**PLAN OF ACTION**

The PoA should be kept short, simple and to the point, perhaps in bullet points, avoiding too

much detailed information that will change as the situation develops. The following content

should be included

1. **SITUATION**

 Should include known information on the disaster event, damage, national

response, international response and projected developments in the emergency

situation – including secondary risks.

1. **MISSION OBJECTIVES**

Should reflect the UNDAC Standard ToR and be based on the directions of the ERC, the RC/HC, the Government, the emergency situation and in-country support requirements. The mission objectives should indicate the main focus of the mission (e.g., assessment support, information management, USAR coordination, cluster coordination support, support to IARRM, establishment of an OSOCC, liaison), and the expected base of the mission (e.g., in the capital with fi eld trips or at the emergency site with liaison in the capital). It is very important that the mission objectives are SMART:

– Specific – Simplistically written and clearly de􀆂 ne what is going to be done.

– Measureable – To provide tangible evidence that objectives have been accomplished.

While the overall mission objective will be a measure for the

mission, there are usually several short-term or smaller measurements

which will need to be built in.

– Achievable – Challenging and appropriate to the situation, but suf􀆂 ciently

well-de􀆂 ned that they can be achieved. The team must possess the appropriate

knowledge, skills and abilities needed to achieve the objectives.

– Realistic – A goal toward which the team is able to work, taking account of

all the relevant factors and constraints.

– Time-bound – Linked to a timeframe by which they should be reached.

1. **ORGANIZATION**

Should include the organization of the team in functional areas depending on the mission objectives, as well as the assignment of individual responsibilities amongst the team members. A basic team structure should include not only the UNDAC team and support personnel, but also any other OCHA surge deployments, and should cover functions such as leadership and management (Team Leader and Deputy Team Leader), information management (assessment, analysis and reporting), operations (facilitation of coordination, liaison with disaster responders, cluster coordinators, etc.), logistics (transport, board and lodging) and support (administration and telecommunications). Team organization should also include the locations of team members (field and/or capital) and the base.

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1. **PROGRAMME OF WORK**

Should include a short description of the activities planned within the functional areas in order to achieve the mission objectives, the relation between these activities and the timeframe for their execution. It is important to de􀆂 ne activities directly related to the mission objectives and to keep these activities updated.

1. **HANDOVER AND EXIT**

Should include an estimate of what mission activities should continue after the team’s departure, to whom they should be handed over to, and what activities should be terminated. Although imprecise in the early stages of the mission, it is important to include this point for further development as the mission evolves. Remember that missions are usually short and closing the loop should be considered from the very beginning.

1. **IN-COUNTRY COUNTERPARTS**

Should include the RC/HC, under whose authority the team will work, as well as other important counterparts (e.g., HCT and other coordination mechanisms, the national emergency management authority).

1. **LOGISTICS AND RESOURCES**

Should include information on team logistical arrangements in place or required, such as accommodation and transport, as well as team resources such as telecommunications equipment and mission support resources (e.g., of􀆂 ce equipment and mission 􀆂 nances).

1. **MISSION SUPPORT**

Should include information on measures in place to backstop and provide remote support to the mission from OCHA Regional Of􀆂 ce and OCHA headquarters, as well as information on various support teams/resources from other organizations (see sections B.5 and B.6).

1. **INFORMATION MANAGEMENT – FLOW AND REPORTING**

Should include instructions on communication between the team and the OCHA Regional Of􀆂 ce, OCHA Headquarters,

􀆂 eld locations and the RC/HC. The 􀆂 rst report to OCHA should always be sent as early as possible after arrival in the affected country. Thereafter, the team should send regular situation reports/updates. This section of the plan should clarify the ow of information both internally within the team and what will be required with counterparts (i.e., when to report, in what format and to whom). It will be important in each mission to also determine how the team should contribute to RC/HCT situation reports at the country level and OCHA situation reports (from the Regional Of ce or globally). Chapter F contains detailed information on Information Management.

1. **SAFETY AND SECURITY**

Should include information on safety and security concerns in the affected country and at the disaster site, including instructions for team movements (e.g., a buddy system, reporting and identi􀆂 cation). Chapter H contains detailed information on mission security.

1. **DEALING WITH THE INTERNATIONAL/LOCAL MEDIA**

Should include a communication strategy for international and national media, in consultation with the RC/HC, OCHA Regional Of􀆂 ce and, in a large emergency, OCHA Headquarters. The plans should include key messages agreed upon and updated daily. The team should nominate a spokesperson for the international media (normally the Team Leader) and the agreed key messages should be shared with all team members on a daily basis. In emergencies with a high international media presence, deployment of trained OCHA media of􀆂 cers should be pursued. There may be a need to nominate a different spokesperson for the national media if the Team Leader is not uent in the local language. Section F.3.5.4 contains further information on the development of a media communication plan.

Note: If the UNDAC team is part of a wider OCHA response, the team’s internal organization, functions, leadership and reporting lines will need to be de􀆂 ned, agreed and well understood to ensure a coherent “one OCHA” response. This is of vital importance as it may otherwise lead to duplication of efforts, gaps in services, lack of leadership support to the RC/HC and

HCT and the loss of credibility of OCHA within the humanitarian system.