



**National
Disaster
Risk
Management
Office**

Tonga National Disaster Risk Management Office

National Emergency Operations Centre Operational Procedures Manual

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Section 1 Introduction

1.1 National Emergency Operations Centre Manual Purpose

The National Emergency Operations Centre (NEOC) Manual is designed to provide a standardised, systematic approach to undertaking response operations and to serve as the primary reference document for managing and operating the NEOC in response.

This Manual offers guidance and step by step instruction for all personnel operating within the NEOC during an activation. This Manual will also provide a baseline for the training of new staff members who join the National Disaster Risk Management Office (NDRMO) and have a role to play in response operations.

This Manual is designed to ensure that NEOC operations and Tonga's response approach is aligned with the current legislative framework. This Manual ensures that response operations comply and align with the Disaster Risk Management (DRM) Act 2021 and the National Disaster Risk Management Policy Framework 2023 – 2030.

This Manual also provides clarity in the roles and responsibilities of different sections of all positions which are required to operate the NEOC. It ensures that every person operating within the NEOC has a clear understanding of what their specific tasks are at all stages of the response effort.

This Manual is concerned with the functioning of the NEOC and will assure flexibility and scalability across responses of differing natures. In addition, it will also provide a direct blueprint to be adapted to Island EOC's (IEOC).

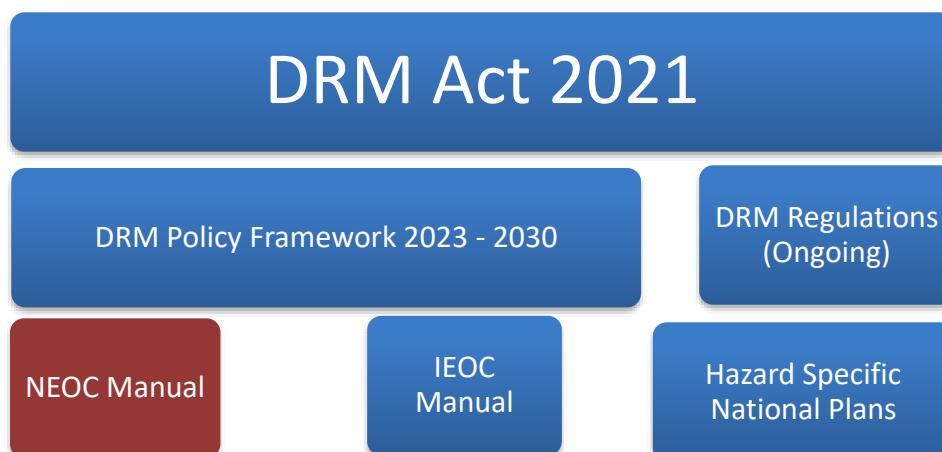
The NEOC Manual will be tested and refined on a regular basis. After all exercises, standby mode activations, and full activations, after action reviews (AAR) will assess its effectiveness and applicability, and amendments will be made accordingly.

1.2 Legislative Framework

Setting within the policy framework:

The DRM system in Tonga is guided by the framework set out by the DRM Act 2021 which received Royal Assent in 2023. The following figure outlines the hierarchy of policy documents within the Tongan DRM system.

Figure 1 – Hierarchy of Tonga DRM Policy Documents



The DRM Act 2021:

The DRM Act 2023 made changes to the structure of the DRM System in Tonga which were not in place under the previous framework. These include but are not limited too;

- Staggered activation system of the NEOC.
- Establishes new disaster governance structures across the system.
- Clarifies different states of emergency which can be declared.
- Formalisation of the Cluster System.

The NEOC Manual is designed to operationalise the framework set out in the DRM Act 2021 during times of emergency response.

The DRM Policy Framework 2023 – 2030:

The DRM Policy Framework 2023 – 2030 confirms the policy objectives for DRM in Tonga and presents implementation arrangements to achieve these objectives. The DRM policy will guide and influence this Manual in the following manner.

- Guidance on roles and responsibilities of partner agencies in response.
- High level objectives for effective response in Tonga.
- Policy priorities in response and recovery.
- Arrangements for the implementation of the DRM Act.

The DRM Regulations 2025:

The DRM Regulations 2025 are a requirement for the implementation of the DRM Act 2021. At the time of publication of the NEOC Manual, the DRM Regulations are under development.

1.3 Scope

This Manual applies to NDRMO led responses to potential, emerging or actual emergencies and disasters in the Kingdom of Tonga. It will also be able to be utilised in responses not led by the NDRMO but where the NDRMO is a supporting agency. It will also act as a model for Island EOC's to utilise to guide their response efforts.

1.4 References

This document should be read in conjunction with:

- DRM Act 2021.
- DRM Policy Framework 2023 – 2030.
- DRM Regulations (Under Development).
- Tonga Emergency Fund Act 2008.
- National Emergency Management Plan.

1.5 Document Control

This document is owned by the Director NDRMO and is subject to periodic review. Standard NDRMO document control and amendment procedures apply.

It is recommended that this Manual undergoes a review at the following times;

- Every 2 years the Manual undergoes a comprehensive review.
- After all response events, the Manual will be reviewed for effectiveness based on the results of the AAR undertaken.
- After all testing and exercise events, the Manual will be reviewed and amended for effectiveness based on the AAR undertaken.

Section 2 Response Concept of Operations

2.1 Introduction

The NDRMO has a modular and scalable approach to activation of its response management arrangements. This approach uses two modes of activation to ensure prompt and appropriate levels of national coordination are available to proactively respond to all-hazard incidents, events or emergencies.

The response concept of operations provides a high-level overview of the operational response model in Tonga. It works to establish a common operating framework that promotes a standardised approach to guiding the actions of NEOC staff, partner agencies and coordination bodies to ensure well-coordinated responses.

The DRM Policy Framework 2023 – 2030 outlines Mitigation, Preparedness, Response and Recovery as the four key DRM priorities. The response concept of operations provides a framework for response within the NEOC.

2.2 Response Principles

The NDRMO Response Management Concept of Operations applies the following key principles:

- **All hazards – all risks approach** – The NDRMO response framework will allow for a standardised approach to responding to any type of emergency.
- **Decentralisation** – Village and island entities should primarily be responsible for implementing response activities their local area. Support and resource will be provided by that national entity when it is required.
- **Direction** – Clarity of purpose is achieved through a strategic aim and supporting objectives that are agreed, understood and sustained by all involved. This is referred to as management by objectives.
- **Risk based approach to decision making** – Ongoing risk identification and analysis is essential for management of the direct, indirect and interdependent consequences of emergencies. Applied foresight is vital for anticipating the next stage in a response and should be based upon the best available information.
- **Integrated** – All relevant organisations should be brought together as early as possible in order to produce a coherent and integrated effort. Cooperation and collaboration are dependent on positive engagement and information sharing between all agencies.
- **Forward leaning** – Support to IEOC's and agencies, support should be proactively offered/provided wherever possible.
- **Escalate early** – Efforts are scaled proactively to potential threats and/or events. Foresight provides information upon which sound decisions can be based.
- **Information sharing** – Information sharing is critical to an effective emergency response. It enables collective understanding of the situation based on the best information shared between all response agencies. Data and information should be used to gain a national picture and support decision-making without overburdening local or regional responders. Relevant information should also be proactively provided to the public in a timely manner.

2.3 Response Objectives:

The following are a set of response objectives which are common to responses which require an NEOC activation;

- Ensure the health and safety of all response personnel.
- Save life, preserve life and relieve suffering.
- Protect public health.
- Protect critical infrastructure and property.
- Protect the environment.
- Reduce social and economic loss.

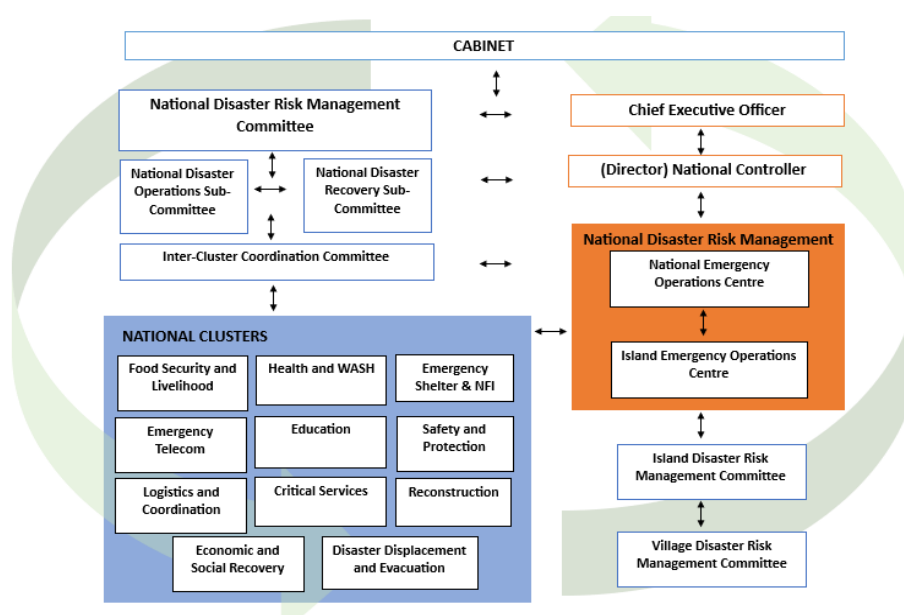
2.4 Tonga National Disaster Coordination Structure

When a significant disaster which requires enhanced coordination takes place, the Tongan response system utilises a common structure. This national coordination structure incorporates roles from;

- National level political governance – Cabinet.
- National disaster governance – National Disaster Risk Management Committee (NDRMC).
- Island disaster governance – Island Disaster Risk Management Committee (IDRMC).
- Village disaster governance – Village Disaster Risk Management Committee (VDRMC).
- National operational coordination – NEOC.
- Island operational coordination – IEOC.
- Cluster coordination – Cluster system activity coordination.

This national coordination structure is represented in the following manner;

Figure 2 – National Disaster Coordination Structure



2.4.1 National and Island EOC's

In the Tongan Response System, there are two types of EOC's that can be activated to coordinate the response to an emergency event. These are as follows:

National Emergency Operation Centre:

The purpose of the NEOC is to provide a facility at the national level where overall direction, interagency coordination, resource management, information sharing, and task management can occur.

The high-level role of the NEOC is to support the National Controller in the performance of their duties to direct and coordinate the use of personnel, materials, information, services and other resources made available to contribute to the response effort.

The NEOC can be activated by the Chief Executive Officer (CEO) of the Ministry for Meteorology, Energy, Information, Disaster Management, Environment, and Climate Change (MEIDECC), and in certain circumstances, the Director NDRMO.

Island Emergency Operations Centre:

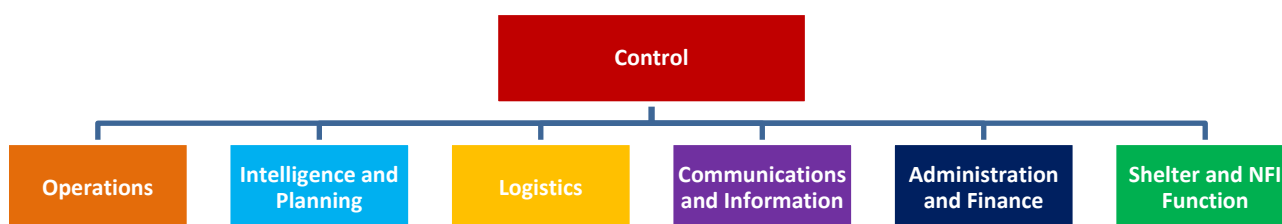
An IEOC functions similarly to the NEOC. The primary purpose of the IEOC is to serve as the central location from which public officials and support staff manage response activities during an emergency or disaster.

The IEOC aims to provide a facility at the Island Level where overall direction, interagency coordination, resource management, information sharing, and task management can occur.

2.5 NEOC Coordination Structure

The NDRMO response management system is based upon a modular functional coordination system and consists of the following functional areas:

Figure 3 - NEOC Coordination Structure



All personnel within the NEOC will be organized into the following functions:

- **Control Function:** Responsible for leadership of the response within the NEOC.
- **Operations Function:** Responsible for the day-to-day coordination of response activities on behalf of the control function, stakeholder groups and tasking.
- **Intelligence and Planning:** Responsible for providing the response effort with a detailed understanding of the incident and for the development of response plans.
- **Logistics:** Lead and coordinate the Logistics and Coordination Cluster.

- **Communications and Information:** Responsible for the provision of information and safety messages to the public and for managing interactions with the media.
- **Administration and Finance:** Responsible for tracking response costs, procuring resources to support the response and for clerical support to the NEOC.
- **Emergency Shelter and Non-food Item (NFI) Function:** Lead and coordinate the Emergency Shelter and NFI Cluster.

Functional groups listed above will be staffed by NDRMO staff in the first instance with staff from partner agencies brought in as surge support. Leadership of functional and cluster groups is based on organisational strengths and mandated responsibilities of available personnel.

Whilst functions have their own specific responsibilities to manage, it is vital that functions work in conjunction with each-other. This ensures that all outputs from the response effort are informed by the most recent information and to ensure that response activities are not duplicated.

2.6 Operational Cycles

An operational cycle provides a consistent rhythm for functions and staff to understand what outputs are required to support response management.

The operational cycle compliments the National Action Plan. It provides an overview of the key outputs required to meet the objectives set by the National Controller/Response Manager.

At the national level, the NDRMO operates to a daily operational cycle. This is not to be confused with the operational period that applies to the duration of an Action Plan. The daily operational cycle is focused on:

- Monitoring the current situation and implementation of the current response plan.
- Addressing immediate issues/problems.
- Coordinating operations designed to support impacted communities.
- Providing accurate information to IEOC's, partner agencies, Ministers, Clusters, and the public.
- Providing updates to the NDRMC and its subcommittees.
- Providing media briefings and releases.

2.7 Activation Modes

The NEOC will be activated when the threat of a disaster develops, or a disaster occurs. There are two modes of Activation that the NEOC can operate under. These are as follows;

2.7.1 Standby Mode:

The NEOC can be placed in standby mode when the threat of a disaster develops or when a disaster has occurred.

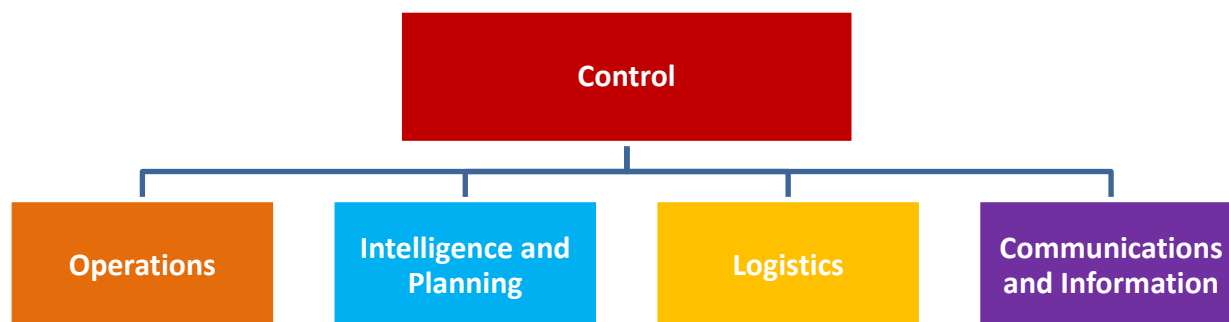
The Director NDRMO can place the NEOC into Standby mode should they deem it necessary.

In the event of a Standby Mode activation, the NEOC shall be manned by NDRMO personnel only. This will remain the case until the activation is cancelled or is escalated to a Full Activation.

Notification of a Standby Mode Activation shall be made and published through circulation, radio announcement or digital publication.

In standby mode, the following functions will be automatically activated;

Figure 4 – NEOC Structure in Standby Mode



If it is deemed that further functions are required, the National Controller can make the decision to activate whichever functions they deem necessary to fulfill the needs of standby mode for a particular event.

2.7.2 Full Activation:

The NEOC will be placed into Full Activation when it is deemed that functions under Standby Mode are not sufficient to meet the needs posed by the disaster event at hand.

To enact a full activation, the Director NDRMO will make the decision in consultation with the NDRMC.

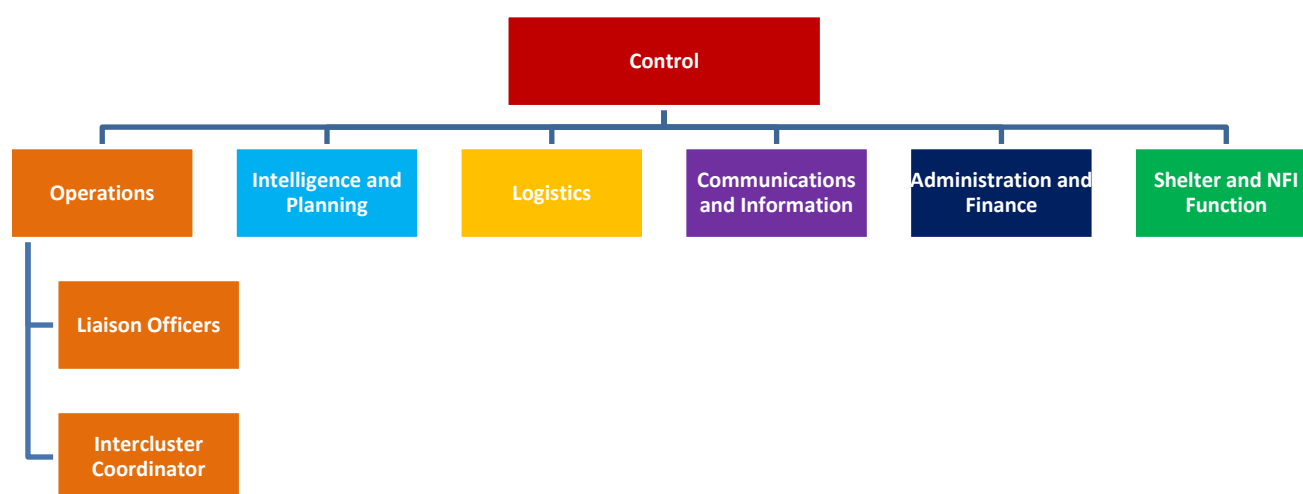
In a Full Activation, the NEOC will be manned by NDRMO staff members with support from key Liaison Officers, Cluster Lead Agencies and surge capacity personnel from key government ministries and agencies.

Notification of a Full Activation shall be made and published through circulation, radio announcement or digital publication.

In a full activation, the NEOC will be manned on a 24-hour basis. The rotation utilised will ideally be 3 8-hour shifts across the 24-hour period. If this is not possible, 2 12-hour shifts should be adopted.

In a full activation, the following functions will be activated to support the response.

Figure 5 – NEOC Structure in Full Activation



2.8 Escalation and Deactivation Triggers

The flexible nature of the Tongan response system allows for the NEOC to move between modes of activation as the disaster event develops. The following are a set of considerations to be accounted for to guide the level of activation that the NEOC occupies;

- The scale and complexity of the threat/event including size of likely population affected, locations of affected population, likely economic cost and likely event duration.
- Number of Island EOC's required to activate.
- Capacity and capability of EOC's that are activated to effectively coordinate response efforts.
- Capacity and capability of the domestic system to effectively coordinate and execute response efforts.
- Degree of involvement of partner agencies.
- Level of domestic political interest.
- Level of international interest.
- Level of public interest.
- Level of media interest.
- Demand for additional resources.
- Degree of impact the response is having on business-as-usual activities.
- Declaration of any kind of State of Emergency.

2.8.1 Standby Mode Activation Triggers

As well as general considerations, there is also a need for triggers or thresholds to be put in place that can guide decision makers around determining activation levels. In most cases, Standby Mode will be activated out of a non-activation mode.

The following are a set of triggers that outline a need to enter standby mode activation. If these triggers are met, a Standby Mode Activation should be seriously considered;

Early warning of an adverse event:

- Receipt of an alert from an early warning system indicating the heightened likelihood of a disaster or significant event.
- An example being a notice of a Tropical Cyclone event that may impact the country in a matter of days.
- If the timeframe is short (Tsunami warning), Full Activation should be considered.

Severe weather advisories:

- The issuing of severe weather advisories from the Tonga Meteorological Service.
- Includes warnings of heavy rain, damaging winds, storm surge or any other forecast significant weather event.

Increased Seismic Activity:

- Reports from Tonga Geological Services outlining increased risk of earthquake or volcanic activity.

Public Health Alerts:

- Notifications of a potential health emergency such as the early stages of a potential outbreak of infectious disease.

Direct request from government leadership or emergency services agency to activate:

- When direct requests to activate are received, an escalation to standby mode should be considered by the Director NDRMO.

2.8.2 Full Activation Triggers

There are two instances in which a Full Activation will be required. A full activation can be put in place from a Standby Mode activation or from a state of no activation. Triggers for each are as follows;

Standby Mode to Full Activation:

The following are a set of triggers that would indicate the need to move to a full activation from a state of Standby Mode activation;

Confirmation of a significant disaster event:

- When verified intelligence reports indicate that the impacts of the emergency are severe, a transition to a full activation should be considered.

Early Warning upgrades from warning agencies:

- When an agency responsible for providing an early warning issues or upgraded an official warning, a transition to full activation should be considered.

Rapid escalation of an incident:

- When it is clear that an incident is rapidly escalating and requiring enhanced coordination or higher-level decision making, transition to a full activation should be considered.

Overwhelmed local resources:

- When reports are received that village and island resources and capabilities are unable to deal with the scale of an event, a transition to full activation should be considered.

High number of casualties, displacement and human impact:

- Confirmed instances of mass casualties, wide scale self-evacuations, displacement and social disruption that will require significant coordination, consider a transition to a full activation.

Political and media concern:

- When political leadership, local media and/or international media interest is high, a transition to a full activation will likely assist the response effort and should be considered.

Critical infrastructure impacts:

- When multiple elements of Tonga's infrastructure and strategic assets are impacted and enhanced coordination between actors is required to restore it, consideration should be given to implementing a full activation.

Requirement for international assistance to respond:

- If the incident requires the support of international partners to respond effectively, transitioning to

a full activation should be considered to ensure effective coordination of these partners and their incoming resources.

No Activation to Full Activation:

In some instances, an emergency event will occur with a sudden onset and there will be no time to transition through a standby activation. When a disaster event occurs and the NEOC is not in a state of activation, a Full Activation should be considered in the following circumstances;

Early warning:

- When a warning is received by an official warning agency that outlines significant potential impact, a Full Activation should be considered.

Sudden catastrophic disaster:

- Rapid onset disaster such as a large-scale earthquake and tsunami, significant volcanic eruption.

Immediate and widespread threat to life safety:

- Incidents that pose an immediate risk to the safety of a large number of people. This includes but is not limited to a sudden catastrophic disaster, public health crisis, or a transportation disaster.

Failure of critical infrastructure:

- The sudden failure of a major infrastructure component that is essential to the general functionality of communities. This includes but is not limited to failure of the power grid, failure/contamination of water supply, telecommunications failure and/or significant damage to roading and transport networks.

Mass casualty incident:

- Any event that causes a sudden and high number of casualties.

Note that to undertake a full activation of the NEOC, the decision needs to be made by the Director NDRMO in consultation with the NDRMC.

If the threat is imminent, and the need to undertake a full activation of the NEOC is urgent, the Director NDRMO has the power to instigate a full activation of the NEOC.

2.9 Declaration of a State of Emergency

A Declaration of a State of Emergency can be made in order to enable the response effort to meet its required objectives. A State of Emergency provides extra powers which can be exercised to prevent or minimise;

- Loss of human life.
- Illness, injury, or displacement.
- Property loss or damage.
- Damage to the environment.

A detailed overview of States of Emergency can be found in Part II Section 8 of the DRM Act 2021. The following is an overview of key factors of States of Emergency that are relevant to NEOC operations.

Who can declare a State of Emergency?

- A state of emergency can be declared by the Prime Minister on the recommendation of the Minister for MEIDECC.
- When an event is imminent and the urgent declaration of a state of emergency is paramount, the Minister for MEIDECC shall declare a state of emergency on the advice of the lead agency for that hazard.

What are the different types of State of Emergency?

A state of emergency can be declared for a number of different types of emergencies depending on the nature of the event at hand. The types of State of Emergency which can be declared are listed in Section 8 – 12 in the DRM Act 2021 and are as follows;

- 1) **State of Emergency due to a natural hazard:** To be declared in an emergency which is the result of a natural hazard or process.
- 2) **State of Emergency due to a human induced hazard:** To be declared in an emergency which is the result of and has impacts which are the result of human activity.
- 3) **State of Emergency due to public health:** To be declared in an emergency which has significant impacts on the health of the public. This must be declared by the Prime Minister under the advice of the Minister of Health.
- 4) **Declaration of a state of alert:** To be declared when the criteria for a declaration of a State of Emergency are not met however there is a need for the public to be on alert of an imminent event.
- 5) **Declaration of a small-scale disaster:** To be declared when the impacts of an emergency are limited to a specific locality but are sufficiently large to require enhanced coordination of agencies to respond.

Duration of a Declaration of State of Emergency:

Once declared, a state of emergency will remain in place for a period of up to **28 days** until the Prime Minister declares that the state of emergency has ended. If an extension is required, the Prime Minister can renew the declaration as per the relevant procedures.

Further Information:

Given that States of Emergency are the responsibility of the Director NDRMO, Minister of MEIDECC, the Prime Minister and Ministers of lead agencies, the detailed procedures around states of emergency are deemed out of scope of this Manual. For further information refer to the following documents;

- 1) **Disaster Risk Management Act 2021** – Part II (Page 14)
- 2) **Standard Operating Procedure: Declaration of a State of Emergency**

Section 3 The National Emergency Operations Centre

3.1 NEOC Role, Purpose and Governance

This section provides a high-level overview of the NEOC, its purpose and its role within the Tongan response system.

NEOC purpose and role within the Tongan response system:

The purpose of the NEOC is to provide a facility at the national level where overall direction, interagency coordination, resource management, information sharing, and task management can occur.

The role of the NEOC is to support the National Controller in the performance of their duties to direct and coordinate the use of personnel, materials, information, services and other resources made available to contribute to the response effort.

Governance of the NEOC sits with the NDRMC and with the National Disaster Operations Sub Committee.

Governance bodies **do not** provide operational or coordination input to the NEOC. This responsibility sits with the National Controller.

Disaster governance is responsible for the following;

- Strategic direction of the response.
- Declaration, extension and termination of States of Emergency, Alert and or Small-Scale Disaster.
- Decisions around special funding arrangements.
- Mobilisation of resources across government to assist response effort including but not limited too;
 - Ministry personnel to assist the response.
 - Government vehicles and equipment.
 - Consumables.
 - Office space.
- New policy implementation and amendments.
- Interface with media and the public.

Whilst NEOC governance are not involved in the operational response, it is vital that the NEOC ensures that governance is well briefed on the response and key elements. This will ensure that governance is enabled to communicate with the public and the media around the response. This will also ensure that the confidence of governance in the response effort is maintained.

3.2 EOC Facilities in Tonga

National Emergency Operations Centre Facilities:

The primary NEOC facility is located in the NDRMO Offices at 2nd Floor, Otto Sanft Building, Taufa'ahau Rd, Nuku'alofa, Tonga.

If the primary NEOC facility is unable or is too unsafe to be utilised, **Island EOC facilities** are able to be

utilised for NEOC operations.

In addition, the **NDRMO Warehouse** in Tofoa is also able to be used as an NEOC facility if required.

Island Emergency Operations Centre Facilities:

IEOC's are present on 'Eua, Ha'apai and Vava'u. Details are as follows;

'Eua: Tonga Meteorological Service Office – "Eua Kaufana Airport.

Ha'apai: Multi Hazard and Emergency Coordination Centre – Pangai.

Vava'u: Vava'u Emergency Coordination Centre – Corner Tu'i Road and Tapueluelu Rd – Neiafu.

In Niuatoputapu and Niuafo'ou, IEOC's are located within the Government Representatives Offices as there are no dedicated EOC facilities present on these islands.

If the NEOC in Nuku'alofa is unable or unsafe to be utilised, the National Controller can designate that any of the above IEOC facilities can be utilised for the NEOC. This must be undertaken in consultation with the Island Disaster Controller.

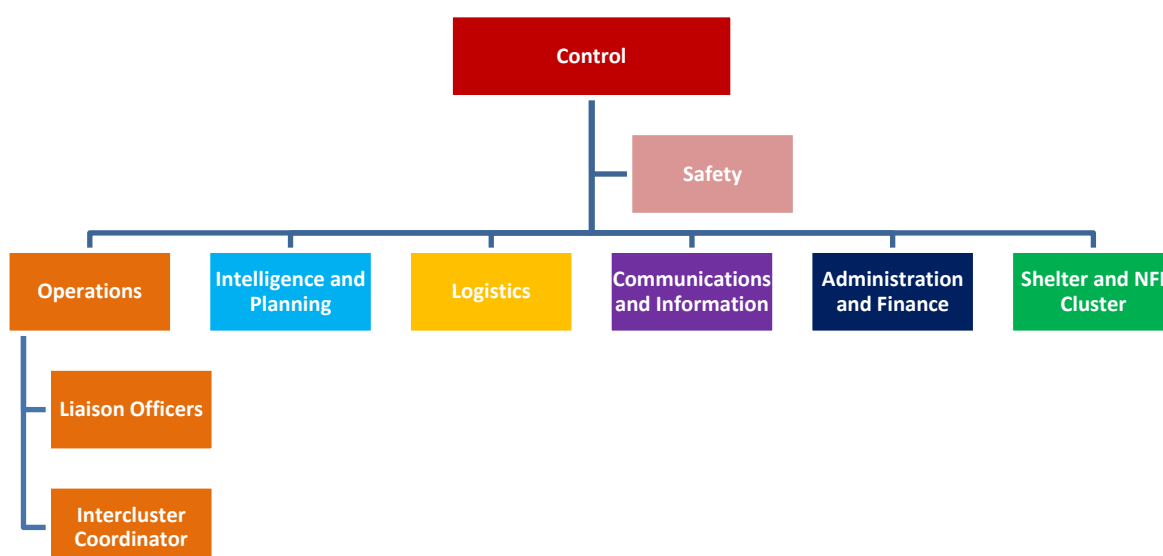
3.3 NEOC Operational Structure

3.3.1 Functional Operational Structure:

The NEOC is organized into six functional areas. The direct roles, responsibilities and outputs of each function are outlined in detail in section 5 through to section 11.

Figure 6 provides an overview of the full function structure of the NEOC. As shown in previous sections, the function structure can be amended to meet the needs of different responses. In smaller incidents, functions are also able to be merged together.

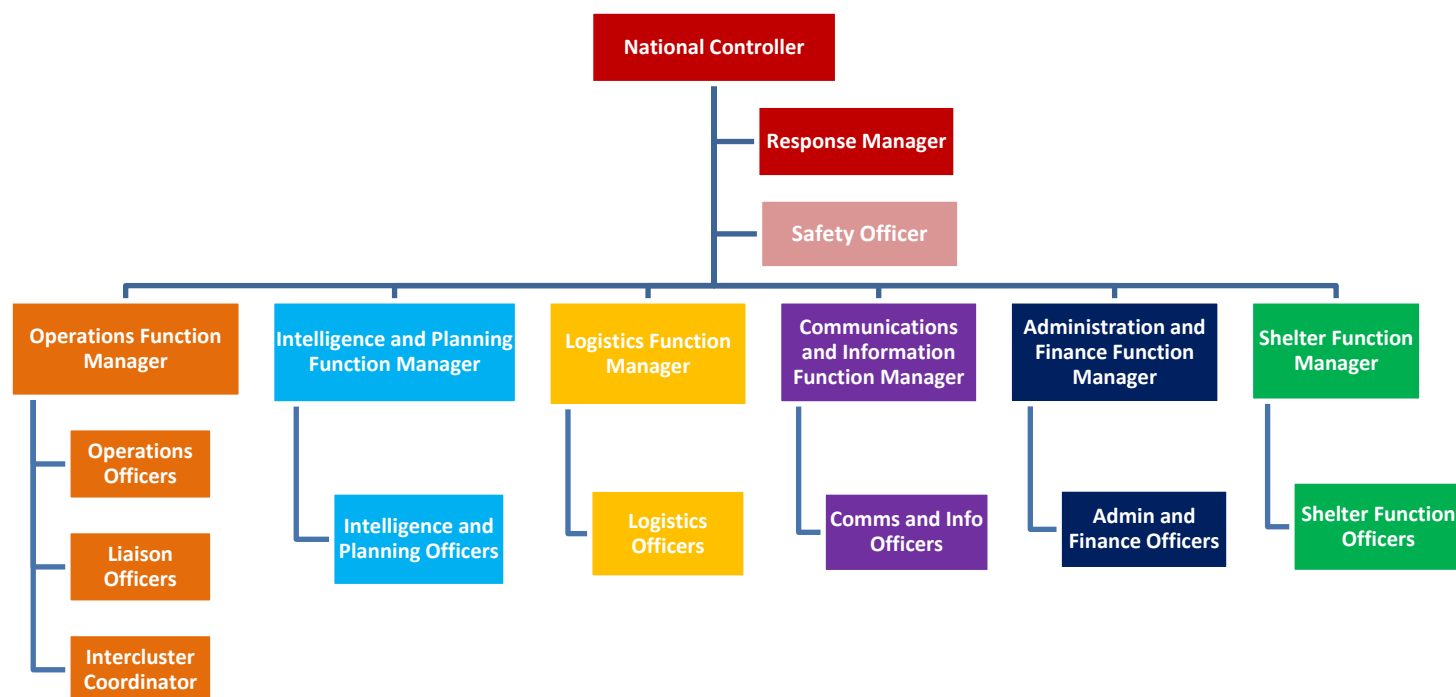
Figure 6 – NEOC Function Structure



The NEOC utilises a basic command structure. The Control Function sits at the top and taskings are sent downward to function managers who are then empowered to task their respective functions to

implement taskings. The command structure within the NEOC is outlined in figure 7.

Figure 7 – NEOC Organisational Command Structure



3.3.2 The Incident Management Team:

The Incident Management Team (IMT) is a structure established by the National Controller to enable a collective effort to response to the event at hand. The National Controller will delegate authority to the managers of functions to coordinate activities in their spheres of influence.

The role of the IMT is to ensure that all coordination, planning, and decision-making involving multiple sections of the response is achieved in a timely, efficient and collaborative manner.

The following NEOC roles are members of the IMT;

- 1) National Controller (Primary Chair)
- 2) Response Manager (Alternative Chair)
- 3) Operations Function Manager
- 4) Intelligence and Planning Function Manager
- 5) Logistics Function Manager
- 6) Communications and Information Function Manager
- 7) Administration and Finance Function Manager
- 8) Emergency Shelter and NFI Function Manager
- 9) Intercluster Coordinator
- 10) Relevant Liaison Officers

The IMT is responsible for the following;

- 1) Maintaining a collective understanding of what has happened, what is happening and what is likely to happen.
- 2) Overseeing and reporting on activities coordinated by each function.

- 3) Consultation on the development of National Action Plans.
- 4) Ensuring a coordinated and collaborative response.
- 5) Staffing the NEOC.
- 6) Managing staff occupying roles within the NEOC.
- 7) Support the National Controller to “manage up” to governance in accordance to pursue objectives.

It is important to note that whilst the IMT and function managers are delegated responsibilities by the National Controller, overall responsibility for the coordination of the response remains with the National Controller. The IMT is in place to support the National Controller to fulfill their responsibilities and to coordinate response activities.

3.3.3 NDRMO Clusters:

The DRM Act 2021 formally established the cluster system into the Tongan DRM framework. The NDRMO is responsible for leading the following clusters;

- Logistics and Coordination Cluster.
- Emergency Shelter and NFI Cluster.
- Disaster Displacement and Evacuation Management Cluster.

The NDRMO leads these clusters via the functional structure of the NEOC. As an example, the primary role of the Emergency Shelter and NFI Function is to lead and coordinate the Emergency Shelter and NFI Cluster. The following table outlines the relationship between the NEOC and the NDRMO led Clusters.

Cluster	NEOC Coordination Function
Logistics and Coordination	Logistics Function
Emergency Shelter and NFI Cluster	Emergency Shelter and NFI Function
Displacement and Evacuation Cluster	Emergency Shelter and NFI Function

3.4 NEOC Tasking Framework

Tasking is a crucial element of a successful coordinated response. Given that the NEOC is the central body tasked with coordinating the response, it requires the ability to task partner agencies and to ensure that objectives can be achieved in order of priority.

3.4.1 Tasking Principles:

The following are a set of principles that the NEOC must follow when tasking agencies and coordination groups across the response;

Operational Autonomy:

- Taskings must respect the operational autonomy of agencies by defining end goals and outcomes rather than prescribing methods of execution.
- This allows agencies and coordination bodies to apply their own expertise, methods and best practice to achieve the desired results.

Unity of Effort:

- Tasking must be planned strategically to ensure that agencies who have been provided taskings are working towards common response objectives.

Effective Communication:

- Taskings must be communicated clearly and concisely to avoid duplication.
- Roles and responsibilities in each task must be clear so that expectations of taskings are easily understood.

Collaborative Planning:

- Ensure agencies and coordination bodies being tasked are involved in the planning process.
- This will ensure that taskings are realistic and achievable in the operational context and with the resources available.

Empowerment:

- When direction from the NEOC is unavailable, taskings must empower agencies to undertake their general roles and responsibilities.

Monitoring and Accountability:

- All taskings must be tracked and monitored so that progress can be measured against taskings.
- Agencies being tasked must effectively report against the taskings they have been assigned.

Flexibility:

- Taskings provided need to be responsive to the needs of the response effort. The NEOC tasking development process needs to allow for real time adjustments as the response evolves and new information is received.

3.4.2 Tasking Internally within the NEOC

The NEOC operates with a hierarchical tasking structure. This ensures a clear and organised flow of directives from senior leadership, through to intermediate levels and down to function staff members. Figure 8 outlines the tasking hierarchy within the NEOC.

Figure 8 – NEOC Internal Tasking Hierarchy



National Controller:

The National Controller is the apex of the NEOC command structure. The National Controller will receive strategic direction from governance and will direct tasks downwards through the chain of command. Ideally this will be to the response manager and to function managers when necessary.

Response Manager:

The Response Manager will receive taskings from the National Controller and then task function managers to execute actions in their specific operational areas.

Function Managers:

Function Managers will receive taskings primarily from the response manager. In certain instances, the National Controller may directly task a Function Manager. Function Managers can then task their own function staff to undertake activities.

Function Officers:

Function Officers receive taskings from their own Function Managers. Function staff have no tasking authority within the NEOC.

3.4.3 Tasking Externally – Direct Tasking to Partners

Since the NEOC is the lead coordinating entity for response efforts, the NEOC has the authority to task partner agencies directly to contribute to the wider response effort. Taskings to partner agencies will take place via the confirmation of National Action Plans and will be done in conjunction primarily with Liaison Officers who are present in the NEOC. Figure 9 outlines the tasking hierarchy between the NEOC and partner agencies.

Figure 9 – Tasking Hierarchy to Partner Agencies



NEOC Task Development:

Via the National Action Plan, the NEOC will task the partner agency with a specific activity. All taskings will adhere to tasking principles in section 3.4.1. This tasking will also be communicated to the partner Liaison Officer within the NEOC.

Partner Agency Liaison Officer:

The partner agency Liaison Officer will assist with the development of the task, approve of the task and then communicate this task back to their partner agency for tasking execution.

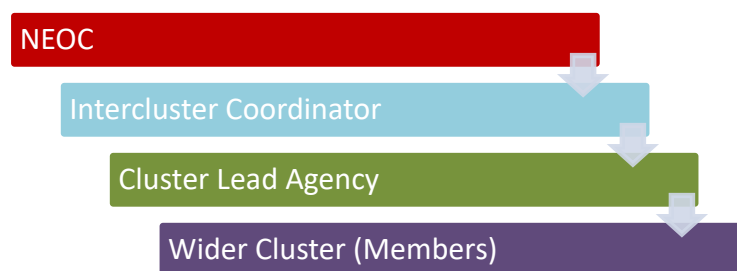
Partner Agency:

The partner agency will receive the tasking from the Liaison Officer and then formulate their own mechanism to complete that tasking. The partner agency will then report progress on that particular tasking to the NEOC.

3.4.4 Tasking Externally – Tasking to Clusters

The Tongan response system has adopted the Cluster System to coordinate discrete areas of activity within the wider response. These have been solidified in law via the passing and implementation of the DRM Act 2021. The NEOC has the authority as the lead coordinating entity in response to task clusters with specific response activities. Figure 10 outlines the tasking process to Clusters.

Figure 10 – Tasking Hierarchy to Clusters



NEOC Task Development:

Via the National Action Plan, the NEOC will task the Cluster with a specific activity. All taskings will adhere to taking principles in section 3.4.1. This tasking will also be communicated via the action plan and developed in conjunction with the inter cluster coordinator and ideally, the Cluster Lead Agency.

Intercluster Coordinator:

The tasking will be received by the Intercluster Coordinator who will be present in the NEOC. The Intercluster Coordinator will approve of the task and communicate it to the cluster lead agency. This can be done directly or via the Intercluster Coordination Committee.

Cluster Lead Agency:

The Cluster Lead Agency will receive the tasking from the Inter Cluster Coordinator. They will then take the tasking to the wider cluster group for planning and execution.

Cluster:

The Cluster group of agencies will then receive the task and execute it under the coordination of the Cluster Lead Agency. The Cluster will then report progress on the tasking to the Intercluster coordinator who will communicate this to the NEOC for monitoring.

3.5 Information Management

At any point during an NEOC activation, the NEOC needs to be in a position to receive and process information. Information Management in the NEOC supports decision making by ensuring efficient information flow and sound record keeping processes.

3.5.1 Incoming and Outgoing Information

Incoming information:

The following is a baseline process for the management of information coming into the NEOC. Templates for this process can be found in the appendices to this Manual.

- 1) Incoming messages are primarily received in the communications room by the Communications and Information Function. This information is generally recovered in the following forms;
 - a. Radio
 - b. Telephone
 - c. Email
 - d. Verbal
 - e. Fax

Incoming messages are to be recorded into the incoming communications log. Communications logs only need to contain the basic elements of the communications received.

- 2) Incoming information forms are to be delivered to the operations room.
- 3) If the message is deemed not urgent, it is to be passed to the relevant function for addressing.
- 4) If the message is deemed urgent, it is to be provided directly to the Response Manager.

- 5) Once an action is taken or tasking provided based on that message, this must be recorded in the Master Operations Log.
- 6) When changes to visual displays are required as a result of incoming information, ensure displays are updated.
- 7) Incoming messages are to be filed by the Communications and Information function using the Incoming Message Form template in the appendices.

Outgoing Information:

The following is a baseline process for the management of information departing the NEOC. Templates to guide this process can be found in the appendices.

- 1) The drafter of the message must pass the completed draft to the Response Manager for vetting. In some instances, this vetting can be approved by the relevant function manager when the content of the message is specific to a functional area.
- 2) Once approval is received, determine the most appropriate means of communication (Email – Phone – Verbal – Radio).
- 3) Once message is sent, record message in the Communications log.
- 4) File the message in the appropriate location.

Note that the process above does not apply to every piece of information enters and departs the NEOC. This process should be followed in the following instances;

- 1) When information is directly critical to informing the operational response.
- 2) When information is received from high level governance officials.
- 3) If information is critical to ensuring the preservation of life and relief of suffering.
- 4) If information is directly relevant to the activities of international actors.

When incoming and outgoing messages need to be communicated directly and in short order, NEOC personnel are to be empowered to respond to and disseminate messages that are within their areas of operation. When this is undertaken, NEOC staff members must summarise the messages when time allows and record them in the relevant logs.

3.5.2 Information Display

Information is to be displayed within the operations room to ensure that those working within the NEOC have access to common information. The following are key pieces of information to ensure are displayed visually within the NEOC:

Resource Status:

Up to date information on resources available to the response and resources currently deployed.

Situation Status:

Up to date information on casualties, infrastructure impacts, damage assessments and approximate needs.

Evacuation Centres:

Lists and map display of the status and location of evacuation Centres involved in the response.

Meteorological Information:

Display up to date meteorological information in the NEOC to supplement situational awareness.

Function Whiteboards:

Each function operating in the NEOC may maintain a whiteboard which outlines the current tasks being undertaken by the function, key priorities and upcoming risks. This will enable all response staff to understand quickly the status and activities of each function.

Maps and Charts:

Used to record and display graphical information on significant operational elements of the response. They are generally a tool for displaying the information noted above to provide a common operating picture across areas of the response.

3.5.3 Information Logs

To ensure all information flowing in and out of the NEOC is captured and stored, the following logs will be maintained;

Communications Log:

This log records all messages received and sent by the NEOC via the telephone, radio, email and fax.

Master Operations Log:

This log records all significant actions, decisions, activities and milestones which are undertaken over the course of the response.

Request Log:

Records all requests for assistance which are received from Island and Village response levels, from impacted communities and from partner agencies.

Offers of Assistance Log:

Records all offers of assistance and donations received from international partners, the private sector and stakeholders not situated directly within the Tonga response system.

3.5.4 Information Storage and Filing

Each function will be responsible for storing key information that is relevant to their area of operation. Whilst milestones and significant elements are to be stored in the logs mentioned above.

The means of storage of information depends on the technological capacity of the NDRMO. If possible, A google drive, or a program of this nature will be utilised to store and manage files so that they are accessible by all members of the internal NEOC response.

The aim is to achieve a common operating platform across the national level of the response. Where possible this interoperability would ideally be achieved between;

- Partner agencies at the national level.
- IEOC's.

3.6 NEOC Staffing

The EOC must be able to function on a 24/7 basis from activation until stand-down as required to support the emergency response. The National Controller will determine appropriate staffing for each activation level based upon an assessment of the current and projected situation.

While the immediate solution may be to establish several complete shifts for the duration of the response this will take a toll on response personnel and other arrangements will need to be found quickly. This section will outline elements of staffing the NEOC.

3.6.1 General Staffing Principles

The following are a set of principles that will be followed when staffing the NEOC.

- 1) Whilst activated, the NEOC will run on a 24/7 basis.
- 2) Each 24-hour period will be comprised of 3, 8-hour shifts.
- 3) If there are not sufficient staff members to maintain 3 8-hour shifts, the NEOC will move to 2 12-hour shifts.
- 4) Staffing the NEOC will prioritise the wellbeing of response staff/personnel and aim to ensure their ability to contribute to the response effort for an extended period.
- 5) Response operations and business as usual (BaU) operations will be clearly separate. If a staff member is on the response rotation, they will not work on BaU projects until the activation has ceased.
- 6) In a standby mode activation, BaU and response activities can occur at the same time.
- 7) In a Full Activation, BaU work will cease, and all staff will contribute to the response effort.
- 8) Staff will work no more than 7 consecutive days in response. Once 7 consecutive days have been worked, staff will take 2 days of stand down. This is known as a 7:2:7 roster.

3.6.2 NEOC Surge Staffing

NDRMO staff members will be used as the primary staff members to occupy roles within the NEOC during an activation. Given that NDRMO staff are limited, surge staffing can be pulled from partner agencies to fill roles in the NEOC when NDRMO staff numbers are insufficient.

Surge staff should be identified prior to emergencies and made familiar with procedures in this Manual. This will ensure that when they arrive to support NEOC operations, they can easily integrate into function teams.

Role of Surge Staff:

When operating in the NEOC during an activation, surge staff will be working directly on function teams and be contributing directly to function operations.

Surge staff can represent their agencies in this role however their primary role is to contribute to the baseline operations of the NEOC.

3.6.3 Liaison Officers

Liaison Officers play a different role to Surge Staff. The Liaison Officer serves as the primary point of contact between the NEOC, and external organisations, agencies, or sectors involved in emergency response and recovery efforts.

Liaison officers are to be present in the NEOC and with the primary purpose of representing their home agency. Where possible, Liaison Officers should possess decision making authority to ensure that taskings and actions can be determined quickly to facilitate efficient NEOC operations.

Role of Liaison Officers:

Their role is to facilitate effective communication, collaboration, and information-sharing to ensure alignment of efforts, efficient resource coordination and to eliminate duplication of effort.

Liaison Officers are to work with the NEOC team to develop tasks for their agency that are appropriate and realistic for their agency to implement.

Liaison Officers can contribute to NEOC function operations when required but this will always be in addition to their role as Liaison Officer/agency representative.

Key Liaison Officers:

The following agencies are required to produce a Liaison Officer to the NEOC upon activation:

- Tonga Police
- His Majesty's Armed Forces (HMAF)
- Tonga Red Cross Society
- Tonga Fire and Emergency Services
- Tonga Ministry of Health

The National Controller can request the presence of Liaison Officers from other agencies if they deem it necessary.

When necessary, the role of Liaison Officer and Surge Staff can be occupied by the same person.

3.6.4 Shift Handovers

Shift planning will not exceed more than 12 hours. Shifts should overlap by at least 15 minutes to ensure that all staff positions are adequately briefed.

When a staff member transfers their responsibilities to another, a simple but formal transfer briefing will be required.

A handover briefing, should summarise the activities of the past shift, identify "open" or unresolved incidents or activities, and if time permits, be accompanied by a short, written summary of the same information for later use during the emergency or at a post-emergency debriefing.

Section 4 NEOC Activation Procedures

This section outlines the steps required to activate the NEOC. The aim of an NEOC activation is to place the NEOC in a position to coordinate the activities of response actors to minimise the impacts of the event on communities.

This section will outline the key steps required as well as who will execute them to undertake the following activations;

1. Standby Activation of the NEOC.
2. Full Activation of the NEOC from Standby Mode.
3. Full Activation of the NEOC from a state of no activation.
4. Cluster activation procedures.

Taskings outlined in the activation procedures are high level activities that will contribute to the activation of the NEOC. Each activity will be assigned to functions within the NEOC.

These taskings are not a full summation of the roles of each function within the NEOC. Each functions full list of taskings will be clearly outlined in following sections of this Manual .

4.1 Standby Mode – Activation Procedures

When moving the NEOC into a state of Standby Activation, the following activities should be undertaken **within the first 6 hours** of the decision to activate.

#	Task	Description	Responsibility
1	Confirm requirement for Standby Activation	Utilising the information at hand, determine the need for a standby mode activation based on the triggers outlined in section 2.8.	Control Function
2	Activation notification	Notify the key stakeholders of standby mode activation: <ul style="list-style-type: none"> - Minister MEIDECC - NDRMC - NDRMO Staff - Island EOC's - Cluster Lead Agencies - HMAF - Tonga Police - Tonga Fire and Emergency Services 	Control Function National Controller Response Manager
3	Activate IEOC's	Order the activation of Island EOC's as deemed required.	Control Function
4	Deploy initial shift	Send formal request for first shift to report to the NEOC to commence work.	Control Function Response Manager
5	Establish operational cycle	Establish/confirm: <ul style="list-style-type: none"> - Shift pattern - Daily schedule/timings - IMT meetings - Handover briefings 	Control Function Response Manager
6	NEOC staffing roster	Develop staffing roster to fill 3 8-hour shifts for a 72-hour period.	Admin and Finance Function
7	Activate core functions of the NEOC	Ensure that the following functions are staffed and working in the NEOC: <ul style="list-style-type: none"> - Operations - Logistics - Communications and Information - Intelligence and Planning 	Response Manager
8	Establish communications mechanisms	Ensure that: <ul style="list-style-type: none"> - Communications mechanisms are functional - Establish comms schedule with Island stakeholders - Confirm communications lines with stakeholders 	Communications and Information function

9	Facility Establishment	<p>Ensure that:</p> <ul style="list-style-type: none"> - Water, power and emergency systems are functional in the NEOC - Generators and vehicles are topped up with fuel - Supply of food and basic needs for NEOC 	<p>Logistics Function</p> <p>Admin and Finance Function</p>
10	Establish situational awareness	<p>Utilising the information at hand, establish base level situational awareness and begin development on the initial Situation Report.</p> <p>Situation reports to external partners to be produced on a 24-hour rhythm.</p>	Intelligence and Planning Function
11	Public information	<p>Ensure the following;</p> <ul style="list-style-type: none"> - Public information dissemination schedule confirmed - Draft initial public statements and advisories in Tongan and English - Coordinate dissemination with partner agencies 	Communications and Information function
12	Initial Action Plan Development	Draft National Response Initial Action Plan to guide the initial response effort.	<p>Intelligence and Planning Function</p> <p>Operations Function</p>
13	Activate Intercluster Coordination Committee	Activate the Intercluster Coordination Group and ensure Clusters are prepared to activate.	Intercluster Coordinator
14	Prepare the Warehouse for resource deployment	Ensure the NFI warehouse is in a state of readiness for response operations.	Logistics Function
15	Disseminate warnings to the public	Disseminate warnings to the public which have been issued by official warning agencies.	Communications and Information
16	Establish Response Logs	<p>Ensure the following response logs are established;</p> <ul style="list-style-type: none"> - Master Operations Log - Communications Log - Function Logs 	All Functions

4.2 Full Activation Mode – Activation Procedures

The following are the key tasks required to move the NEOC **from Standby Mode to Full Activation**. These tasks are to be undertaken **within 6 hours** of confirmation of a transition to a full activation.

#	Task	Description	Responsibility
1	Confirm requirement for Full Activation	<p>Utilising the information at hand, determine the need for a Full Activation based on the triggers outlined in section 2.8.</p> <p>Once confirmed, consult with the NDRMC to confirm Full Activation.</p> <p>If the need for a Full Activation is imminent and the NDRMC cannot be effectively consulted, the Director NDRMO can make the full activation.</p>	National Controller Control Function
2	Activation notification	<p>Notify the key stakeholders of transfer to Full Activation:</p> <ul style="list-style-type: none"> - Minister MEIDECC - NDRMC - NDRMO Staff - Island EOC's - Cluster Lead Agencies - HMAF - Tonga Police - Tonga Emergency Services 	Control Function
3	Activate Island EOC's	Order the activation of Island EOC's as deemed required	Control Function
4	Update NEOC staffing roster	<p>Update NEOC Staffing roster to ensure that staffing levels in functions are sufficient to meet the need of the event.</p> <p>Consider utilising 2 12-hour shift rotations to enable continuity through the response.</p>	Admin and finance function
5	Disseminate public information messaging	<p>Publish notification of Full Activation of the NEOC via circulations, radio announcement or digital publication.</p> <p>Disseminate warnings to the public that have been issued by official warning agencies.</p>	Communications and Information function
6	Increase frequency of communications	<p>Ensure all communications equipment is functional.</p> <p>Increase the frequency of updates to the public (social media channels).</p> <p>Establish regular updates with the Media to ensure effective public communications.</p>	Communications and Information function

7	Call Liaison Officers into the NEOC	<p>Ensure that Liaison Officers from the following agencies are present in the NEOC:</p> <ul style="list-style-type: none"> - Tonga Police - HMAF - Tonga Fire and Emergency Services - Relevant Cluster Lead Agencies - Tonga Meteorological Services 	Operations Function
8	Activate all functions of the NEOC	<p>Ensure that the following functions are staffed and working in the NEOC:</p> <ul style="list-style-type: none"> - Operations - Logistics - Emergency Shelter and NFI - Communications and Information - Intelligence and Planning - Administration and Finance 	Response Manager
9	Draft Full Activation National Action Plan	<p>Continue response plan development to ensure that the response follows taskings prescribed in the Nation Action Plan.</p> <p>Note, when moving into a full activation from standby mode, a National Action Plan must be drafted and disseminated across the response.</p>	<p>Intelligence and Planning Function</p> <p>Operations Function</p>
10	24 Hour Situation Reports	<p>Situation reports to be produced on a 24-hour rotation.</p> <p>All functions are to provide the Intel and Planning function with updates to contribute to the SitRep.</p>	Intelligence and Planning Function
11	Logistics activation	<p>Fully staff the warehouse to ensure that resource deployment can take place on short notice.</p> <p>Establish staging areas to connect supply lines.</p>	Logistics
12	Cluster activation	Order the activation of clusters deemed necessary to the effective execution of the response.	Intercluster Coordinator Control Function
13	Response Logs	Maintain response logs across all areas of the response.	All Functions

4.3 Immediate Full Activation Procedures

In the instance of a sudden onset event, it may be the case that a full activation is required without the precursor of a Standby Mode activation. The following are a set of procedures which outline the steps required to move immediately into a full activation.

These tasks are to be commenced **within the first 6 hours** of the notification to move into a Full Activation.

#	Task	Description	Responsibility
1	Issue immediate activation directive	If deemed sufficiently urgent, the Director NDRMO is to direct a full activation of the NEOC.	Control Function
2	Undertake urgent staff mobilisation	Immediately notify all NEOC and NDRMO staff of full activation. Develop initial shift roster and order key personnel to report for first shift.	Control Function
3	Disseminate warnings	Disseminate early warnings to the public which have been issued by official warning agencies.	Communications and Information
3	Rapid information gathering	Initiate immediate collection and analysis of all available information. Establish response priorities based on the characteristics of the event.	Intelligence and Planning Function Control Function
4	Communications system checks	Verify and establish all necessary communications and ensure they are functioning.	Communications and Information Function
5	Logistical preparations and mobilisation	Rapidly mobilize the logistics warehouse, determine staging areas and ensure assets are ready for short term mobilisation.	Logistics Function
6	Activate and establish all NEOC functions	Rapidly establish all functions in the NEOC command structure. Ensure activation procedures for each function are underway. Call in Liaison Officers from relevant agencies to the NEOC.	Response Manager Control Function All Functions (Activation)
7	Public Information	Promptly establish communications with the public and the media.	Communications and Information
8	Cluster activation	Order the activation of clusters deemed necessary to the effective execution of the response.	Intercluster Coordinator Response Manager National Controller
9	Develop initial action	Draft, approve and disseminate National	Intelligence and Planning

	plan	Initial Action plan to guide the early response.	Function
10	Response Logs	Maintain response logs across all areas of the response.	All Functions

4.4 Cluster Activation Procedures

In Tonga there are 11 Clusters, all of which are led by a Cluster Lead Agency. All Cluster Lead Agencies are domestic agencies with legislated mandated in the DRM Act 2021.

Clusters can be activated by the National Controller in consultation with the Intercluster Coordinator and the Cluster Lead Agency. The clusters can be activated in whenever it is deemed necessary. This can be when the NEOC in Standby Mode or in Full Activation.

4.4.1 Criteria for Cluster Activation

When looking to activate a Cluster or set of Clusters, a set of criteria are used to determine whether activation is appropriate. These criteria are as follows:

Scale of the event:

If the number of affected/potentially affected people as a result of the impacts of the event are significant, activation should be considered. Scale can be considered in terms of numbers affected in relation to the total population or the geographical size of an impacted area.

Urgency:

If the needs of impacted populations require urgent attention, then activation should be considered. This can be measured by numbers of displaced, mortality rates, compromised access to life saving support, and critical protection risks to impacted populations.

Complexity:

If an event is deemed complex, activation of clusters should be considered. This can be determined by a lack of humanitarian access, presence of a number of response actors, and the level of political interest in the response event.

Capacity:

Capacity of standard service provision and is unable to meet the needs of the response. This can include asset availability, shortage of specific technical expertise and if needs clearly outweigh the capacity to respond.

When looking to activate Clusters, the above criteria will be utilised to determine, at a high level, whether clusters should be activated.

4.4.2 Cluster Activation Procedures

The following procedures are to be used by the NEOC to activate clusters during a response activation.

The following tasks are to be **completed within the first 6 hours** of confirmation of Cluster activation.

#	Task	Description	Responsibility
1	Notify Clusters of NEOC activation	When moving into a state of activation (standby or full) formally notify the Cluster Lead Agencies of the NEOC activation. If viable, also notify all agencies who are members of a cluster (this could be done by the CLA).	Intercluster Coordinator
2	Analysis of activation criteria across clusters	Undertake a brief review of the activation criteria against each cluster. Develop a proposal to for a set of clusters to activate for presentation to the Intercluster Coordination Committee.	Intercluster Coordinator Response Manager
3	Convene Intercluster Coordination Committee	Convene a meeting of Cluster lead agencies via the Intercluster coordination committee. In the initial meeting present the activation proposal and confirm the following; <ul style="list-style-type: none"> - Situation updates for all clusters - Readiness of cluster to respond - Resource assessment of each cluster to respond 	Intercluster Coordinator
4	Activate Clusters	Once confirmed, formally activate clusters which are required for the response effort.	National Controller Intercluster Coordinator
5	Cluster Liaison Officers	Consider the need for Cluster Liaison Officers in the NEOC. In a small event, the Intercluster coordinator can fill this role. In a large event, Cluster Liaison Officers should be considered in the NEOC.	Response Manager Intercluster Coordinator
6	Integrate Clusters with NEOC	Establish link from clusters to the NEOC via the Intercluster coordination committee in the following areas; <ul style="list-style-type: none"> - Communications schedule - Action Plan development - Schedule of Intercluster Coordination meetings 	Intercluster Coordinator

7	Task Clusters via the National Action Plan	<p>When drafting the National Action Plan provide taskings to each cluster.</p> <p>Allow clusters to provide feedback on the taskings.</p> <p>Note that taskings to Clusters should adhere to tasking principles in Section 3.3.4.</p>	Intercluster Coordinator
8	Monitor and support Cluster activity	<p>Monitor progress of cluster taskings via Intercluster Coordination Committee meetings and through direct engagement.</p> <p>Provide support to clusters upon request for them to fulfill their responsibilities in the response effort.</p>	<p>Intercluster Coordination Committee</p> <p>Operations Function</p>

Section 5 Control Function

The Control Function is concerned with exercising leadership of the response effort through holding overall responsibility for the direction and efficacy of the response effort.

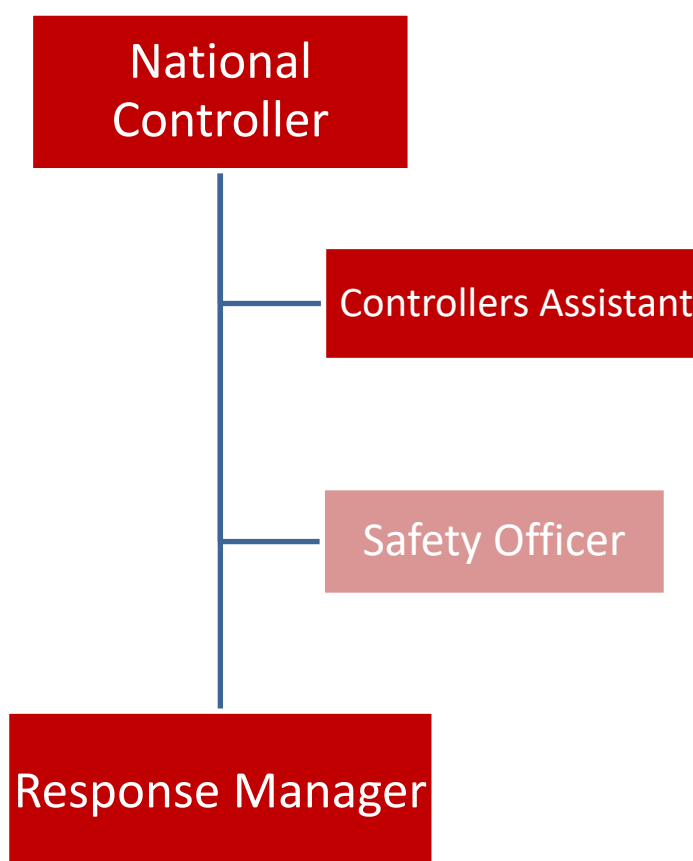
The Control Function is responsible for coordinating and managing the response priorities and objectives with partner agencies, response coordination bodies, Island level and village level stakeholders.

The Control Function supports the National Controller in the performance of their duties as outlined in the DRM Act 2021.

5.1 Control Function Structure

The structure and make-up of the Control Function can be flexible depending on the nature of the response. Figure 11 outlines the baseline structure of the Control Function in an NEOC activation.

Figure 11 – Control Function Structure



5.2 Control Function Roles and Responsibilities

This section outlines the roles and responsibilities of each role within the Control Function.

National Controller:

The National Controller is responsible for the exercise of leadership and direction across the response with the support of the Control Function and the IMT. The following is a non-exhaustive list of responsibilities of the National Controller;

- Set the intent and objectives of the response.

- Approving Action Plan's which guides the response.
- Establish the NEOC response structure and level of activation.
- Direct and monitor the response.
- Maintain situational awareness.
- Determine and obtain critical resources to support the response (from domestic and international pools).
- Ensure cooperation from partner agencies and clusters.
- Communicate with and manage interactions with response governance (NDRMC).
- Act as a spokesperson for the response effort with the support of the Communications and Information Function.
- Ensure response effort remains within financial and budget limits.

Response Manager:

The response manager is responsible for the effective functioning of the NEOC. They are the primary point of contact for function managers within the NEOC and ensure that the National Controller is free to focus on the strategic elements of the response. The following is a non-exhaustive list of the key responsibilities of the Response Manager;

- Ensure efficient, effective and collaborative NEOC operations between functions.
- Ensuring each function understands their roles responsibilities according to this Manual.
- Ensuring functions understand their taskings from the National Action Plan.
- Reduce duplication of action and ensure alignment and coherence of action across the response.
- Influencing NEOC function activity and providing advice and guidance to NEOC staff.
- Chair the IMT and represent the National Controllers leadership within the NEOC.
- Setting the operational cycle of the NEOC and confirming schedule of meetings.
- Provide advice and guidance to the National Controller on operational response matters where necessary.
- Build and maintain a positive and cohesive environment within the NEOC by modelling good behavior and ensuring staff wellbeing.

Safety Officer:

- Risk management across NEOC and deployment operations.
- Response staff health and wellbeing.
- Roster development – ensuring that wellbeing and sustainability is accounted for.
- Safety inspections of the NEOC ensuring a safe working environment.
- General health and wellbeing support (ensure access to support personnel where required).
- Ensure first aid and relevant medical supplies are available on site at the NEOC.
- Communication of risk and safety elements to NEOC staff.

Controllers Assistant:

The Controllers' Assistant is responsible for providing administrative support to the National Controller. This role can be performed by more than one person if required. The responsibilities of this role include but are not limited to the following:

- Record minutes of meetings and key conversations had by the National Controller.
- Answer calls and response to emails where required.
- Manage the schedule of the National Controller.
- Manage the administrative elements of the Control Function as required

5.3 Control Function Activation Checklist

The following checklist outlines the key tasks required to activate the control function specifically. Note that the control function has responsibilities for wider NEOC activation. Refer to section 4.1 and 4.2 for Control function taskings for wider NEOC activation.

1 - Initial Response Tasks - (First 12 Hours)	
1.1	Confirm mode of activation.
1.2	Notify NDRMO staff and call first shift into the NEOC.
1.3	Determine early response objectives and priorities.
1.4	Conduct initial briefing with the NEOC.
1.5	Establish the IMT and schedule initial meeting.
1.6	Chair the initial IMT meeting with function managers.
1.7	Facilitate the declaration of a State of Emergency/alert/small scale disaster if necessary.
2 – Response Coordination Tasks	
2.1	Confirm National Controllers objectives.
2.2	Coordinate with response manager to set daily NEOC schedule.
2.3	Coordinate with Communications and Information Function to ensure public notifications and warnings are disseminated.
2.4	Appoint media spokesperson.
2.5	Task Administration and Finance Function to develop initial roster.
2.6	Coordinate with Intercluster Coordinator to determine which clusters need to be activated.
2.7	Ensure the activation of the NDRMC.
2.8	Determine upcoming staffing requirements and shift arrangements in coordination with Administration and Finance Function.
3 – Ongoing Shift Tasks	
Maintain the function of the NEOC	
3.1	Determine/confirm the operational period.

3.2	Determine/confirm the daily schedule.
3.3	Set/confirm national level operational priorities and response objectives.
3.4	Ensure NEOC staffing roster is up to date and meets the needs of the response.
3.5	Monitor and support the wellbeing of NEOC staff.
3.6	Check visual displays and ensure they are fit for purpose and updated.
Chair coordination meetings	
3.7	Conduct shift handovers.
3.8	Hold and chair IMT meetings.
3.9	Coordinate with Island Disaster Controllers.
3.10	Attend and support NDRMC meetings.
Control function administration	
3.11	Review and action tasks assigned to the Control Function.
3.12	Update and report progress against Control Function tasks.
3.13	Maintain contributions to response logs.
3.14	File all relevant documentation.
Situation Report and Action Plans	
3.15	Ensure production of SitRep.
3.16	Provide input into the SitRep in coordination with Intelligence and Planning Function.
3.17	Sign off on Sitrep for distribution.
3.18	Ensure production of National Action Plan.
3.19	Provide input and feedback on the National Action Plan.
3.20	Sign off on National Action Plan.
Stakeholder Management	
3.21	Provide regular updates to CEO MEIDECC and to the NDRMC.
3.22	Ensure stakeholders are on Sitrep distribution lists and that situational awareness is maintained across the response.
3.23	Ensure Cluster System is functioning as designed in coordination with Intercluster Coordinator.
3.24	Ensure Liaison Officers are present within the NEOC.
3.25	Ensure regular communications with Island EOC's.
3.26	Ensure media is well informed of response activity.

5.4 Safety Officer Activation Checklist

The following checklist outlines the key tasks required to be executed by the Safety Officer upon activation of the NEOC.

1 - Initial Response Tasks – (First 6 Hours)	
1.1	Attend initial briefing from the Control Function.
1.2	Establish situational awareness.
1.3	Identify function staffing requirements and ensure function is appropriately staffed.
1.4	Confirm roles within the function.
1.5	Create a filing system to ensure that all documentation and communications can be filed and stored.
1.6	Commence NEOC roster development in partnership with Admin and Finance Function.
1.7	Establish response risk register.
1.8	Confirm and organise taskings assigned by the Operations function.
2 – Ongoing Response Tasks	
Baseline safety tasks	
2.1	Ensure roster is viable for staff members (with Admin and Finance Function).
2.2	Continually update and maintain the shift roster in coordination with the admin and finance function.
2.3	Undertake risk assessments on significant response operations.
2.4	Maintain safety risk register.
2.5	Work with operations planners to reduce risk in deployment operations.
2.6	Ensure access to psychosocial support services for NEOC staff members.
2.7	Perform basic risk assessments of the NEOC facility.
2.8	Contribute to Action Plan development by inputting a safety perspective.
2.9	Re stock basic health and safety supplied for the NEOC.
2.10	Maintain strong connections with the Control Function to ensure that safety and wellbeing is being prioritised.
End of shift tasks	
2.11	Provide handover to incoming shift – Includes written and verbal briefing.
2.12	Attend any NEOC end of shift briefings that may be conducted.
2.13	Update risk register at end of shift.
2.14	Complete response logs.
2.15	Check and update taskings from Operations Function.
2.16	Sign out of NEOC.

Section 6 Operations Function

The Operations Function is responsible for the day-to-day coordination of response activities, stakeholder/coordination groups, and detailed tasking that follow the National Action Plan.

The Operations Function aims to ensure an overview of a broad range of actions within the response, including those of support agencies, coordination bodies (Clusters) and Island level operations. The Operations Function also solves operational level problems that do not need to be escalated up to the National Controller.

6.1 Operations Function Structure

The structure and make-up of the Operations Function can be flexible depending on the nature of the response. Figure 12 outlines the baseline structure of the Control Function in an NEOC Activation.

Figure 12 – Operations Function Structure



6.2 Operations Function Roles and Responsibilities

This section provides an overview of the high-level responsibilities of the Operations Function as well as key responsibilities of each role.

Operations Function Responsibilities:

- Coordinate day to day response activities on behalf of the National Controller.
- Integrate stakeholders into the response.
- Execute the National Action Plan and ensure the implementation of the National Action Plan.
- Support Intelligence and Planning Function to draft Action Plans.
- Track and manage NDRMO staff in the field.
- Maintain the Master Operations Log.
- Track and monitor all taskings within the NEOC and across the response.
- Contribute to the planning process, including drafting the National Action Plans.

Operations Function Manager:

- Reports to the Response Manager and the National Controller.
- Provide leadership to the Operations Function.
- Ensure that the Operations Function meets its responsibilities in accordance with this Manual.
- Represent the Operations Function at IMT meetings.
- Ensure the health safety and wellbeing of staff working on their function.

Operations Officers:

- Report to the Operations Function Manager.
- Execute the day-to-day activities of the Operations Function during an NEOC activation.
- Support Intelligence and Planning with Action Plan development.

Liaison Officers:

- Report directly to the Operations Function Manager.
- Represent their home agency within the NEOC and act as an intermediary between the home agency and the NEOC.
- Relay information from the home agency to the NEOC.
- Contribute to the development of National Action Plans to ensure that direct taskings are viable for their respective organisations.
- Ensure their home agency receives and understands the National Action Plan and the Situation Reports.

Intercluster Coordinator:

- Report directly to the Operations Function Manager and in some instances, the Response Manager.
- Represent Cluster Lead Agencies within the NEOC.
- Ensure that taskings for Clusters are developed in partnership with the Clusters themselves.
- Monitor progress of Clusters against the assigned tasks.
- Represent the NEOC at Intercluster coordination committee meetings and in all Cluster interactions.

6.3 Operations Function Activation Checklist

The following checklist outlines the key tasks required to activate the Operations Function. Note that the Operations Function has responsibilities for wider NEOC activation. Refer to section 4.1 and 4.2 for Operations function taskings for wider NEOC activation.

1 - Initial Response Tasks - (First 6 Hours)	
1.1	Attend initial briefing from the Control Function.
1.2	Establish situational awareness.
1.3	Identify Operations Function staffing requirements and ensure function is well staffed.
1.4	Create a filing system to ensure that all documentation and communications can be filed and stored.
1.5	Establish the need for Liaison Officers in the NEOC.
1.6	Connect with the Intercluster Coordinator and consider potential cluster activation.
1.7	Establish the Master Operations Log.
1.8	Establish Response Tasking Log.
1.9	Determine which Liaison Officers are required (with Response Manager).
1.10	Provide invite to Liaison Officers to attend the NEOC.
2 - Coordinate Response Tasks	
Execute the National Action Plan	
2.1	Receive the National Action Plan.
2.2	Provide taskings to NEOC functions and ensure they are understood.
2.3	Provide taskings to Liaison Officers for provision to their home agencies.
2.4	Provide Cluster taskings for the Intercluster Coordinator for provision to Clusters.
2.5	Monitor task progression across different elements of the response.
2.6	Confirm priorities for the operational period with the Control Function.
2.7	Maintain communications with Island EOC's and remote operational staff.
2.8	Ensure that Controllers priorities are effectively communicated to IEOC's.
2.9	Facilitate the organisation of shift handovers and response briefings.
3 – Ongoing Shift Tasks	
NEOC Response Coordination	
3.1	Keep the Control Function informed of key response updates.
3.2	Keep the Control Function informed of progress against taskings.
3.3	Complete taskings directed from the Control Function.
3.4	Seek approval from the controller for actions outside of Operations Function authority.
3.5	Conduct ongoing monitoring against progress of the National Action Plan.
Managing deployed field staff	
3.6	Identify need for staff to deploy into the field.
3.7	Identify staff who could deploy to meet the response need.

3.8	Coordinate with Admin and Finance Function to organise travel arrangements.
3.9	Execute deployment of Field staff.
3.10	Maintain regular contact with field staff to ensure their wellbeing.
3.11	Manage issues and concerns that are raised by field staff.
3.12	Once purpose is served, facilitate deactivation of deployed staff and return to home.
Situational Awareness	
3.13	Contribute to the development of the Situation Report.
3.14	Ensure Liaison Officers are able to contribute to the situational awareness (via sitrep).
3.15	Ensure Intercluster Coordinator is able to contribute to Situational Awareness from a cluster perspective.
3.16	Maintain situational awareness by regularly reading and understanding Situation Reports produced.
End of Shift	
3.17	Provide handover to incoming shift – Includes written and verbal briefing.
3.18	Debrief with Liaison Officers at end of shift.
3.19	Debrief with Intercluster Coordinator at end of shift.
3.20	File all key documents in the relevant areas.
3.21	Sign out of NEOC.

Section 7 Intelligence and Planning Function

The Intelligence and Planning Function has two key responsibilities which are focused on intelligence and Planning. The Intelligence and Planning Function plays a critical role in gathering, analysing and disseminating information to ensure situational awareness across the response.

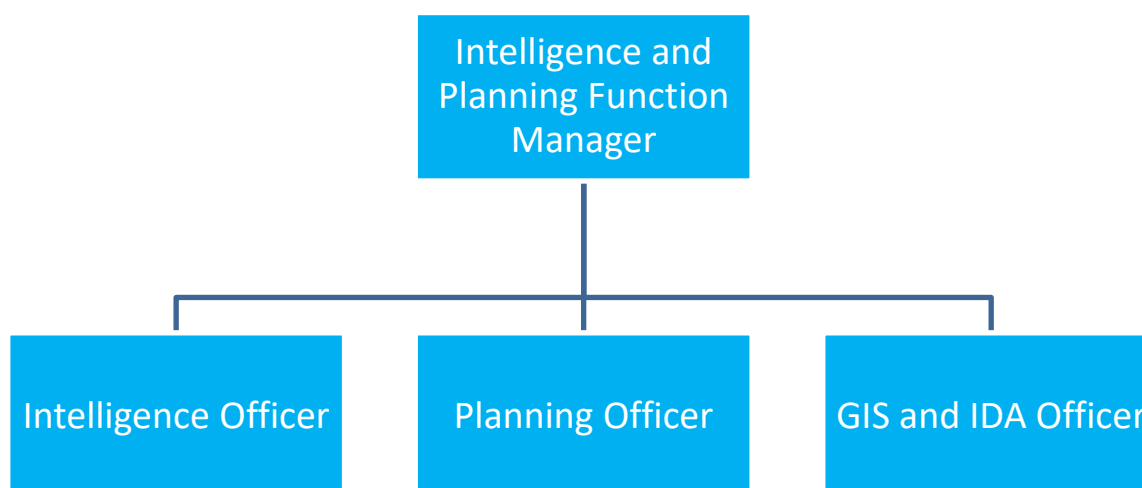
In addition, the Intelligence and Planning function is responsible for the development of Action Plans which will guide the trajectory of the response and ensure that agencies are completing tasks which have been assigned to them by the NEOC. The Operations Function will play a key role in supporting the development of Action Plans.

The Intelligence and Planning function plays a key role in maintaining situational awareness and taking a strategic view of the response effort.

7.1 Intelligence and Planning Function Structure

The structure and make-up of the Intelligence and Planning Function can be flexible depending on the nature of the response. Figure 13 outlines the structure of the Intelligence and Planning function in an NEOC Activation.

Figure 13 – Intelligence and Planning Function Structure



7.2 Intelligence and Planning Function Roles and Responsibilities

This section provides an overview of the high-level responsibilities of the Intelligence and Planning Function as well as key responsibilities of each role.

Intelligence and Planning Responsibilities:

- Development and maintenance of situational awareness across the wider response.
- Gathering of information from various sources including field reports, weather updates, infrastructure status and other relevant intelligence inputs.
- Analysis of collected data to identify trends and to attempt to forecast future needs of the response.
- Ensure the validity and reliability of the information being received and utilised.
- Development and dissemination of Situation Reports.

- Development of specialized intelligence products to aid response efforts including GIS products.
- Development of National Initial Action Plans in collaboration with the Operations Function.
- Development of National Action Plans in collaboration with the Operations Function.
- Maintenance of a Common Operating Platform from which the NEOC can communicate, store information and share information with the wider response.

Intelligence and Planning Function Manager:

- Reports to the Response Manager and the National Controller.
- Provide leadership and direction to the Intelligence and Planning Function.
- Ensure that the Intelligence and Planning Function meets its responsibilities in accordance with this Manual.
- Represent the Operations Function at IMT meetings.
- Ensure the health safety and wellbeing of staff working on their function.

Intelligence Officer:

- Report directly to the Intelligence and Planning Function Manager.
- Collect, validate and analyse information that comes into the NEOC.
- Develop the Situation Report at the rhythm outlined by the operational schedule.
- Collate and analyse incoming results from Initial Damage Assessment (IDA) process in impacted areas.
- Store and manage IDA results received from impacted areas.

Planning Officer:

- Report directly to the Intelligence and Planning Function Manager.
- Develop the National Initial Action Plan.
- Develop National Action Plans in alignment with the operational period.
- Ensure consultation with key partners on the development of National Action Plans.

Geographic Information Systems Officer:

- Report directly to the Intelligence and Planning Function Manager.
- Acquire and manage spatial data from various sources to ensure quality data for mapping and analysis.
- Create and maintain maps/spatial products that communicate the current situation within the response.
- Undertake and taskings at the request of the Intelligence and Planning Function.
- Assist Intelligence Officer on the management of IDA information.

7.3 Intelligence and Planning Function Activation Procedures

The following checklist outlines the key tasks required to activate and run the Intelligence and Planning Function specifically. Note that the Intelligence and Planning Function has responsibilities for wider NEOC activation. Refer to section 4.1 and 4.2 for taskings for wider NEOC activation:

1 - Initial Response Tasks – (First 6 Hours)	
1.1	Attend initial briefing from the Control Function.
1.2	Establish situational awareness.
1.3	Identify Intelligence and Planning Function staffing requirements and ensure function is appropriately staffed.
1.4	Confirm roles within the function (Assign Planning Officer, Intel Officer and GIS Officer).
1.5	Reach out to UNSPIDER for to activate Space Charter if required.
1.6	Create a filing system to ensure that all documentation and communications can be filed and stored.
1.7	Determine Schedule for product delivery (Sitreps and Action Plans).
1.8	Upon direction of Control Function, commence development of the Initial Action Plan.
1.9	Upon direction of the Control Function, commence sitrep development.
1.10	Establish function daily rhythm (Shift handovers, product development and function meetings).
1.11	Commence coordination of IDA implementation process in impacted areas.
1.12	Confirm and complete taskings assigned by the operations function.
2 – Ongoing Response Tasks	
National Initial Action Plan	
2.1	Obtain direction from the National Controller and compile draft of National Initial Action Plan.
2.2	Obtain input from the IMT.
2.3	Finalise the National Initial Action Plan.
2.4	Disseminate the National Action Plan to the NEOC and relevant stakeholders across the response.
National Action Plan	
2.5	Obtain direction on priorities from Control Function.
2.6	Lead IMT planning meeting to develop draft (Include Liaison Officers and Intercluster Coordinator).
2.7	Draft the Action Plan.
2.8	Provide copy of Action Plan to IMT, Liaison Officers and Intercluster Coordinator for review.
2.9	Finalise the Action Plan and receive sign off from the National Controller.
2.10	Publish the Action Plan.
2.11	Commence drafting of the next National Action Plan for the upcoming operational period.

3 – Intelligence Tasks

General Tasks

- | | |
|-----|--|
| 3.1 | Assist with set up of visual information displays in the NEOC. |
| 3.2 | Set up intelligence collection mechanisms. |
| 3.3 | Confirm intelligence priorities from the Control Function. |
| 3.4 | Procure information from standard sources early in the response. |
| 3.5 | Confirm Situation Report Template. |

Situation report (sitrep) development

- | | |
|------|---|
| 3.6 | Access the Sitrep standard template. |
| 3.7 | Collect and analyse all relevant information available. |
| 3.8 | Consult with partner functions to gain input into the Sitrep. |
| 3.9 | Finalise the draft of the Sitrep. |
| 3.10 | Gain approval for the Sitrep from the Control Function. |
| 3.11 | Disseminate the Situation Report to stakeholders across the response. |
| 3.12 | Prepare process for the upcoming sitrep draft. |

Initial Damage Assessment

- | | |
|------|--|
| 3.13 | Engage with and maintain connection with key IDA partners (UNOCHA). |
| 3.14 | Engage with field teams undertaking IDA in impacted areas. |
| 3.15 | Receive, collate and analyse incoming IDA results. |
| 3.16 | Communicate humanitarian need to the NEOC so that resources can be provided based on need. |

End of Shift

- | | |
|------|--|
| 3.17 | Provide handover to incoming shift – Includes written and verbal briefing. |
| 3.18 | Attend NEOC shift handover briefing. |
| 3.19 | Update visual displays in the NEOC. |
| 3.20 | Consolidate IDA information database and ensure everything is in place. |
| 3.21 | Complete response logs. |
| 3.22 | Check and update taskings from Operations Function. |
| 3.23 | Sign out of NEOC. |

Section 8 Logistics Function

The primary role of the Logistics Function is to lead and coordinate the Logistics and Coordination Cluster. The Logistics Function is responsible for ensuring the effective functioning of the cluster in its role of supporting logistical elements of the response.

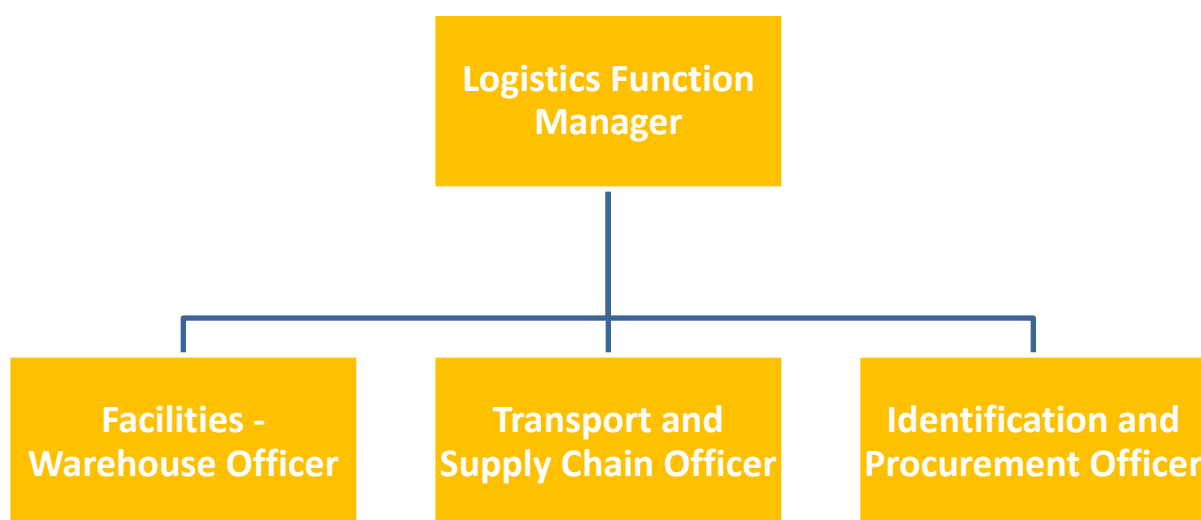
The Logistics Function is also responsible for ensuring that all operational aspects of the NEOC response have the physical capacity, required assets and resources to perform duties and fulfill response objectives.

The Logistics Function provides and tracks resources to support communities impacted by an emergency. It can also procure resources on behalf of other NEOC functions, partner agencies and Cluster coordination groups. Resources may include personnel, equipment, services, supplies, facilities, and financial resources.

8.1 Logistics Function Structure

The structure and make-up of the Intelligence Logistics Function can be flexible depending on the nature of the response. Figure 14 outlines the baseline structure of the Logistics Function in an NEOC activation.

Figure 14 – Logistics Function Structure



8.2 Logistics Function Roles and Responsibilities

This section provides an overview of the high-level responsibilities of the Logistics Function as well as key responsibilities of each role.

Logistics Responsibilities:

- Lead, coordinate and provide taskings to the Logistics and Coordination Cluster.
- Identify resources available to be utilised throughout the response and utilise powers available to procure these resources where required.
- Procurement, transportation, delivery and storage of goods and services.

- Ensure the steady flow of these resources through the response.
- Functioning and maintenance and resupply of Warehouses and key staging areas.
- Oversee the transportation of resources to and from key staging areas.

Logistics Function Manager:

- Reports to the Response Manager and the National Controller.
- Provide leadership and direction to the Logistics Function.
- Lead and coordinate the Logistics and Coordination Cluster.
- Ensure that the Logistics Function meets its responsibilities in accordance with this Manual.
- Represent the Logistics Function at IMT meetings.
- Ensure the health safety and wellbeing of staff working on the Logistics Function.

Facilities and Warehousing Officer:

- Report directly to the Intelligence and Planning Function Manager.
- Coordinate with NEOC partners to ensure that warehouses are sufficiently supplied with resources.
- Monitor inventory across warehousing facilities.
- Coordinate with transportation to schedule deliveries to warehouse facilities.

Transport and Supply Chain Officer:

- Report directly to the Logistics Function Manager and undertake tasks as directed.
- Facilitate the planning and implementation of transport operations across the response at the national level.
- Monitor the supply chain of resources and ensure sufficient resources to support the wider response.
- Coordinate with procurement officer to ensure sufficient supply of basic resources across the response.

Identification and Procurement Officer:

- Report directly to the Logistics Function Manager.
- Track resource/asset availability across the response.
- Collaborate with suppliers, partner agencies, NGO's and humanitarian outfits to maintain a continual flow of resources across the response.
- Oversee the procurement process for goods and services and collaborate with partner functions to ensure the correct resources are being provided.

8.3 Logistics Function Activation Procedures

The following checklist outlines the key tasks required to activate and run the Logistics Function specifically. Note that the Logistics Function has responsibilities for wider NEOC activation. Refer to section 4.1 and 4.2 for taskings for wider NEOC activation:

1 - Initial Response Tasks – (First 6 Hours)	
1.1	Attend initial briefing from the Control Function.
1.2	Establish situational awareness.
1.3	Identify Logistics Function staffing requirements and ensure function is appropriately staffed.
1.4	Activate the Logistics and Coordination Cluster (If requested by the National Controller).
1.5	Set regular schedule of Cluster Coordination meetings (Every 48 hours approximately).
1.6	Confirm roles within the function (Assign Warehousing Officer, Transport and Supply Chain Officer and Procurement Officer).
1.7	Create a filing system to ensure that all documentation and communications can be filed and stored.
1.8	Assess the state of readiness of warehousing facilities across Tonga.
1.9	Establish connection with Operations Function.
1.10	Establish resources tracking sheet and update the Logistics Wall of Information.
1.11	Establish function daily rhythm (shift handovers, product development and function meetings).
1.12	Confirm and complete taskings assigned by the Operations Function.
2 – Ongoing Response Tasks	
Lead and manager the Logistics and Coordination Cluster	
2.1	Maintain contact with the Intercluster Coordinator.
2.2	Chair coordination meetings with the cluster.
2.3	Share key response information (Sitreps and Action Plans) with the cluster agencies.
2.4	Lead the implementation of the Cluster response SOP.
2.5	Receive updates from Cluster agencies and provide them to the Intercluster Coordinator.
Manage supply	
2.6	Identify critical resources with Control/Operations.
2.7	Receive and evaluate supply requests.
2.8	Coordinate with Operations to identify resources to be procured.
2.9	Maintain Asset Register and offers of assistance (as required).
2.10	Coordinate with the Admin and Finance Function to purchase supplies.
2.11	Procure required supplies.

2.12	Organise storage of supplies.
2.13	Maintain inventory tracking.
Manage transport	
2.14	Procure key transport assets.
2.15	Maintain awareness of transport assets available in the response environment (Asset Log).
2.16	Arrange safe transport of resources.
2.17	Ensure logistics capacity at pick up and drop off points to load and unload resources.
2.18	Maintain strong connection with Logistics and Coordination cluster and utilise their capacities and capabilities.
2.19	Maintain strong connection with direct Liaison Officers in the NEOC.
Manage procurement	
2.20	Establish procurement process within the NEOC.
2.21	Understand which resources are priorities for procurement through engagement within the NEOC and logistics stakeholders.
2.22	Procure critical resources.
2.23	Pass then to transport and supply for their mobilisation.
2.24	Maintain strong connections with NEOC Liaison Officers and the Logistics and Coordination Cluster.
End of shift tasks	
2.25	Provide handover to incoming shift – Includes written and verbal briefing.
2.26	Attend NEOC shift handover.
2.27	Update Resource tracking documents.
2.28	Complete response logs.
2.29	Check and update taskings from Operations Function.
2.30	Sign out of NEOC.

Section 9 Communications and Information Function

The Communications and Information Function serves three key functions. These are as follows;

- Ensuring that the NEOC can communicate with partners across the response.
- Communications into and out of the NEOC are managed in an effective manner.
- Ensuring that public and the media are well informed over the course of the response and that they receive early warnings.

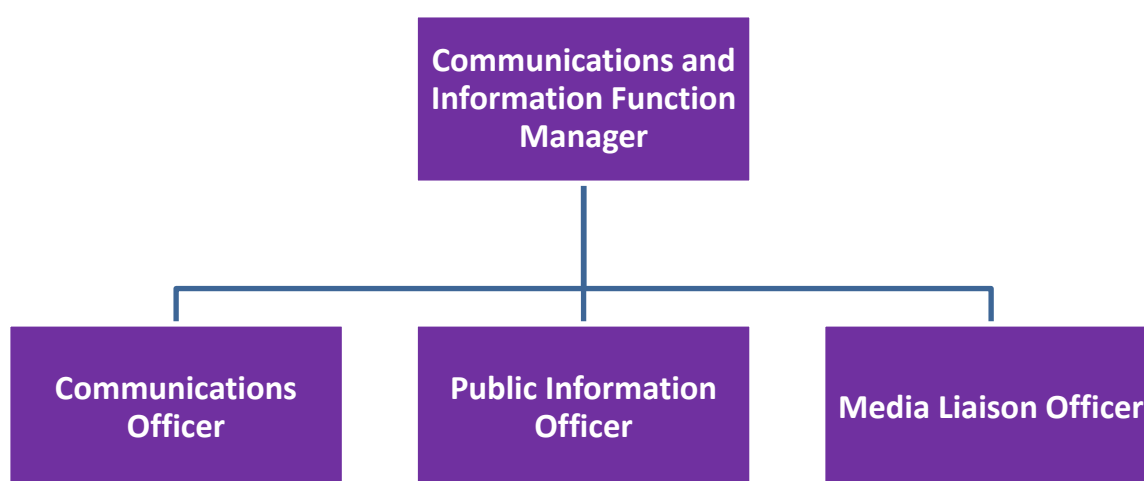
The communications element of this function ensures that reliable communications systems such as radios, phones, internet and other communications platforms are established, maintained, and are resilient to ensure that the NEOC can effectively and reliably communicate during times of activation.

The information element of this function is focused on managing public information and media relations in a timely and effective manner. It is responsible for crafting clear and concise messaging which outlines information about the developing situation, public safety messaging, and up to date information to the media for wider communications.

9.1 Roles Responsibilities and Structure

The structure and make-up of the Communications and Information Function can be flexible depending on the nature of the response. Figure 15 outlines the baseline structure of the Communications and Information Function in an NEOC Activation.

Figure 15 – Communications and Information Function



9.2 Communications and Information Function Roles and Responsibilities

This section provides an overview of the high-level responsibilities of the Communications and Information Function as well as key responsibilities of each role within the function.

Communications and Information Function Roles and Responsibilities:

- Establish and maintain communications systems to ensure connection between the NEOC and the wider response.
- Ensure the functionality of communications equipment across the course of the response.
- Coordinate the flow of operational information into and out of the NEOC to support effective

decision making around operations.

- Develop and maintain standard communications protocols within the NEOC.
- Ensure reliable back up communications systems within the NEOC.
- Design and deliver priority information (updates, advisories and warnings) to the public via social media and standard media.
- Ensure all disseminated information is accurate and relevant to ensure mis and dis information is minimized.
- Maintain ongoing connections with the media to ensure that they are well informed and are communicating in a manner that benefits the response effort.
- Ensure clear and sound communication with stakeholders across the response.

Communications and Information Function Manager:

- Reports to the Response Manager and the National Controller.
- Provide leadership and direction to the Communications and Information Function.
- Ensure that the Communications and Information Function meets its responsibilities in accordance with this Manual.
- Represent the Communications and Information Function at IMT meetings
- Ensure the health safety and wellbeing of staff working on the Communications and Information function.

Communications Officer:

- Monitoring of communications systems for incoming communications.
- Oversight of communications protocol of incoming and outgoing messages.
- Ensure communications lines are uninterrupted.
- Ensure back up communications mechanisms are ready to implement when required.
- Maintain communications logs with incoming and outgoing messages.

Public Information Officer:

- Report directly to the Communications and Information Function Manager.
- Disseminate early warnings to the public.
- Draft public messaging according to the latest situational information for dissemination to the public.
- Develop infographics and digital content that is easily consumed and understood by the public.
- Disseminate messaging via social media and standard communication mechanisms.
- Assist communications development for provision to the media.
- Liaise with partners to ensure public communications are strategic and aligned.
- Verify all public communications for validity and integrity.

- Monitor public sentiment through responses on social media and other channels.

Media Liaison Officer:

- Report directly to the Communications and Information Function Manager and complete tasks as directed.
- Organise media briefings with relevant traditional media entities.
- Develop material and messaging (with the public information officer) for provision to the media.
- Serve as the point of contact for media queries and questions, prioritizing questions and managing the response.
- Monitor media reporting to stay across the current public messaging.
- Brief and inform the appointed media spokespeople to ensure their readiness for direct media communications.

9.3 Communications and Information Function Activation Procedures

The following checklist outlines the key tasks required to activate and run the Communications and Information Function specifically. Note that the Communications and Information Function has responsibilities for wider NEOC activation. Refer to section 4.1 and 4.2 for taskings for wider NEOC activation:

1 - Initial Response Tasks – (First 12 Hours)	
1.1	Attend initial briefing from the Control Function.
1.2	Establish situational awareness.
1.3	Identify function staffing requirements and ensure function is appropriately staffed.
1.4	Confirm roles within the function.
1.5	Create a filing system to ensure that all documentation and communications can be filed and stored.
1.6	Ensure communications equipment is functioning.
1.7	Establish incoming and outgoing communications protocols.
1.8	Establish the Communications Log.
1.9	Establish function daily rhythm (shift handovers, product development and function meetings).
1.10	Confirm and organise taskings assigned by the Operations Function.
2 – Ongoing Response Tasks	
Physical communications	
2.1	Establish and maintain communications equipment and ensure its functionality.
2.2	Continue maintenance of communication log.
2.3	Monitor communications on an ongoing basis.

2.4	Provide key incoming messages to the Control Function.
2.5	Communicate outgoing messages under the direction of the Control Function.
2.6	Provide input into the action plan and Situation Reports.
Public information tasks	
2.7	Disseminate early warnings to the public that have been issues by early warning authorities.
2.8	Monitor social media and other public information channels for sentiment trends and mis/disinformation.
2.9	Draft public communication messaging based on the latest situation.
2.10	Draft/produce social media content and other elements for public consumption.
2.11	Disseminate public information, warnings and advisories upon the direction of the function manager.
2.12	Update social media channels with current information.
2.13	Update the NDRMO website with up-to-date information.
2.14	Maintain contact with public information staffers in partner agencies to align public information.
2.15	Ensure the validity of public messaging being disseminated.
Media liaison tasks	
2.16	Monitor mainstream media channels for updated information.
2.17	Identify and support designated media spokespeople.
2.18	Arrange and organise media interviews.
2.19	Directly support spokespeople to prepare and execute media interviews.
2.20	Draft media releases alongside public information officers.
2.21	Take calls incoming from media and address via the function mechanism.
End of Shift Tasks	
2.22	Provide handover to incoming shift – Includes written and verbal briefing.
2.23	Attend NEOC shift handover.
2.24	Complete response logs.
2.25	Check and update taskings from Operations Function.
2.26	Sign out of NEOC.

Section 10 Administration and Finance

The Administration and Finance Function is vital to maintaining and supporting the operational elements of functioning of the NEOC. This function aims to provide administrative support, financial management, and basic logistical coordination across the NEOC to enable it to fulfill its role as the lead coordinating entity of the national response.

The Administration and Finance Function will integrate with all NEOC functions to ensure that it can provide effective baseline support. This will ensure that day to day operations are maintained, the financial integrity of the response is maintained and that staff within the NEOC have the basics in food and supplies to continue operations.

10.1 Roles Responsibilities and Structure

The structure and make-up of the Administration and Finance Function can be flexible depending on the nature of the response. Figure 16 outlines the baseline structure of the Administration and Finance Function in an NEOC Activation.

Figure 16 – Administration and Finance Function Structure



10.2 Administration and Finance Function Roles and Responsibilities

This section provides an overview of the high-level responsibilities of the Administration and Finance Function as well as key responsibilities of each role within the function.

Administration and Finance Function Roles and Responsibilities:

- Financial coordination and general financial management.
- Cost tracking and reporting.
- Support to the logistics function for procurement and purchasing.
- Baseline NEOC administration, facility maintenance and food provision.
- NEOC roster development.

- Maintain close contact with Ministry of Finance to get assistance where required.

Administration and Finance Function Manager:

- Reports to the Response Manager and the National Controller.
- Provide leadership and direction to the Administration and Finance Function.
- Ensure that the Administration and Finance Function meets its responsibilities in accordance with this Manual.
- Represent the Administration and Finance Function at IMT meetings.
- Ensure the health safety and wellbeing of staff working on the Communications and Information function.
- Support Administration and Finance Officer in the execution of their duties where required.

Administration and Finance Function Officer:

- Manage response financials.
- Ensure meals are delivered to the NEOC.
- Develop and maintain NEOC staffing roster.
- Ensure prompt payment of invoices incurred by the response.
- Provide administrative and clerical support to the wider NEOC where required.

10.3 Administration and Finance Function Activation Procedures

The following checklist outlines the key tasks required to activate and run the Administration and Finance Function specifically. Note that the Administration and Finance Function has responsibilities for wider NEOC activation. Refer to section 4.1 and 4.2 for taskings for wider NEOC activation:

1 - Initial Response Tasks – (First 6 Hours)	
1.1	Attend initial briefing from the Control Function.
1.2	Establish situational awareness.
1.3	Identify Function staffing requirements and ensure function is appropriately staffed.
1.4	Confirm roles within the function.
1.5	Create a filing system to ensure that all documentation and communications can be filed and stored.
1.6	Commence NEOC roster development.
1.7	Commence ordering meals to the NEOC.
1.8	Establish function daily rhythm (shift handovers, product development and function meetings).
1.9	Confirm and organise taskings assigned by the Operations Function.
2 – Ongoing Response Tasks	
Baseline administration tasks	
2.1	Confirm the initial NEOC shift roster.
2.2	Continually update and maintain the shift roster in coordination with the Control Function.
2.3	Maintain financial tracking sheet.
2.4	Coordinate with logistics function to assist with resource procurement.
2.5	Track and maintain staff overtime records.
2.6	Draft and provide reports on financial expenditure.
2.7	Contribute to Situation Report.
2.8	Contribute to Action Plan development.
2.9	Ensure the NEOC Facility is supplied with required resources.
2.10	Coordinate with Ministry of Finance to ensure spending and financing is aligned.
End of shift tasks	
2.11	Attend shift handover and provide handover to incoming function shift.
2.12	Update resource tracking documents.
2.13	Complete response logs.
2.14	Check and update taskings from Operations Function.
2.15	Sign out of NEOC

Section 11 Emergency Shelter and NFI Function

The Emergency Shelter and NFI Function within the NEOC is responsible for leading and coordinating efforts to ensure that all affected populations have access to safe, adequate, and appropriate shelter and essential NFI's during disaster responses. The key element of this is to coordinate and run the Shelter and NFI Cluster.

This function facilitates collaboration between government agencies, humanitarian organisations, and other key stakeholders to assess needs, identify gaps, and deliver targeted solutions. It operates in alignment with the NEOC's overarching goals, ensuring a coherent and strategic response to shelter and NFI requirements.

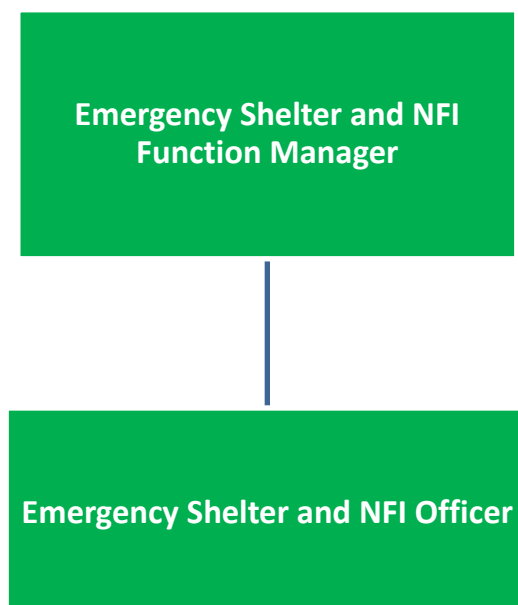
Key responsibilities include convening and leading Cluster coordination meetings, streamlining communications, updating needs assessments, and developing integrated response plans to support the effective delivery of shelter and essential items in a timely and equitable manner.

11.1 Roles Responsibilities and Structure

Key responsibilities of the Emergency Shelter and NFI function include;

- Convening and leading cluster coordination meetings.
- Leading the development and execution of the Cluster Response Plan.
- Enabling the flow of information between the cluster and the NEOC.
- Maintain connection between cluster agencies and the NEOC.

Figure 17 – Emergency Shelter and NFI Function Structure



11.2 Emergency Shelter and NFI Function Roles

Function Manager:

- Report directly to the National Controller and the Response Manager.

- Coordinate the Emergency Shelter and NFI Cluster.
- Maintain connection between cluster agencies and the Intercluster Coordinator.
- Chair cluster coordination meetings.

Function Officer:

- Report to the function manager.
- Support the function manager in the day-to-day operations of the function.

11.3 Emergency Shelter and NFI Function Activation Procedures

The following checklist outlines the key tasks required to activate and run the Emergency Shelter and NFI Function.

1 - Initial Response Tasks – (First 6 Hours)	
1.1	Attend initial briefing from the Control Function.
1.2	Establish situational awareness.
1.3	Identify function staffing requirements and ensure function is appropriately staffed.
1.4	Activate the Emergency Shelter and NFI Cluster (If requested by the National Controller).
1.5	Set regular schedule of Cluster Coordination meetings (Every 48 hours approximately).
2 – Ongoing Response Tasks	
Cluster coordination tasks	
2.1	Develop the cluster response plan in collaboration with cluster member agencies.
2.2	Ensure the successful opening of evacuation centers.
2.3	Work with the Logistics and Coordination Cluster to understand location and availability of NFI resources.
2.4	Procure information and updates from the Cluster members on task progress
2.5	Ensure this information flows is provided to the Intelligence and Planning Function.
2.6	Attend Intercluster Coordination Committee meetings.
2.7	Maintain regular contact with the Intercluster Coordinator.
End of shift tasks	
2.8	Provide handover to incoming function shift
2.9	Attend NEOC shift handover.
2.10	Update risk register at end of shift.
2.11	Complete response logs.
2.12	Check and update taskings from Operations Function.
2.13	Sign out of NEOC.

Section 12 NEOC Deactivation Procedures

This section outlines the key steps required to deactivate the NEOC. The aim of an NEOC deactivation is to ensure a smooth transition from a state of disaster response to a state of standard operations and recovery.

This section will outline the key steps required to deactivate the NEOC as well as which functions will execute them to undertake the following deactivations;

1. Deactivation from Standby Mode Activation of the NEOC.
2. Deactivation from Full Activation of the NEOC.

Taskings outlined in the deactivation procedures are high level activities that will contribute to the deactivation of the NEOC. Each activity will be assigned to functions within the NEOC.

These taskings are not a full summation of the roles of each function within the NEOC. Functions should refer to their relevant section for more detailed taskings for their own function.

12.1 Standby Mode - Deactivation Procedures

The following are a set of procedures required to deactivate the NEOC from Standby Mode Activation:

#	Task	Description	Responsibility
1	Confirmation of deactivation	Confirm with the NDRMC the intent to deactivate and ensure that support is given.	Control Function
2	Notification of Deactivation Intent	Issue formal communications to NEOC staff members and to response partners indicating the intent to deactivate the NEOC. This must include the date, time and reason.	Communications and Information Function Intercluster Coordinator Functions with direct partner relationships
3	Assessment of Current Operations	Conduct a thorough review of all ongoing operations, ensuring that any actions initiated in standby mode are either concluded or have transitioned to business-as-usual actors.	Operations Function
4	Resource Inventory Audit	Undertake an inventory check to account for all equipment and resources deployed during standby mode.	Logistics Function
5	Demobilize Deployed Resources	Stand down and/or demobilise deployed assets and return them safely to their storage locations as appropriate. Undertake post deployment checks and maintenance.	Logistics Function
6	Documentation Review and Archiving	Ensure all documentation produced during Standby Mode is appropriately filed and stored in safe locations for future reference.	All Functions
7	Stand down all functions	Formally stand down all functions which have been activated by undertaking the following tasks; <ul style="list-style-type: none"> - Notify all stakeholders of deactivation - File all documentation - Tidy up work-station area - Return to recovery/business as usual operations 	All functions
8	Stand down the NEOC	Tidy up the NEOC and return it to a business-as-usual operational mode. Take down visual displays that are not required for recovery and business as usual.	Administration and Finance Intelligence and Planning

9	Formal Deactivation Notice	<p>Produce and publish formal deactivation notice and publish it in the following channels:</p> <ul style="list-style-type: none"> - Social Media - Traditional Media <p>Ensure sign off from the National Controller.</p>	<p>Communications and Information Function</p> <p>Control Function</p>
10	Staff wellbeing debrief	Ensure all staff that require it have access to professional psychosocial support services to assist post response.	<p>Control Function</p> <p>Safety Officer</p>
11	Hot Debrief	<p>Undertake a hot debrief with all NEOC staff involved in the response effort.</p> <p>This is to be undertaken as soon as possible post deactivation</p>	Control Function
12	Cold Debrief	<p>Undertake a through cold debrief with all NEOC staff involved in the response effort.</p> <p>This is designed as an in depth overview of learnings from the response effort.</p> <p>This should be undertaken within four weeks of the deactivation at most.</p>	Control Function

12.2 Full Activation - Deactivation Procedures

The following are a set of procedures required to deactivate the NEOC from a state of Full Activation:

#	Task	Description	Responsibility
1	Confirmation of deactivation	Confirm with the NDRMC the intent to deactivate and ensure that support is given.	Control Function
2	Review and revoke State of Emergency Declarations	If deemed appropriate, liaise with the NDRMC to review any declarations that are in place to enable the emergency. This is to be done via the State of Emergency Declaration Procedures.	Control Function
3	Notification of Deactivation Intent	Issue formal communications to NEOC staff members and to response partners indicating the intent to deactivate the NEOC. This must include the date, time and reason.	Communications and Information Function Intercluster Coordinator Functions with direct partner relationships
4	Develop National Transition Plan	Develop a deactivation plan which outlines key roles and responsibilities of all partners around the execution of the deactivation process and transition to recovery.	Intelligence and Planning Function
5	Assessment of Current Operations	Conduct a thorough review of all ongoing operations, ensuring that any actions initiated in standby mode are either concluded or have transitioned to business-as-usual actors.	Operations Function
6	Resource and equipment reconciliation	Conduct a comprehensive audit of all resource and equipment utilised during the full activation. Manage the return of assets no longer required to designated storage locations as required.	Logistics Function
7	Documentation Review and Archiving	Ensure all documentation produced during standby mode is appropriately filed and stored in safe locations for future reference.	All Functions
8	Public and Media communications	Communicate the deactivation of the NEOC to the public and to the media. Aim to communicate reassurance and that ongoing support can be accessed through business-as-usual mechanisms.	Communication and Information Function Control Function
9	Stand down all functions	Formally stand down all functions which have been activated by undertaking the following tasks;	All functions

		<ul style="list-style-type: none"> - Notify all stakeholders of deactivation - File all documentation - Tidy up work-station area <p>Return to BaU/recovery operations.</p>	
10	Stand down the NEOC	<p>Tidy up the NEOC and return it to a BaU operational mode.</p> <p>Take down visual displays that are not required for BaU.</p>	<p>Administration and Finance</p> <p>Intelligence and Planning</p>
11	Financial Close Down	Reconcile all financial documentation and ensure that ongoing financial processes can continue after the NEOC deactivation.	Administration and Finance
12	Log reconciliation	<p>Ensure that the following logs are complete and up to date;</p> <ul style="list-style-type: none"> - Master operations log - Communications Log - Function Logs - Offers of Assistance Log 	All functions to action logs in their areas of responsibility
13	Hot Debrief	<p>Undertake a hot debrief with all NEOC staff involved in the response effort.</p> <p>This is to be undertaken as soon as possible post deactivation.</p>	<p>Control Function</p> <p>All functions</p>
14	Staff wellbeing debrief	Ensure all staff that require it have access to professional psychosocial support services to assist post response.	<p>Control Function</p> <p>Safety Officer</p>
15	Cold Debrief	<p>Undertake a cold debrief with all NEOC staff involved in the response effort.</p> <p>This is designed as an in-depth overview of learnings from the response effort.</p> <p>This should be undertaken within three weeks of the deactivation.</p>	Control Function
16	Restock of emergency warehousing supplies	Review the status of the depletion of key emergency supplies and plan for their replacement.	<p>Logistics Function</p> <p>Administration and Finance Function</p>

Appendices

- 1) Acronyms
- 2) Action Plan Template
- 3) Situation Report Template
- 4) Shift Handover Template
- 5) Communications Log Template
- 6) Message Form Template
- 7) Master Operations Log Template
- 8) Tasking Form Template
- 9) Function Log Template

Appendix 1 – Acronyms

AAR	After Action Review
BaU	Business as Usual
CEO	Chief Executive Officer
DRM	Disaster Risk Management
HMAF	His Majesty's Armed Forces
IDA	Initial Damage Assessment
IDRMC	Island Disaster Risk Management Committee
IEOC	Island Emergency Operations Centre
IMT	Incident Management Team
MEIDECC	Meteorology, Energy, Information, Disaster Management, Environment, and Climate Change
NDRMC	National Disaster Risk Management Committee
NDRMO	National Disaster Risk Management Office
NEOC	National Emergency Operations Centre
NFI	Non-food Item
VDRMC	Village Disaster Risk Management Committee

Appendix 2 – National Action Plan Template



National
Disaster
Risk
Management
Office

National Initial Action Plan

Tonga National Emergency Operations Centre National Initial Action Plan	
Incident:	Action Plan #:
National Controller:	Date of issue:
Operational Period:	NEOC Activation Mode: (Please Select)
Contact:	<input type="checkbox"/> Standby Mode
	<input type="checkbox"/> Full Activation

Situation Overview

Detailed overview of the current situation and predictions for likely developments.

Mission and Objectives

Controllers' intent for managing the incident.

Response Objectives

Objectives for the response set by the National Controller.

Critical Assumptions:

What are we assuming is true to make this plan work?

Execution – Plan of Action and Taskings

What will be achieved via the Action Plan, what will be done to achieve them and who will be responsible?

Priorities for this operational period:	To achieve the above priorities, we will:	Responsible:
Key response priority	How will we achieve this?	Who will do it?

Logistics and Administration	
Agency Responsible	Critical Activity
National Disaster Risk Management Office (NEOC)	Example: Activate and Coordinate Logistics Cluster
Impacted Island EOC's	Example: Activate Island EOC's and open evacuation centres
Tonga Fire and Emergency Services	
Tonga Police	
His Majesty's Armed Forces	
Tonga Ministry of Health	

Resource Needs - Critical Resources:

What resources do we require to execute this action plan?

Public Information:

How are we communicating with the public?

Command and Control:

Lead Agency:

National:

Island:

Appointments:

- National Controller:
- Operations Manager:
- Intercluster Coordinator:

Approval and distribution

Prepared by:	
Approved by:	
Distribution	

Appendix 3 – Situation Report Template

SITUATION REPORT:

Response:

Sitrep #:

Date:

Operational Period:

<p>Highlights:</p> <p>High level overview of key points of the response</p>	
<p>Situation Overview:</p> <p>Detailed overview of the current situation</p>	
<p>Impacts:</p> <p>Detailed description of impacts across Tonga</p>	

<p>Agencies Involved:</p> <p>Which agencies are involved and what are they doing?</p> <p>What resources are being utilised in the response?</p>	
<p>Reporting and public Communications:</p> <p>How is information currently being reported to government and the public?</p>	
<p>Execution</p> <p>Key response actions taken during this operational period</p>	

<p>Predictions:</p> <p>Expected outcomes from current response actions underway?</p>	
<p>Safety</p> <p>What safety issues are currently in place and require action to address?</p>	

<p>Report prepared by:</p>	
<p>Report approved by:</p>	
<p>Report release approved by:</p>	
<p>Next Situation Report due at:</p>	

Appendix 4 – Shift Handover Template

Shift Handover Form	
Event Name:	
NEOC Function:	
Date:	
Summary of the situation <i>Note: more details are available in the Action Plan and SitRep</i>	
Objectives, strategies and key tasks <i>[any changes to objectives or tasks for the incident]</i>	
Significant tasks or decisions taken by the outgoing function shift <i>[e.g. key actions taken by the outgoing shift]</i>	
Tasks or decisions required by the incoming function shift <i>[e.g. outstanding actions, priorities for the incoming shift]</i>	

Critical issues and risks <i>[any risks or issues being managed or emerging]</i>
Key timings, safety requirements and contacts <i>[e.g. meetings, status updates, shift changes etc]</i>
Who to contact if there are any major questions or issues? <i>[may include contact details of the Function Manager on shift]</i>
Comments <i>[provide additional information]</i>

Appendix 5 – Communications Log Template

[illegible]

Appendix 6 – NEOC Message Form Template

[illegible]

Appendix 7 – Master Operations Log Template

MASTER OPERATIONS LOG

NEOC Location:

NEOC Activation Status:

Incident/Event:

Operations Function Manager:

Page #:

Number	Date	Time	Entry	Action	Remarks	Name of Log Officer	Signature

Appendix 8 – Task and Resource Request Form

EOC TASKING AND REQUEST FORM

Person/Agency Making Request:		
Name:	Agency:	Contact Details:
Tasking Detail: Detailed Description of Task/Request.		
Task Location: Where task/request is to be completed/delivered.		
Timeframe: Timeframe for the completion of task / delivery of resources.		
Authority: Under whose authority is the request being made?		
Task Allocation: To the person/agency who will complete the task		
Name:	Title/Agency:	Contact:
Approved by: Name: Title/Agency: Contact:		
Estimated cost of completion:		
Commence on: Time and date of task commencement		
Actions Taken: Description of actions taken		

Appendix 9 – Function Log Template

FUNCTION LOG

FUNCTION:

EVENT NAME:

DATE:

LOCATION:

EVENT NUMBER:

OFFICER RESPONSIBLE:

TIME	EVENT	ACTION/DECISION	OFFICER RESPONSIBLE