

## Public Health Emergency Management Capacity Assessment Tool (PHEM Tool) Overview

### *Rationale and Purpose*

The purpose of the Public Health Emergency Management (PHEM) Capacity Assessment Tool (PHEM Tool) is to enable Emergency Management Technical Advisers (EMTAs) on the Global Emergency Management Capacity Development (GEMCD) Team to understand strengths and gaps in existing PHEM capacities in partner countries where the Centers for Disease Control and Prevention (CDC) provides technical assistance. GEMCD can use this data to prioritize resources and activities for country technical assistance work plans and to highlight changes in capacities over time in countries of interest, both individually and in aggregate.

### *Target Audience*

The current focus is on Global Health Security Agenda (GHSA) partner countries where the CDC, GEMCD, or Division of Emergency Operations (DEO) either provides or will provide technical assistance to strengthen PHEM capacities under GHSA.

### *Timing*

EMTAs will administer the tool annually for the duration of GHSA implementation (expected to be a minimum of 5 years).

### *Data Collection*

EMTAs will collect PHEM Tool data in the following ways, with support from other CDC partners as appropriate:

- Discussions with key informants in country; key informants may include, but are not limited to, decision-makers and technical experts within the country Ministry of Health (MoH).
- Reviews of documents provided by the country government.
- Direct observations during country visits.

### *Limitations*

Data collected using the tool can provide a snapshot in time of the country's PHEM capacity. However, availability and accessibility of data sources and/or in-country experts for tool items, as well as time constraints, can pose challenges for EMTAs. In-country interviewees and data providers may change over time, and some aspects of the capacities may not be consistent from year to year. As a result, one limitation of this data collection effort is that EMTAs may need to evaluate different workforces and systems during follow-on administrations of the tool.

**DRAFT as of 30 NOV 22**

# Public Health Emergency Management Capacity Assessment Tool (PHEM Tool)

Form No - 0920-XXXX  
Exp. Date - xx/xx/2026

Country and location (city):	Project Year (FY and GHSA project year [if applicable]):
EMTA(s) Conducting PHEM Tool (Name, email, phone number):	Date Survey Started:
	Date Survey Ended:
<p>Public reporting burden of this collection of information is estimated to average 360 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. An agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a currently valid OMB control number. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to CDC/ATSDR Reports Clearance Officer; 1600 Clifton Road NE, MS H21-8, Atlanta, Georgia 30333; ATTN: PRA (0920-xxxx).</p>	

## Current Situation

1	a. Geographic Location:				
	b. Population:				
	c. CDC Travel Health Notice(s) and/or Other Health Concerns:				
	d. Current Transnational and/or Security Issues:				
	e. Other:				
2	a. Does the country have trained PHEM Fellowship Alumni?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	If yes, how many have completed the Fellowship?				
	If yes, what cohort(s)/year(s)?				

	b. Is there a current participant in the residential PHEM Fellowship ?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
3	a. Is the country currently responding to a public health emergency and/or has the Incident Management System (IMS) in the previous calendar or FY?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	If yes, for what situation(s) was the IMS activated?				
	b. Did the country activate IMS for the COVID-19 pandemic?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
4	Overview of capacity development activities that have been completed in the last FY (trainings, Technical Assistance (TA), site visits):				
5	Is there an existing Public Health Emergency Operations Center (PHEOC)?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	If yes, where is the PHEOC located?				
	If yes, was the PHEOC established prior to the COVID-19 pandemic?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
6	Is there an existing PHEM program?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	If yes, does the PHEM program have a mission statement?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	If yes, did the COVID-19 pandemic change the PHEM program and mission?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	PHEM program mission statement (if applicable):				
<b>Legal Authorities</b>					
	a. Describe current legal authorities, policies, laws, etc. that empower the country's PHEM program and PHEOC:				

7	b. Describe if and how the COVID-19 pandemic changed the current legal authorities, policies, laws, etc. that empower the country's PHEM program and PHEOC:						
8	List all pending authorities (laws, policies, decrees) related to the country's PHEM program or PHEOC:						
9	Does the country's PHEM program have a national Steering Committee to provide strategic direction which aligns with national policies and guidelines pertaining to PHEM?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
	If yes, did the national Steering Committee exist prior to the COVID-19 pandemic?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
	Does public health have legal, regulatory, or administrative authorities established prior to an incident to carry out the following:						
	a. Process for emergency contracting	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other
	b. Process to expedite staffing for responses	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other
10	c. Process to expedite procurement (i.e. purchase/acquisition) of goods and services	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other
	d. Process for emergency receipt of funds from donors or other entities	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other
	e. Describe if and how the COVID-19 pandemic changed the above processes:						
	Does the country require TA in the area of legal authorities?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
11	If yes, please provide a brief description:						
<b>International Health Regulations (IHR) and Public Health Emergencies of International Concern (PHEIC)</b>							
	Does the PHEM program have, or have access to, the following:						
	a. Subject matter experts (SMEs) able to use the decision matrix in Annex 2 of the IHR (2005) to effectively determine whether a health threat requires notification to WHO	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other
12	b. The IHR National Focal Point on a 24/7 basis	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
	c. Standard Operating Procedures (SOPs) to notify the country's IHR National Focal Point regarding	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		

potential PHEICs and other public health emergencies.

Other

**PHEM Program: Stakeholders and Coordination**

Does the PHEM program have access to complete information on up-to-date location, phone number, email, points of contact for the following entities:

13	a. Hospitals, clinics, treatment centers, etc.	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	b. Laboratories	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	c. Ports of Entry	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	d. Law enforcement, public safety and military	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	e. Public health and health/human/social services, including sub-national offices, shelters, refugee/evacuee camps, etc.	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	f. Other key government ministries (defense, animal health, disaster management)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	g. International Health Regulations (IHR) National Focal Point (NFP)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	h. WHO IHR Focal Point, Regional EOC, etc. (as appropriate)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	i. Laboratory networks	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	j. Partners (WHO, UNICEF, UK-HSA)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	k. Local and International NGOs located in-country	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No

14 If yes to question #14, are there notification procedures to notify these entities in an emergency?  Yes  No

15 If yes to question #14, how often are these contact lists tested (exercised) and updated?

16 Does a Steering Committee exist at the strategic level (highest level in jurisdiction), comprised of stakeholders, to provide guidance, recommendations, and helps champion the PHEOC and PHEM program to other sectors and senior leaders?  Yes  No

**PHEM Program: Risk Assessment**

17	a. Has the country conducted a public health risk assessment?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	If yes, what is the date of the most recent risk assessment?				
	b. Did the COVID-19 pandemic affect the country's ability to adequately perform a public health risk assessment?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No

What risk assessment process was utilized?

Threat and Hazard Identification and Risk Assessment/Stakeholder Preparedness Review (THIRA/SPR)

18	<input type="checkbox"/>	Strategic Tool for Assessing Risks (STAR)				
	<input type="checkbox"/>	Vulnerability Risk Assessment and Mapping (VRAM)				
	<input type="checkbox"/>	Other				
19	Is there an official (validated) report of the risk assessment findings?					<input type="checkbox"/> Yes <input type="checkbox"/> No
	If yes, what is the date of most recent report?					
20	a. Have the main threats, hazards, system vulnerabilities, and related risks been identified, prioritized, and mapped to resources? If yes, please specify below:					<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/>	Threats, hazards, vulnerabilities, and risks not identified.				
	<input type="checkbox"/>	Threats, hazards, vulnerabilities, and risks identified BUT not mapped.				
	<input type="checkbox"/>	Threats, hazards, vulnerabilities, and risks identified AND mapped.				
	<input type="checkbox"/>	Threats, hazards, vulnerabilities, and risks prioritized AND approved by national officials.				
	<input type="checkbox"/>	Other (explain):				
b. Did the COVID-19 pandemic affect the ability to identify threats, hazards, vulnerabilities, and risks and how change how they were prioritized?					<input type="checkbox"/> Yes <input type="checkbox"/> No	
21	a. Are the risk assessments reviewed on at least an annual basis?					<input type="checkbox"/> Yes <input type="checkbox"/> No
	b. Did the COVID-19 pandemic affect the country's ability to review the risk assessments on at least an annual basis?					<input type="checkbox"/> Yes <input type="checkbox"/> No
22	Has a threat assessment been completed for the sub-national level?					<input type="checkbox"/> Yes <input type="checkbox"/> No
	If yes, what was the date of the sub-national risk assessment?					
	If yes, how many regions/districts/provinces were included?					
<b>PHEOC Staff</b>						
<i>Does the PHEM program have Terms of Reference (ToRs) that describe roles, responsibilities, key tasks and other pertinent information for each of the following pre-identified roles for <b>daily operations</b> and <b>response operations</b> (i.e. IMS structure)?</i>						
<b>Daily Operations</b>						
23	Are the roles and functions listed below included in the PHEM program's routine activities:					
	PHEOC Manager	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/> Other (specify):
	Watch Staff	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/> Other (specify):
	Plans Chief	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/> Other (specify):

	Operations Chief	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Logistics Chief	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Preparedness Officer	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
24	Is the PHEOC linked to a dedicated core team responsible for community engagement and emergency risk communications, media and social media monitoring, rumor management and external facing communication?						<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
<b>Response Operations</b>										
	Does the PHEOC response staff include the following positions:									
	Incident Manager	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Public Information Officer	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
25	Liaison Officer	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Operations Chief	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Plans Chief	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Logistics Chief	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Finance/Administration Chief	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Are response operations or surge staff rostered or identified to fill and/or backup the following key IMS roles in order to support operations with shifts or rotational backfills if needed:									
	Incident Manager	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Public Information Officer	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
26	Liaison Officer	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Safety Officer	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Operations Chief	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Plans Chief	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Logistics Chief	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
	Finance/Administration Chief	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):			
27	Are surge staff pre-identified and on a roster that is updated/verified at least quarterly?						<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
							<input type="checkbox"/>	Other	<input type="checkbox"/>	
28	Is there surge capacity to respond to public health emergencies of national and international concern?						<input type="checkbox"/>	Yes	<input type="checkbox"/>	No

20		Other
29	Describe access to and availability of public health subject matter experts (SMEs) and other Ministry of Health (MoH) staff who can fill various IMS, rapid response teams, and science roles during a response:	
<b>Training</b>		
30	Does the PHEM program have a dedicated training section/unit to conduct PHEM training at national and sub-national levels?	<input type="checkbox"/> Yes <input type="checkbox"/> No
31	The following trainings have been conducted at the national level: (Dropdown menu and text)	
	<input type="checkbox"/> PHEM 100 Foundations of PHEM <input type="checkbox"/> PHEM 101 Intro to PHEOC <input type="checkbox"/> PHEM 103 Intro to Public Health Law <input type="checkbox"/> PHEM 110 Incident Manager <input type="checkbox"/> PHEM 111 Public Information Officer <input type="checkbox"/> PHEM 112 Safety Officer <input type="checkbox"/> PHEM 113 Liaison Officer <input type="checkbox"/> PHEM 120 Operations <input type="checkbox"/> PHEM 130 Plans <input type="checkbox"/> PHEM 140 Logistics <input type="checkbox"/> PHEM 150 Intro to Finance and Administration <input type="checkbox"/> PHEM 160 Situational Awareness <input type="checkbox"/> PHEM 170 Intro to Crisis Emergency Risk Communication (CERC) <input type="checkbox"/> PHEM 180 Intro to PHEM Training <input type="checkbox"/> PHEM 203 Laws and Authorities <input type="checkbox"/> PHEM 204 Concept of Operations (CONOPS) <input type="checkbox"/> PHEM 211 Public Information Officer (PIO) and Joint Information Center (JIC)	

- PHEM 212 Safety Officer
- PHEM 213 Liaison Officer
- PHEM 214 Decision Making and Problem Solving
- PHEM 220 Operations
- PHEM 230 Plans
- PHEM 231 Planning Process
- PHEM 240 Logistics
- PHEM 250 Finance and Administration
- PHEM 270 Risk Communication
- PHEM 280 Threat and Hazard Identification and Risk Assessment/Stakeholder Preparedness Review (THIRA/SPR)
- PHEM 500 Executive Principles of PHEM
- Other (explain):
- Other (explain):

The following trainings have been conducted at the sub-national level: (Dropdown menu and text)

- PHEM 100 Foundations of PHEM
- PHEM 101 Intro to PHEOC
- PHEM 103 Intro to Public Health Law
- PHEM 110 Incident Manager
- PHEM 111 Public Information Officer
- PHEM 112 Safety Officer
- PHEM 113 Liaison Officer
- PHEM 120 Operations
- PHEM 130 Plans
- PHEM 140 Logistics
- PHEM 150 Intro to Finance and Administration
- PHEM 160 Situational Awareness
- PHEM 170 Intro to Crisis Emergency Risk Communication (CERC)
- PHEM 180 Intro to PHEM Training

32	<input type="checkbox"/>	PHEM 203 Laws and Authorities
	<input type="checkbox"/>	PHEM 204 Concept of Operations (CONOPS)
	<input type="checkbox"/>	PHEM 211 Public Information Officer (PIO) and Joint Information Center (JIC)
	<input type="checkbox"/>	PHEM 212 Safety Officer
	<input type="checkbox"/>	PHEM 213 Liaison Officer
	<input type="checkbox"/>	PHEM 214 Decision Making and Problem Solving
	<input type="checkbox"/>	PHEM 220 Operations
	<input type="checkbox"/>	PHEM 230 Plans
	<input type="checkbox"/>	PHEM 231 Planning Process
	<input type="checkbox"/>	PHEM 240 Logistics
	<input type="checkbox"/>	PHEM 250 Finance and Administration
	<input type="checkbox"/>	PHEM 270 Risk Communication
	<input type="checkbox"/>	PHEM 280 Threat and Hazard Identification and Risk Assessment/Stakeholder Preparedness Review (THIRA/SPR)
	<input type="checkbox"/>	PHEM 500 Executive Principles of PHEM
	<input type="checkbox"/>	Other (explain):
	<input type="checkbox"/>	Other (explain):

**PHEM training for *daily operations and response operations* staff**

**Daily Operations**

Please select the proficiency level in PHEM training and other role-specific training for the following staff:											
33	PHEOC Manager	<input type="checkbox"/>	No training	<input type="checkbox"/>	Foundational	<input type="checkbox"/>	Intermediate	<input type="checkbox"/>	Advanced	<input type="checkbox"/>	Other:
	Watch Staff	<input type="checkbox"/>	No training	<input type="checkbox"/>	Foundational	<input type="checkbox"/>	Intermediate	<input type="checkbox"/>	Advanced	<input type="checkbox"/>	Other:
	Plans Chief	<input type="checkbox"/>	No training	<input type="checkbox"/>	Foundational	<input type="checkbox"/>	Intermediate	<input type="checkbox"/>	Advanced	<input type="checkbox"/>	Other:
	Operations Chief	<input type="checkbox"/>	No training	<input type="checkbox"/>	Foundational	<input type="checkbox"/>	Intermediate	<input type="checkbox"/>	Advanced	<input type="checkbox"/>	Other:

**Response Operations**

Please select the proficiency level in PHEM training and other role-specific training for the following staff:											
34	Incident Manager	<input type="checkbox"/>	No training	<input type="checkbox"/>	Foundational	<input type="checkbox"/>	Intermediate	<input type="checkbox"/>	Advanced	<input type="checkbox"/>	Other:
	Public Information Officer	<input type="checkbox"/>	No training	<input type="checkbox"/>	Foundational	<input type="checkbox"/>	Intermediate	<input type="checkbox"/>	Advanced	<input type="checkbox"/>	Other:
	Liaison Officer	<input type="checkbox"/>	No training	<input type="checkbox"/>	Foundational	<input type="checkbox"/>	Intermediate	<input type="checkbox"/>	Advanced	<input type="checkbox"/>	Other:

34	Safety Officer	<input type="checkbox"/>	No training	<input type="checkbox"/>	Foundational	<input type="checkbox"/>	Intermediate	<input type="checkbox"/>	Advanced	<input type="checkbox"/>	Other:
	Operations Chief	<input type="checkbox"/>	No training	<input type="checkbox"/>	Foundational	<input type="checkbox"/>	Intermediate	<input type="checkbox"/>	Advanced	<input type="checkbox"/>	Other:
	Plans Chief	<input type="checkbox"/>	No training	<input type="checkbox"/>	Foundational	<input type="checkbox"/>	Intermediate	<input type="checkbox"/>	Advanced	<input type="checkbox"/>	Other:
	Logistics Chief	<input type="checkbox"/>	No training	<input type="checkbox"/>	Foundational	<input type="checkbox"/>	Intermediate	<input type="checkbox"/>	Advanced	<input type="checkbox"/>	Other:

35 Are trained individuals maintained in a roster?  Yes  No

36 What is the total number of people trained?

**Exercises**

37 Does the PHEM Program have a dedicated section/unit to exercise public health preparedness and response systems?  Yes  No  In progress  
 Other (specify):

If no, is there a plan to have a dedicated section/unit to conduct training and exercises?  Yes  No

38 Are exercises are conducted in the PHEOC?  Yes  No  
 Other

39 Are exercises are conducted 2 or more times per year to test IMS activation procedures?  Yes  No  
 Other

If yes, did the COVID-19 pandemic change the frequency that exercises are conducted?  Yes  No

40 Has the PHEOC led or participated in the following exercises in the last year?

Exercise Type	Date	Exercise Topic/Context	Function(s) Tested	Plan(s) Tested
Table-Top Exercise				
Drill				
Functional Exercise				
Full-Scale Exercise				
Other				
None				

*(Functions examples include: activation, notification, IMS roles, deployment of staff, deployment of countermeasures, etc.)*

**Monitoring and Evaluation**

41	Is there a system of monitoring and evaluation in place to assess the public health emergency management program capability and performance?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	If yes, was the system in place prior to the COVID-19 pandemic?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
42	Does the PHEM program use scheduled drills and exercise activities to test developed plans and assesses staff and system responses to identify areas for process improvement?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	a. Have SOPs been updated to reflect the lessons learned from drills or exercises?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	b. Have training activities been updated to reflect lessons learned from drills or exercises?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	c. Did the COVID-19 pandemic change how drills or exercises are conducted?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
43	Are After-Action Reviews (AARs), a qualitative review of actions, conducted after every exercise to document best practices, gaps, and areas for improvement?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	a. Are there reports that document best practices, gaps, and areas for improvement?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
44	Are Inter-Action Reviews (a qualitative review of actions) conducted during each IMS activation?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
45	Are After-Action Reviews (AARs) conducted after every IMS activation?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	a. Are there reports that document best practices, gaps, and areas for improvement?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No

**Information Management and Situational Awareness**

46	Does the PHEOC maintain or have access to the following data collection systems?						
	<input type="checkbox"/>	Indicator-based surveillance systems data					
	<input type="checkbox"/>	Hospital-based data					
	<input type="checkbox"/>	Event-based surveillance data					
	<input type="checkbox"/>	Early warning systems data					
	<input type="checkbox"/>	Laboratory results					
	<input type="checkbox"/>	Other Ministries, Departments, or Agencies? (please specify)					
	Does the PHEOC/PHEM program have dedicated staff and processes to receive, analyze, manage, report/display , and share surveillance data from the following:						
	Sub-national offices/districts/regions	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):
	Public health and other laboratories	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):

47	Field Epidemiology Teams	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):
	Rapid Response Teams	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):
	Non-Governmental Organizations (NGOs)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):
	Community-based sources	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):
	Media and social media	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (specify):
	Other Ministries (please specify):						
If none, is the PHEOC linked to the appropriate group/units responsible for collecting data from the above groups?							<input type="checkbox"/> Yes <input type="checkbox"/> No
48	Are forms and templates for data collection, reporting, and briefing in place?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (please specify):
	If yes, were the forms and templates in place prior to the COVID-19 pandemic?						<input type="checkbox"/> Yes <input type="checkbox"/> No
49	Does the PHEOC have the staff, systems and equipment to conduct event-based surveillance such as monitoring of rumors, informal reporting of clusters of disease or death, media reports, etc.?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (please specify):
	If yes, was event-based surveillance in place prior to the COVID-19 pandemic?						<input type="checkbox"/> Yes <input type="checkbox"/> No
	If no, is the PHEOC is linked to the appropriate group/unit responsible for event-based surveillance?						<input type="checkbox"/> Yes <input type="checkbox"/> No
50	Has the PHEOC linked to sources for contextual data and information (i.e. weather, population, maps, hospitals, number of internally displaced persons) to create a common operating picture?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	
	If no, is the PHEOC linked to the appropriate group/unit responsible for contextual data and information for a common operating picture?						<input type="checkbox"/> Yes <input type="checkbox"/> No
51	Has the PHEOC pre-identified Essential Elements of Information (EIs) necessary to develop a Common Operating Picture for all prioritized hazards and risks?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (please specify):
	If no, is there a mandatory reporting system in place?						<input type="checkbox"/> Yes <input type="checkbox"/> No
	Does mandatory reporting system provide information the PHEOC?						<input type="checkbox"/> Yes <input type="checkbox"/> No
52	Has the PHEOC/PHEM PROGRAM pre-identified Critical Information Requirements (CIRs) which can trigger an activation?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Other (please specify):

52	activation:						
	If yes, did the COVID-19 pandemic change the CIR activation process?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
53	Does the PHEOC have data and information sharing agreements in place in order to serve as a central hub for information and coordination?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
	If yes, were the sharing agreements in place prior to the COVID-19 pandemic?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
54	Does the PHEOC have documentation on how information flows into and out of the PHEOC?						
	During daily operations?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
	During response operations?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
<b>PHEM and PHEOC Systems (Plans and Procedures)</b>							
<i>Emergency Operations Plan</i>							
55	a. Is there a national public health emergency operations plan (EOP) (also known as All Hazards Plan [AHP]) that describes the role of the MoH as well as the roles of different agencies during emergencies, at the strategic level?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In Development
	b. Is the plan approved and implemented based on prioritized threats and risks?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
	c. Was there an EOP prior to the COVID-19 pandemic?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
<i>Concept of Operations</i>							
Does a concept of operations exist and contain the following:							
56	a. Identification of all intended levels and players involved in emergency response, management and how each organization fits into the national response system	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
	b. Identification of an authority structure or matrix for decision making	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
	c. When and what level and by whose authority the PHEOC is activated	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
	d. Which agency is the lead for different types of emergencies?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
	e. Did the concept of operations exist prior to the COVID-19 pandemic?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
<i>Hazard or Threat Specific Plans and Annexes</i>							
57	Are there threat specific plans (Biological, Technological, Human-Caused) for the most significant threats identified in the risk assessment?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
<i>Communication Plans</i>							

58 a. **External:** Are there plans to issue specific risk communications (e.g., alerts, risk factors, protective actions, guidance, recommendations, etc.) to the general public or to targeted populations via traditional media (e.g., TV, radio, etc.). established using a multi-hazard approach?  Yes  No

b. **Internal:** Are plans, procedures/checklists for communicating with PHEOC staff and responders within the EOC and field established and utilized?  Yes  No  
 Other (please specify):

*PHEOC Handbook*

Does a PHEOC Handbook , or other documentation contain the following:

59	a. Basic Concept of Operations	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	b. General day-to-day staffing requirements	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	c. SOPs for daily operations	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	d. Thresholds or triggers for activation and deactivation	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	e. Levels of activation and corresponding IMS structures	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	f. Activation and notification procedures for all PHEOC staff, relevant sub-national offices, other ministries, and partners	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	g. Layout of PHEOC and workstations	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	h. Relevant forms, templates, and other documents routinely used in the PHEOC	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	i. Information management capacity and protocols (e.g. emails, data management, etc.)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	j. ToR for daily and response roles	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	k. Operational Plans (Communications)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	l. Continuity of Operations Plan (COOP)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	m. Appendices	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress

*Incident Management System*

a. Do plans describe an IMS or similar structure that include the following (or their equivalents):

i. Incident Manager  Yes  No  
 Other (please specify):

60	ii. Operations Section	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
		<input type="checkbox"/>	Other (please specify):				
	iii. Plans Section	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
		<input type="checkbox"/>	Other (please specify):				
	iv. Finance Section	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
		<input type="checkbox"/>	Other (please specify):				
	v. Public Information Officer (PIO), Communication, and/or public information center	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
		<input type="checkbox"/>	Other (please specify):				
	vi. Public Health, Epidemiology, Medical, Science, and other SME's that are integrated into IMS structure	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
	<input type="checkbox"/>	Other (please specify):					
vii. Public Health SMEs are on call to augment the PHEOC roster of trained personnel, equipment, and supplies for deployment to field teams (e.g., rapid response)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No			
	<input type="checkbox"/>	Other (please specify):					
viii. Liaisons to relevant agencies, sectors, and institutions	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No			
	<input type="checkbox"/>	Other (please specify):					
ix. Safety Officer	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No			
	<input type="checkbox"/>	Other (please specify):					
	b. Activation Criteria are established and are utilized (Yes/No)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
	c. SOPs for Activation and De-Activation of IMS exist and are utilized (Yes/No)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
	d. Levels of activation are described with corresponding organigrammes (Yes/No)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No		
61	<b>Standard Operating Procedures</b>						
	Standard Operating Procedures for activities during each mode of operation exist and are utilized for following:						
	a. Watch Mode	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	b. Alert Mode	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	c. Response Mode	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
	d. Deactivation	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	In progress
62	<b>PHEOC Location</b>						
	a. National PHEOC Location:						

b. Subnational PHEOC Location(s):		
<i>PHEOC tele-communications equipment</i>		
63	a. Computer workstations	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (gaps):
	b. Telephones	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (gaps):
	c. Internet connectivity/back-up system	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (gaps):
	d. Servers/back-up servers	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (gaps):
	e. Printers and/or plotters	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (gaps):
	f. Audiovisual equipment, display screens	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (gaps):
	g. Web or video teleconferencing equipment	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (gaps):
	h. Radios	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (gaps):
<i>Equipment</i>		
64	a. Sufficient in number/quantity to meet needs	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
	b. Functional and needed applications/security installed	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
	c. Maintained	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
	d. Tested periodically	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
<i>Equipment for Field or Deployed Personnel</i>		

65	a. Communications equipment in possession of field personnel is tested at least once per year	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
		<input type="checkbox"/>	Other (explain):		
	b. Personal Protective Equipment (PPE)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
		<input type="checkbox"/>	Other (explain):		
	c. Additional Comments:				
<i>PHEOC Facility</i>					
The PHEOC contains the following:					
66	a. An operations area	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
		<input type="checkbox"/>	Other (explain):		
	b. Surge/expansion space	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
		<input type="checkbox"/>	Other (explain):		
	c. Private meeting space for leadership	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
		<input type="checkbox"/>	Other (explain):		
	d. Food/dining, rest, and/or storage areas, as appropriate	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
		<input type="checkbox"/>	Other (explain):		
	e. Additional Comments:				
<i>Audiovisual Functionality</i>					
67	a. There is space and AV capability in the PHEOC to project operational information (e.g., case data, resource status, staff rhythm, etc.).	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
		<input type="checkbox"/>	Other (explain):		
	b. There is AV capability for videoconferencing	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
		<input type="checkbox"/>	Other (explain):		
<i>PHEOC Infrastructure</i>					

a. The power supply of the PHEOC takes the following conditions/items into consideration:	
i. Adequate/sufficient quantity of electricity from source to meet all power needs	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
ii. Reliable, uninterrupted (24/7) power	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
iii. Backup generator or alternative energy with adequate fuel	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
iv. Generator tested 2x per year	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
v. Issues of electrical compatibility between equipment and power supply identified and resolved	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
68	
b. There is an adequate potable water supply to the PHEOC	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
c. The PHEOC has adequate functioning environmental controls (e.g., HVAC, etc.) to regulate indoor temperature and keep information technology (IT) equipment sufficiently cool	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
d. The PHEOC has the following adequate facility infrastructure and services:	
i. Janitorial Services	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
ii. Toilets	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
iii. Sanitation/Sewage	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):
e. Additional Comments:	

<i>PHEOC Safety &amp; Security</i>		
69	a. The PHEOC has an evacuation plan	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Other (explain):
	b. The PHEOC contains fire suppression equipment and systems	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Other (explain):
	c. The PHEOC has first aid supplies	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Other (explain):
	d. The PHEOC has the following security measures in place:	
	i. Physical barriers	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Other (explain):
	ii. Controlled access to locked/restricted areas	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Other (explain):
	iii. Guards/security personnel	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Other (explain):	
Miscellaneous Questions		
70	The PHEM program has, or has access to, trained staff and systems to disseminate the following to relevant partners:	
	a. Case definitions for all prioritized health threats	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Other (explain):
	b. Case management procedures and guidelines for prioritized public health threats	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Other (explain):
	c. Infection prevention and control procedures	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Other (explain):
	d. Reports of reportable and unusual diseases	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Other (explain):	
71	Does the PHEM program have, or have access to staff, equipment, and procedures to track deployed personnel and field teams and is it able to:	
	Ascertain the location and status (e.g., composition, health, supply status, needs, etc.) of deployed field teams and other responder personnel?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (explain):

responder personnel:

Does the PHEOC/PHEM program have access to the following information related to public health and other laboratories:			
	a. Name, type, location, operating hours, and contact information	<input type="checkbox"/>	Yes <input type="checkbox"/> No
	b. Types of specimens/ samples tested	<input type="checkbox"/>	Yes <input type="checkbox"/> No
	c. Types of tests performed	<input type="checkbox"/>	Yes <input type="checkbox"/> No
72	d. Specimen testing throughput for routine and priority pathogens	<input type="checkbox"/>	Yes <input type="checkbox"/> No
	e. Messaging standards and protocols	<input type="checkbox"/>	Yes <input type="checkbox"/> No
	f. Protocols for notification of relevant authorities/agencies regarding positive/confirmatory results	<input type="checkbox"/>	Yes <input type="checkbox"/> No
	g. Contact information for international partner laboratories	<input type="checkbox"/>	Yes <input type="checkbox"/> No
	h. Laboratory networks and links to MoH surveillance systems	<input type="checkbox"/>	Yes <input type="checkbox"/> No

73	Are there SOPs in place for handling priority pathogens, including proper collection, packaging, shipping, handling, and testing procedures (including international shipping to other countries, WHO, CDC, etc.); chain of custody; and results reporting?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Other (explain):
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**Assessment Analysis and Next Steps**

Topic	Comments/recommendations
Training for Core Staff	
Training for surge staff	

Planning and SOP Development	
Exercises	
Referral to other CDC programs for technical support (POE, RRT, MCM)	
Executive level training	
THIRA	
CONOPS	

Other	
<b><i>Additional comments/recommendations:</i></b>	

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## Acronyms and Definitions

Acronym	Meaning
AHP	All Hazards Plan
AV	Audio Visual
CIRs	Critical Information Requirements
DEO	Division of Emergency Operations
EMTA	Emergency Management Technical Advisor
EOP	Emergency Operations Plan
EEI	Essential Elements of Information
FY	Fiscal Year
GEMCD	Global Emergency Management Capacity Development
GHSA	Global Health Security Agenda
HVAC	Heating Ventilation and Air Conditioning
IMS	Incident Management System
IM	Incident Manager
IHR	International Health Regulations
MoH	Ministry of Health
NGO	Non-Governmental Organization
PPE	Personal Protective Equipment
PIO	Public Information Officer
PHEIC	Public Health Emergency of International Concern
PHEOC	Public Health Emergency Operations Center
SOP	Standard Operating Procedure
STAR	Strategic Tool for Assessing Risks
SME	Subject Matter Expert
ToR	Terms of Reference
THIRA	Threat and Hazard Identification and Risk Assessment
UNICEF	United Nations Children's Fund
VRAM	Vulnerability Risk Assessment and Mapping
WHO	World Health Organization