IASC Inter-Agency Standing Committee

SUB WORKING GROUP FOR PREPAREDNESS

GES

GOVERNMENT EMERGENCY SIMULATION

FACILITATOR'S GUIDE

STRENGTHENING EMERGENCY PREPAREDNESS & RESPONSE CAPACITY

MARCH 2012

ABOUT THIS GUIDE

Simulation exercises have gained increasing prominence in humanitarian preparedness over the past several years, particularly by the organisations comprising the Inter-Agency Standing Committee (IASC). Simulations serve to test plans, rehearse procedures, identify gaps, solve problems, increase confidence and generally add to the overall capacity of organisations and individuals to react to emergencies in an effective, timely and reliable manner. In any life-saving profession--pilots, fire-fighters, para-medics--drills and practice are required to achieve the best results. The IASC Sub-Working Group on Preparedness, co-chaired by UNICEF and WFP, feels strongly that simulation exercises are vital to improve the quality of humanitarian action. Accordingly, this guide aims to put at the disposal of Government emergency managers an easy-to-use methodology for running simulation exercises in order to enhance their national agencies' level of preparedness.

This guide was compiled by an inter-agency emergency simulation training team based on the training course for simulation facilitators held in Sandö, Sweden in 2010 and 2011, organised by the IASC Sub Working Group on Preparedness and supported by MSB, the Swedish Civil Contingency Agency. The guide is intended as a tool for national governments who wish to conduct simple, inexpensive table top and functional exercises to test systems and procedures contained within their national disaster management plans. The design of this guide has been a collaborative effort of the Inter-Agency Standing Committee's Sub-Working Group on Preparedness. The SWG on Preparedness would like to acknowledge the valuable support of Allan Bell, Ian Clarke, Fred Spielberg, Gunilla Lindstrom, Shelby Ruiz, David Knaggs, Pierre Gelas, James Staples and Elroi Yee.

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IASC Inter-Agency Standing Committee

SUB WORKING GROUP FOR PREPAREDNESS

INTRODUCTION

ABOUT THIS GUIDE

This guide has been specifically designed to support the needs of National Disaster Management Organisations. It builds upon work undertaken by the Inter Agency Standing Committee and a series of successful simulations carried out by United Nations agencies.

This Guide provides the instructions and documentation needed to support facilitators in the design and delivery of the Integrated Approach to Emergency Simulation or "GES", an emergency preparedness and response simulation exercise and follow-up debriefing workshop. The GES is based on a United Nations simulation model and methodology, and has been adapted to address the learning needs of government agencies and organisations that wish to use this methodology to support their emergency planning processes.

The GES is intended to provide an opportunity to practice the skills and knowledge of disaster management organisations within the setting of emergency preparedness and response. Its design enables participants to apply existing disaster preparedness policies, contingency plans and emergency procedures to prepare their responses to a given disaster scenario. In so doing they confront and are forced to deal with many of the real challenges imposed by such crises, including coordination, management, security, administrative, and technical sector challenges.

WHY SIMULATIONS?

Simulations are conducted to evaluate an organization's capability to execute one or more portions of its response plan or contingency plan. Many successful responses to emergencies over the years have demonstrated that conducting simulations or exercises pays huge dividends when an emergency occurs.

Research has shown that people generally respond to an emergency in the way that they have trained. It only makes sense for government, volunteer, and private organisations to exercise their plans and procedures so that they are better prepared to respond to and recover from an emergency.

QUICK SUMMARY OF THE GES PROCESS

Conducting a GES Simulation and Debriefing Workshop includes the following key aspects:

PREPARATION

This phase usually takes up to two months and involves identifying and bringing together a key working group and getting agreement on the dates, purpose, learning objectives, disaster scenario, and likely participants of the GES event.

THE GES EXERCISE

The actual simulation – here referred to as the "exercise" – begins with an hour-long "Opening Meeting" and includes a full, working day usually from 09:00 to 17:00.

The exercise involves senior officials and ministry staff across government and should reflect the national disaster management planning arrangements. Existing structures such as National Platform Frameworks and Inter-Ministerial coordination structures should be utilised. Of particular importance are senior staff members from departments involved in coordinating emergency management such as the emergency services and, civil defence frameworks or equivalent. Such staff should have decision-making capability within the national emergency management framework. To ensure that the simulation obtains the best result, participants should operate out of their offices or at a place they would normally work in an emergency setting (such as an emergency control room or emergency services facility). Most communications will be handled in the same way as they would in any emergency; through face-to-face meetings, e-mail, telephone, radio or fax. Participants may be expected to attend one or more meetings away from their normal place of work as part of the exercise. Participants will be expected to work on and produce a number of key expected outputs. These include the type of outputs or decisions that are required to get a whole of government emergency response up and running in the first 72 hours of an emergency situation.

Any or all staff from the participating departments or agencies may be called upon as needed to respond to information requests or to carry out key tasks.

BEST PRACTICES

A note on "secrecy" of the GES Event: There are two views regarding the need to maintain secrecy about the disaster scenario to be simulated in the GES exercise. Some argue that maintaining secrecy (apart from the department or ministerial lead and of course, the Technical Focal Point who assists with scenario development) enables a more accurate test of participant preparedness. Proponents argue that if participants learn about the event beforehand then they will be more likely to begin preparing for the scenario.

Others claim that this should not be considered a problem; rather, it is a desirable outcome. They note that enhancing preparedness is the major goal of the GES and that, if participants are actually doing this – preparing for a simulation they know is coming – then this is to be applauded. They argue that, in encouraging this advance preparation, the GES is achieving its major goal even before the exercise begins.

It should also be noted that Simulations test systems and processes rather than simply scenarios themselves and that regardless of the scenario, simply knowing that a simulation will take place encourages participants to preparing their internal systems.

You should hold this discussion with the hosting department or ministry to ensure that they are comfortable with whichever action is decided.

QUICK SUMMARY OF THE GES PROCESS *Continued*

▶ THE GES DEBRIEFING WORKSHOP

The GES exercise is followed by a full day of debriefing, analysis, and action planning. At this debriefing workshop, participants analyse the quality of the outputs they produced in the exercise. Then, in organisational groups, they identify key preparedness and response gaps or challenges confronted during the exercise, recommend possible solutions to those challenges, and prepare action plans to implement those recommendations. The aim is to enhance preparedness and response capacity by identifying strengths and weaknesses and designating tasks to individuals and departments in order to ensure that planning is strengthened ahead of any possible crisis.

▶ FOLLOW-UP

Within the scope of the government framework, follow-up actions and timelines would be specified immediately after the event with specific actions declared within two weeks. The facilitation team will prepare a report on lessons learned and recommended actions and this will be submitted to the national coordination body (the National Platform, Inter-Governmental Commission, or any other such central coordination structure). This may be the primary focal point for emergency management such as the emergency ministry, civil defence or the prime ministers office.

ORGANISATION OF THIS GUIDE

▶ This Guide is organized to reflect the key components of the GES process noted above. Each of these components is covered in its own section in this Guide. An introductory section and a section of annexes are included as well.

Introduction: The Introduction section includes an overview of this Facilitator Guide and background on the GES.

Preparation Overview: This section outlines the actions and decisions needed to plan a GES exercise and debriefing workshop.

Exercise Overview: This section outlines the actions needed to run the day-long GES simulation exercise.

Debriefing Workshop Overview: This section outlines how to run the day-long GES debriefing workshop.

Follow-up Overview: The section covers the actions that should be taken after each GES event.

Annexes: The Annexes contain the various materials needed to run the simulation.

A folder entitled **"Documents from Previous GES Events"** is also available and provides a number of scenarios, assessment reports and e-mails that have been produced and used in other simulation exercises.

The **"GES Presentations Folder"** contains the two PowerPoint presentations used in the GES.

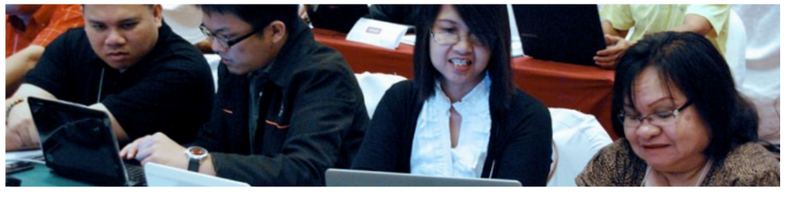
BEST PRACTICES

It is essential that each member of the facilitation team familiarise him/herself with the GES materials included in Annex A, and well in advance of the event you are planning. Each GES event requires a significant amount of discussion to pinpoint country-specific needs and to enable adaptation of these materials to address the emergency preparedness and response learning needs of the participants.

GES OBJECTIVES

▶ The objectives of the GES include the following:

1. Strengthen partnership and the emergency response capacity of the participating ministries, departments or agencies. This is particularly the case for departments sitting on national emergency management structures;
2. Raise participant awareness of the roles, responsibilities and immediate emergency response actions of the participating departments;
3. Apply national emergency management guidance and tools;
4. Test the efficacy of the preparedness measures – e.g. coordinated contingency planning – of the participating departments;
5. Enable participants to understand better the importance of coordination, leadership and good management in emergency response;
6. Identify the mechanisms and resources of the participating departments and consider how outside assistance may be managed for emergency response support; and
7. Identify in a participatory setting, strengths and weaknesses to improve preparedness.



EXPECTED OUTPUTS OF THE GES EXERCISE

There can be as many as a dozen expected outputs which participants are called upon to produce by the end of the simulation exercise (the list that follows can serve as a guide)

1. Decisions on declaring primary milestones that have a bearing on national legislation. These include, declaring an state of emergency, implementing emergency legislation and financing emergency response;
2. A consolidated situation report to the Head of the coordinating council or equivalent group mandated to coordinate emergency management by each participating department on the effects of the disaster and what affect this has had on parts of the organisational structure;
3. Strategies for managing regional and international assistance;
4. The elaboration of a joint external communication strategy (for media and international assistance) in collaboration with senior government, and the preparation of a first joint press release. The formulation and dissemination of public information messages;
5. A joint definition of the major response priorities;
6. Agreement on gender and protection dimensions of the surviving population that are critical to effective emergency response;
7. Definition of measures taken to manage operational continuity;

8. A decision on needed coordination structures, and the application of standard procedures for their formalisation; and requesting international assistance;
9. A summary of immediately available resources (human, financial, material), and of gaps in the immediate response;
10. A decision on a resource mobilisation plan and the drafting of required documents; and
11. Definition of agreed modalities for deployment of detailed field assessments (including the identification of key participants, tools/methodology, and a timeline).
12. Decisions on rescinding a state of emergency

SCHEDULE / DURATION

The GES is designed to take place over a two day period. It begins with a short Opening Meeting generally held at 08:00 on the day of the exercise. At this meeting, the most senior official or operational member declares the emergency, the scenario is shared, and instructions are given to participants. The Opening Meeting is followed by a full, daylong exercise that is, in turn, followed the next day by the debriefing workshop. The recommended schedule is as follows:

Session/Event	Timing / Duration	Purpose
Opening Meeting	Day 1: 08:00 – 09:00	Declaration of the Emergency and issuance of participant instructions.
Full Day Exercise	Day 1: 09:00 – 17:00	Test of emergency preparedness & response capacities.
Full Day Debriefing	Day 2: 09:00 – 17:00	Analyse results of exercise, identify key response gaps experienced, and plan actions to fill gaps.

BEST PRACTICES

If feasible, try to distribute the scenario ("Current Situation.doc") to all participants the evening before the exercise. This will enable them to reflect on immediate needs and possible actions prior to the Opening Meeting, and to provide more useful inputs at that meeting.

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SUB WORKING GROUP FOR PREPAREDNESS

ROLES & RESPONSIBILITIES

SIMULATION CONTROLLER
ALSO KNOWN AS LEAD FACILITATOR

- Responsible for planning and organising the simulation. This person will also be the primary focal point while running the simulation and will be responsible for coordinating inputs/injects and information bulletins.

TECHNICAL FOCAL POINT

- This person will assist in adding realism by placing technical detail, country specifics, socio-cultural context and other information essential for the realism of the exercise. This person has a strong research role obtaining population data, health data and any other relevant information. It is often best if this person has detailed knowledge of the location in which the simulation is being conducted and of the policies and protocols used by the disaster management authorities.

THE EVENT COORDINATOR

- The Event Coordinator is responsible for logistic requirements. These include but are not limited to; arranging the meeting rooms, IT support, organising the messaging system, notifying people of preliminary meetings and in general assisting with planning and operations. This person should be considered the right hand of the Simulation Controller/lead facilitator.

ASSISTANT FACILITATORS

- Assistant facilitators play a role in being the 'eyes and ears' of the lead facilitator. These people can provide role plays and at the direction of the lead facilitator, provide injects to specific players. They should always refer specific questions back to the lead facilitator.

OBSERVERS

- Observers are responsible for noting actions taken by the participants. Observers should not interact with the participants, but should take notes and provide feedback to the Simulation Controller. They can draw particular events to the attention of the facilitation team if they feel that parts of the simulation need input, but should not intervene directly

INTENDED PARTICIPANTS

- **EXERCISE**
  The participants of the GES exercise should include all senior or managerial personnel who would likely have emergency planning and/or response functions. Generally, management or emergency coordination staff takes part in coordination meetings. However, as noted previously, any or all staff from participating departments may be called on as needed throughout the day to respond to information requests or to carry out key simulation tasks. Efforts should be taken to encourage a gender balance of participants. If a gender balance is not realistic, at least try to ensure a critical mass of male and female participants.

As major disasters often affect large areas without regard to international borders, inviting representatives from neighbouring countries or from regional organisations is strongly encouraged. A decision to include such participants should be made early, as such participation can change the dynamics of the simulation. If during simulation development, international assistance is to be requested, consider inviting key personal from the international community, particularly the Red Cross/ Red Crescent, UN Agencies, Local and International NGO'S / CSO's with a strong presence in the country international donor organisations By taking a wider perspective, assumptions on how international assistance can be coordinated can be effectively tested. In some countries the role of the private sector is institutionalised in disaster management legislation and it might be worthwhile considering their limited involvement.

Refer to Annex A.03. on Page 51 for guidance with regard to host country government participation in your GES event.

INTENDED PARTICIPANTS
Continued

DEBRIEFING WORKSHOP

The participants of the follow-up GES debriefing workshop are generally all those who took part in the simulation. As these exercises are often large with at times hundreds of participants, it may sometimes be impractical to invite all participants to a single meeting. In such cases, more creative approaches may be required, such as breaking groups into functional teams and then having representatives of those teams participate in higher-level debriefings. In all cases, a mix of senior members of governmental departments or their deputies, as well as key technical sector staff members who have participated in the exercise should be encouraged to take part in the debriefing. Generally, it is advisable to involve in the debriefing both those responsible for making decisions about key emergency policies or procedural changes as well as those who have implemented the tasks at technical level.

GES MATERIALS

- The GES exercise and debriefing workshop make use of a number of documents and presentation materials that must be adapted to the needs of your particular event. Facilitators should plan to spend two weeks making these adaptations.

Refer to Annex A.04. on **Page 52** for instructions on adapting the materials (which are contained in Annexes A.04.01. through A.04.07.)

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SUB WORKING GROUP FOR PREPAREDNESS

PREPARATION OVERVIEW

PREPARATION OVERVIEW

Activities covered in this section include the following:

Activity / Task	Weeks before GES event							
	8	7	6	5	4	3	2	1
Obtain governmental support and approval through a governmental lead person (possibly senior minister).	■	■						
Organise facilitation team.	■	■						
Develop a technical working group including a Technical Focal Point and agree on dates, scenario, and processes. Appoint an Event Coordinator.		■	■	■	■	■	■	■
Event Coordinator to develop links with ministerial bodies, regional organisations and international groups.		■	■	■	■	■	■	■
Invite participants.			■	■	■	■		
Adapt GES materials.			■	■	■	■		
Arrange for external participants & role-playing.						■	■	■
Prepare GES venues, equipment, supplies.						■	■	■
Assign facilitator tasks.	■	■	■					■
Install e-mail messages on SAC computer.								■
Provide governmental lead with "last-minute" instructions.								■

This schedule takes into account some of the key steps and possible time lines when developing a simulation event. Some parts may take significantly longer, such as negotiating government support and attendance. Senior Government ministers and their deputies are likely to require at least three months advance notification in order to adjust their schedule to be able to attend. Some ministries may require detailed information in order to understand the relevance of their attendance and this will take time to negotiate. Having senior level backing and a respected signature on the simulation documentation is very worthwhile and will avoid possible difficulties at later stages.

Preparation is most important and takes considerable time. You may, however, find it necessary to conduct all tasks within a much shorter time as a simulation date may be set in advance. This can be done given good organisational skills and support. The facilitation team should be selected based on providing such support as organising such a simulation is a significant undertaking and should not be attempted alone.

Refer to Annex A. on Page 41 for a detailed checklist of preparation tasks.

ORGANISE FACILITATION TEAM

COMPOSITION

Each GES event should ideally have a minimum of four facilitators with one acting as lead facilitator. The facilitator can be a person from within the government with appropriate facilitation skills or in some cases an external facilitation team with experience in simulations may be engaged. However, some participants may not feel comfortable with external facilitators and this should be examined. This number enables the team to monitor participant assignments and to role-play essential actors who are not physically part of the exercise. Facilitators should be selected on their organisational and preferably role playing skills and could come from any department. Strive for a gender balance in facilitators: planning, preparedness and response must be seen as the domain of both men and women.

The lead facilitator should have prior experience running moderate to large simulations (preferably a GES event), and, ideally, the other members of the facilitation team would have previous experience running a simulation exercise. For some staff members their technical knowledge will be key, whether that be of a particular location, National Disaster Management Office (NDMO) process or humanitarian sector. By having members from emergency organisations on the facilitation team helps to ensure that the emergency relationships can be credibly represented during the exercise. Facilitators should have some real world expertise in roles they are likely to play, for example, media organisations could be represented by a person from media liaison, international agencies represented by someone from the international or foreign affairs department. Consider also bringing in groups external to government, such as UN agencies or media bodies.

ORGANISE FACILITATION TEAM *Continued*

▶ RESPONSIBILITIES – LEAD FACILITATOR

Specific lead facilitator responsibilities include the following:

Preparations:

- Communicate with the inviting ministry or department and identify the particular hazard to be simulated and any country-specific GES objectives. This may also be done through the national emergency coordination group. Any inviting party should appoint a representative to act as a focal point.
- Send GES Concept Note (Annex A.01.01.) to the lead ministerial coordinator.
- Identify a facilitation team.
  - The facilitation team will require at least two additional roles;
    - *The "Technical Focal Point" to help with GES technical inputs*
    - *An "Event Coordinator" to help with logistical/administrative preparations.*
  - Other roles such as role players and observers can be negotiated nearer the time
- Send the sample "Letter of Announcement" (Annex A.01.02.) to the Event Coordinator for editing and sending under the inviting minister's name to the heads of all likely participating departments and agencies to alert them to the GES event.
- Serve as the overall "GES manager" and monitor the status of all activities leading up to the simulation event; this includes communication with the Technical Focal Point and the Event Coordinator to ensure preparations for the exercise and debriefing are carried out.
- Communicate early on with other members of the facilitation team and observers to explain which tasks are to be assigned, and obtain agreement with those members as to who will be responsible for which function.
- Oversee adaptation of all exercise and debriefing materials.
- Work with the Event Coordinator to plan for needed equipment & supplies, exercise administration office space, and the debriefing workshop venue (including workshop lunch & breaks).
- Follow up with the Event Coordinator in-country to ensure that the Letter of Announcement has been sent to all likely participating agencies.

Implementation:

- Manage the facilitation team and the GES exercise.
- Serve as lead facilitator for the debriefing workshop – or delegate this function to another member of the facilitation team.

Follow-up:

- Oversee production of a "lessons learned" report from the simulation exercise and debriefing.
- Submit the final lessons learned report to the lead ministerial coordinator.

Annexes A, B, C, and D (**Page 41 onwards**) provide detailed check lists of facilitator tasks that must be assigned.

▶ RESPONSIBILITIES – ALL FACILITATORS

All members of the facilitation team have the following responsibilities:

Preparations:

- Review this Guide.
- Assist with the adaptation of exercise and debriefing materials in accordance with the objectives identified and the guidance materials furnished by the Technical Focal Point.
- Upon arrival in-country, meet participating department and agency heads to ensure appropriate staff from those departments and authorities will take part in the exercise and/or debriefing.
- Help set up the office space to be used as the Simulation Administration Centre (SAC, or Simulation Base), the conference room to be used for the "Opening Meeting," and the debriefing workshop room.

Implementation:

- Send messages, and monitor, record, and analyse participant responses.
- Develop messages and assignments during the exercise to increase pressure, add realism, or, if deemed necessary by the facilitation team, help participants "get back on track".
- Attend coordination meetings.
- Role-play (as needed) key actors not physically available for the exercise.
- Facilitate debriefing workshop sessions as agreed with the lead facilitator.

Follow-up:

- Draft portions of the "lessons learned" report as directed by the lead facilitator.

▶ QUALIFICATIONS

All facilitators should have:

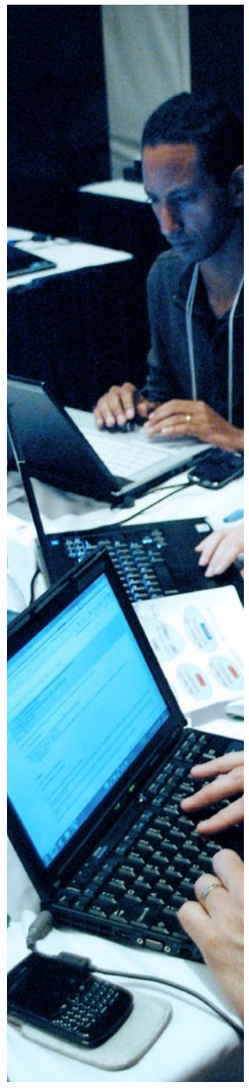
- extensive experience in emergency preparedness and response.
- prior experience in group facilitation particularly with senior managers.

- good planning, organisational and coaching skills.
- the ability to work calmly under stressful conditions.

In addition, the lead facilitator should have:

- previous experience facilitating simulations either as facilitation team leader or member.

CONTACT INVITING MINISTERIAL DEPARTMENT



When a National Authority, Ministry or Agency decides that the GES should be conducted, the emergency staff from the relevant authorities that make up the emergency management coordination system should be contacted through the emergency management coordination system, be that through the National Platform system or any other relevant emergency coordination body.

This contact would usually be through the regular inter-ministerial meeting structures and following agreement on the need to conduct a simulation should include:

- A brief review of the objectives of the GES. As part of this review it is important that the GES be viewed as a means of measuring emergency preparedness and response capacities of the National Authority as a whole. It is important to discuss the involvement of outside actors such as neighbouring states and regional organisations in the simulation exercise.
- The particular hazard and scenario that will serve as background to the exercise. The type and scale of the disaster should simulate agreed testing objectives and offer a real test of organisational capacity. The scenario should not be the primary focus but should act as a vehicle to test agreed objectives in a challenging manner.
- The GES Concept Note (Annex A.01.01.) should be sent immediately to the head of the National body responsible for coordination.

After the decision is made that a GES event should take place, the following details must be arranged:

- Identification of a Technical Focal Point. This is someone who will provide support to the facilitation team for materials adaptation. The Technical Focal Point is generally an emergency management specialist with experience in emergency planning and response. It is desirable that this person has some simulation experience. This person should have intimate knowledge of emergency management in the country, and, in particular, of the emergency preparedness and response challenges that the country faces.
- Identification of an Event Coordinator. This is someone who will provide support to the facilitation team for all logistical or other administrative needs of the GES event. This person is ideally a senior administrative staff member attached to the office of the hosting National Authority, Ministry or Agency.
- A preliminary list of likely authorities to be compiled and maintained by the Event Coordinator on behalf of the inviting National Authority, Ministry or Agency. This list will certainly change over time, but it is important to know early on for the purposes of materials adaptation and of planning role-playing needs which organisations are likely to participate.

Please note:
The Technical Focal Point and the Event Coordinator represent two key GES functions: (1) technical support for materials adaptation and (2) event planning, respectively. These two key functions can, if necessary, be conducted by the same person, assuming that person has competencies in both areas and the time to carry out all required tasks.

CONTACT IN-COUNTRY TECHNICAL FOCAL POINT

As soon as the inviting National Authority, Ministry or Agency has identified the Technical Focal Point, contact him/her and request that s/he send you several key background documents that will be used in tailoring the GES to fit national emergency preparedness and response realities.

Refer to Annex A.02. on **Page 50** for guidance on needed background documentation, and on reviewing the particular emergency preparedness and response concerns of the humanitarian country team.

CONTACT EVENT COORDINATOR

Once the head of the inviting National Authority, Ministry or Agency has identified the Event Coordinator, send him/her a copy of the "Letter of Announcement" (Annex A.01.02.) This letter should be edited by the Event Coordinator and sent under the name of the inviting National Authority, Ministry or Agency to each of the various heads of the authorities likely to participate to inform them of the objectives, dates, and location of the GES event, and of the need for participants to commit two full days to the GES exercise and debriefing.

The Event Coordinator should compile and maintain a list of names and e-mail addresses of all personnel who will participate in the exercise.

CONTACT EVENT COORDINATOR
Continued

If the inviting National Authority, Ministry or Agency decides that regional and international counterparts should participate in the exercise, names of agencies and staff and their e-mails and telephone numbers should also be compiled by the Event Coordinator and shared with the lead facilitator. Inclusion of government participants in the GES will likely impact the adaptation of materials, so this decision should be made as early as possible.

Refer to Annex A.01.02. on Page 49 for details on the "Letter Announcement" to be sent to heads of participating agencies.

ADAPT GES MATERIALS

- The facilitation team will now have to take on the task of adapting materials in accordance with the country's particular context. Adapting the GES materials is time consuming; therefore, allocate two weeks for this process.

Refer to Annex A.04. on Page 52 for detailed guidance on adaptation of specific documents and presentations.

ARRANGE FOR
EXTERNAL PARTICIPANTS & ROLE PLAYING

- The participants' tasks during the exercise – analysing data, decision-making, meeting with partners to coordinate plans and actions, generating key documents and reports – require a certain amount of interaction with external participants. E-mail or telephone inputs from external bodies can greatly enrich the exercise and make it all the more realistic for the participants.

- **USE REALISTIC EXTERNAL ORGANISATIONS**
  E-mails and telephone calls from external organisations can be a very realistic means of working detail into the simulation. Such contact should be organised at least two to three weeks in advance of the GES event to inform them of the exercise and determine if staff will be available to participate. These external participants should be informed that they will have to be available throughout

the entire exercise day to receive and send e-mails and telephone calls from simulation participants. The scenario and concept note should be shared with them in advance. They do not have to be available the following day for the debriefing workshop.

External participants should agree to provide their evaluation of their own agency's inputs and responses immediately after the exercise for use in the debriefing workshop the following day.

Names and e-mail addresses of each of these external participants should be forwarded to the Event Coordinator for inclusion in the GES exercise participant list.

- **ROLE-PLAYING EXTERNAL PARTICIPANTS**
  There are a number of external concerns that will likely have to be role-played by the facilitators to ensure their inclusion in the exercise. These are groups such as journalists who are not actually involved in the exercise but whose inputs may be helpful or necessary for some participants to work on assigned tasks.

  Most of these roles can simply be carried out via telephone calls to selected participants. It is a good idea to assign particular roles to each member of the facilitation team several days in advance of the exercise so that each can then become familiar with the role and decide whom to call, and plan the substance of his/her telephone calls.

  When role playing is envisaged, role playing actors should have real experience in the role they will play as this improves realism. It is also strongly recommended that the boundaries for the role be established beforehand as excessive role-playing can detract from the overall simulation or introduce unrealistic elements outside the testing parameters. The purpose of role-playing is to test certain objectives within the simulation and as such should not be allowed to unnecessarily dominate the simulation.

Refer to Annex A.04.05. on Page 63 for guidance on role-playing external participants.

PREPARE GES VENUES EQUIPMENT & SUPPLIES

The GES exercise seeks to work within the reality that participating authorities are actually working at the time of the fictional crisis. Additional equipment and supply needs are therefore relatively light. They include:

- An office, equipment, supplies and internet access to run the SAC.
- A conference room available throughout the exercise day for coordination meetings that the participants decide to hold.
- Conference and breakout rooms for the follow-up debriefing workshop.

Refer to Annex A.05. on Page 73 for a detailed checklist of needed venues, equipment and supplies for your GES exercise.

INSTALL EMAIL MESSAGES ON SAC COMPUTER

The facilitator charged with loading the e-mail traffic onto the SAC computer should be prepared to spend a good deal of time "copying and pasting" the text and recipient addresses for each message into the e-mail system from which they will be sent. This task takes a long time; the facilitator should be prepared to spend three to four hours on this critical task.

Once the content of an e-mail has been agreed and finalized:

1. Copy and paste the contents of each e-mail into the e-mail system.
2. Decide who should receive the particular e-mail.
3. Type the word «SIMULATION» as well as the subject of the particular message in the e-mail subject line.
4. Be sure to type the words «SIMULATION-SIMULATION-SIMULATION» at the beginning of the message contents.
5. Save all e-mails in a draft folder.

BEST PRACTICES

Do not let anyone use the computer in which the e-mails are stored for other purposes during the exercise. If you are using a laptop, do not remove it from SAC until the exercise is over. This will reduce the risks of unfortunate incidents. The computer must be dedicated to this task alone.

Always check e-mail systems beforehand to ensure that these work, preferably as test messages to all participants at least two to three days before the event, giving time to correct issues. Some e-mail systems will classify e-mail sent to too many participants as 'spam' and either may refuse to send, or block the messages at the point of receipt.

MEET WITH PARTICIPATING AUTHORITY HEADS

Arrange for a member of the facilitation team to meet with senior staff of participating authorities and, if possible, heads of external organisations at least two days before the simulation exercise to clarify objectives, procedures, and the schedule of the simulation.

Inform them as well that any or all of their agency staff could be asked during the simulation exercise to research and provide information on the day of the exercise – just as they would be asked to do in a real situation.

PROVIDE LEAD AUTHORITY, MINISTRY OR AGENCY REPRESENTATIVE WITH "LAST-MINUTE" INSTRUCTIONS

Provide Lead Authority, Ministry or Agency Representative with "Last-Minute" Instructions

One or more members of the facilitation team should visit the representative of the lead National Authority, Ministry or Agency to review with him/her the procedures for starting the GES event.

Be sure to give the National Authority, Ministry or Agency representative a printed copy of the GES Guidance to representatives (Annex A.04.04.) and the GES Current Situation.doc (Annex 04.01.) both of which should have already been e-mailed to him/her a few weeks in advance of the event, and review both documents with him/her.

In particular, make sure s/he is aware of his/her need to:

- Review which participating departments and whether they should be at the Opening Meeting the morning of the exercise (and, if so, whether they should co-chair the part of the meeting during which the emergency is declared).
- Send that afternoon (the day before the exercise) an e-mail, text, and/or telephone message to the representatives of all authorities asking them to attend the Opening Meeting at 08:00 (the morning of the exercise).
- Read the "Current Situation" carefully, as this document will serve as the basis for declaring the emergency. S/he should be prepared to give a brief summary of the emergency based on the "Current Situation" at the Opening Meeting.

"LAST-MINUTE" INSTRUCTIONS
Continued

- Highlight the importance of the GES event at the Opening Meeting, and urge participants to take it quite seriously.

Arrange an "End of Exercise" meeting with the representative of the lead National Authority, Ministry or Agency to be held at around 18:00 on the day of the exercise, i.e. an hour after the close of the exercise. The purpose is twofold: to review the exercise results and discuss plans for the debriefing workshop.

Finally, ensure that the room to be used for the Opening Meeting is open and set up for the meeting.

BEST PRACTICES

Later in the afternoon before the exercise, the facilitation team should check back with the Representative to ensure that the request to attend the Opening Meeting (at 08:00 the morning of the exercise) has been sent (e-mailed, telephoned or via SMS) to all participating agency representatives.

EXERCISE OVERVIEW

EXERCISE OVERVIEW

Activity / Task	Weeks before GES event
Conduct Opening Meeting [3]	08:00 – 09:00
Conduct GES Exercise	09:00 – 17:00
End GES Exercise	17:00
Review Quality of Expected Outputs	17:00 – 18:00
Hold "End of Exercise" Meeting with the inviting National Authority Representative	18:00 – 18:30
Prepare Debriefing Sessions	18:30 – ??

CONDUCT THE OPENING MEETING

The purpose of the hour-long Opening Meeting is threefold:

- To have the principal Authority or his/her delegate declares the emergency. In some cases part of the exercise may be to examine the decision-making capacity leading up to a disaster. In this case the declaration of an emergency will only take place once the appropriate participants declare as such.
- To have a member of the facilitation team present the GES exercise instructions to the various participants.

Refer to Annex B.01. on **Page 75** for detailed guidance on running the Opening Meeting.

[3] *There may be some GES events where the Hosting Department wishes to hold the Opening Meeting in the afternoon or evening before the day of the exercise because of scheduling issues or simply to give the participants more time to reflect on the scenario and prepare their emergency responses. This is an option that can and should be discussed with the Hosting Department.*

The agenda of the Opening Meeting is generally as follows:

Time	Session	Responsibility
0800 – 0815	Emergency Declaration and Review of "Current Situation"	Representative of the National Authority, Ministry or Agency or Delegate with Facilitator support.
0815 – 0845	Participant Instructions	Facilitator
0855 – 0900	Wrap-up	Representative of the National Authority, Ministry or Agency or Delegate with Facilitator support.

CONDUCT GES EXERCISE

During the simulation exercise, move around as much as possible and try to observe participants in action: Be sure to:

- Note any meetings called by participants and dispatch a facilitation team member to attend them.
- Record participant responses to information requests or other assigned tasks.
- Print copies of "expected output" documents submitted by participants.

Refer to the Annexes B.02 - Annex B.04 on **Page 79 - 86** for detailed guidance on conducting the GES Exercise.

BEST PRACTICES

To keep the GES event interesting for all facilitation team members, you should probably rotate some of the more interesting tasks during the exercise day (such as attending participant coordination meetings or visiting participating authority offices to observe participant actions), and share the various session facilitation duties during the debriefing workshop.

Bear in mind that there are some "less interesting" GES tasks which must be carried out at specific times of the day: in particular, the job of sending e-mails from the SAC office at specific times and logging participant responses to assigned tasks. Ideally one facilitator, seated at the SAC computer, would bear responsibility for these tasks to ensure one person has a clear view of the general progress of the exercise.

In reality, this may be quite a burden for one facilitator to sit at the computer the whole day.. If you decide to share these tasks, then it would be advisable to decide in advance and assign to each facilitator is a specific period of time (e.g. 1 ½ to 2 hour periods) to be covered. In this way, each facilitator knows when s/he should be at the SAC computer with responsibility for message traffic.

END THE GES EXERCISE

Assuming a 09:00 start, the GES exercise generally runs until 17:00. Ending the exercise involves the following steps:

- At around 15:30, an e-mail is sent alerting the participants that the end of the exercise is approaching and that they should begin to submit any documents to the SAC which are still outstanding. You should stop sending new task or informational e-mails now to give them a chance to finish up existing assignments.
- At 16:30, the second and last e-mail alert is sent, instructing them that the exercise will end at 17:00 and all documents must be submitted by that time if the documents are to be considered part of the participants' expected outputs.
- At 17:00, send the "End of Simulation" e-mail.

Be sure to send the final e-mail to all participants who are expected to attend the debriefing workshop on the next day[4].

REVIEW QUALITY OF EXPECTED OUTPUTS

After 17:00, make sure all documents submitted by the participants to fulfil the exercise's "expected outputs" are printed. The skills leading up to the creation of these documents—observed unobtrusively by members of the facilitation team--should also be clearly documented by the observer group and shared at the debriefing session. Your facilitation team should note which expected outputs have actually been produced and submitted by the deadline, and review these for quality. Reviewing the quality of tasks in the evening before the debriefing can be challenging.

[4] *Normally the debriefing includes those in a position to make decisions with regard to emergency preparedness and response plans and procedures. This list generally includes ministry or authority heads, their deputies and key senior programme or emergency officers. The exact list will depend upon a number of factors: the Minister's (or minister's representative's) plans, the debriefing venue and its capacity, your team's ability to facilitate larger groups, etc. Generally, you should plan on anywhere between 25 and 40 participants.*

In assessing participant performance, your team should review the Participant Response Log (Annex A.04.03.), your notes from the simulation, and the actual output documents prepared by the participants, and then list the specific events or situations you observed that should be included as debriefing points in the next day's workshop. If one of your team members is skilled in a particular area, such as emergency planning, finance, or health, s/he should critically assess that component of the response plans prepared by the participants and be prepared to give feedback when and if appropriate. One option to assist what can be a technical review is to have technical experts create specific reference sheets (Annex A.04.07.) ahead of time to assist facilitators in this quality analysis.

Refer to Annex A.04.07. on **Page 71** for the sector-specific Technical Reference Sheets.

Refer to Annex B.05. on **Page 87** for guidance on reviewing the quality of Expected Outputs.

REVIEW FACILITATOR OBSERVATIONS FROM MEETINGS ATTENDED

Take some time after the exercise to review each team member's key findings/observations from the various coordination meetings attended during the exercise. Of key importance are, among other concerns:

- Demonstrations of leadership by particular participants or authorities.
- Indications of a clear understanding (or not) of emergency management procedures.
- Whether or not participants activated and made reference to existing contingency plans.
- Effective meeting coordination & management.
- Knowledge of appropriate technical responses to the crisis.

Refer to Annex B.04. on **Page 84** for additional guidance on reviewing the quality meetings attended.

"END OF EXERCISE MEETING"

WITH THE REPRESENTATIVE OF THE INVITING NATIONAL AUTHORITY

Plan to meet with the representative of the National Authority about an hour or so after the end of the exercise – and after the team has had some time to review the quality of the participants' expected outputs. The purpose of this 30 minute (maximum) "End of the Exercise" meeting is threefold:

- To provide the representative of the National Authority with an opportunity to "vent" or to blow off steam following an extremely stressful exercise.
- To offer the representative of the National Authority a brief overview of the day's results.
- To ascertain if the representative of the National Authority has any "burning" issues with regard to the simulation that s/he would like to incorporate into the next day's debriefing workshop agenda.

Be sure to take a few copies of the draft debriefing workshop agenda (Annex C.01.) which you should give to all attending the meeting. Review the aims and plans of the debriefing workshop, and ask the representative of the National Authority if s/he thinks it needs to be tailored.

You should also consider scheduling a post debriefing meeting with the representative to confirm action plans and ways forward.

DEBRIEFING WORKSHOP OVERVIEW

IASC Inter-Agency Standing Committee
SUB WORKING GROUP FOR PREPAREDNESS

DEBRIEFING WORKSHOP OVERVIEW

Activity / Task	Time
Visit venue, confirm preparations	At least one week before
Review debriefing workshop guidance with team	Evening before workshop at the latest
Adapt & assign debriefing workshop sessions to team members	Evening before workshop at the latest
Facilitate debriefing workshop sessions	09:00 – 17:00 (day of workshop)

VISIT VENUE, CONFIRM PREPARATIONS

- The Event Coordinator should have already reserved a hotel conference room (or other appropriate training centre) and arranged for lunch and coffee/tea breaks for the day of the debriefing workshop. A member of the facilitation team should visit the venue to confirm that all arrangements have been made. Room layout and tone are vitally important here. Facilitation is a skill set that needs to be considered in the team composition.

Refer to Annex A.05. on Page 73 for guidance on debriefing workshop venue preparations, equipment and supplies.

REVIEW DEBRIEFING WORKSHOP GUIDANCE WITH TEAM

- Be sure to review the following guidance on purpose and approach, schedule, participation and agenda with your facilitation team.

PURPOSE & APPROACH

Debriefing is an essential phase in the simulation experience. Participants are encouraged to make connections between the experiences gained from the

simulation and their real-life experience. In essence, the debriefing is a facilitated learning experience during which the lessons from the exercise are identified, analysed, and generalised, and follow-on actions are planned to ensure that those lessons are incorporated into the participants' work routines as needed.

The debriefing is intended to allow participants to analyse the various challenges confronted and measures taken (or not) during the simulation exercise. As each exercise will inevitably pose its own unique learning opportunities, the approach to debriefing should emphasize flexibility and adaptation.

It may become clear during the actual simulation or through your discussions after the exercise that a previously unanticipated issue or set of issues took centre stage and became a critical concern of the participants. Your facilitation team is encouraged to adapt the debriefing sessions as needed to ensure that such issues are analysed and discussed. Such issues can often be categorised as procedural, human interactions, resourcing, or other.

DEBRIEFING WORKSHOP OBJECTIVES

The main objectives of the debriefing workshop include the following.

To enable participants to:

- Identify the challenges that hindered achievement of the expected outputs, as well as the decisions and actions that fostered achievement of those outputs.
- Describe how the stress and time pressures of an emergency can impact their capacities to work collaboratively with partners.
- Explain the value of joint planning and preparedness in developing a rapid and effective response that meets the needs of the entire population, including any potentially marginalised population groups.
- Identify gaps in national preparedness and list the steps needed to address those gaps.

SCHEDULING & DURATION

The GES debriefing workshop is held the day after the simulation. Participation in a simulation is mentally exhausting; conducting the debriefing the next day will allow staff time to reflect on their participation and achievements, identify what "didn't happen", and be better prepared to identify needed follow-up actions.

It also allows time for your facilitation team to review the participants' work from the simulation and for the representative of the National Authority to prepare his/her own assessment of how ministries, national authorities and partners responded in the exercise.

Many simulation organisers make the mistake of thinking that the exercise is in and of itself the actual learning experience and, as a result, tend to undervalue the importance of debriefing the exercise. In fact, the simulation exercise is only one aspect of the learning experience. True learning requires reflection,

REVIEW DEBRIEFING WORKSHOP GUIDANCE WITH TEAM
Continued

generalisation of lessons learned, and some thinking about how the lessons learned from the exercise might be applied in one's actual working life. These aspects of learning require a well-planned, facilitated debriefing of the simulation exercise.

A general rule: plan to spend about as much time debriefing/analysing the simulation as you spent in the actual exercise – if not more! That is, if you have run the full, daylong GES exercise, you should plan a full day of debriefing and analysis.

▶ WORKSHOP PARTICIPANTS

The workshop participants should generally include the top three or four senior representatives of bodies sitting on emergency management forums or coordination councils (e.g. representatives, deputy representatives, senior programme officers, and chairs of national bodies).

No external participants should be present at the debriefing as participants may become inhibited from criticizing their own efforts or analysing problems openly when externals groups are present and they feel a risk of embarrassing themselves or their organisations. If external participants did take part in the simulation, their feedback should be obtained by e-mail or telephone immediately after the exercise for use in the debriefing session. This is a judgement call by the lead facilitator and should be made with senior representatives.

ADAPT & ASSIGN WORKSHOP SESSIONS TO TEAM MEMBERS

▶ The sample GES debriefing workshop agenda provided in Annex C.01. may be used as is if deemed appropriate, or adapted to ensure that the sessions focus on the specific GES objectives of your event.

Your team may have to adapt the agenda as well as a result of issues or challenges that arose during the exercise and appear to provide key learning opportunities. These will clearly be "last-minute" adaptations and must be worked into the agenda the evening before the debriefing workshop.

However your team divides up workshop session facilitation responsibilities, be sure to review the adaptations to each session as a group to obtain consensus on their inclusion and ensure all issues of importance are incorporated.

FACILITATE DEBRIEFING WORKSHOP SESSIONS

▶ It is assumed that those facilitation team members who will be running sessions have prior experience in facilitating groups and understand adult learning principles. These team members should take time the evening before the debriefing workshop to review the detailed session guides that apply to their sessions (Annexes C.02.01. – C.02.06) to familiarize themselves with the objectives and action plans of those sessions, and to adapt, as needed, their session plans to take into account particular findings or lessons from the GES exercise.

Refer to Annex C.02.01. through C.02.06. on **Pages 93 - 110** to review the debriefing workshop session guides.

IASC Inter-Agency Standing Committee

SUB WORKING GROUP FOR PREPAREDNESS

FOLLOW-UP OVERVIEW

FOLLOW-UP OVERVIEW

Activity / Task	Time
Collect all exercise materials	Immediately after the exercise and the de-briefing workshop
Prepare GES report	The week after the GES event
Send GES report to the representative of the National Authority	Within 1-2 weeks of GES event

COLLECT KEY GES MATERIAL

- Be sure to collect all GES materials – copies of e-mails sent/received, flip chart notes from the SAC and from the debriefing workshop, completed participant evaluation forms, etc.

  Be sure to get electronic copies of the cluster/sector group action plans from the debriefing workshop before the participants leave. You will need these for your report.

PREPARE GES REPORT

- Reach agreement among the facilitation team members that the report format annexed to this Guide (Annex D.01.) is appropriate for your needs. If not, discuss and get agreement on which changes are needed.

  Draft your report using the agreed format. Submit your draft to all members of the facilitation team and ask for their edits within the week.

  The report should note both strengths and weaknesses observed during the exercise. These might include, for example, aspects such as the quality of coordination leadership; use (or lack thereof) of an existing contingency plan; or the capacity of agencies to agree on critical needs, generate response plans together, and apply key emergency management policies and procedures.

The report should provide the participating agencies with clear recommendations for "filling the gaps" identified during the exercise. These might include, for example, recommendations about the need to improve emergency coordination mechanisms, build closer relations with other authorities, update contingency plans; or train staff in critical aspects of emergency management. The importance of the debriefing and subsequent action plans coming from and being seen to come from the participants rather than the facilitators cannot be overstated.

Refer to Annex D.01. on Page 115 for the standard GES report format.

SEND GES REPORT TO THE REPRESENTATIVE OF THE NATIONAL AUTHORITY

- After including the comments made by your facilitation team members, send the report to the National Authority that hosted your GES event.

ANNEX A

PREPARATIONS CHECKLIST

2 MONTHS BEFORE

CHECK IF COMPLETED	RESPONSIBILITY
☐ Assemble/contact facilitation team members	
☐ Review and revise GES Concept Note (Annex A.01.01.) as needed, send copy to the National Authority	
☐ Hold conference call with National Authority and facilitation team members	
☐ Confirm dates of exercise and debriefing with National Authority	
☐ Obtain name, e-mail address and telephone contact number of (1) in-country Technical Focal Point and (2) in-country Event Coordinator	
☐ Review and revise objectives as needed with Technical Focal Point	
☐ Confirm hazard and disaster scenario to be simulated with Technical Focal Point	
☐ Send copy of Letter of Announcement (Annex A.01.02.) to Event Coordinator	

1 MONTH BEFORE

CHECK IF COMPLETED	RESPONSIBILITY
☐ Obtain list of likely participating departments and agencies from the Event Coordinator	
☐ Draft “Current Situation” scenario (Annex A.04.01) and submit to Technical Focal Point for review and comments	
☐ Send GES Initial Rapid Assessment Report (Annex A.04.02) form to the Technical Focal Point who should complete in accordance with the “Current Situation” scenario	
☐ Revise GES E-mail Messages (Annex A.04.03) as needed	
☐ Identify and contact external participants	
☐ Send “Planning Venue, Equipment & Supplies” guidance (Annex A.05) to Event Coordinator	
☐ Identify with the Event Coordinator the agencies participating including government agencies, international representation and other state and regional bodies contributing	
☐ Ensure Event Coordinator identifies (and reserves if needed) location for debriefing workshop	
☐ Ensure Event Coordinator arranges lunch/coffee breaks for debriefing day	
☐ Arrange visas travel arrangements for international participants	
☐ Arrange hotel accommodation for participants as required.	

2 WEEKS BEFORE

CHECK IF COMPLETED	RESPONSIBILITY
☐ Ensure Event Coordinator is compiling list of participant e-mail addresses and telephone contact numbers	
☐ Revise GES guidance to the National Authority as needed	
☐ Ensure Event Coordinator identifies office space to be used as SAC	
☐ Ensure Event Coordinator arranges for GES supplies & equipment	

1 WEEK BEFORE

CHECK IF COMPLETED	RESPONSIBILITY
☐ Ensure Event Coordinator consolidates list of actual simulation participants: departments, agencies, names, e-mail addresses, telephone numbers	
☐ Review and revise GES Facilitator Roles & Planning Form as needed (Annex A.04.05.)	
☐ Review and revise GES Participant Instructions as needed (Annex A.04.06.)	
☐ Review and revise GES Technical Reference Sheets as needed (Annex A.04.07.)	
☐ Review and revise GES Opening Meeting Guide.ppt as needed (see GES Presentations Folder)	
☐ Review and revise GES Debriefing Workshop Guide.ppt as needed (see GES Presentations Folder)	
☐ Assign facilitator tasks for GES exercise	
☐ Assign facilitator tasks for GES debriefing workshop	
☐ Confirm with Event Coordinator participation of external actors *(International and regional organisations, border states, journalists, etc.)* and finalise contact list *(names, departments, e-mail addresses, telephone numbers)*	

2 DAYS BEFORE

CHECK IF COMPLETED	RESPONSIBILITY
☐ Visit venue of debriefing workshop to ensure planning is in place	
☐ Print hard copies of Introductory Guidance and of Current Situation Report for the meeting with the host National Authority delegate	
☐ Meet with the delegate from the National Authority for last minute instructions	
☐ Meet with department and agency representatives to answer any questions about purpose, participation or schedule	
☐ Set up Simulation Administration Centre	
☐ Install e-mail messages in SAC computer and test system	

1 DAY BEFORE

CHECK IF COMPLETED	RESPONSIBILITY
☐ Set up the conference room for GES Opening Meeting	
☐ Check presentation equipment	
☐ Make 50 copies of Current Situation (Annex A.04.01.) to give to each participant at Opening Meeting	
☐ Make 50 copies of Initial Rapid Assessment Report (Annex A.04.02.) to give to each participant at Opening Meeting	
☐ Make 50 copies of Participant Instructions (Annex A.04.06.) to give to each participant at Opening Meeting	
☐ Contact and provide final instructions to external participants	
☐ Make 20 copies of the Meeting Feedback Form (Annex B.04) for facilitator use	

ANNEX A.01.01

GES CONCEPT NOTE
(TO INFORM THE HOSTING NATIONAL AUTHORITY)

The Concept Note should be sent to the host National Authority Designate as soon as interest is expressed in holding a GES event.

Concept Note: EMERGENCY SIMULATION METHODOLOGY (GES)

Preparedness is a cornerstone of good emergency management practice. Key activities such as compiling contingency plans, allocating resources and developing strong legislation are important parts of preparedness. In order to enhance these activities it is important to test these through simulations, exercises and drills. The Integrated Approach to Emergency Simulations (GES) allows for testing the capacity of the national emergency planning organisations and agencies to activate local, regional or national intergovernmental contingency plans and to test emergency response capacities.

It is clear from past natural disasters that when disaster plans and arrangements are not developed collaboratively, agreed to and understood by everyone, there are unnecessary casualties and suffering. Emergencies make existing inequalities even worse for vulnerable groups: those with less resources, mobility and power. This awareness will guide our simulation and feedback discussions.

Objectives of the GES

The objectives of the GES are to:

1. Test the emergency preparedness status of the National Authorities, particularly emergency planning coordination structures.
2. Test intergovernmental coordination
3. Strengthen the capacity of individuals and institutions to lead planning to improve response to emergency situations.
4. Strengthen the resource mobilization capacities of key government departments

I. Summary: What to Expect

Upon the request of the lead Agency, Ministry or National Authority for Disaster Management, a team has been assembled to develop and implement an inter-governmental simulation. The implementation of the simulation programme typically takes four working days, as follows:

- Days 1&2: On-site preparation by facilitators
- Day 3: Simulation exercise
- Day 4: Debriefing workshop

Day 3 Overview: At 08:00, the simulation starts with an inter-agency meeting to which Ministers or their representatives, Heads of Departments, and technical officers are invited by the National Authority for Emergency Management. At this "Opening Meeting" the 'emergency' is declared, participants are given instructions, and the exercise is launched. The simulation exercise generally runs from 09:00 to 17:00.

At the end of Day 3, the facilitation team meets briefly with the National Authority for Emergency Management to exchange impressions, briefly review the results achieved, and go over last minute preparations for the Debriefing Workshop (Day 4.)

Day 4 Overview: A workshop is held with all partners, generally from 09:00 to 17:00, to identify and analyse challenges confronted in the exercise, and to plan actions to meet those challenges in a real such crisis.

All government agencies involved in the simulation must send representatives who took part in the simulation to the de-briefing workshop. It is important that these individuals have the authority to discuss internal operations and to critique parts of the organisation that may contribute to improved emergency management.

II. Expected Outcomes

- All participants will experience a one day emergency situation
- Gaps and weaknesses within inter-governmental coordination and response will be identified
- Departments will practise collaboration with other governmental organisations in an emergency setting

On location required logistic support

- 1 conference room for Day 3 (e.g. conference room); 1 conference room for Day 4.
- 1 admin office for Days 1-3 equipped with 2 office desks, 1 desktop PC with internet connection, 1 printer; 1 central e-mail account; and 1 fixed line telephone.
- Three mobile telephone handsets for facilitator use.
- 1 vehicle for 4 days.

Simulations such as the GES are extremely beneficial for all agencies and departments attending. It is an opportunity to focus attention on important planning issues and deliver real change in decision-making processes.

ANNEX A.01.02

GES LETTER OF ANNOUNCEMENT
(TO INFORM AGENCY HEADS)

The Letter of Announcement should be sent by the lead facilitator to the Event Coordinator once that function is assigned. The Letter should be edited by the Event Coordinator to reflect the details of the particular GES event, and sent under the National Authority for Emergency Management to heads of departments likely to participate in the GES event.

[Date]

Dear [_____]

I am pleased to announce the upcoming "Emergency Simulation Methodology" or "GES" to be held on [XX and XY month year] here in [_____].

The "GES" is a simulation exercise and debriefing workshop designed to test the emergency preparedness and response capacities status of the Inter-Governmental Committee for Emergency Management/National Platform. It aims to reinforce emergency coordination and leadership competencies, strengthen resource mobilisation capacities, and enhance our capacity to confront many of the challenges often encountered in the first 72 hours of a real such crisis.

Following the daylong simulation exercise, there will be a daylong debriefing workshop at which we will identify and analyse the challenges encountered during the exercise, and produce recommendations on how to meet those challenges in a real such crisis.

The participation of senior management and emergency staff from each department or agency is greatly encouraged in this exercise. Please note that staff participating in the GES should be prepared to commit two full working days to the event (for the exercise and the debriefing workshop.) Throughout the exercise, key staff will be attending coordination meetings, preparing required documents, and working on other critical response tasks. In addition, it is important that staff from your agency participate on the day to respond to critical information needs.

Participation in the debriefing workshop (to be held the day after the exercise at the [_____]), may involve breaking staff into teams; you will be informed of this on the day, as this will be dependent on participant numbers.

I view this as a unique opportunity to develop our capacity to respond to crisis, and greatly hope you and your senior staff are able to participate.

Most sincerely,

[_____]

Minister, Emergency Services

ANNEX A.02

REVIEWING EMERGENCY PREPAREDNESS & RESPONSE CONCERNS

As soon as the in-country Technical Focal Point function is assigned, you should contact him/her and request that s/he send you:

- National contingency plans and/or departmental specific plans.
- Assessment reports from previous emergency situations, social analysis reports, and any recent vulnerability analyses.
- National action plans or inter-agency action plans.
- Any other key documents relevant to managing emergency situations in the country.

Once you have received and reviewed this documentation, you and your team (i.e. whoever is responsible for GES materials adaptation) should clarify particular emergency preparedness and response (EPR) concerns of likely importance. This should ideally be done two months before the GES event in collaboration with the Technical Focal Point to ensure that realistic country-specific details can be added to the materials. Together you should go over the following detailed information:

COUNTRY CONTEXT REVIEW

Country context information is essential to the "fine-tuning" of simulation tasks, and message traffic. To ensure both relevance and realism, try to obtain from the Technical Focal Point "after action" or other "lessons learned" reports generated from past crises in the country, and then build the scenario around the population findings from those reports. Other needed information includes:

- Key areas and population groups most likely affected by the agreed disaster scenario.
- Likely damage and humanitarian needs arising from the agreed disaster scenario.

EPR SYSTEMS REVIEW

A quick EPR systems review examines how the national system for emergency management currently approaches EPR planning and implementation:

- Preparedness efforts: Are there on-going preparedness planning/contingency planning efforts?
- Documentation: What key preparedness planning and operations planning documents should the simulation use (e.g. national contingency planning guidelines and formats, National Platform coordination material, standard operating procedures, agency specific plans such as national fire and flood management plans, environmental protection plans, budget and finance information maps, etc.)? The Technical Focal Point should provide you with key documents.
- Key Government response policies & procedures: Legislative frameworks for emergency planning and coordination.
- Key EPR challenges: What key aspects of emergency preparedness and/or response are known to be particularly challenging for the government? Such areas may include sensitive environmental or social issues, issues that cross national borders, demarcation between agencies.

ANNEX A.03

CONSIDERING LEVELS OF PARTICIPATION

Given that, in most disasters, members of the emergency services are the first responders to any incident, it is important to ensure that all services are well represented along with the overall coordinating council. It will be important to include members who are very operationally focused and this may include some middle ranking members of these services, such as junior officers or sub-officers. This can sometimes be challenging to manage as junior staff, while often possessing very useful operation experience can be reluctant to contribute if there is a risk that they could embarrass their supervisor.

The head of the National Authority, Ministry or Agency organising the exercise should advise your team whether or not it would be appropriate to have anyone from outside government or even outside the ministries tasked with emergency management participate in the exercise and debriefing workshop. It may even be more appropriate simply to have the facilitation team role-play these responsibilities.

External participation, if deemed appropriate, should certainly be encouraged: a GES event can help the government coordinate better with the humanitarian community or the private sector. Community groups and organisations that work at a grass roots level within communities (such as the red cross/red crescent) should also be considered. Joint simulations can help greatly to improve coordination and response.

Other key dynamics with regard to external involvement, which should be clarified during the preparation phase, includes:

- Does national legislation covering emergency response functions exist? If so, what does it intend?
- Which government ministry or agency has overall responsibility for emergency management? Does this department also work with organisations outside government but who have a role in emergency management or relief operations?
- How are operational and technical concerns handled?
- Does the level at which decisions are made vary with the scope of the disaster? Do provincial officials retain decision-making authority? Must national-level entities receive a request for assistance before intervening?
- What is the government's policy on requesting international assistance? What restraints under legislation exist?
- To what degree are UN natural disaster response plans coordinated with the government response plans? How effective are these mechanisms and which department is responsible for working with the United Nations?
- What crucial decisions concerning visas and customs formalities would be required during the emergency response phase? What sensitive concerns are likely to impact the immediate international response, particularly with regard to immediate functions such as search and rescue in urban areas?
- Where would international actors be placed during an emergency (e.g. INSARAG teams or relief organisations)? How would their needs be met?
- What are the specified roles of each of the ministries in the various legislation documents?
- How close is previous response reality to the legislation?
- Is legislation clear or ambiguous in any way?
- What role does the media play in delivering life- saving information to affected populations?
- What role does the telecommunications sector play?

ANNEX A.04

OVERVIEW - ADAPTING GES MATERIALS & PRESENTATIONS

MATERIALS & HAND-OUTS

Annexes A.04.01 through A.04.07 contain the materials and hand-outs that must be adapted by the facilitation team to tailor the GES to a specific country and hazard. A brief description of each follows:

Annex #: Document Title	Distribution and Use
A.04.01. Current Situation	Given to: • *The lead delegate of the National Authority, Ministry or Agency in advance of the opening meeting* • *Participants at the Opening Meeting.* Provides initial overview of the crisis scenario.
A.04.02. Initial Rapid Assessment (IRA) Report	E-mailed and handed out to all participants at the end of the Opening Meeting. Provides initial damage and needs assessment data with which participants can start planning their responses.
A.04.03. E-mail Messages & Participant Response Log	Listing of e-mails sent throughout exercise, and a response tracking log. Provide crisis or needs data and/or demand particular responses from participants.
A.04.04 Lead National Authority, Ministry or Agency	Given in advance of the Opening Meeting to the lead delegate of the National Authority, Ministry or Agency. Explains the role of the National Authority, Ministry or Agency at the "Opening Meeting."
A.04.05. Facilitator Roles & Call Planning Form	For facilitator use only. Used to guide the assignment of roles to be played by facilitators and identify calls to be made to selected participants in those capacities.
A.04.06. Participant Instructions	Handed out to participants at the Opening Meeting. Provides instructions on procedures for GES exercise.
A.04.07. Debriefing Workshop Technical Reference Sheets	For facilitator use, to enable facilitators to provide feedback to participants during debriefing workshop. Provides guidance on appropriate emergency responses and requirements by sector for the given scenario.

PRESENTATIONS

The "GES Presentations Folder" contains the two PowerPoint presentations used in the GES:

"GES Opening Meeting Presentation.ppt"	Used to guide the Opening Meeting on the day of the exercise. Includes instructions for participants.
"GES Debriefing Workshop Presentation.ppt"	Used to guide the debriefing workshop sessions. Includes instructions for participant/small group exercises.

ANNEX A.04.01

CURRENT SITUATION (SCENARIO OVERVIEW)

The GES "Current Situation" is the participants' first "view" of the emergency:

Amount of Adaptation Needed	A complete re-write of the Current Situation will be needed prior to each GES event.
Adaptation Planning Schedule	Initial draft should be prepared at least one month in advance to enable feedback from country experts.

The "Current Situation" is the participants' first "view" of the crisis. Handed out at the Opening Meeting, it should be, at most, two pages, and be intentionally vague on specific conditions as would be the case in any document prepared within their first day or two of a significant, sudden onset crisis.

The lead delegate from the National Authority, Ministry or Agency, in collaboration with GES organizers, should select a hazard type for the simulation that has a relatively high probability of occurrence in the country.

The "Current Scenario" should give participants an indication that a crisis of some importance has occurred and will require their full attention and focus throughout the exercise. Before drafting the "Current Situation" for your GES event, you should first decide the following details:

- Hazard type & magnitude and likely secondary effects, if any.
- Specific areas of country/province/towns affected.
- Likely impact on governmental staff if any; likely staff security and/or safety concerns.
- Specific populations affected (including key pre-crisis characteristics such as ethnicity, religion, gender, livelihoods, socio-economic status, health & nutrition status, education levels, food security status, disabilities, etc.)

BEST PRACTICES

It is generally preferable to develop a disaster scenario involving a large-scale impact, one that would likely involve many national and international stakeholders. In so doing, your test of the participating organisations' coordination and response systems will be that much more complex and, hopefully, that much more complete.

To increase the drama and tension in the exercise, it is generally advisable to select a sudden-onset scenario such as earthquake, flood, or outbreak of conflict/violence. Scenario developers should bear in mind that a drought scenario with its rather slow, unfolding movement - while appropriate with regard to the conditions faced by many emergency-prone countries - likely offers less drama or tension than that offered by a sudden onset crisis. If the host country is, however, determined to use a drought scenario, one means of adding drama would be to include a sudden, massive population displacement in response to rapidly deteriorating famine conditions.

- Likely immediate (and eventual) death toll, number of injured, displaced, affected, etc.
- Likely infrastructure damage – particularly to lifeline/relief facilities.
- Likely humanitarian needs of the population arising from this crisis.
- Likely logistical issues raised by crisis.
- Actions that would immediately be taken by others (civil society groups, NGOs, etc.)

You should not include all of these details in your "Current Situation" document. This would clearly be too much information so soon after the disaster onset. You should, however, clarify these details so that your team can plan for how the situation will evolve over the course of the exercise.

Samples of "Current Situations" used in previous GES events can be found in the "Documents from Previous GES Events" folder.

ANNEX A.04.02

GES IRA (INITIAL RAPID ASSESSMENT) REPORT FORM

The GES IRA Report is used to provide enough basic data for participants to begin preparing the response.

Amount of Adaptation Needed	Significant review and revision for each GES event to ensure report details correspond to hazard type and country-specific affected areas and population groups.
Adaptation Planning Schedule	Initial draft should be prepared at least one month in advance to enable input and feedback from the Technical Focal Point who may wish to insert additional details in the IRA Report.

The IRA report is a critical document for your exercise; plan to spend a good deal of time and effort preparing it. In essence, the IRA report can be considered the "trigger" for the participants' response planning work. It provides them with early damage and needs assessment data, enabling them to begin preparing their response plans.

The fictional premise behind the IRA report is that the government has already, at the time of the Opening Meeting, received some initial findings from regional government or from emergency service personnel who are attending the scene and that information on the disaster should soon be forthcoming.

In reality, the GES IRA report will be handed out to all participants at the end of the Opening Meeting. They will, therefore, have "data" with which they can begin planning a response as soon as they return to their offices.

BEST PRACTICES

Revise the IRA report format to fit your needs. Bear in mind that in developing your IRA data, a delicate balance with regard to detail is needed. Try to include enough to enable participants to begin their response planning – but not so much that they become lost in data at the start of the exercise: more data can always be forthcoming in later reports as needed.

Given your chosen hazard type and affected areas, try to imagine what an IRA team – i.e. two or three emergency responders or members of the local town council/local government service who have observed the affected areas, talked to people and gathered as much information as a small number of people are capable of doing and are reporting back to their supervisors. Then develop your data, using the categories of most use to your exercise.

A blank IRA Report form is provided on the next page. Use whichever sections are relevant to your GES event.

Samples of IRA Reports used in previous GES events can be found in the **"Documents from Previous GES Events"** folder.

GES

Initial Rapid Assessment (IRA) Report Form

Type of Disaster: _____ **Date:** _____ **Time:** _____

		Region 1	Region 2	Region 3
1	**DEMOGRAPHICS:**	(male/female)	(male/female)	(male/female)
	Population (Est.)			
	Main livelihoods			
	# Affected			
	# Homeless*			
	# Deaths*			
	# Missing*			
	# Injured*			
	Most vulnerable groups			
2	**SECURITY & SAFETY:**			
	General situation			
	Other threats			
	Police offices (functioning?)			
	Fire services (functioning?)			
3	**TRANSPORT / COMMUNICATIONS:**			
	Roads (% blocked)			
	Major bridges (% destroyed)			
	Cell-phone networks (functioning?)			
4	**WATER / SANITATION**			
	Potable water (% of pop. in need)			
	Water sources			
	Access to sanitation facilities (% of pop. in need)			
5	**SHELTER / HOUSING**			
	# of Damaged houses			
	# of Destroyed houses			
6	**FOOD SECURITY & NUTRITION**			
	Availability in markets (Y/N)			
	Food prices (rising?)			
	Household access (as % of pop.)			
	Food insecure (as % of pop.)			
7	**AGRICULTURE / FISHING**			
	Farmland destroyed (% losses)			
	Dead animals (% losses)			
	Fishing equipment (% losses)			
8	**HEALTH**			
	Reported diseases outbreaks			
	Health infrastructure (% damaged)			
	Services (% non-functioning)			
9	**EDUCATION**			
	Schools (% damaged)			

ANNEX A.04.03

GES E-MAIL MESSAGES & PARTICIPANT RESPONSE LOG

E-mailed messages are the primary means of communicating with participants during the exercise. (There are some telephone calls as well.)

Amount of Adaptation Needed	Significant amount of review and possibly significant amount of re-writing prior to each GES event.
Adaptation Planning Schedule	Initial draft should be prepared at least one month in advance to enable feedback from the Technical Focal Point who may wish to include other country-specific emergency preparedness or response concerns in the exercise message traffic.

As participants will likely work from own offices during the exercise (except for the inter-agency coordination meetings that they call), much of the GES communications with participants will occur by e-mail.

It is essential that the e-mail messages you send reflect the information on the crisis that you want participants to manage and call for the tasks that you want participants to undertake. It is absolutely critical that you take the time to think through the particular needs of your GES event before tackling adaptation of your e-mail messages.

Your adaptations of e-mail messages may be minimal or significant; the degree depends on the particular emergency preparedness and/or response concerns that the hosting National Authority, Ministry or Agency have included.

Plan to spend a bit of time reviewing the sets of e-mails used in previous GES events (provided in the **"Documents from Previous GES Events"** folder before starting this task. You may use these in their current form, adapt them as needed, or generate your own. In general, about 40 to 50 e-mails should be sent during the exercise although you are in no way limited to this number; some GES events have used more than 70 e-mails.

As you begin to adapt or generate e-mails, bear in mind that your particular GES event may call for a focus on concerns other than those included in the existing sets of e-mails. As you work, be sure to consider the intent or purpose, the timing (at what time in the exercise each should be sent), and who the appropriate recipient(s) of each message should be. Some guidance on these three concerns is provided on the next page.

Concern	Options
Intent / Purpose	Is the e-mail message intended to: • Instruct participants to carry out a certain task? If so, is the purpose of the requested task the achievement of one or more of the GES objectives, or to create an additional challenge by intentionally heading participants in the wrong direction from which they will, hopefully, soon get back on track? • Provide more information/data on the crisis? If so, is the intention to enlighten, or add additional confusion to the mix? • Increase pressure on the participants? Depending upon the perceived level of competency of the participants, you might decide to "ease up" on the work requirements if they appear overwhelmed. Conversely, you might add additional tasks if the group in general appears to be mastering the various challenges too easily.
Timing	Depending upon the competence level of the participants, it may be appropriate to slow down or speed up delivery of e-mails.
Recipients(s)	The intended recipients are included in each e-mail. You should send e-mails to: • The agency that is likely to have responsibility for acting on the information. There may well be a principle recipient and several others copied (cc) on the e-mail as well. • All participants if the information is of a general nature. • Staff of agencies selected at random to test their capacity to communicate and forward the information on as needed. E-mail Protocols/Tags: If you request a specific response from a department or staff person, address the e-mail to that agency or staff person, and place the other recipient agencies/staff addresses in the e-mail "cc" line.

A table to track e-mails and log participant responses to assigned tasks is provided on the next two pages. The table indicates the current list of e-mail messages, whether they are for information purposes or require a task, task deadlines, and a column to check (√) if the task has been completed.

Samples of e-mails used in previous GES events can be found in the **"Documents from Previous GES Events"** folder.

GES

E-mail Messages & Participant Response Log

Bolded rows represent required participant tasks (Rows not bolded are information only e-mails)

# E-mail	Subject:	Expected Action	Deadline	Task Done? (√)
1	GES SIMULATION ANNOUNCEMENT	INFO ONLY		
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
21				
22				
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24				
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35				
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37				
38				
39				
40				

ANNEX A.04.04

GUIDANCE FOR THE MINISTER OR REPRESENTATIVE OF THE NATIONAL AUTHORITY, MINISTRY OR AGENCY

The Simulation Guidance – found on the next two pages – should be sent to the Minister or Representative of the National Authority, Ministry or Agency three weeks prior to the GES event to ensure s/he is familiar with his/her role in the simulation and especially in the Opening Meeting. Another copy should be given to him/her at the meeting you have with him/her two days before the GES Opening Meeting.

Amount of Adaptation Needed	Minor, if any.
Adaptation Planning Schedule	Should be reviewed, edited, and sent three weeks in advance of the event to enable the Minister or Representative of the National Authority, Ministry or Agency to review and ask questions about his/her role at the Opening Meeting.

GES

Guidance for the Minister or Representative of the National Authority, Ministry or Agency

"Declaring the Emergency"

Aim of the Opening Meeting (Declaring the Emergency)

The Minister or Representative of the National Authority, Ministry or Agency or his/her delegate will hold a meeting of all staff participating in the GES exercise. At this meeting, s/he may declare the emergency and begin the process of coordinating the various respondents. Alternatively the senior minister may reveal pertinent information of an imminent crisis that will lead to decision making about when and how to declare an emergency.

Facilitators should assist with arranging and providing meeting support to the Minister or Representative of the National Authority, Ministry or Agency as needed.

Two Days before the GES Exercise "Opening Meeting"

Review the « Current Situation » Document
The Minister or Representative of the National Authority, Ministry or Agency or his/her delegate should review the "Current Situation" document (outlining early information on the hazard/scenario) in advance of the first coordination meeting. (This document will be distributed to all participants attending this first coordination meeting.)

Review Participant List with Event Coordinator and Facilitators
The Minister or Representative of the National Authority, Ministry or Agency or his/her delegate should go over the most recent participant list with the facilitators. Of particular importance is clarifying which, if any, outside bodies may participate (such as UN organisations). The Minister or Representative of the National Authority, Ministry or Agency or his/her delegate may decide that the Emergency Declaration meeting will be co-chaired with a senior UN counterpart, such as the Resident Coordinator.

The Afternoon before the GES Exercise

The Minister or Representative of the National Authority, Ministry or Agency or his/her delegate should send a message – via e-mail, text, and/or telephone – to the heads of all participating agencies requesting their presence at the Opening Meeting to be held at 08:00 on the day of the exercise. The message should be the following:

"Given the crisis that the country is now experiencing, your presence is greatly needed at an emergency meeting I have called for tomorrow morning at 08:00 in the [Conference] Room.

You should feel free to bring your deputy and any senior emergency officers whose assistance will be indispensable in getting our response going."

At the Opening Meeting on the day of the Exercise

Declare the Emergency
The Minister or Representative of the National Authority, Ministry or Agency or his/her delegate will declare that the emergency has occurred. S/he should then give a summary of the emergency based on the "Current Situation" document which should at this point be distributed to all participants. The "Current Situation" intentionally provides minimal information given that the emergency has just occurred. More information will be forthcoming as the emergency and the exercise evolve.

Highlight Importance of the GES to Participants
At this Opening Meeting, the Minister or Representative of the National Authority, Ministry or Agency or his/her delegate should underscore the point that the GES is a serious exercise that will enable the participants to identify strengths, weaknesses, and outright gaps in the status of preparedness and response capacities of the government and the emergency services. The Minister or Representative of the National Authority, Ministry or Agency or his/her delegate should clearly state that s/he hopes all governmental and partner staff will take the exercise very seriously and do their best to test their preparedness & response systems.

Ask Facilitator to Furnish Instructions
At this point, the Minister or Representative of the National Authority, Ministry or Agency or his/her delegate should ask the lead facilitator to provide the detailed instructions to the participants as indicated in the "Participant Instructions" document which should be distributed at this time. The Minister or Representative of the National Authority, Ministry or Agency or his/her delegate should nonetheless continue to chair the meeting, to help answer questions as needed and to lead any efforts to coordinate the response that may occur directly after the instructions. At this time, the lead facilitator should:

- Provide participants with basic information and context on the hazard/scenario.
- Review the instructions for conducting the exercise.
- Review the list of expected outputs that participants should produce before the end of the GES exercise.
- Answer procedural questions from participants. When all questions have been dealt with, the facilitator should give the floor back to the Minister or Representative of the National Authority, Ministry or Agency or his/her delegate.

Wrap-up the Opening Meeting
The Minister or Representative of the National Authority, Ministry or Agency or his/her delegate should wrap-up the Opening Meeting, once again urge all participants to take the exercise very seriously, and wish them all luck. (Given that the heads of all agencies are present, s/he may wish to go directly into a coordination meeting to begin planning.)

ANNEX A.04.05

FACILITATOR ROLES & PLANNING FORM

The "Facilitator Roles & Planning Form" – found on the next page – can be used to allocate roles and telephone call assignments among the members of your facilitation team.

Amount of Adaptation Needed	Moderate.
Adaptation Planning Schedule	Adaptation can be done a day before the Exercise.

As the members of your facilitation team select the roles they will play, they may wish to refer to the following table for guidance on key stakeholder concerns.

External Stakeholder Role	Possible Stakeholder Concerns
Government Emergency Response Agency Personnel	• Emergency Coordination: What coordination mechanisms exist or would likely be put in place? • Emergency Declaration: Declaring a state of emergency – is this appropriate? Whose responsibility would it be? • Emergency Appeal: Would the government appeal for external assistance for this type of crisis? • Preparedness and Contingency Plans: Do plans for this type of crisis exist? If so, what role do various ministries play in this system? • Disaster Management Structure: Which government agencies are responsible for particular technical sectors or response phases? (e.g. search and rescue, needs assessment, humanitarian relief coordination and distribution, protection concerns, health, wat/san, etc.)
Financing	• Are there sufficient funds available to manage the crisis? • Would calls for external assistance also be requesting financial donations/assistance? • Is there a centralised fund for emergency response (emergency management)? • What specific technical sectors will require early funding?
Emergency Staff	• Who are the first responders? • Will ministerial staff be able to function during the crisis? • Will some staff be able to respond directly through voluntary organisations or through organised 'brigades' of trained staff? • Which ministries are partnered with civil society or international organisations? *Continued >>*

Emergency Staff *[Continued]*	• Which parts of the international community would likely respond immediately to the crisis? Which would take several weeks to respond, presumably to the medium to longer-term needs? • How might particular UN Agencies or NGOs foster or hinder the work of the government?
National Red Cross or Red Crescent Society	• What is the competence of the national society? Has it responded recently to this type of crisis? • Would the national society be likely to be "on the scene" when the crisis occurs? • Would the national society be a likely source of assessment data and initial rapid assessment findings in particular? (This is a useful means of introducing data that may support or conflict with the findings from the government's rapid assessment team.) • Would the national society be used as a channel of communication, responsible for delivering key information on the situation, current threats and advice on risk mitigation?
Media	• Would the crisis be likely to draw in significant numbers of national and international media? • How would local media act? Professionally? As "muckrakers?" Would local media likely be of help to the response in getting out the "real story"? Or simply focus on "tabloid" stories?

GES

Facilitator Roles & Call Planning Form
(to be posted in the SAC)

Facilitator	Will Take on Which Roles?	Will Call….?

ANNEX A.04.06

PARTICIPANT INSTRUCTIONS

The "Participant Instructions" – which can be found on the next three pages – are handed out at the Opening Meeting. Make about 50 copies, or enough for all expected to attend the meeting. Extra copies can be e-mailed to ministry or agency reps after the Opening Meeting for distribution to their staff if needed.

Amount of Adaptation Needed	Minor, if any.
Adaptation Planning Schedule	Adaptation can be done the day of the Opening Meeting to ensure any last minute scheduling or procedural changes are included.

The only needed revisions to the Participant Instructions are the inclusion of the various names, e-mail addresses and telephone numbers of the facilitation team members and external actors; the location, e-mail address and telephone number of the Simulation Administration Centre and any available information on the schedule and venue of the debriefing workshop.

GES

Participant Instructions

"You are now in an emergency situation!"

A. GOALS AND ROLES

The main goal of the simulation exercise is to test the status of emergency preparedness of the selected parts of government represented here today. It is to test their capacity to manage a response to crisis within the framework of the national emergency management plan.

1. Objectives

- Strengthen partnership among government departments and to test their capacity to respond to emergencies.
- Familiarize participants with roles and responsibilities of participating departments and agencies, as well as the immediate actions that should be taken by those departments and agencies in the initial hours of an emergency.
- Enable participants to apply the established coordination mechanisms and to use the tools available to manage an emergency response (e.g. emergency teams, disaster financing, coordination at central level, coordination to regional bodies)
- Test the efficacy of the preparedness measures of the various participating departments, authorities and agencies (such as inter-governmental contingency plans.)
- Enable participants to understand the importance of leadership (decision-making) and good management (coordination, delegation, time management, flexibility, and task prioritization) in emergency response.
- Enable participants to identify mechanisms and resources available to support an emergency response (human and financial resources, logistics, communications and information, etc.)
- Identify in a participatory way inter-governmental strengths and weaknesses.

2. The Simulation Exercise

The simulation exercise is narrowly focused on the first 72 hours of a crisis that is unfolding in the country. In order to focus on this objective, some liberties have been taken with regard to certain key events that would typically occur in such situations – such as emergency meetings of local government or round table discussions across all ministries. These meetings will not actually take place here today, but you can expect to receive the sort of information that would be produced at such meetings.

In this exercise you will not be "role-playing." Rather, respond as you would in a real such emergency. In the exercise, the organisational/office structure is as it exists in reality unless you decide to make changes in order to manage the crisis more effectively.

Assume that the local government, NGO partners, UN agencies, and civil society organisations are exactly the same as they are in the host country. If certain actors are not directly involved in the simulation, you may assume that they would act in the exercise as they do in current

reality. Base the elements of your emergency response on detailed, country-specific information, that is, on the laws, customs, existing approaches to emergency preparedness and response, and on any other information that you have on the country.

For simulation purposes, all data that you receive from the Simulation Administration Centre should be considered as true and factual.

B. RULES FOR ALL PARTICIPANTS

1. General

- The Minister or Representative of the National Authority, Ministry or Agency has stressed the importance of the exercise and has asked for technical support from specialists in facilitating the simulation.
- It is up to all of you – staff, organizations and individuals – to determine how you will respond.
- Participants may not modify nor add new events to the scenario that is presented.
- Throughout the exercise, facilitators will act as observers, not as participants. They will respond only to questions concerning the procedures of running the exercise.

A simulation cannot take into account all the situations or information needs that can arise. In such circumstances, use your judgment, make assumptions, and draw on your experience to formulate your response, all the while taking into account the specific context of the simulation.

2. Timeframe

The exercise will start at 09:00 and continue until 17:00. It is up to you, individually or as a group, to decide how you will use available time. Manage meeting times well (maximum: 30 minutes.) Facilitators will observe your meetings but will intervene only to note time constraints.

3. Outputs to be achieved by the End of the Simulation

By the end of the simulation, participants should have collectively produced (or carried out) the following results (or actions.) All requested documents must be communicated to the Simulation Administration Centre by 17:00 at the very latest. Your outputs will be discussed at the debriefing workshop to be held the day after the exercise.

1. A consolidated situation report.
2. External Communications Strategy and First Joint Press Release. This being an elaboration of a joint external communications strategy (media and the public) and preparation of an initial joint press release.
3. Joint definition of strategic priorities.
4. A decision on the coordination structures needed and the application of standard procedures for its formalization.

5. Summary of available resources (human, financial, material) for, and key gaps in, the immediate response.
6. A decision on a resource mobilisation plan and the development of required draft documents.
7. Definition of agreed modalities for deployment of assessment teams (participants, tools/methodology, and timeline).

C. RESPONDING TO E-MAILS AND TELEPHONE CALLS

As part of the simulation, and as in any evolving emergency, you will receive a number of e-mails and telephone calls. Please:

- Copy the Simulation Administration Centre on all e-mails that are part of the simulation.
- Please respond to the Simulation Administration Centre when the e-mail or telephone call involves an external actor (UN agency, NGO, media, community group). The exception to this is when the external actor is actually participating in the simulation—then you will respond directly to that UN agency, NGO, media group or community group with a "cc" to the Simulation Administration Centre.

Simulation Administration Centre Contact Information	
Telephone number	
E-mail address	

Facilitation team	E-mail	Telephone
1.		
2.		
3.		
4.		

ATTENTION!

All simulation mails must include the words "SIMULATION-SIMULATION-SIMULATION" in two places:

- In the subject line.
- At the top of the body of the message.

D. MEETINGS

Please inform the Simulation Administration Centre of all meetings that are scheduled by participants so that a facilitator can be sent to observe.

E. SIMULATION DEBRIEFING WORKSHOP

A debriefing of the exercise will be held for selected participants tomorrow starting at 09.00 at

ANNEX A.04.07

TECHNICAL REFERENCE SHEETS

The Technical References Sheets are debriefing workshop aids for the facilitator team members to clarify what would be appropriate technical responses to the particular emergency scenario in the particular country. They are intended to help facilitators provide cluster/sector-specific guidance to participants at the workshop.

Amount of Adaptation Needed	Major.
Adaptation Planning Schedule	Adaptation should be done at least a month before the GES event to enable technical sector experts to weigh in on appropriate responses.

A template is provided on the next page.

Samples of the Technical Reference Sheets used in previous GES events can be found in the **"Documents from Previous GES Events"**.

GES

Technical Reference Sheet

Based upon the GES scenario, the following would be the key type of actions and requirements for the cluster/sector _____

Departmental response strategy (identify which actions are priority)	
Coordination and partnerships	
Assessment and monitoring of Needs	
Standards within the sector	
Required supplies for a response	
Required human resources for a response	
Financing requirements	
Logistics / Access	
Other	

ANNEX A.05

PLANNING VENUE, EQUIPMENT & SUPPLIES

PLANNING FOR THE EXERCISE

The Simulation Administration Centre (SAC)

A well-equipped office for use as the SAC is critical to the running of the exercise. The in-country Event Coordinator should ensure that the SAC is equipped with tables or desks and chairs to accommodate four people and, if possible, is relatively close to the room that will be used for inter-agency coordination meetings.

Supplies and equipment needed for advance preparation and for the exercise day are listed here. The Event Coordinator should also ensure these are available in the SAC prior to the arrival of the GES facilitators.

- High-speed Internet access.
- Telephones with international & local access.
- 2 Laptops with Microsoft Office or compatible software (such as Open Office) installed.
- Laser Printer, Cables (Make sure the accompanying CD with correct printer driver is included.)
- Temporary e-mail address set up for Simulation Administration Centre (e.g.: **centre.simulation@yourgovernment.org**)
- E-mail addresses, office numbers, and cell phone numbers of all GES participants and of external participants (e.g. remote Offices and departments) already loaded on a SAC computer.
- Printed country maps that indicate the areas impacted by the chosen hazard/scenario should be available in the SAC. These should include key logistical information: regions, provinces, major routes, railroad lines, airports, etc.
- 1 flip chart with pad of flip chart paper and 1 box of black markers.
- 2 reams of laser printer paper.
- Basic office supplies: tape, scissors, stapler, etc.

Room for the "Opening Meeting" and Coordination Meetings

The room used for the Opening Meeting and various coordination meetings should be able to accommodate approximately 35 – 45 participants. If it is a 'bit overcrowded," for the Opening Meeting, this is acceptable as it adds a bit of perceived "pressure" to the exercise.

It will be used intermittently throughout the exercise day and thus should be reserved for the entire day.

The following supplies and equipment are needed on the day of the exercise in the room to be used for the "Opening Meeting":

- PowerPoint Multimedia projector.
- Projection screen (or available blank wall surface).
- Laptop with Microsoft Office or compatible software such as open office installed.

- Laser Printer, Cables (Make sure accompanying CD with printer drivers is included.)
- 1 flip chart with pad of flip chart paper and 1 box of black markers.

Meals:

There are no meals or breaks centrally provided on the day of the GES exercise although it is appropriate for each agency to provide a quick lunch and coffee/tea to its participating staff as they will be expected to work throughout the day.

Planning for the Debriefing Workshop

A workshop room measuring approximately 150 square meters is needed for the debriefing workshop. (Calculate 4-5 sq. m. per participant X 30 - 40 participants.)

The room should be set up by 08:00 of the debriefing day; if the room is available the previous evening set it up then. Be cautious of the table layout as too formal a layout may inhibit discussion or decision making.

The room will be used until around 17:30 on the debriefing day.

The following supplies and equipment are needed for the debriefing workshop (the day after the exercise):

- PowerPoint Multimedia projector.
- Projection screen (or available blank wall surface).
- Laptop with Microsoft Office installed.
- Laser printer, cables (be sure the correct CD with printer drivers is included).
- 2 reams of laser printer paper.
- Flip chart paper and/or cards for posting on walls around the room.
- 5-6 Flip Charts (i.e. one per small group and one for the facilitator) & pads of flip chart paper.
- Flip Chart Markers - Black or blue (NOT red – it doesn't show up).
- Paper pads and pens for each participant and organizer.
- Heavy paper to make table tents (for participant names).

BEST PRACTICES

The GES debriefing workshop is best conducted in a hotel or other appropriately equipped training centre where a sizeable conference room facility is available and the planning of lunch and coffee breaks is more easily done. If possible, select a hotel somewhat removed from the participants' offices to limit participant tendency to return to the office during workshop hours.

ANNEX B.01

RUNNING THE OPENING MEETING

Purpose

A well-equipped office for use as the SAC is critical to the running of the exercise. The purpose of the Opening Meeting, generally held at the start of the exercise day, is threefold:

- The Minister or his/her delegate will declare the emergency and begin the process of coordinating the various respondents.
- The session facilitator will present background on the GES and guidance to the various participants, and provide support to the Minister or his/her delegate as needed.
- Consider adding some drama to the meeting with an expert briefing outlining the scenario

Opening Meeting Agenda[5]

The meeting will take about an hour before the start of the exercise. A proposed agenda follows:

Time	Session	Responsibility
0800 – 0815	Emergency Declaration and Review of "Current Situation"	Minister or ministers representative with Facilitator support
0815 – 0845	Participant Instructions	Facilitator
0845 – 0855	Technical information on the crisis	Technical specialist
0855 – 0900	Wrap-up	Minister or ministers representative with Facilitator support

Emergency Declaration

The Minister or his/her representative should:

1. Open the meeting as if there were an actual emergency. After thanking all for coming "in these trying times", s/he should review the present emergency conditions as laid out in the Current Situation.doc.
2. Give a brief summary of the emergency based on the Current Situation document. The "Current Situation" intentionally provides minimal information given that the emergency has just occurred. More information will be forthcoming as the exercise evolves.

GES FACILLITATOR REMINDER

The GES debriefing workshop is best conducted in a hotel or other appropriately equipped training centre where a sizeable conference room facility is available and the planning of lunch and coffee breaks is more easily done. If possible, select a hotel somewhat removed from the participants' offices to limit participant tendency to return to the office during workshop hours.

[5] *Normally the debriefing includes those in a position to make decisions with regard to emergency preparedness and response plans and procedures. This list generally includes ministry or authority heads, their deputies and key senior programme or emergency officers. The exact list will depend upon a number of factors: the Minister's (or minister's representative's) plans, the debriefing venue and its capacity, your team's ability to facilitate larger groups, etc. Generally, you should plan on anywhere between 25 and 40 participants.*

3. Confirm that the government has declared an emergency.
4. Note that an Initial Rapid Assessment team composed technical specialists has just returned from the affected area and submitted its findings; the Initial Rapid Assessment Report will be distributed shortly to all participants.
5. Then ask the session facilitator to provide the detailed instructions to the participants (as indicated on the "Participant Instructions" document which should be distributed at this time.) The Minister or his/her delegate will continue to chair the meeting, to help answer questions as needed and to lead any efforts to coordinate the response that may occur directly after the instructions.

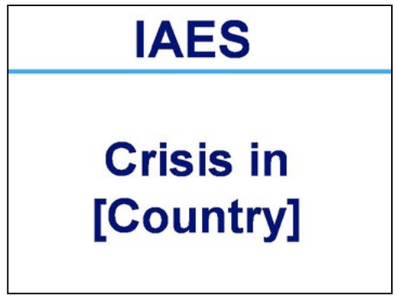
GES FACILLITATOR REMINDER

The "Participant Instructions" (Annex A.04.06.) handout should now be distributed to all participants.

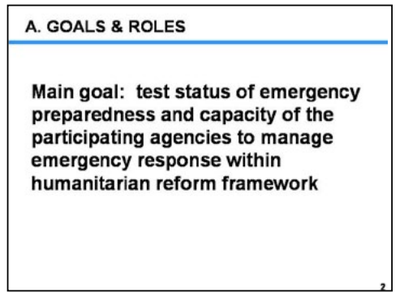
Participant Instructions

The session facilitator should now use the Opening Meeting Guide.ppt[6] presentation (or flip charts as the case may be) to introduce the GES objectives, rules, expected outputs, timeline, and guidance on receiving and sending messages. Instructions on use of this PowerPoint presentation follow:

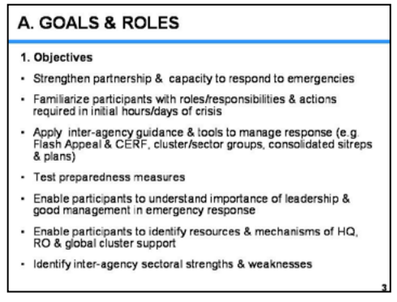
Present this slide to orient participants as they enter room.



Once the Minister or the minister's representative passes the floor to you, show this slide and review the main goal of the GES.



Review the objectives of the GES. Note that the effort to achieve these aims is a test of the participants' capacity to prepare for and respond to the many demands of an emergency.



Continued >>

[6] *This PPT presentation can be found in the "GES Presentations Folder"*

[Continued]

Review this guidance on the exercise.

Stress that they will be taking on tasks that are normally carried out within the first 72 hours of an emergency; that they should respond as they would in a real-such situation.

Note that the information they will be receiving should be considered as factual, that they needn't spend a lot of time trying to ascertain the validity of the data.

A. GOALS & ROLES

2. The Simulation Exercise
- Focus: First 72 hours of emergency
- Not "role-play" – respond as in a real emergency
- Assume others act as they would in a real crisis
- Consider info you receive as true, factual

Review this guidance, noting that external actors may be in contact by e-mail or telephone.

Stress the importance of personal responsibility here as in a real crisis and of using good judgment.

B. RULES FOR ALL PARTICIPANTS

1. General:
- HQs & ROs may contact you
- Take responsibility: You, individually & as group, are responsible to act, to determine how you will respond
- Facilitators are observers, not participants
- Manage the unknown: unforeseen actions & events arise; use your judgment, make needed, reasonable assumptions

Note that they will have until 17:00 to complete their assigned tasks, that time is short, and that they should limit their meetings to a maximum of 30 minutes if possible.

Stress that facilitators will be observers, not participants.

B. RULES FOR ALL PARTICIPANTS

2. Timeframe:
- Exercise starts at 9:00, continues until 17:00
- It is up to you – individually or as a group – to decide how you will use the time available
- Manage your meetings effectively (maximum: 30 min.)
- Facilitators will observe your meetings (will intervene only to indicate time constraints)

Take your time reviewing this list of expected outputs with the participants.

Note that these represent the actual work they will be expected to produce. Stress that this simulation focuses on the importance of coordination, and that it is expected that these outputs will be the result of an effective coordinated approach to the response.

B. RULES (continued)

3. Expected Outputs (to be achieved by end of exercise)

1. A consolidated situation report
2. Elaboration of joint external communications strategy (media & donors); preparation of an initial joint press release
3. Joint definition of strategic priorities
4. Decision on coordination structures needed & application of standard procedures for its formalization
5. Definition of security measures
6. Summary of available resources (human, financial, material) for immediate response & critical gaps
7. Decision resource mobilisation plan & development of required draft documents
8. Definition of agreed modalities for deployment of sector assessment teams (participants, tools/methodology, timeline)

Review the procedures for addressing e-mails.

Emphasize the importance of copying the SAC on all correspondence.

C. RESPONDING TO EMAILS & PHONE CALLS

- You will receive a number of emails and telephone calls. Answer them as you would in a real emergency.
- All simulation emails must include the word SIMULATION in the subject line of the email.
- Copy ALL inter-agency / inter-cluster emails produced in this simulation to the Simulation Administration Center:

  simulationadmincenter@domain.name
- Address Simulation Administration Center when email or telephone call is from fictional external actor (played by facilitators)
- Copy (« cc ») Simulation Administration Center when corresponding with *real* external participant (HQ, RO, etc.)

Continued >>

[Continued]

Stress the importance of alerting the SAC in advance of meetings to be held.

Note again that facilitators will act as observers, not as participants.

D. MEETINGS

- Inform Simulation Administration Center in advance of any meetings you schedule so that a facilitator can attend

Review this guidance and note that tomorrow's debriefing workshop participation will be for a select number of participants – mostly senior managers.

E. DEBRIEFING WORKSHOP

- Debriefing workshop to be held tomorrow from 09:00 to 17:00 at _____.
- Selected simulation participants will attend

Ask if there are any questions about objectives, outputs or procedures.

Don't take up time answering a lot of questions about emergency conditions (beyond what is actually stated in the "Current Situation.")

Tell them that the findings from the initial rapid assessment team should be available shortly.

Questions?

When you are done with this presentation, pass the "floor" back to the Minister or his/her representative who should now request the technical team to provide a briefing.

Meeting Wrap-Up

Finally, the minister or his/her delegate as chair should "take back the floor." S/he should note that the GES event is a serious exercise that should enable participants to identify strengths, weaknesses, and outright gaps in the status of preparedness and in the response capacities of the government and partner organizations in the country. S/he should add that s/he hopes all government and partner staff will take the exercise very seriously and do their best to test their preparedness & response systems.

Hopefully, given that the heads of all ministries and agencies are present the Minister or his/her delegate will take the opportunity to convene now the first coordination meeting of the day. If so, be sure to have a facilitation team member attend.

ANNEX B.02

RUNNING THE EXERCISE:
E-MAILS & TELEPHONE CALLS

Sending & Generating E-mail Messages

All e-mails (Annex A.04.03.) should be loaded onto the SAC computer at least the day before the Exercise.

Keep a printed list of e-mails and their dissemination times by the computer at tall times. Before sending each one, be sure to check the purpose, the timing, and the intended recipient(s).

As a general rule, feel free to send e-mails to more recipients and copy them to more participants than would be strictly necessary. The aim is to increase the level of stress to create a more realistic emergency environment.

E-mail Protocols/Tags: If you request a specific response from a particular agency or staff person, address the e-mail to that agency or staff person, and place the other recipient agencies/staff in the e-mail's "cc" line.

Making Telephone Messages

A number of telephone calls should be made intermittently over the course of the day. Calls on issues and implementation strategies can intensify the pace of the simulation. Place more calls at the beginning of the simulation, and reduce the number of calls later in the day. Telephone calls are intended to provide staff with 'cues' to encourage partners to begin to take needed actions if they have not yet begun to do so.

Your facilitation team should also use calls to test staff knowledge and preparedness with regard to their specific functions, and their capacity to manage unanticipated events. Calls from Government Departments or Ministerial staff and from international agencies, private sector reps, or journalists (real or role-played) should be made to participating agency reps, programme coordinators and/or section chiefs to push them to take particular actions.

Guidance for particular stakeholder concerns that you may want to add to the simulation via telephone calls is provided in the following table. Use the table to plan calls; feel free to revise it to fit your needs.

From Whom?	To Whom?	About What?	When?
Prime Minister's Office or equivalent	Emergency Services	Ask if assistance will be needed; Ask about the nature and extent of the emergency: • What information do you have regarding the crisis? • What is the reaction of the emergency services thus far? • What actions are you going to take? The Emergency Services representative should be able to provide information based on his/her knowledge of the scenario. Duration: 5 min.	Early morning, after Opening Meeting

Continued >>

[Continued]

Heads of department or Ministerial Groups	Department representative	Ministers of each department should ask their department rep: • For confirmation and verification of the safety of staff, families and visitors. • What s/he considers to be key problems the crisis is likely to provoke and what s/he plans do about this. • What initiatives are foreseen for today? • To send a SitRep to the minister by 12:00, copied to the Emergency Services lead. Duration: 5 min.	Early morning after Opening Meeting
BBC (or other Media)	Head of the Coordinating group/National Platform/Inter-ministerial Commission	Call to ask the Coordination head/lead): • What the government knows about the emergency. • What response actions the government will be taking. • Report that a donor is claiming your agency has missed warning signs and is not prepared. How will your agency respond to this charge? Duration: 5 minutes.	2-3 calls from mid-morning to early afternoon
Heads of department or Ministerial Groups	Department representative	Call to discuss in greater detail the support that could be requested by the coordinating body from various ministries responding to the emergency. Key discussion points on which to focus include: • Magnitude of the crisis and its implications for various population groups. • Security/safety situation and immediate actions needed. • Status of the preparedness plan of the coordinating body and its validity for the current crisis. • Current emergency response and additional needs. • Coordinating Body/National Platform/Emergency Service plans and response. • Whether an international response is required. • Ability of the government department and office to function. • Resourcing issues/needs: Reprogramming of regular or other resources? Request for emergency funds (emergency funding mechanisms)? How much funding does the CO have immediately available?	Late morning

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[Continued]

Heads of department or Ministerial Groups	Department representative	Other questions: • Ask the Coordinating Body to share with the department head the results of any discussions/meetings held locally with donors. • Ask where funds are being allocated? • Ask what ministry is doing to work with local partners in this response? • Remind him/her of need to put together a communications document. Duration: Approximately 10 minutes	
Prime Minister's Office	Coordinating Body	Call to obtain detailed info here on: • Status of coordination at present: what is coordination structure? • What organisational systems have been/ are being set up? • What will likely technical responses be? • What is status of financial support, if any? • What is status of any briefing for senior government, if any? Duration: 5-10 minutes	Late morning
Ministry Responsible **Supplies & Logistics Officers**	Logistics/Operations Officers	Call to ascertain the understanding of Logs / Ops Officers' of each ministry • Scope of the crisis and potential impact on operations • Areas of country/city affected • Capacity of Supplies & Logs to deliver • Capacity of in-country organizations to receive goods: How? Where? Ask if Ops Officer requires immediate assistance. If yes, what kind? Duration : 10 min.	Late morning
Prime Ministers Officer	Coordinating Body or Council	High-level call: • Is international Assistance required • If so, what? • If not, why not • What special measures should be implemented in either case	Early afternoon

ANNEX B.03

RUNNING THE EXERCISE:
MONITORING ACTIONS

Monitoring Participant Responses / Outputs

A key function of the facilitation team during the exercise is the monitoring of participant responses to requested tasks and also to be on the watch for particularly creative responses to challenges that arise.

The following table lists the exercise's expected outputs and guidance on key participant actions to watch for:

Expected Output	Monitor / Take note of:
Consolidated Situation Report	• Have participants attempted to consolidate the information presented in the situation reports they send? • • Can the reporting be considered a "joint" process – used by more than one department or agency?
External Communications Strategy and First Joint Press Release	• Does there seem to be any kind of coordinated, joint strategy for communicating with the media, and the general population? • Are there set procedures for handling time urgent communications • Have the procedures for handling communications been clarified? Do participants understand them? • Has any Press Release or Public Information bulletin been submitted to the SAC? Sent around to participating departments or agencies? Begun?
Joint Definition of Response Priorities	• Has the government, through the coordination mechanisms established, tried to identify response priorities in any coordinated, joint fashion? Try to identify cases where they seem to be doing so. Or are they mostly working in isolation from each other? • Do participants seem to know what the response priorities are?
Coordination Structures	• Are coordination structures established? • Are the coordination structures operating efficiently? • Are roles defined? • Do participants understand them? • Do the coordination structures seem to help? Do they seem to be enabling the response or hindering it? Try to note which structures seem to be adding value to response planning. (Be sure to review as well the next section on Monitoring Meetings.)

Continued >>

[Continued]

Summary of Immediately Available Emergency Resources, and of Gaps in Immediate Response	• Have participants managed to provide detailed resource listings of departmental resources? • Do they seem to have a good sense of what is both appropriate in terms of likely needs and immediately available? • Do the resources they report actually exist and immediately available? Or are they simply responding by noting what their department could in theory provide the items or is there a lead time for the items? • How long did it take them to produce this information? • Has a list of key response gaps been submitted by a coordination unit? By individual departments?
Resource Mobilisation Plan	• Have participants produced a resource mobilisation plan? • How has this been costed and funded? • Have they discussed joint funding for the response at all? Which departments are taking an active part in these discussions? • Have individual departments submitted plans for mobilising resources? Which ones?
Available Departmental Assessment Tools	• Have the participants made any attempts to coordinate their assessment plans? Are they setting up or discussing the need for any joint missions? With which departments? • How are decisions being made in relation to emergency services deployment? • Have the participants discussed whom they plan to send on the emergency assessments? Are these only emergency service personnel or are there also technical specialists involved (such as engineers). • Have they tried to reach any agreement on the assessment tools or techniques they will use? Is there any consensus on this? If there is a need to adapt existing assessment tools to the particular hazard type, have they done so? Have they discussed the particulars of assessment at all?

ANNEX B.04

RUNNING THE EXERCISE:
MONITORING MEETINGS

Participant instructions advise the participants to alert the SAC whenever they are calling a meeting. When you receive such a notification, be sure to send a facilitation team member to observe the proceedings. (A form to record your observations at participant meetings is included on the next page.)

Be on the watch for demonstrations by the participants of effective meeting management practices, of technical sector knowledge (including references to existing contingency plans) and, in general, of a willingness to coordinate their various response ideas.

The various GES coordination meetings provide unique opportunities for your facilitation team to get a sense of how well the participants handle these leadership, coordination, partnership, and resource issues. The GES exercise is designed to test planning with effective coordinated leadership and effective management with across departments. It is looking at how departments can collaborate strategically. These meetings offer a valuable means of observing departmental heads and the coordination structures upon which they sit. They are, in effect, the best means within the GES of understanding how well the planning and coordination mechanisms are understood and applied by the participants.

The following table provides some basic guidance on what to look for at these meetings with regard to a coordinated approach:

Expected Output	Monitor / Take note of:
Planning	• Clear, relevant response planning within the context of a common coordination structure (such as through a National Platform or Commission). • Clear understanding of which departments should undertake which specific roles and the procedures for doing so. • Clarity with regard to leadership in the designated roles and how this leadership translates to other departments and agencies i.e. does the delegated department command authority or is their decision making curtailed by political need? • Attempts to identify and understand the potential impacts across departments. • Clearly tasked and scheduled responsibilities. • Active involvement of trained men and women at senior levels.
Coordination bodies (Ministerial Commissions, National Platforms)	• A clear agenda and evidence of an ability to move that agenda along, to solicit and listen to others' inputs but not let the meeting get bogged down in petty or extraneous concerns. • Skilled use of emotionally intelligent leadership styles appropriate to particular coordination meeting needs. • A willingness on the part of the leader to cede the floor as needed to those with the most emergency response experience. • A generally consensus (or at least not rebellion!) on key decisions or actions including deadlines and agreement on next steps and/or meeting times.

Continued >>

[Continued]

Financing	• A willingness on the part of the various departments with financial authority to work collaboratively, to develop resource mobilisation plans together. • Discussions about formulating emergency funding apparatus or undertaking special measures are legal and appropriate under state of emergency legislation. • Effective shared resource allocation
Partnership	• A spirit of openness and a common commitment to constructive practical action. • A commitment to transparency, mutual accountability and complementary roles with a readiness to consider advantages of strong departmental collaboration. • A willingness to consult with departments and outside agencies whose operations are likely to be impacted by the responses being planned. • Concerted efforts to identify comparative advantages of external partners such as NGOs and private sector partners with regard to identified humanitarian needs.

GES

Meeting Feedback Form

Meeting : _____

Began at: _____ Ended at: _____

Organisations attending: _____

_____

_____

_____

Quality of leadership	***Clear role?***	Yes___	Partially___	No ___
	Effective?	Yes___	Partially___	No ___
Agenda	***Clear objectives?***	Yes___	Partially___	No ___
	Comprehensive?	Yes___	Partially___	No ___
	Appropriate (in relation to available time)?	Yes___	Partially___	No ___
	Focus on priorities?	Yes___	Partially___	No ___
	Decision(s) taken?	Yes___	Partially___	No ___
Climate	***Participatory?***	Yes___	Partially___	No ___
Participation	***Appropriate participants?***	Yes___	Partially___	No ___
	Encouraged?	Yes___	Partially___	No ___
Information Sharing	***Effective?***	Yes___	Partially___	No ___
	Appropriate?	Yes___	Partially___	No ___
Time Management	***Well managed?***	Yes___	Partially___	No ___
Minutes	***Prepared and pertinent?***	Yes___	Partially___	No ___
Other Observations:				

Observer: _____

ANNEX B.05

REVIEWING QUALITY OF EXPECTED OUTPUTS

A key task of the facilitation team is to review the quality of the exercise's expected outputs produced by participants.

The following table has been developed to assist with this assessment of quality. The guidance is in no way "etched in stone." You should feel free to develop your own measures of quality, taking into account the experience level of the participants, the degree to which they were "overloaded" with assignments, and the time they had to produce the outputs.

Expected Output	"Quality" Guidance
1. Consolidated Situation Report	• Quality output would contain: • General summary of current conditions: areas and population groups affected. • Brief listing of sector-specific conditions. • Highlighting of gender and protection risks and response. • Listing of planned and actual responses by department and any partner organisations/agencies. • Table of consolidated numbers with regard to needs and response gaps by department. • Likely evolution of the crisis. • High quality output would include likely funding & resources requirements by department.
2. External Communications Strategy and First Joint Press Release	Quality output would include a press release that all participating departments would have reviewed and agreed to release during the exercise which states conditions of affected, response plans to-date and estimates of damage. High quality output would include a document laying out a strategy for approaching media and an information strategy for the public and showing that actors are planning their responses collaboratively.
3. Joint Definition of Response Priorities	Quality output would list priorities by Department. Assuming inter-departmental contingency plans exist, a quality output would note links to pre-crisis plans and agreed departmental responsibilities. High quality output would likely note linkages or dependencies between and among outputs. It would also define lead agencies and coordination points to those agencies.

Continued >>

[Continued]

4. Coordination Structures	Quality output would note decisions to hold and participate in overall coordination meetings according to an agreed schedule with clear agendas and gaps or needed actions identified and clearly tasked to appropriate departments at the end of each meeting. High quality output would include organisation and implementation of specific coordination meetings around common themes with agreed schedules, agendas and tasking. Leadership will be defined and reporting mechanisms to central authorities implemented.
5. Summary of Immediately Available Emergency Resources, and of Gaps in Immediate Response	Quality output would include list of resources and gaps organised by department. High quality output would include list (also by department) of stocks immediately available within 24 and 72 hours, and a clear breakdown of response gaps by area and population group.
6. Available Sector Assessment Tools	Quality output would include plans submitted to the SAC stating type of follow-up joint assessments to be conducted based on evolving conditions, and names of likely personnel who will join the various teams and from which department. High quality output would include agreement on the use of joint assessment tools, such as Multi-sectoral Initial Rapid Assessment tool or other such internationally recognised standard, and on the approaches to be used in the various assessments.

ANNEX C

DEBRIEFING WORKSHOP CHECKLIST

2 MONTHS BEFORE

CHECK IF COMPLETED	RESPONSIBILITY
☐ Conduct last-minute check of presentation equipment	
☐ Make copies of Participant Evaluation Form (Annex C.03.) for all workshop participants	
☐ Facilitate Session 1: "Welcome & Review of Simulation Experience[7]"	
☐ Facilitate Session 2: "Ensuring Quality"	
☐ Facilitate Session 3: "Simulation Strengths & Weaknesses"	
☐ Facilitate Session 4: "Dealing with the Challenges"	
☐ Facilitate Session 5: "Action Planning"	
☐ Facilitate Session 6: "Evaluation & Wrap-up"	
☐ Gather/compile cluster/sector action plans electronically	
☐ Collect all hard copies needed for final GES report (cluster/sector action plan matrices, expected output documents, participant evaluation comments, flip chart lessons, etc.) and give to team member with principal responsibility for drafting report	

[5] *The sessions listed in this table are those used in several previous GES debriefing workshops. Your debriefing sessions may change depending upon your particular needs.*

ANNEX C.01

DEBRIEFING WORKSHOP AGENDA

SAMPLE

A sample GES Debriefing Workshop Agenda is provided on the next page. Whatever agenda you use should be adapted to suit the needs of your particular GES debriefing workshop.

Be sure to take copies of your agenda to the "End of Exercise" meeting with the representatives of the relevant authorities to be held at around 18:00 on the day of the exercise (i.e. the evening before the debriefing workshop).

The agendas used in previous GES events can be found in the **"Documents from Previous GES Events"** folder.

GES

Debriefing Workshop Agenda

0900	1. Welcome & Review of Simulation Experience	45 min
0945	2. Quality of Expected Outputs	75 min
1100	**Break**	30 min
1130	3. Strengths & Weaknesses	60 min
1230	**Lunch**	90 min
1400	4. Dealing with Challenges	60 min
1500	**Break**	15 min
1515	5. Action Planning	90 min
1645	6. Evaluation & Wrap-up	15 min
1700	**Close**	

ANNEX C.02

OVERVIEW:

STANDARD DEBRIEFING WORKSHOP SESSION GUIDES

The session guides included here in Annexes C.02.01. to C.02.06. were developed to guide the Debriefing Workshop Agenda included in this Guide as Annex C.01.

If you decide to change the agenda for your GES workshop, be sure to discuss and identify with your team in advance any needed revisions in learning objectives, activities or facilitation needs for each session.

Annex C.02.01. Facilitating Session 1: Welcome & Review of Simulation Experience

Annex C.02.02 Facilitating Session 2: Quality of Outputs

Annex C.02.03. Facilitating Session 3: Simulation Response Strengths & Weaknesses

Annex C.02.04. Facilitating Session 4: Dealing with the Challenges

Annex C.02.05. Facilitating Session 5: Action Planning

Annex C.02.06. Facilitating Session 6: Evaluation & Wrap-up

Note: The PPT slides are included in these Session Guides to help orient facilitators. You should feel free though to use the PPT presentation or flip charts for any of the debriefing workshop sessions.

ANNEX C.02.01

FACILITATING SESSION 1:
WELCOME & REVIEW OF SIMULATION EXPERIENCE

	Content	Approx. Time	Instructional Activity
1.	Introductions, Objectives & Agenda	10 minutes	Plenary Presentation
2.	Quick Review of Simulation Results	20 minutes	Plenary Presentation & Q&A
	Total Time:	30 minutes	

Session Learning Objectives
By the end of the session, participants should be able to:

- List the objectives of the workshop
- Describe the general impressions of GES participants with regard to how they fared in meeting the GES exercise's objectives.
- List which expected outputs were actually achieved in the simulation exercise, which were only partially achieved, and which were not achieved at all.

General guidance
This session is intended to break the ice, to ease participants out of any strong emotional feelings that may have developed with regard to the previous day's exercise, and to move into a more analytical frame of mind. This session can often set the tone for the upcoming debriefing and should be handled sympathetically, even if it takes a few minutes longer to get the ambience right.

Try to keep the session light-hearted, allowing the participants to use humour to express their feelings about the exercise. Avoid finger-pointing and blaming for any failures that may have occurred, and emphasize collective responsibility. Finally, look conscientiously forward to plan and prepare for the next major emergency.

In this session, participants will be asked to identify which of the expected outputs they were able to achieve in the exercise. This is to ensure that the plenary group has more or less the same understanding of these achievements.

Before the session, make sure the facilitation team reviews the completion of the expected outputs and agrees whether or not each item has been completed (Y), only partially completed (P), or not completed at all (N). Write the outputs on flip chart or other presentable media (interactive projector, etc.) with your appropriate code letters indicated alongside each output, but hidden from the participants' view.

Key Messages
- This is to be a day of systems thinking, of systems analysis. We are here to analyse how to improve our response to a real such crisis in the future.
- Simulations test systems and not individual performances. If individuals appear to have had difficulties with the exercise the correct focus should be on supporting individuals and not the individuals themselves. This is not a time for performance managing individuals as it can introduce an element of blame to the exercise that can be unhelpful.
- It is a positive dynamic to expose gaps in yesterday's response. By exposing them, we can deal with them before a real such event occurs.
- Many participants likely have similar views of what went on: "I should not be afraid of noting to others what I might have done better."

Equipment
- Laptop, data projector and screen.

Supplies
- PPT Presentation: "GES Debriefing Workshop Presentation.ppt.
- Flip charts, paper and markers
- Index cards or 'Sticky Notes' can be used.

ACTIVITY #1: INTRODUCTIONS, OBJECTIVES & AGENDA

Time	10 minutes
Instructional Method	Plenary Presentation
Purpose	The purpose of Activity #1 is to ensure all are familiar with the aims and agenda of the day's workshop – and with each other.

Instructions

After the Welcome, ask each participant to quickly introduce him/herself: name, title and organisation.

Review the workshop objectives, and explain that the purpose of the next few hours is to review what happened during the simulation, to identify gaps in preparedness, and to identify steps to address those gaps.

Note that simulations help to expose behaviour from which the participants can derive a realistic picture of themselves individually and collectively as a group. This simulation was meant to challenge participants to assess their emergency preparedness actions in order to strengthen them. Note: "The simulation debriefing should identify some actions that you have done well - and also identify actions that you need to strengthen."

Additionally, this simulation, in particular, was meant to force participants, under time constraints, to make decisions in 'real time' in their office settings. Ultimately, what this time together should do is to encourage participants to reflect upon and to improve how they will manage the personal and professional challenges if a real crisis should evolve.

Finally, emphasize that everything is learning - that is the point of the simulation! – and that no one should feel inhibited from asking questions or from expressing *constructive* comments.

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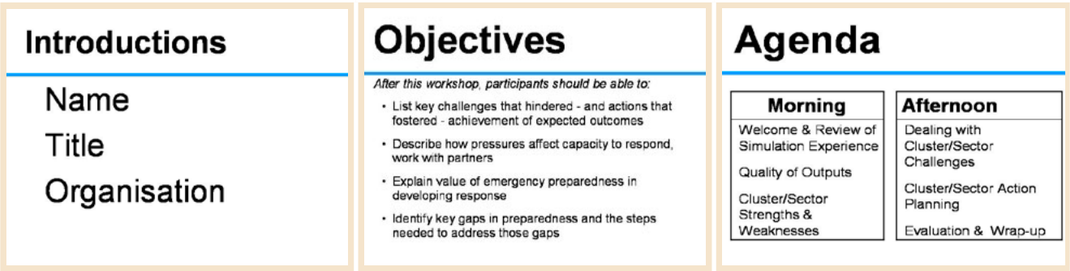
Briefly review the agenda for the day and then proceed to Activity #2.



ACTIVITY #2: QUICK REVIEW OF SIMULATION RESULTS

Time	15 minutes
Instructional Method	Plenary Presentation and Q&A
Purpose	The purpose of Activity #1 is to clarify for all participants exactly which of the expected outputs were achieved during the simulation exercise.

Instructions

Note that because of the physical setup of yesterday's simulation, participants are likely to have very different views as to what was actually achieved in the exercise. Show the slide and note that the intent of this activity is to obtain a general perspective on which of the expected outputs were completed.

Turn participant attention to the flip chart or projection with the expected outputs listed down the left side.

Try to review quickly each output and ask "was this achieved: Yes, No or Partially?

While some agencies and/or particular staff members will clearly be more responsible than others for achieving some of the outputs, ask the question of the entire group for each output. This is to reinforce that a response to an emergency is the responsibility of the entire group.

Continued >>

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If the participants indicate that they believe a particular output was completed, write a "Y" alongside it. If they indicate partial completion, write a "P" alongside. If they say it wasn't completed at all, write an "N" alongside it, to indicate it wasn't achieved. Take just a moment after each output to ask one or two participants to explain their reasoning for each answer.

After each output has been assessed by some of the participants (Y, P, or N), reveal the facilitation team's analysis and compare what may be two very different views of output completion. Where there is a significant discrepancy, ask the participants why they thought it was completed or incomplete when in reality it was not. The difference may signal a substantial lack of understanding regarding what was needed for a particular output; it bears reviewing each to ensure participants are clear on what they should have produced for each.

ANNEX C.02.02

FACILITATING SESSION 2:
QUALITY OF OUTPUTS

Session at a Glance

	Content	Approx. Time	Instructional Activity
1.	Quick quality review	15 minutes	Plenary Q&A
2.	Quality Review of Simulation Outputs	60 minutes	Small Group Work & Reports
	Total Time:	75 minutes	

Learning Objectives

By the end of the session, participants should be able to list a number of key attributes of quality with regard to key emergency documents and structures. These documents or structures could be (but not limited to) any of the following:

- Consolidated Situation report to governmental agencies
- Communication messages to the general public
- Financial control orders
- Resource allocation orders
- Coordination Structures (including structures to manage outside assistance)
- Response prioritisation
- Assessment reports
- Requests for international assistance or information protocols should international assistance not be required.
- Joint press release
- Terms of reference for relief agencies (both governmental and non-governmental)

General guidance

Be sure to refer to the table included in Annex B.05 (Reviewing Quality of Expected Outputs) for guidance on what might conceivably constitute quality or high quality outputs.

Participants will self-select into small groups, formed around the list of expected outputs, where they will consider how to improve quality of outputs in future crises. Assign one member of your facilitation team to follow the progress of each group and provide feedback after the reports. (Some facilitators may have to follow more than one group.) Be sure that each small group has at least one clear output produced in the exercise on which they can focus. You should probably combine some like outputs to reduce the number of groups and thereby ease the reporting time.

The following table provides one example of this grouping:

Group	Expected Outputs to be Reviewed
1	Consolidated Situation report to governmental agencies Communication messages to the general public and joint press release.
2	Decisions on the coordination structure and standard procedures for its formalization. A joint definition of the major response priorities.
3	Decisions on resource mobilisation (including financial mobilisation) plan and develop required draft documents.
4	Definition of the security measures to take concerning staff and operations continuity. Definition of agreed modalities for deployment of assessment teams.
5	A summary of resources available for immediate distribution and of the gaps in the immediate response.

Key Messages

- Despite the intense pressures inherent in a real crisis, the government and their partners are expected to produce key documents and conduct critical processes at a certain level of quality. The general public will be looking to the government for leadership in a crisis and it is important to deliver.
- Understanding what is required well in advance of the crisis is a key part of being prepared: "Practice makes perfect."

Equipment

- Laptop, data projector and screen.

Supplies

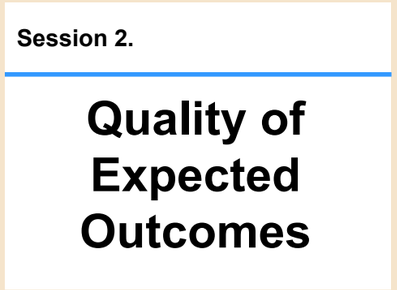
- PPT Presentation: "GES Debriefing Workshop Presentation.ppt.
- Flip Charts and markers.
- Enough copies of one of the documents produced in the exercise (Financial reports, press releases, public information bulletins, consolidated SitRep, etc.) for all participants for the opening exercise.
- One to two copies of each of the expected outputs produced by the participants. These will be used by the small working groups in their assessments of quality.
- Signs posted around the room to indicate small group working areas, each sign noting the expected outputs on which that group will focus.

ACTIVITY #1: QUICK QUALITY REVIEW

Time	15 minutes
Instructional Method	Plenary Q&A
Purpose	The purpose of Activity #1 is to set the scene for the group work and to get participants thinking about the need for quality – and what quality actually means.

Instructions

Show the slide to introduce the session. Reassure everyone by noting that participants were obviously under great time pressure in the exercise, and that they were asked to produce documents in even less time then would be the case in reality. Nonetheless, it is important to consider the quality of the outputs produced: what else would be needed to increase the quality of each output to an acceptable level.



Distribute copies of one of the documents produced by the participants in the GES exercise. For example, Financial reports, press releases, public information bulletins, consolidated SitRep, etc.

Ask the participants what are the attributes of "quality" for this product? How might one determine if a particular output is of high quality?

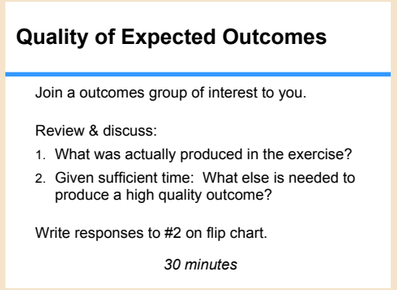
Write their ideas as they volunteer them to a flip chart. Review them before proceeding.

ACTIVITY #2: QUALITY REVIEW OF SIMULATION OUTPUTS

Time	30 minutes
Instructional Method	Small Group Work
Purpose	The purpose of Activity #2 is to provide an opportunity for participants to review their simulation outputs and brainstorm how they might improve their final products in future crises.

Instructions

Point out the small group working areas and ask the participants now to self-select into one of the small groups whose topics are of interest.



After they join their groups, ask them to nominate a facilitator and a reporter for their small group for this session. Give a copy or two of the actual topic-specific output documents submitted by the participants in the exercise to each small group facilitator.

Then, ask the groups to review their documents and discuss:

1. What was actually produced in the exercise?
2. What else would be needed to produce a "high quality" output? That is, what key information is missing from the actual output?

Ask them to write their responses to the second question on the flip chart. Tell them they should complete this work within 30 minutes. Tell the group reporters that they should be prepared as well to give a very brief verbal summary of what was actually produced.

About 25 minutes into the exercise, go around the room and encourage the group reporters to start putting their results to #2 on the flip charts if they haven't already.

After the 30 minute mark, have each small group reporter give a brief summary of the actual output produced by the participants in the exercise and then present the detail on what else would be needed to improve quality.

After each presentation, have the facilitation team member responsible for following that group provide feedback to "fill in any gaps" that may still be open. Allow no more than six minutes for each presentation and feedback (assuming five small groups.) If there is time remaining after each facilitator's feedback, take comments or questions from other participants but keep the comments brief.

Wrap up the session by noting that despite the intense pressures inherent in a real crisis, the government and their specialist agencies are expected to conduct critical processes and produce key documents at a certain level of quality. Understanding well in advance of the crisis what will be required in terms of quality outputs is a key part of being prepared. In essence: "Practice makes perfect."

ANNEX C.02.03

FACILITATING SESSION 3:

CLUSTER/SECTOR STRENGTH & WEAKNESSES

Session at a Glance

	Content	Approx. Time	Instructional Activity
1.	Identifying simulation strengths	20 minutes	Small Group Work & Presentations
2.	Identifying simulation weaknesses	40 minutes	Small Group Work & Presentations
	Total Time:	60 minutes	

Learning Objectives

By the end of the session, participants should be able to describe the major emergency preparedness and response strengths and weaknesses that characterized their particular unit or agency performance in the GES exercise.

General guidance

This session aims at identifying the major emergency preparedness & response strengths and weaknesses of the government and in particular, government departments in the simulation exercise. Participants will work in the groups that they formed in the exercise.

The intent is twofold:

- To produce common understanding of the difficulties that participants faced in meeting their cluster/technical challenges and of the reasons those difficulties existed, and
- To generate the data which the participants will analyse in the session that follows in order to generate ideas on how those challenges might be overcome in a real such crisis.

The exercises will be conducted in unit or department groups – those that were used in the exercise. If the participants did not formally form such groups in the exercise, your facilitation team should decide which technical areas received the most attention by the participants in the exercise and form five or six technical sector groups accordingly.

Key Messages

- Factors in the operating environment may pose both threats and opportunities to emergency plans and responses.
- In order to understand and meet the challenges confronting government agencies in their preparedness plans and emergency responses, it is critical to identify cluster/sector-specific strengths and weaknesses that may foster or hinder capacity.

Equipment

- Laptop, data projector and screen

Supplies

- PPT Presentation: "GES Debriefing Workshop Presentation.ppt.
- White boards, and markers, flip charts or projection equipment
- Cards posted in advance for each technical cluster/sector group. Post-it's can be used.
- Cards for each small group table indicating which cluster/sector group it will host.

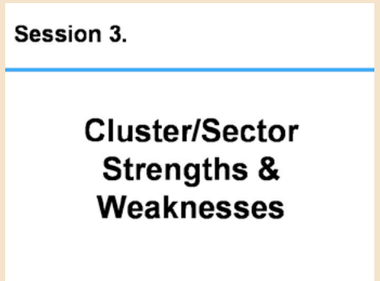
ACTIVITY #1: IDENTIFYING SIMULATION STRENGTHS

Time	20 minutes
Instructional Method	Small Group Work
Purpose	The purpose of Activity #1 is to provide participants with a structured opportunity to identify and review the strengths of their simulated response.

Instructions

Show the slide to orient participants to the session. If you haven't already done so, have the participants now join their cluster/sector working groups, i.e. the unit group in which they conducted most of their simulation activities.

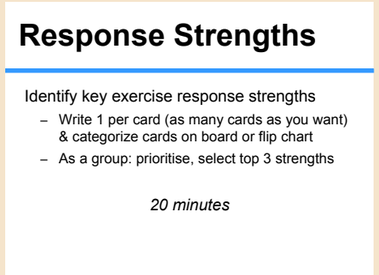
Once again, each small group should appoint a facilitator and reporter for the session.



Tell them that they are now going to consider briefly the main strengths of their simulation response experience.

Give the groups 20 minutes to:

- brainstorm a list of strengths that characterized their unit's performance in the simulation exercise and quickly reach a consensus on the three most important strengths; write each of these on a separate card or post-it.



- post the group's three strength cards white board or flip chart alongside its unit name.
- As the groups begin to post their results, note recurring "categories" of strengths – which strengths seems to be widely shared across the cluster groups? Which are very specific to a particular cluster?

Take a few minutes to summarize the main categories of results. Note categories of strengths that seem to be common to many or all groups. Note also a few standout strengths that seem to characterize a particular cluster or two.

Congratulate the participants on their strengths and explain that they are now going to move on to consideration in detail of the weaknesses demonstrated in the exercise and for which corrective actions could be planned.

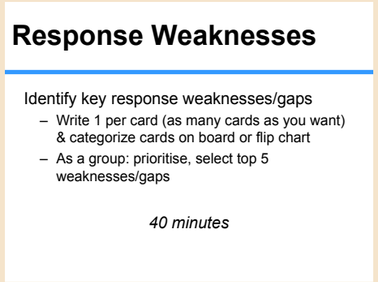
ACTIVITY #2: IDENTIFYING SIMULATION WEAKNESSES

Time	40 minutes
Instructional Method	Small Group Work
Purpose	The purpose of Activity #2 is to provide participants with a structured opportunity to identify and review the weaknesses of their simulated response.

Instructions

Tell them that they are now going to consider the main weaknesses of their simulation response experience. Give the groups 40 minutes to:

- brainstorm a list of weaknesses that characterizedtheir cluster's performance in the simulation exercise and quickly reach a consensus on the five most important weaknesses; write each of these on a separate card or post-it. If possible use different colours to define strengths and weaknesses. Otherwise, clearly mark which is which.



- post the group's five weakness cards on the white board or flip chart alongside its unit name.

As the groups begin to post their results, take note of recurring "categories" of weaknesses: those that seem to be widely shared across the cluster groups, and those that are very specific to a particular cluster.

Tell the participants that, after lunch, they will return to consider how in the future they might meet the challenges they have just identified and posted.

Finally, thank them for their hard work and go to lunch.

ANNEX C.02.04

FACILITATING SESSION 4:
DEALING WITH CHALLENGES

Session at a Glance

	Content	Approx. Time	Instructional Activity
1.	Dealing with challenges	60 minutes	Small Group Work & Presentations
	Total Time:	60 minutes	

Learning Objectives

By the end of the session, participants should be able to:

- List a number of actions that could eliminate or minimise the various challenges that they confronted in their GES exercise.

General guidance

This session follows directly from, and makes use of, the posted data on "weaknesses" generated in the previous session by the participants. In this session, participants will be asked to brainstorm various ways of overcoming those challenges should they occur in a real crisis.

Try to get the participants to "think out of the box" and not be overly constrained by the limits of their current operating environment. Assure them there will be time later in the day to do some action planning within the context of their actual operating environment. In this session, however, you should encourage them not to constrain their thinking but, rather, to think creatively in their discussions. In so doing, new avenues may be opened up for those who naturally tend to let the realities of the operating environment limit their ideas.

Key Messages

- Effective emergency preparedness and response often requires some very creative and original thinking by the respondents to handle what may loom as overwhelming challenges.
- Thinking "out of the box" may often be the best route to overcoming these challenges in an emergency. This is your opportunity to do so.

Equipment

- Laptop, data projector and screen

Supplies

- PPT Presentation: "GES Debriefing Workshop Presentation.ppt.
- Flip Charts and markers

ACTIVITY #1: DEALING WITH THE CHALLENGES

Time	75 minutes
Instructional Method	Small Group Work
Purpose	The purpose of Activity #1 is to provide participants with a structured opportunity to brainstorm measures by which the challenges identified in the previous session might be handled or even overcome.

Instructions

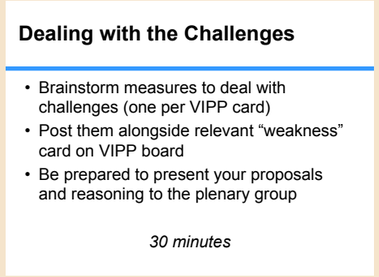
Upon returning from lunch, show the slide to orient participants to the session.

Ask them to rejoin their unit groups. If some participants feel strongly about joining another group to work on the challenges, tell them they are free to do so, but try to ensure that at least three or four participants are in each group.

Once again, each small group should appoint a facilitator and reporter for the session.

Tell the groups they will have 30 minutes to review the "weaknesses" that they posted on the white board (or flip chart) alongside their unit names, and discuss what measures might be taken to meet these challenges.

Tell them that effective emergency preparedness and response often requires some very creative and original thinking by the respondents to handle what may loom as overwhelming challenges, and that thinking "out of the box" may often be the best route to overcoming these challenges in an emergency.



Stress that this is their opportunity to do so: to do some creative, original thinking with regard to the challenges that some out of habit may consider insolvable.

Ask the groups to write their proposed measures on white cards (one per card) and post them alongside the relevant "weakness" card on the white board.

As they post their results, once again, mentally take note of categories of measures that appear to be common to many or all groups, and those that are unique to a particular cluster.

After about 30 minutes, have each cluster reporter make a brief presentation of its results to the plenary group.

To maintain everyone's focus and attention ask everyone to stand and approach the white board.

Allow each unit group two or three minutes to present its measures and reasoning for meeting the challenges. Take comments or questions but keep it moving: you have no more than five or six minutes for each group.

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After all groups have presented, take a few minutes to summarize the results. Note the categories of measures that appear to be common to many or all groups; note as well those that are unique. Highlight those measures that seem to be original or new to the participants and encourage them to consider further these measures after the workshop.

Finally, thank the participants for their hard work and go to a short break.

ANNEX C.02.05

FACILITATING SESSION 5:
CLUSTER/SECTOR ACTION PLANNING

Session at a Glance

	Content	Approx. Time	Instructional Activity
1.	Unit-specific Action Planning	90 minutes	Small Group Work & Reports
	Total Time:	90 minutes	

Learning Objectives
By the end of the session, participants should be able to:

- Explain what key decisions and actions will be taken to enhance emergency preparedness and response in each unit: by whom, where, and by what deadline.

General guidance
This session is for the participating agencies to sit down and discuss what steps they might take individually or in partnership to enhance their emergency preparedness. As they only have 45 minutes for their unit specific discussions, try to get them to focus on the most critical needs and viable actions. For example, if the inter-agency contingency plan has not been updated in sometime (particularly with regard to their unit needs), this might be an opportunity to schedule such a session, decide who will be involved, where it will take place, etc. Or if they have been discussing the need for inter-agency emergency response training for staff, this might be a chance to schedule it.

Key Messages
- The GES simulation is designed to expose gaps in emergency preparedness and response and offer an opportunity to plan needed actions to fill those gaps. This session provides such an opportunity but can in no way be considered complete: follow-up planning and actions are critical.
- Preparedness is never "finished" or "completed." Real preparedness involves an on-going commitment to review, to amend, to act.
- Working collaboratively, agencies can greatly enhance overall readiness of the clusters/sectors in which they participate.

Equipment
- Laptop, data projector and screen

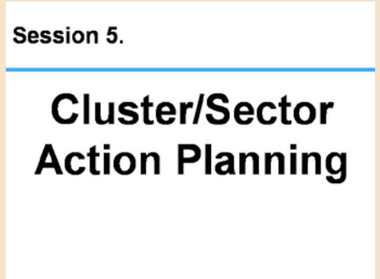
Supplies
- PPT Presentation: "GES Debriefing Workshop Presentation.ppt.
- Flip Charts and markers

ACTIVITY #2: QUALITY REVIEW OF SIMULATION OUTPUTS

Time	60 minutes
Instructional Method	Small Group Work
Purpose	The purpose of Activity #1 is to enable participants in their respective agency groups to identify key actions and decisions needed to enhance agency preparedness.

Instructions

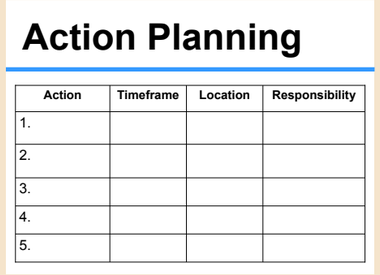
Show the slide to orient the participants to the session. Tell them that the GES simulation is designed to expose gaps in emergency preparedness and response and to offer an opportunity to plan needed actions to fill those gaps. This session is intended to provide such an opportunity; that is, the objective of the session is to conduct some real action planning, to identify needed decisions or actions that will enhance the emergency preparedness and/or response status of their agencies. In this session, they should certainly take into account the operating environment in which they work.



As time is short, they should focus on the most critical needs of their agencies and consider viable actions. For example, if they have not updated their contingency plan in sometime, this might be an opportunity to schedule such a session, decide who will be involved where it will take place, etc. Or if they have been discussing the need for inter-agency emergency response training for staff, this might be a chance to schedule that training.

Ask them to rejoin their unit groups.

Show the slide and tell them they should prepare a matrix as indicated here. The intent is to ensure that specifics are added to each action or decision: the timing, location, and responsibility of each action are critical if the result of the simulation and debriefing this is to be more than just theoretical



Tell them they have about 60 minutes to produce their matrices and that they should write them on the flip charts for all to see.

After about 60 minutes, ask each unit group to come back to plenary to present their priority actions. They do not have to present all the detail; that is for their specific unit. They should, however, be prepared to share some of the needed actions, especially those that require input from partner agencies.

Use whatever time remains to hold a facilitated discussion of the plans and to obtain feedback from other participants if offered.

ANNEX C.02.06

FACILITATING SESSION 6:
EVALUATION & WRAP-UP

Session at a Glance

	Content	Approx. Time	Instructional Activity
1.	Evaluation	10 minutes	Individual evaluation
2.	Wrap-up	5 minutes	Plenary presentation
	Total Time:	15 minutes	

Learning Objectives
By the end of the session, participants should be able to:

- Express their views on the importance and value of the GES.

General guidance
This session is simply to obtain input from participants on suggestions for adding to the GES, to make it more realistic, to increase its educational value for the next event.

Key Messages
- Participant input into the GES is invaluable.
- Their views on the strengths and weaknesses of the exercise and debriefing are vital to continual improvement of the tool.

Equipment
- Laptop, data projector and screen.

Supplies
- PPT Presentation: "GES Debriefing Workshop Presentation.ppt.
- Participant Evaluation Form (Annex C.03.) copied for each participant

ACTIVITY #1: EVALUATION

Time	10 minutes
Instructional Method	Individual evaluation
Purpose	The purpose of Activity #1 is to obtain participant views on the strengths and weaknesses of the GES and their recommendations for improving it.

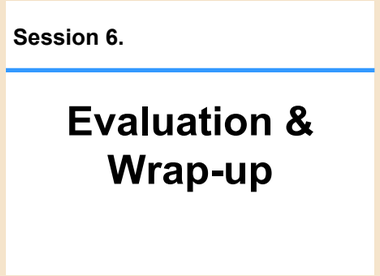
Instructions

Show the slide and note that they have just one more task to complete before the close.

Distribute the Evaluation Form to each participant and ask them to please take time to write their impressions.

After collecting the evaluation forms from all participants, wrap-up by assuring them that their inputs will be invaluable for future GES events.

Thank all for their participation and ask the lead agency designate or minister if s/he would please "close the workshop."

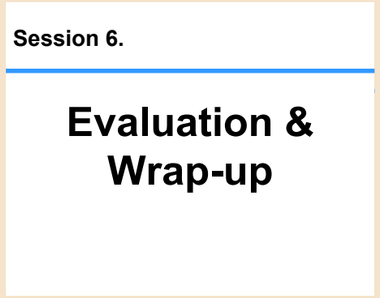


ACTIVITY #1: WRAP-UP

Time	15 minutes
Instructional Method	Plenary presentation
Purpose	Close the workshop.

Instructions

Have the Minister or his/her delegate thank the participants for their hard work over the two days and then officially close the workshop.



ANNEX C.03

GES EVALUATION FORM

The GES Debriefing Workshop "Participant Evaluation Form", distributed to participants at the end of the workshop, is provided on the next two pages.

Make enough copies for all participants.

GES

Participant Evaluation Form

Please note to what extent you agree or disagree with the following statements.

	Strongly Agree	Agree	Disagree	Strongly Disagree
The instructions were clear and comprehensive.	4	3	2	1
Hand-outs were relevant.	4	3	2	1
Participants were encouraged to play an active role in the simulation.	4	3	2	1
The simulation met my individual objectives.	4	3	2	1
The simulation was relevant to my job.	4	3	2	1
I would recommend this simulation to my colleagues.	4	3	2	1

The duration of the simulation exercise was: *correct* ☐ *too short* ☐ *too long* ☐

The duration of the debriefing workshop was: *correct* ☐ *too short* ☐ *too long* ☐

What were the 3 most important things you learned from this experience?

1.

2.

3.

Please rate the individual workshop sessions.
4 = Excellent 3 = Good 2 = Poor 1 = Unacceptable 0 = Not applicable

	Session	Quality	Value to my work
1.	Welcome and Review of Simulation Experience	4 3 2 1 0	4 3 2 1 0
2.	Quality of Expected Outputs	4 3 2 1 0	4 3 2 1 0
3.	Unit Strengths & Weaknesses	4 3 2 1 0	4 3 2 1 0
4.	Dealing with Challenges	4 3 2 1 0	4 3 2 1 0
5.	Action Plans	4 3 2 1 0	4 3 2 1 0

What suggestions do you have for improving the simulation exercise?

What suggestions do you have for improving the debriefing workshop?

What is your overall rating of this course?

Excellent ☐ *Good* ☐ *Poor* ☐ *Unacceptable* ☐

Please return this form to the workshop facilitators.

Thank you.

ANNEX D

FOLLOW-UP CHECKLIST

CHECK IF COMPLETED		RESPONSIBILITY
☐	Review participant evaluation comments	
☐	Prepare draft Report on lessons learned during the simulation exercise. Include action plans by ministry or section. Ensure overlapping or cross cutting themes are adequately addressed across ministries.	
☐	E-mail to facilitation team members for comments. Combine comments and make data anonymous before circulation to protect integrity.	
☐	Incorporate team member suggestions changes as needed in Action Plan Report	
☐	Send final GES report with cover letter to the Emergency Management Ministry or lead agency within the emergency services as well as to and hosting Authority	

ANNEX D.01

STANDARD GES REPORT FORMAT

The standard GES Report Format is an example of what may be compiled.

Before leaving the host-country, your facilitation team should agree on any changes to the format to be used for your final report.

GES

Report Format

Introduction

- Background
- Simulation Objectives
- Methodology adopted
- Planning and Organization Prior to the Exercise
- Participants
- Results expected from the exercise

Objectives of Debriefing Workshop

Results

- Simulation Exercise
- Summary of the Debriefing Workshop (by session)

Conclusions & Recommendations

- Strengths & Weaknesses
- Key Recommendations (generated during debriefing)
- Recommendations for further development of the GES

Annexes

- Action Plans
- Participant List
- Scenario (Current Situation.doc)
- Summary of Participants' Evaluation Comments
- Terms of Reference

IAES-Iran, 2008

IAES

Emergency Simulation

CURRENT SITUATION – EARTHQUAKE IN IRAN

Summary

A strong 6.2 Richter scale earthquake struck southern Tehran yesterday 8 June 2008 at 15:30. Reports coming in suggest that many of the city's southern districts appear to be completely destroyed. Reports from survivors indicate that there has been "Massive building collapse, particularly in residential zones". Huge numbers of people are believed trapped and the death toll could be in the thousands.

Due to their proximity to the Ray Fault, believed to be the cause of the shock, the neighbourhoods of Nourouzabad, Khazaneh Yaftabad, Esmaeilabad, Firouzbahram, Shamsabad, Abdolabad and Jahad Square appear to have sustained the worst of the damage in the capital. The number of Tehran residents left homeless could be in the many hundreds of thousands.

Reports of building collapse and substantial loss of life are also coming in from Malard, Eslamshahr, Akbarabad, Qarchak, and Varamin, although it is the southern districts of the capital city that appear to be the worst hit. Sporadic relief efforts by individuals, community groups, and various Islamic volunteer groups have been ongoing as people are desperately trying to get to family members who remain trapped in the rubble and are calling for help.

Many residents of southern districts have set up temporary "residence" in the street. The generally poor quality of housing there - built mostly of unreinforced masonry - and fears of potential aftershocks leave people in fear of and feeling extremely vulnerable.

Key Points

- At present it appears that most of the major routes leading into the worst affected zones are blocked or badly damaged.
- Thus far it is clear that Azadegan Freeway, from the Saveh Road to Khavaran is impassable.
- The Tehran-Qom and Ayatollah Sa'aidi highways are severely damaged and impassable. A large number of vehicles with people trying to get out of the city is causing major traffic problems with people in vehicles for hours. Local people are calling for government action.
- Railway lines heading south out of Tehran to Qom and to Varamin are apparently unusable due to both destruction of track and blockage from rubble.
- Entire city districts, particularly in the south-eastern areas of the city are for the moment inaccessible by heavy equipment due to rubble of collapsed housing.
- National radio is requesting information on the situation. They stated that they have information from their staff that reflects the damage being reported from other areas
- Fires are raging in certain southern districts where gas lines have been ruptured by the shock.

- Many people remain trapped in collapsed buildings and require immediate medical assistance.
- The national electrical grid is no longer functioning in affected areas.
- Mobile phone networks and television transmission in the affected areas have been cut due to disruptions in electricity supply and damage to mobile phone masts.
- Large numbers of both children and the aged have been seen wandering unaccompanied among the rubble.
- Water and sanitation systems in the southern districts of Tehran are destroyed.
- The police are reporting that their staff numbers are down by about 50% due to staff looking after family and friends and assisting locally with the relief effort. Many of the ambulance stations have been damaged
- Amir Almo'menin, Shohadayeh Hafte Tir, Ayatollah Kashani, Mahdieh, and Javadol A'emeh hospitals are badly damaged as are a number of clinics in the affected area. Many hospital and clinic staff are missing.
- Large numbers of casualties are reporting at hospitals and health clinics, some with very serious injuries.
- People in south-eastern districts are especially affected, given the lack of public parks that might otherwise be used as shelter areas. Search and rescue teams are currently trying to gain access to these affected areas although the narrowness of streets and the rubble from collapsed housing compound the difficulty of passage.

Actions Already Taken

- Local police departments are attempting to trace staff and mobilise community law enforcement groups.
- The Islamic council is calling for resources to be made available and for a declaration of a state of emergency to be made.
- Emergency health care is requesting support, particularly at hospitals where there is a need for emergency shelter to protect casualties
- The military is requesting information on the situation and is offering to deploy personnel and equipment from outside the disaster area.
- Local community is looking to the government for action

Actions from the International Community

- The United Nations has offered support through the following international mechanisms;
  - INSARAG search and rescue teams
  - UNDAC teams to assist in evaluating the humanitarian situation
- British and Swedish rescue teams are requesting visas to enter the country
- Some international charities are offering relief supplies

E-mail Messages

IAES

Emergency Simulation

IRAN EARTHQUAKE

09:00 – 10:45 - EMAIL DISTRIBUTION

1. SIMULATION-URGENT-SIMULATION

Subject: ALL STAFF

Today our colleagues will facilitate a simulation exercise dealing with an earthquake emergency. The aim of the exercise is to evaluate the emergency preparedness status of government agencies who would be expected to respond to a real such crisis.

Please note: THIS IS A SERIOUS EXERCISE!

This is a test of our emergency preparedness. This means that all participants are expected to cancel all meetings set for this day (with the understanding that those who have crucial meetings they cannot postpone may have to "step out" temporarily.)

We fully expect that staff members from all departments participating in the simulation will do their best to respond in an appropriate fashion as the scenario evolves. We ask all staff members who are not participating in the exercise to continue their normal work routine and assist your colleagues who are participating by taking on any urgent tasks and responding to any requests with which you can help.

Thank you, all.

2. SIMULATION-SIMULATION-SIMULATION

All

Subject: MAP OF affected area

Please find attached maps of Tehran and of surrounding areas. Areas believed to be the worst affected are mostly in the southern suburbs, around and beyond the "Ray line".

3. SIMULATION-SIMULATION-SIMULATION

All

Subject: Community Rescue Efforts

Reports have been received of communities trying to organise to try to dig out victims from

under the rubble. This is being done with bare hands and rudimentary tools. Communities are requesting assistance from the government but do not know who to contact.

4. SIMULATION-SIMULATION-SIMULATION

All Government Agencies and Departments Division Chiefs

Subject: Situation report

The emergency services have confirmed that there have been heavy casualties and damage from the 6.2 Richter earthquake which shook southern districts of Tehran.

Reports indicate that almost 70 per cent of the residential buildings have either been completely or seriously damaged. Local emergency workers cannot give specific details on the death toll but said it was "very high". Many with severe fracture and crush injuries were being transferred to other hospitals in Tehran or in nearby cities and provinces. Emergency personnel at health care facilities are reporting heavy case loads often with complex injuries requiring medication that is rapidly running out. Anaesthetic is in short supply. Numbers of medical staff, especially female nurses, are not showing up for work due to transport, security and permission concerns.

There are calls to form a crisis headquarters for coordinating relief aid. The United Nations Team in Iran is offering technical support through OCHA and UNICEF.

Police are complaining that it is difficult to get supplies into the centre of the city.

Telephone connections in the area are totally dead. Local cell phone companies have stated that they may be able to patch some masts through and get some of the cell network functioning

An Iranian Red Crescent official said that relief aid teams are using trained dogs to find bodies under the debris. They are requesting that international staff from IFRC be permitted to arrive in Iran and bring specialist equipment. According to Red Crescent volunteers, communities are hungry for information on aftershocks and where they can go for help.

5. SIMULATION-SIMULATION-SIMULATION

Subject: UN SECRETARY GENERAL EXPRESSES CONDOLENCES

UN Secretary-General Ban Ki-moon said he was distressed to learn of the huge casualties and damage caused by the earthquake. He conveyed his deepest condolences and sympathy to the government and people of the Islamic Republic of Iran and called on the international community to provide immediate support, a UN statement said.

6. SIMULATION-SIMULATION-SIMULATION

Subject: SEARCH AND RESCUE

A 69-member rescue team from South Africa is offering search and rescue assistance.

The team included defence force personnel, members of the police dog unit and their animals and private medical and emergency services agencies, according to the SAPA news agency.

South Africa's foreign affairs department contributed financially to the operation, a spokesman for the rescue mission was quoted as saying

7. SIMULATION-SIMULATION-SIMULATION

All department Heads, Emergency Personnel

Subject: Financial Request

Each department will need to compile a financial statement to be submitted to the ministry of Finance for consolidation, approval and resource allocation. This will be an emergency budget and should represent the financial requirements for the next 48 hours

Each agency must submit its response to this request to the Simulation Administration Office as soon as possible.

8. SIMULATION-SIMULATION-SIMULATION

All

Subject: DISASTER DISPLACED

Emergency service personnel are reporting that yesterday evening in the affected zone thousands of people, their belongings gone, are camped out on the street or within the rubble with no shelter and limited food and water.

Large numbers of people dazed and alone, are wandering among these crowds looking for relatives. Contact tracing is non existent and this is creating a climate to panic. Frequent aftershocks are contributing to the unease. People are desperate to know how to find missing family and friends, what to do in in the event of an aftershock and how to access urgent medical assistance. There is growing concern about sporadic incidents of violence against girls, boys and women.

9. SIMULATION-SIMULATION-SIMULATION

Police and Interior Ministry

Subject: Complaints

Community groups have expressed concerns that aid distribution is too slow and that the government needs to improve delivery into some of the hardest hit areas. The community needs to know that the government is taking their concerns seriously.

10. SIMULATION-SIMULATION-SIMULATION

Ministry of Emergencies

Subject: RED CROSS REPORT

The Iran Red Crescent Society has produced the following **very preliminary estimates** based on local contacts in the districts of Esmail Abaad and Abdol Abaad:

Human Loss

Deaths:	15,000
Injured:	20,000
Unaccounted for:	50,000

Damage Report

Houses Destroyed:	50,000
Houses Damaged:	75,000 -100,000
People left Homeless:	100,000 – 200,000

Please circulate an initial draft SITREP to all government departments ASAP!

11. SIMULATION-SIMULATION-SIMULATION

Ministry of Health

Subject : MANAGEMENT OF DEAD BODIES

Local communities are concerned that their deceased will not be buried in time as required by Islamic Law and are concerned about disease outbreaks. Many bodies have been prepared for burial and are with family members who are unable to bury them. This is adding to calls for the government to take action.

Please prepare a short media briefing outlining what actions the government will take to enable burials to take place at the earliest, and in the meantime what families can do to prevent any health hazards caused by dead bodies. Submit it to the Simulation Administraton Center within the next 30 minutes.

12. SIMULATION-SIMULATION-SIMULATION

All

Subject: International Assistance

Please submit to the Simulation Administration Center your plans for managing international assistance should your department request such assistance.

13. SIMULATION-SIMULATION-SIMULATION

Ministry of Works

Subject: Unsafe Equipment

Reports indicate that fires have broken out in some areas of the city. These appear to have been caused by gas leaks and in some situations, by people taking fuel from damaged petrol stations. There are also reports that some electricity supplies were not completely cut and that this has caused some to the damaged structures to become live.

Several people have already fallen victim in southern residential areas.

What action needs to be taken immediately?

Submit your response to the Simulation Administration Center within the next 30 minutes.

14. SIMULATION-SIMULATION-SIMULATION

Ministry of Foreign Affairs

Subject: Managing International Assistance

With international assistance being offered, what is the policy that will be implemented to

manage international groups? Such a policy should include the type of assistance requested and how this will be coordinated. What assistance can be accepted and what will be either rejected or subject to further scrutiny?

Send to the Simulation Administration Office within 30 minutes the response by the UNCT.

15. SIMULATION-SIMULATION-SIMULATION

Ministry of Foreign Affairs

Subject : NGO REQUEST

A major NGO has informed the Iranian Embassy in London that it can have several relief flights in the air within four hours, bringing relief assistance to victims of this disaster. It says that it has the capacity to provide 10.000 of the affected with potable water.

The NGO is now requesting the required permission to import the goods and is requesting assistance in transporting this equipment from the airport to the affected zones.

Please advise Simulation Administration Office of what actions will be taken.

16. SIMULATION-SIMULATION-SIMULATION

Ministry of Emergencies

Subject: EMERGENCY STOCKS

Please submit to the Simulation Administration Center within the next 60 minutes a report itemizing the stock of emergency response equipment & supplies that have now been made available to support the relief effort. Please also detail what material has been deployed.

17. SIMULATION-SIMULATION-SIMULATION

Ministry of Emergencies

Subject : GOVERNMENT WAREHOUSES DAMAGED

There are reports that the earthquake has heavily damaged a number of government-owned warehouses. It will likely be at least another day before government staff can enter the warehouses and inventory what can be saved and what has been destroyed. Most of the warehouses contained administrative material and non emergency stock, however at least three of the largest warehouses contain emergency supplies such as fuel, spare parts for emergency vehicles, emergency food supplies and useful non food items such as tarps, ropes, plastic sheeting and other pieces.

Please notify the SAC within 30 minutes of the following;

1. How will this affect operations?
2. What measures need to be established now to mitigate this issue?
3. What other stocks can be drawn upon?
4. Transportation and storage of extra supplies

18. SIMULATION-SIMULATION-SIMULATION

Ministry of Emergencies

Subject : Coordination of Response.

Take stock of the coordination structure. Is it working effectively? What systems need to be put in place? Are meetings suitable? Are more meetings required?

Report to SAC

19. SIMULATION-SIMULATION-SIMULATION

All

Subject: WEATHER FORECAST

The National Weather Service predicts that late - and unusually strong - rains will fall over the next few days.

20. SIMULATION-SIMULATION-SIMULATION

All

Subject: ASSESSMENT FORM

Please submit to the Simulation Administration Center within the next 30 minutes an electronic copy of the assessment form to be used by the emergency services personnel.

21. SIMULATION-SIMULATION-SIMULATION

All

Subject: AIR TRAFFIC CONTROL – DAMAGE TO IMAM KHOMEINI INTERNATIONAL AND MEHRABAD AIRPORTS

Air traffic controllers at both Imam Khomeini International and Mehrabad Airports are forcing all flights to continue on to land at other airports, including those at Isfahan and Tabriz.

Major damage to runways at the IKIA and minor damage at Mehrabad Airport will delay relief flights for several days to come. Repairs to IKIA runways are likely to take up to three weeks. Mehrabad, where the damage was less, should be functioning once again within the next two or three days according to airport authorities.

22. SIMULATION-SIMULATION-SIMULATION

WHO

Subject : FIELD HOSPITAL DEPLOYMENT

What is your decision with regard to field hospital deployment and setup? Will you call for one? If so, what are the requirements? If you are planning to bring in a field hospital from outside Iran, how will you do so?

10:45 – 11:45 - EMAIL DISTRIBUTION

23. SIMULATION-SIMULATION-SIMULATION

All

Subject : NGO REPORT

A national NGO reports that the conditions of those on the streets and in mass shelters are deplorable. The sites are heavily overcrowded and have no sanitation facilities, no shelter. The disaster displaced have lost everything in the crisis. To make matters worse, issues of gender discrimination and gender-based violence have arisen within the mass shelters: single women have complained of a lack of safe access to water or food preparation areas; some have reported harassment or attacks in the communal kitchen area and in unguarded sleeping areas; there have been cases of opportunistic theft targeting the elderly, females, or child-headed family groups.

24. SIMULATION-SIMULATION-SIMULATION

Ministry of Health

Subject: FEARS OF CHOLERA OUTBREAK

With the sanitation system destroyed throughout the southern parts of Tehran, fears are growing of a potential cholera outbreak.

What sectoral or cluster response will you take? Please submit your response to the Simulation Administration Office by 12:00 noon.

25. SIMULATION-SIMULATION-SIMULATION

Ministry of Health

Subject : MEASLES

The health teams working on emergency health care are increasingly concerned that a serious outbreak of measles could occur in the areas where a large number of disaster displaced are gathered. The following information and your opinion on the matter are urgently needed :

- What are the measles vaccination rates by age group throughout the country?
- When did you carry out your last vaccination campaign? What specific vaccination coverage rates - by age group - did you did you obtain?
- What was the number of confirmed measles cases last year? What ages?
- What was the mortality rate due to measles by age group?
- \Your funds and staff are limited and it is clear that there are choices to be made. Are you going to undertake a measles vaccination campaign? Please decide and justify your decision.

Please send your coordinated response to the Simulation Administration Office within the next 60 minutes.

26. SIMULATION-SIMULATION-SIMULATION

All

Subject: AFP DISPATCH

Survivors of the quake were beside themselves with grief as the scale of the catastrophe swamped rescue workers. Hundreds of bodies littered the streets of the southern district, built almost entirely from un-reinforced masonry, a correspondent for the Agence France Presse said.

Bereaved residents wandered the streets pleading for the authorities to speed up rescue efforts.

“Seventeen of my relatives are buried under the ruins of my home, they’ve got to get a move on or all of them will die,” said one man, who gave his name only as Ali, as he attempted to shift the rubble with a spade.

At the other end of the street, a dozen corpses lay on the ground with no one able to attend to them.

The city’s streets were littered with body after body, with the scene one of utter devastation as far as the eye could see.

“Why is help so slow in coming?” asked one survivor.

Many residents tried to shift debris using simple tools. Small teams from the Iranian Red Crescent also tried to do what they could, but Tehran quickly appealed to foreign governments and international aid organisations to supply sniffer dogs and equipment to help in the hunt for bodies and survivors.

Many residents scoured for any kind of vehicle that would take them and their injured family members to refuge in the northern parts of Tehran.

“We have neither water nor food,” said an old woman, whose black veil was almost white with the dust that enshrouded everyone from head to foot.

Amid the incessant wailing of ambulances, a van tried to maneuver among the heaps of rubble, loaded almost to the breaking point with bodies.

Helicopters criss-crossed the sky, ferrying casualties from the affected area to northern districts.

At the southern end of the city, bulldozers ploughed mass graves in the cemetery. As soon as the graves were dug, survivors buried their dead, foregoing the traditional Muslim rite of washing them beforehand because they were impossible to perform. As men and women watched in tears, the diggers quickly dumped earth on top.

27. SIMULATION-SIMULATION-SIMULATION

All Ministries involved in emergency response

Subject: SITUATION MONITORING

Please provide as soon as possible - and for each ministerial group - the baseline data concerning the affected areas that you had available pre-crisis.

What systems have the clusters/sector groups implemented to follow the evolution of the crisis in the affected areas?

Submit your responses to the Simulation Administration Center before 15 :00.

28. SIMULATION-SIMULATION-SIMULATION

Ministry of Emergencies

Subject: UPDATED REPORT

Updated estimates based on local contacts in the districts of Esmail Abaad and Abdol Abaad as well as close collaboration with IRCS and other active partners on the ground

Human Loss

Deaths:	25,000
Injured:	40,000
Unaccounted for:	70,000

Damage Report

Houses Destroyed:	70,000
Houses Damaged:	120,000
People left Homeless:	250,000 – 500,000

Please circulate to all agencies!

29. SIMULATION-SIMULATION-SIMULATION

Communications

Subject: EMERGENCY COMMUNICATIONS

The Islamic Council would like to know how communications are being managed, both in terms of external messaging and communication with crisis-affected populations.

Please inform the Simulation Administration Office of your plans within the hour.

30. SIMULATION-SIMULATION-SIMULATION

Ministry of Emergencies

Subject: INFORMATION REQUEST

The Islamic Council want to know what contingencies are in place for quality control and storing material that has been donated to assist the relief effort. Please inform them of the following;

Quality Control (appropriate food and NFIs)

Storage

Storage capacity

Distribution plans

Please inform the Simulation Administration Center within the hour.

31. SIMULATION-SIMULATION-SIMULATION

All

Subject: DAMAGE TO FREEWAYS, OTHER MAJOR ROUTES HINDERING EFFORTS

The extreme damage to major throughways caused by the earthquake is greatly hampering the delivery of relief supplies from airports and central warehouses to affected areas. What is your strategy for dealing with such a situation?

Please communicate your common strategy to the Simulation Administration Office before 12:30.

32. SIMULATION-SIMULATION-SIMULATION

All

Subject: SECONDARY OFFICE

Will the government be establishing a Disaster Management Center? If so, please provide an analysis of the immediate cash needs of such an office. Your analysis should be based on the expected activities of each cluster, essential personnel, number of vehicles, etc., for a month-long emergency operation. Also, please provide a list of the personnel who will the Center: names, titles, organizations, and Center functions.

Please communicate your analysis to the Simulation Administration Office as soon as possible.

33. SIMULATION-SIMULATION-SIMULATION

Ministry of the Interior/Emergencies Ministry/Communications

Subject: Information management

What actions could the government propose to strengthen information management capacities? Who should be contacted with a request to support information management? Is there a coordination mechanism already in place that handles the dissemination of information to affected communities and manages feedback from them? If not, what actions could the government take to put the mechanism in place?

34. SIMULATION-SIMULATION-SIMULATION

All

Subject: STAFF NEEDS

Please communicate your consolidated additional staffing needs as a result of the crisis.

Please send your response to the Simulation Administration Office before 14:00.

35. SIMULATION-SIMULATION-SIMULATION

Ministry of Health

Subject: DIARROHEA

Unless measures as taken immediately, the number of diarrhoea cases may become catastrophic. What actions can the Ministry of Health carry out immediately to moderate this potential crisis?

Please communicate as soon as possible to the Simulation Administration Center your strategy along with the list of specific supplies immediately available to address this issue.

36. SIMULATION-SIMULATION-SIMULATION

All

Subject: BLOCKED ROUTES

Numerous roads in the southern districts are blocked with the rubble of collapsed buildings, abandoned vehicles and the disaster displaced themselves. These roads will be unable to handle heavy loads until they can be cleared and needed repairs made. This is likely to take many weeks.

37. SIMULATION-SIMULATION-SIMULATION

Communications/Ministry of Emergencies

Subject: RADIO COMMUNICATIONS PLAN

Please submit to the Simulation Administration Center within the next 60 minutes your plans for the radio communications system to be deployed to the affected area.

If you plan to deploy a mobile centre for telecommunications to the site, please include the names, titles, organizations and functions of staff members who will operate the mobile centre as well as any special operating needs of the mobile centre.

38. SIMULATION-SIMULATION-SIMULATION

All Heads of Departments

Subject: SITREP PLAN

Please submit your plan for consolidated (joint) Situation reporting, including responsibilities, reporting frequency, and sitrep template.

11:45 – 12:45 - EMAIL DISTRIBUTION

39. SIMULATION-SIMULATION-SIMULATION

All Heads of Ministries, Departments and Agencies

Subject: INTER-AGENCY MEETING

A coordination meeting will be held at 1230 PM. The Minister of Emergency Situations requests that each Ministry be ready with a quick brief on actions and constraints to date, as well as proposed urgent actions required.

40. SIMULATION-SIMULATION-SIMULATION

All

Subjectif : FIRST REPORTS

The Red Crescent reports substantial destruction of housing and infrastructure and a near total lack of essential medicines, including antibiotics in the affected zones. Volunteer doctors report frightening conditions in which they are continuing attempts to assist survivors and set up provisional health clinics. Many survivors, pulled from the rubble, have sustained horrible

wounds, and doctors have had to carry out amputations in difficult conditions. Cases of diarrhea among young children are increasingly being reported. “There is no potable water. There are no resources whatsoever in this part of the city,” Dr. J.P. told AFP.

41. SIMULATION-SIMULATION-SIMULATION

Ministry of Health

Subject: NUTRITION

Already elevated rates of severe and moderate acute malnutrition are likely to rise precipitously as the crisis continues. Increasing rates of diarrhoea among young children are likely to exacerbate this situation.

A large portion of the affected population has little access to assets or food supplies. There are increasing reports of food theft, mainly by men and teenage boys, and resulting fistfights.

What will be your recommended short and medium-term strategies in the food security and nutrition sectors to address this critical problem? Please submit your proposed sectoral responses to the Simulation Administration Office before 15:00.

42. SIMULATION-SIMULATION-SIMULATION

All/Ministry of Education

Subject: Separated children

ICRC would like to know who in the Government is in charge of dealing with separated children, and would like to hear, from the said department, whether they expect any separation of children from the disaster, and if so whether they have systems to monitor such issues, as well as plans and partners to address the issue.

Please respond to ICRC via the simulation center in the coming 60 minutes.

43. SIMULATION-SIMULATION-SIMULATION

Ministry of Education

Subject: DESTROYED SCHOOLS

The International Federation of the Red Cross and Red Crescent reports a large number of schools completely destroyed in the affected areas

What measures will the Education Cluster take?

Reply to the Simulation Administration Office before 14:00.

44. SIMULATION-SIMULATION-SIMULATION

Ministry of Health

Subject: DESTROYED HOSPITALS

The International Federation of the Red Cross and Red Crescent reports a large number of hospitals and local clinics completely destroyed in the affected areas

What measures will the Ministry of Health take?

Reply to the Simulation Administration Office before 14:00.

45. SIMULATION-SIMULATION-SIMULATION

All

Subject: AFTERSHOCK

A Reuters dispatch notes an aftershock hit the district of Shahr-e Ray a little while ago. The roads there are buried beneath several meters of rubble. Many more buildings have collapsed from the aftershock, burying many more who had re-entered their buildings.

46. SIMULATION-SIMULATION-SIMULATION

All

Subject: ONE MOTHER SPEAKS

« No one knows if the water is safe, but we're forced to use it. What can I do? If I don't prepare food, my children will starve," says, J.O., a mother of six children.

What key messages can you produce on water safety and what channels of communication (eg radio, TV mobile phone etc) would you use to reach the affected population?

Please communicate your response as soon as possible to the Simulation Administration Office.

47. SIMULATION-SIMULATION-SIMULATION

All

Subjectif : AFRAID TO LEAVE

The BBC reports that many families, afraid of losing their belongings have simply refused to abandon the streets outside their homes, despite the presence of mass shelters being set up by local authorities. BBC also reports some families refusing to go to the shelters because there is no appropriate privacy or sex-separation barriers.

48. SIMULATION-SIMULATION-SIMULATION

Ministry of Health

Subject: STOCK OF SANITATION SUPPLIES

What is the current in-country stock of: oral rehydration salts, water purification tablets, water containers and plastic sheeting?

Please respond to the Simulation Administration Office as soon as possible.

49. SIMULATION-SIMULATION-SIMULATION

All

Subject: SLOW RESPONSE

According to Reuters, the government is having much difficulty in coordinating a rapid response to the crisis. The government is being criticized for its lack of visibility in key response sectors. What is your response to these criticisms?

Please communicate your response as soon as possible to the Simulation Administration Office.

12:45 – 13:45 - EMAIL DISTRIBUTION

50. SIMULATION-SIMULATION-SIMULATION

Ministry of Interior/Ministry of Emergencies

CC: All

Subject: Logistical coordination

There are now a large number of organisations attempting to bring relief supplies to the affected area. A number of these are small Islamic organisations based with local community groups. Many are also large national and in some cases international organisations who obviously have experience in these types of relief operations. The variety of supplies is huge. However, some of the supplies are low priority (such as teddy bears for children) while others, like low-cut tops and tight slacks, are culturally inappropriate and could trigger violence in conservative communities.

Without restricting or discouraging these organisations who are in general undertaking vital work, what measures or policies need to be adopted to coordinate relief supplies and ensure the best use of resources.

Please provide a consolidated response to the Simulation Administration Office as soon as possible.

51. SIMULATION-SIMULATION-SIMULATION

Ministry of Health

Subject: HEALTH EQUIPMENT?

Numerous clinics throughout the affected zone have been severely damaged with critical losses of medicines and medical equipment. What supplies does the ministry of health currently have available to replace these lost items? If needed items are not currently available, in-stock, which will you need?

Inform the Simulation Administration Office as soon as possible.

52. SIMULATION-SIMULATION-SIMULATION

TO: All

Subject: UPDATED SITUATION REPORT

The Iranian Red Crescent has produced the following **updated estimates** of damages and casualties

Human Loss

Deaths:	45,000
Injured:	75,000
Unaccounted for:	110,000

Damage Report

Houses Destroyed:	95,000

Houses Damaged: 150,000

People left Homeless: In excess of 750,000

Please circulate to all departments!

53. SIMULATION-SIMULATION-SIMULATION

TO: Ministry of Emergencies

From: UN Headquarters, New York

Subject: Shelter Supplies

With the obvious need for temporary shelter the UN has offered to supply shelter kits in the form of tents and some basic non food items.

Are these supplies required?

How many shelter kits should be requested?

Where should they be delivered?

What non food items are required?

Are there any particular requirements that should be requested (such as hygiene kits)?

Please respond to the Simulation Administration Center by 1500hrs.

54. SIMULATION-SIMULATION-SIMULATION

Ministry of Emergencies

Subject: Mehrabad Airport Chaos

The primary point for the delivery of humanitarian assistance is the Mehrabad Airport and the goods handling capacity is being rapidly exceeded. Relief supplies are being stacked along the taxiways and there is concern that soon aircraft will be unable to land. Much of this confusion is caused by agencies not collecting relief supplies in a timely manner, but there are also customs delays for imported goods. This has the potential to be politically damaging as there is an impression that relief supplies are being abandoned while people go hungry.

What steps can be implemented to relieve the problem?

Respond immediately to the Simulation Administration Office.

55. SIMULATION-SIMULATION-SIMULATION

Ministry of Foreign Affairs

Subject: Request from two large international NGO's

Two large NGO's, World Vision and CARE USA have requested visas for staff to assist with the relief effort. They have stated that they have no religious or political agenda and are simply providing humanitarian relief.

What is the government's policy?

Send this information to the Simulation Administration Office ASAP.

56. SIMULATION-SIMULATION-SIMULATION

TO: All

Subject: Statement from UNICEF

Children and the aged have faced particularly tough times in this disaster. Many have been killed or severely injured in the earthquake and aftershocks; others have been left to fend for themselves while their relatives have gone off in search of food.

Thousands of children are apparently without proper clothing or shelter. Cases of diarrhoea are expected to rise as many are forced to drink dirty water. And the clean-up effort itself in Tehran is reportedly kicking up so much dust that children and the aged are beginning to manifest the symptoms of suffer from acute respiratory infection.

57. SIMULATION-SIMULATION-SIMULATION

All

Subject: FOOD DISTIBUTION SYSTEM IN DISARRAY

According to CNN, a run on local markets and hoarding by those with money in the affected area has left little to purchase locally. Families find it necessary to travel farther and farther simply to find anything to buy. CNN also notes reports of two boys offering sex for food or cash.

58. SIMULATION-SIMULATION-SIMULATION

All

Subject: ZONING

Local news reports indicate many people were killed by walls collapsing in on them even as they tried to escape the earthquake. Many deaths are being attributed by some critics to inadequate construction codes and the total lack of zoning measures which might have strengthened residential buildings where so many Iranian families lived.

59. SIMULATION-SIMULATION-SIMULATION

Ministry of Health

Subject: VACCINATION CAMPAIGN

A massive vaccination campaign will likely be needed. What is your strategy for this operation? Which partners are capable of undertaking this effort? How will you inform the affected population?

Please respond in a concerted fashion to the Simulation Administration Office before 14:30.

60. SIMULATION-SIMULATION-SIMULATION

TO: Ministry of Works

CC: Ministry of Health, Ministry of Education

Subject: Health, water and sanitation in public shelter settings

Some local NGO's, supported by Islamic Relief have jointly written to the Government to ask for the plans and/or measures related to water and sanitation as well as health in public settings

hosting destitute populations from the quake. They highlighted reports of women and girls being humiliated and physically harassed when they need to relieve themselves at night.

The email underlines that one of the lessons learnt from past emergencies is that the management of such public shelter generally does not go further than lodging, and does not plan for adequate WASH and Health service provision. They ask that you share government plans on this issue, and to detail your response capacity

Please communicate as soon as possible to the Simulation Administration Center your strategy along with the list of specific supplies immediately available to address this issue.

61. SIMULATION-SIMULATION-SIMULATION

Ministry of Foreign Affairs, Ministry of Interior

Subject: VISITS BY FOREIGN NATIONAL OFFICIALS

A request has arrived from the United Nations asking the Government to facilitate a visit by foreign heads of state and or their representatives. These are from countries providing a great deal of financial and material support to organisations working on the relief effort.

The people on the list include – Former US President Clinton, the Australian Foreign Minister, The Prime Minister of Sweden, the United Nations Secretary General and the head of UNOCHA

If yes, please list your conditions (i.e. number of delegates & journalists.) If you refuse, please submit your reasons for doing so.

Do not forget to take into account your logistical capacities, available staff, and local political sensitivities.

Please respond in a concerted fashion to the Simulation Administration Office by 14:45.

13:45 – 14:45 - E-MAIL DISTRIBUTION

62. SIMULATION-SIMULATION-SIMULATION

All

Subject: RELIEF OPERATIONS

The IFRC reports: "Relief operations are ongoing in difficult conditions. Dozens of search and rescue staff have been sent to affected zones, but roads are currently blocked and rubble continues to hinder the arrival of heavy earth moving equipment.

63. SIMULATION-SIMULATION-SIMULATION

Ministry of Public Works

Subject: WATER DISTRIBUTION SYSTEMS

What is your strategy for assisting the repair of the water distribution system in the affected areas to re-establish its normal functioning? Please communicate your strategy and the specific supplies and equipment that will be needed.

Please respond by 15:00 at the latest.

64. SIMULATION-SIMULATION-SIMULATION

TO: Ministry of Education

CC: Ministry of Emergencies

Subject: Occupied schools

The IFRC has recently indicated that public accommodation for people who lost their houses were insufficient in numbers. They have suggested that many of the schools that survived the quake may be suitable for emergency accommodation and would like to set up collective centres to house the most vulnerable.

Please state your policy on this matter.

Please respond by 15:30 at the latest, if a response is indeed required.

65. SIMULATION-SIMULATION-SIMULATION

All

PLEASE NOW (14:30) PREPARE TO SUBMIT ALL YOUR DOCUMENTS. ANYTHING YOU CAN SUBMIT IS BETTER THAN NOTHING AT ALL.

(NOTE: STOP DISTRIBUTING EMAILS AFTER 14:45 OR ONLY SEND A FEW IN ORDER TO GIVE STAFF THE TIME TO RESPOND TO INFORMATION REQUESTS ALREADY MADE.)

15:30 – E-MAIL DISTRIBUTION

66. SIMULATION-SIMULATION-SIMULATION

All

Subject: END OF SIMULATION

Excellent work! The simulation has now ended. Please meet tomorrow morning at [place] at [time]. We look forward to the simulation debriefing workshop.

Signed: The Simulation Team

67. SIMULATION-SIMULATION-SIMULATION

Follow-up emails to send to external participants to ask them to communicate their evaluation of the exercise

We would greatly appreciate it if you would now please communicate to us at the [city] Simulation Administration Office your evaluation of the conduct of the simulation exercise.

Please email us at the address below so that we can make use of your comments at the debriefing workshop tomorrow morning.

Thank you very much for your participation which has greatly enriched the lessons that the participants will take from this exercise.

Signed: The Simulation Team

Rapid Assessment Report

IAES Rapid Assessment Report

DAMAGE AND NEEDS REPORT

Airports	Mehrabad Airport re-opened Khomeini Airport closed
Main roads into affected areas	Major routes cleared and functioning
Minor roads into affected area	Many still blocked, although some re-opened with access for emergency & response vehicles possible in most districts
Lifeline facilities	125 government buildings destroyed or damaged 19 police stations destroyed or damaged 14 fire stations destroyed or damaged 12 hospitals destroyed or damaged 78 primary health care centres destroyed or damaged Mobile phone network in affected area down
Schools	40% of schools destroyed or damaged

HUMAN LOSS

Population of worst affected areas (Districts 15, 16, 17, 18, 19, and 20	1.100.000
Population refugees (est.)	250.000
Deaths (est.)	40000 - 60000
Injured (est.)	90000 - 100000
Homeless (including refugee numbers)	800.000

SECTOR NEEDS

Potable water	Generally unavailable in districts; estimated 60% of infrastructure destroyed
Sanitation	Generally unavailable in districts; estimated 60% of infrastructure destroyed
Number needing shelter (includes refugee numbers)	1.230.000
Population in need of food	500.000
Medical needs	Many crushed, broken bones, many wounds, burns

Expected Outputs

1. Consolidated Situation Report	
2. Two communication Strategies and a first joint Press Release	
3. Joint Definition of Response Priorities	
4. Coordination Structures	
5. Summary of Immediately Available Emergency Resources, and of Gaps in Immediate Response	
6. Resource Mobilisation Plan	
7. Available Sector Assessment Tools	

Debriefing Workshop Agenda

0900	**1. Welcome & Review of Simulation Experience** • Presentation of debriefing workshop objectives & agenda • Quick review: individual simulation experience • Quick Review of expected outcomes	30 min
0930	**2. Ensuring Quality** • Brainstorming quality checklists • Presentation of guidelines for quality	60 min
1030	**Break**	30 min
1100	**3. Simulation Response Strengths & Weaknesses** • Groups identify strengths in their response, categorize on flip chart, select top three for reporting – with fostering factors • Groups identify weaknesses in their response, categorize on flip chart, select top five for reporting – with hindering factors	60 min
1200	**4. Dealing with the Challenges** • Groups review weaknesses/hindering factors, and propose solutions	60 min
1300	**Lunch**	60 min
1400	**Action planning** • Preparedness Work plan	60 min
1500	**5. Simulation Design Analysis** • Exercise: Objectives, Outcomes & Process • Debriefing: Objectives, Outcomes & Process	60 min
1600	**Close**	

IAES - Tanzania, 2009

Current situation (scenario) - Floods

Summary of the situation

Torrential rains have hit the greater Dar es Salaam Region for 7 consecutive days with an average 600 millimetres rainfall during that period (annual average is 900-1100 mm). Dried and hardened soils following several years of drought have provoked a sudden swelling of the river Msimbazi and several mudslides. Two days ago the World Meteorological Organisation declared that the area could expect to see further heavy rain falls over the coming days. The flooding has already affected hundreds of communities and damage is extensive. The most affected districts are Ilala and Kinondoni and particularly hard hit areas within these districts include Kinondoni, Hanna Nassif, Magomeni and Mzimuni.

Water levels have peaked up to 2 meters in some areas and animal and sometimes human corpses are floating around. The UN's Office for the Coordination of Humanitarian Affairs and several NGOs estimate that more than 100,000 people are affected by the floods.

Water levels continue to rise in some areas and many neighbourhoods are inaccessible. We expect that the number of people in need of emergency assistance will increase in the coming days and weeks.

As soils are saturated with water, sanitary problems and serious risks of epidemics are expected in the coming days. Suspected cholera cases are reported in some areas and authorities fear an outbreak.

Countrywide a worsened general situation is expected. The prevailing drought conditions have led to decreased agricultural production and worsening food insecurity in the country. According to a recent Rapid Vulnerability Assessment (RVA) carried out by the World Food Programme 63 out of 65 districts are facing food insecurity. Floods have already destroyed 1 of the 4 Government Strategic Grain Reserves and concerns are high that this loss of grain and seeds will further jeopardize the upcoming agricultural season.

In a global context of increase of food prices, neighbouring countries have taken protectionist measures and export barriers which have exacerbated the local availability of food as to date this year Tanzania has imported 93,243 tonnes of cereals for consumption. Poor urban populations have been particularly hit by the food prices hike.

It is estimated that 250,000 people in the flood affected districts are food insecure. Moreover chronic global acute malnutrition rates (GAM) are 11.9% countrywide and above 15% (emergency threshold) in the outskirts of Ilala and Kinondoni districts.

KEY POINTS

- Entire villages and neighbourhoods are isolated and hardly accessible
- Large numbers of people have moved away from flooded areas.
- Several important public centres and facilities have been hit by floods
- There are many injured peoples and corpses that have been spotted floating or lying along the Msimbazi river banks.
- Communication networks (phone, mobile) have been severely disrupted.

- Public buildings spared from floods are being used as shelter by a large number of affected people.
- Meteorological outlook remains uncertain but there are concerns that heavy rain may continue for several more days.
- One can fear looting of food stores and storage facilities in some areas

See the rapid assessment mission report below for more information.

ACTIONS ALREADY INITIATED BY THE HUMANITARIAN COMMUNITY

The humanitarian community, led by the UN Resident Coordinator has convened all Heads of Agencies and the Emergency Coordination Group (ECG) 3 days ago as a result of alarming reports. It was decided to dispatch urgently a joint team including UN staff and NGO's to assess urgent needs.

The team has split into 3 groups:

- Kinondoni/ Hanna Nassif
- Magomeni
- Mzimuni

The team returned yesterday after a 2 day visit to the affected areas. The team's conclusions are expected in a few minutes and will be reported directly to the government at a joint meeting.

E-MAILS

E-MAILS - FLOODS

"08h45 – 10h30, Dispatch the following emails"

To be sent by the lead agency or department to all departments and their staff informing them about the start of the simulation.

Topic: ALL STAFF

From: Lead Agency or Department responsible for the Simulation

1. SIMULATION-SIMULATION-SIMULATION

Today our colleagues will facilitate a simulation based on an important emergency situation. The context will be a major flood scenario. It is intended to test and assess the level of emergency preparedness of all participating agencies or departments. It is probable that other external partners may take part in the simulation at various stages. These could include other departments not included in the initial briefing or our counterparts with the humanitarian community

Please note that this is a SERIOUS EXERCISE as the government will be tested on how it is capable of responding to an emergency situation. It means that everybody has to postpone meetings already arranged today (except for those already exempted beforehand by their

manager).

We expect all staff of all agencies and departments participating in this simulation to do their best to react appropriately during the evolving of the scenario. We ask those staff members not taking part in the simulation exercise to continue their work normally and to assist their colleagues who take part in the simulation by assuming their urgent tasks and by answering any request that they may have.

Thank you to all

Topic: SCENARIO

To: All

2. SIMULATION-SIMULATION-SIMULATION

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- Mzimuni

The team returned yesterday after a 2 day visit to the affected areas. The team's conclusions are expected in a few minutes and will be reported directly to the government at a joint meeting.

Topic: RAPID NEEDS ASSESSMENT

To: All

3. SIMULATION-SIMULATION-SIMULATION

The humanitarian rapid assessment team has just returned to Dar es Salaam after a 2 day mission. Please find attached a summary of the mission report.

Topic: Emergency Coordination MEETING

To: All departments making up the Emergency Coordination Mechanism

Cc: heads of agencies and departments

4. SIMULATION-SIMULATION-SIMULATION

An inter governmental coordination meeting is planned at the civil defence offices at 11:15am. Please come prepared to discuss your department's input to respond to the emergency.

Topic: Declaration of Humanitarian Coordinator

To: Civil Defence and Emergency Coordination Group

Cc: RCO

5. SIMULATION-SIMULATION-SIMULATION

The following message has just been received from UN Under-Secretary Valerie Amos, the Emergency Relief Coordinator and head of OCHA, based in New York:

> *"In view of the unfolding humanitarian disaster in greater Dar es Salaam, I appoint a Humanitarian Coordinator for Tanzania, in charge of supporting the Government's emergency response. All agencies and organisations are requested to provide their full cooperation to him/her in this capacity."*

1. As the government of Tanzania, how do you react to this information?
2. Who should be informed?
3. Will you accept international assistance at this time?
4. How will you communicate this decision?

Topic: LOOTING

To: ALL

6. SIMULATION-SIMULATION-SIMULATION

There are reports of the first looting incidents and one woman killed when defending her house in Kinondoni Shamba. Neighbours confirmed that her 6 children have witnessed the murder. She was divorced and we do not know where the father is.

1. Which government department is responsible for this?
2. How will law and order be maintained in these circumstances?

Topic: DECLARATION OF THE GOVERNMENT

To: ECG, Government, NGO representatives

7. SIMULATION-SIMULATION-SIMULATION

The President has declared on Tanzania Broadcasting Corporation (TBC) that the Government « is ready to accept any kind of help, including from EAC military forces, to deliver relief items to the affected areas». This message has been picked up by BBC, Al Jazeera and other news services.

1. How will your department react to this news?
2. What needs to be put in place?
3. What coordination mechanisms and required?

Topic: FINANCIAL REQUEST

From: Prime Ministers Office

To: Ministry of Finance

8. SIMULATION-SIMULATION-SIMULATION

The Prime Ministers Office has asked the Ministry of finance to put together a budget for supporting emergency relief operations in the flood affected areas.

Please supply:

1. A list of financial resources that my be utilised,
2. Describe where this money will come from and what will be the longer term impact,
3. Describe short falls that will be required to be met through international mechanisms

Reply to the Simulation Control Centre (SIMULATION BASE) as soon as possible.

Topic: FINANCIAL REQUEST

From: Prime Ministers Office

To: All departments and Ministries

9. SIMULATION-SIMULATION-SIMULATION

To assist the Ministry of Finance, the Prime Ministers office has requested that all agencies and departments involved in disaster relief are to put together a proposed budget for operations for the next month. This should be an overview and does not need to be very detailed.

This information is required ASAP and must be submitted to the SAC in the next 30 minutes

Topic: NGO public statement

To: ALL

10. SIMULATION-SIMULATION-SIMULATION

OXFAM GB has declared on CNN that it has dispatched several planes bringing relief items in the last 4 hours and that it can supply safe water for 10,000 people.

1. What needs to be put in place to receive these items?
2. How can the government assist with the coordination of these supplies?

Topic: Immediate food aid is required

To: Ministerial Coordination Council/Ministry of Interior/Welfare

CC: Ministry of Foreign Affairs

11. SIMULATION-SIMULATION-SIMULATION

The initial assessment results indicate that food is needed immediately in all the affected areas as the population have lost all their food stocks and household belongings. Adding to the crisis, grain reserves are depleted and additional external food aid would be required immediately.

All departments are to consult relevant partners and respond to following questions:

How should we respond to immediate food requirements?

What additional inputs are required to provide a sustained food supply?

What options should we consider to provide food aid in urban settings? What type of infrastructure would be required? (Storage, transport, distribution mechanisms etc…)

Does the food shortage bring extra risks to female-headed families, the elderly or others?

Can we involve the international community and who should coordinate this task?

Topic: DETERIORATION OF SECURITY SITUATION

To: Police and Civil defence

CC: All heads of Department

12. SIMULATION-SIMULATION-SIMULATION

There are reliable reports indicating that the security situation could deteriorate rapidly particularly in areas worst affected by the flooding. Security is a major concern to most of the people being evacuated from the affected areas and are looking to the government for leadership.

Please provide an overview of security arrangements that could address these concerns to the Simulation Control Centre (SIMULATION BASE) in the next 30 minutes.

Topic: COMMUNICATIONS

To: Emergency Services

Cc: Ministry of Interior/Civil Defence

13. SIMULATION-SIMULATION-SIMULATION

The relay antennae of ZAIN has collapsed as a result of flooding making the mobile network unreliable. The only secure means of communication between downtown Dar and the field teams working in the affected areas is via radio networks or satellite phone.

Please inform the simulation centre of any plans to use alternate independent means of telecommunication. If this includes radio communications (either HF or VHF) please include frequencies and call signs. If this includes Sat Phones, please include at least two numbers and the location of the handsets. These systems may be called by the SAC

Topic: Emergency telecoms

To: Emergency Services

CC: Ministry of Interior

14. SIMULATION-SIMULATION-SIMULATION

In view of the likelihood of increased assessment missions to the rural districts affected by floods, the WFP has set up a temporary communication infrastructure for all humanitarian actors in Bagamoyo and Pangani where local communication means have been interrupted.

What is government policy towards independent radio communications operators?

What permits will be required?

How can these permits be facilitated?

Can the government also use compatible communications?

Provide an outline within 45 minutes with copy to the simulation base.

Topic: REQUEST FOR INFORMATION FROM DONORS

To: Emergency Coordination Council

CC: Ministry of Foreign Affairs

15. SIMULATION-SIMULATION-SIMULATION

Based on the initial assessment just completed, regional ECHO, USAID and DFID offices have urgently requested information on the government's action plan to deal with the results of the assessment. They would like to know how the government is taking forward the findings.

What is the current action plan and how is it being implemented. What response should be sent to donors?

Please send a briefing for donors to the emergency simulation centre within 1 hour.

Topic: Request from NGO

To: Emergency Coordination Council

CC: Ministry of Foreign Affairs

16. SIMULATION-SIMULATION-SIMULATION

FACILITATORS NOTE: Only use inject if assistance is accepted at earlier inject.

OXFAM has declared that it has dispatched four C130 planes bringing relief items in the last 4 hours and that it can supply safe water for 10,000 people. This OXFAM is coordinating with WFP logistics support to dispatch these goods to the affected areas.

Please submit as soon as possible to the Simulation Base a plan showing how the government can facilitate the arrival and processing of these goods and to ensure that the goods are fit for purpose.

Please respond to Simulation Base copy ECG.

Topic: WFP warehouses flooded

TO: Emergency Coordinating Council/Ministry of Interior

Cc: All

17. SIMULATION-SIMULATION-SIMULATION

WFP informs that its warehouse in the Dar-es-Salaam Port (MP Shed) is flooded. WFP may need 2 days to access it and to make an inventory of what can be saved or what has been destroyed.

What affect will this have on food pipelines?

Topic: REMINDER: Inter ministerial/Emergency Coordination Council meeting at the Civil Defence conference room 2 at 11:15am

To: All Heads of Agencies and Departments

18. SIMULATION-SIMULATION-SIMULATION

An inter Ministerial/Emergency Coordination Council coordination meeting is planned at the Civil Defence meeting Conference room 2 at 11:15

Topic: Meteorological outlook

To: ALL

19. SIMULATION-SIMULATION-SIMULATION

Tanzania Metrological Agency (TMA) forecasts heavy rains in the coming days, particularly in Dar es Salaam and suburbs.

Topic: Risk of epizootics/Rift Valley Fever

To: Ministry of Agriculture

CC: Ministry of Health, Ministry of Interior

20. SIMULATION-SIMULATION-SIMULATION

There are reports of sick cows in Bagamoyo district. Local authorities believe that an imminent Rift Valley Fever outbreak is possible due to flooded pastures and non-receding water in the area.

FAO Regional office is asking the Ministry of Agriculture if an intervention is going to be required.

What roles do men/boys and women/girls play in cattle care and rearing? Which of these capacities can realistically now be mobilized?

What intervention is planned or can be undertaken?

Do other mitigation measures need to be put in place?

Are there any human health issues?

Please respond to SIMULATION BASE ASAP.

Topic: Red Cross Report

To: Emergency Coordination Council,

21. SIMULATION-SIMULATION-SIMULATION

The Tanzanian Red Cross has released the following assessment based on local contacts in the affected communities:

Human casualties

Dead: 80

Wounded: 250

Missing: 200

Damages:

Destroyed houses: 3,000

Damaged houses: 4,000

Displaced persons:

50,000 - Most of the displaced have moved to friends and family while about 12,000 people are taking shelter in public place such as schools, mosques and churches. No shelter and very limited food supplies have been organised by local authorities. Water and sanitation

conditions are appalling and disease outbreak is anticipated in coming days. Disputes over water-sharing are becoming more common: women-to-women disputes are becoming more common.

Dispatch an initial situation report to all departments.

Topic: Early recovery

To: Ministry of Foreign Affairs

CC: Ministry of Interior, Emergency Coordination Council,

22. SIMULATION-SIMULATION-SIMULATION

UNDP in Tanzania is urged (by Helen Clark, UNDP Administrator) to start to consider Early Recovery in all relevant sectors in particular: Agriculture and Fishery Livelihoods, Livestock, Education, etc…

UNDP has wishes to draft a list of suggested actions (bullets points) on how Early Recovery should be incorporated in the response.

What is the government's position on the UN's strategy for early recovery?

Should this be supported or should objections be expressed?

What input into the process (if any) would you like the government to have?

Send guidance to the simulation base ASAP.

Topic: Camp set-up and management

To: Civil Defence,

CC: Emergency Coordination Council

23. SIMULATION-SIMULATION-SIMULATION

UNHCR would like to provide support to the government by setting up two IDP camps for 15,000 people in Kinondoni and Magomeni and one for 10,000 people in Pangani.

What is the government's position?

Please send the checklist to MoHA and with copy to SIMULATION BASE within 60 minutes.

‹‹10 h 30 – 11 h 30 – DISPATCH THE FOLLOWING EMAILS››

Topic: NGO REPORT

To: All

24. SIMULATION-SIMULATION-SIMULATION

An international NGO has reported that living conditions of IDPs in sites Mkwajuni Mosque (300 people) and Kinondoni Catholic Church Makaburini (500 people) are deplorable. People are crowded without any sanitary services and they have no shelter. They lost everything in the flooding. Inadequate clothing and open defecation create fears of insecurity, especially for women and girls.

Topic: Fears of cholera outbreak

To: Ministry of Health,

Cc: All

25. SIMULATION-SIMULATION-SIMULATION

Cholera is endemic in several areas but no recent cases were confirmed before the floods. Rains have filled the drainage pipes and we fear that contaminated water would have mixed with safe water. This contaminated water could lead to a serious cholera and diarrhoea outbreak. It is the season for cholera and it is not really surprising. But within such context and crisis, the infection rate could rise tremendously.

What is the planned response of the Ministry of Health to this issue?

Send your answer to the SIMULATION BASE within 90 minutes.

Topic: HIV and access to ARVs

To: Ministry of Health

CC: Emergency Coordination Council

26. SIMULATION-SIMULATION-SIMULATION

TACAIDS has approached The Ministry of Health expressing concerns about disruption of supply pipeline of ARVs for displaced people living with HIV/AIDS. Two women camping on the fringe of one IDP site were badly beaten after their HIV+ status became known.

Can the government coordinate with other actors such as UNAIDS and NGO's working in this field to provide an alternative way to ensure continuity of provision of Anti-retrovirals?

Please indicate how other interrupted services (e.g: voluntary counselling and testing, prevention of mother to child transmission, etc…) could be supported.

Please provide this to the simulation base ASAP.

Topic: MEASLES

To: Ministry of Health

CC: Ministry of Education

27. SIMULATION-SIMULATION-SIMULATION

UNICEF and WHO regional offices fear a serious measles outbreak in the areas where people have found temporary shelter. They would like to get the following information and your opinion:

What is the measles vaccination coverage throughout Tanzania per age group?

When did the last vaccination campaign take place? What was the coverage per age group?

Number of confirmed measles cases last year?

Fatality rate due to measles per age group?

You have limited resources (funds and staff) and you know that choices will have to be made. Do you start a vaccination campaign? Prepare a logical justification for your decision.

Send your coordinated responses to the SIMULATION BASE within one hour.

Topic: NUTRITION

To: Ministry of Health, Ministry of Education

CC: Emergency Coordination Council

28. SIMULATION-SIMULATION-SIMULATION

Global acute and severe acute malnutrition rates are usually high but they could rise rapidly. A large part of the population has neither food stocks nor household items, as they have been lost to the floodwaters. Most of the maize, rice, cassava and sweet potato fields are completely flooded.

What is the short and midterm strategy for food and nutrition of the population in the face of this problem? Send your answers per sector within four hours.

Topic: REUTERS news

To: All

29. SIMULATION-SIMULATION-SIMULATION

Mohammed and Jasmina and their 4 children swam and walked holding each other until they could reach a safe place. They have lost their cattle – five goats and five cows. They mention that almost all the cattle have drowned in the area and the landscape is strangely quiet. “We used to pay for school fees with the money earned from the animals” says Jasmina. “When we had nothing else, we would sell one”. Their harvests have been destroyed, the family looks to the future with anxiety. Their means of living have disappeared as well as their tools.

But the worst is that even their savings – 1,000 USD laboriously saved by a sister living in India have also disappeared in the rising waters. “When I lost that money, I lost my hope” recalls Jasmina.

Topic: Situation follow-up

To: All tasked departments

30. SIMULATION-SIMULATION-SIMULATION

Simulation Bases to follow-up data requested

Topic: Human trafficking

To: Ministry of Foreign Affairs, Ministry of Education

CC: Emergency Coordination Council

31. SIMULATION-SIMULATION-SIMULATION

Media reports are indicating that a number of unaccompanied children have been taken away from temporary shelters by an unknown group of people without consulting local authorities. They appear to be an American religious organisation and have claimed that they are adopting the children to save them from the appalling conditions in the camps. The children include a number of girls between the ages of 8 and 14.

What type of national and international cooperation would be required to tackle this issue? What would be the immediate steps to be taken and what preventive measures would you put in place for future? Please respond in a concerted manner within 2 hours to SIMULATION BASE.

Topic: Request for information from the UN

To: Ministry of Foreign Affairs

CC: All,

32. SIMULATION-SIMULATION-SIMULATION

As part of the on-going relief effort, the UN through its agencies, particularly the WFP have been able to secure extra shipments of food through USDA and non food items through ECHO and DfID. Regional UN offices would like to know whether the government can handle or wants these supplies, and in particular if there is enough storage capacity when this material arrives.

Inform SIMULATION BASE within one hour.

Topic: Staff requirements

To: All departments

33. SIMULATION-SIMULATION-SIMULATION

Please provide a consolidated list of additional staff requirements to respond to this crisis. Include costings.

Send your answer to SIMULATION BASE before 2pm.

Topic: Malaria

To: Ministry of Health

CC: Ministry of Education, All,

34. SIMULATION-SIMULATION-SIMULATION

Malaria is an endemic problem in Dar es Salaam and an immediate measure should be taken to prevent a large-scale outbreak. Which actions could the Ministry of Health initiate to mitigate this potential crisis?

Share your strategy and the list of specific items available to SIMULATION BASE as soon as possible.

Topic: ROADS

To: ALL

35. SIMULATION-SIMULATION-SIMULATION

Many roads have become impassable and damaged due to the heavy rains. Heavy trucks will not be able to use them for several weeks until the soil dries up.

Topic: Lasted figures

To: ALL

36. SIMULATION-SIMULATION-SIMULATION

Dead	Wounded	Missing	Affected	IDPs	Houses	
150	250	300	200,000	75,000	6,000 damaged	5,000 destroyed

‹‹11 h 30 - 12 h 30 – DISPATCH THE FOLLOWING EMAILS ››

Topic: Coordination of information

To: All,

37. SIMULATION-SIMULATION-SIMULATION

The office of the President is preparing an address to a meeting of donor countries later today. Please prepare a bulletin on the evolution of the situation and to take into account all info available from partners.

Coordinate this through the relevant department and submit the bulleting within 30 minutes.

Topic: FIRST REPORTS

To: ALL

38. SIMULATION-SIMULATION-SIMULATION

The Red Cross has managed to reach the affected areas and reports extensive damage and a total lack of essential medical supplies and contraceptives.

Red Cross volunteers mentioned that floods have made it difficult to set up temporary clinics for the injured people.

Local doctors have to treat badly wounded persons in very basic conditions and many people have been badly injured by flood waters. Cases of diarrhoea are reported among young children. “There is no drinkable water, and no food available declared a Red Cross volunteer to AP agency press.

Topic: Destroyed schools

To: Ministry of Education

39. SIMULATION-SIMULATION-SIMULATION

The Red Cross reports that many schools are flooded. Those spared by floods have been badly damaged by heavy rains.

What are the measures taken/planned by the Ministry of Education?

Answer to SIMULATION BASE within 2 hours.

Topic: A mother speaks

To: ALL

40. SIMULATION-SIMULATION-SIMULATION

« We do not know whether the water is safe but we are forced to use it. If I do not cook, my kids will die of hunger” declared P.S. Angela a mother of six children.

Topic: Fear of leaving

To: All

41. SIMULATION-SIMULATION-SIMULATION

BBC spoke about families fearing to leave their roofs where they took shelter because of expected looting.

Topic: Establishing Law and Order

To: Police, Civil Defence

42. SIMULATION-SIMULATION-SIMULATION

Law and order is becoming increasingly difficult in the affected areas where many police posts have been affected and staff have not reported for work. There are reports of looting and some aid agencies have expressed concern as to the safety of their staff and equipment.

What can the government do to improve security in the affected areas?

Please report to the SAC in 30 minutes

Topic: Difficulties in Implementation

To: Emergency Coordination Council

CC: Communications

43. SIMULATION-SIMULATION-SIMULATION

The government is facing criticism that the aid effort appears to be too slow and that supplies are not reaching some of the more remote areas. The reports are ignoring the poor conditions of the roads and the difficulty in moving through the flood affected areas.

There are also statements questioning the government’s ability to enforce rule of law in some of the affected regions.

What is your answer to these criticisms?

Communicate your answer ASAP to SIMULATION BASE.

To: Emergency Coordination Council

CC: Communication

44. SIMULATION-SIMULATION-SIMULATION

The UN Humanitarian Coordinator has written to the ECC, asking if there is a strategy on communication with crisis affected communities. In particular, the HC would like to know the following:

a) Does a coordinating mechanism exist around information dissemination to populations
b) What information needs to be disseminated with regards to the following:
   i. Weather bulletins and flood alerts
   ii. Hygiene promotion
   iii. Cholera messages (eg symptoms, causes, prevention, treatment)
   iv. Water treatment (eg alerts on contamination and how to treat)

v. Child protection (eg risks and how to prevent separation)
vi. Basic first aid
vii. Measles vaccination (eg information on vaccination campaign)
viii. Malaria prevention
ix. Security (eg what the government is doing to restore law and order)

c). What channels will be used to communicate with crisis affected populations eg Tanzanian Broadcasting Corporation, independent or community radio stations, loudspeaker announcements, alerts via SMS etc

d) How will you use these channels?

Funding requirements to support communication efforts.

‹‹12 h 30 - 13 h 30 – DISPATCH THE FOLLOWING EMAILS››

Topic: SURVIVORS' DESPAIR

To: ALL

45. SIMULATION-SIMULATION-SIMULATION

All vehicles reaching the affected areas are besieged by crowds of people desperately in need of urgent assistance.

Topic: Sanitation supplies?

To: Ministry of Health

46. SIMULATION-SIMULATION-SIMULATION

Many health centres are damaged and huge losses of drugs and equipment are reported. What equipment and supplies are currently available for emergency response to replace these losses?

If these items are not available in emergency stocks, how will you obtain the required equipment?

Inform SIMULATION BASE ASAP.

Topic: Should we scale up the response?

To: Emergency Coordination Council

47. SIMULATION-SIMULATION-SIMULATION

How is the response being managed?

How can we measure effectiveness?

Is any measure currently being implemented?

Should we increase the level of intervention?

Answer immediately to SIMULATION BASE.

Topic: INFORMATION FOR DONORS

To: Ministry of Foreign Affairs

48. SIMULATION-SIMULATION-SIMULATION

Donors at regional level want to receive a one pager containing key info on the situation as you perceive it so that they can prepare themselves for an appeal.

Communicate the one page to SIMULATION BASE within 90 minutes.

Topic: CHILDREN IN DISTRESS

To: Ministry of Education, Ministry of Health

49. SIMULATION-SIMULATION-SIMULATION

Children are particularly affected by this disaster. More than 40 children have drowned in the sudden rising waters or shortly afterwards when parents had left them alone while searching for food and safe water.

What needs to be done to inform parents and protect children?

Report to the SCA ASAP.

Topic: Malnutrition rates soaring!

To: Ministry of Health, Ministry of Education

CC: Emergency Coordination Council

50. SIMULATION-SIMULATION-SIMULATION

Reports from the Red Cross indicate that in some of the affected areas rates of malnutrition are described as 'very high'. The Global Acute Malnutrition rate is above 12% and above 15% in some districts.

The Red Cross believes we can expect a large scale nutritional emergency if measures are not taken immediately.

What measures are to be implemented right now and what is the long term strategy?

Topic: Many dead

To: ALL

51. SIMULATION-SIMULATION-SIMULATION

Tanzania Broadcasting Corporation reported that many persons may have drowned while crossing roads flooded roads or while swimming to safer areas.

Topic: High level donor mission

To: Ministry of Foreign Affairs

52. SIMULATION-SIMULATION-SIMULATION

A high level donor delegation from the EU, UK and USA intends to come to Tanzania urgently and intend to pledge further support.

Would you authorize this visit? If yes under which conditions? If not what would be your reasons?

Do not forget to take into account your logistics capacity, available staff and local sensitivities.

Each organisation answer to SIMULATION BASE within 90 minutes.

‹‹13 h 30 —14 h 30 – DISPATCH THE FOLLOWING EMAILS››

Topic: Relief operations

To: All

53. SIMULATION-SIMULATION-SIMULATION

TRCS press release: « Relief operations are taking place in very difficult conditions. Dozens of rescue workers have been sent to the affected areas but flooded roads prevent the arrival of heavy trucks and bulldozers."

Topic: Water Distribution?

To: Ministry of Works

CC: Emergency Coordination Council

54. SIMULATION-SIMULATION-SIMULATION

The prime ministers office would like to know your strategy to repair the water distribution system in the affected areas. Please communicate your strategy and specific requirements.

Answer SIMULATION BASE within 90 minutes after quick consultation.

Topic: Lost and unaccompanied children

To: Ministry of Education, Ministry of Health

CC: All

55. SIMULATION-SIMULATION-SIMULATION

The Tanzanian Red Cross Society (TRCS) requests help from the government to immediately launch a program for lost and unaccompanied children. TRCS mentions that many children are traumatized and have no known living relatives. TRCS also report that there are children begging for food, some girls being pressed by the brothers to prostitute themselves for food. Some of the youngest ones seem not to be with relatives.

Please consult among relevant partners and develop a strategy for protection issues.

Share with SIMULATION BASE within 1 hour.

Topic: Documents to be sent

To: ALL

56. SIMULATION-SIMULATION-SIMULATION

Please be prepared to send all your documents. All you can send, even if unfinished, is better than not to send it at all!

(Simulation note: stop dispatching emails after 3:00pm or send just a few to allow staff to prepare the required information).

18 h 00, « DISPATCH THE FOLLOWING EMAILS ! »

Topic: END OF SIMULATION

To: ALL

57. SIMULATION-SIMULATION-SIMULATION

Good job ! The simulation is now over. Please join us tomorrow morning at 9.00 am in the Civil Defence Conference Room 1 for a collective session of debriefing and follow-up. This meeting will last until 3:00 pm.

Regards,

The simulation team

58. SIMULATION-SIMULATION-SIMULATION

Follow-up emails to be sent to external participants to ask them to share their observations and assessment of the exercise.

We thank you wholeheartedly for your participation which has been crucial to the success of this exercise and to this learning experience.

Signed: The simulation team.

Expected Outputs

1. Consolidated Situation Report	
2. Two Communications Strategies and First Joint Press Release	
3. Joint Definition of Response Priorities	
4. Coordination Structures	
5. Summary of Immediately Available Emergency Resources, and of Gaps in Immediate Response	
6. Resource Mobilisation Plan	
7. Available Sector Assessment Tools	

Agenda - Debriefing Workshop

0900	**Session 1: Simulation Outcomes** • Presentation of results by facilitators • Analysing Results: Critical Inputs & Processes needed to produce good results • Addressing Quality of Outputs
1030	**Break**
1100	**Session 2: Simulation Outcomes (continued)** • Supporting & Hindering Factors
1230	**Lunch**
1330	**Session 3: Action Planning** • Next steps? • Updating/expanding contingency plans? • Work plan
1500	**Break**
1515	**Action Planning** (continued)
1615	**Session 4: Simulation Design Evaluation**
1645	**Wrap-up**
1700	**Close**

IAES
HUMANITARIAN RESPONSE TO A PANDEMIC
Revised 2011

INTRODUCTION

WELCOME!

This simulation exercise is designed to examine the issues associated with a governmental response in Nigeria to a global influenza pandemic and test the ability of the government to conduct such a response. Participants will include key personnel from the across ministries who are likely to have a significant role in response to a pandemic. The goal and objective of this first exercise are:

GOAL: Identify ways to improve the governments system of readiness to contribute to meeting needs within the country, and thereby reduce mortality, during a pandemic.

OBJECTIVE: Test the system of government readiness especially in relation to a multisector approach.

Within the objective above, the specific areas of concentration are:

- Roles and Responsibilities
- Coordination mechanisms
- Decisions and actions
- Communications
- Continuity of Operations

After the exercise, a debriefing session will take place to summarize the exercise's results.

Scenario Summary: The exercise will consist of six chronological injects. Injects begin with outbreaks of influenza A H5N1 in the Lao People's Democratic Republic, the United States and Europe. These outbreaks later develop into larger regional outbreaks and ultimately the development of a global pandemic. Injects will document the increasing severity of pandemic-related impacts at the local, regional and global levels. Issues associated with each inject are primarily focused on the types of assistance the government should provide as the pandemic develops.

We understand your time is valuable and we sincerely appreciate your participation in this interagency exercise.

SIMULATION – SIMULATION – SIMULATION

To: All participants

BEGINNING SITUATION:

Exercise begins at the current "real-world" situation.

- Currently at WHO Pandemic Alert Phase 3.
- Limited occurrence of Influenza A H5N1 in humans[1].
  - 331 human deaths from H5N1 to date in (2011)
  - 565 human cases of H5N1 to date (2011)
- Human to human transmission is very rare.
- Efficient and sustained human to human transmission has not yet occurred.

There are currently no cases in Nigeria.

[1] *http://www.who.int/csr/disease/avian_influenza/*

INJECT 1:

Emergence of a Novel Influenza Strain

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health,

CC: All participants

The Government of the Lao People's Democratic Republic has reported to the WHO a severe person-to-person outbreak of influenza-like illness (ILI) in the Laotian village of Ba Na Ton, with two clusters and nine deaths. One human cluster is located in the provincial hospital at Muang Pak-xan, with suspected transmission to one health care worker. Government of Laos (GOL) and World Health Organization (WHO) authorities have not yet confirmed presence of the influenza A H5N1 virus, but WHO officials are working with national health agencies to investigate possible linkage between the suspected outbreak in Laos and the cases of confirmed H5N1 in the United States and suspected cases of H5N1 infection in Germany.

- WHAT ACTION SHOULD BE CONTEMPLATED AT THIS STAGE?
- WHAT PLANNING TOOLS ARE AVAILABLE?
- HOW IS INFORMATION FROM THE GOVERNMENTS OF LAO, GERMANY AND THE US AND WHO ABOUT THE POTENTIAL PANDEMIC BEING GATHERED AND SHARED?

INJECT 2:

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health,

CC: All participants

United States public health officials have reported to the WHO that a male patient is currently hospitalized in critical condition in Austin, Texas with confirmed influenza A H5N1 infection. He became ill shortly after returning from Laos, where he was participating in a group backpacking tour of Laotian tourist sites. Six additional persons, including one healthcare worker, are hospitalized within the United States with influenza-like illnesses (ILI) regarded as probable influenza A H5N1 infection. All six persons had contact with the male patient either during his travel back to the United States, or immediately after his return to Texas.

At the same time, German health authorities have reported to the WHO that a German business executive has died of possible H5N1 infection and his son is currently hospitalized in critical condition with influenza like illness (ILI). The executive recently returned to Germany after an eleven day trip through Southeast Asia, including stays in Vientiane and Bangkok. His son did not accompany him on this trip, but became sick soon after his father's return.

International press is showing significant interest and some "expert" media sources are saying that the reported cases could be the beginning of an influenza pandemic.

1. Should the WHO change the Global Pandemic Alert level how will that change be communicated?

2. If no change is made at this stage, what might trigger a change in due course?
3. At this point, what types of guidance should the Ministry of Health issue? Should any other agencies or departments be involved at this stage? If not, why not.
4. What risk communication messages should be issued through mass media and other appropriate channels? What, if anything is appropriate at this early stage?

Please communicate any messaging and decisions taken to the SAC ASAP

INJECT 3:

Human-to-Human transmission

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Ministry of Foreign Affairs

CC: All participants

Data confirms emergence of a novel strain of influenza A virus, capable of sustained, efficient human-to-human transmission. Initial data indicates a 2-3% case fatality rate.

Nine clusters confirmed in Laos; death toll is over 60; approximately 2400 confirmed or epidemiologically linked cases have been reported. Suspected outbreaks reported in Thailand and Vietnam, with deaths reported in both countries, but not yet confirmed as influenza A H5N1. Laos, Thailand and Vietnam are requesting assistance from other governments, UN and international agencies.

1. Given the new information about human-to-human transmission, what steps need to be taken?
2. What activities should be undertaken by non-health departments, such as logistics preparedness?
3. What effect would the release of a vaccine have and how would you consider vaccine distribution? Who is responsible?

INJECT 4:

Arrival of Influenza into Nigeria

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Ministry of Interior, Civil Defense

CC: All participants

A person has reported to the General Hospital in Lagos suffering from an influenza-like illness (ILI). Initial reports indicate at least 20 patients have been admitted with serious ILI symptoms. No confirmation of influenza A H5N1 infection, although testing is being conducted.

Major economic and social disruption is developing in Laos, Thailand and Vietnam, with significant migration out of disease outbreak areas. Food shortages are reported in Laos and Vietnam.

Some airlines are cancelling flights to and from the affected countries, limiting airline travel. British Airways is restricting flights into Nigeria and has stated that it may suspend all flights into the country if the outbreak worsens.

International and national media reporting of the outbreak is intense, with practically all lead print and broadcast media stories reporting an emerging global pandemic.

1. What additional steering committees, working groups and/or meetings should be implemented at this point, and who should attend?
2. Do agencies or departments have crisis management plans and crisis management teams?
   a) How will existing plans be implemented?
   b) Do these adequately address staff health and safety, continuity of operations and support to communities?
   c) Will additional funding be required, and if so, how will it be mobilized?

INJECT 5

Infection rates rise in Nigeria and the hospital in Lagos requests assistance

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Civil Defense

CC: All participants

The hospital in Lagos is concerned that if cases continue to rise, the hospital will be overrun with ill patients. At present they have managed to isolate those with influenza from the more critically ill patients in other parts of the hospital, but the influx of new patients means it is only a matter of time before cross infection sets in and fatalities rise.

The hospital has requested that a military or civil defense hospital be used as an isolation center so they can control infection away from the main hospital.

Please communicate your decision to the SAC ASAP

INJECT 6

Communication to the Public

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Ministry of Interior, Civil Defense, National Platform

CC: All participants

Who is in charge of communicating public health information?

What other information should be communicated?

INJECT 7

Situation deteriorates

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Ministry of Interior, Civil Defense

CC: All participants

News Reports;

Community outbreaks of human novel influenza A are now confirmed in Laos, Vietnam

and Thailand, Cambodia, Myanmar, United States, Germany, Netherlands, France, Belgium, Luxembourg, Austria and Nigeria. Current death toll is estimated at 1600, with an estimated fifty thousand persons reported to be infected, including hundreds of healthcare workers within the outbreak areas.

The situation in Laos, Vietnam, Thailand and Cambodia is deteriorating. Most businesses and government offices are closed, food is scarce and medical facilities are unable to provide care to infected persons due to lack of supplies and healthcare workers.

The outbreak in Nigeria is expanding very rapidly, with over five thousand persons infected and reports of at least 12 clusters throughout the country. Some civil unrest is reported in Lagos where some elements of the population are blaming Muslim groups in the north for spreading the disease. There have been reports of some theft of medical supplies. The police are working on the issue but are having some problems with staffing as some have called in sick.

1. What systems are being put in place to protect people at this time?
2. How are issues of police numbers being addressed?
3. What medical stocks will be required and what is their availability?

Report to SAC ASAP

INJECT 8

Implementation of Plans

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Ministry of Interior, Civil Defense, And National Platform

CC: All participants

Most Nations have implemented their National Pandemic Response Plans and are informing WHO of their activities. Many Nations are requesting WHO assistance to process laboratory samples and are requesting release and pre-outbreak staging of WHO anti-viral medications.

Provide a consolidated sitrep as part of your reporting to WHO under the international health regulations. Include in this aspects of the National Pandemic Plan that have been activated.

Sitrep to the submitted within 60 minutes to SAC

INJECT 9

Tourists Stranded

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Foreign Affairs, Ministry of Tourism

CC: Ministry of Health

An estimated two million travelers are attempting to return to their home countries or travel to “safer” locations, placing unprecedented stress on global transportation systems. Many airports, train routes and border crossings are either closed, or are being significantly impeded by pandemic-related processing of travelers.

In Nigeria, the cancellation of all British airways flights have left hundreds of people stranded in both Abuja and Lagos. There are concerns about the safety of people, particularly children who are camped in the airport. Some people at the airport are wearing masks but problems with hygiene are negating this measure as there are reports that washrooms are unable to cope with the numbers of people.

Please advise on security measures at the airport

What is the government doing to assist stranded travelers?

What information is being given to people wishing to travel?

INJECT 10

Communications

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Ministry of Communications

CC: Ministry of Interior

Media interest is very intense, with practically all major stories focused on the "pandemic". Some stories are particularly wild and full of scaremongering, particularly the local press.

What is the communication strategy for ensuring that people get good, timely and trustworthy information both through mass media and more traditional channels of communication? (Hint: It is not just large-scale mass-media that is used to disseminate public health messages.) Provide an overview of this strategy to the SAC ASAP.

INJECT 11

Security Problems

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Interior, Civil Defense,

CC: Ministry of Defense

Rumors have been circulating in the north that the pandemic is being spread by people from the south of Nigeria to deliberately infect Muslim communities. While this has been largely dismissed by leaders on both sides, there have been rumors that hard line elements are planning revenge attacks on the south, particularly targeting places where foreigners stay, such as airports and hotels.

Complicating issues is that the pandemic is spreading rapidly through the armed forces and the police – two groups that work in close proximity with each other. This has led to lower police numbers and a corresponding upsurge in general crime.

What systems or actions can be taken to manage the security problems? What measures can you take in response to these rumours?

What can be done to limit infection within the security forces?

INJECT 12

Situation continues to deteriorate

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Ministry of Interior, Civil Defense, Ministry of Foreign Affairs, National Platform

CC: All participants

Confirmed outbreaks exist in Laos, Vietnam and Thailand, Cambodia, Myanmar, United States, Germany, Netherlands, France, Belgium, Luxembourg, Austria, Nigeria, Mexico, and China. The worldwide death toll is estimated to exceed 15,000, with the majority located in Laos, Thailand, Vietnam and Nigeria.

Suspected disease clusters have also been reported in South Korea, North Korea, Switzerland, Czech Republic, Canada, Panama, Cameroon, Gabon, Ivory Coast and South Africa. Unofficial reports indicate that the outbreak in North Korea may be severe, with an unconfirmed report of over five thousand deaths during a ten day period.

The situation in Nigeria is extremely serious. Current information indicates that the Nigerian health system is beginning to collapse with huge numbers of people, both infected and those concerned about infection of the health of family members inundating clinics and hospitals. Government services, including security forces, are struggling as large numbers of people fail to turn up to work either claiming illness or looking after family members.

What action needs to be taken?

INJECT 13

Business Interests

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Ministry of Interior, Civil Defense, National Platform, Ministry of Finance

CC: All participants

In parts of the country there are reports of civil unrest and criminal activity as a result of the lack of security personnel. The oil rich Niger delta region is seeing pipeline theft increasing and yesterday 60 people were injured when a pipeline caught fire.

Shell, the major oil producer in the region has approached the government and has offered to employ the private security company Black Water to provide security to the oil facilities but insists on the company having immunity from prosecution and the right to use armed force at the company's discretion. Shell has indicated that of security cannot be maintained they will need to consider scaling back operations.

1. What is the government doing to support security across the country?
2. What is government policy on the use of private security contractors?
3. What will be the financial impact?
4. Please submit a reply addressed to Shell to the SAC ASAP.

INJECT 14

Requests for time off

SIMULATION – SIMULATION – SIMULATION

To: All

CC:

Influenza deaths in Nigeria are estimated to exceed 5000. Some middle management staff within the government across all ministries have requested time off in order to travel up country or to leave Nigeria as they are concerned about becoming infected. National media have reported that some of these people are 'fleeing the country'.

1. How will the government deal with the time off requests?
2. What communication will the government give to the media to stem rumors?

INJECT 15

Food shortages

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Interior, Civil Defense, National Platform

CC: All participants

Food shortages are starting to become an issue in some remote areas. This is mainly down to a collapse of the food delivery system as drivers are either sick or afraid to travel from one infected area to another. There are also problems with the food-processing infrastructure. Abuja is seeing severe shortages due to its distance from other parts of the country.

Please detail what actions need to be taken and send to the SAC ASAP

INJECT 16

Vaccine development

SIMULATION – SIMULATION – SIMULATION

To: All

CC:

Work to develop an effective vaccine is reported to be yielding some success and it has been widely reported in the media that such a vaccine will soon be available.

Media reporting of the pandemic continues to be intense. In Nigeria some of the print media is not providing adequate coverage due to production and distribution problems.

INJECT 17

Implementation of Plans

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Transport

CC: All participants

The transport system across the country has collapsed with air transport now limited to private charters with restricted flight paths due to limited air traffic control provision. Public road transportation has largely ceased due to both a lack of drivers and drivers concerns about becoming sick. Private taxis are still functioning to a limited extent but there are reports of drivers not picking up people without masks and of people being thrown out of cabs if they cough.

Food delivery and the delivery of essential medical supplies by civilian means is becoming increasingly difficult and many places are running very short on both.

What can be done to assist the transportation problem?

INJECT 18

Update

SIMULATION – SIMULATION – SIMULATION

To: All

CC: All participants

The disease is now present in every global region. While not every country is experiencing widespread illness, most are reporting some confirmed cases.

Significant outbreaks have occurred throughout Asia, Europe, North America and Africa, as well as in Brazil, India, Pakistan, china and Russia. The death tolls in the most severely impacted nations exceed 100,000, with the global death toll currently estimated to exceed one million.

Food shortages are widespread due to severely restricted international shipments of agricultural commodities and the resultant impact on food processing and distribution. Security at food distribution sites is reported to be inadequate in many countries, resulting in rioting and significant casualties.

Civil unrest is rising in some countries as the pandemic's economic impact begins to influence the ability of citizens to obtain food, medicine and other essential commodities.

Quickly implemented population-based measures to limit disease transmission, such as social distancing, appear to have effectively slowed the spread of the virus in some areas.

The Department of Immunization, Vaccines and Biologicals at the WHO is reporting that a vaccine has been developed to combat the virus, although production capacity is not sufficient to meet current global demand.

INJECT 19

Vaccine Offered by WHO

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Minister of Foreign Affairs,

CC: All participants

WHO has contacted the Nigerian government through the local WHO office in Abuja and has offered the government 10,000 doses of vaccine in the first round. While this number of vaccine is very small, it is a start of a larger shipment as production increases.

1. Do you accept the vaccine?
2. If so, who will be prioritized to get the vaccine?
3. How will you distribute the vaccine?
4. How will you communicate eligibility criteria?

INJECT 20

Vaccination problems

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Finance, Ministry of Health, Ministry of Interior,

CC: Ministry of Transport

A number of issues have been raised in relation to the vaccine,

1. The vaccine requires a cold chain
2. The vaccine is being delivered in 10 shot vials,
3. There are no consumables with the vaccine (needles, syringes, sharps bins, protective gloves, etc). These will need to be sourced separately

The vaccine is due to be delivered in one week.

Please inform the SAC of;

a). Handling systems for the vaccine

b) Cold chain capacity

c) Availability of consumables

d) Cost plan for distribution and mass vaccination

INJECT 21

Fake Vaccine

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Ministry of Interior, Civil Defense,

CC: Police and Emergency Services

Reports have been received in the media that people are selling a 'Pandemic Vaccine' through local healers and in markets. Mostly these have consisted of water or saline, however in some cases the 'vaccine' has been more harmful chemicals including battery acid. There have been six reported deaths from the fake vaccines and 25 people have been admitted to hospital with a range of infections due to being injected with unsterilized solutions.

This is having a secondary problem in that people are becoming suspicious of the vaccine, believing that it may either be a fake or that it is harmful.

Please report to the SAC ASAP on how these issues can be resolved.

INJECT 22

Arrival of Vaccine

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Ministry of Interior, Civil Defense, National Platform

CC: All participants

WHO has delivered the first batch of vaccine. The vaccine arrived on a specially chartered aircraft from Switzerland and was accompanied by a delegation from the Swiss International Development Agency, the primary donor of the vaccine along with a representative of Roche (the manufacturer) and two scientific personnel.

The delegation is happy to present the vaccine but would like to ask if they can have clinical data as to the effectiveness of the vaccine and have asked if they can remain and observe the vaccines efficacy.

This is a request and there is no binding obligation.

How will you deal with this request?

INJECT 23

Global Vaccine Production

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Ministry of Foreign Affairs

CC: All participants

WHO, working with member states and pharmaceutical companies, has initiated global production of a pandemic influenza vaccine. Production capacity is increasing as more production facilities are identified and certified to produce the vaccine. Prioritization of distribution continues to be a contentious issue among Member Nations.

The WHO has requested information from Nigeria as to any capacity in the country to produce vaccine or supporting equipment as part of the global effort.

Please reply to the SAC ASAP?

INJECT 24

Pandemic begins to wane

SIMULATION – SIMULATION – SIMULATION

To: All participants

The initial pandemic wave begins to abate as pharmaceutical and non-pharmaceutical interventions are broadly applied.

International passenger travel and cargo shipments remain very limited. Isolated oil shortages continue to limit power production in some countries. Some petroleum refineries report no output due to lack of crude oil.

Financial markets are stabilizing, but availability of capital remains a major concern. Economic impact of the pandemic is severe in many countries. Experts predict unprecedented increases in corporate bankruptcies and unemployment.

INJECT 25

Reconstruction/Recovery

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Finance, Ministry of Health, Ministry of Interior, Civil Defense, National Platform

CC: All participants

The pandemic has had an enormous impact on Nigeria with at any one time 30-40% of people either sick or caring for sick relatives. This has impacted all departments and agencies and has had a massive impact on the private sector.

Small business has been particularly affected with cash flows strangled and delivery times massively increased. Even some large businesses such as national airline carriers are struggling with one carrier already filing for bankruptcy. The oil sector has also been hit with oil production down 60%. Male unemployment has spiked, making more families dependent on female earnings mostly from the informal sector. Counselling services in the pandemic hotspots report a 100% to 400% increase in domestic violence clients since the pandemic outbreak.

Develop a brief plan of action for recovery. Submit this to the SAC within one hour.

INJECT 26

Second Wave

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Health, Ministry of Interior, Civil Defense, National Platform

CC: All participants

In Benin City in Southern Nigeria, there are reports of a second wave of the illness reappearing in the district with people who had avoided infection the first time falling sick. This area had received very limited supplies of vaccine and is still on the list for a comprehensive programme. The local hospital is reporting that it is having difficulty coping, not just with the influx of patients, but also with the number of people coming to the clinic to get the vaccine (which they do not have).

What action needs to be taken? Report to the SAC ASAP

INJECT 27

Support to neighbouring states

SIMULATION – SIMULATION – SIMULATION

To: Ministry of Foreign Affairs

CC: All participants

As the pandemic wanes in Nigeria and recovery commences, the neighbouring state of Cameroon is beginning to feel the full impact of the pandemic. While a small vaccination programme has commenced, it is not enough and the country is having problems distributing the vaccine. At the same time, health facilities are overwhelmed and there are reports of civil disturbances in the capital as people try to find medical supplies and vaccines.

Cameroon has appealed for international assistance and assistance from neighbouring states.

What assistance can be given to Cameroon?

INJECT 28

END OF SIMULATION

SIMULATION – SIMULATION – SIMULATION

To: All participants

Please be prepared to send all your documents. All you can send, even if unfinished, is better than not to send it at all!

(Simulation note: stop dispatching emails after 3:00pm or send just a few to allow staff to prepare the required information).

18 h 00, « DISPATCH THE FOLLOWING EMAILS ! »

INJECT 29

Topic: END OF SIMULATION

To: ALL

SIMULATION-SIMULATION-SIMULATION

Good job ! The simulation is now over. Please join us tomorrow morning at 9.00 am in the Civil Defence Conference Room 1 for a collective session of debriefing and follow-up. This meeting will last until 3:00 pm.

Regards,

The simulation team

INJECT 30

SIMULATION-SIMULATION-SIMULATION

Follow-up emails to be sent to external participants to ask them to share their observations and assessment of the exercise.

We thank you wholeheartedly for your participation which has been crucial to the success of this exercise and to this learning experience.

Signed: The simulation team.

Expected Outputs

1. Consolidated Situation Report	
2. Public Health Communications Strategy	
3. Joint Definition of Response Priorities	
4. Coordination Structures	
5. Summary of Immediately Available Emergency Resources, and of Gaps in Immediate Response	
6. Resource Mobilisation Plan	
7. Available Sector Assessment Tools	

Agenda - Debriefing Workshop

0900	**Session 1: Simulation Outcomes** • Presentation of results by facilitators • Analysing Results: Critical Inputs & Processes needed to produce good results • Addressing Quality of Outputs
1030	**Break**
1100	**Session 2: Simulation Outcomes (continued)** • Supporting & Hindering Factors
1230	**Lunch**
1330	**Session 3: Action Planning** • Next steps? • Updating/expanding contingency plans? • Work plan
1500	**Break**
1515	**Action Planning** (continued)
1615	**Session 4: Simulation Design Evaluation**
1645	**Wrap-up**
1700	**Close**

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