



National
Disaster
Risk
Management
Office

Tonga National Disaster Risk Management Office

Island Emergency Operations Centre

Operational Procedures Manual

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Section 1 Introduction

1.1 Island Emergency Operations Centre Manual Purpose

The Island Emergency Operations Centre (IEOC) Manual provides standardised, systematic approach to undertaking response operations and to serve as the primary reference document for managing and operating the IEOC during all phases of disaster risk management (DRM).

This Manual offers comprehensive guidance and step by step instruction for all personnel operating within the IEOC during an activation. This Manual also provides 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 IEOC operations and Tonga's response approach is aligned with and complies with the current legislative framework. Specifically, this Manual ensures that response operations comply and align with the DRM Act 2021 and the DRM 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 IEOC. It aims to ensure that every person operating within the IEOC at any point in time has a clear understanding of what their specific tasks are at all stages of the response effort.

The IEOC Manual will be tested and refined on a regular basis. In the wake of all exercises, standby mode activations and full activations, after action reviews will assess its effectiveness and applicability and amendments will be made as per.

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 within the Tonga DRM system.

Figure 1 – Hierarchy of Tonga DRM Policy Documents



The DRM Act 2021:

The DRM Act 2021 made changes 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 Tonga's EOC network.
- Establishes new disaster governance structures across the system.
- Clarifies different States of Emergency which can be declared.
- Formalisation of the Cluster System.

The new IEOC Manual is designed to operationalise the framework set out in the DRM Act 2021 during times of emergency response for island level operations.

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. As of the commencement of the drafting of the IEOC Manual, the DRM Regulations are yet to be published.

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 assisting.

This Manual is designed to guide the operations and activities of those working within the IEOC.

1.4 References

This document should be read in conjunction with;

- DRM Act 2021.
- DRM Policy Framework 2023 – 2030.
- DRM Regulations.
- Tonga Emergency Fund Act 2008.
- National Emergency Management Plan.
- National Emergency Operations Centre (NEOC) Operational Procedures Manual.

1.5 Document control

This document is owned by the National Controller and the local Island Disaster Controllers 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 after-action reviews (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 four 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 IEOC staff, partner agencies and coordination bodies to ensure coherent and well-coordinated responses across systems.

The DRM Policy Framework 2023 – 2025 outlines Mitigation, Preparedness, Response and Recovery as the four key DRM priorities. The response concept of operations provides a framework for response priority.

2.2 Response Principles

The NDRMO response 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 solutions 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 approach is referred to as management by objectives.
- **Risk based approach to decision making** – Ongoing risk identification and analysis is essential for anticipation and management of the direct, indirect and interdependent consequences of emergencies. Applied foresight is vital for anticipating the next stage(s) 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 approach. Cooperation and collaboration are dependent on positive engagement and information sharing between all agencies.
- **Forward leaning** – Support to impacted communities should be proactively offered/provided wherever possible.
- **Escalate early** – Efforts are scaled proactively to potential threats and/or events.
- **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 IEOC activation. This is not an exhaustive list however it provides a baseline for the response to follow in the early stages;

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

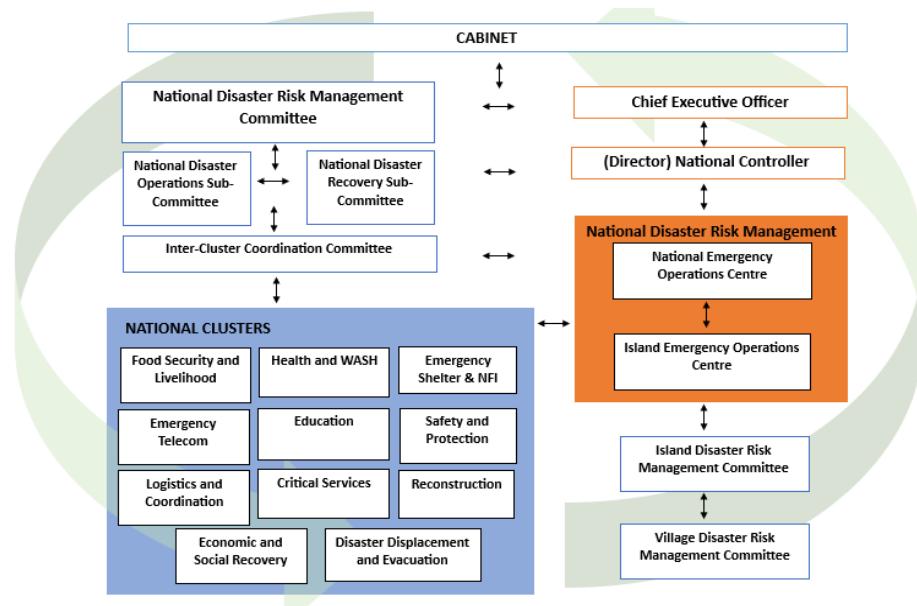
2.4 Tonga National Disaster Coordination Structure

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's
- Cluster coordination – Cluster system activity coordination

This national coordination structure is represented in the following manner;

Figure 2 – National Disaster Coordination Mechanism



2.4.1 National and Island EOC's

In the Tongan Response System, there are two sets 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/National Controller.

Island Emergency Operations Centre:

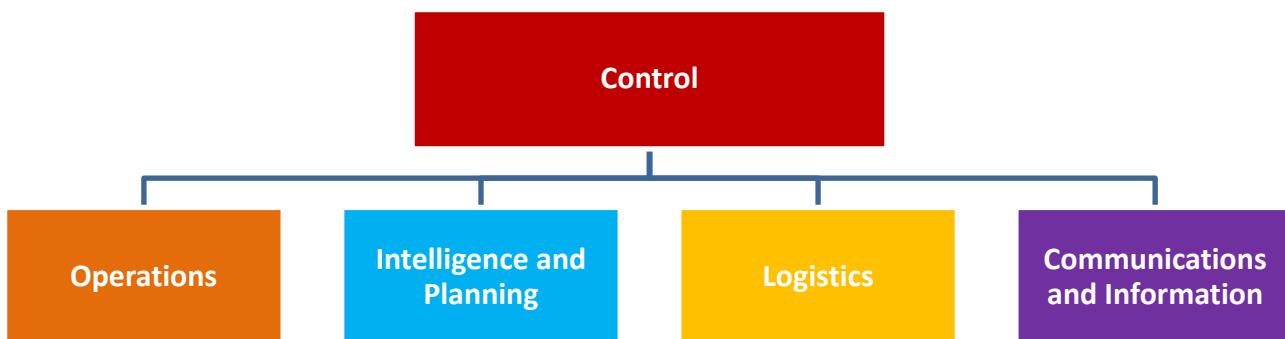
An IEOC functions similarly to the NEOC. The primary purpose of the IEOC is to serve as the central location from which public officials and support staff manage response activities during a disaster.

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 IEOC Coordination Structure

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

Figure 3 - IEOC Coordination Structure



All personnel in within the IEOC will be organized into the following functions:

- **Control Function:** Responsible for leadership of the response within the IEOC.
- **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 response plans.
- **Logistics:** Responsible for the provision and tracking of resources to support affected

communities and to facilitate the response effort.

- **Communications and Information:** Responsible for the provision of information and safety messages to the public, dissemination of early warnings, and for managing communications with the IEOC and partner agencies.

Functional groups listed above will be staffed by island NDRMO staff in the first instance with staff from partner agencies brought in to support as required. 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 and structure for the functions and staff to understand what outputs are required to support response management decision making.

The operational cycle complements the Island Action Plan. It provides an overview of the key outputs required to meet the objectives set by the Island Disaster Controller.

At the island level, the IEOC 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 operation 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 the NEOC, IEOC, partner agencies, and the public.
- Providing updates to the IDRMC and its subcommittees.
- Providing media briefings and releases when deemed appropriate/necessary.

2.7 Activation Modes

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

2.7.1 Standby Mode

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

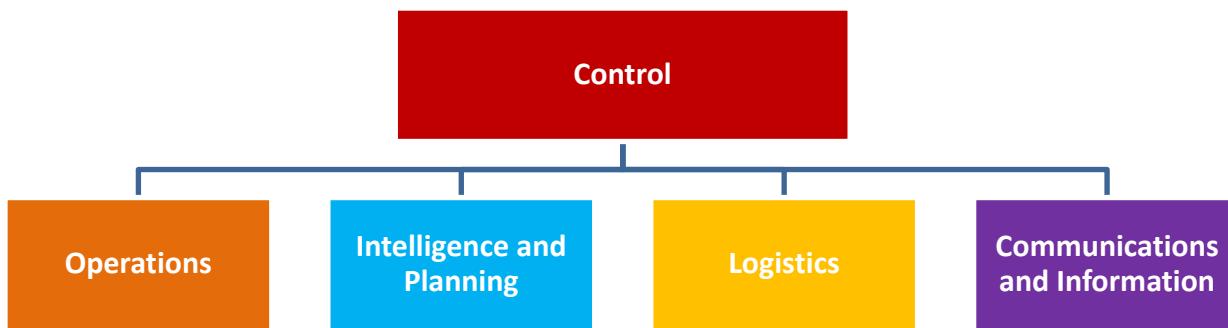
The Island Disaster Controller in consultation with the IDRMC can place the IEOC into Standby Mode should they deem it necessary. This should always be undertaken in consultation with the Director NDRMO/National Controller.

In the event of a Standby Mode activation, the IEOC shall be manned by core IEOC operational staff 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 – IEOC Structure in Standby Mode



If it is deemed that further functions are required, the Island Disaster 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 IEOC 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 Island Disaster Controller will make the decision in consultation with the IDRMC. The National Controller and the Minister must be consulted through this process.

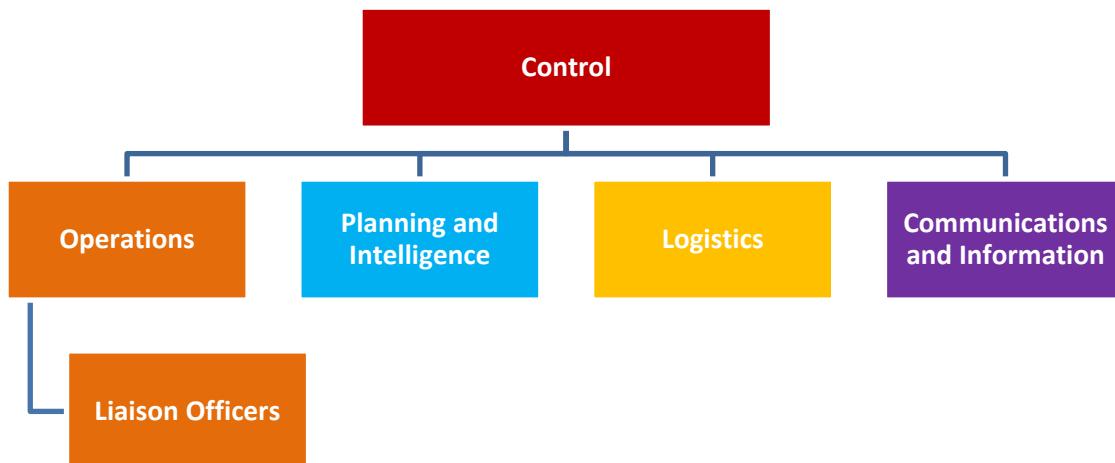
In a Full Activation, the IEOC will be manned by NDRMO staff members with personnel from partner agencies providing support.

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

In a full activation, the IEOC will be manned on a 24-hour basis. The rotation utilised will ideally be two 12-hour shifts.

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

Figure 5 – IEOC Structure in Full Activation



2.8 Escalation and Deactivation Triggers

The flexible nature of the Tongan response system allows for the IEOC to move between modes of activation as the disaster event develops. The following are a set of general considerations to be

accounted for to guide the level of activation of the IEOC;

- 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.
- Capacity of island resources and communities to manage impacts.
- Degree of involvement of partner agencies.
- Level of domestic political interest.
- Level of international interest.
- Level of public interest.
- Level of media interest.
- Likelihood or demand for additional resources.
- Degree of impact the response is having on business-as-usual activities.
- Declaration of a State of Emergency of any kind.

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 island in a matter of days.
- If however, the timeframe is very short, ie a 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 volcano 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 the National Controller to activate:

- When direct requests to activate are received, an escalation to standby mode should be

considered by the Island Disaster Controller.

2.8.2 Full Activation Triggers

There are two instances in which a Full Activation can take place. A Full Activation can be put in place from a Standby Mode activation, or from a state of no active 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.

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 local resources and capabilities are unable to deal with the scale or complexity 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.

Cross sector 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.

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 IEOC is not in a state of activation, a Full Activation should be considered in the following circumstances;

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/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 IEOC, the decision needs to be made by the Island Disaster Controller in consultation with the IDRMC and the National Controller.

Section 3 The Island Emergency Operations Centre

3.1 IEOC Role and Governance

IEOC purpose and role within the Tongan response system:

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

The high-level role of the IEOC is to support the Island Disaster 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 IEOC sits with IDRMC with input from the National Controller and the NDRMC.

The IDRMC is responsible for the following;

- Strategic direction of the response
- Mobilisation of resources across Island bodies to assist response effort including but not limited to;
 - Personnel to assist the response.
 - Island resources, vehicles and equipment.
 - Consumables.
 - Office space.
- New policy implementation and amendments.
- Interface with media and the public.

Whilst the IDRMC are not involved in the operational response, it is vital that the NEOC and IEOC ensure 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's** 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 is able to be utilised for NEOC operations.

Island Emergency Operations Centre Facilities:

Island Emergency Operations Centres (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 Niuao’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.

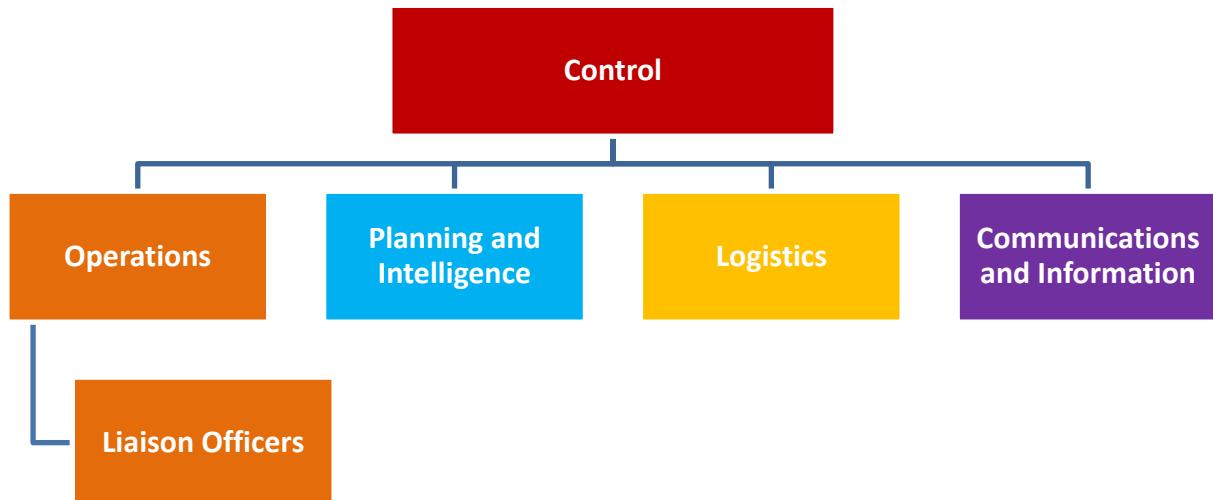
3.3 IEOC Operational Structure

Functional Operational Structure:

The IEOC is organized into five functional areas. The direct roles, responsibilities and outputs of each function are outlined in detail in section 5 through to section 9.

Figure 6 below provides an overview of the full function structure of the IEOC. 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 – IEOC Function Structure



The IEOC runs off 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 Incident Management Team:

The Incident Management Team (IMT) is a structure established by the Island Disaster Controller to enable a collective effort to response to the event at hand. The National Controller will delegate authority to the managers of functions that are in operation to coordinate activities in their sphere 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 IEOC roles are members of the IMT:

- 1) Island Disaster Controller (Primary Chair)
- 2) Operations Function Manager
- 3) Intelligence and Planning Function Manager
- 4) Logistics Function Manager
- 5) Communications and Information Function Manager
- 6) 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 IEOC.
- 6) Managing staff occupying roles within the IEOC.
- 7) Support the Island Disaster Controller to influence governance in accordance to pursue agreed objectives.

The IMT is in place to effectively support the National Controller to fulfill their responsibilities and to effectively coordinate response activities.

3.4 IEOC Tasking Framework

Tasking is a crucial element of a successful coordinated response. Given that the IEOC 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 their priority.

3.4.1 Tasking Principles

The following are a set of principles that the IEOC 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 communicated 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 or IEOC is unavailable, taskings must empower agencies to undertake their mandated 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 meet the needs of the response. The IEOC 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 IEOC

The IEOC operates as 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 who are organising specific activities. Figure 7 outlines the tasking hierarchy within the IEOC;

Figure 7 – IEOC Internal Tasking Hierarchy



Island Disaster Controller:

The Island Disaster Controller is the apex of the IEOC command structure. The Island Disaster Controller will receive strategic direction from governance and will direct tasks downwards through the chain of command.

Function Managers:

Function Managers will receive taskings primarily from the Island Disaster Controller. 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 direct tasking authority within the IEOC.

3.4.3 Tasking Externally – Direct tasking to partners

Given that the IEOC is the lead coordinating entity for response efforts on the Island, the IEOC 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 IEOC. Figure 8 outlines the tasking hierarchy between the IEOC and partner agencies.

Figure 8 – Tasking Hierarchy to Partner Agencies



IEOC Task development:

Via the Island Action Plan, the NEOC or IEOC will task the partner agency with a specific activity. All taskings will adhere to tasking principles in section 3.3.1. This tasking will also be communicated to the partner Liaison Officer within the IEOC.

Partner agency liaison officer:

The partner agency Liaison Officer will assist with the development of the task, approve the task and then communicate this task back to their partner agency for 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 IEOC as it progresses.

3.5 Information Management

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

3.5.1 Information Display

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

Resource status:

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

Situation status:

Up to date information on casualties, infrastructure impacts, damage assessments, numbers of displaced, and approximate humanitarian needs.

Evacuation centers:

Lists and map display of the status and location of evacuation centers being utilised in the response.

Meteorological information:

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

Function whiteboards:

Each function operating in the IEOC 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.

3.5.2 Information Logs

To ensure all information flowing in and out of the IEOC is captured and stored, in a coherent and cohesive way, the following logs will be maintained;

Communications Log:

This log records all message received and sent by the IEOC 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.

Function Logs:

Records key actions and decisions made by all functions operating within the IEOC.

3.5.3 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 IEOC 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;

- The IEOC
- The NEOC
- First response agencies

3.6 IEOC Staffing

The IEOC must be able to function on a 24/7 basis from activation until stand-down as required to support the emergency response. The Island Disaster 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.

3.6.1 General Staffing Principles

The following are a set of principles that will be followed when staffing the IEOC;

- 1) Whilst activated, the IEOC will run on a 24/7 basis.
- 2) Each 24-hour period will be comprised of two 12-hour shifts.
- 3) Staffing the IEOC will prioritise the wellbeing of response staff/personnel and aim to ensure their ability to contribute to the response effort for an extended period.
- 4) 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.
- 5) In a full activation, BaU work will cease, and all staff will contribute to the response effort.
- 6) Staff will aim to 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 IEOC Surge Staffing

NDRMO staff members will be used as the primary staff members to occupy roles within the IEOC during an activation. Given that NDRMO staff are limited, surge staffing can be pulled from partner agencies to fill roles in the IEOC 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 IEOC operations, they can integrate into function teams.

Role of Surge Staff:

When operating in the IEOC 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 IEOC.

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 IEOC and external organisations, agencies, or sectors involved in emergency response and recovery efforts.

Liaison officers are to be present in the IEOC 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 IEOC 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 IEOC team to develop tasks for their agency that are appropriate and realistic for their agency to implement.

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

Key Liaison Officers:

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

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

- Tonga Ministry of Health

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

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. Shift handovers are to 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 IEOC Activation Procedures

This section outlines the key steps required to activate the IEOC. The aim of an IEOC activation is to place the IEOC in a position to effectively 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;

- Standby Activation of the IEOC
- Full Activation of the IEOC from Standby Mode
- Full Activation of the IEOC from a state of no activation.

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

These taskings are not a full summary of the roles of each function within the IEOC. Each functions full list of taskings will be clearly outlined in sections 5 to 9 of this Manual.

4.1 Standby Mode - Activation Procedures

When moving the IEOC into a state of Standby Activation, the following activities must 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.	Island Disaster Controller
2	Activation notification	Notify the key stakeholders of standby mode activation: <ul style="list-style-type: none"> - National Controller - NDRMO Staff - NEOC - HMAF - Tonga Police - Tonga Fire and Emergency Services - Ministry of Health 	Island Disaster Controller
3	Make contact with National Controller	Reach out to National Controller to discuss response priorities.	Island Disaster Controller
4	Deploy Initial Shift	Send formal request for first shift to report to the IEOC to commence work.	Island Disaster Controller
5	Establish operational rhythm	Establish/confirm: <ul style="list-style-type: none"> - Shift pattern - Daily schedule - IMT meetings - Handover briefings 	Island Disaster Controller
6	IEOC Staffing Roster	Develop staffing roster to fill two 12-hour shifts for a 72-hour period.	Logistics Function
7	Activate core functions of the IEOC	Ensure that the following functions are staffed and working in the IEOC: <ul style="list-style-type: none"> - Operations - Logistics - Public Communications and Information - Intelligence and Planning 	Island Disaster Controller
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	Early warnings	Disseminate any early warnings issued by official warning authorities.	Communications and Information
10	Facility establishment	Ensure that: <ul style="list-style-type: none"> - Water, power and emergency systems are functional in the IEOC. - Generators and vehicles are topped up with fuel. - Supply of food and basic needs for IEOC. 	Logistics Function
11	Establish situational awareness	Utilising the information at hand, establish base level situational awareness and begin development on the initial Situation Report. Situation reports to external partners to be produced every 24 hours.	Intelligence and Planning Function
12	Public Information	Ensure the following; <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
13	Initial Action Plan development	Draft Island Initial Action Plan to guide the initial response effort.	Intelligence and Planning Function Operations Function
14	Prepare warehouse facilities for resource deployment	<ul style="list-style-type: none"> - Ensure the NDRMO Warehouse is in a state of readiness for response operations. - Establish contact with NEOC for support from Tongatapu Warehouse. 	Logistics Function
15	Establish response logs	Ensure the following response logs are established; <ul style="list-style-type: none"> - Master Operational Log - Communications Log - Function Logs 	All Functions

4.2 Full Activation – IEOC Activation Procedures

The following are the key tasks required to move the IEOC 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 IDRMC to confirm Full Activation.</p> <p>Consult with National Controller prior to confirmation.</p>	Island Disaster Controller
2	Activation notification	<p>Notify the key stakeholders of transfer to Full Activation:</p> <ul style="list-style-type: none"> - National Controller - NDRMO Staff - NEOC - HMAF - Tonga Police - Tonga Fire and Emergency Services - Ministry of Health 	Island Disaster Controller Communications and Information
3	Update IEOC Staffing roster	<p>Update IEOC Staffing roster to ensure that staffing levels in functions are sufficient to meet the need of the event.</p> <p>Utilise 2 12-hour shift rotations to enable continuity through the response.</p>	Logistics Function
4	Disseminate public information messaging	<p>Publish notification of Full Activation of the IEOC via circulations, radio announcement or digital publication.</p>	Communications and Information Function
5	Early warnings	<p>Disseminate any early warnings issued by official warning authorities.</p>	Communications and Information
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 IEOC	<p>Ensure that Liaison Officers from the following agencies are present in the IEOC:</p> <ul style="list-style-type: none"> - Tonga Police - HMAF - Tonga Fire and Emergency Services - Relevant Cluster Lead 	Island Disaster Controller

		<p>Agencies</p> <ul style="list-style-type: none"> - Tonga Meteorological Services - Local Health Authority 	
8	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>	Intelligence and Planning Function
9	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
10	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 Function
11	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 Island Disaster Controller is to direct a full activation of the IEOC.	Island Disaster Controller
2	Undertake urgent staff mobilisation	Immediately notify all IEOC and NDRMO staff of full activation. Develop initial shift roster and order key personnel to report for first shift.	Island Disaster Controller
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
4	Communications system checks	Verify and establish all necessary communications and ensure they are functioning.	Communications and Information
5	Logistical preparations and mobilisation	Rapidly mobilise the logistics warehouse, determine staging areas and ensure assets are ready for short term mobilisation. Establish staging area to receive resource from the NEOC and partners.	Logistics Function
6	Activate and establish all IEOC functions	Rapidly establish all functions in the IEOC command structure. Ensure activation procedures for each function are underway. Call in Liaison Officers from relevant agencies to the IEOC.	Island Disaster Controller All Functions
7	Public information	Promptly establish communications with the public.	Communications and Information
8	Early warnings	Disseminate any early warnings issued by official warning authorities.	Communications and Information
9	Develop Initial Action Plan	Draft, approve and disseminate initial action plan to guide the early response.	Intelligence and Planning Function
10	Function logs	Maintain response logs across all areas of the response.	All Functions

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.

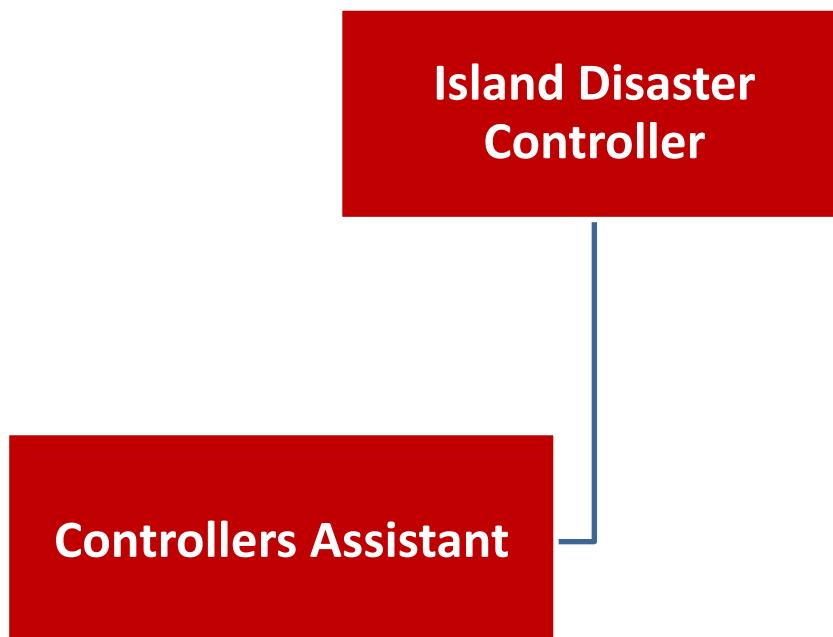
The Control function is responsible for coordinating and managing the response priorities and objectives with partner agencies, response coordination bodies, Island level and village level stakeholders.

The Control Function supports the Island Disaster 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 9 outlines the baseline structure of the control function in an IEOC activation.

Figure 9 – Control Function Structure



5.2 Control Function Roles and Responsibilities

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

Island Disaster Controller

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

- Receive direction from the National Controller and the IDRMC.
- Maintain connection with the NEOC and National Controller.
- Set the intent and objectives of the response.

- Approving the National Action Plan which guides the response.
- Establish the IEOC 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 resource pools).
- Ensure Liaison Officer cooperation from partner agencies.
- Communicate with and manage interactions with response governance (IDRMC).
- Act as a spokesperson for the island response effort with the support of the Communications and Information Function.
- Ensure response effort remains within financial and budget limits.

Controllers Assistant:

The Controllers Assistant is responsible for providing administrative support to the Island Disaster 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 Island Disaster Controller.
- Answer calls and respond to emails where required.
- Manage the schedule of the Island Disaster Controller.
- Manage the administrative elements of the Control Function as required.

5.3 Key Tasks and Outputs

This section outlines the key outputs of the Control Function in the IEOC during an activation;

- The provision of leadership in the IEOC and the wider response.
- Maintain direct contact with the National Controller.
- Maintain direct contact with the IDRMC.
- Organise and publish the IEOC daily schedule.
- Approve the Island Action Plan.
- Approve Situation Reports.
- Chair the IMT meetings.
- Facilitate start and end of shift briefings.
- Communicate with, leverage and manage the expectations of response governance through the NDRMC.

5.4 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 IEOC activation.

1 - Initial Response Tasks - (First 6 Hours)	
1.1	Establish mode of activation.
1.2	Notify NDRMO staff and call first shift into the IEOC.
1.3	Determine early response objectives and priorities.
1.4	Conduct initial briefing with the IEOC.
1.5	Establish the Incident Management Team and schedule 1 st meeting.
1.6	Chair the initial IMT meeting.
2 – Response Coordination Tasks	
2.1	Confirm response objectives.
2.2	Set IEOC daily meeting schedule.
2.3	Coordinate with Communications and Information Function to ensure public notifications are disseminated.
2.4	Ensure early warnings from official agencies are disseminated to the public.
2.5	Ensure the activation of the IDRMC.
2.6	Determine upcoming staffing requirements and shift arrangements and develop shift roster in collaboration with the IMT.
3 – Ongoing Shift Tasks	
Maintain the function of the IEOC	
3.1	Determine/confirm the operational period.
3.2	Determine/confirm the daily schedule.
3.3	Set/confirm island level operational priorities and response objectives.
3.4	Ensure IEOC staffing roster is up to date and meets the needs of the response.
3.5	Monitor and support the wellbeing of IEOC staff.
3.6	Check visual displays and ensure they are fit for purpose and updated.
Chair coordination meetings	
3.7	Hold daily stand-up meetings.
3.8	Hold and chair IMT meetings.
3.9	Coordinate with National Controller and village response leaders.
3.10	Attend and support IDRMC 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 in relevant areas.
Situation Report and Action Plans	
3.15	Ensure production of Situation Report.
3.16	Provide input into the Situation Report in coordination with Intelligence and Planning Function.
3.17	Sign off on Situation Report for distribution.
3.18	Ensure production of Island Action Plan.
3.19	Provide input and feedback on the Island Action Plan.
3.20	Sign off on Island Action Plan.
Stakeholder management	
3.21	Provide regular updates to National Controller and IDRMC
3.22	Ensure stakeholders are on Situation Report distribution lists and that situational awareness is maintained across the response.
3.23	Ensure Liaison Officers are present within the IEOC.

Section 6 Operations Function

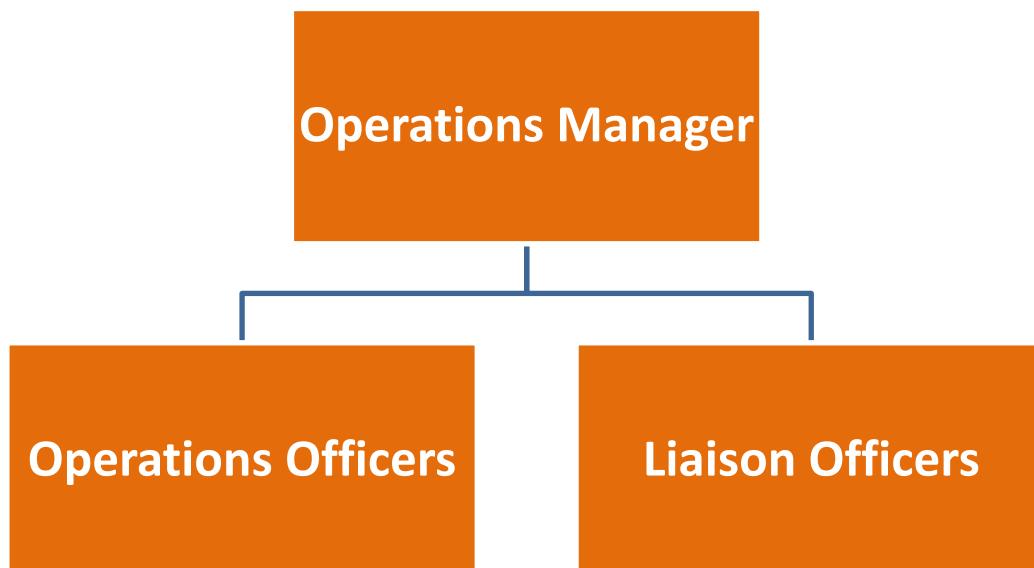
The Operations Function is responsible for the day-to-day coordination of response activities, stakeholder/coordination groups, and detailed tasking that follow the Island Action Plan.

The Operations Function aims to ensure an overview of a broad range of actions within the island response. The Operations Function also solves operational level problems that do not need to be escalated up to the Island Disaster 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 10 outlines the baseline structure of the Control Function in an IEOC activation.

Figure 10 – 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 Island Disaster Controller.
- Integrate stakeholders into the response.
- Execute the Island Action Plan.
- Track and manage staff in the field.
- Maintain the Master Operations Log.
- Track and monitor all taskings within the IEOC and across the response.
- Contribute to the planning process, including drafting the Island Action Plans.

Operations Function Manager:

- Reports to the Island Disaster 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 directly to the Operations Function Manager.
- Execute the day-to-day activities of the Operations Function during an IEOC activation.

Liaison Officers:

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

6.3 Operations Function Activation Checklist

The following checklist outlines the key tasks required to activate the Operations Function specifically. Note that the Operations Function has responsibilities for wider NEOC activation. Refer to section 4.1 and 4.2 for Control Function taskings for wider IEOC 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 IEOC.
1.6	Establish Response Tasking Log.
2 - Coordinate Response Tasks	
Execute the National Action Plan	
2.1	Receive the Island Action Plan and enter tasks into Response Tasking Log.

2.2	Provide taskings to IEOC functions and ensure they are understood.
2.3	Provide taskings to Liaison Officers for provision to their home agencies.
2.4	Monitor task progression across different elements of the response.
2.5	Confirm priorities for the operational period with the Control Function.
2.6	Facilitate the organisation of shift handovers and response briefings.
3 – Ongoing Shift Tasks	
IEOC 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 Island 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	Execute deployment of field staff.
3.9	Maintain regular contact with field staff to ensure their wellbeing.
3.10	Manage issues and concerns that are raised by field staff.
3.11	Once purpose is served, facilitate deactivation of deployed staff and return to home.
Situational awareness	
3.12	Contribute to the development of the Situation Report.
3.13	Ensure Liaison Officers are able to contribute to Situation Report.
3.14	Ensure Intercluster Coordinator is able to contribute to Situational Awareness from a cluster perspective.
3.15	Maintain situational awareness by regularly reading and understanding Situation Reports produced.
End of shift	
3.16	Provide handover to incoming shift – Includes written and verbal briefing.
3.17	Attend IEOC shift handover.
3.18	Debrief with Liaison Officers at end of shift.
3.19	File all key documents in the relevant areas
3.2	Sign out of IEOC

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.

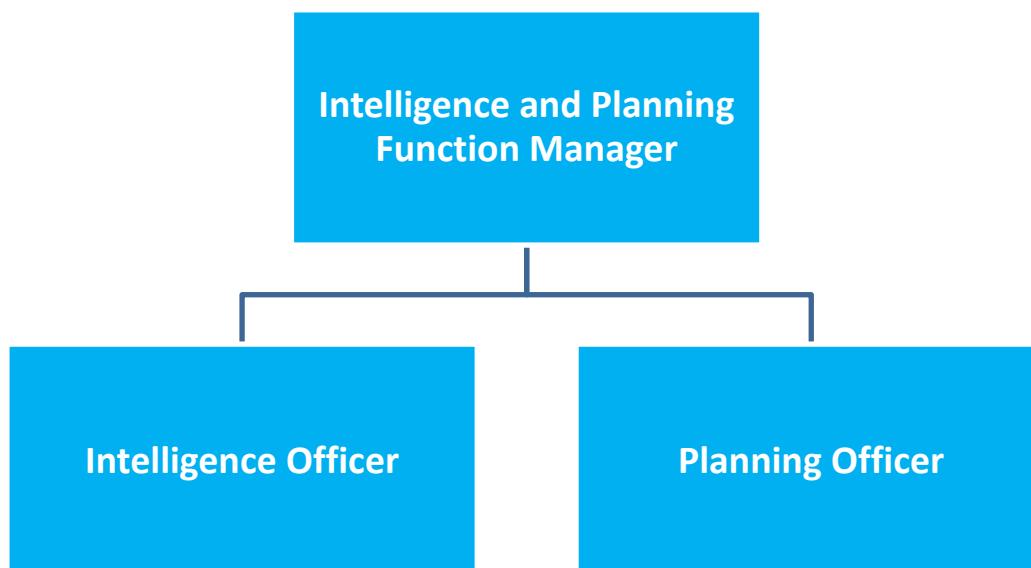
In addition, the Intelligence and Planning Function is responsible for the development of Action Plans which will guide the trajectory of the response and ensure that agencies are completing tasks which have been assigned to them by the IEOC.

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 11 outlines the baseline structure of the Intelligence and Planning Function in an IEOC activation.

Figure 11 – 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 Operations 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 a Situation Report.

- Development of Island Initial Action Plans in collaboration with the Incident Management Team.

Intelligence and Planning Function Manager:

- Reports to the Island Disaster 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 IEOC.
- 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.
- Provide IDA results to the NEOC.

Planning Officer:

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

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 IEOC activation. Refer to section 4.1 and 4.2 for taskings for wider IEOC 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 and Intel Officer).
1.5	Create a filing system to ensure that all documentation and communications can be filed and stored.
1.6	Determine schedule for product delivery (Situation Reports and Action Plans).
1.7	Upon direction of Control Function, commence development of the Initial Action Plan.
1.8	Upon direction of the Control Function, commence Situation Report development.
1.9	Establish function daily rhythm (Shift handovers, product development and function meetings).
1.10	Confirm and complete taskings assigned by the operations function.
2 – Ongoing Response Tasks	
Island Initial Action Plan	
2.1	Obtain direction from the Island Disaster Controller and compile draft of National Initial Action Plan.
2.2	Obtain input from the IMT.
2.3	Finalise the Island Initial Action Plan.
2.4	Disseminate the Island Initial Action Plan to the IEOC and relevant stakeholders across the response.
Island Action Plan	
2.5	Obtain direction on priorities from Control Function.
2.6	Lead IMT planning meeting to develop draft (Include Liaison Officers).
2.7	Draft the Action Plan.
2.8	Provide copy of Action Plan to IMT, Liaison Officers for review.
2.9	Finalise the Action Plan and receive sign off from the Island Disaster Controller.
2.10	Publish the Action Plan.
2.11	Commence drafting of the next Island Action Plan for the upcoming operational period.
3 – Intelligence Tasks	
General tasks	

3.1	Assist with set up of visual information displays in the IEOC.
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 development	
3.6	Access the Situation Report standard template.
3.7	Collect and analyse all relevant information available.
3.8	Consult with partner functions to gain input into the Situation Report.
3.9	Finalise the draft of the Situation Report.
3.10	Gain approval for the Situation Report from the Control Function.
3.11	Disseminate the Situation Report to stakeholders across the response.
3.12	Prepare process for the upcoming Situation Report draft.
Initial Damage Assessment	
3.13	Engage with NEOC to ensure effective IDA coordination.
End of Shift	
3.14	Provide handover to incoming shift – Includes written and verbal briefing
3.15	Attend IEOC shift handover.
3.16	Update visual displays in the IEOC.
3.17	Check and update taskings from Operations Function.
3.18	Sign out of IEOC.

Section 8 Logistics Function

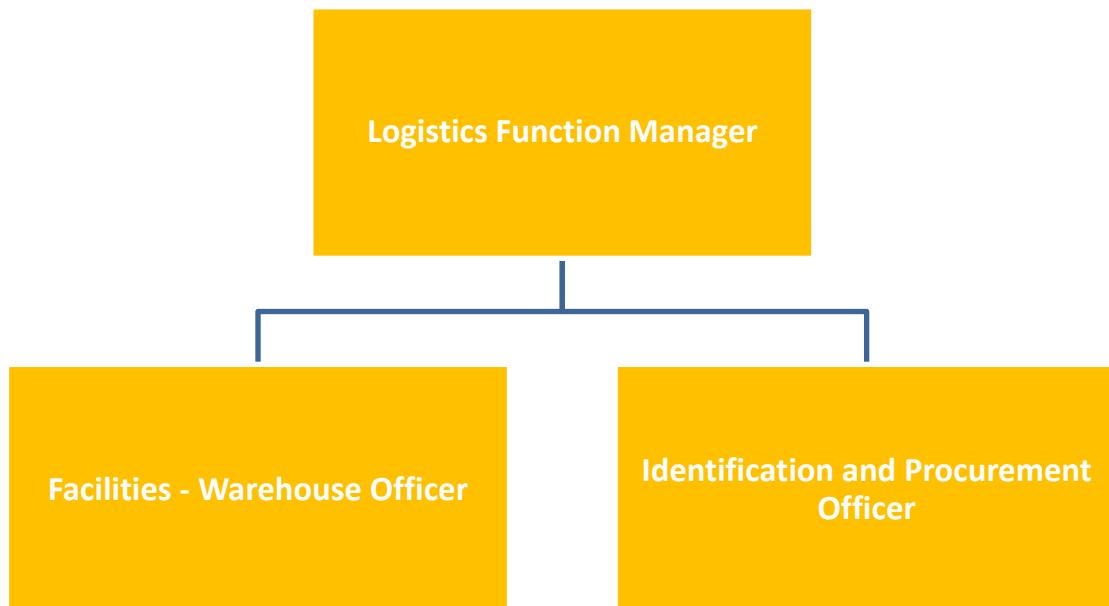
The Logistics Function is responsible for ensuring that all operational aspects of the IEOC response have the physical capacity, required assets and resources to perform duties and fulfill objectives effectively.

The Logistics Function provides and tracks resources to support communities impacted by an emergency. It can also procure resources on behalf of other IEOC 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 Logistics Function can be flexible depending on the nature of the response. Figure 12 outlines the baseline structure of the Logistics Function in an IEOC Activation.

Figure 12 – 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:

- 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 Island Disaster Controller.
- Provide leadership and direction to the Logistics Function.
- 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 Logistics Function Manager.
- Coordinate with NEOC and IEOC partners to ensure that warehouses are sufficiently supplied with resources.
- Monitor inventory across warehousing facilities.
- Coordinate with transportation to schedule deliveries to warehouse facilities.

Identification and Procurement Officer:

- Report directly to the Logistics Function Manager.
- Track resource/asset availability across the Island response.
- Collaborate with suppliers, partner agencies, NGO's and humanitarian outfits to maintain a continual flow of resources across the island 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 IEOC activation. Refer to section 4.1 and 4.2 for taskings for wider IEOC 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	Confirm roles within the function (Assign Warehousing Officer and Procurement Officer).
1.5	Create a filing system to ensure that all documentation and communications can be filed and stored.
1.6	Assess the state of readiness of warehousing facilities.
1.7	Establish connection with Operations Function.
1.8	Establish resources tracking sheet and update the Logistics wall of information display.

1.9	Establish function daily rhythm (Shift handovers, product development and function meetings if required).
1.10	Confirm and complete taskings assigned by the Operations Function.
2 – Ongoing Response Tasks	
Manage supply	
2.1	Identify critical resources with Control/Operations.
2.2	Receive and evaluate supply requests.
2.3	Coordinate with Operations Function to identify required resources.
2.4	Maintain Asset Register and offers of assistance (as required).
2.5	Procure required supplies.
2.6	Organise storage of supplies.
2.7	Maintain inventory tracking.
Manage transport	
2.8	Procure key transport assets and receive assets from NEOC/National response.
2.9	Maintain awareness of transport assets available in the response environment.
2.10	Arrange safe transport of resources.
2.11	Ensure logistics capacity at pick up and drop off points to load and unload resources.
2.12	Maintain strong connection with National Logistics and Coordination cluster and utilise their capacities and capabilities.
2.13	Maintain strong connection with direct Liaison Officers in the IEOC and NEOC.
Manage procurement	
2.14	Establish procurement process within the IEOC.
2.15	Understand which resources are priorities for procurement through engagement within the IEOC and logistics stakeholders.
2.16	Procure critical resources.
End of shift tasks	
2.17	Provide handover to incoming shift – Includes written and verbal briefing.
2.18	Attend any IEOC shift handover briefing.
2.19	Update resource tracking documents.
2.20	Check and update taskings from Operations Function.
2.21	Sign out of IEOC.

Section 9 Communications and Information Function

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

- Ensuring that the IEOC can communicate with partners across the response.
- Communications into and out of the IEOC are managed in an effective manner.
- Ensuring that public is well informed over the course of the island response and receives early warnings.

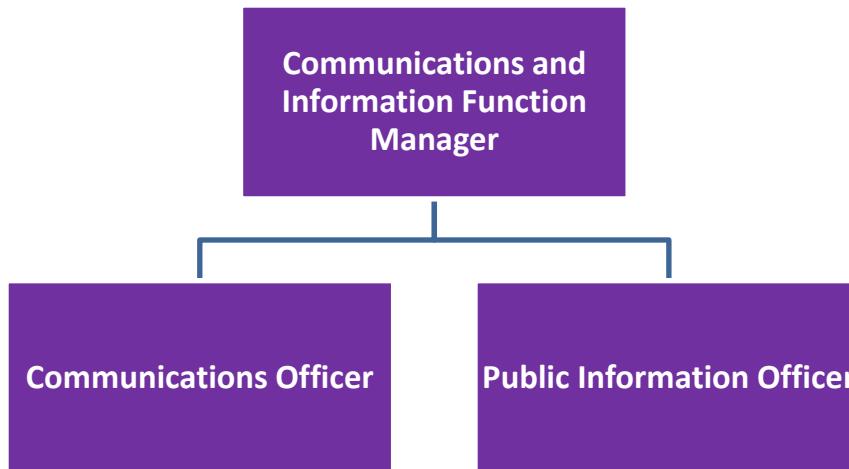
The Communications element of this function ensures that reliable communications systems such as radios, phones, internet and other communications platforms are established, maintained, and are resilient to ensure that the IEOC can effectively and reliably communicate during times of activation. This will allow for the IEOC to fulfill its role in ensuring the response effort is coherent and coordinated between all actors in the response.

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 drafting 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 13 outlines the baseline structure of the Communication and Information Function in an IEOC Activation.

Figure 13 – 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 IEOC 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 IEOC to support effective decision making around operations.
- Develop and maintain standard communications protocols within the IEOC.
- Ensure reliable back up communications systems within the IEOC.
- Design and deliver priority information (updates, advisories and warnings) to the public via social media and standard media.
- Ensure clear and sound communication with stakeholders across the island response and the NEOC.

Communications and Information Function Manager:

- Reports to the Island Disaster 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 warnings that have been issued by official warning agencies.
- 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.

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. Note that the Communications and Information Function has responsibilities for wider IEOC activation. Refer to section 4.1 and 4.2 for taskings for wider IEOC 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	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	
Baseline 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 incoming messages to the Control Function.
2.5	Communicate outgoing messages under the direction of the Control Function.
2.6	Provide input into the Island Action Plan and Situation Reports.
Public information tasks	
2.7	Disseminate early warnings which have been issued by an official warning agency.
2.8	Monitor social media and other public information channels for sentiment trends and invalid information.
2.9	Draft public communication messaging based on the up-to-date intelligence.
2.10	Draft/produce social media content and other elements for public consumption.
2.11	Push NDRMO messaging out to the island through channels that are not reached by NDRMO.
2.12	Maintain contact with public information staffers in partner agencies to align public information.
2.13	Ensure the validity of public messaging being disseminated.

End of shift tasks	
2.14	Provide handover to incoming function shift – Includes written and verbal briefing.
2.15	Attend any IEOC shift handover briefing.
2.16	Update resource tracking documents.
2.17	Complete response logs.
2.18	Check and update taskings from Operations Function.
2.19	Sign out of IEOC.

Section 10 IEOC Deactivation Procedures

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

It aims to take the IEOC out of a state of activation such that response agencies and staff members can return to standard, business as usual operations.

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

- Standby Activation of the IEOC
- Full Activation of the IEOC

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

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

10.1 Standby Mode - Deactivation Procedures

The following are a set of procedures required to deactivate the IEOC from Standby Mode Activation.

#	Task	Description	Responsibility
1	Confirmation of deactivation	Confirm with the IDRMC the intent to deactivate and ensure that support is given. Confirm direction from National Controller.	Control Function
2	Notification of deactivation intent	Issue formal communications to IEOC staff members and to response partners indicating the intent to deactivate the IEOC. This must include the date, time and reason.	Communications and Information Function
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 BaU/recovery operations. 	All functions
8	Stand down the IEOC	Tidy up the IEOC and return it to a BaU operational mode. Take down visual displays that are not required for business as usual.	All Functions

9	Formal deactivation notice	Produce and publish formal deactivation notice in consultation with the NEOC/National Controller.	Communications and Information Function
10	Staff wellbeing debrief	Ensure all staff that require it have access to professional psychosocial support services to assist post response.	Control Function
11	Hot debrief	Undertake a hot debrief with all IEOC staff involved in the response effort. This is to be undertaken as soon as possible post deactivation.	Control Function
12	Cold debrief	Undertake a thorough cold debrief with all IEOC staff involved in the response effort. This includes Liaison Officers. This is designed as an in-depth overview of learnings from the response effort. This should be undertaken within four weeks of the deactivation at most.	Control Function

10.2 Full Activation - Deactivation Procedures

The following are a set of procedures required to deactivate the IEOC from a state of Full Activation.

#	Task	Description	Responsibility
1	Confirmation of deactivation	<p>Confirm with the IDRMC the intent to deactivate and ensure that support is given.</p> <p>Confirm deactivation with National Controller.</p>	Control Function
3	Notification of deactivation intent	<p>Issue formal communications to IEOC staff members and to response partners indicating the intent to deactivate the IEOC.</p> <p>This must include the date, time and reason.</p>	Communications and Information Function
4	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
5	Resource and equipment reconciliation	<p>Conduct a comprehensive audit of all resource and equipment utilised during the full activation.</p> <p>Manage the return of assets no longer required to designated storage locations as required.</p>	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	<p>Formally stand down all functions which have been activated by undertaking the following tasks;</p> <ul style="list-style-type: none"> - Notify all stakeholders of deactivation. - File all documentation. - Tidy up work-station area. <p>Return to BaU and recovery operations.</p>	All functions
8	Stand down the IEOC	<p>Tidy up the IEOC and return it to a BaU operational mode.</p> <p>Take down visual displays that are not required for BaU.</p>	All functions
9	Hot Debrief	Undertake a hot debrief with all IEOC staff involved in the response effort.	Control Function

		This is to be undertaken as soon as possible post deactivation.	
10	Staff wellbeing debrief	Ensure all staff that require it have access to professional psychosocial support services to assist post response.	Control Function
11	Cold debrief	<p>Undertake a cold debrief with all IEOC 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	Re stock of emergency warehousing supplies	Review the status of the depletion of key emergency supplies and plan for their replacement.	Logistics Function

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
VDRMC	Village Disaster Risk Management Committee

Appendix 2 – Initial Action Plan Template



Island Initial Action Plan

Island Emergency Operations Centre Initial Action Plan	
Incident:	Action Plan #:
Island Disaster Controller:	Date of issue:
Operational Period:	IEOC Activation Mode: (Please Select) <input type="checkbox"/> Standby Mode
Contact:	<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 Island Disaster Controller. Should follow National Controllers Objectives:

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
Island EOC	Example: Coordinate the delivery of relief items to impacted villages
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?

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Public Information:

How are we communicating with the public?

Command and Control:

Lead Agency:

National:

Island:

Appointments:

- National Controller:
- Island Disaster Controller:
- Operations Function Manager:
- Intercluster Coordinator:

Approval and distribution

Prepared by:	
Approved by:	
Distribution	

Appendix 3 – Situation Report Template

SITUATION REPORT:

Response: **Sitrep #:**

Date: **Operational Period:**

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

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

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

Report prepared by:	
Report approved by:	
Report release approved by:	
Next Situation Report due at:	

Appendix 4 – Shift Handover Template

Shift Handover Form	
Event Name:	
IEOC 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

[any risks or issues being managed or emerging]

Key timings, safety requirements and contacts

[e.g. meetings, status updates, shift changes etc]

Who to contact if there are any major questions or issues?

[may include contact details of the Function Manager on shift]

Comments

[provide additional information]

Appendix 5 – Communications Log Template

Appendix 6 – IEOC Message Form Template

Appendix 7 – Master Operations Log Template

MASTER OPERATIONS LOG

IEOC Location:

IEOC 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: