EMERGENCY OPERATIONS CENTRES

Guide

2026

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 191 National Red Cross and Red Crescent Societies and around 15 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives and have opportunities to thrive.

Photo credits:
The photos used in this document are copyright of the IFRC.
Cover photo: © Kenya Red Cross
Designed by: Miguel Aguirre Naranjo, Communications Consultant, IFRC.
Address: Chemin des Crêts 17, Petit-Saconnex, 1209 Geneva, Switzerland
Postal address: P.O. Box 303, 1211 Geneva 19, Switzerland
T +41 (0)22 730 42 22 | **E** secretariat@ifrc.org | **W** ifrc.org

Contents

FOREWORD

The International Federation of Red Cross and Red Crescent Societies (IFRC) promotes the Preparedness for Effective Response (PER) approach to enable National Societies to fulfil their auxiliary role by strengthening local preparedness capacities. The objective of the PER approach is to enhance the ability of National Societies to prepare for and respond to emergencies and crises in a timely, coordinated, and effective manner, ensuring that humanitarian action is predictable, efficient, and aligned with established systems and procedures.

This guide has been prepared to facilitate the design, set up, functioning, and management of Emergency Operations Centres (EOCs). It can be adapted to any context across the five regions, according to existing capacities and resources.

National Society preparedness and response mechanisms — including key components such as Contingency Plans, Emergency Needs Assessments, and Emergency Operations Centres (EOCs) — play a crucial role in addressing complex situations during and after emergencies. These mechanisms facilitate decision-making, procedure implementation, operational coordination, and information management.

The Emergency Operations Centres (EOCs) Guide 2026 has been developed to support Red Cross Red Crescent National Societies in strengthening their preparedness and response capacities. The guide provides practical direction to establish or enhance EOCs at different administrative levels and modalities, ensuring that they remain adaptable scalable, and context-appropriates.

National Society EOCs are systems that coordinate human, technological, and infrastructural resources to support decision-making and coordination in emergency responses. The setup and functions of each EOC should be determined based on the National Society's capacities and resources, as well as the country's political and administrative organization, legislation, and available assets.

We invite all National Societies to use these materials to review and update their coordination procedures, processes and systems in emergencies, ensuring coherence and consistency and effectiveness across all response activities to mitigate risks enhance their ability to effectively manage crisis, and deliver timely humanitarian assistance to those most in need in the context of an emergency.

We are deeply grateful to the Red Cross Red Crescent Movement stakeholders and partners from all five regions who contributed to the development of this guide, especially the Reference Centre for Institutional Disaster Preparedness (CREPD) and the National Societies, for their valuable technical and methodological support throughout the entire process.

Background

The 2026 update of the *Emergency Operations Centres Guide* is the result of a technical, consultative, and collaborative process carried out over several years, with the active engagement of key stakeholders from National Societies (NS), Partner National Societies (PNS), the Regional Reference Centre for Disaster Preparedness (CREPD), and the International Federation of Red Cross and Red Crescent Societies (IFRC).

Emergency Operations Centres have been cornerstones in strengthening National Society operational readiness and coordination capacities. The origins of this effort trace back to the launch of the first **Emergency Operation Centre Manual** in 2008, accompanied by a comprehensive **training package** released in Spanish in 2009. Recognizing the growing need for functional EOCs, the materials were translated into English and French, expanding their reach and applicability across multiple regions and enabling more National Societies worldwide to access and utilize the resources. Following this initial dissemination, several National Societies began implementing national trainings, certifying facilitators, and advancing initiatives to establish and operationalize Emergency Operations Centres.

Between 2019 and 2020, the EOC course was digitized and integrated into the *IFRC Virtual Campus*, becoming available in four languages (Spanish, English, French, and Portuguese). At the same time, a **feasibility study** was launched, engaging 22 National Societies, to identify operational needs, existing capacities, best practices, and gaps related to the establishment and management of EOCs across diverse contexts. Based on the initial findings of this study, a pilot test was conducted in 2019, in collaboration with the Bahamas Red Cross.

Also in 2020, due to the COVID-19 pandemic, additional experiences were drawn from Europe, particularly from the establishment of the first virtual EOC for the Balkans. This experience was showcased in global forums, including demonstrations of the virtual platform and the X-Stock system, thus integrating innovative technologies into the revision process.

During 2021–2022, a review of the study's findings was conducted, resulting in two complementary documents: one focused on Government EOCs, and another dedicated to EOCs within National Societies. In this same period, the decision was made to adapt the **Guide specifically to the management of EOCs at the National Society level**, anchored in the *National Disaster Preparedness and Response Mechanism (NDPRM)*. The first draft of the updated Guide was piloted in Bangladesh.

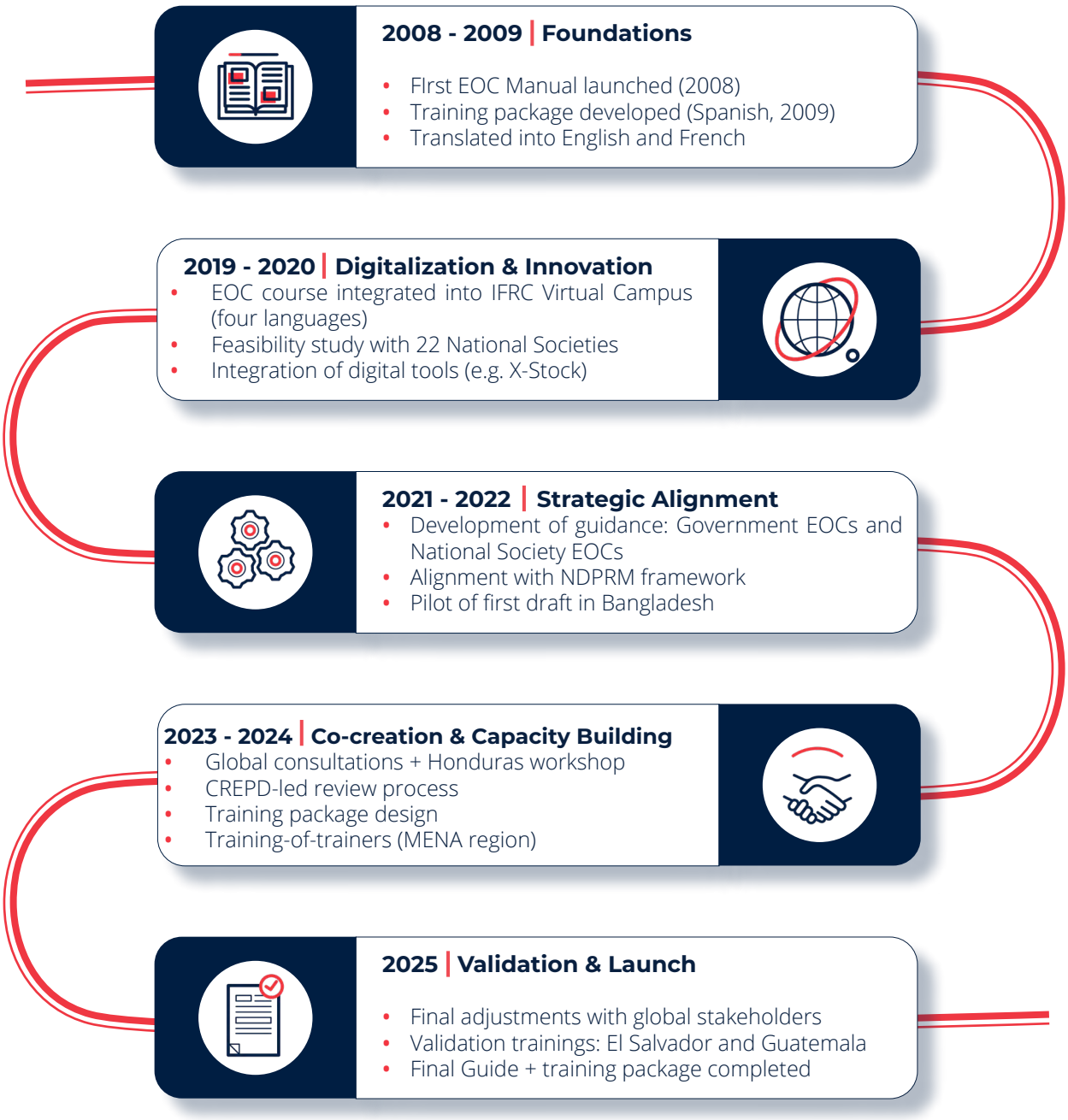
Building upon these foundations, between 2023 and 2024, the CREPD led a comprehensive review process informed by the lessons learned from the pilot exercises. This phase included a series of virtual consultations and a regional in-person workshop held in Honduras, which gathered representatives from multiple National Societies. The workshop not only refined the content of the Guide, but also proposed the structure of an accompanying training package to support capacity development. During the same period, a training-of-trainers workshop was held in the MENA region to certify facilitators who could lead the expansion and strengthening of EOC capacities across National Societies.

Finally, in 2026, with the collaboration of Preparedness Focal Points, members of the Global Working Group, and the Operations team, the final adjustments to the Guide were completed. Two validation trainings were organized, one in El Salvador and another in Guatemala, to test and finalize the training package that complements this edition.

This version of the Guide consolidates the main milestones, lessons learned, and recommendations gathered throughout this multi-year process, reaffirming the IFRC's commitment to enhancing National Society capacities to activate, manage, and coordinate their Emergency Operations Centres effectively.

Emergency Operations Centres (EOC) Guide – Evolution Journey (2008–2025)

Building trust through every stage A multi-year collaborative process strengthening National Society preparedness and coordination capacities



Part 1: Emergency Operations Centres in Context

PART I: Emergency Operations Centres in Context:
From Global Frameworks to Local Innovation

I - 1 - Background on Emergency Preparedness and Response

Priority 4 of the Sendai Framework refers to the need to strengthen disaster preparedness by reviewing contingency plans, strengthening communication and coordination mechanisms during emergencies, training staff and volunteers who can participate in responses, and improving technical and logistical capacities to ensure timely response interventions. Emergency preparedness, which is also part of disaster management, is key to ensure order in rescue operations and, thus, to strengthen response capacities (UNDRR, 2015).

Efficient emergency management requires comprehensive and sustained preparedness, as established by the Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance. In this regard, preparedness measures must include risk, vulnerability, exposure, resilience, capacity, and needs assessments, as well as the development of contingency plans through participatory processes with key stakeholders. Likewise, it is essential to have mechanisms for monitoring regional and national hazards, allowing for the activation of early warning systems and the adoption of anticipatory actions to protect at-risk communities.

Preparedness also requires coordination meetings with stakeholders and joint simulations, as well as strengthening the institutional capacity of staff and volunteers, to ensure timely and effective interventions. The institutional operational capacities of National Societies must be consolidated to transparently manage international assistance, which is essential to ensure accountability and maintain the trust of both the population and donors.

Emergency coordination is crucial for the quality and efficiency of emergency response and humanitarian assistance operations. However, to ensure good coordination, it is necessary to integrate evidence and scientific information that supports leadership and decision-making processes.

Well operationalized and integrated emergency management systems enable countries to plan and respond to both small-scale frequent emergencies and major disasters in an organised and effective manner. Establishing Emergency Operations Centres (EOCs) and other response facilities in line with international standards constitutes a major step that will help National Societies reach this goal.

Many countries, government agencies, and national organizations have worked together to reduce risks, improve emergency responses, and build stronger resilience. By learning from past challenges, such as crisis management difficulties, coordination issues at local levels, and limited communication, these efforts have led to a more effective use of resources. As a result, disaster risk and emergency management systems have improved.

Likewise, local governments and actors play a leading role in emergency responses, designing actions that fit the specific context and needs of their communities. They are also better positioned to identify the type of support needed from national institutions, ensuring a coordinated and effective response.

A Well-Prepared National Society can:

- Provide relevant humanitarian services in accordance with its **auxiliary role and mandate** and position itself as a **key partner** within its country context.
- **Analyse** the implications of **different risks** and **plan to adapt** its preparedness, readiness, and response capabilities.
- Review and adapt its **operational capabilities** to address current and future emergencies, including **overlapping crises and disasters.**
- Improve its **coordination and collaboration capabilities** with relevant stakeholders.
- Implement **systems and procedures** to support small, medium and large-scale operations.

I - 2 - EOCs in the IFRC's Context

The International Federation of Red Cross and Red Crescent Societies (IFRC), along with other international agencies, has prioritized the management of emergency operations across all stages of the disaster risk management continuum. These efforts are framed within the concept of the National Society Preparedness and Response Mechanism, which aims to strengthen the institutional, technical and human system that underpin effective action before, during, and after crises.

The **National Society Preparedness and Response Mechanism** is a structural and systematic representation of a National Society's functions, capacities, assets, systems, tools, and processes that enable it to function in times of crises, and to respond to an emergency in a timely and effective manner.

As key components of the Preparedness and Response Mechanism, EOCs serve to effectively coordinate, manage, and control emergencies and disasters. Its function is not limited to response alone, but it serves as a bridge between preparedness, anticipatory actions, response, and recovery, ensuring continuity and cohesion across all operational stages.

EOCs are designed to interact with other emergency management structures, such as Situation Rooms, Command Posts, Incident Command Systems, Emergency Operations Centres at other territorial levels, and Coordination Centres from other government or partner and agencies coordination centres. Together, these operate under an interconnected network operating through shared protocols and coordinated decision-making process.

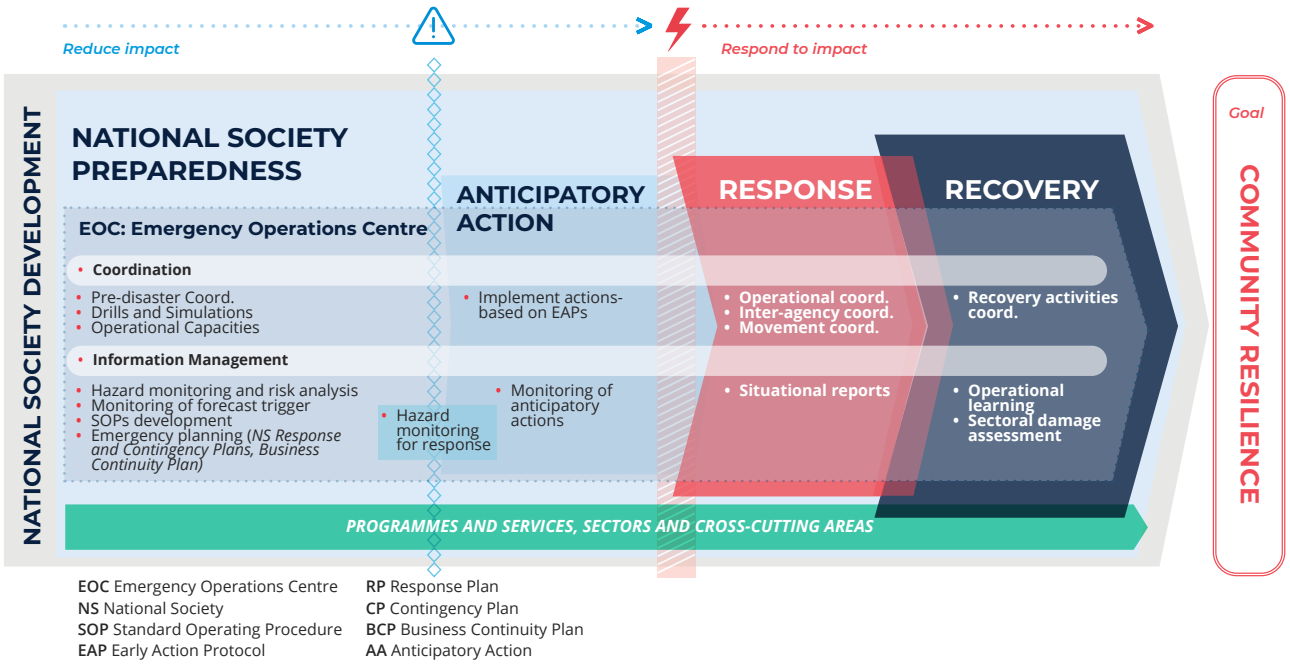
Within this framework, EOCs bring together representatives from various departments, sectors, and National Society volunteers and leadership to ensure a collective understanding of evolving situations. Their core function is to collect and validate information that supports decision-making, enabling timely and relevant response actions that save lives and reducing human, economic and environmental losses. This is achieved through effective communication with stakeholders and a well-coordinated mobilization of both national and international resources when necessary.

Finally, it is important to note that the term "Emergency Operations Centre" must be harmonized with the legal and institutional framework of each country. In some national contexts, this term is reserved for government institutions. Therefore, National Societies may adopt alternative terminology such as crisis room, coordination cell, coordination centre, or command post may be used, depending on the legal and institutional landscape.

I - 3 - EOC Roles across the DRM Continuum

An Emergency Operations Centre (EOC) serves as the central hub for coordinating, monitoring, and documenting all response actions, engaging all levels of the organization — strategic, operational, and tactical. Within the Disaster Risk Management Continuum, EOCs play a key role across every stage — Preparedness, Readiness, Anticipatory Action, Response, and Recovery — ensuring a structured, timely, and effective disaster response.

The Emergency Operations Centre (EOC) across the DRM Continuum



EOC Emergency Operations Centre
NS National Society
SOP Standard Operating Procedure
EAP Early Action Protocol
RP Response Plan
CP Contingency Plan
BCP Business Continuity Plan
AA Anticipatory Action

It is essential to establish and maintain the foundations and capacities required for the effective functioning of an EOC throughout continuous **Preparedness** efforts. The EOC plays a critical role in the analysis and planning processes carried out by National Societies, such as Response and Contingency Plans, as well as in the development of Standard Operational Procedures (SOPs).

Strengthening the capacities of key personnel through training initiatives and the implementation of simulation exercises and drills is crucial. These activities help assess both the relevance of the plans and the competencies and skills of the personnel involved. Moreover, it is important to reinforce partnerships and coordination processes to ensure that resources are available and accessible when needed.

The EOC should also maintain continuous monitoring of events that may affect the country of specific territories and impact people, enabling rapid and coordinated response when necessary. The EOC must have the **capacity** to anticipate potential crises and disasters and to communicate key information that enables early actions and readiness measures, analysing data collected from functional monitoring systems. The EOC should track forecasts and climate projections and identify when predefined thresholds are reached to trigger early actions, as outlined in the Early Action Protocols (EAPs).

During the **response** stage, the EOC becomes the central hub for emergency management and is critical for coordinating emergency operations, managing information flow, allocating resources, facilitating communication across National Society departments, and effectively coordinating with disaster risk management systems and other agencies and actors. It also serves as a key tool for strategic and operational decision-making. The EOC ensures that emergency responders have the necessary support and information to act quickly and effectively, thereby minimizing the impact of the disaster.

Finally, the EOC continues to play a critical role during the **recovery** stage, this includes sectoral damage assessments, coordination of recovery activities, and documentation of lessons learned from response efforts. The EOC collaborates with other Movement partners implementing recovery projects and programmes to support communities in achieving early recovery and enhancing resilience. It also coordinates with local and national authorities to ensure that recovery resources are efficiently allocated and that affected areas receive the support needed to rebuild and recover.

EOC Functions, Assigned Responsibilities, and Tools across the DRM Continuum

		FUNCTIONS / ACTIONS	RESPONSIBLE PARTIES	TOOLS AND RESOURCES
Reduce impact	PREPAREDNESS	*Pre-disaster coord.*	DRM Team	Interinstitutional agreements
		SOP preparation	Planning Team	SOPs, operating manuals
		Hazard monitoring and risk analysis	DRM Team	Monitoring systems
		Operational planning (NS response, contingency and BCP Plans, security plans)	Planning Team	Operational plans, risk maps
		IM (Information Management)	Information Management Team	IM systems, GIS technology
⚠	READINESS — Anticipatory Action window	*Forecast monitoring*	AA team/DRM/EOC/ IM team	Official forecasts at various levels: global, regional and local (e.g., National MetAgency bulletins)
		EAP activation when trigger is met	AA team / DRM / IM team	Monitoring systems, GIS technology
		Interagency Coordination	AA Team / DRM Team	Response teams, supply coordination meetings, collaborative platforms
		Implement actions based on EAPs	AA Team / DRM Team/EOC/Field managers	EAPs, SOPs
	READINESS	*Monitoring anticipatory actions*	Monitoring and Evaluation Team	Monitoring systems, GIS technology
		Decision making	Operations Team/ Information Management Team	Monitoring reports, dashboard meetings, data analysis
		PER Readiness check, recording information	DRM Team	IM Systems
		Equipment preparation and pre-positioning	Operational Teams	Checklist, inventories
		Response Teams Activations and SOP Implementation	DRM Team	SOPs
⚡	RESPONSE	*Operations coordination*	EOC, Field managers	Ops. centres, emergency management systems
		Interagency coordination	EOC, DRM Team	Coordination meetings, communications
		Operations control	EOC, Sector Heads	Operational protocols, situation reports
		Coordination with the Movement	EOC, International Relations	Communications with the International Movement
Respond to impact	RECOVERY	*Situation reports*	IM Team	Information systems, reports
		Learning	Evaluation and Monitoring Team	Lessons learned reports, review meetings
		Operational demobilization	EOC, Logistics Team	Demobilization plans, equipment inventories
		Recovery plans	DRM Team	Recovery plans, coordination with communities

I - 4 - The EOC within the NS PER Approach

Being prepared to effectively respond to disasters and crises is the **mandate** of every National Society. The IFRC acknowledges that responses are first and foremost local, but that they receive global solidarity from the Movement. **National Societies are the first responders** during crises, and investing in strengthening their response capacities is fundamental to improving the quality, timelines and effectiveness of humanitarian assistance.

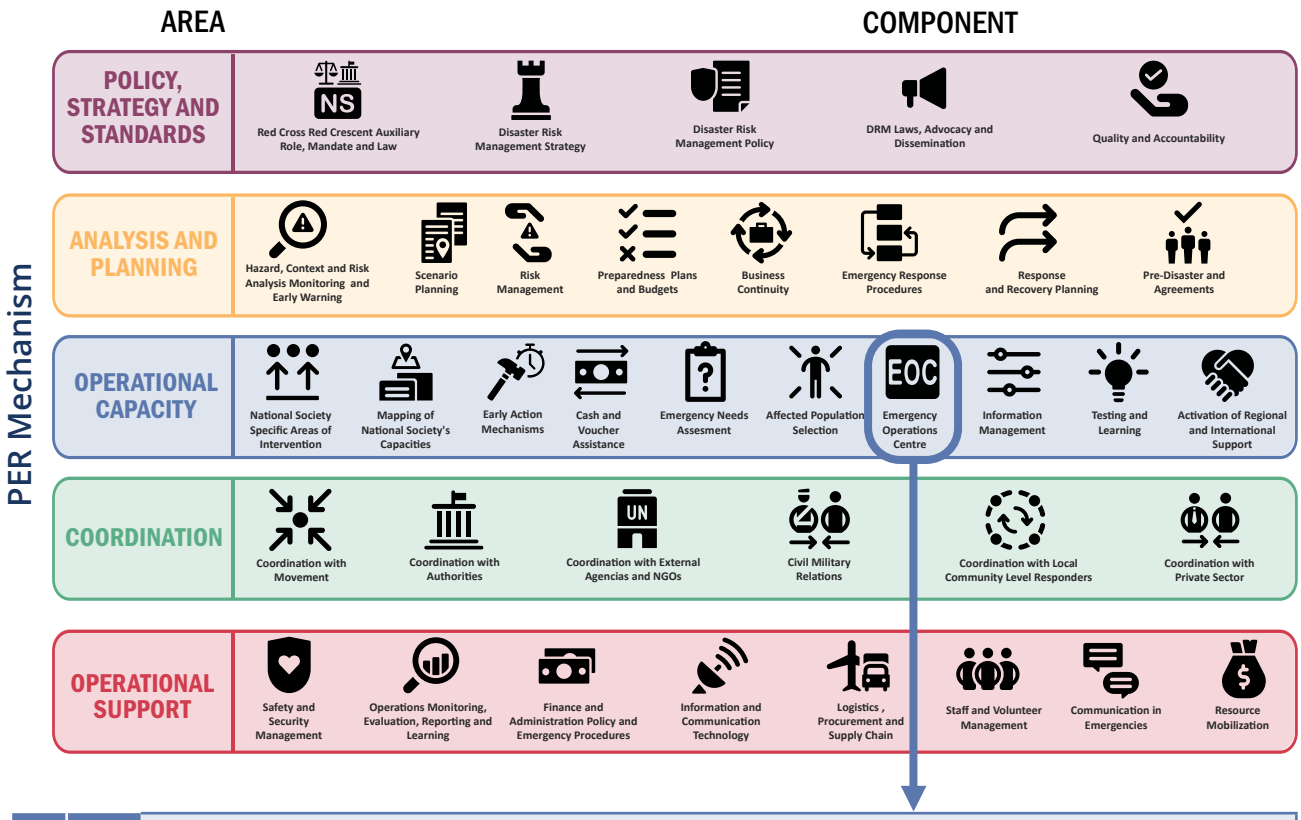
The National Society **Preparedness for Effective Response (PER) Approach** is a **structured and systematic** way of interacting with the knowledge, operational capacities, systems, and processes that National Societies use to respond to an emergencies. Through this process, National Societies fulfil their humanitarian mandate by ensuring that assistance of those most affected by disasters and crises with **timely, relevant, and effective** humanitarian assistance.

The **PER Approach** enables National Societies to **fulfil their auxiliary role** and Fundamental Principles by strengthening local preparedness capacities, thus ensuring a more coordinated and effective humanitarian response.

The PER Approach is based on, and aligned with, foundational RCRC documents, which include the *National Disaster Preparedness and Response Mechanism (NDPRM)*, the *Principles and Rules for RCRC Humanitarian Assistance*, the *IFRC NS Development Framework and Compact*, the *NS Preparedness Framework*, and the *DRM Policy*.

The National Society's Preparedness for Effective Response **(PER Mechanism)** is the centrepiece of the approach, it is a structural representation of a National Society's functions, capacities, assets, systems, tools, and processes that enable it to function in times of crisis, and to respond to emergencies in a timely and effective manner. The Mechanism is grouped in five structural areas which are further divided into 37 components each contributing to the overall readiness and functionality of the National Society (the PER Mechanism can be consulted *here*).

The EOC is one of the 37 components within the PER Mechanism, serving as the central hub for both operational and strategic coordination among the various actors and institutions involved in Preparedness, Response, and Recovery in crisis and disaster situations. It is under Operational Capacity area of the Mechanism, and its performance is assessed using the following benchmarks



Benchmarks	
20.1	NS has a formally appointed EOC focal point
20.2	NS has up-to-date EOC SOPs which are consistent with other NS documents, including technical sectors and support services
20.3	EOC is activated according to defined response levels, and activation is communicated
20.4	Relevant staff and volunteers know their roles and responsibilities and are trained on SOPs
20.5	All technical sectors and support services have procedures that integrate with the EOC SOPs
20.6	EOC has intended space with sufficient equipment to manage information and coordination that does not affect other NS activities
20.7	EOC facilities are self-sufficient with at least power, water and telecommunications with functioning back-up means
20.8	NS has an alternative location if the EOC space is not accessible
20.9	NS has full and updated contact details for relevant personnel
20.10	NS has legal access and use of designated emergency frequencies which link with other stakeholders in the response
20.11	EOC staff manages and displays regular updated Information Management Products and Services, such as maps, dashboards, operational updates, sectoral updates (maps, operational details, etc.)
20.12	Strategic decisions are made based on the situational analysis to address operational gaps and needs
20.13	Clear levels of authority exist between the strategic and management levels of the EOC
20.14	EOC is operational 24/7; however, operational period of staff does not exceed 12 h/shift
20.15	Data and information is collected, processed, validated, analysed, visualised and disseminated, internally and externally, to provide updated standardized situation reports and enable evidence-based decision making. Information is collected, validated, and analysed to provide updated standardized situation reports.

The 15 benchmarks are designed to assess the structure and key elements of the EOC's functioning, serving as an initial evaluation of its operational status. This assessment, however, should be viewed as part of the broader analysis conducted during the PER assessment phase. The initial diagnosis is complemented by information drawn from other components of the National Society's preparedness and response mechanisms. On their own, the benchmarks do not provide a complete picture of the EOC's status, but when combined with the assessment of these other components, they offer a clearer and more comprehensive understanding of its development and effectiveness.

I - 5 - Linkages with other Components of the NS Preparedness and Response Mechanism

Emergency Operations Centres (EOCs) play a critical role in managing operations. It is therefore essential to identify their linkages with other components of the preparedness and response mechanism across the different stages of the Disaster Risk Management (DRM) Continuum. Such integration fosters comprehensive approaches, avoids duplication, and enhances effectiveness.

Below are the main linkages between an EOC and key components. These linkages may vary depending on the context, capacities, and level of development of each National Society.

The EOC should be formally positioned within the National Society structure and assigned internal ownership.

Main linkages:

- **Red Cross Red Crescent Auxiliary Role**

The National Society's auxiliary role must be clearly defined and understood by staff and volunteers. A proper understanding of the mandate ensures that the EOC's scope authority and coordination functions remain aligned with it, especially during strengthening processes. This prevents activities outside the mandate that may create reputational, political, or operational risks.

- **Disaster Risk Management Strategy**

The establishment and strengthening of EOCs should be part of the National Society's DRM strategy. This requires a clear understanding of national hazards and actual response capacities. A strong national EOC provides a foundation for further developing EOCs at subnational levels and for employing complementary coordination tools (situation rooms, coordination cells, etc.).

- **Hazard Context, Risk Analysis, Monitoring, and Early Warning Systems**

Understanding hazards and their evolution is essential for EOC activation and deactivation. Technical institutions now provide increasingly accurate forecasts (short-, medium-, and long-term). Strengthening analytical capacity and equipping EOC staff with the right tools is key for timely decision-making and the timely communication of early warnings to branches and populations in at-risk areas.

- **Scenario Planning**

EOCs consolidate diverse information streams that can update risk scenarios. Regularly revising these scenarios enables anticipatory decision-making and readiness actions, thereby improving the effectiveness of responses.

- **Emergency Response Procedures**

Emergency Response procedures are central to EOC functionality. They define how processes such as activation, deactivation, liaison deployment, inter-EOC communication, and response team coordination are carried out. Having updated operational, administrative, and financial procedures ensures continuity of operations even in the absence of key staff and volunteers.

- **Response and Recovery Planning**

EOC operations require a clear organizational structure with defined roles and responsibilities, generally set out in contingency and response plans. This structure mobilizes additional functions beyond daily operations, establishes communication and coordination lines, and ensures a coherent activation process.

- **Emergency Needs Assessment**

The EOC is where the first crisis picture and situational awareness are assembled and refined. Need assessments

should not be viewed as simple data collection but as the primary mechanism for transforming early information into evidence-based decisions.

This involves analytical processes such as crisis profiling, scale and scope estimation, impact analysis, and mapping humanitarian needs and capacity gaps. Without critical scrutiny of initial information, the EOC risks basing operations on flawed assumptions.

- **Coordination with the Movement**

Depending on the scale and impact of the emergency, the EOC must activate established coordination mechanisms with the Movement, enabling integrated operational strategies and optimal use of resources. These mechanisms can operate at both operational and strategic levels.

- **Coordination with Authorities**

While this guide focuses on National Society EOCs, in line with their auxiliary role, the NS must also participate in national-level EOCs led by government authorities. It is therefore essential to define liaison roles and ensure that decisions made at the national level are operationalized through the NS's EOC.

- **Safety and Security Management**

The EOC must include mechanisms responsible for operational safety, scenario analysis, and incident reporting. Safety is a critical priority to ensure the protection of staff and volunteers throughout operations.

- **Information and Communication Technology (ICT)**

Conventional communication channels are often disrupted in emergencies. EOCs must therefore ensure redundancy through alternative means such as satellite communication or VHF/UHF radios to maintain operational continuity.

- **Testing, Exercises, and Learning**

An EOC should not only be activated during real emergencies but also during simulations and drills. Regular table-top exercises, functional drills, and stress tests help validate procedures, expose coordination gaps, and strengthen anticipation, readiness and response. The EOC should also serve as a learning hub, capturing lessons from each operation or exercise and feeding them back into contingency planning and institutional preparedness.

Also, post-crisis evaluations are often treated as compliance exercises rather than opportunities to adapt. If the EOC is disconnected from learning and adaptation, then it fails as a long-term system and constitutes a missed opportunity. Lessons learned should not be isolated reports but inputs into the operational architecture of future responses. The EOC, in collaboration with Planning, Monitoring, Evaluation, Accountability and Learning (PMEAL) teams, must capture not only outcomes but process failures, decision-making gaps, and coordination breakdowns. These insights should feed directly into revisions of EOC workflows, preparedness protocols, and risk management systems.

- **Logistics and Supply Chain Management**

EOC's effectiveness is closely tied to logistics. Coordination of inventories, procurement, transportation, and distribution is essential to ensure that operational decisions are translated into rapid and effective field actions. Embedding logistics into EOC operations enables real-time visibility of available resources, bottlenecks, and supply gaps, ensuring that the response is timely and sustainable.

- **Operation, Monitoring, Evaluation, Reporting and Learning**

The EOC must act as a live coordination hub, not a passive observer. The effectiveness of implementation depends on whether plans match operational realities. This is why resource availability, access constraints, and staff capacity determine what can actually be done in the field. This includes collecting and interpreting field reports, flagging emerging problems, and feeding these analyses back into real-time decisions. Monitoring should be tightly integrated with EOC workflows, enabling constant adjustment of plans rather than static reporting. If field updates are not informing decisions, monitoring could become irrelevant.

Part 2:

Core Concepts and Operational Framework

PART II: Core Concepts and Operational Framework of Emergency Operations Centres

The primary role of an Emergency Operations Centre (EOC) is to effectively coordinate the National Disaster Risk Management System, enabling the integration of capacities, resources, and information across different sectors, departments, and organizational levels. It facilitates institutional interoperability, ensuring that decisions are timely, evidence-based, and aligned with existing plans and protocols.

The EOC also serves as the official channel for managing technical, operational, and policy-related information, acting as a liaison point between:

- Senior leadership responsible for decision-making,
- Sectoral operational entities (such as health, security, logistics, shelter, water and sanitation, etc.),
- Regional and local operational centres, in close coordination with local authorities,
- Humanitarian and international cooperation actors, when required.

As part of the PER Mechanism, the EOC integrates other emergency management and coordination tools — such as situation rooms and command posts — to ensure a common operational overview, avoiding duplication of efforts and strengthening disaster risk governance through a coordinated, multisectoral, and multi-level approach.

II - 1 - EOC Definition

An EOC is a coordination component, physical and/or virtual, that serves as the central hub for **disaster and crisis management functions at both strategic and operational levels** during an emergency. It facilitates **coordination** among internal structures, response teams, and external actors, **manages information, prioritizes resources**, and supports **timely decision-making** to ensure an efficient and coherent response.

The functioning of an EOC fundamentally depends on the National Society's Preparedness and Response Capacity and its role within the National Disaster Risk Management System. Likewise, the **EOC's functions start well before a disaster** occurs and **extend beyond** the response stage.

The general responsabilities of an EOC are:

- Monitor and analyse evolving the situation and recommend courses of action,
- Collect, consolidate and analyse primary and secondary information to support strategic and operational decision-making,
- Keep track of and manage organisational resources deployed during and after the operation,
- Promote timely identification of needs and gaps, to support and an adequate prioritization of actions,
- Produce situational reports and analytical summaries of the situations,
- Support the development of response strategies and operational plans of action based on the available information (risks and needs),
- Facilitate operational coordination across headquarters and branches, as well as local authorities, the Red Cross Red Crescent Movement partner, and other humanitarian partners to ensure coherent and effective operations.

- The Emergency Operations Center (EOC) is not an accessory tool or simply an equipped situation room; it is a work methodology that supports critical decision-making and is integrated throughout the entire Disaster Risk Management continuum.
- The EOC involves **all** National Society **areas and levels** (policy, strategy and standards, analysis and planning, operational capacity, coordination, and operational support).
- The EOC **coordinates with internal and external actors** and the National Disaster Risk Management System.
- The EOC must be **supported by a National Society Response Plan** that comprehensively addresses all the stages of an emergency.

II - 2 - Guiding Principles for Effective EOC Functioning

The following principles characterize an EOC and must be reflected both conceptually and materially, given that they ensure its validity, reliability, and sustainability over time.

	Guiding Principles
A	**Institutionally Integrated:** The EOC should be formally positioned within the National Society structure and assigned internal ownership.
B	**Standardized Terminology:** The use of common, standardized terms and formats ensures clarity and interoperability across all actors involved in the emergency response.
C	**Modular Organization:** The EOC structure must be scalable and adaptable, capable of expanding or contracting according to the complexity and scale of any emergency, with a structure that can be divided into multiple levels to address the complexity and scale of any emergency. This modular organization should allow regional offices and branches to be connected with the central EOC and involved in coordination.
D	**Integrated Communications:** A unified communications system is essential, including a common communications plan, standardized operating procedures, clear language, shared frequencies, and common terminology is essential for timely coordination and shared situational awareness. Digital tools and communication systems should be functional and used consistently to support the EOC.
E	**Consolidated Operational Action Plans**: Operational plans must clearly define objectives, strategies, assigned resources, organizational structure, and both response goals and supporting activities. EOC processes should be documented and followed during emergencies.
F	**Principle of Proportionality and Manageable scope:** The responsibilities, functions, and coverage of the institution must be proportional to its operational, technical, and financial capacity, ensuring the sustainability and effectiveness of the response while avoiding overloading the National Society.
G	**Designated Emergency Facilities:** Facilities intended for emergency management should be adequately equipped to support efficient and effective operations. Resources (space, staff, equipment) should be allocated, and the EOC formally established within the National Society structure.
H	**Integrated Resource Management:** All available resources within the system, across the different areas and/or institutions, must be managed and deployed jointly during emergencies, ensuring both internal coordination and external alignment.
I	**Clear Roles and Responsibilities:** A distinct division of tasks must be established between strategic and operational levels to ensure coordinated and effective response efforts. The level of operational authority and implementation responsibility delegated to the EOC should be clearly defined. [Operational Scope] Roles should be defined, assigned to staff/volunteers, and staff should be trained to operate and support the EOC. [Mapping of NS capacities].

The EOC must be embedded within the National Society's Disaster Risk Management policies and external coordination frameworks, to ensure coherence, proportionality, and a manageable scope of action.

II - 3 - EOC Core Areas and Functions

The EOC is responsible for efficiently coordinating, overseeing, and managing resources, as well as making strategic and operational decisions to ensure an organized and effective response to emergency situations of varying complexity and magnitude. To support this, the approach promoted by the IFRC and other international organizations adopts a "three-area model" that differentiates between Strategic Decisions, Operations Management, and Information Management, each of which must function in close coordination:

A. Strategic decisions

The Strategic Area provides overall leadership and direction for the National Society's response. It defines strategic priorities, ensures coherence with institutional mandates and policies, and guides decision-making to enable a coordinated and effective humanitarian action. This area also facilitates high-level engagement with public authorities, Movement partners, and key stakeholders.

- The strategic area is responsible for high-level decision-making, this includes:
- Applying organizational policies and strategies
- Identifying and managing reputational and other relevant risks
- Ensuring compliance with the National Society's auxiliary role
- Ensuring sustainability and operational continuity
- Coordinating with the National Disaster Risk Management authorities
- Coordinating with Federation and Movement partners
- Validating and approving the operational strategy and budget
- Validating communications and public information

This area may or may not be physically located in the EOC's premises, but it must be connected to such (i.e., there must be a direct link between policy and operational decision-makers).

B. Operations management

The Operations Area is responsible for coordinating and implementing the actions required to deliver timely and effective humanitarian assistance. It oversees the activation and management of operational teams and resources, coordinates technical sectors and services, and ensures that field activities are carried out in line with the strategic decisions and established response priorities.

This area translates strategic decisions into operational action to ensure an effective response effort, this includes:

- Operationalizing strategic decisions
- Implementing the response plan and/or contingency plan
- Coordinating and complementing inter-institutional actions
- Coordinating with the technical areas and support services for development of the action plan
- Managing the operational strategy, prioritizing and recommending intervention proposals
- Coordinating with scientific-technical actors for preparedness, anticipatory action, response and recovery
- Operations Monitoring and control (monitoring of national response teams in the field)

- Generating field and situational reports
- Ongoing assessment of the EOC's functioning
- Ensuring compliance safety, security, and duty of care for personnel.

A. The EOC Duty of care for operating in an emergency involves ensuring safety, well-being, and efficiency during incidents

B. The functions described in this guide can be expanded based on the nature and context of the EOC

C. The three-area EOC model proposed in this guide is based on the doctrine of Enrico Quarantelli and can be adapted to the specific needs of each organization

D. The EOC is a working methodology that enables the coordination of all National Society intervention lines in response to various scenarios within a territory, such as migration, floods, epidemics, and others.

C. Information Management

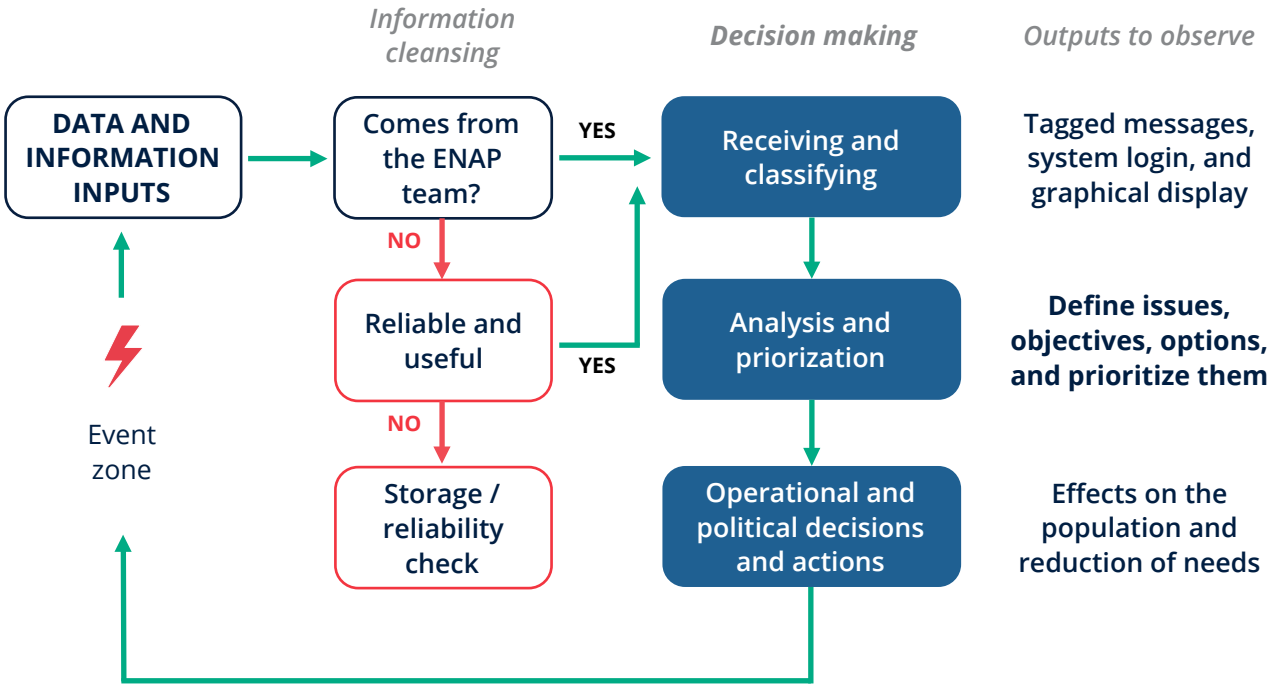
This area is responsible for **collecting and processing data** related to the event since its onset. It produces situation updates, consolidates operational data, prepares analytical products, and ensures that accurate and timely information flows across all areas of the response, enabling evidence-based action. Its purpose is to:

- Manage and analyse primary and secondary data from multiple sources.
- Generate situation reports and follow-up on courses of action
- Monitor the event's evolution
- Validate the information's utility and reliability for decision-making, particularly field data.
- Keep an up-to-date record of all information produced
- Provide relevant information and actionable recommendations to support both operational and strategic decision-making
- Prepare tailored information products for different audiences, including technical teams, leadership, media, and the public
- Deliver accurate and contextualized information to internal and external communications teams, ensuring alignment with the overall operational narrative shared through social media, interviews, press conferences, and other channels
- Monitor social media and digital channels in close coordination with Comms where crisis-related information is shared.
- Connect with other Information Management profiles in the NS HQ and Branches structure that are not necessarily inside the EOC structure. This involves connection and exchanges with IM Movement structures (IMWGs) and also outside the Movement (UN – OCHA, INGOs, etc).

The IM Area must be equipped with **sufficient personnel and technology, trained to manage large volumes of data and visualize information** into actionable intelligence for both strategic and operational use.

Simplified Diagram of Information Flows

Depuration, Decision-making process, and outputs



II - 4 - EOC Decision-Making Flow

The Emergency Operations Centre (EOC) serves as a central hub for the collection, analysis, and distribution of critical information during crises and disasters. Through this structured flow, data from the field, technical institutions, and humanitarian actors is consolidated, enabling the production of timely information products that support strategic and operational decision-making. This dynamic promotes a coordinated, efficient, and evidence-based response, ensuring that resources are prioritized for the most affected populations.

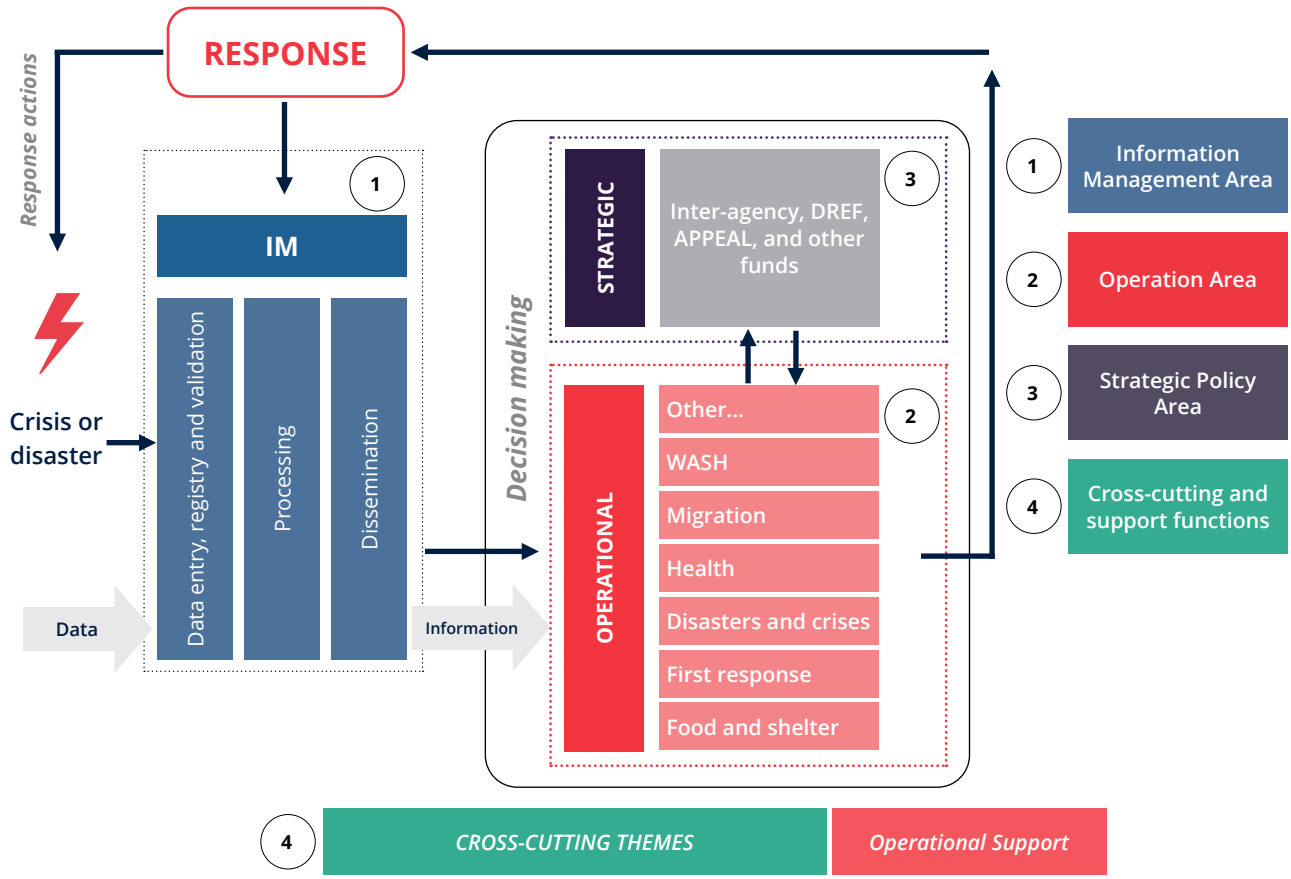
The EOC functions as the central hub for collecting, analysing, and disseminating information that supports decision-making during crises and disasters. Data received from the field, technical departments, and external partners is consolidated within the Information Management (IM) area, where it is processed and transformed into actionable insights.

These insights flow into the Operations area, where operational teams translate information into coordinated actions and response priorities. The outcomes and recommendations are then shared with the Strategic Policy area, which validates decisions, allocates resources, and ensures alignment with institutional policies, auxiliary roles, and inter-agency coordination mechanisms.

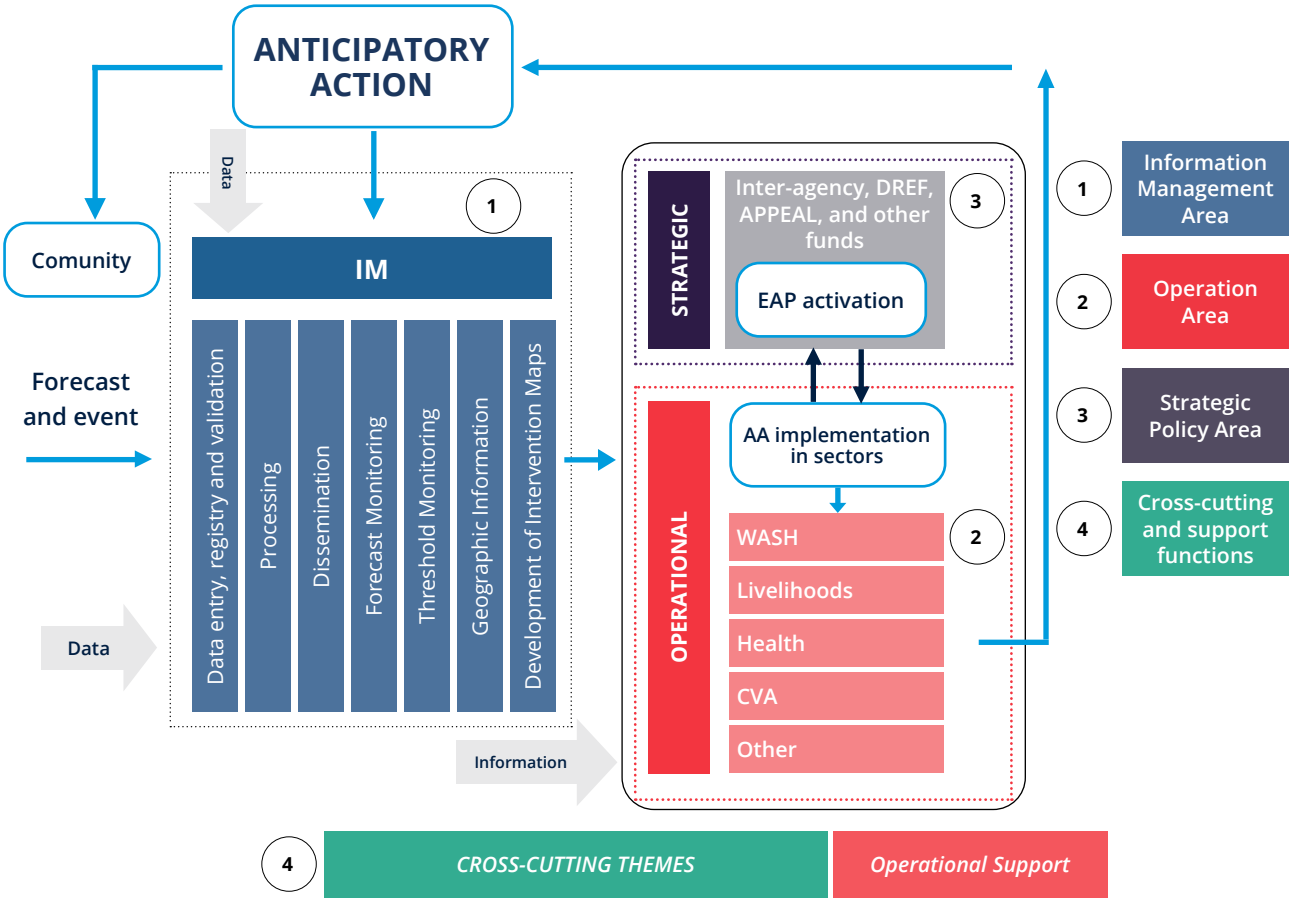
Throughout this process, cross-cutting and support functions like logistics, communications, finance, and human resources provide the operational backbone that enables the EOC to maintain continuity and effectiveness.

This structured flow ensures that decision-making is evidence-based, coordinated, and timely, allowing resources and interventions to be prioritised for the most affected populations. Below is an example of the information flow that should be followed.

EOC Decision-making flow for response



Decision-making flow in an EOC for Anticipatory Action



This is the EOC decision-making flow. Note that the proposed sectors within the operations area are subject to change, depending on the institutional and response capacities outlined in the Response or Contingency Plan.

- The Emergency Operations Centre (EOC) should be understood as a platform for coordination, decision-making, and information management, not just a situation room for displaying information.
- Operational and strategic decisions based on National Society capacity mapping will have the necessary evidence for decision-making
- Lessons learned from previous operations can support the National Society in making informed decisions
- Operational decisions should be based on Standard Operating Procedures (SOPs).

II - 5 - EOC Types and Modalities

EOC Types

Emergency Operations Centres (EOCs) are essential structures are essential for managing and coordinating response efforts during crises and disasters. Depending on the context, operational needs, and available resources, EOCs can take different forms — each with specific characteristics that enhance coordinated, evidence-based, and timely decision-making. Below are the three main types of EOCs commonly used in emergency management by National Societies:

a. EOC in Fixed Installations

This main EOC is usually located within the National Society's premises, facilitating the availability of decision-makers and operational staff. Usually is equipped with dedicated is infrastructure, communication systems and analytical tools.

It functions as the institutional supporting both routine monitoring and emergency activation. Permanent EOCs are most suitable for National Societies with stable facilities and sufficient staffing to maintain readiness at all times.

b. Mobile EOC

A Mobile EOC is a flexible and rapidly deployable operations centre designed to support field-level that enables effective coordination and incident management during emergency situations. It allows NSs to operate closer to affected areas and helps during planning from multiple locations and provides valuable insights for immediate decision-makers in emergencies. It is essential that it is equipped with the necessary tools to guarantee operability.

Mobile EOCs may consist of dedicated staff, vehicles, tents, or portable modules equipped with essential tools for communication, data collection, and coordination. They are particularly useful in contexts where geographical access, insecurity, or infrastructure limitations restrict permanent operations.

c. Virtual EOC

A virtual EOC is an advanced emergency management solution that operates fully or partially in a **digital environment**, connecting dispersed/remote staff and partners through secure communication platforms, shared data systems, and cloud-based coordination tools. Remote locations reduce response time and limit the vulnerability of the actors involved in the operation. Authorized staff have access at any time and from any place to a virtual EOC, using security measures to access information, participate in coordination meetings, and make operational decisions remotely.

Virtual EOCs are especially valuable when physical access is limited, for instance, during pandemics, conflict situations, or large-scale disasters. They enhance efficiency by reducing response time, improving information sharing, and lowering the exposure of staff and volunteers to risk.

EOC Modalities

Emergency Operations Centres (EOCs) must be flexible and adaptive capable of functioning effectively under diverse operational conditions. context and the dynamic nature of an emergency. Experience across National Societies shows that EOCs can operate under different modalities, depending on factors such as access, available infrastructure, security context, and the geographic distribution of personnel. These modalities allow the EOC to maintain continuous coordination, timely decision-making, and the efficient use of resources across all phases of an emergency.

- The structure and functioning of an EOC should be adapted to each National Society's auxiliary role, strategic priorities, available resources, and institutional capacities.
- A Business Continuity Plan (BCP) is necessary to ensure uninterrupted operations, especially when National Societies are affected by crises or disasters.

The three most common modalities — in-person, remote, and hybrid — are described below:

a. In-person

This is the traditional approach where all operation members gather at the EOC premises for in-person meetings and operational work.

It allows for direct communication, rapid decision-making, and close collaboration among departments and partners. In-person operations are most effective when the EOC facility is accessible, adequately equipped, and safe for staff to convene and work on-site.

b. Remote

This modality puts in place remote coordination mechanisms, with virtual structures, staff participating remotely, virtual coordination meetings, the use of applications and other technologies for coordination and reporting, and temporary premises.

This approach is particularly useful when mobility is restricted, for example, during pandemics, insecurity, or infrastructure disruption and can be complemented by temporary physical setups where connectivity allows.

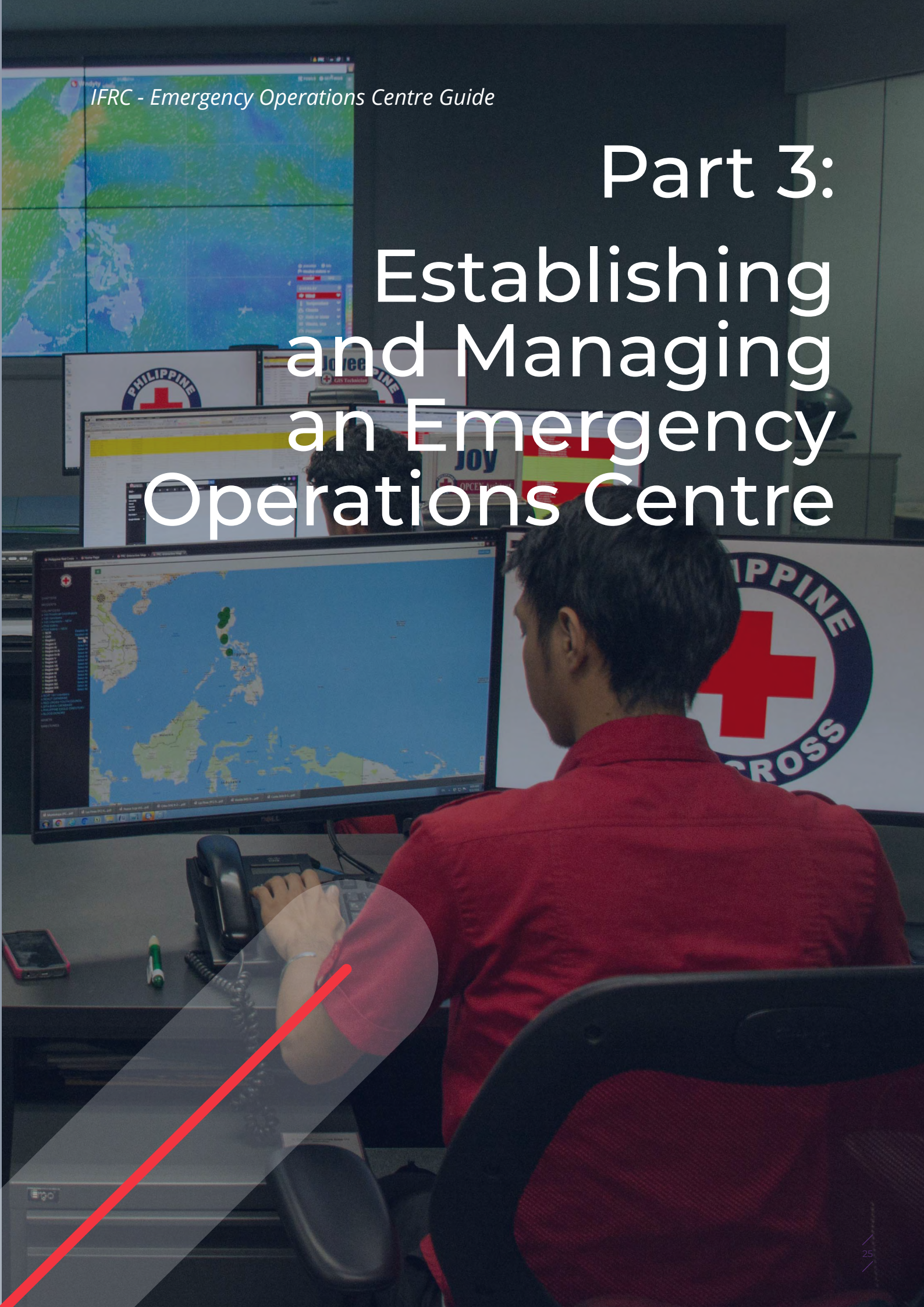
c. Hybrid

The hybrid modality (in-person + remote) facilitates operational coordination across different areas, reducing the need for deployments and associated costs, and allowing for economies of scale. At the same time, in cases requiring highly dynamic coordination, EOC authorities can transition to in-person modalities.

This setup reduces deployment and operational costs, enables greater flexibility, and ensures continuity of coordination even if one modality becomes unavailable. In situations requiring highly dynamic coordination, EOC authorities can temporarily shift to a fully in-person configuration to optimise responsiveness.

Part 3:

Establishing and Managing an Emergency Operations Centre



PART III: Establishing and Managing an Emergency Operations Centre

This guide provides a comprehensive set of resources designed to support the establishment of Emergency Operations Centres (EOCs), with the aim of strengthening emergency and disaster response capacities in the locations served by National Societies. It introduces a variety of key tools and components to facilitate the efficient, effective, and well-coordinated establishment and strengthening of emergency operations. These materials are intended to enhance operational capacities while ensuring responsible, timely, and professional coordination during critical moments.

III - 1 - Tools to Establish or Strengthen an EOC

Key Tools: Tools focused on strengthening EOCs are based on three key pillars: technical knowledge and capacities, improvement of structural aspects, and financial sustainability.

A. The **Guide and Checklist for Setting Up an EOC** provides a combined **step-by-step** guidance with a checklist to establish an Emergency Operations Centre (EOC) and/or assess the level of preparedness and operational readiness of an already established EOC. It supports management teams in the design and implementation of the EOC, while also ensuring that critical components are established, documented, and functional. This guidance can be found in Annex 2.

B. The **Assessment Tool for Established EOCs** is a **structured diagnostic instrument** to evaluate the current capacity and performance of a fully operational EOC. It collects key information on organizational structure, infrastructure, available resources, and staff competencies, identifying areas for improvement and opportunities for strengthening to optimize the EOC's effectiveness in managing future emergencies, crises, and disasters. A sample version of this tool is provided in Annex 3.

C. The **work plan** guides teams through the phases of planning, implementation, and the incorporation of activities to strengthen the EOC, ensuring that all actions are carried out in a coordinated and efficient manner. A plan template in Excel is included in the tool. A sample version of this tool is provided in Annex 4.

D. The **EOC management and financial tool** is designed to identify the most suitable locations for establishing EOCs at the municipal, regional, or provincial levels. It seeks to determine which branches can ensure long-term sustainability, thereby securing functional and long-lasting investments. To achieve this, it assesses key aspects such as financial viability, administrative capacity, resource mobilization, and other relevant factors. A sample version of this tool is provided in Annex 5.

To complement this global guide, the EOC Implementation and Readiness Asessment Tool serves as an additional complementary resource that provides a practical operational framework to help National Societies translate the guide's principles into action. It includes methodologies, diagnostic tools, and readiness indicators that support National Societies in designing, operationalizing, and continuously strengthening their EOC systems at all levels of their structure. Together with the other tools included in this package, it contributes to a comprehensive approach that links strategic guidance with operational implementation, supporting National Societies as they assess their readiness and plan for institutional growth toward full EOC functionality.

III - 2 - Operating and Managing an EOC

Effective EOC management relies on clear structures, predefined roles and responsibilities, standardized procedures, and reliable information flows, allowing it to operate as the centre of the response. This section provides a general overview of EOC management, including its core components, essential functions, key procedures, tools for coordination and decision-making, and best practices for ensuring an integrated and effective response.

A. EOC Strategic Area

The Strategic Area constitutes the high-level decision-making and leadership component of the EOC. Its primary role is to analyse critical information, evolving scenarios, and define the strategic direction and action lines that will guide the institutional response.

Unlike the Operations Area, which focuses on tactical and logistical implementation, the Strategic Area ensures that all the actions are coherent with the organisation's priorities and that the operational efforts contribute to the broader institutional objectives. It works on planning, prioritization, and macro-level coordination, ensuring that every operational action contributes to the overall objective.

1. Composition of the Strategic Area

The Strategic Area is composed of the National Society's highest authorities and key decision-makers, who are responsible for defining institutional directives during an emergency. It is generally composed of the following members, but may vary depending on the National Society's organizational structure:

- President and/or Governing Board
- Director General or National Director or Secretary General
- Head of key departments such as Finance, Legal, Integrity, Administration, and Communications
- Legal advisory teams and other support areas necessary for strategic decision-making.

Depending on the magnitude and complexity of the event, this team may be expanded to include representatives of the International Red Cross and Red Crescent Movement present in the country, such as:

- International Federation of Red Cross and Red Crescent Societies (IFRC)
- International Committee of the Red Cross (ICRC)
- Partner National Societies (PNS)

This structure ensures institutional alignment, adherence to the Fundamental Principles, and effective coordination with key humanitarian actors, thus strengthening the legitimacy and impact of the decisions made at the strategic level.

2. Key Strategic Procedures

The strategic area of an Emergency Operations Centre (EOC) plays a crucial role in directing and coordinating the response to crises and disasters. To ensure decisions are timely, coherent, and aligned with institutional principles must operate through clear and well-defined procedures.

These procedures include a clearly established coordination mechanism that encompasses activation protocols and scheduled regular meetings. This ensures that all involved actors can convene and make decisions efficiently, facilitating the planning, supervision, and strategic guidance that strengthens the EOC's operational capacity.

The Strategic Area must have predefined core procedures to ensure timely and coherent decisions, such as:

- Activating and scaling the EOC according to severity and type of emergency
- Conducting rapid assessments and establishing strategic priorities
- Requesting international support or emerging partnerships
- Authorizing deployments, extraordinary funds, or institutional statements
- Managing institutional image and reputation

3. Key Tools for the Strategic Area

To effectively carry out its coordination and decision-making functions, the strategic area relies on a set of analytical, communication, and monitoring tools. These tools facilitate information management, communication, resource allocation, and performance monitoring, enabling the strategic team to respond efficiently and maintain alignment with organizational objectives throughout the emergency. To support its work, the Strategic Area uses analytical and coordination tools, such as: The Strategic Area must have predefined core procedures to ensure timely and coherent decisions, such as:

- Risk and scenario analysis matrices
- Maps of institutional capacities and external actors
- Priority dashboards to visualize humanitarian needs and response status
- Situation briefs with consolidated information and prospective analysis
- Databases of key contacts for partners, government, and international organizations
- Systems for tracking agreements, funds, and interagency commitments.

D. EOC Operations Area

The **Operations Area** is the functional space within the EOC that connects strategic decision-making with operational implementation. Its main responsibility is to ensure that field actions are carried out in a coordinated and effective manner, aligned with strategic priorities, optimizing available resources and prioritizing the needs of affected communities. Effective management of the Operations Area enables technical sector coordination, resource optimization, and a coherent, well-articulated, and people-centered humanitarian response. It ensures that technical logistical, and support teams work jointly towards shared objectives, reinforcing the National Society's auxiliary role within national disaster management structures and upholding the Fundamental Principles.

1. Operations Area Functional Organizational Structure

The structure of the Operations Area can adapt to the scale and complexity of the event, as well as the National Society's institutional mandate and response capacity. However, it must always ensure a clear organization that facilitates coordination among actors and avoids duplication of efforts.

Key recommended roles include:

- ***EOC General Coordination***

The EOC General Coordinator directs operations and maintains direct communication with national authorities, Movement partners, humanitarian actors, and strategic partners. Its main function is to lead the operational strategy and ensure that field actions align with established priorities.

This role is supported by a specialized team that may include:

- **Security Officer:** monitors risks, enforces protection protocols, coordinates evacuations, and safeguards sensitive information.
- **Liaison Officer:** ensures inter-institutional communication and coordination with government entities, humanitarian organizations, and other EOCs within the National Disaster Risk Management System.
- **Public Information Officer:** manages external communication, prevents misinformation, and coordinates coherent key messages for the community.

- ***Organization by Technical Sectors***

The EOC sectors are organized to facilitate internal and external coordination during emergencies or disasters. Each sector ensures that key functions — such as health, relief, logistics, water and sanitation, protection, and volunteer management — allowing for an integrated and coordinated response.

This sectoral structure ensures that technical, operational, and support teams work jointly based on humanitarian principles and international standards, providing effective, timely, and people-centered assistance. It also strengthens connections with humanitarian coordination mechanisms and national authorities, reinforcing the auxiliary role of the Red Cross in emergencies.

To facilitate a comprehensive response, the Operations Area is organized into functional sectors, such as:

- Health (WASH, Mental Health and Psychosocial Support)
- Emergency Services (first aid, pre-hospital care, search & rescue, evacuation)
- Shelter Management and Humanitarian Assistance
- Protection, Gender, and Inclusion (PGI)
- Food Security and Livelihoods
- Support services (finance, administration, HR, PMER)
- Logistics (procurement, warehouses, fleet management).

Each sector is coordinated by technical leader who coordinates activities and reports to the operations Coordinator.

The Operations Area must also ensure functional coordination with subnational structures, establishing reporting lines, shared data systems, and regular meetings with branch or regional EOCs (when set-up). This linkage enables decentralized decision-making while maintaining national coherence.

All operations coordinated through the EOC must integrate cross-cutting commitments such as Protection, Gender and Inclusion (PGI), Accountability to Affected Populations, and Duty of Care for staff and volunteers. These principles should be reflected in operational plans, reporting formats, and review processes.

2. Standard Operating Procedures (SOPs)

Having SOPs in the EOC is essential to ensure a timely, coordinated response based on humanitarian principles. Their main advantage lies in providing clarity on what needs to be done, who is responsible, and how each action should be executed throughout the different stages of an emergency.

Key SOPs include:

- Activation and deactivation of the Operations Area
- Reception, analysis, and validation of field information
- Coordination and dispatch of resources (staff, vehicles, supplies)
- Internal and external communication protocols, including media relations
- Security procedures for personnel and facilities
- Staff rotation and handover to ensure operational continuity.

SOPs must be updated and validated through simulations, drills, and real operations to reduce errors, prevent duplication, and facilitate decision-making under pressure. They should follow a continuous improvement cycle, integrating lessons learned from emergencies and after-action reviews. This iterative process ensures that SOPs evolve alongside institutional changes, emerging risks, and operational realities. lIn some contexts, the **formal approval of SOPs** may require endorsement from senior management or the Governing Board, which can involve lengthy bureaucratic processes. In such cases, **Operational Guidelines** or **Procedural Notes** can serve as effective, interim alternatives. While these carry less institutional weight, they can still standardize workflows, clarify responsibilities, and ensure coherence across teams and Tools for Operational Management.

The effective management of the Operations Area requires tools to monitor, coordinate, and make decisions based on reliable, real-time information. These tools should be interoperable across EOC functions and capable of functioning both online and offline to ensure operational continuity.

Examples include:

- **Monitoring and information analysis tools**
  Maps and Geographic Information Systems (GIS) like ArcGIS, QGIS, and Google Earth to visualize affected areas, routes, and resources
- **Early warning and risk monitoring systems**
  Meteorological, seismic, hydrological alerts (e.g., FEWS NET, NOAA, local systems)
- **Situation dashboards**
  Physical or digital boards for real-time updates, Kobo Toolbox for field data collection, the GO Platform, etc.
- **Communication tools**
  VHF/UHF radios, satellite systems, secure messaging apps (WhatsApp, Signal, Teams), video conferencing platforms (Zoom, MS Teams)
- **Reporting and documentation tools**
  Standardized rapid assessment formats (EDAN, MIRA, NEAT+), centralized databases, analytical dashboards (Excel, Power BI, Tableau)

- **Logistics support tools**
  Supply tracking systems, inventory management, GPS route planning tools
- **Decision-making tools**
  EOC dashboards with consolidated information, prioritization matrices, and scenario analyses for anticipating decisions.

3. Key Difference Between Strategic and Operations Areas

A common challenge in EOCs overlaps between strategic and operational decisions-making. To prevent confusion, keep in mind that:

- The Strategic Area, based on context analysis, humanitarian priorities, and the institutional mandate, defines what will be done and why, guiding the overall response.
- The Operations Area determines how it will be done, translating strategy into concrete field actions.

Sample decisions:

Strategic decision: Suspend non-essential activities in local branches to focus all human and financial resources on immediate emergency response.

Operational decision: Redeploy volunteers from neighboring branches, issue transfer orders, arrange temporary accommodation for staff, and ensure proper PPE availability.

4. Relationship Between Strategic and Operations Areas

Although they have different functions, both areas must work in an **integrated and complementary** manner:

- The **Strategic Area** defines institutional priorities and overall policies or resources decisions.
- The **Operations Area** translates those decisions into tactical plans and concrete field actions
- Both areas rely on timely and reliable information flow to avoid contradictions and improve coordination
- Clear communication between the two areas through scheduled coordination meetings, situation reports, and validated information channels ensures coherence and avoids duplication.

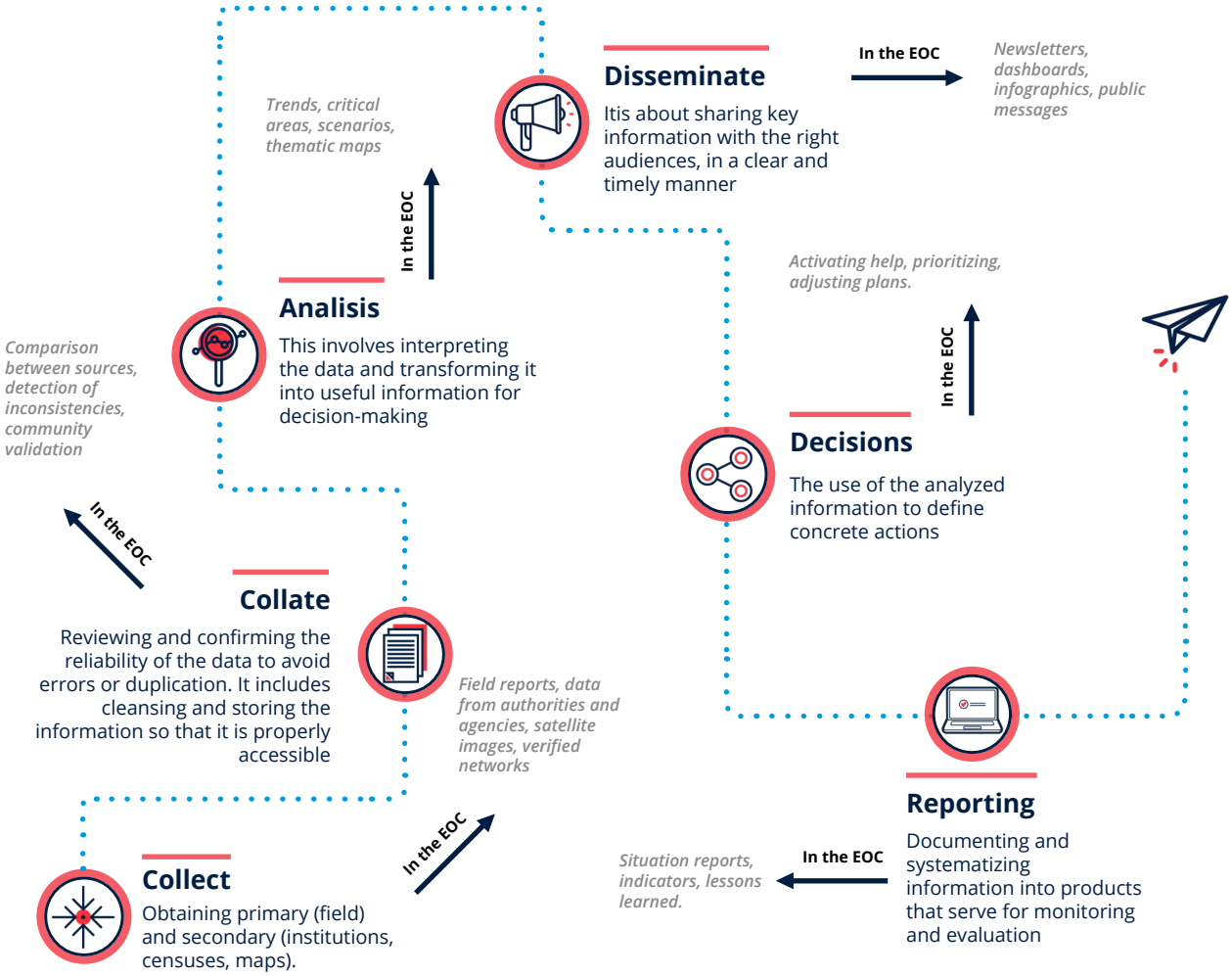
When both areas work in alignment, supported by clear procedures, proper tools, and trained personnel, the EOC becomes a true center of leadership and coordination to save lives and reduce the impact of crises and disasters.

- Each person in the National Society Response Plan has two roles: one corresponding to their regular tasks and one as part of the emergency response model
- The response model must maintain a logical relationship with the regular command structure, ensuring a smooth transition between daily and emergency operations
- The activation of shifts in this dual model must be linked to the Warning System, ensuring a timely and coordinated response to any emergency
- Some functions may not be able to be covered by regular staff, so it is necessary to consider adding additional staff or trained volunteers to meet these needs.

E. EOC Information Management Area

While the definition of Information Management (IM) may vary across organisations, it is widely understood as the methods and tools used to support the collection, processing, analysis, and dissemination of data and information for evidence based decision making . Within the EOC, the IM Area ensures that leadership and operational teams have access to reliable, accurate and actionable information during emergencies. Effective information management reduces uncertainty, supports prioritization of needs, and strengthens coordination during preparedness, response, and recovery.

The information management cycle includes:



The collate from above in the diagram is what we call processing (to be accurate with the IM definition)

- **Collection:** gathering primary data from the field (need assessment, monitoring teams) and secondary data from partners, technical institutions or existing datasets (forecasts, censuses, etc)
- **Verification and validation:** reviewing credibility, consistency, and data for reliability of data and information sources before use or dissemination
- **Analysis:** interpreting and prioritizing data to information defined trends, gaps, and implications for operational and strategic decisions and actions
- **Dissemination:** Sharing relevant and timely communication with key actors, avoiding duplication or information overload
- **Decision and reporting:** using information to guide actions and to document the institutional response, feeding back into preparedness and planning

Proper information management reduces uncertainty, prioritizes needs, and improves humanitarian response coordination.

1. Types of Information Managed in an EOC

The Operations Area must handle different types of information, each with specific objectives and audiences. Responsible teams must generate or support the development of the following products:

A. **Technical-operational information:** These are data obtained directly from the affected community, emergency needs assessment teams, sectoral reports, relief organizations, and other reliable sources. This information is used to activate plans and coordinate the response at all levels.

   Among the key products of technical-operational information are **situation reports (SitRep)**, which consolidate verified operational data into concise updates for leadership, partners, and field teams.

   While the Information Management area plays a key role in their preparation, SitReps must be validated by the operation's lead and MEAL units (to inform future reporting and planning) before dissemination, furthermore, their production and dissemination must be clearly defined in procedures to ensure consistency, timeliness, and reliability.

B. **Public information:** Directed at communities and the media to keep them informed, prevent rumors, and promote appropriate self-protection behaviors.

   In some EOCs, the lack of clear information for the press, families, or stakeholders generates uncertainty, distrust, and negative attitudes towards coordination.

   Therefore, there must be a **public communication procedure** that defines **what is communicated, who communicates it, and when**, while also promoting a **culture of prevention** through pre-crisis campaigns and clear messaging during the emergency.

C. **Donor information:** Oriented to showcase needs, actions, and results to generate trust and support. This information is directed to organizations, companies, or individuals who collaborate with financial or in-kind resources. Keeping donors informed builds trust, facilitates fundraising, and supports faster recovery.

D. **Institutional information:** Official, validated data or analytical summaries that reinforce the credibility of the response. This information must be issued by authorized personnel to reduce the risk of contradictory messages.

   At the field level, **key messages** may be issued to include basic and strategic information that reinforces the work on the ground and helps maintain community trust.

Centralizing the management of all this information flows within the EOC avoids contradictions, delays, and loss of credibility.

2. Resources and Capacities for Information Management (IM)

For the Information Management Area to function effectively, the following are required:

- **People:** Human capacity across the organisation, including not only IM staff, but also those who create, manage, use, and act on data and information. This includes stakeholders at headquarters, branches, and sub branches, as well as the data literacy needed to ensure information is correctly understood and applied.
- **Technology:** The hardware and software needed to support IM functions, including physical devices such as laptops, tablets, printers, and servers, as well as applications and platforms such as MS Office, Kobo, QGIS, and other relevant systems. This also includes IT support capacity, software licensing, maintenance, connectivity, and the hidden costs associated with running and sustaining these systems.
- **Policies and Processes:** The standards, protocols, workflows, and responsibilities that guide how information is collected, processed, stored, shared, protected, archived, and deleted. This includes data protection measures, access rules, templates, onboarding procedures, departmental structures, and clear working mechanisms that define how IM operates in practice.

- **Partnerships**: The standards, protocols, workflows, and responsibilities that guide how information is collected, processed, stored, shared, protected, archived, and deleted. This includes data protection measures, access rules, templates, onboarding procedures, departmental structures, and clear working mechanisms that define how IM operates in practice.
- **Operating Environment:** The wider context in which IM functions, including the political, economic, social, technological, legal, and environmental factors that shape how IM is resourced, implemented, and used. These conditions can directly affect both IM performance and the relevance of its outputs.

Investing across these five areas is essential to ensure that Information Management remains effective, sustainable, and fit for purpose. IM should not depend on a single individual, system, tool, or partner, but instead be supported through adequate people, technology, policies and processes, partnerships, and a conducive operating environment. Strengthening only one of these areas in isolation is unlikely to deliver reliable results over time. It is also important to recognise that the IM function, including its staff, systems, and digital tools, should not be confused with the EOC itself. These elements enable coordination, situational awareness, and evidence based decision making, but they do not replace the broader coordination and leadership functions of an EOC.

Information products and analytical outputs

The transformation of field-level data and information into effective coordination inputs becomes critical. Most EOCs produce a series of outputs that change in type, format and regularity, which in most instances get shaped by the available data, target users, decision level (internal or external), and by the National Society's analytical capacities or the available means and channels of communication.

Examples of EOC standard products:

Product Type	Typical Format	Data/Process Prerequisite	Use Case
SitRep	PDF/Word + visual annexes	Needs assessment, field reports	Internal/external situational awareness
Rapid Assessment Summary / Report	Table + narrative brief (2–3 pages) + Full report	Kobo / Qualitative questionnaire	Validation of crisis impact & planning input
Dashboard	Power BI / Excel / web-based	Structured field data + regular updates	Operational monitoring + internal ops tracking
Sectoral Briefs	PDFs	Thematic inputs from health, shelter, WASH teams	Sectoral planning + resource mobilisation
Flash Updates	WhatsApp/Email text + one-pager PDF	Emergency Alerts	Real-time coordination or external sharing
Situational Matrix	Excel/Word	Needs assessment, field reports, needs request	Recording all decisions in chronological order

Each one of these phases will require elements of evidence based on assessments to run the necessary actions: from the consolidation of insights, prioritisation of sectors, geographies, and response modalities, to forecast-based prepositioning and transportation aligned with actual needs, and the integration of community feedback, priorities, and preferences.

Software and hardware recommendations

Software and hardware form the technological backbone of the EOC, enabling coordination, analysis, decision-making, and field operations. Software solutions should be modular and scalable, aligned with the National Society's needs, staff capacity, digital literacy, cost considerations, and interoperability with existing systems, ensuring that platforms and tools can "talk" to each other and avoid creating silos. Similarly, hardware must be adapted to the operational context and capacities, from basic setups such as laptops, smartphones, tablets, and internet access to more advanced needs like VHF/UHF radios, projectors, and backup power sources in consolidated settings.

Both software and hardware investments should reflect the EOC's governance model and be guided by tested operational needs rather than donor-driven deployments, since over-equipping can lead to underutilization. A progressive, scalable approach — supported by ICT/IT focal points or volunteers — ensures sustainability, prevents wasted resources, and allows the EOC to remain resilient in the face of external shocks, funding volatility, or staff turnover. Ultimately, technology must be viewed as an enabler of effective coordination and decision-making, not an end, with software and hardware evolving together as integral components of the EOC ecosystem.

A list of recommended software and hardware can be found in this guide's annexes. A suggested list is also available in the ***EOC Implementation and Readiness Assessment Tool*** complementary to this Guide.

- Without resources, there is no reliable information. An EOC needs at least a minimal investment in technology and trained staff.
- Dependence on a single person or tool should be avoided because it creates a critical vulnerability. If one key staff member is unavailable or a single system fails, operations can be severely disrupted.
- The information area and its technological equipment should not be confused with the EOC itself, as they are often mistakenly assumed to be the same.

A. EOC Activation and deactivation[1]

EOCs are activated for various reasons according to the needs of a jurisdiction, organisation, or authority, the context and evolution of a hazard, the anticipation of an event, or in response to a specific incident. The level of activity within an EOC often grows with the size, scope, and complexity of the incident.

When setting up the EOC, it is equally critical to define under which circumstances the EOC will be deactivated. This usually depends on the EOC's level and its functions. An EOC is usually deactivated when the operation is scaling down or when it no longer has a role to play in the operation.

Activation and deactivation triggers and procedures should be detailed in clear Standard Operating Procedures or Operational Guidelines, which should be easy to understand and widely shared with all response personnel.

The following are recommended activation levels:

1 *Remember that Each National Society must establish Operational Procedures to activate and deactivate an EOC (list of triggers), with different warning levels in accordance with the Country and Movement response systems.*

Activation level		Description
1	**Normal Operations / Steady State**	Everyday activities for the EOC when no incident or specific risk or hazard has been identified. Routine watch and warning activities if the EOC normally houses this function.
2	**Enhanced Steady-State/ Partial Activation**	Certain EOC team members/organisations are activated to monitor a credible threat, risk, or hazard, and/or to support the response to a new and potentially evolving incident. This activation level may not require activation of every NS section, branch, or structure. All Movement partners involved in crisis and disaster operations are informed in anticipation of a potential need for technical or financial support.
3	**Full Activation**	EOC team is activated, including personnel from all assisting areas of the National Society, to support the response to a major incident or to an imminent hazard or forecast indicating a potentially significant impact.

Example of the Myanmar Red Cross Society (MRCS)'s EOC levels of operation:

Phase	Description	Operated / Decided by
Phase 1	Regular operation	EOC Manager
Phase 2	Monitoring for potential extreme events – assigned key personnel to monitor the situation	EOC Manager/Response Deputy Director
Phase 3	Alert Phase – key personnel with Team (daily reporting of the situation)	DM Director – regular discussions with SG Unit
Phase 4	Activation Phase - all assigned personnel	Emergency Task Force - President's Decision

Example of the MRCS's EOC activation and deactivation procedures:

EOC activation	1. EOC will brief the DM Director on situation updates 2. DM Director analyses the situation and reports to the Secretariat Unit / MRCS Leadership 3. MRCS Secretariat Unit/DM Director advises MRCS Leadership to call for Emergency Task Force Meeting 4. Emergency Task Force decides to activate the EOC 5. Minutes of Emergency Task Force meeting are well documented and communicated by the EOC Manager
EOC deactivation	• EOC Manager/Operation Manager will update the situation to the Operation Response Team and discuss plan to deactivate the EOC. • Operation Response Team analyses the situation and reports the updates and plan to deactivate to the MRCS Leadership • Under one of these conditions, the EOC shall be in consideration to be deactivated; 1) When the operation has been fully transferred and is being managed by the regular operational structure. 2) The EOC can be deactivated and the management handed over to the operational team.

B. Linking RCRC EOCs with external EOCs

The development of EOC structures for Red Cross Red Crescent National Societies and their connection to government EOC mechanisms should be based on an analysis of existing conditions in the country and recognition of the National Society's auxiliary role and discussed with the corresponding government representatives. RCRC EOCs or National Society Preparedness and Response Mechanisms must fully consider other existing EOCs in the country, to ensure the expected level of coordination and sharing of information/resources.

General elements to be considered include:[2]

- **National level**

At the national level (including countries with Federal governance structures), EOCs should be implemented to coordinate emergency services and humanitarian assistance provided by all National Society actors. National EOCs are normally responsible for national emergencies (National Disasters, etc.) and for supporting the coordination of other emergencies in the territory.

At this level, the structure of functions by component is as follows:

Component	National EOC
Functions	• Multi-sectorial/stakeholder coordination (public, non-governmental, private) • Political/institutional decision-making • Consolidation of reports for the government and the public • Coordination with other EOCs and situation rooms
Component	**Situation rooms and State / Municipal / Regional EOC**
Functions	• Support Level 2 EOCs • Standardized decision-making • Permanent monitoring and coordination with Early Warning Systems (seismic, meteorological, disease outbreak, and others)

At this level, the national EOC is responsible for:

- Monitoring the situation in the country and in the specific site(s)
- Reviewing and assessing local SitReps, response efforts, and requests for assistance
- Activating the State/Regional EOC to coordinate available assistance
- Coordinating with region and city EOCs
- Recommending the request of support from the international movement.

- **State / City / Region level**

At this subnational level, when applicable, National Society Preparedness and Response Mechanisms/EOC solutions are oriented to the coordination of emergencies in specific geographical areas. In the case of cities, RCRC National Societies are expected to support the City Government.

2 *Adapted from United States Federal Emergency Management Agency (FEMA) (n.d.).*

Level	**State / Region / City**
Functions	For Cities: • To consolidate reports for the government and the public • Multi-sectorial/stakeholder coordination (public, non-governmental, private) • Coordination with public services and elected officials • Incident command coordination and support • Inform National EOC • Local decision-making
Components it relates to	**Situation room and Municipal and Local EOCs**
Functions	• Incident command coordination • Standardized operational decision-making (protocols/SOPs)

When a local jurisdiction does not have the resources, it needs to respond to a disaster, it turns to the central government for assistance. National Societies may have many local jurisdictions requesting support at the same time.

- **Municipal and Local**

Disasters always occur, at the very least, at the local level. For some types of disasters, like slow rising floods or approaching hurricanes, warnings are usually available. Other disasters, like earthquakes, happen with little or no warning. The citizens in the area where an event occurs, as well as their local governments and voluntary agencies, are the first who need to cope with the damage. The local government maintains control of all assets used in the response and recovery efforts, regardless of the source of those assets. Local governments must plan and prepare for this role with support from State and Federal governments.

Level	**Municipal and Local**
Functions	Local responses include: • Activating the EOC and Comprehensive Emergency Management Plan • Coordinating the response with public and private organisations and agencies • Notifying the Municipal and Local Emergency Management Agency of the situation by regularly submitting Situation Reports (SitRep) • Activating necessary local governments and organisations that are signatory to mutual aid compacts • Activating response agreements with State and Federal departments or agencies • Declaring a local state of emergency to authorize using local resources, spending local funds, and waiving the usual bidding processes for goods and services • Requesting the State Emergency Management Agency to provide State and/or Federal assistance.
Components its relates to	**Command Post**
Functions	• Local coordination • Operations • Incident command

- This Emergency Operations Centres (EOCs) Guide has been developed with the purpose of strengthening the preparedness and response capacities of National Societies. It outlines the minimum requirements that should be considered when establishing or improving an EOC, providing clear guidance to ensure its functionality and sustainability
- It is important to emphasize that these requirements must be aligned with the preparedness and development strategies of each National Society, ensuring that the EOC is not only an operational tool but also a strategic component that contributes to institutional strengthening and more effective responses to emergencies and disasters.

Annexes

ANNEX 1: Frequently Asked Questions regarding EOCs

Question 1:
Will the implementation of an Emergency Operations Centre in my National Society be very expensive and require high-tech infrastructure?

Answer:

No. An EOC does not need costly infrastructure, advanced technology, or dedicated buildings to be effective. Its main value lies in providing a functional system for coordination, information management, clear roles, procedures, and decision making. Where resources allow, infrastructure and technology can be strengthened over time, but these are not the starting point. The EOC should be adapted to the National Society context, governance, risk profile, and operational realities.

Question 2:
What is the difference between National Society Preparedness for Effective Response Mechanisms and EOCs?

Answer:

The **National Society Preparedness for Effective Response Mechanism** is an organic and articulated set of structures, functional relationships, methods, procedures, and protocols of intersectoral, interinstitutional, interagency, and territorial nature (national, departmental, municipal). An **Emergency Operations Centre (EOC)** is a component of the NS Preparedness and Response Mechanism; its purpose is to effectively coordinate, manage, and control all emergencies and disasters. It interacts with other emergency control tools, such as: Situation Rooms, Command Posts, Early Warnings Systems (seismic, meteorological, disease outbreak, and so on), Business Continuity initiatives, and Operations Centres from other territorial levels, all of them applying a coordinated decision-making process according to their jurisdiction.

An EOC is more than a place/location/room duly equipped for decision-making in critical situations. It is a conglomerate of elements, which interact from the operational level in the emergency zone, to the highest level of political decision. The nature of an EOC is to contribute to solving operational problems and to link political and sectoral efforts with operations on the ground. For this, the approach promoted by the IFRC and other international agencies includes the "three areas model":

a. Information Management & Telecommunications area
b. Operations area
c. Strategic area

Question 3:
Is the RCRC National Society responsible for ensuring the capacity to coordinate emergency operations in the country?

Answer:

Consistent with the RCRC's auxiliary role, the responsibility for ensuring the capacity to coordinate national emergency operations lies on the country's government. RCRC National Societies, in accordance with the role they play within the national response framework, need to ensure good quality in the coordination of the services they deliver, initially internally, in agreement with its own branches, agencies or units.

National Societies involved in operations need to develop Emergency Operations Management capacities, articulated with national and international structures. Indeed, it is important that National Societies with direct roles in emergency response and humanitarian assistance participate in national EOCs. Even if the government is already operating its own EOC, National Societies need to ensure good coordination internally. Choosing the right National Society Preparedness and Response Mechanism solution will be key and should be based on the institutional environment.

Question 4:
What level of complexity do we need for an EOC solution?

Answer:

The EOC's level of complexity depends on the level of emergency operations carried out by the National Society, its institutional capacities in terms of financial and technical resources, and its capacity to mobilize resources in a sustainable way.

Large investments in facilities and technology could lead to dependency and problems regarding maintenance and continuity.

Question 5:
What is the difference between an EOC and a Command Post?

Answer:

It is common for Command Posts to be confused with EOCs. This is usual, since the Command Post group's duties are similar to those of the EOC, but on a lower scale. Their scope is more easily limited in time and space, and it usually has more specific responsibilities. For example, it is typical for a Command Post to respond to sectors such as security, fires, and search and rescue, among others. In each case, the Command Post has a more specific mission than the EOC.

In other words, the Command Post is an element of National Society Preparedness and Response where specific decisions for given situations are made by one or several institutions on the ground, thus contributing to decentralize the EOC's decisions.

The Command Post is a topic that needs to be studied separately, emphasizing on procedures for each specialized area.

Question 6:
What is the difference between an EOC and a Situation Room?

Answer:

A Situation Room is primarily focused on information management and analysis. It is the space, physical or virtual, where information is collected, validated, processed, analysed, and presented to support situational awareness and evidence based decision making.

An Emergency Operations Centre has a broader coordination function. It uses information from the Situation Room or equivalent IM processes, but goes beyond analysis to support operational coordination, decision making, tasking, follow up, resource mobilisation, communication, and the overall management of the response.

In simple terms, the Situation Room helps the National Society understand the situation, while the EOC helps the National Society coordinate and manage the response. A Situation Room may exist as a component of an EOC, or as a separate function where the EOC structure is still limited. It does not need sophisticated infrastructure, but it should be functional and adapted to the context and available resources.

Question 7
Does having an EMS or ambulance dispatch centre mean we already have an EOC?

Answer:

No. EMS/ambulance systems often focus on health service dispatch. An EOC is broader: it integrates multi-sectoral coordination, information flows, and operational planning across departments and hazards. Unless an EMS feeds into a cross-sector EOC process — with shared SOPs, triggers, and decision-making protocols —, it cannot be considered a functioning EOC.

Question 8
Can a National Society with no digital tools, servers, or IM team still have an EOC?

Answer:

Yes. If a National Society prioritizes structure over software, it is possible. You can have a paper-based or hybrid system as long as the workflows, roles, and coordination logic are in place. The EOC is not the dashboard, it's the decision support system.

The same applies to Information Management. Core IM expertise lies in analytical thinking and an understanding of operational decision making, not in tools. IM did not begin with computers and it is not the same as IT. Long before software existed, people were organising, verifying, analysing, and using information to guide decisions. Technology is an important enabler, but it should never be the starting point. What matters first is the ability to manage information in a way that supports operations.

Question 9
Does PER need to be completed before establishing an EOC?

Answer:

Not necessarily. However, the PER should guide and define the development of the EOC and the National Society's preparedness and response mechanism. If a PER assessment identifies significant gaps in response, SOPs, coordination, information management, or volunteer engagement, these should be prioritized and strengthened. The effectiveness of the EOC depends on the overall strength of the National Society's response mechanism. The PER approach provides a systematic and holistic foundation for building preparedness and response capacities; the EOC cannot thrive on barren ground.

Question 10
Should EOCs be permanent or activated only during crises?

Answer:

It depends. Major factors are capacity and maturity. Activation-based EOCs (ad hoc) are realistic in low-resource settings; on the other side, permanent EOCs support ongoing risk monitoring, information readiness, and early action, but require sustained investment. Whatever the model, the key is clarity: Who activates? Who leads? Who participates?

Question 11
Is a dashboard a requirement for an EOC?

Answer:

No. Dashboards are outputs, not infrastructure. Many National Societies are over-equipped with dashboards and under-equipped with coordination logic. Focus first on building workflows, SOPs, and decision-support chains. Then develop dashboards to reflect and serve that system.

Question 12
Can an EOC be hosted on Movement platforms like GO?

Answer:

Yes. The IFRC GO platform provides a structured, supported space for incident tracking, SitRep generation, and coordination. It can host a minimum viable EOC "hub" with no extra infrastructure. This is particularly effective in National Societies with limited IT support or where surge deployments happen.

ANNEX 2: Guide and Checklist for Setting Up an EOC

Tool objective

This combined tool provides a step-by-step guide with a verification checklist to establish an Emergency Operations Centre (EOC) and/or assess the level of preparedness and operational readiness of an already established EOC. It supports management teams in the design and implementation of the EOC, while also ensuring that critical components are in place, are documented, and functional.

Guide and Checklist for Setting Up an EOC

Person completing the tool:

Name: _____

Office/branch: _____ Role: _____

Contact information: _____

A. DIAGNOSTIC PHASE

Step 1 Needs and Context Assessment

1.1. Identification of Hazards and Risks: Assess natural and human hazards that could affect the region, such as earthquakes, hurricanes, and epidemics, among others.

- Natural and human hazards and risks relevant to the region or country have been identified and assessed. ☐

1.2. Vulnerability Analysis: Determine local and regional vulnerabilities that could aggravate the impacts of an emergency. ☐

- A detailed analysis has been carried out of local and regional vulnerabilities that could aggravate the impacts of emergencies.

1.3 Information Gathering: Obtain data on critical infrastructure, vulnerable populations, and resources available for emergency response. ☐

- Updated data has been collected on critical infrastructure, vulnerable populations, and resources available for the emergency response. Structured field data + regular updates

B. DESIGN PHASE

Step 2 EOC Planning and Design

2.1. Definition of Objectives and Functions: Clearly establish the objectives of the EOC and the functions it will perform during an emergency. ☐

- The EOC's objectives and functions have been clearly defined. ☐
- The level of operational authority and implementation responsibility delegated to the National Society's EOC has been established. ☐
- The relationship of the EOC with existing operations units and other departments (finance, logistics, planning, PMEAL, volunteer management) is clearly established.

2.2. Organizational Structure: Design the EOC's organizational structure within the National Society's institutional structure, including specific roles and responsibilities for each position, from operational staff to team leaders, ensuring that the EOC is formally reflected in official documents such as the organogram or structure charts. ☐

- The EOC's organizational structure has been designed, including specific roles and responsibilities for each position. ☐
- The EOC is formally reflected in official documents such as the organogram, SOPs, or structure charts. ☐
- Organogram / SOPs showing reporting line ☐
- Document lists the assigned focal point/coordination lead at HQ and branches ☐
- The organogram is updated regularly
- Staff and volunteer roles and responsibilities are clearly documented within EOC processes and SOPs.

2.3 Development of Response and Contingency Plans: Develop detailed emergency plans that guide the EOC's actions during different types of emergencies, ensuring that it is up to date and aligned with best practices. ☐

- Detailed Response and Contingency plans for different types of Scenarios have been developed and documented under IFRC standards. ☐
- The plans reference the National Society's DRM policies and other relevant emergency frameworks.

Guide and Checklist for Setting Up an EOC

C. INSTALLATION PHASE

2.4. Development of **EOC Standard Operating Procedures**

- EOC Standard Operating Procedures (EOC SOPs) have been developed and documented under National Society or IFRC standards. ☐
- SOPs include provisions for hybrid/virtual modalities, clearly defining when coordination and communication mechanisms are activated. ☐
- Mechanisms for validating and recording decisions in virtual environments (e.g., minutes of meetings, MoMs, decision logs) are defined and documented. ☐

Step 3 Infrastructure and Resources

3.1. Location Selection: Choose a strategic and accessible location for the EOC, considering proximity to risk areas and main communication routes.

- The EOC is located in a strategic and accessible location, considering proximity to high-risk areas and main communication routes. ☐
- Alternate EOC locations are identified and planned to ensure continuity of operations during emergencies. ☐
- The location provides adequate space for all operational teams, including coordination, communication, and support areas. ☐

3.2. Equipment and Technology: Ensure that the necessary equipment for EOC operations is acquired, secured, and is operational, including communication systems, computers, tools, IM platforms, lighting and power supplies for all teams, and medical supplies, among others.

- Communication systems are available and functional (e.g., radios, phones, WhatsApp). ☐
- Information management platforms are in place (e.g., Kobo, Excel, dashboards, shared folders, IFRC GO). ☐
- Secure and stable platforms are available for virtual meetings, information sharing, and task follow-up (e.g., Teams, Zoom, Slack). ☐
- Basic equipment for hybrid/virtual EOCs is available (e.g., camera, microphone, software). ☐
- Technology, equipment, and office materials are allocated according to team roles and functions to ensure operational readiness (computers, lighting, power supplies). ☐
- Maintenance and backup systems, including power and connectivity, are in place to ensure continuous functionality during emergencies. ☐
- Medical equipment and supplies have been acquired, secured, and are operational. ☐

3.3. Logistical Capabilities: Establish efficient logistics to mobilize resources during an emergency, including emergency supplies and vehicles.

- A logistics management system (storage, distribution, maintenance, and replenishment) has been established to manage critical supplies for EOC operation. ☐
- Procedures are established to mobilize resources efficiently, including emergency supplies and vehicles. ☐
- Coordination mechanisms are defined to manage internal and external supply requests during emergencies. ☐

Step 4 Training and Simulation Exercises

4.1. Staff Training: Train EOC staff in their specific roles and responsibilities, as well as in the use of relevant equipment and technology.

- EOC staff have received adequate training in their roles and responsibilities, as well as in the use of relevant equipment and technologies. ☐
- Subnational staff or volunteers are trained or briefed. ☐

4.2. Simulation Exercises: Conduct periodic simulation exercises to practice responding to different emergency scenarios and assess staff performance.

- Periodic simulation exercises have been conducted to practice responding to different emergency scenarios and assess staff performance. ☐

Guide and Checklist for Setting Up an EOC

C. INSTALLATION PHASE

Step 5 Integration and Coordination

5.1. Inter-institutional & Internal Coordination: Establish clear protocols for coordination with the national emergency system, local entities, the National Society itself, and other relevant organizations.

- Clear protocols have been established for coordination with other agencies, local entities, Red Cross headquarters, or other organizations. ☐
- The EOC actively participates in coordination structures, such as task forces, clusters, Movement mechanisms, or civil defence networks. ☐
- Reporting and coordination mechanisms include branch and regional offices, ensuring their participation in meetings and EOC tools. ☐

5.2. Information management & Communications Systems: Implement effective internal and external communication systems, including communication protocols during an emergency. Use technology to disseminate official National Society information.

- Effective internal and external communication systems have been implemented, including communication protocols during an emergency. ☐
- Existing SOPs define the IM system, including those for established workflows and data management (what data is collected, how it is entered, and how it is stored). ☐
- Standardized templates or formats for essential products (reports, dashboards, alerts, SitReps) are defined and available. ☐
- The IM system allows timely sharing of information with relevant teams during an emergency. ☐

Step 6 Continuous Maintenance and Evaluation

6.1. Periodic Review: Conduct regular reviews and updates of the EOC's emergency or contingency plans, organizational structure, and SOPs.

- A periodic review of the EOC's emergency plans, organizational structure, and operating procedures is carried out. ☐

6.2. Continuous Improvement: Implement improvements based on lessons learned from drills, simulation exercises, and real events, ensuring that these are adapted to new hazards or changes in the context.

- Improvements are implemented based on lessons learned from simulation exercises and real events, to adapt to new hazards or changes in the context. ☐

D. IMPLEMENTATION PHASE

Step 7 EOC Activation and Deactivation and Operation

7.1. EOC Activation and Deactivation: Establish clear criteria for EOC activation or deactivation in the event of an emergency, ensuring a rapid and efficient response.

- Clear activation criteria have been established for EOC activation in the event of an emergency, including all hazards identified in the contingency plans, ensuring a rapid and efficient response. ☐
- Standard Operating Procedures (SOPs) for activation and deactivation are documented and available. ☐
- Activation triggers and reporting lines are clearly defined and documented. ☐
- The responsibility for activating the EOC is clearly assigned.

7.2. Operation during the Emergency: Coordinate and oversee EOC operations as set out in the emergency plans, ensuring the safety and well-being of all involved. Verify that all EOC processes are properly documented in SOPs, templates, and protocols, so that staff and volunteers can follow them during emergencies.

- EOC operations have been coordinated and supervised as established in contingency plans and procedures during actual events. ☐
- SOPs for shift rotations, EOC cells, meetings, decision-making, and reporting are documented and available. ☐
- Situation report and coordination templates are established and accessible. ☐
- Protocols for regular meetings or coordination calls during emergencies are documented. ☐

Guide and Checklist for Setting Up an EOC

D. IMPLEMENTATION PHASE

Step 8 Human Resources and Volunteers

Select, train, and coordinate human resources and volunteers to support EOC operations. Additionally, include specific selection and training of EOC staff, to ensure that they are prepared for their specific roles during an emergency. Establish procedures to recruit, train, and coordinate volunteers who can support EOC operations as needed.

- Human resources and volunteers have been adequately selected, trained (tools and processes), and coordinated to support operations. ☐
- Cross-departmental awareness of EOC roles is established, ensuring that all relevant units understand roles, responsibilities, and points of contact. ☐

Step 9 Supply and Logistics Management

Define how to best manage supply and logistics effectively during EOC operations. Detail how the storage, distribution and maintenance of essential supplies for EOC operation will be managed.

- Supply management and logistics have been effectively managed during the operation of the EOC. ☐

Step 10 Protection, Gender and Inclusion (PGI)

Incorporate PGI principles into the EOC's planning and operation, ensuring an inclusive and gender-sensitive approach.

- PGI principles have been incorporated into the EOC planning and operation, ensuring an inclusive and gender-sensitive approach. ☐
- Mechanisms to ensure staff mental health and well-being have been established (e.g., psychosocial support sessions, defusing areas, and defined operational shifts). ☐

Step 11 Community engagement and accountability (CEA)

Implement two-way accountability and community engagement mechanisms, ensuring their participation and feedback in the emergency management process.

- Community Engagement and Accountability mechanisms have been implemented, ensuring transparency, feedback and responsibility in emergency management. ☐
- Protocols to verify information and mitigate rumours in real time have been established. ☐

Step 12 Safety in Operations

Implement safety measures and protocols to ensure protection of EOC staff and resources during operations.

- Security measures and protocols have been implemented to ensure the protection of EOC staff and resources during an operation. ☐

Endnotes and Comments

This checklist provides a comprehensive guide to setting up and operating an Emergency Operations Centre in an effective and coordinated manner.

ANNEX 3: Assessment Tool for Established EOC's

Tool objective

The Assessment Tool for an Established EOC is a structured diagnostic instrument designed to evaluate the current readiness functionality and performance of a fully operational Emergency Operations Centre. It collects key information on organizational structure, infrastructure, available resources, and staff competencies, identifying areas for improvement and opportunities for strengthening, to optimize the EOC's effectiveness in managing future emergencies, crises, and disasters. The assessment checklist supports National Societies in tracking progress along the EOC readiness pathway (foundational – emerging – functional – institutionalised) and in planning targeted capacity-strengthening actions.

Tool to assess the functioning of an established EOC

Person completing the tool:

Full Name: _____

Office/branch: _____ Contact information: _____

Status: ☐ Collaborator ☐ Executive/Management ☐ Community Volunteer
☐ Volunteer Lifeguard ☐ Youth Volunteer ☐ Other

	YES	NO	PARTIALLY
I. Organizational Structure			
• Is the EOC's organizational structure clearly defined?			
• Have roles and responsibilities been designated for EOC staff?			
• Is there identified and trained leadership within the EOC?			
• A leadership structure (Coordinator, Deputies, Technical Leads) is formally appointed and trained.			
• Succession and delegation mechanisms are in place to maintain continuity during staff changes or crises.			
• The EOC's structure is recognised within the National Society's legal and organisational framework.			
II. Planning and Protocols			
• The EOC is referenced in the National Society's DRM and Contingency Plans			
• Are the EOC Response and Contingency Plans up to date and available?			
• Standard Operating Procedures (SOPs) or Operational Guidelines are approved and used			
• Do the EOC's operational protocols comply with regulations and best practices?			
• Are periodic reviews of the EOC plans and protocols conducted?			
• Activation and deactivation protocols are defined and disseminated			
III. Infrastructure and Resources			
• Is the EOC's location strategic and accessible?			
• Does the EOC have the necessary resources, such as communications, vehicles, medical supplies, etc.?			
• Is there a plan to maintain and update the EOC's infrastructure and resources?			
• Infrastructure supports operational continuity is available (space, furniture, power, connectivity)			
• Core equipment (ICT, radios, mapping tools, data servers) is functional and maintained.			
• Backup systems (power, connectivity, data) are available and tested.			

Tool to assess the functioning of an established EOC	YES	NO	PARTIALLY
IV. Training and Exercises			
• EOC personnel have clear job descriptions and terms of reference			
• Does EOC staff receive regular training in emergency response?			
• Are specific simulation and training exercises carried out?			
• Is staff assessed during exercises?			
• Volunteers and staff have opportunities to participate in after-action reviews and learning activities			
• Staff well-being and duty of care protocols are applied during operations.			
V. Communication and Information System			
• Does the EOC have reliable and redundant communication channels (radio, phone, internet)?			
• Can it communicate effectively with other agencies and headquarters?			
• Is there a clear communication protocol during an emergency?			
• Data systems are interoperable with other internal and external platforms.			
• There are defined information flows between field teams, branches and HQs.			
• Data protection and confidentiality protocols are in place and applied.			
• Situational reports, dashboards, and key analytical products are regularly produced and shared.			
VI. Integration and Coordination			
• The EOC coordinates with other NS departments (Health, Logistics, Communications, Operations, PMER, etc)			
• Coordination mechanisms exist with Movement partners (IFRC, ICRC, PNSs)			
• The EOC participates in national or subnational coordination mechanisms with authorities			
• Branch regional EOC structures are integrated through clear reporting and communication channels			
• Does the EOC coordinate effectively with other agencies and humanitarian actors?			
• Are regular coordination meetings held with other entities?			
• Is there a protocol for managing shared resources?			
VII. Early Warning Systems			
• Is the EOC prepared to receive and disseminate early warnings?			
• Is there a monitoring system for alerts and warnings?			
• Risk monitoring dashboards and alert tracking mechanisms are functional			
• Is the population aware of how to receive alerts in emergency situations?			
VIII. Information Management			
• Does the EOC effectively collect, process, and share information during an emergency?			
• Are geographic information systems (GIS) used to assess the situation?			
• Is there a protocol for managing sensitive data?			

Tool to assess the functioning of an established EOC

	YES	NO	PARTIALLY
IX. Risk Assessment			
• Is there any risk that the EOC may have to be evacuated due to natural, social or other hazards?			
• Are local and regional hazards and vulnerabilities considered in planning?			
• Does planning match the identified risks?			
X. Performance Evaluation			
• Have previous emergency events managed by the EOC been documented and analysed?			
• Are improvements implemented based on lessons learned?			
• Are post-emergency reviews of the response conducted?			
• Lessons learned are systematically documented and applied to update SOPs and plans			
XI. Community Participation			
• Does the National Society encourage community participation in planning and response?			
• Are public awareness and education activities carried out?			
• Does the National Society establish effective communication channels with the affected population?			
XII. Recovery and Continuity			
• Does the National Society have recovery plans after an emergency?			
• Is the continuity of operations considered in the event of the EOC being affected?			
• Are post-emergency evaluations conducted to identify areas for improvement in the response?			
• The EOC promotes peer learning with other National Societies or government EOCs.			
XIII. Technical, Communications, Logistics, and Financial Resources			
• Does the National Society have adequate technical equipment?			
• Does it have effective and up-to-date communications systems?			
• Does it have solid logistics to efficiently mobilize resources?			
• Does it have sufficient and sustainable financial resources to maintain operations?			
• Funding sources are diversified and predictable			

Performance valuation based on assessment results by team of evaluators

- ☐ Excellent
- ☐ Satisfactory
- ☐ Needs improvement
- ☐ Other (please specify) _____

Include photographic record:

ANNEX 4: EOC Work Plan

EOC Work Plan					
Step	**Task**	**Description**	**Responsible**	**Duration**	**Resources**
Step 1: Needs and Context Assessment					
1.1	Identification of Hazards and Risks				
1.2	Vulnerability Analysis				
1.3	Information Gathering				
Step 2: EOC Planning and Design					
2.1	Definition of Objectives and Functions				
2.2	Organizational Structure				
2.3	Development of Contingency Plans				
Step 3: Infrastructure and Resources					
3.1	Site selection				
3.2	Equipment and Technology				
3.3	Logistical Capacity				
Step 4: Training and Simulation Exercises					
4.1	Staff Training				
4.2	Simulation Exercises				
Step 5: Integration and Coordination					
5.1	Interinstitutional Coordination				
5.2	Communication and Information Dissemination				
Step 6: Maintenance and Continous Evaluation					
6.1	Periodic Review				
6.2	Continous Improvement				
Step 7: EOC Activation and Operation					
7.1	EOC Activation				
7.2	Operation During an Emergency				
Step 8: Human Resources and Volunteering					
8.1	Selection and Training of EOC Staff				
8.2	Procedures for Recruiting, Training, and Coordinating Volunteers				

EOC Work Plan					
Step	**Task**	**Description**	**Responsible**	**Duration**	**Resources**
Step 9: Supply and Logistics Management					
9.1	Management of Supply Storage, Distribution, and Maintenance				
Step 10: Protection, Gender and Inclusion (PGI)					
10.1	Incorporation of PGI Principles in EOC Planning and Operations				
Step 11: Community Engagement and Accountability (CEA)					
11.1	Establishment of Systems and Processes for Community Engagement and Accountability				
Step 12: Operational Safety					
12.1	Implementation of Security Measures and Protocols				

ANNEX 5: EOC Management and Financial Tool

EOC Management and Financial Tool for National Societies

Assessment tool for already established EOCs

Overview: _____

Branch/headquarters: _____

Date of visit: _____

Interviewed members

Position	Name	Position type	Time in office

1. Administrative characteristics

A. Composition of the Volunteer Corps:	
B. Number of paid staff:	

C. Value of assets owned by the institution/association.

Assets include:
Land/Lots or others:

Amount	Asset	Description

D. Basic services available:

- ☐ Drinking water
- ☐ Electricity
- ☐ Internet
- ☐ Phone
- ☐ Sewerage/sanitation
- ☐ Garbage collection

2. Financial characteristics

A. Does the National Society have a bank account in its name?	
B. Does it keep a record of income and expenses?	
C. Does it record and control accounts payable?	
D. INVENTORY: Is the inventory updated?	

Amount	Article

EOC Management and Financial Tool for National Societies		
E. Does it submit financial reports to headquarters?		
F. Does it have asset insurance?		
G. Does it have alliances/agreements (collaboration) (banks, cooperatives, NGOs, companies, others)?		
H. How often does it carry out fundraising activities?		
I. When making purchases and contracting goods or services, what procedures does it apply?		
J. What is the % of expenses with regard to the fixed income?		
K. Does it have a savings policy?		
L. Does it have a business plan?		

ANNEX 5: Examples of Country EOCs

Description

This guide initially includes several case studies in which National Red Cross and Red Crescent Societies from all regions demonstrate how EOCs operate, their benefits, and lessons learned that may be useful to other National Societies.

Below is a summary of the first batch of case studies, which are available as attachments on the *IFRC resource page where this document is published*. Additionally, more case studies will continue to be developed, so we invite you to stay tuned to the resources page.

EOCs CASE STUDIES	
AFRICA REGION	
Kenya Red Cross Society	• The Kenya Red Cross Society (KRCS) launched its Emergency Operations Centre (EOC) in 2007 to address gaps in emergency coordination exposed by post-election violence and expanded its role in 2009 due to increased disasters. The EOC now manages both rapid and slow-onset emergencies, focusing on response, preparedness, early warning, and risk reduction with digital tools for real-time coordination. Although these advancements have enhanced operations, Kenya's growing disaster challenges highlight the need for further investment in infrastructure, staffing, technology, and decentralised systems to ensure an effective, future-proof EOC.
Ethiopian Red Cross Society	• Leveraging ICT for effective disaster risk management operations being one of the strategic priorities of Ethiopian Red Cross Society (ERCS) and aligned with IFRC's strategy on digitalization; the national society established its Emergency Operations Centre (EOC) in 2019 at its Head Quarter, and gradually replicated the setup to its 8 regional branches from 2020-2025, with the aim of utilizing ICT to support the national society's effort in disaster risk management operations in an effective and efficient manner, harnessing operations through a standardized central coordination hub. ERCS has been utilizing the EOCs in its effort in responding to slow and sudden onset crisis mainly focusing on natural disasters (i.e. flood, drought, epidemics, landslide,).
Uganda Red Cross Society	• Emergency Operations Centres (EOCs) serve as essential hubs for consolidating information, resources, and decision-making in order to facilitate effective emergency management. In accordance with the IFRC Preparedness for Effective Response (PER) framework, an EOC strengthens a National Society's coordination, information management, and operational readiness capabilities. Periodic reviews conducted by URCS through PER assessments in 2018 identified notable deficiencies in disaster risk management, standard operating procedures, EOC functionality, and the overall capacity for preparedness and response. These findings included gaps such as the absence of comprehensive coordination protocols, a lack of integrated and interoperable information management systems, limited 24/7 operational readiness, inadequate technical and physical infrastructure, and insufficient regular simulation exercises and learning opportunities. Addressing these issues was deemed essential for URCS to improve early warning and preparedness for effective response, underscoring the necessity for an EOC that complies with IFRC standards.URCS has now established a Multi-Hazard Early Warning and Emergency Operations Centre (EWEOC), designed in alignment with the PER Framework. The EOC collects disaster and emergency data from Branches, Operations, and external sources, monitors, analyses, and disseminates real-time information regarding hazards such as floods, fires, landslides, droughts, and disease outbreaks, along with community feedback. This process enhances early warning, multi-sectoral coordination, and ensures a timely response consistent with key PER capacities, ultimately helping to reduce disaster impacts and advance community resilience. Furthermore, the EOC incorporates the URCS Call and Dispatch mechanism, guaranteeing continuous, 24-hour operational capability.

EOCs CASE STUDIES

ASIA PACIFIC REGION

Philippine Red Cross	• The Emergency Operations Center (EOC), located at the National Headquarters in Mandaluyong, Philippines, was established in 2008 and has since been strengthened through key upgrades, including an operations center enhancement in 2015 and the installation of a dispatch system in 2018. Operating as a permanently active, building-based facility, the EOC provides continuous monitoring and coordination in support of 101 chapters and 47 branches nationwide. It is staffed by a dedicated team comprising an Operations Center Manager, unit heads across operations, dispatch, and technical areas, technical staff, dispatch officers, assistants, radio operators, and additional personnel supporting daily monitoring. The EOC reports directly to the Chairman and Secretary General, ensuring strong governance and strategic alignment. Its development has been supported by key partners, including the IFRC, ICRC, American Red Cross, and Magen David Adom, and it maintains close coordination with national authorities, particularly the National Disaster Risk Reduction and Management Council and relevant hydro-meteorological and geological agencies.
Myanmar Red Cross Society	• The MRCS EOC is supervised by the DM Director during regular periods, while the relevant focal department leads emergency operations under the overall guidance of the SGU. The EOC is staffed by a permanent full-time team led by an EOC Manager and operates during office hours in regular phases, expanding to 24/7 once activated. Additional staff, including DM response team members and trained RCVs, may be assigned depending on the EOC phase. Branch-level EOCs also function with trained Red Cross Volunteers, typically 15–20 RCVs per branch depending on geographic needs, to support EOC operations at the local level. ICRC, OCHA, and partner National Societies. Formal coordination is achieved through established communication channels, joint planning meetings, and information-sharing protocols. At the local level, MRCS also aligns with authorities and civil protection groups to ensure a coordinated disaster response.

EUROPE REGION

Romanian Red Cross-National Society	• The EOC was established in March 2024 as part of the Romanian Red Cross's Disaster Risk Management modernization, launching the EOC facility, Volunteer Training Centre (KM13 – CTPark), and implementing ICS procedures. By 2024–2025, the EOC became RoRC's central hub, coordinating emergencies, managing DREF operations, issuing daily reports, and supporting branches with logistics, information management, and preparedness for hazards such as floods, storms, heatwaves, drought, population movement, public health crises, technological incidents, and water supply issues.
Ukrainian Red Cross	• The Emergency Operations Center (EOC) was established by the Ukrainian Red Cross Society (URCS) as a permanent operational headquarters to strengthen institutional preparedness, coordination, and decision support during emergencies. Its establishment responded to the need for a structured internal coordination mechanism capable of supporting leadership decision-making and ensuring operational continuity across a wide range of crises, while remaining fully aligned with national legislation and the auxiliary role of URCS. The EOC is designed to address multiple hazards, including armed conflict, floods, epidemics, technological accidents, and other large-scale shocks. It functions as a standing structure with scalable activation, transitioning from preparedness and monitoring to partial or full operational coordination depending on the severity, scope, and evolution of each emergency. The EOC is event-driven rather than providing routine support to regional structures. Activation is based on situational analysis and leadership decisions, ensuring proportional and needs-based engagement. Its operations are explicitly aligned with Ukraine's national emergency management framework, which defines response levels at the local, regional, state, and national levels. Within this framework, the EOC adapts its coordination role accordingly, ensuring integration with government-led mechanisms and avoiding the creation of parallel coordination structures.

EOCs CASE STUDIES	
AMERICAS REGION	
Panamanian Red Cross	• The Emergency Operations Centre (EOC), a key component of the National Society's Preparedness for Effective Response, manages a wide range of hazards, including floods, civil unrest, environmental pollution, epidemics, pandemics, and routine peacetime incidents. The EOC is also leading a digitization initiative to systematically collect and analyze national-level data on response actions, enhancing transparency, accountability, and evidence-based decision-making.
MENA REGION	
Lebanese Red Cross	• Lebanon's Emergency Operations Room (EOR) operates under the National Response Framework (2023–2028), which defines disaster response roles and structures across the country. The Lebanese Red Cross (LRC) plays a key role in preparedness and operational activation for major hazards, including floods, fires, and earthquakes. In collaboration with the Disaster Risk Management Unit at the Council of Ministers, LRC has conducted governorate-level training to clarify protocols and enhance EOR effectiveness. The LRC also promotes EOR digitalization through the development of data systems and real-time dashboards, improving coordination and decision-making during emergencies. LRC volunteers actively contribute by collecting data and supporting emergency response operations on the ground.

ACRONYMS

- **AA** Anticipatory Action
- **BCP** Business Continuity Plan
- **CEA** Community Engagement and Accountability
- **CREPD** Reference Centre for Institutional Disaster Preparedness
- **DM** Disaster Management
- **DREF** Disaster Response Emergency Fund
- **DRM** Disaster Risk Management
- **EAP** Early Action Protocol
- **ENAP** Emergency Needs Assessment and Planning
- **EOC** Emergency Operations Centre
- **EOP** Emergency Operation Procedure
- **GIS** Geographic Information System
- **HR** Human Resources
- **ICRC** International Committee of the Red Cross
- **IFRC** International Federation of Red Cross and Red Crescent Societies
- **IM** Information Management
- **MRCS** Myanmar Red Cross Society
- **NDPRM** National Disaster Preparedness and Response Mechanism
- **NEAT+** Nexus Environmental Assessment Tool
- **PER** Preparedness for Effective Response
- **PGI** Protection, Gender, and Inclusion
- **PNS** Partner National Society
- **PMER** Planning, Monitoring, Evaluation and Reporting
- **PPE** Personal Protective Equipment
- **SitRep** Situation Report
- **SOP** Standard Operating Procedure
- **WASH** Water, Sanitation and Hygiene

BIBLIOGRAPHY

This guide initially includes severa

- FEMA. (n.d.). State Disaster Management Course – IS 208, Unit 3, Disaster Sequence of Events. Retrieved from: *https://training.fema.gov/emiweb/downloads/is208sdmunit3.pdf*
- IFRC. (2010). Manual sobre Organización y Funcionamiento para Centros de Operaciones de Emergencias. Ginebra, Suiza.
- IFRC. (2013). Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance. Retrieved from: *https://www.ifrc.org/sites/default/files/2021-07/Principles_Rules_Red_Cross_Red_Crescent_Humanitarian_Assistance_EN.pdf*
- IFRC. (2015). Setting up a National Disaster Preparedness and Response Mechanism – Guidelines for National Societies (NDPRM). Retrieved from: *https://preparecenter.org/resource/setting-up-a-national-disaster-preparedness-and-response-mechanism-guidelines-for-national-societies-ndprm/*
- IFRC. (2019). IFRC Global Plan 2020. Retrieved from: *https://www.ifrc.org/document/global-plan-2020*
- IFRC. (2020). National Society Development Compact. Retrieved from: *https://www.ifrc.org/document/national-society-development-compact*
- IFRC. (2021). Disaster Risk Management Policy. Retrieved from: *https://www.ifrc.org/document/disaster-risk-management-policy*
- IFRC. (2023). National Societies Preparedness. Disponible en: *https://www.ifrc.org/sites/default/files/2023-09/NS_Preparedness_leaflet_2023_EN.pdf*
- ISDR. (2009). Global Assessment Report on Disaster Risk Reduction. Naciones Unidas, Ginebra, Suiza.
- NHTSA's Office of EMS. (n.d.). What is EMS? Retrieved from: *https://www.ems.gov/what-is-ems/*
- UNDRR. (2015). Global Assessment Report on Disaster Risk Reduction. Naciones Unidas, Ginebra, Suiza.
- UNDRR. (2015). Sendai Framework for Disaster Risk Reduction 2015–2030. Naciones Unidas, Ginebra, Suiza.
- UNDRR. (2019). Global Assessment Report on Disaster Risk Reduction. Naciones Unidas, Ginebra, Suiza.

@Syrian Red Crescent, 2020

Contact information

National Society Preparedness, Disaster Climate and Crisis Department

E *ns.preparedness@ifrc.org*

W www.ifrc.org/disaster-preparedness

IFRC