

## **In Country:**

### **Immediate Actions:**

- Assess affected country and other response organizations' abilities to carry out relief operations. Make determination on best use of operations resources.
- If plan requires immediate tactical response, assist in selecting work site, set up equipment, and begin operation.
- With communications officer, determine communications needs and develop communications plan. Submit to planning coordinator.
- Develop staff work schedule for function, considering the need for 24-hour operation.
- With press officer, establish on-site media management procedures.
- Compile disaster situation analysis with technical/scientific operations specialists (if specialists are on DART).
- If operational plan does not require immediate tactical response, offer technical assistance to existing tactical operations.

### **Ongoing Actions:**

- Contribute regularly to team operational planning process by recommending tactics to meet team objectives.
- Update team leader, planning function, and appropriate staff on current situation, including potential or impending life threatening situations for team members or victims.
- Coordinate with logistics function to ensure operational requirements are being met.
- Keep operations staff briefed on changing situation.
- Conduct frequent debriefings with key staff to review problems and work accomplishments.
- Coordinate continuously with affected country response organization, other assisting country response teams, and any on-site coordination organizations such as an on-site operations coordination center (OSOCC). Compliment ongoing activities.

### **Demobilization:**

See general checklist.

## **A. Medical Officer**

Manages medical care operations. Position will be filled on the DART when DART operations include assisting disaster victims directly with medical care units. Reports directly to the operations coordinator.

### **Pre-Departure:**

- Contact OFDA/W medical officer and obtain information on the following:
  - Medical capabilities in the affected country and at the disaster site.
  - PVO's/NGO's/IO's working in the affected country and types of programs currently being conducted.
  - Types of USG-sponsored medical personnel and material assets available for disaster response and methods of obtaining them.
  - Any medical responses being planned or carried out by other assisting countries or organizations.
- Ensure any specialized equipment is properly prepared for shipment.
- Contact medical personnel, brief, and ensure preparedness.

### **In Country:**

#### **Immediate Actions:**

- Perform immediate initial evaluation of health and medical situation. Discuss needs with local health officials, USAID/Embassy, other assisting country response teams, and PVO's/NGO's/IO's.
- Assess affected country and other response organizations' abilities to manage situation. Make determination on need to activate a medical unit immediately.
- Determine local medical capabilities and contacts.
- If plan requires immediate patient care, assist in selecting work site, set up equipment, and begin operation (if such resources are a part of the DART).
- Develop staff work schedule.
- Establish medical priorities. Validate triage process.
- Provide leadership and technical guidance and resolve any coordination and personnel problems within unit.
- Provide backup support and consultation to safety officer, including monitoring and management of critical incident stress syndrome.
- If operational plan does not require immediate patient care, offer technical assistance to existing medical operations.

**Ongoing Actions:**

- Ensure that proper medical and health practices and standards are observed.
- Coordinate continuously with search and rescue medical team manager, local Ministry of Health, USAID/Embassy, other response teams, and international organizations.

**Demobilization:**

See general checklist.

**B. Search and Rescue Task Force Leader**

Manages search and rescue (SAR) operations. Reports directly to the operations coordinator. Additional information on SAR operational response activities is located in FEMA's Urban Search and Rescue Response System *Field Operations Guide*.

**Pre-Departure:**

- Contact the operations coordinator and receive general briefing. In addition to the general checklist, discuss:
  - Type and quantity of communication equipment for SAR operations.
  - Construction techniques used in affected country.
- Contact SAR personnel. Brief and ensure preparedness. SAR teams should be self-contained and able to function for 72 hours without resupply.
- Coordinate the acquisition and shipping of equipment. Ensure engines are purged and air bottles bled. Specify weight, cubes, and number of pieces and arrange for special handling requirements, including refrigeration and handling of gasses.

**In Country:****Immediate Actions:**

- If plan requires immediate SAR response, assist in selecting work site, set up equipment, organize SAR teams, and begin operation.
- Develop staff work schedule for task force, considering the need for 24-hour operation.
- With press officer and operations coordinator, establish on-site media management protocol. Brief unit leaders.
- If operational plan does not require immediate tactical response, offer technical assistance to existing search and rescue operations.

**Ongoing Actions:**

- Coordinate closely with technical/scientific operations specialists.
- Ensure proper safety practices and standards are observed. Immediately shut down any life-threatening SAR activity.

**Demobilization:**

See general checklist.

**C. Technical/Scientific Operations Specialists**

Provide DART with technical and scientific expertise pertaining to the disaster. Specialists assigned to the team may be from several different fields including shelter/housing, volcanology, geology, structural engineering, fire suppression, or hazmat. These specialists should not be confused with specialists specifically assigned to the DART planning function to provide assessments in technical and scientific areas (see DART planning).

When assigned to the operations function, these individuals are expected to perform operational activities such as working with the affected country and other organizations in teaching the proper use of USG-supplied relief commodities, taking measurements and samples, monitoring geologic activities, and providing technical advise in fire suppression and hazmat handling. Report directly to the operations coordinator.

**Pre-Departure:**

- Contact the operations coordinator and receive general briefing. In addition to the general checklist, discuss:
  - In-country support needs.
  - Current technical resources and relief commodities requested of USG by affected country. Obtain list.
  - Affected country technical/scientific capabilities to use resources and commodities.
  - Status of OFDA stockpile items and stockpile usage procedures.
  - Availability of in-country support services.
  - Contact list for technical/scientific government officials and organizations in affected country.
- Coordinate the acquisition and shipping of equipment.
- Consider the need for specialized equipment or adaptors for affected country.
- Specify weight, cubes, and number of pieces and arrange for special customs clearance requirements.

## **In Country:**

### **Immediate Actions:**

- Establish contacts with USAID/Embassy and local counterpart experts. Share information on disaster and predicted technological occurrences.
- Assess affected country and other response organizations' abilities to use technical/scientific resources and commodities provided by USG and where resources and commodities would be best used.
- If emergency shelter is required, work with the logistics function to:
  - Perform thorough damage and needs assessment of shelter situation.
  - Move plastic sheeting as close as possible to area of victims' needs.
  - Establish location for distribution such as a large gym or soccer field. Ensure security and prevent distribution to inappropriate recipients.
  - Establish system of tracking and accounting with local officials or PVO's/NGO's/IO's.
  - Conduct training on best use of plastic sheeting. Distribute instructions. Provide assistance.
  - Coordinate closely with local housing authorities and USAID/Embassy specialists on local shelter situation.

### **Ongoing Actions:**

- Ensure the acquisition and shipping of appropriate technical/scientific equipment and relief supplies, including such items as OFDA plastic sheeting and seismic monitoring devices. Specify weight, cubes, and number of pieces and arrange for special handling requirements as needed.
- Advise operations coordinator of technological or scientific problems.
- Coordinate with safety officer (if on DART) on medical evacuation plan and on health and safety issues for DART members.
- Offer assistance to existing technical and scientific operations.

### **Demobilization:**

See general checklist.

## Planning Coordinator

Manages DART planning, assessing, reporting, personnel tracking, information analysis, and documentation activities. Makes recommendations based on analysis of information. Reports directly to the team leader. Serves as the acting team leader during his/her absence.

### Pre-Departure:

- Contact the team leader and receive a general briefing. In addition to the general checklist, discuss:
  - Reporting guidelines, procedures, formats, and time frames for DART cables, situation reports, and final disaster reports.
  - Points of contact for reporting information to USAID/Embassy, OFDA Washington, U.N., and affected country.
  - Types and frequency of assessments required by objectives.
  - Types (if any) of USG-funded grants and/or contracts in place in affected country at present.
  - Level of monitoring/assessment of present grants and/or contracts to be performed by DART.
  - Level of review expected for new proposals for relief activities.
- Discuss with OFDA Washington information specialist responsible for the disaster, guidelines, procedures, formats, and time frames for information reporting.
- Ensure the acquisition and shipping of special supplies for planning function.
- Ensure that adequate telecommunications equipment is ordered, considering requirements for conducting assessments, tracking resources, updating current events, and conveying information back to Washington.
- With team leader and OFDA staff, conduct initial DART briefing. Cover all items under "IN TRAVEL" in checklists as well as security briefing, travel advisory alert, public health bulletin, and list of do's and don'ts.
- Ensure planning staff obtains copies of USG-funded relief activity grants and/or contracts that DART will be monitoring in the affected country.
- Obtain a copy of OFDA's guidelines for grant proposals.
- Ensure adequate maps of the affected country and mapping supplies are obtained.

## **In Country:**

### **Immediate Actions:**

- Locate affected country emergency management organization and/or on-site operations coordination center, report the DART's capabilities, requirements, and objectives and receive work area assignments (if the DART has an operational component).
- Set up an initial team briefing. Set time, place, and list of attendees for future planning meetings.
- Supervise the formulation of an initial team operational plan based on immediate evaluations from all functions.
- Establish a DART headquarters and begin operation.
- Oversee the damage and needs assessment process and the development of a map of the affected area showing location of DART activities and of grants/contracts activities.
- At the DART headquarters, oversee the set up of information displays including organization charts, resource tracking systems, maps, chronology of major events and team activities, and situation reports.
- Develop staff work schedule for function.
- Establish an operational plan development process with contributions from DART members. Decide if the plan will be given verbally or in writing to DART members. The plan should include:
  - Operational strategy and objectives (team leader and planning coordinator).
  - Tactical actions (operations coordinator).
  - Work assignments (operations and planning coordinators).
  - Communications plan (communications officer).
  - Transportation plan (transportation officer).
  - Commodity distribution plan (logistics coordinator).
  - Work maps (information officer).
  - Medivac plan (safety officer).
  - Demobilization plan (planning coordinator).
- Determine daily DART briefing and debriefing procedure and time schedule. Inform team leader.
- With press officer, establish procedures for press visits to command post (access to visual displays, situation reports, resource status information).
- Establish liaisons with other NGO's/PVO's/IO's, assisting country teams, donor countries, and the affected country to share information related to the disaster.

**Ongoing Actions:**

- Conduct regular planning briefing and debriefing sessions.  
Ensure:
  - Appropriate DART members submit information on time.
  - Sessions are objective oriented.
  - Strategy and tactics are developed and understood.
  - Sessions are brief, conducted on time, and have proper attendance.
  - Information is well-documented.
  - Displays and maps are used for illustration and are available as needed.
- Ensure the satisfactory completion and reporting of assessments.
- Ensure the monitoring of USG-funded relief activities as required.
- Identify and request technical/scientific specialists as needed. Brief and supervise these specialists when deployed with the DART.
- Ensure DART members regularly submit updates on situation status, work progress, resource location, and significant events.
- Oversee the situation reporting and distribution process.
- Oversee proper documentation of all DART activities.
- Conduct daily critique of operational plan effectiveness, analyze information gathered by planning staff, and make recommendations to team leader.
  - Recommend alternative team objectives.
  - Recommend increase or decrease in resources/activities needed to complete team objectives as objectives change.
- Ensure collection of unit logs from team members.

**Demobilization:**

- Supervise the development of the demobilization plan.
- Ensure all DART members have submitted necessary information for final disaster report.
- Submit draft of final disaster report to team leader for review.
- Complete final disaster report and present to team leader.
- Submit all reports, evaluation, unit logs, and personnel time records to team leader.



## **A. Information Officer**

Collects, analyzes, documents, and distributes information on DART activities. Prepares all situation reports, and assists with the preparation of cables, briefing papers, DART operational plan, maps, and final disaster report. Tracks DART resources. Coordinates information gathering and reporting activities with PVO's/NGO's/IO's, other donor countries, and affected country. Reports directly to the planning coordinator.

### **Pre-Departure:**

- Contact the planning coordinator and receive a general briefing. In addition to the general checklist, discuss:
  - Reporting guidelines, procedures, formats, and time frames for DART cables, situation reports, and final disaster reports.
  - Points of contact for reporting information to USAID/Embassy, OFDA Washington, U.N., and affected country.
  - Obtain a list of PVO's/NGO's/IO's, donor countries, and U.N. agencies, with names and numbers if possible, working on disaster relief in the affected country.
- Discuss with OFDA Washington information specialist responsible for the disaster, guidelines, procedures, formats, and time frames for preparing information.
- Identify, prepare, and arrange for shipping of special supplies for planning function.
- Obtain adequate maps of the affected area and mapping supplies.

### **In Country:**

#### **Immediate Actions:**

- Perform immediate initial evaluation of information unit needs. Coordinate with administrative function.
- Assist in the preparation of the initial operational plan.
- Set up and maintain a tracking system for DART members.
- Work with the logistics officer to set up and maintain a tracking system for USG commodities. Use information for situation report.
- Establish local contacts and liaison with USAID/Embassy.
- Prepare initial map of affected area.
- Establish clearance process for situation reports and cables with team leader.
- Develop distribution list for situation reports and operational plans.

**Ongoing Actions:**

- Prepare and get clearance for situation reports according to identified procedures.
- Debrief field assessment officer(s), project officer(s), and technical/scientific specialist(s).
- Prepare and distribute DART operational plans as needed (see planning coordinator section for element of the plan).
- Coordinate information gathering and sharing with other PVO's/NGO's/IO's, U.N. agencies, other donor countries, and the affected country. This includes attending coordination meetings.
- Take field trips and assist with assessments as necessary to collect on-site field information.
- Continually collect, verify, analyze, and update information on general disaster status, progress in relief activities, areas of concern, maps, displays, and personnel and resource status locations from DART members and other sources.
- Document, distribute, and file planning function information including, situation reports, maps, cables, operational plans, logs, and meeting notes.
- Make recommendations on future DART actions.
- Provide press with access to displays and information at pre-arranged times.
- As requested, provide copies of documents for meetings and briefings.
- Individually record significant actions and events in unit log each day and file.
- Collect and file unit logs from all DART personnel for use in disaster chronology.

**Demobilization:**

- Assist with preparation of final disaster report by collecting all reports, evaluations, unit log, and personnel time records from DART personnel and submit to planning coordinator.
- Ensure requested documentation is distributed to local USAID/Embassy prior to departure.
- Prepare planning function materials, supplies, and files for return shipment to United States Account for missing items.

**B. Field Assessment Officer**

Conducts field assessments of damage, needs, and security of the affected areas as well as the effectiveness of relief activities conducted by the affected country, PVO's/NGO's/IO's, and other donor countries. Makes recommendations on areas of focus for USG relief efforts. Provides written assessment reports to information officer. Reports directly to the planning coordinator.

**Pre-Departure:**

- Contact the planning coordinator and receive a general briefing. In addition to the general checklist, discuss:
  - Guidelines, procedures, formats, and time frames for field assessment reports.
  - Types and frequency of assessments required by objectives.
- Obtain a list of PVO's/NGO's/IO's, donor countries, and U.N. agencies, with names and numbers if possible, working on disaster relief in the affected country.
- Obtain maps of the affected area.

**In Country:****Immediate Actions:**

- Obtain information on locations of relief activities being conducted by the groups mentioned above.
- Transpose the above information to a map.
- Share the above information with the information officer.
- Begin initial field assessment based on priorities in the initial operational plan.

**Ongoing Actions:**

- Continue field assessments as required.
- Continue to provide information officer with assessment information.
- Provide inputs to the operational plan.
- Attend briefings and debriefings as required.

**Demobilization:**

See general checklist.

**C. Project Officer**

Assesses effectiveness of USG-funded relief projects conducted by PVO's/NGO's/IO's. Coordinates with these groups and the planning staff to identify potential areas of focus for USG relief projects. Performs initial reviews of grant/contract proposals submitted to DART and/or OFDA Washington by these groups. Makes recommendations on improvements to the proposals. Makes recommendations on whether or not to fund projects. Reports directly to the planning coordinator.

**Pre-Departure:**

- Contact the planning coordinator and receive a general briefing. In addition to the general checklist, discuss:
  - Types and frequency of monitoring/assessment of grant activities required.
  - Level of review expected for new proposals for relief projects.
- Obtain a copy of USG-funded relief activity grants and/or contracts in place in affected country.
- Obtain a list of the relief projects being funded by PVO's/ NGO's/IO's, donor countries, and U.N. agencies in the affected country. Try to get contact names and phone numbers if possible.
- Meet or contact OFDA Washington PVO coordinator to discuss PVO'S/NGO'S/IO'S and U.N. activities (occurring or expected) in affected country.
- Meet or contact OFDA Washington OS staff members dealing with PVO'S/NGO'S/IO'S and U.N. grant/contract proposals to receive a brief on OFDA grant/contract review process.
- Obtain a copy of OFDA's guidelines for grant proposals.
- Obtain maps of the affected area.

**In Country:****Immediate Actions:**

- Establish liaisons with NGO's/PVO's/IO's and U.N. agencies presently performing USG-funded relief projects.
- Locate USG-funded relief grants/contracts projects.
- Transpose the above information to a map.
- Share the above information with the information officer.

**On-going Actions:**

- Conduct field assessments of USG-funded projects as required.
- Continue to provide information officer with relief activity assessment information.
- Continue to coordinate with the USG-funded groups.
- Recommend relief activity areas that need to be addressed.
- Solicit new project proposals for these areas.
- Review and recommend changes and/or action on new proposals.
- Provide inputs to the operational plan.
- Attend briefings and debriefings as required.

**Demobilization:**

See general checklist.

## **D. Technical/Scientific Specialists**

Provides DART with technical and scientific expertise pertaining to specific areas of need caused by the disaster. Expertise is used to assess the disaster situation; identify disaster relief/rehabilitation needs; review in-place USG-funded projects; and with other DART members, make recommendations on the design of appropriate USG-funded interventions and programs.

Specialists assigned to a DART may be from several different technical/scientific fields including: shelter/housing, water, sanitation, food, health, infrastructure (transportation and utilities), volcanology, geology, hydrology, and fire suppression. Examples of these specialists include: CDC doctors, WASH consultants, Food for Peace officers, RHUDO officers, electrical engineers, transportation experts, disaster consultants, and Forest Service fire suppression officers. These specialists should not be confused with technical/scientific specialists, assigned to the DART operations function who provide on-site technical/scientific support to DART operations and the affected country (see DART operations). Reports directly to the planning coordinator.

### **Pre-Departure:**

- Contact the planning coordinator and receive general briefing. In addition to the general checklist, discuss:
  - In-country support needs.
  - Current technical/scientific resources and relief commodities requested of USG by affected country. Obtain list.
  - Affected country technical/scientific capabilities to use resources and commodities.
  - Availability of in-country support services.
  - Contact list for technical/scientific government officials and organizations in affected country.
  - What other PVO's/NGO's/IO's and other donor countries are doing and their capabilities.
- Coordinate the acquisition and shipping of equipment.

### **In Country:**

#### **Immediate Actions:**

- Establish contacts with technical/scientific experts at USAID/Embassy, PVO's/NGO's/IO's, affected country, and other donor governments to assess status of relief activities to date and projected.
- Conduct assessment in areas not covered by above groups.

- Prepare report of general situation in area of expertise, based on information from above groups and personal assessment. Include recommendations for follow-on actions and an assessment of the ability of the affected country and groups mentioned above, to make use of technical/scientific resources and commodities proposed or provided by USG.

**Ongoing Actions:**

- Monitor actions of above groups for effectiveness of their response.
- Conduct further assessments and make further recommendations as necessary.
- Work closely with the field assessment officer and project officer to insure their inputs into DART recommendations.

**Demobilization:**

See general checklist.

**Note:** The above position description is generalized for any technical/scientific specialist assigned to a DART planning function. This FOG does not contain position descriptions for every type of specialist that could be assigned to a DART. However, brief descriptions for some specialists assigned to DART's in the past are listed below.

**E. Water and Sanitation Specialists**

**In Country:**

- Perform immediate initial evaluation of water and sanitation situation: Discuss needs with local health and public works officials, USAID/Embassy, other response teams, and international organizations. Assess affected country public works department's ability to rehabilitate their systems.
- Conduct thorough survey of public water supply and waste management systems. Determine needs for immediate repairs and chart areas on map.
- Survey water distribution and sanitation system in temporary shelter areas.
- Identify areas of greatest need for corrective actions.
- Make recommendations on best method of USG response to address the situation. Include ways to coordinate USG efforts with the local government, NGO's/PVO's/IO's, and other donor government operations.

## **F. Health Specialist**

### **In Country:**

- Perform immediate initial evaluation of health situation. Discuss needs with affected country health officials, USAID/Embassy, PVO's/NGO's/IO's, and other donor countries.
- Coordinate or establish a disease and nutritional surveillance system and collect data as necessary. Determine cause or source.
- Advise local health officials on findings and suggest control measures, including vector, food, and sanitation control and their effect on food and water sources.
- Evaluate ongoing sanitary or public health programs.
- Investigate unconfirmed reports of disease outbreaks and malnutrition.
- Coordinate continuously with the above groups.
- Make recommendations on best method of USG response to situation.

## **G. Food Specialist**

### **In Country:**

- Perform immediate initial evaluation of food security situation. Discuss with affected country officials, USAID/Embassy (Food for Peace Officer if present), PVO's/NGO's/IO's, and other donor countries. Collect information on:
  - Affected country normal food production rates.
  - Food production rates as a result of the disaster.
  - Food requirements (compare affected government estimates with other nongovernment estimates).
  - Amount of locally available food.
  - Amount of shortfall.
  - Amount of food in pipeline from all sources.
  - Food for Peace commodities potentially available, from where, and how long for delivery.
  - Normal food basket of affected population, with acceptable alternatives.
  - Food distribution system condition (from ports to victims) including ability of food distribution organizations.
  - Availability of transport to move food within the affected country or from a third country into the affected country
- Review food sector portions of proposals for their appropriateness to the disaster situation.
- Monitor food distribution, quantify losses if possible, and make recommendations for improvements.

- Coordinate with Food for Peace officer (FFP) in country and/or FFP/W and provide recommendations on commodity transfers and administrative funding requirements.

## **Administrative/Contracts Officer**

Manages DART fiscal and administrative activities. Hires and manages local personnel. Procures supplies, services, and facilities for the DART. Negotiates and signs relief grants and contracts in the field when OFDA Washington gives that authority to the DART. Reports directly to the team leader.

### **Pre-Departure:**

- Contact the team leader and receive a general briefing. In addition to the general checklist, discuss:
- Fiscal authorities and levels delegated to team leader by OFDA Washington and authorities that will be re-delegated to the administrative/contracts officer, such as authority to sign relief grants and contracts, and purchase orders.
  - The level of review desired for relief grants and contracts.
  - Fiscal reporting requirements and time frames for DART cables, situation reports, OFDA MIS, and final disaster reports.
  - Reporting relationships and points of contact with USAID/Embassy and OFDA Washington.
  - Awareness of USAID Financial Management Office of the deployment of the DART and its possible workload consequences.
  - Types (if any) of USG-funded relief grants and/or contracts in place in affected country at present.
  - Fiscal monitoring requirements for administrative/contracts function of relief grants and/or contracts.
  - Relationships with other DART members regarding relief grants and contracts, such as project officers and technical/scientific specialists.
  - Types and levels of administrative support to be provided by administrative/contracts function to DART.
  - Funding cable for team support—amount, status.
  - Warrant level for team leader and/or administrative/contracts officer.
  - Disaster funding by other USG agencies such as DOD, and how it is being administered.
  - DART member fiscal responsibilities and allowances such as per diem vs. purchase order for lodging, local travel, phone call policy, and limits on petty cash reimbursements.



- Ramifications for administrative/contracts function of the “Notwithstanding” clause of the FAA.
- Contact USAID/Embassy to discuss administrative/contracting and support issues. Obtain names and telephone numbers of EXO and controller or person responsible for receiving DART allocations.
- Obtain copies of AID Handbooks (or pertinent sections) 8 (Disaster Assistance), 9 (Title II, Food for Peace), 13 (Grants), 14 (Contracts), 19 (Accountability), 22 and 23 (Travel and Administrative Operations); OFDA guidelines for grant proposals; MIS procedures.
- Ensure the acquisition and proper shipment of computer equipment (hardware and software) and office supplies for the administrative/contracts function. If assigned by team leader, obtain team support list items.

### **In Country:**

#### **Immediate Actions:**

- Establish contacts with USAID/Embassy. Determine reporting relationships; ability to support the DART with personnel, office equipment, space, transportation, and procurement. Determine availability of local storage and work space, local hires, equipment, supplies, relief commodities, and transportation. Specifically discuss the following issues:
  - Setting up a petty cash account. Establish necessary record-keeping, replenishment time frames and levels, and local currency availability.
  - Methods of communication with USAID/Embassy (phone, fax, radios). What communications equipment/services will the DART have to supply/pay for and how?
  - Motor pool procedures.
  - Procurement procedures.
  - Check cashing policy for team members.
  - Travel office procedures.
  - Local hire procedures.
  - Potential FAAS or SEP budget issues.
  - Methods DART can use to reduce its effect on the USAID/Embassy.
- Select a work site, set up equipment, and begin operation.
- Develop staff work schedule for function.
- If necessary, prepare and execute contracts for the rental of buildings, vehicles, and equipment. Hire local personnel as needed.

**Ongoing Actions:**

- Establish a precise accounting and tracking system to ensure that all fiscal and administrative support actions are monitored, accurately documented, and filed in a safe place.
- Provide team leader with regular reports on the amount of money spent and obligated by DART.
- If appropriate and agreed to by USAID/Embassy, establish contacts at MFA to explain DART mission and needs, such as assistance with customs expediting and waivers.
- Contribute regularly to team planning process.
- Advise other functions on cost estimates for proposed actions.
- Prepare DART support budgets as required. Provide for contingencies.
- Inform and oversee proper time-keeping procedures for all DART personnel.
- Ensure a complete transfer of knowledge of the operation of the administration/contracts function if replaced prior to the demobilization of the team. Plan enough time for the transition.

**Demobilization:**

- Ensure all rented facilities and equipment are inspected prior to turning over. Ensure the inspection is documented. Conduct the inspection with owners if possible.
- Ensure all contracts, purchase orders (personnel, equipment and facilities), and payments are closed and prepare documents for final billing.
- Ensure that requested documentation is distributed to local USAID/Embassy prior to departure.
- Ensure arrangements are made for the disposition of any remaining facilities, equipment, and supplies with USAID/Embassy.
- Ensure the preparation of the DART documentation package.
- Ensure equipment, files, and records are accounted for and prepared for return shipment to the United States.

**A. Procurement Specialist**

Procures facilities, services, and supplies for DART. Establishes and administers DART vendor contracts. Reports directly to the administrative/contracts officer.

**Pre-Departure:**

- Contact the administrative/contracts officer and receive a general briefing. In addition to the general checklist, discuss:

- Fiscal authorities delegated to administrative/contracts officer and re-delegated to procurement officer, such as authority to sign service contracts, set up purchase orders, and administer petty cash.
- Fiscal signing authorities on DART.
- Fiscal reporting requirements and time frames for DART cables, situation reports, OFDA MIS, and final disaster reports.
- Reporting relationships and points of contact with USAID/Embassy and OFDA Washington.
- DART member fiscal responsibilities and allowances such as per diem vs. purchase order for lodging, local travel, phone call policy, and limits on petty cash reimbursements.
- Types and levels of administrative support to be provided by administrative/contracts function to DART.
- Funding cable for team support—amount, status.
- With administrative/contracts officer, contact USAID/Embassy to discuss administrative/contracting and support issues. Get names and numbers of EXO and controller or whomever will receive DART allocations.
- Assist administrative/contracts officer in obtaining copies of AID Handbooks (or pertinent sections) 8, 9, 13, 14, 19, 22, and 23; OFDA guidelines for grant proposals; MIS procedures.
- Ensure the acquisition and proper shipment of computer equipment (hardware and software) and office supplies for the administrative/contracts function. If assigned by team leader, obtain team support list items.

### **In Country:**

#### **Immediate Actions:**

- With administrative/contracts officer, establish contacts with USAID/Embassy. Determine reporting relationships, availability of personnel support including administrative, equipment rental, storage and work space, local hire, procurement of supplies and commodities, and transportation. Specifically discuss the following issues:
  - Setting up a petty cash account. Establish necessary record-keeping, replenishment time frames and levels, local currency availability.
  - Methods of communication with USAID/Embassy. Phone, fax, radios, and who supplies what, and who pays and how.
  - Motor pool procedures.
  - Check cashing policy for team members.

- Contract travel office procedures.
- Local hire procedures.
- USAID/Embassy local banking procedures.
- Select a work site, set up equipment, and begin operation.
- If necessary, arrange for rental of buildings and equipment. Hire personnel as needed. Set up purchase orders with hotels. Prior to leasing or purchasing any facilities, vehicles, or equipment, inspect with owner. Document conditions.

**Ongoing Actions:**

- Ensure that all procurement actions are accurately documented and information is filed in a safe, weatherproof area.
- Regularly provide administrative coordinator with reports on amount of money spent and obligated for DART support.
- Monitor vendor contracts.
- Ensure proper safety and security practices and standards are observed.
- Establish fiscal tracking system for all DART support expenditures.
- Set up a record keeping and filing system.
- Coordinate the acquisition of supplies such as paper, pens, strapping tape, computer paper, notebooks, forms.
- Establish facility, vehicle, and equipment maintenance system.
- Establish and monitor procedures for the contract/procurement and tracking of services provided the DART.
- Contact American businesses and solicit assistance with labor, storage space, transportation, and interpreters.
- Points to consider when leasing or purchasing vehicles:
  - Country laws on liability, insurance, licensing, and leasing.
  - Cost analysis between leasing with a package (driver, insurance, license) vs. purchasing plus cost of driver, insurance, license.
  - Field use vs. city use.
  - Accidents (must budget for).
  - Fleet size and capability mix.
  - Personal use policy.
  - Availability of taxis (factor here is ability to communicate with the drivers).
  - Maintenance.
  - Disposal at the end of DART assignment.
- Points to consider when hiring locals for DART support:
  - Country laws on hiring. May include very high taxes on wages or add on charges.

- Embassy procedures: hiring, firing, evaluation criteria and system, benefits, currency payment, citizenship, tribe, grade structure, seniority, and workmen's compensation.
- Legality of using a purchase order to hire a local employee.
- Forms of payment: Treasury check, dollars, local currency (local hires almost always want cash).
- Hiring PSC's has other issues such as scopes of work, job descriptions, liability, and efficiency reports.
- Advertising for employment.
- Testing potential employees.
- Points to consider when deciding on housing for DART members:
  - OE-funded vs. program-funded employees.
  - Hotel costs per day are high but provides convenience of maid service and possibly less logistical coordination for transportation of team members.
  - Hotels costs may be reduced with a purchase order for block of rooms.
  - Consider morale factor of long-term hotel living.
  - Renting apartments or houses is cheaper by the month but may require additional logistical support, such as maid service for short-terms TDYers or even for DART members working long hours, extended travel time for pick-ups and drop-offs, and availability of restaurants or stores (markets) to purchase food.
  - Apartments or houses may also require house cleaning contracts, maintenance contracts, and will have to be furnished.
- Points to consider leasing or purchasing equipment:
  - Voltage and the need for generators, transformers, surge protectors, and/or power stabilizers.
  - Delivery time frames and cost vs. time issues.
  - Availability locally of parts and service.
  - Expected duration of DART deployment.

#### **Demobilization:**

- Conduct post-inspection of rented facilities and equipment. Document the inspection. Conduct the inspection with the owner if possible.
- Conclude all contracts, purchase orders (personnel, equipment and facilities), and payments and prepare documents for final billing.
- Prepare requested documentation and distribute to local USAID/Embassy prior to departure.

- Make arrangements for disposition of remaining facilities, equipment, and supplies with USAID/Embassy.
- Assist with preparation of the DART documentation package.
- Account for equipment, files, and records, and prepare them for return shipment to the United States.

## **B. Administrative Support Personnel**

Provides administrative support to all DART functions. Reports directly to the administrative/contracts officer for employment issues but may take daily direction from any function that he/she is assigned to. This position is usually filled by a local hire through USAID/Embassy network or directly from the affected community.

### **In Country:**

#### **Immediate Actions (upon being hired):**

- Perform immediate initial evaluation of administrative support needs. Consider the need for phones, radios, fax machines, typewriters, computers, electricity, work/storage space, and the ability to expand, if necessary. Identify needs to supervisor.
- Establish and monitor procedures for use of office equipment.

#### **Ongoing Actions (performed for various functions):**

- Assist with the development of an efficient record-keeping system tailored to the DART structure and space.
- Drive vehicles.
- Assume day-to-day responsibilities for processing purchase orders, petty cash transactions, payments for leases, payroll, time and attendance, and other financial responsibilities.
- Provide unofficial interpretive and translation services.
- As requested type, file, fax, and copy.
- Answer phones and radios and keep communications logs.
- Act as a receptionist.
- Take and write up meeting notes.
- Assist in briefings.
- Provide expediting services as required.
- Assist in preparing maps.
- Assist in maintaining tracking systems by gathering information and filling out forms.
- Give general advise on local issues such as laws, customs, government and private sector, and locations of supplies, equipment, and commodities.

**Demobilization:**

- Assist with preparation of DART documentation package.
- Complete paperwork on time and attendance.
- Receive an evaluation.
- Ensure equipment, files, and records are accounted for and prepared for return shipment to the United States.