination between the lead MDA and the NSSG and NSR. It is essential that the latter has a clear common operational picture so that they can deliver the support and direction needed without interfering in the technical operation response which is the SILVER MDA's responsibility.

The District Disaster Management Committee, DDMC

14. The DDMC is a multi-organizational grouping, which exists within each district, bringing together District Council leaders, security representatives, key local representatives, the health organizations and any active international partners within the area.

15. It meets on a regular basis to support DM preparations and risk assessments, and will stand up on a 24 hour basis during an emergency. If the MOHS stand up one or more of the PHDEOC's during a Disaster, it will link to the DDMC.

16. Right through the preparedness and response process, the ONS provides the secretariat services to the DDMCs and foster the required coordination, and even when the event escalates to national level the same applies. At the district level, the DDMCs are chaired by the District Councils and/or the District Officers (DOs) to provide the leadership.

National (NSSG) Flood Management SOP

REACTING TO A FLOOD

The purpose of this SOP is to list some of the key activities, which will be needed in the event of a Flood

For ease of use it is split into progressive blocks of time, the first twenty-four hours (day 1) and then the days and hours twenty-four to forty eight hours - (days 2-3). While each event will be different and it may not be possible to precisely follow these timings, they are an illustration of good practices and should be followed where possible.

The list is not exhaustive and additional actions may be needed.

THE FIRST 24 HOURS (DAY 1)

This is a critical period of time. There may be confusion over the impact of the floods and the number of people affected. The role of the NSSG during the first 24 hours is to bring together a common picture of what is happening; to ensure everybody who may be involved in the response is fully informed, to establish clear direction for the initiation of operations and to ensure that clear operation control architecture is fully understood.

| Timeline | Activity | Action | Decision | Reference | Responsible |
|---------------|--------------|---|-------------------|-------------------------------------|--|
| 0 to +2 hours | EVENT OCCURS | <ul style="list-style-type: none"> • Alert Office of National Security Staff Nationwide • NSCoord speaks to DCC (s) • DM Director speaks to DSCoord (s) • Inform all NSSG members • Activate NSSG – using pre written format <ul style="list-style-type: none"> ○ <i>Confirm attendees list</i> ○ <i>Use addresses from Key Contacts List</i> • Activate NSR and relevant DDMC's • Inform VP/NPDRR <ul style="list-style-type: none"> ○ <i>Confirm National</i> | Alert all parties | NSSG Handbook Annex B: Key Contacts | NSCoord/ ONS DMD Director NSCoord NSCoord NSCoord NSCoord |

| Timeline | Activity | Action | Decision | Reference | Responsible |
|----------|-------------------------------------|---|--|--|--|
| | | <p><i>Security Level 2 order</i></p> <ul style="list-style-type: none"> ○ <i>Initiate MACP</i> • Inform International Community | | | |
| 0 to +2 | DEVELOP COMMON UNDERSTANDING | <ul style="list-style-type: none"> • If possible conduct rapid Task Analysis • Conduct NSSG Initial meeting • Confirm the Situation • Dispatch a Rapid Assessment Team (RAT) • Convene donor meeting • Distribute hot meeting notes to all key organizations which were unable to attend in this timeline • Keep monitoring situation | Confirm mission | HB Annex C HB Annex E HB Annex D | ONS/NSSG members NSCoord ONS Scribe |
| +2 to +4 | INITIATE ACTIONS | <ul style="list-style-type: none"> • Confirm if PH NEOC or any PH DEOC's are standing up • DEOC to be established by DDMC at flood site <ul style="list-style-type: none"> ○ Agree initial concept ○ Plan engagement with DDMC to assess preparedness to stand up the DEOC • Deliver any immediate assets requests to DDMC (s) if received • Identify and send Rapid Reaction Teams to conduct more detailed assessment in support of the DDMC <ul style="list-style-type: none"> ○ Consider timeline for reaching target location ○ Team members <ul style="list-style-type: none"> ▪ ONS, MSWGCA, MOHS etc. ▪ UN ▪ ISAT/DFID ▪ NGO's and | Agree RRT deployment Identify point of contact on arrival in district Agree initial communications release | | CMO NSCoord NSCoord NSSG NSSG CMO NSSG NSSG |

| Timeline | Activity | Action | Decision | Reference | Responsible |
|-----------|------------------------------|--|--|---------------------|---|
| | | <p>INGO's</p> <ul style="list-style-type: none"> Request confirmation of status of essential medical support from MOHS Identify communications next steps Distribute actions list to attendees | | | |
| +4 to +8 | UNDERSTAND | <ul style="list-style-type: none"> NSCoord speaks to DCC (s) DM Director speaks to DSCoord (s) Produce First event Situation Report Conduct initial situation analysis NSSG receive situational briefing from DM Director, using NSR data Receive statement of need from DDMC (s) Receive statement of need from National Pillars Receive statement of need from International Partners Update NSSG Update NPDRR and the Vice President What additional international support may be en route | <p>Deliver urgent statement of need to MOFED</p> <p>Brief donor support</p> <p>Identify planning options to be developed</p> | HB Annex G & H | NSCoord NSR NSR MDA's Partners NSCoord NSCoord NSR |
| +4 to +8 | DEVELOP & CONFIRM | <ul style="list-style-type: none"> Develop options for response and assess with NSSG Develop wider national options Develop preferred option into plan | Conduct option selection | HB Annex J, K, L, N | NSSG NSCoord |
| +8 to +12 | DIRECT | <ul style="list-style-type: none"> Conduct formal NSSG meeting to brief plan, confirm content and issue | Agree timing for Press Conference | Key Contacts List | NSCoord NSCoord |

| Timeline | Activity | Action | Decision | Reference | Responsible |
|------------|--------------------------------|--|----------|------------|-------------------------------|
| | | <ul style="list-style-type: none"> • Update communication messages • Confirm NSSG briefing schedule | | | NSCoord |
| +12 to +24 | REINFORCE / RE-ASSESS | <ul style="list-style-type: none"> • Confirm ETA for rapid response assessment teams • Conduct Press Conference • Run evening briefing | | | NSCoord NSCoord NSCoord |
| +12 to +24 | SHAPE NATIONAL THINKING | <ul style="list-style-type: none"> • Assess the initial reaction • Develop communications messages <ul style="list-style-type: none"> ○ Community ○ District ○ National ○ International | | HB Annex O | NSCoord NSSG |

TWENTY FOUR TO SEVENTY TWO HOURS (TWO TO THREE DAYS)

Once the operation has been initiated there will be a rapid move to deploy resources in support of the DDMC and, if established, the Command and Control Post at the District Emergency Operations Centre (at the site of the flood). This will impart a pressure on the district(s) affected which will itself be working to bring itself up to full operating levels. The NSSG must use the period between one and three days to provide additional guidance to the overall operation, identifying any gaps in the response, identifying resources to fill those gaps and providing a clear plan which describes the national approach and into which all parties can contribute.

| Timeline | Activity | Action | Decision | Reference | Responsible |
|----------|----------|--|----------|-----------|--|
| Day 2 | CONFIRM | <ul style="list-style-type: none"> • Receive an update on Day 1 • Confirm the Situation: <ul style="list-style-type: none"> ○ No of casualties ○ Location of casualties ○ Treatment of Casualties ○ Burial procedures ○ No of homes/businesses destroyed ○ Impact on Critical Infrastructure • Confirm Operational activity: <ul style="list-style-type: none"> ○ DEOC fully activated ○ DDMC fully activated with DCC leading ○ Rapid Response Assessment teams on site ○ Provision of life support to operation ○ Logistical support and storage ○ Pillars operating ○ MDA's in place ○ Reporting protocols in place between District and NSR • Confirm Plan <ul style="list-style-type: none"> ○ Mission ○ Operational concept | | | NSCoord/NSR NSR NSCoord/NSR NSCoord |

| Timeline | Activity | Action | Decision | Reference | Responsible |
|--------------|-------------------|---|----------|-----------|---|
| | | <ul style="list-style-type: none"> ○ Silver MDA ○ Specific tasks ○ Communications plan ○ National Funding for operation • National Issues <ul style="list-style-type: none"> ○ Effect on schooling, business, borders | | | |
| | COORDINATE | <ul style="list-style-type: none"> • Run NSSG • Confirm International Support <ul style="list-style-type: none"> ○ Intent ○ Capabilities ○ Support needs • Complete response plan • Brief NPDRR • Issue Response Plan • Issue Day 2 Situation Report • Run evening briefing | Annex F | | NSCoord NSCoord NSSG NSCoord NSCoord NSR NSR |
| Day 3 | CONFIRM | <ul style="list-style-type: none"> • Confirm the Situation: <ul style="list-style-type: none"> ○ Update on Day 2 • Confirm Operational activity: <ul style="list-style-type: none"> ○ DDMC Update ○ NSR Update ○ Pillars Update ○ International Community Update • Assess the success so far of the Communications Plan • Conduct Outstanding Gap Analysis • Confirm Status of Funding – Funding from Government and where gaps, Partners | | | NSCoord/NSR ONS NSR All Pillars NSSG NSSG NSSG |
| | COORDINATE | <ul style="list-style-type: none"> • Run NSSG • Confirm any outstanding issues with respect to the response plan • Brief NPDRR • Issue Day 3 Situation Report | | | NSCoord NSSG NSCoord ONS NSR |

| Timeline | Activity | Action | Decision | Reference | Responsible |
|----------|----------|--|----------|-----------|-------------|
| | | <ul style="list-style-type: none"> Run evening briefing | | | |

District (DDMC) Flood Management SOP

The successful conduct of operations at district level will depend upon the ability of the DDMC members, local stakeholders, national and international partners to work together, bringing their own areas of functional expertise and capacity to a number of key challenges.

This SOP identifies a number of key events during the first 72 hours of a Flood response operation where the district's senior leaders coordinate decisions to deliver the maximum effect. The list below identifies a number of these. It is not, however, exhaustive and senior leaders must communicate with one another constantly, build confidence in each other, collaborate over key decisions and support a united approach.

The list deals with issues in the event of floods and must be supported by shared information during the risk reduction and preparation phase.

THE FIRST 24 HOURS (DAY 1)

| Timeline | Activity | Action | Decision | Reference | Responsible |
|---------------|--------------|---|------------------------|-----------|--|
| 0 to +2 hours | EVENT OCCURS | <ul style="list-style-type: none"> • Immediate notification to district senior leaders and all standing DDMC members • Activate DDMC in response mode • Hold first DDMC meeting <ul style="list-style-type: none"> ○ Establish Pillars ○ Confirm pillar responsibilities ○ Setup Assessment teams ○ Communications Strategy and immediate plans • Confirm location and space for support organizations • DCC speaks to NSCoord to inform of immediate actions taken • DSCoord speaks to DM Director to inform of immediate actions taken | Deploy Assessment team | | DCC/DSCoord DCC/DSCoord DCC/DSCoord DCC/DSCoord |

| Timeline | Activity | Action | Decision | Reference | Responsible |
|-------------------|-------------------------------------|--|-----------------|------------------|---|
| 0 to +2 | DEVELOP COMMON UNDERSTANDING | <ul style="list-style-type: none"> • Assess situation • Receive immediate impact reports from: <ul style="list-style-type: none"> ○ District Security Coordinator ○ District Council ○ MDA's ○ SLP ○ RSLAF ○ Partners • Commence feed of data to the NSR • Give NSR details to all pillar leads | | | DDMC DDMC DDMC DDMC |
| +2 to +4 | INITIATE ACTIONS | <ul style="list-style-type: none"> • Commence situational assessment • Establish the DEOC at the site of emergency | | | DSCoord, DDMC and Partners |
| +4 to +8 | DEVELOP & CONFIRM | <ul style="list-style-type: none"> • Develop options for response and commence drafting a response plan, budget and resource needs • Develop preferred option into immediate response plan | | | DDMC DDMC |
| +12 to +24 | REINFORCE/ RE-ASSESS | <ul style="list-style-type: none"> • Hold evening brief at DEOC • Receive assessment reports from <ul style="list-style-type: none"> ○ DSCoord ○ All Pillars • Submit day 1 situation report to the NSR | | | DSCoord DSCoord All Pillars DDMC |

TWENTY FOUR TO SEVENTY TWO HOURS (TWO TO THREE DAYS)

Once the operation has commenced and the district team begin day 2, logistics and support should start arriving either from the National level based on day 1 rapid assessments or in the form of rapid response teams. The National level will send assessment teams to support and the DEOC should be beginning its operations. Over days 2-3 it is important to continue clear communication paths to the national level of the evolving situation on the ground, in terms of quantitative and qualitative data to the National Situation Room and through the response planning, budgets and resource needs into the NSSG.

| Timeline | Activity | Action | Decision | Reference | Responsible |
|-----------------|-------------------|--|-----------------|------------------|---|
| Day 2 | CONFIRM | <ul style="list-style-type: none"> Assess situation Submit incident update to the NSR for day 1 | | | DDMC DEOC |
| | COORDINATE | <ul style="list-style-type: none"> Assessment of flood sites Complete flood response plan and get District sign off Submit plan to NSSG Review and agree communication messages Engage local media/stakeholder communications Receipt of logistically support from National level Receipt of international/national/MD A rapid response teams Coordinate support to flood victims Coordinate cleanup operations | | | DDMC DDMC DDMC DDMC DDMC DDMC DSCoord DEOC DEOC |
| Day 3 | CONFIRM | <ul style="list-style-type: none"> Assess situation Submit incident update to the NSR for day 2 | | | DDMC DEOC |
| | COORDINATE | <ul style="list-style-type: none"> Engage local media/stakeholder communications Continued Receipt of logistically support from National level Continued Receipt of | | | DDMC DDMC DDMC DDMC DDMC DDMC |

| Timeline | Activity | Action | Decision | Reference | Responsible |
|----------|----------|--|----------|-----------|--------------|
| | | international/national/MD A rapid response teams <ul style="list-style-type: none"> • Update plans if necessary and resubmit to the NSSG • Confirm what support has been received and what is still outstanding, issue to NSSG to review and commit • Coordinate support to flood victims • Coordinate cleanup operations | | | DEOC DEOC |

Group 3 general recommendation:

- Detailed tasks of Private Sector, INGO AND NGO must be clearly spelt out in the plan
- Ministry of Lands, Country Planning and the Environment must be include in the Flood Plan
- MASADA should be omitted from the flood plan because they operation on contract.

National and District Broad Pillar Matrix – GoSL Membership and Responsibilities

| Pillar | GoSL Membership | Responsibilities |
|---|---|--|
| 1. Protection & Psychosocial | Led by MSWGCA Attended by: NaCSA | Provide the national lead on child protection, gender and vulnerable people during a flood |
| 2. Health and Burials | Led by MOHS Attended by: MoYA, MoWR, MLCPE, SLRCS, City Councils | Mass Casualty Management including Ambulance Service and Emergency Medical Facilities (Government Hospitals etc.) Burial Collection and Management Procedures (Mortuary and Burial) Public Health Protocols, Technical Advice and Implementation of appropriate measures Establishment of National Public Health EOC and District Public Health EOC as required, linking to the National Disaster Management Structures |
| 3. Logistics | Led by RSLAF, Co-Led by MoFED Attended by; MTA and NaCSA | Distribution of non food items as required by the response National Emergency Response Fleet Management |
| 4. Security & Safety | Led by SLP, Co-Led by RSLAF Attended by: MIA, NFF and ONS | Complete Security Strategy and lead the tactical execution Engage with all other pillars importantly, the Coordination pillar to ensure security strategy aligns to humanitarian response needs Maintain public order Support the District Disaster Management Committee and District Emergency Operations Centre in the security needs of the response |
| 5. Social Mobilization & Communications | Led by ONS, Co-Led by MIC Attended by: Met Dept, | Communications Strategies, Plans and Execution Press Releases and Media Appearances Engagement with other pillars to agree messaging |

| | | |
|---------------------|---|---|
| | EPA, NPAA, MIC, SLRCS and MoE | and press statements External Communication to the Media, Civil Society and International Organizations Social Mobilization Strategy and Execution |
| 6. Food & Nutrition | Led by MAFFS Attended by MOHS, NaCSA | Provision of Food and Water as required Provision of adequate nutrition to specialist groups |
| 7. Coordination | Led by ONS, Co-Led by MFAIC | Coordination of District Emergency Operations Centres where established Convening of the District Disaster Management Committee where established Camp Management as Required by the Policy/Approach being implemented |
| 8. WASH | Led by MoWR Attended by: MoYA, MWHI, MOHS and SLRA | Provision of WASH Clearing of Garbage and debris moved by the Floods Ensure the safe and timely reopening of roads |
| 9. Registration | Led by NaCSA, Co-led by SSL Attended by: NRS and MLCPE | Design of Registration processes Conduct robust registration of all Displaced Persons |