



**INSARAG Haiti Earthquake After Action Review Meeting
Geneva, Switzerland
02-03 June 2010**

Recommendations Report

The INSARAG Haiti Earthquake After Action Review Meeting was held in Geneva, Switzerland on 02-03 June 2010 with more than 110 participants from 36 countries and 12 organizations. The meeting was hosted by the Government of Switzerland and co-organized by OCHA's Field Coordination Support Section, in its capacity as the INSARAG Secretariat. The meeting was chaired by Ambassador Toni Frisch, Chairman of INSARAG. Keynote presentations were given by Ms. Marie Alta Jean-Baptiste, Director of Civil Protection, Government of Haiti, Mr. Rudolf Müller, Chief, Emergency Services Branch, OCHA Geneva, Mr. Rene Carrillo, USAID-ODFA Regional Advisor on behalf of the Chairman of the INSARAG Americas Regional Group, and Mr. Jesper Lund, Officer-in-Charge of the Field Coordination Support Section of OCHA Geneva. The list of participants (Annex G) and the agenda of the meeting are attached (Annex F).

The main objectives of the meeting were:

- To share the professional experience of urban search and rescue (USAR) teams that participated in search and rescue operations in Haiti,
- To draw lessons from the international USAR efforts in Haiti,
- To discuss how to further develop the cooperation with different partners and organisations that respond to earthquakes,
- To initiate greater awareness on the importance of USAR capacity building in developing countries.

To reach these objectives, the first day of the meeting was composed of presentations focusing on different aspects of the USAR operations in Haiti. These were presented in the order of an operations cycle (preparedness, mobilisation, operations, demobilisation and transition beyond the rubble) as defined in the INSARAG Guidelines. On the second day of the meeting, participants discussed key areas of the USAR operations in Haiti in five working groups, namely i) Information Management, ii) Search and Assessment, iii) Transition from USAR, iv) USAR in Security Challenged Environments and v) Capacity Building. The five topics for the working groups were structured based on the feedback received from the participants of the INSARAG Team Leaders Meeting, which was held in Abu Dhabi, UAE in March 2010. The detailed outcomes from this meeting together with the details of the international USAR operations in Haiti that were presented on the first day of the meeting will be included at a booklet. The major outcomes of the meeting is summarised below.



Summary of the Major Meeting Outcomes:

The discussions during the meeting resulted in some key recommendations for follow up activities and further development of the INSARAG methodology. The INSARAG Steering Group will receive an update on the key lessons learnt which thereafter will be discussed further at the regional level and subsequently presented at the INSARAG Global Meeting in Japan in September 2010.

The key outcomes of the INSARAG Haiti Earthquake After Action Review Meeting are listed out in the following 4 main categories, below:

1. Recognition of the Expanding Roles of USAR teams:

The meeting recognized that in recent years the roles of USAR teams were extended beyond the search and rescue phase strictly speaking to support the humanitarian world, hence the expression “beyond the rubble”. This role was specifically observed during the transition phase from life saving USAR phase to humanitarian relief during the Haiti response operation. USAR teams were deployed with added capacities to strengthen on going humanitarian assistance and/or further support the humanitarian actors once the USAR phase was over.

It was recognized that this is an added value of USAR teams to engage with the other humanitarian relief operations. Therefore, the meeting suggested establishing and strengthening the links with the relevant clusters and adding this to the INSARAG methodology to ensure that this added value of USAR teams will be appropriately practiced, “*beyond the rubble*”.

2. USAR Capacity Building at All Levels:

USAR capacity building in disaster prone countries is one of the key elements for effective response preparedness in order to ensure that adequate capacity exists where it is needed most. Therefore, the meeting recognized the need to focus on this subject. For this reason, the organisational and operational standards for capacity building of national USAR teams as well as the incorporation of INSARAG Guidelines and Methodology into the national response plans in line with the UN General Assembly Resolution 57/150 of 2002 should be given priority. The meeting suggested various recommendations and follow up actions regarding USAR Capacity Building to be implemented through the INSARAG Secretariat. These recommendations are also listed in Annex A.

3. INSARAG External Classification (IEC):

The IEC is a capacity building tool for USAR teams aiming to deploy internationally and an assurance for the recognition of international minimum standards. IEC classified teams’ demonstrated professionalism, followed the INSARAG Guidelines throughout their deployment, and made a genuine difference during the response to the Haiti earthquake.



The meeting suggested actions to be taken to ensure that priority be given to IEC classified teams by the affected countries in a disaster. The UNDAC training already carries an element of INSARAG training including the IEC concept, so that first arriving UNDAC members are able to facilitate the teams' effective deployment. The IEC system will continue to be further promoted as the standard to achieve for the international teams.

4. Strengthening the INSARAG Guidelines and Methodology:

The meeting agreed that the INSARAG methodology worked efficiently during the response to the Haiti earthquake despite of the fact that some of the deployed teams were not very familiar with it. However, it was also recognized that due to the changing nature of disaster response, there are new areas that require additional attention and strengthening in the field of international USAR response and coordination. These areas were discussed in the working groups during the meeting.

Examples of the INSARAG Methodology that needed review include:

- a. A common methodology for USAR operation planning including the information management needs and search and assessment related issues (proposed to be developed by an Operations Working Group),
- b. Elements of security to provide greater awareness to USAR teams while working under security challenged environments,
- c. A new format of INSARAG Forms and Post Mission Reporting- to further disseminate and discuss in the regional groups and USAR Team Leaders Meetings and trial it during the next INSARAG earthquake response exercise,
- d. Cross cutting issues with the clusters,
- e. National capacity building needs (in line with the proposed the organisational and operational standards for capacity building of national USAR teams).

The detailed list of outcomes with the actions to be taken is attached (Annex A, B, C, D and E).

It was further suggested that the technical lessons learned should be translated into "INSARAG Guidance Notes", for subsequent learning for the USAR teams. The aim of these "INSARAG Guidance Notes" would be to provide a resource of globally accepted best practices. This would also be very relevant to some of the outcomes from INSARAG Working Groups.



ANNEX A– Capacity Building Working Group Recommendations

Working Group Facilitator 1: Arjun Katoch, Switzerland (consultant)

Working Group Facilitator 2: Kjell Larsson, Sweden

Working Group Facilitator 3: Santiago Baltodano, USA

| Issue | Suggested Solution | Follow up Recommendation |
|--|---|--|
| Coordination among donors | <p>Increased awareness by the recipients</p> <p>Better coordination</p> <p>INSARAG inspire (like in the case of Pakistan)</p> | INSARAG Secretariat to communicate with the receipt country, evaluate the situation and share the results with donors. This is to be done through OCHA Regional Offices and UN Resident Representatives. The INSARAG Secretariat to coordinate these efforts, but not to actually do the work. |
| Clarity in recipient government's structure. | <p>Bottom up way</p> <p>Increase the government's awareness</p> | OCHA FCSS |
| Absence of national standards (such as light, medium and heavy) | Guidelines on national standards | INSARAG Secretariat through the Regions and team leaders to work on the amendment of the Chapter G of INSARAG Guidelines to include national capacity building issues. |
| Lack of INSARAG focal points in many countries. This makes capacity building initiatives more difficult. | Inspire the governments to appoint focal points. | INSARAG Secretariat through the regions to find the focal points. These focal points should be at the policy level and technical level. |



ANNEX B – Information Management Working Group Recommendations

Working Group Facilitator 1: Gisli Olafsson, Iceland

Working Group Facilitator 2: Thomas Peter, OCHA

| Issue | Suggested Solution | Follow up Recommendation |
|---|---|--|
| Operational Planning needs to be improved | <ul style="list-style-type: none"> - Define methodology for operational planning - Create training program for operational planning - Establishing OSOCC Operational Support Teams in each region | <ul style="list-style-type: none"> - OWG to drive creation of methodology - TWG to work on training program - Donors to fund OSOCC Operational Support training and teams in their region |
| Information Flow needs to be improved | <ul style="list-style-type: none"> - Information management processes need to be better defined - Ways of extending the use of VO in the field as a coordination information system should be explored - Collaborate with GDACS IM working group | <ul style="list-style-type: none"> - OWG to drive definition of information management processes - TWG to identify ways of improving IM training for USAR teams and OSOCC liasions. - Guidelines to be ammended to include updated forms - GDACS to look at ways that VO could support field activites |
| Roles need to be clarified | <ul style="list-style-type: none"> - Define a scalable organization structure for operations cell - Training of liasion officers needs to be improved - Training of OSOCC support team needs to be improved | <ul style="list-style-type: none"> - OWG to drive creation of org structure and role definitions - TWG to work on training program for liaison officers - TWG to work on training program for OSOCC support |
| Communication needs to be improved | <ul style="list-style-type: none"> - More clearly defined communication strategy needs to be defined - More clearly define communication requirements of teams - Allocation of call signs | <ul style="list-style-type: none"> - OWG to drive definition of communication strategy - OWG to work on proposal for communication clarification of guidelines - OWG to work with ETC cluster on callsigns and other support |



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| | <p>to IEC teams</p> <ul style="list-style-type: none"> - Collaborate with Emergency Telecoms Cluster | |
| <p>USAR team information management capacity needs to be improved</p> | <ul style="list-style-type: none"> - Information management training for USAR teams - Team leader training in humanitarian operations - Guidelines for arriving teams | <ul style="list-style-type: none"> - TWG to look at IM training for USAR teams - TWG to look at creating T/L training on humanitarian operations - OWG look at creation of information package for incoming teams. |
| <p>Capacity in the field is limited</p> | <ul style="list-style-type: none"> - Encourage and help drive the creation of systems like Project 4636 and USHAHIDI - Create a process for handling incoming reports via social media - Explore ways to scale out information management and operational planning efforts via social networks | <ul style="list-style-type: none"> - OWG to work with creators of social network based reporting systems - OWG to include in the planning process a way for social media reports to be included - OWG to explore new ways of scaling out work via Internet. |



Working Group Facilitator 1: Jan Bron, the Netherlands

Working Group Facilitator 2: Amiet Urs, Switzerland

| Issue | Suggested Solution | Follow up Recommendation |
|--|--|---|
| Coordination | <ul style="list-style-type: none"> - OSOCC: Taking care about problems (USAR, camp management, fuel). - Intention is not to set up one BoO. - OSOCC is not limited to USAR. - Profile of liaisons for OSOCC. | <ul style="list-style-type: none"> - USAR representatives in meeting with clusters. - Set up formal link between OSOCC and clusters. - Define role of OSOCC during/for preparing transition. - Find a better way to deploy liaison (skills+experiences). |
| Technical capacity to be used | <ul style="list-style-type: none"> - Experts to stay on. - Scope USAR team clearly defined | |
| USAR personel is not trained for humanitarian aid activities | <ul style="list-style-type: none"> - Skills. - Use of USAR knowledge (medical, logistics, communications/CIS, IMC) - Assessments. - Local population to be considered | <ul style="list-style-type: none"> - Suggest the topic 'transition' to be included into agenda of the next Global Cluster Meeting. - Plan for transition at daily OSOCC meetings. - Find out type of information which could be helpful for humanitarian aid organisations. - Discussion before emergency (inviting each other – USAR/Humanitarian aid). - Joint training. |
| Other activities of USAR teams | | <ul style="list-style-type: none"> - Capacity building. |
| Mandate of USAR team | <ul style="list-style-type: none"> - Use USAR teams during stand-down: assisting. - Op/Plans or liaison in team structure with UNDAC knowledge. - Not to change the mandate | |
| Perception competition | <ul style="list-style-type: none"> - Not to extend USAR mission. - While USAR teams are there, assistance in structural engineering and medical | |



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| | <ul style="list-style-type: none"> - OSOCC/RDC vs. Logistics coordination WFP (duplication) | |
| <p>Coordination mechanism USAR-humanitarian aid</p> | <ul style="list-style-type: none"> - Important role of UNDAC - Assign better role of liaison in the OSOCC - Revision of templates for assessments with accurate/needs humanitarian aid related information. - Expanded role of OSOCC. | <ul style="list-style-type: none"> - Education on UNDAC. - Training USAR teams (humanitarian aid + cluster approach). - Inviting UNDAC to Team Leaders Meetings (to build up relations) - Cluster helpdesks at OSOCC. |



ANNEX D –Search and Assessment Working Group Recommendations

Working Group Facilitator 1: Wolfgang Zorner, IRO

Working Group Facilitator 2: Yosuke Okita, Japan

| Issue | Suggested Solution | Follow up Recommendation |
|---|--|--|
| Defining Sectors/ Assessment | <ul style="list-style-type: none"> -The number of sectors should be manageable by OSOCC (reduce number of sectors) -1 IEC-certified team in charge of sector (including national teams/local authority, if possible) -Use of Sub-OSOCC -USAR team should have “discipline” - command from OSOCC -Use of one terminology of 3 levels of assessment | <ul style="list-style-type: none"> -Creation of INSARAG operations working group -INSARAG Guidelines |
| Implications of search methods on INSARAG marking system. | <ul style="list-style-type: none"> -Leave it as it is -Information note (at OSOCC) rather than integrating search methods to marking system (marking box) -Report format (standardized form) should be developed | <ul style="list-style-type: none"> -INSARAG Guidelines |
| How search methods and partnerships in the search function of the USAR teams can be further developed | <ul style="list-style-type: none"> -needs “Standards” (for each module) -Quality of dogs? -Joint training -Pre-defined standards for dogs -Debriefing in OSOCC -Enhancement of transition from USAR to medical care -need to coordinate | <ul style="list-style-type: none"> -Training working group -INSARAG Guidelines |



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| | GPS system | |
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| Role of FEAT at assessment | <ul style="list-style-type: none"> -Is actually more related to UNDAC team and LEMA -All USAR teams should have the ability (minimum detection capacities) to identify HAZMAT. If not, they should have specialist team -Existence of special HAZMAT team should be announced beforehand -work with LEMA | <ul style="list-style-type: none"> -Operations working group -INSARAG Guidelines |



ANNEX E – USAR in Security Challenged Environments Working Group Recommendations

Working Group Facilitator 1: Olivier Bruyere, UN DSS

Working Group Facilitator 2: Peter Crook, UK

Working Group Facilitator 3: Pekka Tiainen, Finland

| Issue | Suggested Solution | Follow up Recommendation |
|--|---|--|
| 1 Security threat is from the affected community – often because they don't know what is happening | Provide information to the affected community about the situation, why it is being done and why it is important that USAR teams can work safely | Only the LEMA can do this but the UN/UNDAC team can encourage this and provide the information to LEMA. Addition to UNDAC handbook and training. |
| 2 USAR teams not having security expertise | All USAR teams should have one person responsible for security issues. This person should be security trained and preferably all team members should have an awareness. USAR teams should create, implement and update their security plan. | Include this responsibility in a team's structure and include security training in the team's programme. UN online awareness training should be encouraged, perhaps in IEC process. |
| 3 Sharing of Security Information | Two way street – UN/OSOCC to USAR and USAR to OSOCC. Establish better communications between teams and OSOCC | All teams to report security situation to OSOCC – classified teams do! Better communications equipment!!! |
| 4 NGO's and inexperienced teams – a problem from anywhere causes everyone problems | Control and guide these teams. Prioritise responsible teams | Encourage IEC process. Encourage receiving country to control entry of teams Encourage sector method of co-coordinating teams. |
| 5 Lack of information about security situation at the onset stage | USAR Teams should know how to access this information. | Training. VO to have links to relevant websites when the discussion topic is opened at the start of the event and declare the UN security level. |



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| <p>6 More security information needed at high risk events - Haiti</p> | <p>A specific daily USAR team security briefing could be added to cover security issues in more depth</p> | <p>Add this consideration to the UNDAC Handbook and INSARAG Guidelines</p> |
| <p>7 Risk to USAR teams is less than aid distribution</p> | <p>Don't mix USAR operations with aid distribution e.g. different trucks Different security measures needed</p> | <p>INSARAG guidelines?</p> |
| <p>8 Should USAR teams have their own armed security staff?</p> | <p>Different opinions! Majority say definitely not. Armed guards can hinder and compromise USAR operations. Responsibility of receiving country.</p> | <p>Follow INSARAG guidelines?</p> |



ANNEX F – Agenda

Wednesday 02 June 2010

0900-0940 Opening Remarks

Ambassador Toni Frisch, INSARAG Chairman

Marie Alta Jean-Baptiste, Director of Civil Protection, Government of Haiti

Rudolf Müller, Chief, Emergency Services Branch, OCHA Geneva

Timothy Callaghan, INSARAG Americas Chairman

Jesper Lund, OIC, FCSS (INSARAG Secretariat), OCHA Geneva

0940-1000 Participants Introduction and Adoption of the Agenda

1000-1015 Group Photo

1015-1045 *Coffee Break*

1045-1100 The Approach of INSARAG Haiti Earthquake After Action Review Meeting

Ambassador Toni Frisch, INSARAG Chairman

1100-1130 Haiti Earthquake of 12 January 2010

Marie Alta Jean-Baptiste, Director of Civil Protection, Government of Haiti

1130-1230 Session 1 – USAR Preparedness and Mobilisation

Key Note Address from the Chair, Timothy Callaghan

Presentations

Discussions

1230-1400 *Lunch*

1400-1530 Session 2 – USAR Response and Transition beyond the rubble

Key Note Address from the Chair, Ambassador Toni Frisch

Presentations

Discussions

1530-1600 *Coffee Break*

1600-1700 Session 2 – USAR Response and Transition beyond the rubble (continued)



- 1700-1730 Briefing on Working Group Sessions
- 1730 Adjourn
- 1900(*tbc*) Dinner for Participants hosted by the Government of Switzerland
Venue tbc

Thursday 03 June 2010

- 0900-1030 Working Group Sessions
- Information Management*
- Search and Assessment*
- Transition from USAR*
- USAR in Security-Challenged Environments*
- Capacity Building*
- 1030-1100 *Coffee Break*
- 1100-1230 Working Group Sessions (continued)
- 1230-1400 *Lunch*
- 1400-1530 Feedback from the Working Group Sessions and Discussions
- 1530-1600 *Coffee Break*
- 1600-1610 The Way Forward
- 1610-1630 Closing Statements
- Marie Alta Jean-Baptiste, Director of Civil Protection, Government of Haiti*
- Ambassador Toni Frisch, INSARAG Chairman*
- 1630 Closure of the Meeting



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