

# U.S. Forest Service International Programs Disaster Assistance Support Program



## Final Report

Fiscal Years 2003 - 2007



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## Publication Credits

The DASP Final Report for fiscal years 2003 - 2007 was researched, written and produced by Laura Chapman, Chris Knobel, Christine Leonardo, Ron Savage and Stephanie Savolaine of the U.S. Forest Service under Participating Agency Service Agreement number DCH-P-00-03-00002-00, titled *Disaster Assistance Support Program*. The cover photo was taken by Ron Libby in Darfur, Sudan. Please see the feature article on pages 37 & 38, which describes DASP efforts to support effective humanitarian response in this conflict affected region. Other photo credits are listed when known. The Cognizant Technical Office for this agreement is the Agency for International Development (USAID), Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Office of U.S. Foreign Disaster Assistance (OFDA). The publication date of this report is June 4, 2009.

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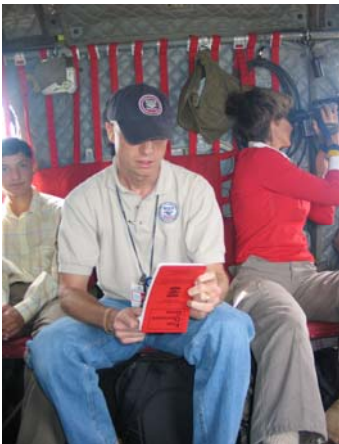
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## Background: The Disaster Assistance Support Program

The DASP was created in 1985 to provide the U.S. Agency for International Development (USAID), Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Office of U.S. Foreign Disaster Assistance (OFDA) with technical support in disaster response management, planning, operations, preparedness and prevention.

Because the Forest Service developed and implements the Incident Command System (ICS), which is now the Command and Management component of the National Incident Management System (NIMS), this partnership was originally forged to leverage the Forest Service's significant expertise in emergency management systems in order to build and improve USAID/OFDA's disaster response capabilities. Over the past 20 years the role of DASP has grown to include emergency support functions, providing extensive training, helping to improve USAID/OFDA's methodologies for disaster response and coordinating USAID and Embassy disaster preparedness. The DASP consists of six full-time staff providing services in a number of key areas.

### Methodology and Systems



*Former USAID/OFDA staff member Skylar Sherman refers to his FOG during a disaster assessment*

The US Forest Service developed and implements the Incident Command System (ICS), the U.S. Government's management system to organize emergency response. Through the DASP, the USFS has used this expertise to develop, manage and continually update many critical systems, procedures, guides and other tools to enhance and facilitate USAID/OFDA's disaster planning, management and response.

Significant examples include:

- Disaster Assistance Response Team (DART) system and procedures;
- Field Operations Guide (FOG) for Disaster Assessment and Response;
- Response Management Team (RMT) system, policy and procedures; and
- Lessons learned surveys and After Action workshops, which provide a forum for sharing ideas and improving future operations.

DASP also plans, coordinates and facilitates USAID/OFDA's after action reviews (AARs), which serve to gather lessons learned with an eye towards improving systems and overall response effectiveness. AARs have served as the impetus for the development of some of USAID/OFDA's core systems, including the DART, RMT and FOG.

## Resources

The DASP enhances and supports USAID/OFDA's capacity to respond to disasters by mobilizing a roster of up to 350 disaster management experts from the Forest Service and other agencies such as the Bureau of Land Management (BLM), as needed. This program is a key component of the USAID/OFDA short-term emergency surge capacity and is particularly suitable because of the detailers' familiarity with ICS. This foundation allows DASP detailers to quickly and seamlessly integrate into USAID/OFDA's operational systems. Available skills include logistics,



*U.S. Forest Service and Greek Fire Brigade experts review a map of wildfire affected areas in Evia, Greece  
(Photo: Yoni Bock, FY 2007)*

operations, geographic information, planning, programming, disaster assessment and response, facilitation, training, watershed management, engineering, forestry and a variety of other disciplines.

By accessing US Forest Service and BLM warehouses and caches, DASP also provides specialized equipment to meet USAID/OFDA's emergency response needs worldwide including field support packs, remote location kits, office supply kits, first aid kits, chainsaws, wildland firefighting equipment, telecommunications equipment and other supplies.

## Training

The DASP develops and provides DART/RMT training and briefings to about 200 USAID, Forest Service, BLM and other USG staff and partners each year. DASP also provides support to key components of other USAID/OFDA trainings, such as Humanitarian Affairs training for the U.S. military, First Aid and others.

## Mission Disaster Preparedness

The DASP, in partnership with USAID/OFDA's field staff, is leading efforts to ensure that USG partners fully understand their own roles, the role and capabilities of USAID/OFDA and the processes and mechanisms for providing disaster assistance. This is a relatively new endeavor for the DASP, requiring close coordination with USAID/OFDA's Disaster Response and Mitigation Division and the State Department's Emergency Planning Branch within Diplomatic Security. The Emergency Planning Branch manages the Emergency Action Plan (EAP) process.

The EAP provides guidance to posts on how to respond to a range of potential crises, from fires and hostage takings all the way through evacuation. Annex J of the EAP, also known as the Mission Disaster Relief Plan (MDRP), provides information and guidance to posts on coordinating and managing USG assistance to

host countries in the event of a natural or human-caused disaster. The MDRP assigns responsibilities, clarifies authority and lines of communication, assesses host nation vulnerability to disasters and sets forth guidelines for the conduct of emergency operations including the provision of USG relief assistance.

In addition to providing technical assistance to US Missions to complete their MDRPs, the Mission Disaster Preparedness (MDP) program seeks to:



*USAID/OFDA Regional Advisors accompany a group of MDROs from West and North Africa (FY 2006)*

- Ensure that US Mission staff and key players understand the resources and capabilities of USAID/OFDA, the appropriate procedures for accessing these resources and the role of USAID, the Mission Disaster Relief Officer (MDRO) and Alternate Mission Disaster Relief Officer (AMDRO) in the event of a disaster.
- Strengthen and continue to build a cooperative network between US Missions and USAID/OFDA.
- Advance the credibility of the MDRO and AMDRO and establish them as lead at post on disaster response with the host country.
- Ensure that US Mission members are familiar with the contents of the MDRP.

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## Performance and Accountability Highlights

The DASP program contributes to the strategic plans of the U.S. Forest Service, USAID and U.S. Department of State.

### U.S. Forest Service

The U.S. Forest Service works with partners worldwide to address policy, technical, research and disaster management issues that impact natural resources management and sustainability, both overseas and in the United States. The *USDA Forest Service Strategic Plan* validates that the increasing interconnectedness of global ecological, social and economic forces dictate the necessity to remain connected with partners who need help in some areas and who can also offer innovations and tools that may advance Forest Service goals.

Recognizing this imperative, *international engagement* is a primary management principle of the U.S. Forest Service, which aims to stay abreast of the international trends that shape natural resource policies and management worldwide. Disasters are one such trend. The international community has recognized the links between climate and natural resource management, disaster risk reduction and poverty. Indeed, the United Nations is now aligning its humanitarian and environment programs in order to develop a more cohesive [strategic framework](#) for multilateral interventions in the areas of risk reduction, emergency response and recovery.

With full program funding from USAID/OFDA, DASP offers opportunities for U.S. Forest Service employees to engage in these emerging global issues through first-hand experiences during large-scale international humanitarian responses. DASP's work also provides a means for the Agency to achieve its fifth strategic goal, to maintain basic management capabilities of the Forest Service, by developing technical and leadership skills to meet current and future challenges and improving the capacity of employees to develop and sustain partnerships.

Finally, the U.S. Forest Service recognizes that maintaining and improving the skills of a diverse workforce improves program efficiency. DASP helps promote the Agency's employee principles of career management and skill development by accessing opportunities for staff to apply technical skills in new settings and in new ways. Agency personnel working overseas and in assignments at cooperating U.S. Government Agencies in Washington, DC improve their own skills and knowledge and bring new insights back to their day-to-day work in their home units.



*Burned forests above a small village in Greece may increase landslide risk, illustrating the link between natural resources management and disaster risk*  
(Photo: Annette Parsons, FY 2007)

## USAID and the Department of State

The Department of State and U.S. Agency for International Development (USAID) Strategic Plan for Fiscal Years 2004 to 2009 sets forth the Secretary of State's direction and priorities for both organizations in the coming years. The Strategic Plan supports the policy positions set forth by President Bush in the [2002 National Security Strategy](#) and presents how the Department and USAID will implement U.S. foreign policy and development assistance.



The full strategic plan can be found at: <http://www.state.gov/m/rm/rls/dosstrat/2004/>

USAID/OFDA's programs are instrumental in realizing the joint strategic goal for humanitarian response, which seeks to minimize the human costs of displacement, conflicts and natural disasters. By providing critical resources, systems, training and preparedness, DASP supports USAID/OFDA's efforts to provide life-saving assistance and support for the transition to development, uphold international standards, promote durable solutions for displaced persons and improve disaster prevention and response capabilities. Specifically, DASP:

- Continually improves USAID/OFDA's internal response capabilities by developing critical systems to facilitate disaster planning, management and response. DASP trains hundreds of USAID/OFDA staff and partners about these systems, which always harmonize and uphold international standards.
- Mobilizes a roster of up to 350 disaster management experts and a wide variety of specialized equipment to help USAID/OFDA provide life-saving assistance during disasters.
- Leads efforts to ensure that USG partners fully understand their own roles, the role and capabilities of USAID/OFDA and the processes and mechanisms for providing disaster assistance.
- Provides initial support and links to longer-term U.S. Forest Service technical assistance to help build local and global response capabilities, linking humanitarian response with longer term development goals.

The Joint Strategic Plan also recognizes that the United States has both humanitarian and security interests in helping countries tackle social and environmental problems. Left unresolved, these problems will aggravate social and political instability and could reverse the development advances made over the last several decades. By confronting these problems, we can save lives, reduce human suffering, lay the groundwork for sustainable economic development and prevent adverse conditions from spilling across our borders.

DASP's links to U.S. Forest Service capacity building resources help to develop and expand partnerships with other governments, civil society and the private sector to promote sound resource management focusing especially on forests and ecosystems.

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# Administration

## Personnel



*Ron Libby talks to affected families during a water supply assessment in Ethiopia (FY 2005)*

The staffing of the DASP included five (5) permanent positions assigned to USAID/OFDA, one (1) program operations assistant position assigned to the U.S. Forest Service International Programs, and a temporary position that was phased out during the first year of the agreement. Work assignments for these positions were originally task-oriented, but were shifted over time to a functional focus based on the core duties outlined in the agreement. In this functional realignment one core position appeared to discontinue, but in

reality the position shifted focus from field assessment to training.

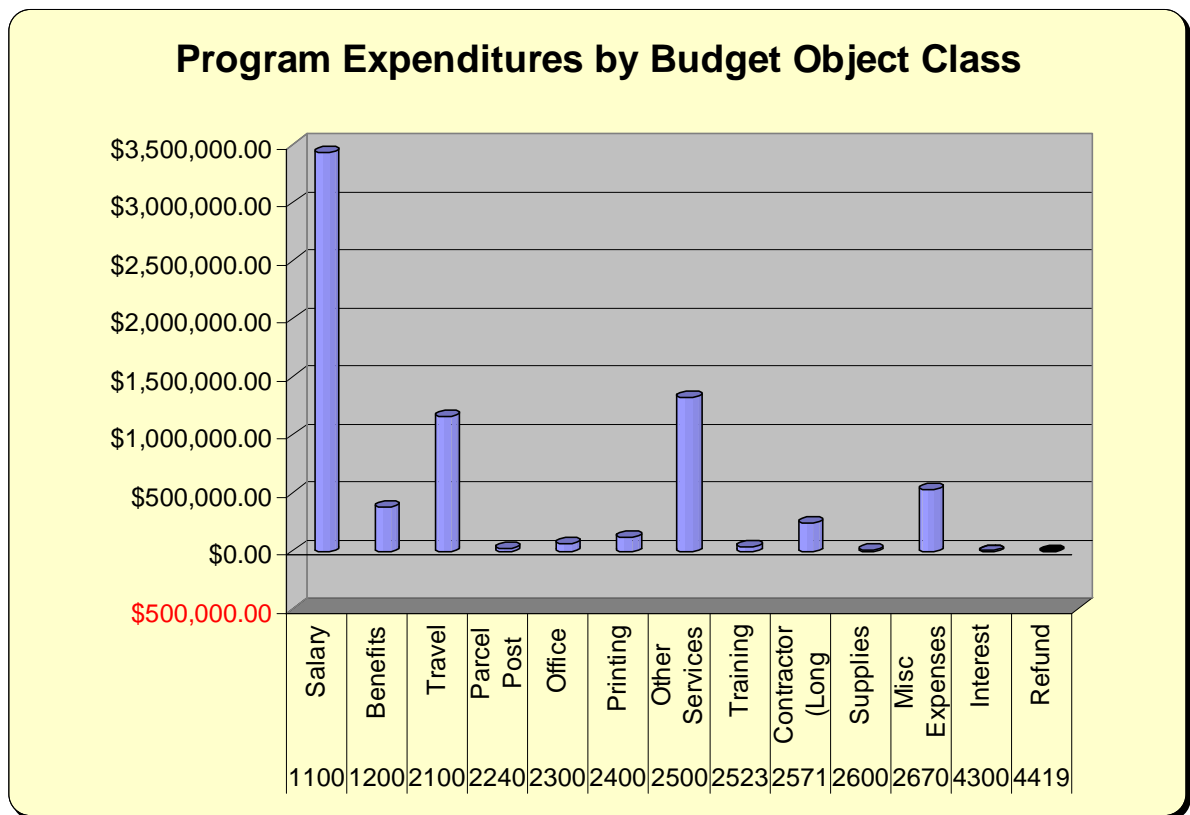
Through the lifetime of the agreement, staffing for a number of core positions changed hands. The following table shows staffing for each position and the dates of service for each staff member. Staff members who encumbered core positions at the conclusion of the agreement are shown in bold text.

<b>Permanent Position</b>	<b>Functional Focus</b>	<b>Staff Member</b>	<b>Dates of Service (during this agreement)</b>
DASP Program Manager		<b>Stephanie Savolaine</b>	1/2004 – 9/2007
		Greg Garbinsky	1/2003 – 7/2003
Disaster Management Specialist	Systems and Methodologies	<b>Laura Chapman</b>	7/2006 – 9/2007
		Sherry Hazelhurst	4/2005 - 6/2006
		Bob Becker	1/2003 – 5/2004
Disaster Response Specialist	Training	<b>Vacant</b>	9/2007
		Gary Barrett	1/2003 – 8/2007
Disaster Management Specialist	Mission Preparedness	<b>Christine Leonardo</b>	8/2004 – 9/2007
Disaster Management Specialist	Resources	<b>Scott Hocklander</b>	8/2004 – 9/2007
Operations Assistant	Administration	<b>Yolanda Yeldell</b>	1/2003 – 9/2007

<b>Discontinued Positions</b>			
Disaster Response Specialist	Field Assessment	Ron Libby	1/2003 – 1/2006
Disaster Assistance Specialist	Special Projects	Larry Bryant	1/2003 – 12/2003

In FY 2006, DASP developed the Short Term Assistance from Retirees (STARs) program, a partnership between METI, Inc. and Forest Service International Programs. The program accesses retirees from USG land management agencies for international technical assistance and disaster response projects at USAID/OFDA's request. The program may also access technical specialists who do not qualify for other types of OFDA surge staffing contracts. During the life of the agreement, DASP negotiated STARs contracts with Ron Libby, Tom Frey, Bruce Keleman and Sonja Nieuwejaar.

Finance

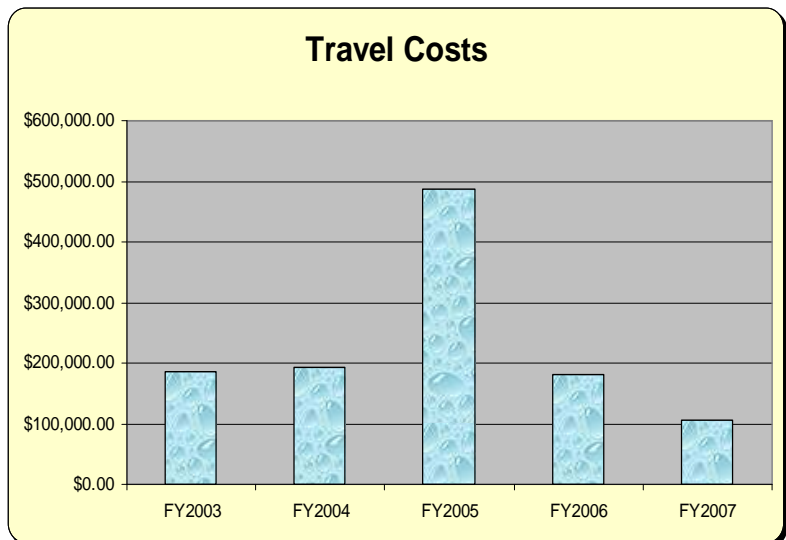
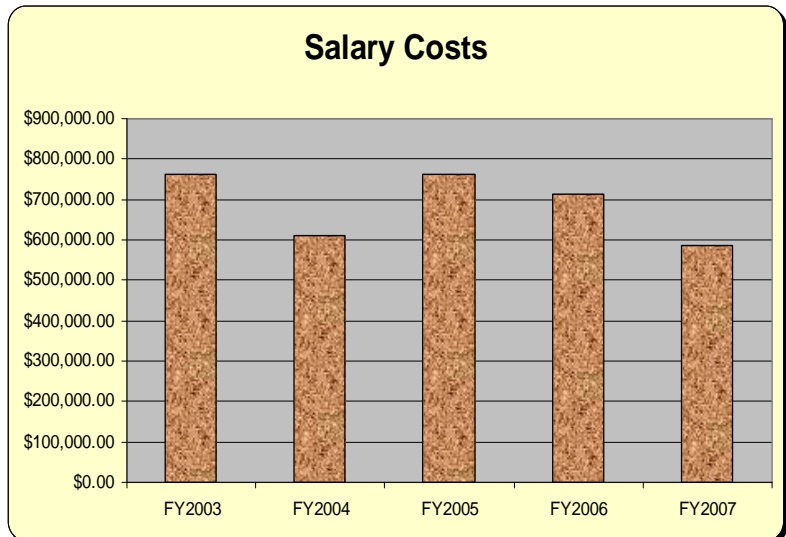
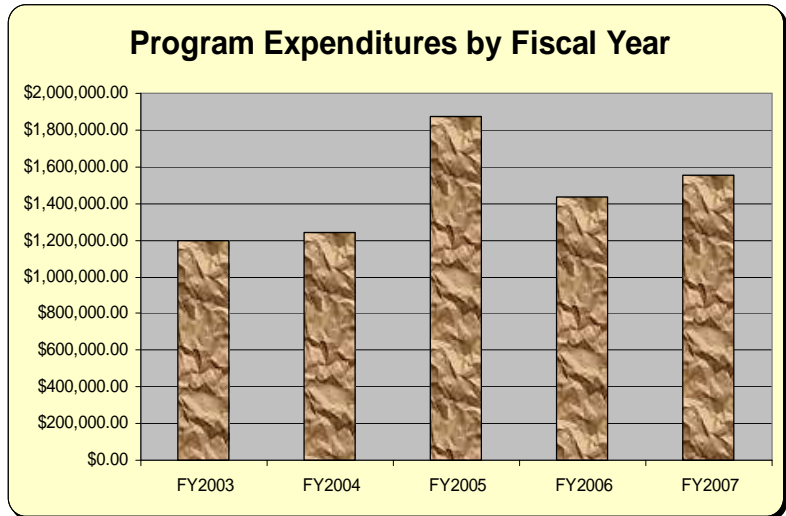


DASP's expenditures under this agreement totaled \$8,608,833.67. This amount includes \$7,295,622.01 in program expenses, and overhead totaling \$1,313,291.66 calculated at a rate of 18%. Roughly 47% of program funding was dedicated to salary expenses for core DASP staff members and detailers to support emergency response requirements. About 18% of program funding supported "Other Services",

a broad budget category composed largely of DASP's reimbursable agreement with the Bureau of Land Management for surge staffing, equipment and warehouse services. The third most significant budget category in terms of overall costs was travel for international disaster response (16%).

DASP's annual rate of expenditure trended upward through the course of the agreement, with a significant spending spike in FY 2005. Spending increases were a result of increased program activity related to emergency response, including detailer salary and travel, and the purchase and shipment of specialized equipment and supplies. In FY 2005 alone, DASP detailers participated in six separate DARTs and four RMTs for the West Africa Sahel locust emergency, Indian Ocean earthquake and tsunami, Ethiopia complex health and food insecurity emergency, Darfur/Sudan complex emergency, Sahel complex food security crisis, and Hurricane Katrina.

Starting in FY 2006, DASP also began to track spending by core functional areas and disaster-related programs. These details are available in DASP's individual annual reports for FY 2006 and FY 2007.



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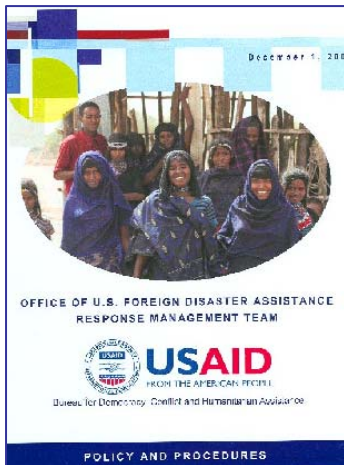
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## Methodology and Systems

### Highlights

- Completed and distributed an updated *Response Management Team (RMT) Policy and Procedures Manual*
- Completed and distributed an updated *Field Operations Guide for Disaster Assessment and Response (FOG version 4.0)*
- Completed thirteen after action reviews
- Provided capacity building training and technical support in India, Greece, Indonesia and Bulgaria in response to OFDA-defined needs

### Response Management Team (RMT) Policy and Procedures



USAID/OFDA has developed a Washington-based response management system to complement and support USAID/OFDA's existing DART structure. The RMT was first conceived in FY 2001. In the ensuing years, USAID/OFDA's systems and procedures have evolved, necessitating a system update and revision and DASP was tasked to undertake this update.

In FY 2006 and FY 2007, DASP undertook a major review and revision of the *USAID/OFDA RMT Policy and Procedures* manual based on consultation with USAID/OFDA's staff and Senior Management Team. The revised manual, which was completed in January 2007, seeks to:

- Address lessons learned captured during USAID/OFDA's after action reviews;
- Clarify the relationship between the DART and RMT, and establish a shared upward chain of command;
- Harmonize the RMT system with USAID/OFDA's day-to-day approach to business operations; and
- Further refine the RMT system based on the principles of the domestic National Incident Management System (NIMS), including the command and management component known as the Incident Command System (ICS).

A primary change is the restructuring of the RMT's functional sections and supporting organizational units. Notably, the RMT now includes a Deputy manager for Planning (with oversight on plans, information, programs and coordination) and a Deputy manager for Operations (with oversight on administration, logistics, communications & records, and safety & security). Other significant updates include

response guidelines that apply to both DARTs and RMTs, guidelines on activation, and revised or newly-developed standard operating procedures for all functions.



DASP also conceptualized and completed an addendum to the Policy focused on the unique the needs of parents of newborn infants and adopted children and breastfeeding mothers. All employees are eligible for an exemption from RMT duty for one 6-month rotation for the birth or adoption of a child. In lieu of the general exemption for parents of newborn infants, breastfeeding mothers are eligible for an exemption from RMT duty for two 6-month rotations in order to support successful lactation.

Exemptions must be scheduled in consultation with an employee's supervisor and USAID/OFDA's Field Support Team (FST), which manages and schedules the roster for the monthly RMT rotation.

### Field Operations Guide (FOG)

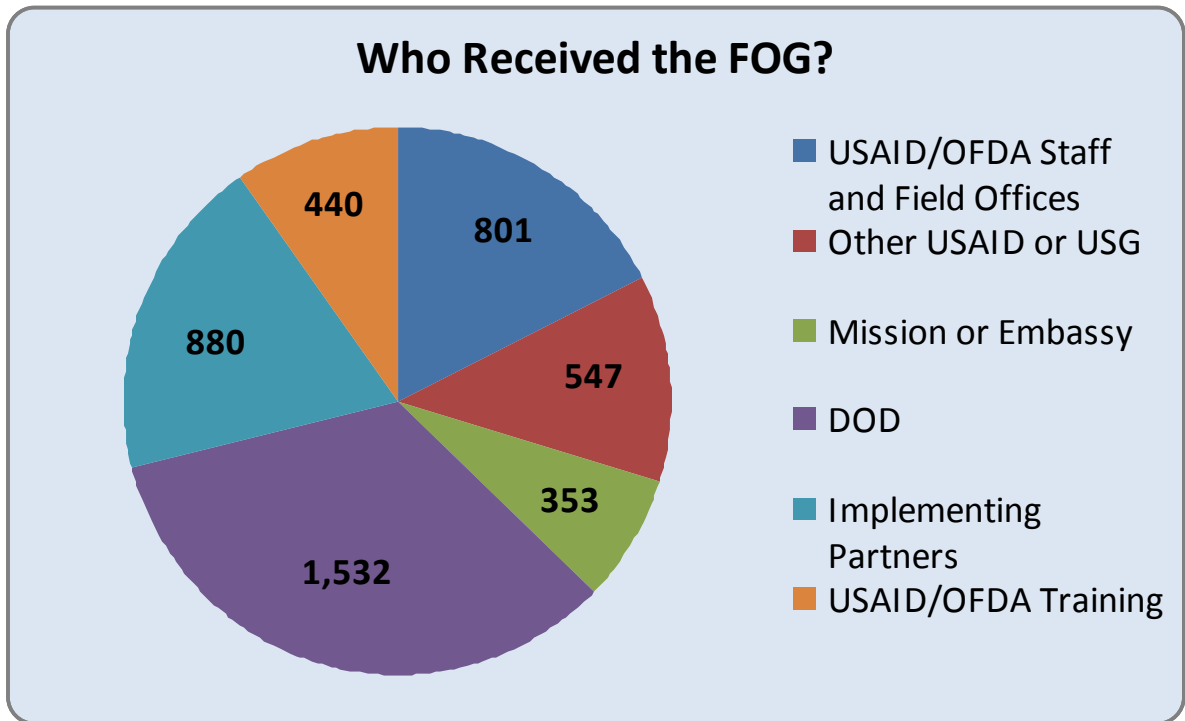
In FY 2005, DASP completed an extensive two-year review and revision of the FOG that incorporated technical expertise and new information about global disaster response. The new manual contains information, forms and checklists for disaster responders conducting assessments or supporting field relief operations. With 30% more text and material than version 3.0, the FOG v. 4.0 has been updated and verified by subject matter experts to ensure consistency with Sphere guidelines, USAID policies and procedures, and state of the art knowledge. Polyart paper and a vinyl cover make the updated FOG waterproof. New or expanded information includes:

- Protection as a key issue for populations at risk;
- Working with the military in the field;
- Working with an RMT;
- Chemical, Biological, Radiological, Nuclear and Explosive hazards;
- Mapping and geo-referencing; and
- Increased emphasis on safety and security.

In FY 2006, DASP designed and implemented a series of *FOG Lifter* sessions, a brownbag venue that provided staff with an opportunity to learn about the new FOG. Nearly 20 USAID/OFDA staff members attended one of the three sessions, which reviewed the contents of the FOG, highlighted additions and changes, provided a helpful one-page overview, and supplied tools for staff members to customize their own FOGs. DASP also worked with USAID/OFDA Support to create a public mailbox for FOG updates and changes ([FOG\\_updates@ofda.net](mailto:FOG_updates@ofda.net)).

With assistance from the National Interagency Fire Center warehouse in Boise, ID and the Quincy Street warehouse in Arlington, VA, DASP distributed 4,553 copies of FOG version 4.0 during the life of this agreement. Over 33% were distributed to the Department of Defense (DOD) through USAID/OFDA's Operations Liaison Unit

(OLU), primarily in support of various Joint Humanitarian Operations Courses (JHOCs). Just under 20% were distributed to implementing partners including United Nations Agencies, Non Governmental Organizations, and Los Angeles County/Fairfax County Fire and Rescue. About 15% were distributed to USAID/OFDA staff and field offices. Other recipients are shown in the table below.



In FY 2007, DASP developed a distribution policy for FOGs designed to maintain adequate stocks of FOGs for continuing USAID/OFDA use. The policy helps the DASP to make consistent decisions about the distribution of FOGs based on clear priorities determined by USAID/OFDA’s Senior Management Team (SMT).

Guiding principles of the policy include:

- FOGs are meant to be used as field guides in humanitarian response operations, as opposed to tokens or gifts;
- FOGs are available for purchase by the general public from the GPO; and
- A free Adobe Acrobat version is available online at the USAID website:

[http://www.usaid.gov/our\\_work/humanitarian\\_assistance/disaster\\_assistance/resources/pdf/fog\\_v4.pdf](http://www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/resources/pdf/fog_v4.pdf).

The policy stipulates that USAID/OFDA’s Operations Liaison Unit and the Office of the Director will each receive an allotment of FOGs every year to meet their unique representational requirements. DASP also provided FOGs for all new USAID/OFDA staff and all participants in the *DART/RMT Essentials* course and *Joint Humanitarian*

*Operations Course (JHOC)*. Other requests were considered on a case-by-case basis to meet defined needs.

## DART Tools CD

Between FY 2003 and FY 2005, DASP revised the DART Tools CD that was originally introduced in FY 2000. Multiple beta versions were demonstrated and distributed to USAID/OFDA senior staff and subject matter experts for review and comment.



Following this review, DASP released a final DART Tools CD version 2.1 in June 2006. The CD contains over 600 mb of information intended to supplement the FOG and the RMT Policy and Procedures, and it may be used as a resource and a reference for both the DART and the RMT. The CD is loaded into all USAID/OFDA laptops.

Contents include forms, templates, manuals, instructions and sample documents for each of the various disaster response functions including: Management, Operations, Planning, Logistics, Administration, Communications and Security. The CD also contains links to useful websites and other common reference materials. From manuals like the FOG, Sphere, and Abacus to documents and templates for grant awards, personnel actions and technical resources, the 560 documents contained on the CD include the majority of reference material needed for work in the field or in Washington, DC.

In FY 2007, DASP improved the DART Tools interface to make the resource easier to manage and update over time. To recommend updates or changes, send an email to [FOG\\_updates@ofda.gov](mailto:FOG_updates@ofda.gov).

## After-Action Reviews

The DASP completed 13 After Action Reviews (AARs) during the life of the agreement using a variety of methodologies and approaches. AAR survey data, reports and recommendations are available in OFDA's file sharing space, known as [eRooms](#).

In FY 2005, DASP updated the after action process by initiating an anonymous, on-line format for collecting survey feedback. This new approach protects the privacy and integrity of individual feedback, which is collated



*Working group participants at the South Asia earthquake after action  
(Photo: Gary Barrett, FY 2006)*

electronically. DASP has received a great deal of positive feedback about this new approach and has been able to share complete survey data with workshop participants, helping USAID/OFDA to reach an over-arching goal of transparency in humanitarian operations.

Date	Disaster	Methodology
<i>FY 2003</i>		
July 31, 2003	Ethiopia Drought	Survey, workshop, final report
Sept 2 – 3, 2003	Iraq Complex Emergency	Survey, workshop
Nov 19, 2003	Hurricane Isabel	Workshop for Fairfax County Fire and Rescue
<i>FY 2004</i>		
March 3 – 4, 2004	Iran Earthquake	Survey, workshop, final report
<i>FY 2005</i>		
April 6, 2005	Latin America & Caribbean Hurricanes	Lessons learned debriefing and meeting notes
April 22, 2005	Sahelian West Africa Locust Response	On-line survey, workshop, summary of issues and recommendations, planning meeting/training in preparation for the next locust season
May 4 – 5, 2005	Indian Ocean Earthquake and Tsunamis	On-line survey, two-day workshop, final report
<i>FY 2006</i>		
January 31, 2006	Latin America & Caribbean Hurricanes	Lessons learned/ planning meeting and report
February 2, 2006	Hurricane Katrina	On-line survey, one full-day workshop, final report
April 17, 2006	Sahelian West Africa Food Security Crisis	On-line survey, planning meeting for Sahel food security for the ensuing year and report
April 26, 2006	South Asia Earthquake	On-line survey, full-day workshop and report
June 28 – 29, 2006	Sudan/Darfur Complex Emergency	On-line survey, multiple workshops and reports
n/a	Ethiopia Complex Emergency	On-line survey, desk review, report
<i>FY 2007</i>		
January 17, 2007, January 22, 2007, March 14, 2007	Lebanon Complex Emergency	On-line survey; workshop for USG interagency; meeting and proceedings (State Department Office of Population, Refugees and Migration); meeting and proceedings (InterAction); final consolidated report

Given the abundance of after action data available in FY 2006, DASP completed a desk review of after action recommendations and a number of common themes emerged. Many of these themes pertain to staffing issues and the systems that USAID/OFDA uses to staff DARTs. DASP consolidated these themes into a summary report which was submitted to International Resources Group consultant John Acree as part of his surge staffing analysis for USAID/DCHA. The themes included:

- **A lack of clarity about how staffing decisions are made.** After actions reviews often conclude that team selections are based on personalities rather than systems. Staff members sent to the field may not have the skills and training to perform the task at hand. Transparent communication may continue to be a problem throughout the response. Staff members do not know how to build their own skills to become better positioned to deploy on DARTs because skill-based qualifications are not clear.
- **A lack of staffing for core functions, such as administration, communications and some technical disciplines; and A lack of clarity about roles and responsibilities.** USAID/OFDA often underestimates the need for dedicated staff in specific core functions, sending generalists such as Field Officers to fill complex functional roles. Generalists often are not informed that they will need to perform roles such as logistics, administration, communications, and they may not be trained or qualified. This has resulted in misunderstandings and miscommunications between the field and Washington.

Recommendations to address these themes include ensuring that all DART functions are covered; exploring a standing DART rotation for core functions; ensuring a depth of personnel resources in all core functions; and building and enforcing a system of competencies and qualifications for staff deployed on DARTs.

In FY 2007, DASP created a public [eRoom](#) containing all USAID/OFDA after action reports dating from 1990 to the present. USAID/OFDA Information Management Coordinator Kathleen Miner responded that *“being able to access the reports is ... a major step. (I)t is a good template for other reports that need to be more accessible.”*

### International Assistance System

In the immediate aftermath of Hurricane Katrina, the U.S. Government (USG) received over 150 offers of assistance from foreign governments. In the midst of the crisis, USAID/OFDA worked with the Department of State (DOS) and the Federal Emergency Management Agency (FEMA) to develop an ad-hoc process for managing these offers. Beginning in FY 2006, DASP worked closely with USAID/OFDA’s Field Support Team (FST) to develop policies and procedures for handling international assistance in the United States, in consultation with an

Interagency Steering Committee. These policies and procedures are outlined in the International Assistance System Concept of Operations (IAS ConOps).

During FY2006 and FY 2007 DASP provided considerable staff hours to writing and editing the IAS, and contributed to tabletop exercises and scenarios to test the system.

### ICS Capacity Building

Based on OFDA-defined needs, DASP also provided technical assistance related to the Incident Command System (ICS), including training and capacity building to support host governments and other partners.



*A Forest Service technical specialist assesses the impact of fires and post-fire hazards in Greece.  
(Photo: Yoni Bock, FY 2007)*

For example, in FY 2007, US Forest Service experts in Fire and Aviation Management and Burned Area Emergency Response traveled to Greece as part of the USAID/OFDA-funded aid package, working with Greek counterparts to assess the impact of the wildfires and evaluate potential hazards created by newly burned terrain. Noting the extreme climatic conditions that fueled these historic fires, this team identified a number of areas at potentially high risk from subsequent debris flows, landslides and wash-outs during the upcoming rainy season. To prevent further loss of life and property, the team recommended US Forest Service Burned Area Emergency Response (BAER) tools and processes to help Greece address potential post-fire hazards. The team also identified a variety of management system and coordination issues that would provide fertile ground for future collaboration and training, which were pursued by DASP colleagues in the Office of International Programs.

In FY 2005, following the catastrophic Indian Ocean tsunami and Nias Island earthquake, the Government of Indonesia requested USG assistance in reviewing the national disaster response and management system and providing recommendations for improving Indonesia's capacity to respond to future disasters. In response to this request, OFDA deployed a Disaster Management Advisory Team to Indonesia. Two DASP detailers served as ICS experts on the OFDA-led team. The team recognized the need for a sustained high-level commitment to improve the nation's disaster management and response system, and suggested the designation of a "champion" within the government to maintain this effort. The team recommended the development of a comprehensive all-hazards approach to

disaster management and response and emphasized the need for adequate, permanent funding resources.

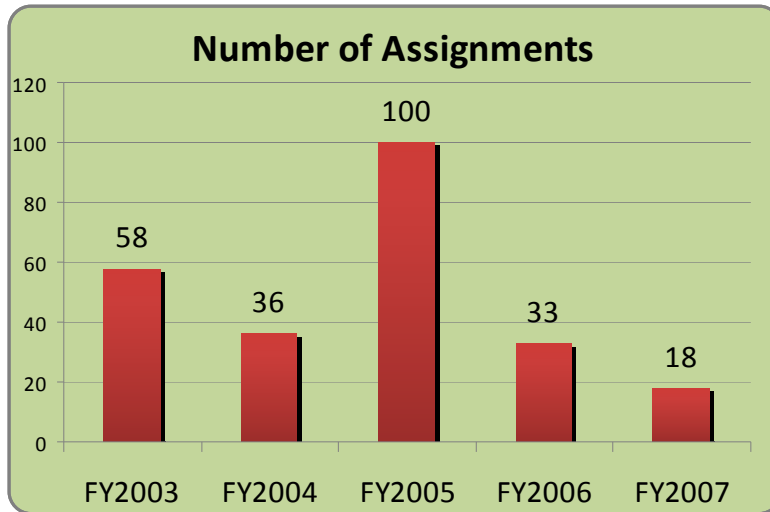
DASP supported a broader U.S. Forest Service partnership with the Government of India (GOI), Ministry of Home Affairs, to integrate ICS into the disaster response system of India with funding from OFDA and the USAID Mission in India. The program design and implementation process evolved and matured over five years, with adaptations tailored from lessons learned and the changing dynamics of an inter-governmental partnership. In FY 2003 and FY 2004, core DASP staff members participated in workshops and trainings with the GOI, providing technical expertise in support of the broader program coordinated by the U.S. Forest Service Office of International Programs

In FY 2003 and FY 2004, DASP staff provided similar technical assistance towards a broader technical cooperation program in Bulgaria in response to severe wildfires in that country.

## Resources

### Personnel Summary

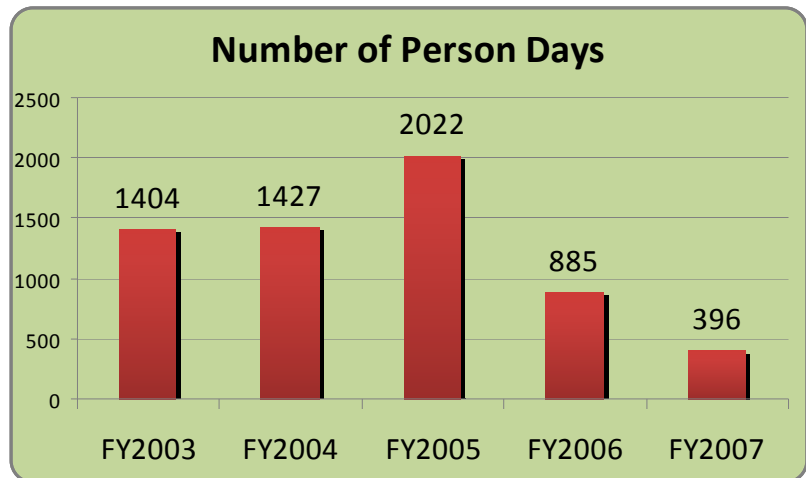
During FY2003-FY2007, DASP activated detailers for a total of 245 assignments to support a variety of USAID/OFDA operational requirements. These detailers contributed a total of 6,134 work days (23.57 work years) toward international disaster response operations. Significant detailer assignments including DARTs and RMTs are described in more detail in DASP's annual reports.

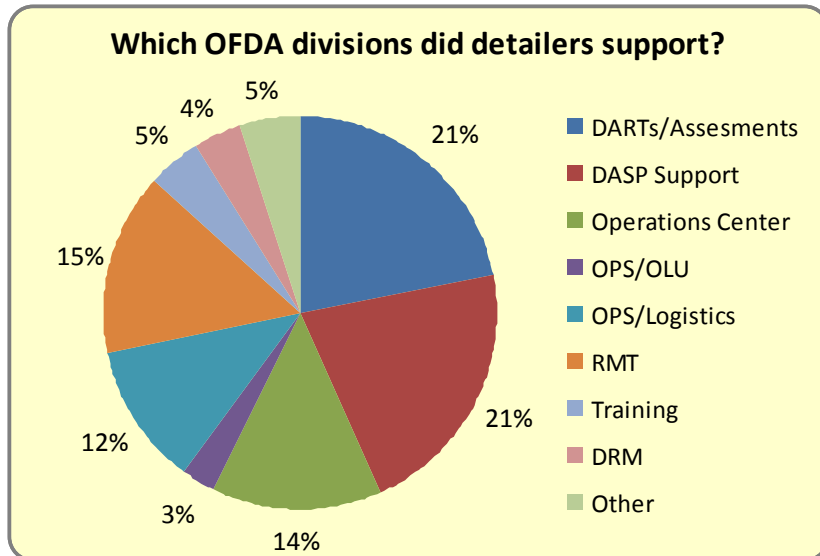


FY 2005 was the program's busiest year, with a total of 100 assignments comprising 2,022 work days. In FY 2005 alone, DASP detailers participated in six separate DARTs and four RMTs for the West Africa Sahel locust emergency, Indian Ocean earthquake and tsunami, Ethiopia complex health and food insecurity emergency, Darfur/Sudan complex

emergency, Sahel complex food security crisis, and Hurricane Katrina.

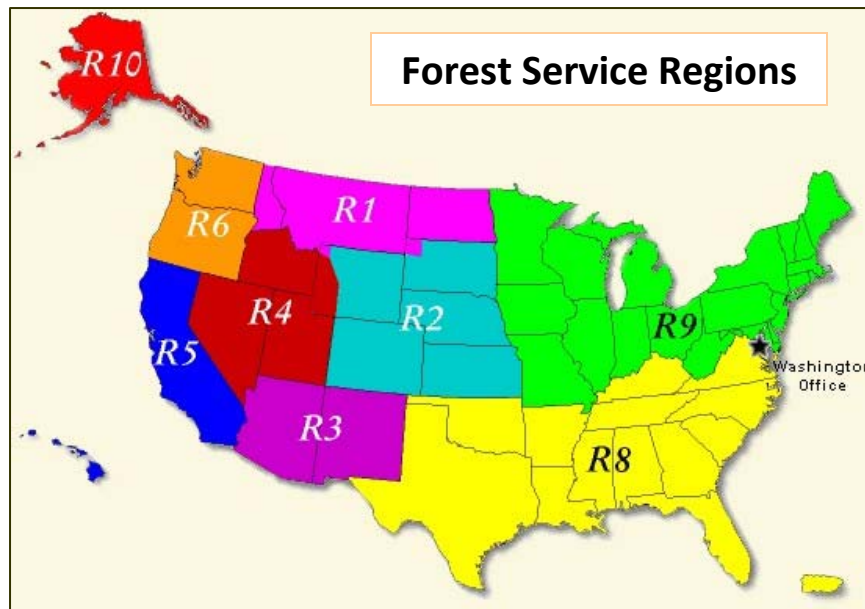
FY 2007 was the program's slowest year for detailer activations, with a total of 18 assignments comprising 396 work days. This was an 80% decrease from FY 2005, partially due to a lack of DART and RMT activations. FY 2007 was the first time in approximately eight years that a DASP detailer did not participate in a DART or RMT. However, several significant assignments were completed in response to the Somalia complex emergency, Darfur/Sudan complex emergency, and Greece wildfires. A METI contractor also completed a lengthy assignment at AFRICOM in Stuttgart, Germany.





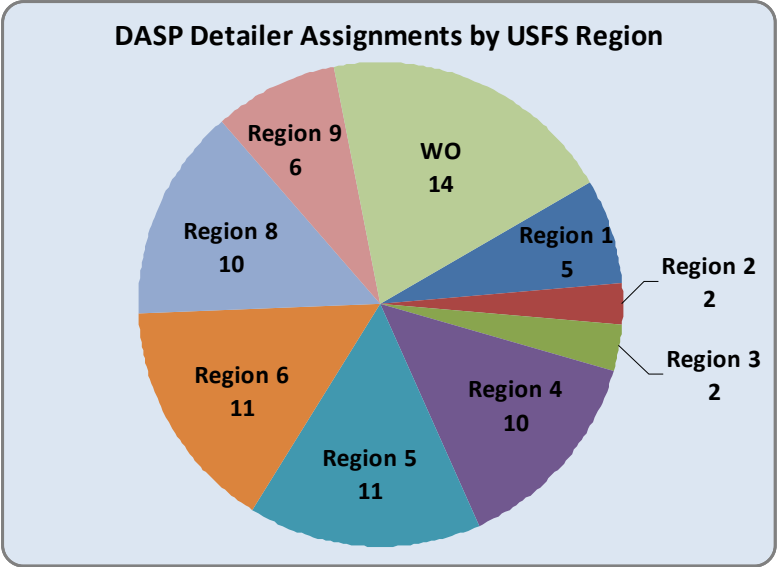
During the remaining years of the program, detailer work days averaged 1,238 per year. These assignments ranged from first responder roles on DARTs, RMTs, and assessments to backfill for core positions in Washington, DC including USAID/OFDA Operations Center Manager, Logistics Coordinator, Disaster

Operations Specialist and core DASP positions. The majority of detailer days were devoted to work on DARTs and assessment teams (21%) and DASP support (21%). Other frequent assignments included RMT rotations (15%) and logistics positions (12%).



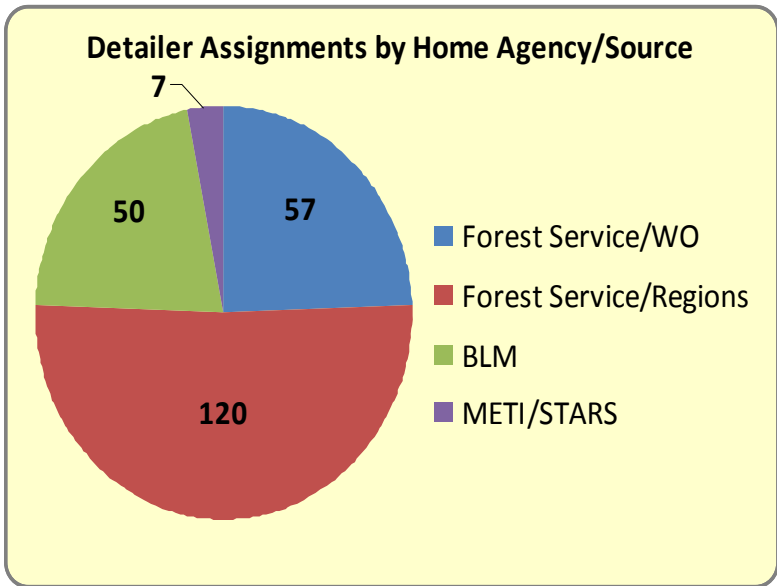
Of the program's 245 individual assignments during the life of this agreement, a full 75% of detail assignments were staffed by Forest Service personnel. The Forest Service is divided into nine geographic regions, shown in the adjacent map. The DASP detailer cadre includes representatives from all regions, and to the extent possible DASP seeks to achieve regional diversity when filling prospective detail assignments. During the course of this agreement, DASP accessed detailers from every region except for Region 10 (Alaska), with 120 assignments from Forest Service Regions and 57 assignments from the Washington Office.

In addition to Forest Service personnel, DASP accessed detailers from BLM and the METI/STARS program to help meet USAID/OFDA's surge staffing requirements. Just over 20% of detail assignments were filled by BLM, hailing from field units across the United States. About 3% of individual assignments were filled by METI/STARS contractors. These assignments generally required specialized skills, extensive experience or seniority not readily available within the existing detailer cadre.



Cadre Maintenance and Development

DASP detailers provide surge staffing for Washington-based assignments, including RMTs; overseas support to deployed assessment and DART teams; and technical expertise that supports USAID/OFDA's day-to-day operations and its responses to disasters worldwide.



To continue to build and enhance this valuable surge staffing cadre, DASP developed a new training policy for prospective DASP detailers in FY 2006. The policy requires prospective detailers to complete an initial 2-day *Orientation to the DASP* training. Those who complete the course and obtain a secret level security clearance are eligible to attend the *DART/RMT Essentials* course with USAID/OFDA staff in Arlington, Virginia.

In FY 2007, the DASP team conducted two iterations of the revised, 2-day orientation session for new Forest Service and BLM staffers. These briefings

introduced 49 prospective detailers to the DASP program and its relationship to USAID/OFDA. The objectives of the course were:

- To explain the purpose of the DASP detailer program and how it supports the surge staffing needs of USAID/OFDA;
- To describe and discuss the type of detailer opportunities available to Forest Service and BLM personnel;
- To give participants a brief overview of OFDA, its mission and partners;
- To showcase the importance of cultural differences when responding to disasters or working in new environments; and
- To identify additional steps necessary to participate in the DASP detailer program.



*The National Interagency Fire Center (NIFC) in Boise, Idaho served as the training site for DASP Detailer Orientation in November.  
(Photo: [www.nifc.gov](http://www.nifc.gov))*

The BLM International Programs Coordinator praised the redesigned version of the orientation because it gives candidates accurate expectations about the detailer program and the nature of work with USAID/OFDA. Participant feedback was very positive and included these comments:

- *"Excellent Sessions! Very Useful. I can't wait to get my security clearance."*
- *"This was one of the best courses I have taken. The cultural awareness exercise was fun and engaging."*
- *"This briefing totally expanded my knowledge of USG humanitarian operations. The instructors did a wonderful job and kept the class motivated."*

In order to ensure effective targeting of outreach and recruitment for detailer opportunities, DASP continued a comprehensive review of its detailer cadre. Team members contacted Forest Service and BLM staff members who had previously completed DASP orientation to update contact information, hiring status, qualifications, security clearance status and availability. Furthermore, the DASP staff developed ways to improve the effectiveness of the current detailer database. These changes will allow DASP to recruit detailers for specific assignments in a timely manner and improve the effectiveness of the database.

## Equipment and Supplies



*U.S. wildland fire fighters use safety equipment.  
(Photo: [www.nifc.gov](http://www.nifc.gov))*

Staff at the National Interagency Fire Center (NIFC) in Boise, Idaho assemble, cache and transport emergency equipment, Team Support Kits, Field Support Packs and related supplies to support USAID/OFDA teams through a cooperative agreement between DASP and BLM. NIFC assists DASP by maintaining a cache with a designated stock level of DART Office Support Kits, FOGs, Field Packs and Remote Location (RoLo) Kits that are provided to personnel on field assignments.

Throughout the life of the agreement, NIFC built and refurbished RoLos in response to a specific request from USAID/OFDA/Logistics. For example, in August 2007 NIFC built 29 RoLos and 20 field packs to maintain USAID/OFDA's readiness for staff deployments.

DASP can also purchase specialized supplies and equipment to meet specific operational needs. In FY 2007, DASP procured and shipped fire protective clothing and equipment to Greece in response to severe wildfires. The equipment was accessed through the USFS Northern California Fire Cache in Redding, California. DASP coordinated with USAID/OFDA's regional team for Europe, Middle East and Central Asia (EMCA) to arrange the shipment at a total cost of about \$519,000 for equipment and \$24,000 for shipping.

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## Training

### Highlights

- Planned and facilitated twenty-seven formal courses focused on DART and RMT systems, training over 620 individuals
- Revamped and revitalized the *DART/RMT Essentials* course for OFDA staff and partners
- Supported a wide variety of technical and functional training courses for OFDA staff and partners.

### DART/RMT Training

A major focus of the DASP agreement is to develop and implement training related to USAID/OFDA's primary systems for disaster response and management, namely the DART and RMT. During the course of this agreement DASP conducted at least 27 formal courses focused on DART and RMT systems, training over 620 individuals. Specialized courses were developed for the U.S. Forest Service, BLM, L.A. County Fire and Rescue, and a variety of USAID offices and executives. In addition, a much wider cross section of interagency partners and implementers participated in OFDA's core DART/RMT training course, which is designed and implemented by the DASP.

In FY 2006, DASP worked closely with USAID/OFDA's training unit to update the methodology and content of DART and RMT training, which had remained fairly static and facilitator-driven through FY 2005. The new course, re-named *DART/RMT Essentials*, includes participant-driven session designs such as case studies, team projects, and a two-part simulation on the final day of the course. The simulation allows participants to experience a rapid-onset natural disaster response in a USAID presence country, as well as a longer-term complex emergency response in a country without a USAID Mission. Participant feedback was consistently positive, affirming that the simulation "...really brought together everything we learned" (FY 2007 participant).



*DART/RMT Essentials participants engage in a team-building activity*  
(Photo: Stephanie Savolaine, FY 2007)

The DART/RMT course re-design also featured a new participant workbook. By consolidating the handouts and background materials normally distributed to participants throughout the four-day training course, the workbook minimized confusion, streamlined instructions, and helped participants stay organized and on-task. Evaluations validated that the course included "... good teaching techniques and training materials, and the handbook was very useful" (FY2006 participant).

### Other Training Support

Throughout the period of this agreement, DASP staff designed and implemented a variety of training courses, and supported the training of colleagues within OFDA's Training Unit and other functional units within the office. These courses included:

Fiscal Year	Training	DASP Role
FY 2003	New Entry Professional (NEP) Orientation	Completed a briefing on OFDA disaster response options as part of a broader OFDA briefing for NEPs
FY 2003	U.S. Forest Service Regional Leadership Meetings	Provided an overview of OFDA and DASP for Forest Service Regional Leadership teams across the United States
FY 2003 FY 2004	OFDA Orientation	Presented a session on OFDA Response Options
FY 2004	Field Team Management Training	Served as subject matter expert for communications and security issues, including simulations, feedback and classroom instruction and exercises
FY 2004 FY 2006 FY 2007	Joint Humanitarian Operations Course	Assisted in the planning and implementation of this core course, which is developed and offered by OFDA's Military Liaison Unit for counterparts within the Department of Defense.
FY 2005	RMT Volunteer Training	Worked with OFDA's Training Unit to develop and implement systems and procedures training for volunteers serving on large-scale RMTs
FY 2005 FY 2006 FY 2007	First Aid Training	Provided certified First Aid, Cardiopulmonary Resuscitation, and External Automatic Defibrillator Training for Red Cross Certification
FY 2005	Desert Locust Workshop	Coordinated a workshop to train potential Locust Emergency Officers.
FY 2005 FY 2006	Food Aid Manager Course	Prepared and taught a session on the DART and RMT systems for an audience including

		Food for Peace officers, USAID Mission staff, representatives from non-governmental organizations, and institutional contractors.
FY 2006	National Logistics Workshop	Provided an overview of the DASP program and OFDA humanitarian response overview to 350 domestic logisticians at this annual conference.
FY 2006	Safety and Security Officer Training and Orientation	Coordinated logistics for the course at Camp LeJeune, and coordinated/facilitated a structured course review to review aspects of the training that needed improvement

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## Mission Disaster Preparedness

### Highlights

- In consultation with relevant USAID/OFDA Regional Offices, planned and implemented Regional Mission Disaster Preparedness Consultations for West Africa, South America, the Caribbean and Asia, reaching a total of 52 Missions worldwide.
- Provided technical assistance to 24 other USAID Missions.

### Mission Disaster Relief Officer Database

The Mission Disaster Relief Officer (MDRO) is appointed by the Chief of Mission and is the focal point at post for disaster-related information, planning and activities affecting the host country. The MDRO prepares and updates the Embassy's Mission Disaster Relief Plan (MDRP) and ensures that members of the Embassy's Emergency Action Committee (EAC) are familiar with its guidance on emergency operations. The MDRO also maintains relationships with host-country emergency responders and government ministries, as well as NGOs and U.N. agencies in the country.

Beginning in FY 2005, DASP maintained a Mission Disaster Preparedness (MDP) eRoom on the OFDA.gov website which includes a database with MDRO and Alternate MDRO contact information. The database is located at <https://trauma.ofda.net/eRoom/FST/MDP>.

### Virtual Assistance for MDROs



*Kitty Andang,  
USAID/Benin MDRO  
(FY 2007)*

DASP supports Missions and Embassies as they develop MDRPs. Between FY 2005 and FY 2007, DASP provided virtual assistance including tools, templates and advice to USAID Missions in twenty countries. In FY 2007, Regional Advisor Jack Myer praised these efforts, saying, "*(t)his is what keeps our name good out here.*" Profiles about individual MDROs and their positive experiences with this type of technical assistance are provided in DASP's annual reports. In FY 2006, USAID/Benin MDRO Kitty Andang captured the reaction of many MDROs when she stated that "*... the guidance, collaboration and excellent support I received was critical to my submitting a thorough and useful*

*MDRP update*"

MDP Consultation and Training (in the field)	Virtual Technical Assistance	Technical Assistance and Training to MDROs (in Washington)
<p><u>FY 2005</u> Bangladesh, Honduras, Malawi, South Africa</p> <p><u>FY 2006</u> Algeria, Burkina Faso, Cape Verde, Gabon, Ghana, Guinea, Ivory Coast, Liberia, Mali, Mauritania, Morocco, Niger, Nigeria, Sao Tome &amp; Principe, Senegal, Sierra Leone, The Gambia</p> <p><u>FY 2007</u> Bolivia, Chile, Colombia, Costa Rica, Ecuador, Guyana, Paraguay, Venezuela, Bangladesh, Cambodia, China, East Timor, Vietnam, Pakistan, Nepal, Sri Lanka, Maldives, Laos, Indonesia, Thailand, Bahamas, Barbados, Dominican Republic, Jamaica, Trinidad and Tobago, St. Vincent and the Grenadines, St. Lucia, Antigua and Barbuda, St. Kitts and Nevis, Dominica, Grenada</p>	<p><u>FY 2005</u> Armenia, Burkina Faso, Congo, Egypt, Mali, Niger, Turkey</p> <p><u>FY 2006</u> Ethiopia, Kenya, Kazakhstan, Macedonia, Madagascar</p> <p><u>FY 2007</u> Bangladesh, Benin, Bulgaria, Malawi, Serbia, South Africa, Swaziland and Tanzania</p>	<p><u>FY 2005</u> Macedonia, Nepal, Rwanda</p> <p><u>FY 2006</u> Benin</p>
<b>Total: 52</b>	<b>Total: 20</b>	<b>Total: 4</b>

*\* This list is not meant to be exhaustive since technical assistance is continuously provided to US Missions by USAID/OFDA's Regional Advisors.*

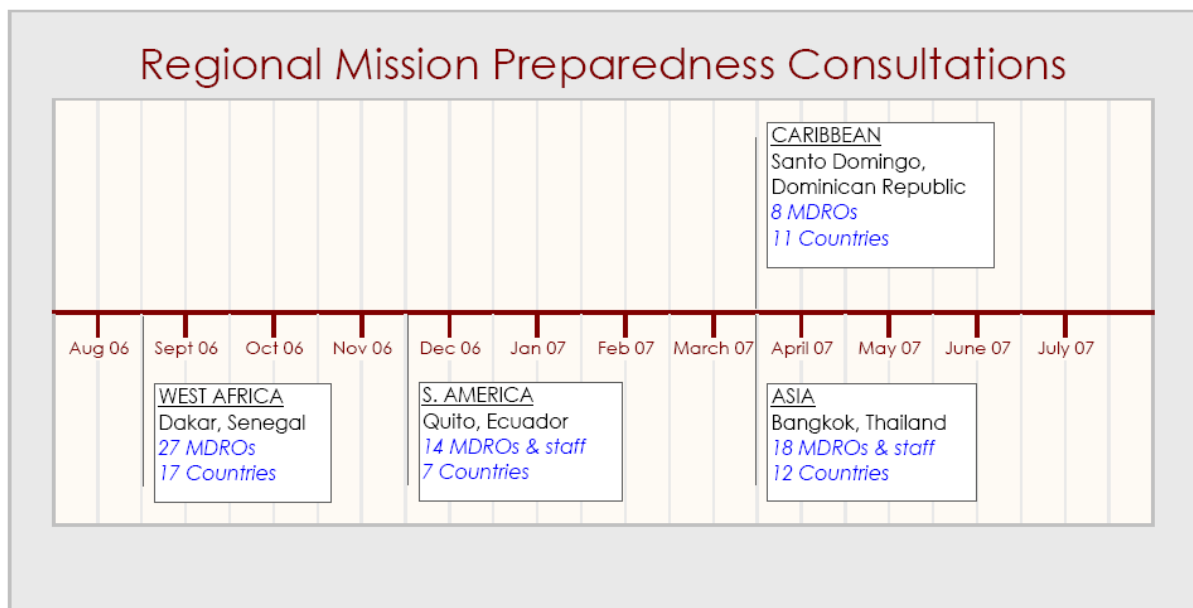
## Regional Mission Preparedness Consultations

During FY 2006 and FY 2007, DASP worked closely with nearly every OFDA Regional Office to plan and implement four separate Regional Mission Disaster Preparedness Consultations in partnership with OFDA's Regional Advisors. The objectives of these consultations were to familiarize MDROs with USG disaster response options, the resources and capacities of OFDA and the appropriate procedures for accessing these resources; to orient MDROs to the guidelines for developing the MDRP; and finally, to provide MDROs with the knowledge and tools to successfully respond to an emergency.



A total of sixty-seven MDROs and auxiliary staff representing forty-seven countries attended the consultations, which took place in West Africa, South America, the Caribbean and Asia, per the timeline below. Many participants had a wealth of information and experience to share with the group, given the high disaster vulnerability in some regions and previous experiences as MDROs.

Each consultation was tailored to the individual needs of the region. For example, the South America consultation included a presentation from USAID/OFDA Senior Regional Advisor Tim Callaghan on *Lessons Learned and Best Practices in Disaster Response*, while Regional Advisor Sidney Velado facilitated a session on vulnerabilities which included a discussion of El Niño conditions.



MDROs were given a chance to apply what they learned by preparing a draft MDRP, identifying country-specific hazards and vulnerabilities, exploring potential disaster relief partners and discussing local capacities. Participant evaluations noted that all felt better prepared to respond to a crisis at post after completing the consultation. Participants left with a better understanding of the issues facing their respective regions and a solid support network.

### The Emergency Planning Handbook

The State Department requires every Foreign Service post to have an operative Emergency Action Plan (EAP) to assist post, the State Department and other U.S. Government agencies in responding to potential crises in a host country. Every EAP must include an MDRP, which provides information and guidance to posts on coordinating and managing U.S. Government assistance to foreign countries in response to natural and human caused disasters. The MDRP is the only component of the EAP which is not specifically focused on disaster impacts within the US Mission or on US citizens. The MDRP was formerly located in Chapter 700 of the EAP, but is now located in Annex J, entitled "*Assistance to Host Country in a Major Accident or Disaster*".

The MDRP is divided into 3 sections: disaster history (slow and rapid onset), capacities (host government, non-governmental organizations and donors) and emergency contacts. Each post is required to designate an MDRO who is USAID/OFDA's focal point and is also responsible for preparing and maintaining Annex J.

The Emergency Planning Handbook (EPH) is the principal source of guidance that posts use to develop EAPs. In 2007, DASP briefed USAID/OFDA's Disaster Response and Mitigation (DRM) division on the State Department's revised EPH. The purpose of the briefing was to outline what the EPH means to OFDA, how it supports our work with Mission Disaster Relief Officers (MDROs) and its usefulness for response planning.

### Development Outreach and Communication Officers

During the FY 2004 Mission Director's Conference, the USAID Administrator encouraged all posts to hire a full time Development Outreach and Communication Officer (DOC) and develop a communications strategy to "tell the USAID story." In FY 2005, four regional workshops were held to increase DOC skill sets and share best practices. Feedback from these events indicated that DOCs wanted more information about USAID/OFDA and the Agency's role in the event of a disaster. As a result, USAID's Office of Legislative and Public Affairs (LPA) asked DASP to develop a training curriculum and supporting materials for a USAID/OFDA and DART/RMT overview.

In response, DASP coordinated with USAID/OFDA's Training Unit and Regional Teams to develop a half-day session for DOCs describing what to expect in the

event of a disaster response at post. The sessions familiarized DOCs with USAID/OFDA's response criteria and options, highlighting the difference between DART Communications Officers, Information Officers, and Press Officers. The module included videotaped interviews with subject matter experts Sulayman Brown, Nancy McGuire, and Rebecca Gustafson.

One participant was able to put his new knowledge to work almost immediately following to the magnitude 6.3 earthquake that struck the Indonesian island of Java on May 27, 2006. Monty Mahendra, from USAID/Jakarta, reported that the training, "...was an eye opener for me. It just struck me that what you told us there was instantly recognizable and is in effect with our quake relief efforts down in Yogyakarta."



*DOC Training, Quito, Ecuador  
(FY 2007)*

DASP also worked with LPA to include a section about USAID/OFDA in the latest *DOC Survival Manual*.

Date	Audience	Location	USAID/OFDA Instructors	Participants	USAID Missions
November 17, 2006	Latin America and Caribbean (LAC) DOCs	Quito, Ecuador	Sherry Hazelhurst (DASP) & Bob Walker	22	15
April 28, 2006	Asia Near East (ANE) DOCs	Dubai, United Arab Emirates	Bob Walker & Nancy McGuire	30	18
June 23, 2006	Europe & Eurasia (E&E) DOCs	Bucharest, Romania	Alisia Kachmar & Rob Andrew	23	14
October 17, 2006	Africa DOCs	Johannesburg, South Africa	Bob Walker, Harlan Hale, James Fleming	32	23
			<i>Total</i>	107	70

### OFDA Annual Guidance Cable

In FY 2005 through FY 2007, DASP provided comments on USAID/OFDA's annual guidance cable, drafted by the Information Support Unit. The cable provides direction to all posts concerning support from USAID/OFDA before, during and after the occurrence of natural and human-caused disasters abroad.

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## Darfur, Sudan: A Case Study of DASP Services



*DASP's Christine Leonardo consults with implementing partners in Darfur, Sudan. (Photo: Ron Libby, FY 2007)*

The 4-year conflict in Darfur, Sudan, has claimed hundreds of thousands of lives and driven more than 2 million people from their homes. Families have been ravaged by the fighting, which has affected more than 60 percent of the population. DASP resources have supported this disaster response since FY 2004, and offer an excellent case study of the value of the program's resources in supporting OFDA's emergency response operations.

Beginning in FY 2004, DASP provided critical support to OFDA's field teams for Sudan, including the initial DART and later Sudan Field Office, ranging from general Field Officers to key Technical Specialists. DASP also provided surge staffing for the RMT in Washington, providing continuous coverage of the Communications and Records (C&R) function through multiple fiscal years, as detailed in the table below. DASP also provided a Disaster Operations Specialist in support of OFDA's Disaster Response and Mitigation Division (DRM), and a Team Leader for the Sudan Field Office in FY 2006. All in all, DASP provided 2.6 person years of support towards OFDA's humanitarian operations in Sudan throughout the course of this agreement.

DASP's detailers were generally very well received by their hosting teams. For example in FY 2007 Sureka Khandagle, USAID/OFDA Team Leader for Darfur, said "... I can't even begin to tell you how helpful it is to have people like Chris and Laura out here. Just knowing I can trust their judgment on anything that comes up gives me such peace of mind."



*Sudan/Darfur DART member Mohammed Salah refers to the FOG while conducting an agricultural assessment in the Darfur region (Photo: Gary Barrett, FY 2005)*

DASP also provided systems support in response to the Darfur emergency, undertaking an after action review in FY 2006 that defined practical next steps for OFDA's Regional Team and Sudan Field Office as the response to this ongoing emergency continued. First, the DASP completed an anonymous survey of OFDA staff who participated in the Sudan complex emergency disaster

response between May 2004 and December 2005. Thirty five people responded, and DASP collated results to discern common themes. The themes were familiar, including staffing, administration and management.

Using the themes that emerged from the survey, and in light of a number of challenges posed by the lengthy and complicated response, the DASP and DRM's Regional Team for Sudan identified specific participants to constitute working groups on three issues: staffing, management and programming. Three working groups convened for half-day sessions on June 28<sup>th</sup> and 29<sup>th</sup>, 2006, to address issues related to management, staffing and programming, and a summary report related to programming was released in the following weeks.

Fiscal Year	Function	Detailers	Work Days
2004	DART Field Officer, Assessments	Ron Libby	96
		Gary Barrett	43
	RMT Communications & Records Recorder	Les Prewitt	69
2005	Technical Specialist, Road and Bridge Assessment	Merv Eriksson	13
	RMT Communications & Records Coordinators	Doug Elliott	65
		Mike Miller	42
		Mark Conley	25
		Victor Starotska	20
		Cornelius Pratt	35
		Katie Hetts	20
	DART Field Officer, Assessments and Programs	Scott Hocklander	59
Gary Barrett		58	
2006	Team Leader, Sudan Field Office	Gary Barrett	35
2007	Field Officer, Assessments and Programs	Laura Chapman	38
		Chris Leonardo	40
	Disaster Operations Specialist (Washington, DC)	Jennifer Conje	30
Total Detailer Work Days			688
Total Detailer Work Years			2.6

Finally, tools and equipment provided through the DASP agreement helped to support OFDA's field staff members who were conducting assessments and monitoring programs in remote parts of Sudan. The FOG was used as a reference tool by countless DART and Assessment Team members, while RoLo kits and field packs provided shelter and other essential survival items.

Overall, DASP support enhanced OFDA's ability to stage an effective response to the crisis in Darfur, Sudan, by providing surge staffing, tools and equipment, and by capturing lessons learned to improve continuing operations in the field.

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## Acronyms

AAR	After Action Review
AMDRO	Alternate Mission Disaster Relief Officer
BLM	Bureau of Land Management
DART	Disaster Assistance Response Team
DOC	Development Outreach and Communication
DOD	Department of Defense
DOS	Department of State
DRM	Disaster Response and Mitigation
EAP	Emergency Action Plan
FO	Field Officer
FOG	Field Operations Guide for Disaster Assessment and Response
FS	Forest Service
FST	Field Support Team
FY	Fiscal Year
GIU	Geographic Information Unit
ICS	Incident Command System
JHOC	Joint Humanitarian Operations Course
LAC	Latin America and Caribbean
LPA	Legislative and Public Affairs
MDP	Mission Disaster Preparedness
MDRO	Mission Disaster Relief Officer
MDRP	Mission Disaster Relief Plan
NF	National Forest
NIFC	National Interagency Fire Center
NRP	National Response Plan
OFDA	Office of U.S. Foreign Disaster Assistance
OLU	Operations Liaison Unit
PASA	Participating Agency Services Agreement
PO	Program Officer
RMT	Response Management Team
RoLo	Remote Location Kit
STARs	Short Term Assistance from Retirees
USAID	US Agency for International Development
USDA	US Department of Agriculture
USG	US Government