



DESKTOP SIMULATION

A user's guidebook on building successful simulations



World Food Programme

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PREFACE

FORWARD:

This guide's purpose is to be a practical and action-oriented tool that helps your Country Office in supporting and collaborating with government emergency/management disaster structures in various countries to establishing adequate preparedness and response capacity for emergencies through planning/organizing/implementing Desktop Simulations.

Simulation exercises can be used as a dynamic tool, to test plans, rehearse procedures, identify gaps, solve problems, increase confidence and generally add to the overall capacity to react to emergencies in an effective, timely and reliable manner.

The guide's audience are participants from Governments and Humanitarian Organizations, Supply Chain and/or Emergency Response staff that should possibly be in a position to take decisions during the simulation.

As we didn't want to re-invent the wheel, we relied on sources already available and we used simulations done in the last 8 years to extract the information fed into this guide

The guide is divided into 6 distinct & well-defined chapters:

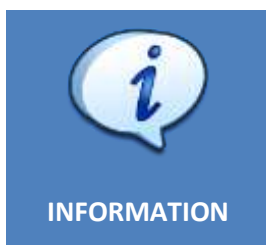
Introduction – Planning – Development - Conduct of SIMEX – Reporting - Conclusion

SOURCES:

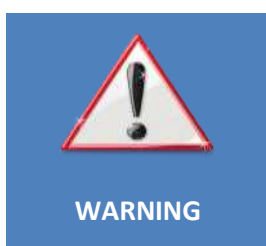
1. **"Simulation exercises on influenza pandemic responses in the Asia-Pacific region"**, published by United Nations System Influenza Coordination (UNSIC) Asia-Pacific Regional Hub in collaboration with Asian Disaster Preparedness Center (ADPC) and Kenan Institute Asia (K.I.Asia), from 2008.
2. **"Government Emergency Simulation Guide" (GES)**, supported by the Inter-Agency Standing Committee (IASC), from March 2012
3. **"Workbook on Disaster Simulation Exercises"**, A how to guide for the Pacific, supported by The New Zealand Government Aid Programme, from 2013
4. **"Emergency Preparedness and Response Simulation Guidance Manual"**, developed by WFP Readiness Initiative in Rome, Second Edition – December 2015

USE OF ICONS:

Throughout the guide, icons in shaded boxes provide important facilitators tips and warnings, which guide the facilitator(s) or training organiser at a glance of key considerations for the training. Although the icons represent a visual cue to a reference, facilitators should still read the detailed information to become familiar with the content and structure prior to conducting the training.



Embedded in the text, this box provides the reader with additional information on the subject



Warns of an important factor to be aware of that might affect the planning or facilitation.



Indicates a reference to a related annex in the Annexes file.



Practical advises and suggestions


SUMMARY OF CONTENT

PREFACE	2
FORWARD:.....	2
SOURCES:.....	2
USE OF ICONS:	3
1. INTRODUCTION.....	6
Introduction - What is SIMEX?	6
Introduction - The different categories of SIMEX:	6
1. Drills:.....	6
2. Tabletop exercises (TTX):.....	6
3. Desktop/Functional Simulations/SIMEX:.....	7
4. Full-scale Simulations:	7
Introduction - Why SIMEX?.....	8
Introduction - What SIMEX is designed to test?	8
Introduction - How a SIMEX works:.....	9
2. PLANNING.....	10
Planning - A request from the Government	10
Planning - Core Design Team	10
Planning - The main responsibilities of the Core Design Team.....	11
1. Determine objectives of SIMEX – before & during Scoping Mission.....	11
2. Ensure Budget & Funding of the Simulation	11
3. Develop the scenario and narrative of events – during Scoping Mission & Design Phase	11
4. Plan how the exercise is implemented and managed.....	11
5. Assist with any pre-SIMEX materials – during Scoping Mission & Design Phase	11
6. Other responsibilities include:.....	11
Planning - Liaison with Country Office (CO) of SIMEX Lead Agency/Organization.....	11
Set-up the Scoping Mission	12
3. DEVELOPMENT	13
Development - Scoping Mission	13
1. Aims and objectives of the simulation:	13
2. Access to and Review of Key Reference Documents to finalize the Master Scenario	13
3. Scenario Outline (and finalization)	14
4. Set project dates.....	14
5. Number and type of participants	14
6. Finances and budget and who is paying for what	14
7. Commitments and Responsibilities of each partner in the project	14
8. Selection of a suitable venue for the event.....	14
9. NFR/Report.....	15
Development - Concept Note purpose	15
Development - Concept Note content	15
Development - Selection of the Design Team	17

Development - Positions/Composition of the Design Team	18
Development - Work Plan with Task List & Deadlines	19
Development - Design Phase	20
Design initiation.....	20
Master Scenario.....	20
Supporting Documents.....	21
Injects	22
Inject Matrix	23
Meetings.....	25
Delivery of Documents	25
Participant' response monitoring.....	26
Development - Final steps	27
A. Activities from SD-7 to SD-3:	27
B. Activities SD-2:.....	29
C. Activities SD-1:.....	29
4. CONDUCT OF SIMEX.....	31
Conduct of SIMEX - Exercise launch sequence	31
Conduct of SIMEX - Debriefing Session/Lessons Learnt	32
A. Brain storming.....	33
B. Groups Debriefing – plenary session:.....	33
C. Activities	33
D. Forms to fill in anonymously (Simulation Evaluation)	34
4. REPORTING	35
5. CONCLUSION	36
6. ANNEXES	37

1. INTRODUCTION

Introduction - What is SIMEX?



SIMULATION

An event that replicates selected aspects of a real emergency, to provide an opportunity for testing procedures which are in place, and raising awareness of preparedness and response requirements and actions. Their practical nature encourages engagement and enhances learning. (Source: WFP EPRP Simulation Guidance Manual_2ndEdition_dec 2015)

Also known as a **Simulation Exercise**, it is a people centered, action focused activity, which simulates, at least in part, an emergency situation. It is designed to implement emergency response plans and evaluate the plan against approved standards or objectives.

A Simulation Exercise or **SIMEX** is a fictional disaster event created with the purpose of testing the plans and procedures that would come into effect during a real emergency, helping to identify strengths and weaknesses. Emergency responders are given the chance to develop their skills and knowledge and it also provides a valuable opportunity for the various stakeholders to meet and work together to improve

coordination. A SIMEX can be big or small depending on the aims of, and resources available to, the organizers. The size does not really matter, simulations are a highly effective training and educational tool that raise awareness, test systems, develop skills and knowledge and deepen people's understanding of disaster response through practical experience. It can also help improve relationships and coordination within teams and between organizations. Ultimately, it is about making sure when a disaster hits organizations, and governments are ready and prepared.

Introduction - The different categories of SIMEX:

There are 4 categories of simulations:

1. Drills:

A test designed for a single specified operation, such as activating a notification

2. Tabletop exercises (TTX):

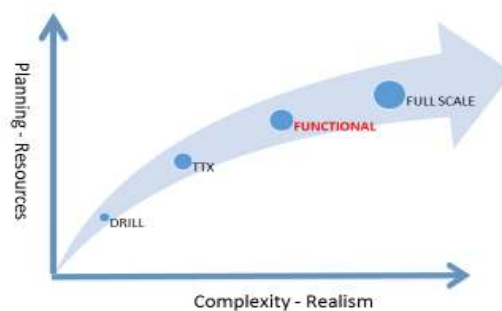
Discussion-based sessions where team members meet in an informal, classroom setting to discuss their roles during an emergency and their responses to a particular emergency situation. Aim is to identify major gaps or conflicts in response planning. A facilitator guides participants through a discussion of one or more scenarios. The duration of a tabletop exercise depends on the audience, the topic being exercised and the exercise objectives. Many tabletop exercises can be conducted in a few hours, so they are cost-effective tools to validate plans and capabilities with no real resources being used.

3. Desktop/Functional Simulations/SIMEX:

Participants simulate their actions normally within a simulated operational environment and must make immediate decisions, but real equipment and personnel are not deployed. Activities for a functional exercise are scenario-driven and designed to exercise procedures and resources (*i.e. communications, warning, notification, coordination mechanisms and equipment set-up*).

4. Full-scale Simulations:

A “Functional Simulation Exercise” concentrates on the policy and interactive elements of the management of an emergency; a “Full-scale Simulation” focuses on the operational capability of emergency response and management systems. Typically, this will include actual deployment of the resources required to demonstrate coordination and response capabilities in the most realistic of settings possible where as not to put the safety of the public and staff at risk. Added to all of this will be more staff, operational and insurance costs, and mobilizing emergency resources in real time



Visual Comparison of different simulation types

This guide will focus on building a **Functional Simulation Exercise** or **Desktop Simulation** or in short terms **SIMEX**. It is interactive, requiring participants to respond to each other in the roles designated for them in the plan. It is conducted under time constraints that would be similar to, or often more challenging than, a real event.

Functional exercises are fully simulated at significant levels of detail, usually covering multiple functions and designed to validate policies, roles and responsibilities, capabilities and procedures of single or multiple emergency management functions or agencies. The design, conduct and evaluation of a functional exercise require considerable resources to ensure maximum benefit.

In the perspective of testing response mechanism of Governments & the Humanitarian Community to the occurrence of natural disasters, **Functional Simulation Exercises** seem the most appropriate. Cost, Time, Human Resources, and Preparation Time needed make it a good ratio to the expected outcome.

Its main components are: Planning, Development, Conduct of SIMEX, and Reporting.

Its main documents are: Concept Note, Master Scenario, Injects & Supporting Documents assembled in an Inject Matrix, and Post-Simulation Report which shall contain elements of an agreed upon Action Plan.

Introduction - Why SIMEX?

- Simulations are a valuable tool in preparedness planning and capacity building and provide an excellent opportunity to practice the skills and knowledge of organizations and State Disaster Management Departments 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.
- Disaster management simulations are increasingly being used and recognized as a highly effective way to enhance preparedness, build capacity and improve coordination between disaster management stakeholders.
- The larger humanitarian community, both in the UN system and NGOs, are also adopting more and more this kind of exercise with similar objectives, enhancing the coordination among agencies, and often it includes the national disaster management authority.
- They are more and more initiated by Governments, on national, provincial or local level, in particular the national disaster management authorities, to test their emergency preparedness structures, communication, coordination and cooperation among them and with HCT.
- You remember 10% of what you read, 20% of what you see and 75% of what you do (from “Learning Pyramid”, **Source: National Training Laboratories, Bethel, Maine**)

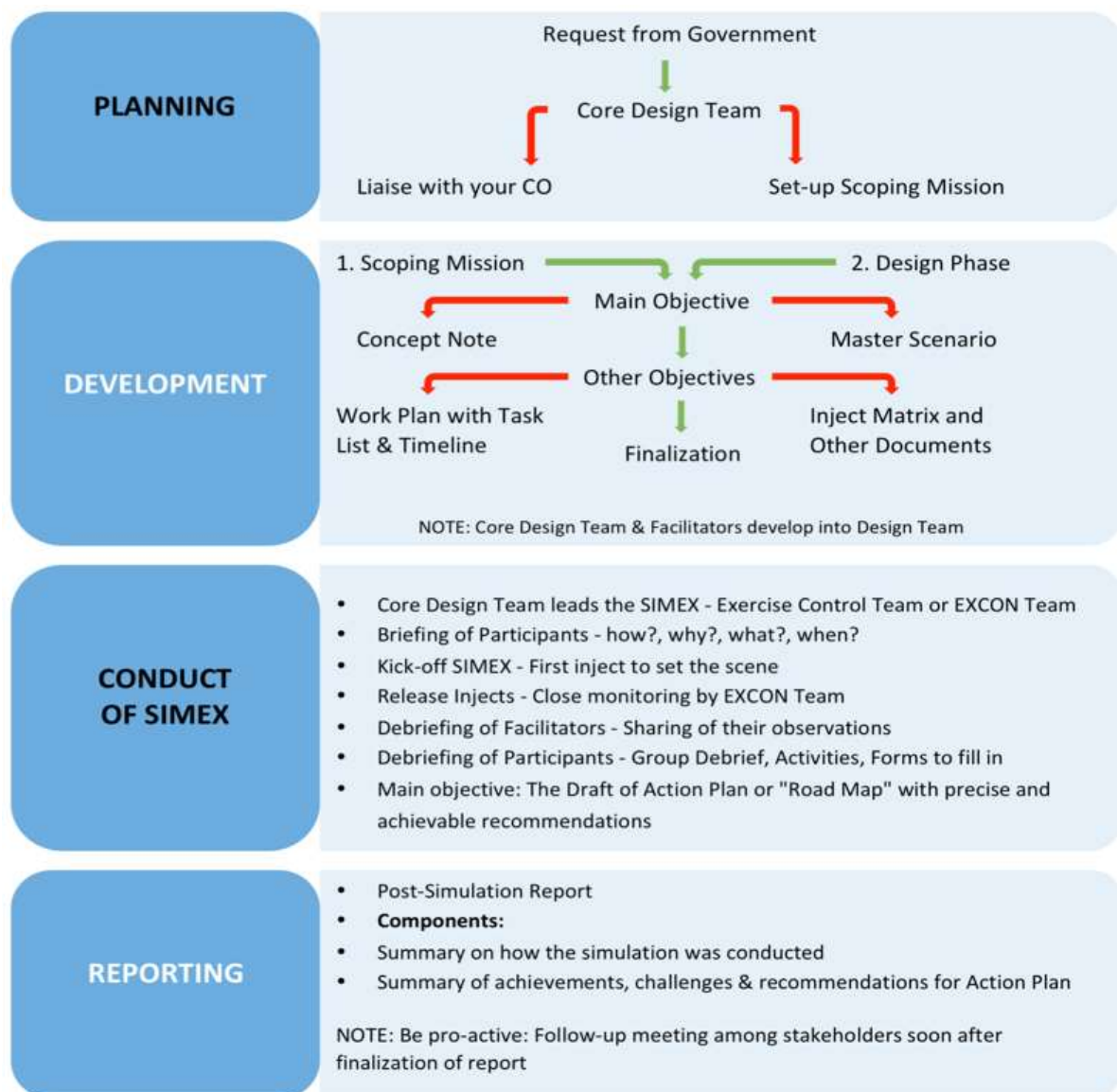
Introduction - What SIMEX is designed to test?

- Systems and processes rather than simply scenarios themselves and that regardless of the scenario,
- National/Inter-Agency Contingency Plans and/or departmental specific plans.
- The disaster response plans of the communities, provincial and national government and other key stakeholders participating in the SIMEX
- The role and responsibilities of key stakeholders in disaster response, including communities, provincial and national Government, local NGOs, UN agencies, Donors, Red Cross and INGOs
- The national disaster response coordination system, and how this intersects with the coordination (cluster) system used regionally and globally
- National, Provincial, and District response management staff in their roles and responsibilities in disaster response
- Government structures and/or coordination, cooperation and communication between government and Humanitarian Community/Organizations present in the country
- Disaster response plans & procedures, contingency plans that have been revised or newly developed.
- In response to an emerging risk

- To identify preparedness gaps, challenges and corresponding mitigating actions
- To identify immediate and long-term actions that should be taken
- To identify mechanisms and resources available in-country and at the regional and global level, to support a large-scale emergency response (human and financial resources, logistics, relief items, communications and information, advocacy, etc.)
- To apply “Lessons Learnt” and consolidate best practices identified during previous simulation exercises and to identify next steps to enhance preparedness for future disasters

Introduction - How a SIMEX works:

The construction of a SIMEX comprises of 4 phases:



2. PLANNING

Planning - A request from the Government

A SIMEX always starts with a request, which comes from the government, either from national, regional or provincial level, of the country you would like to conduct the simulation. So by nature, countries in regions where natural disasters strike regularly and heavy, like Southeast Asia or the Caribbean region, are more prone to coming forward for this kind of exercise. But even being located in less disaster prone regions, your organization's CO might suggest it to governments in pointing out the numerous advantages of Emergency Preparedness being up to date.

As we are here focusing on simulations with active involvement of governments, it's likely, that the scenario will be based on natural disasters rather than on a political context like civil unrest.

It is important for the planning and the development of the SIMEX to work with partners from the government and humanitarian organizations. Therefore it is advisable to get these partners involved from the beginning.

Coordination with OCHA, is always a good option, as per their role as liaison between the Humanitarian Community and the Government, but it depends what you want to test and how much you want other and which organizations to be involved. There are also countries where OCHA is not present.

Planning - Core Design Team

Once, the request has arrived, one of the first things to do is identifying a **Core Design Team** around a **Team Leader**. This team should be composed of between three and four members, Team Leader included. The Team Leader often takes the role of the **Exercise Director/Simulation Controller** on the day of the exercise. He will be the primary focal point while running the simulation and will be responsible for coordinating inputs/injects and Supporting Documents.

Allocate between two and three months before the actual event takes place to do preparation work. The exact time spent on the planning process depends on the complexity of the simulation, the team's simulation experience, and their other workload. Inexperienced team members or those with additional heavy workloads may require a longer lead-time.



TEAM LEADER

He is responsible for coordinating, planning and tasking of the Core Design Team and later for the Design Team. He should have prior experience of designing and running moderate to large simulations and even better, firsthand experience in disaster response. This is a "BIG" responsibility, so he also needs to have adequate time and resources to commit to this task.

Planning - The main responsibilities of the Core Design Team

1. Determine objectives of SIMEX – before & during Scoping Mission

While improving Disaster Management capabilities is the overall goal of a SIMEX, defining clear and specific objectives will help guide the Design Phase and focus the SIMEX on the most important areas for testing or improvement.

2. Ensure Budget & Funding of the Simulation

Funding should be available (either pre-allocated or accessible by grant) before starting this process. A detailed budget for the Simulation must be developed.

3. Develop the scenario and narrative of events – during Scoping Mission & Design Phase

The scenario is then designed to best meet the chosen objectives.

4. Plan how the exercise is implemented and managed

Once the SIMEX begins the Core Design Team will become the **Exercise Control Team (EXCON Team)** and it will be their job to ensure the event runs smoothly.

5. Assist with any pre-SIMEX materials – during Scoping Mission & Design Phase

The Design Team (Core Design Team & Facilitators from other stakeholders) will be responsible for preparing key documents such as Concept Note, Master Scenario, and Briefing Documents etc.

6. Other responsibilities include:

- Communicate and liaise with participants and key stakeholders and ensure representation of all key participant groups
- Prepare and conduct a **Scoping Mission** to the country where the SIMEX will take place
- Identify and manage the Logistics/Admin/Finance/ITC issues associated with the SIMEX and develop Work Plan with deadlines to guide SIMEX development and allocate all the key responsibilities and tasks to specific **Design Team** members
- Identify competencies of each **Design Team** member and assign functional roles where appropriate, e.g. SIMEX Director, Inject Control, Support Coordinator etc.



CORE DESIGN TEAM

It is responsible for planning, developing, conducting the SIMEX, and reporting. The team shall have experience in Simulation facilitation, emergency response and an understanding of the country context.

Planning - Liaison with Country Office (CO) of SIMEX Lead Agency/Organization

Prior to the Scoping Mission the Core Design Team will liaise with the CO to discuss expectations and clarify key questions such as the scope of the project, anticipated dates,

stakeholder involvement, etc. If the CO has the capacity and qualified resources to plan, develop and conduct the SIMEX on its own, this step can be skipped.

- Requesting agency (Government, Inter-Agency, etc.)
- Prior simulations which have been organized and lessons learnt
- Stakeholder involvement (Which agencies/organizations/departments will be involved and how many participants?)
- Scenario (Suggested size (scope), location and type of emergency)
- Definition and Research of key reference material needed for Concept Note and Scenario
- Agreement on funding of the event
- Any other expectations or anticipated issues.



Guideline “Budget” in Annex C1

Set-up the Scoping Mission

These discussions allow the Core Design Team to plan for the timing of the mission, define its **TORs**, and develop the **Checklist**.



Guideline “Scoping Mission TORs” in Annex C2, Checklist “Scoping Mission” in Annex C3

Ideally the Scoping Mission should take place a minimum of 2 - 3 months before the planned simulation event in order to allow time to fully define the project and ensure all stakeholders are in agreement. The mission should last approximately one week.

These are some of the Key Outputs expected at the end of the Scoping Mission:

- Finalized agreement on conducting the SIMEX
- Concept Note agreed upon and signed off
- Scenario finalized
- Design Team identified, briefed and responsibilities distributed
- Work plan with Task List and Deadlines for finalization of materials
- Focal Points identified and working on the project
- Venue identified



Focal Points

Focal Points from all stakeholders are crucial and should be actively involved from the very beginning; therefore stakeholders should be prepared to allocate resources and/or staff time to planning, developing and participating in the SIMEX.

3.DEVELOPMENT

Development - Scoping Mission

The Scoping Mission gives the opportunity to look at and assess the simulation request before it becomes formally “live”. It is not so much to query whether the project should go ahead (although in certain situations this can be the case) but to establish how the project needs to be organized and managed. It is crucial to understanding the aim and objectives and country context within which the simulation is being requested.

During different meetings with all stakeholders, an agreement of a number of issues will be reached:

1. Aims and objectives of the simulation:

What to practice (or the Aim of the simulation)

- Promote a timely, effective, and coordinated response to large-scale disaster that includes and engages the Host Nation Government and the Humanitarian Community
- Execute the coordination of a timely and effective response to an emergency related to natural disaster in [country].
- Ensure a timely and effective coordinated Logistics response to a large scale (Level 3) emergency.

Defining clear, specific **objectives** will help guide the Design Phase and focus the SIMEX on the most important areas for testing or improvement. The main focus is on testing organizational systems, processes, and policies. Therefore a clear definition of these objectives is so important for the event being successful.

The two main questions to ask are:

- What are we trying to achieve through the conduct of the simulation?
- What are we trying to practice within the constructs of the simulation?



Examples of “Objectives” in Annex E1

2. Access to and Review of Key Reference Documents to finalize the Master Scenario

They are needed to build up the Scenario and serve to contextualize the simulation, ensure relevance and realism.



Guideline on “Key Reference Documents” in Annex C4

3. Scenario Outline (and finalization)

A synopsis of the Master Scenario, which will be developed in details during the Design Phase, based on information extracted from “Key Reference Documents” and covering/describing some scenario details like Type/Date/Time/Location of the emergency, the extent of the impact, and the response capacity (as an option).

4. Set project dates

For planning purposes, it is crucial to have set clear and achievable deadlines for the completion of the Design Phase, which is related to the date of the conduct of the Simulation.

5. Number and type of participants

SIMEX Participant selection is critical for the success of the project. All relevant stakeholders required to practise and review the plans should be invited. Participants should be from Government Natural Disaster Management Departments, Supply Chain and/or Emergency Response staff within their agencies/organizations and being in a position to take decisions during the simulation, who will be expected to play themselves during the exercise.

There are different casting options for participants – for example:

- Depending on the context, invite also representatives from regional organizations like ASEAN
- Consider also limited involvement of the private sector in countries where institutionalized in the Disaster Management (DM) legislation

A draft of the official “Invitation Letter” should be ready approximately one month prior to the simulation and be sent out by the government at minimum 2 weeks prior to the simulation.

A decision has to be taken if participants are to receive a “Certificate” or not.

Participant details (name, agency / organisation, position, etc.) will be used for preparing the injects for the SIMEX and for administrative purposes (i.e. Name Tags). Within the Concept Note should be fixed a deadline for getting these details; not later than 3 to 4 weeks prior to the simulation.

6. Finances and budget and who is paying for what

As already mentioned, funding should be either pre-allocated or accessible by grant, before the project starts. At this stage, it should be refined and defined, which part of the project costs are covered by which stakeholder. For example: the government might have a suitable venue for the event and could put it at disposition as part of its contribution.

7. Commitments and Responsibilities of each partner in the project

The success of the project is dependent on the effective collaboration between the different partners/stakeholders. Therefore it is crucial that each partner is well aware of what he committed to and his responsibilities in achieving them. A document, which clearly defines this, needs to be signed off after being reviewed by all stakeholders involved before the development of the SIMEX materials.

8. Selection of a suitable venue for the event

Finding an appropriate venue for the event is very important.

9. NFR/Report

After completing the scoping mission, the Team should edit a NFR (Note for the Record) or a report which should include the following: the outcome from the mission, a summary of the different meetings, findings and conclusions. Other important information will be next steps forward and eventually lessons learnt



Checklist & Examples of "SIMEX Venue Selection Criteria" in Annex C5

NOTE: Later in the process, these points will be integral part of the **Concept Note**, the main objective of the mission, as already mentioned before.

Development - Concept Note purpose

It is the **backbone** of the event and covers all aspects of the event and reflects the result of the various meeting among stakeholders/partners. Ideally all actors/stakeholders should sign off on this document prior to the team's departure. Due to the significant planning and document development it is essential that these details be agreed on well in advance.

Development - Concept Note content

1. Country Context

Description of history of natural disasters & past simulations

2. Partnership & Commitments

Involvement of stakeholders including a document outlining their responsibilities

3. Aim

What to practice

4. Key Objectives

Listing of objectives agreed upon by all partners/stakeholders

5. Key Project Dates

Outlines the timing of the different phases of the project: Design Phase, Development, Conduct of SIMEX and Reporting.

6. Finances & Project Costs

No details, just in generic terms an outline of the contribution of the different stakeholders/partners to the project costs.

7. Methodology

Defines duration, different phases, general aspects of debriefing session and its objectives

8. Scenario Details

Type, Time, Date, and Location of the Emergency & Extent of Impact and Response Capacity

9. Key Reference Documents

Listing of documents, which had been used to develop the Scenario

10. Design Team & SIMEX Staff

Composition and from which stakeholders

11. Participants

General selection criteria, no names yet, but from which organizations and number and deadline for names

12. Donors, Guests, and Media

Guideline in generic terms about selection & conditions; List of potential "Candidates"



SIMEX STAFF
(Design Team, Facilitators and Support Staff)

They are excluded from being participants during the SIMEX.

Donors/Guests:

Inviting donors and a small number of special guests to the simulation to showcase the event and build support for emergency preparedness projects is encouraged. It is recommended that all special guests are accompanied by a senior staff focal point.

Media/Press:

Simulations are good opportunities to produce a press release and to demonstrate how the country is preparing for emergencies. The Press can be invited to the opening and closing ceremonies but should not be present during the actual exercise or debrief sessions.

13. Venue, Admin/Equipment

The Concept Note should mention which location had been selected. "Admin/Equipment" refers to the fact that a designated team will take care of these issues.

14. Project Monitoring, Evaluation & Reporting

Distribution of tasks to stakeholders/partners and quick summary of the expected "Road Map"


15. Acronyms

"Translation" of specific abbreviations for people not familiar with.

16. Annexes

There are different and possible options. Usually at least:

- General list of participants (no names yet)
- Stakeholders/Partners Responsibilities
- SIMEX Staff
- Agreements & Signatures



VALIDATION

Concept Note, and Scenario have to be validated first by your CO and participating stakeholders as well as by the government.



During the making/creation of the Concept Note, add Logos of Government, participating Organizations, and Donors who might have supported the project.



Template of "Concept Note" in Annex T1, Examples in Annex E2 & E3
Being one of the Key Documents of the Simulation we very much recommend to carefully go through the examples to get a better understanding.

Development - Selection of the Design Team

During the Scoping Mission the **Core Design Team** will grow bigger by integrating staff from other participating stakeholders, including the national Disaster Management Office, named **Facilitators**, to support and assist with preparing any pre-SIMEX materials. These **Facilitators** will take over other tasks during the Simulation Exercise. The name will change **from Core Design Team to Design Team**. The initial members of the Core Design Team will nevertheless keep the overall responsibility of the whole project. Having a range of stakeholders included in the Design Team will ensure the SIMEX meets the needs of all participants. The team should be made up of people with appropriate and complementary skills. In practice, the team is made up of between 5 to 10 members.

Members could be selected from:

- SIMEX lead agency(s)
- SIMEX partner agencies (actively participating in the simulation), including local NGOs
- National and Local Government Disaster Management Offices
- International NGOs and/or UN Agencies
- Others as deemed appropriate

Critical Competencies (collectively within the Design Team):

- Strategic leadership with expertise in Disaster Management and team building and an understanding of organizational politics
- Research and intelligence gathering
- Scenario building
- Interviewing skills
- Technical knowledge (Medical, Shelter, WASH, Security etc.)
- Budgeting and Admin/Finance

Core Responsibilities of the Design Team are:

- Determine exercise objectives
- Engage in scoping visit and finalized agreement for SIMEX
- Develop Work Plan with deadlines to guide SIMEX Development
- Develop the Disaster Scenario, injects, Supporting Documents, Master Scenario, Debriefing Sessions
- Select and brief role players and other actors involved
- Communicate and liaise with participants and key stakeholders
- Identify and manage the Logistics/Admin/Finance/ICT issues associated with the SIMEX
- Become the SIMEX Control Team to lead and monitor the SIMEX

Development - Positions/Composition of the Design Team

- Its first component is most likely the Core Design Team with the same Team Leader who keeps the overall responsibility for the Simulation and will be responsible for preparing the Key Documents.- “Design”
- A Focal Point / Technical Advisor from the Country Office of the SIMEX Lead Organization/Agency
- Focal Points / Technical Advisors from Key Stakeholders
- A Focal Point / Technical Advisor from the Government whose primary role among others would be providing all the necessary “Key Reference Documents” and getting approval for documents to be signed off by the Government
- The Support Coordinator is in charge of a Support Team, which will provide support to the Design Team for all finance, administrative, logistics, and ITC needs of the event. He (the support coordinator) could be a member of the initial Core Design Team or from SIMEX Lead Organization/Agency. He deals with all technical aspects of the event.– “Support”
 - Inside his team an ICT technician from the CO is in charge of the set-up of the Communication System in the venue like installing the Internet Connections, preparing mobile Phones etc.
 - As part of the support team, an admin staff from the CO should take care of purchases to be done for the Simulation, deal with visa issues & accommodation etc.
 - CO Finance Department ensures that funds are available to issue PO’s, pay bills etc.
 - Logistics takes care of issues like finding and set-up the venue, organize catering, transport etc.



Guideline on “Support Team Tasks” in Annex C6



The use of an “Activity Schedule Guideline” (Gantt Chart), an “Admin Task List” as well as a needed “Equipment List”, needed “Stationary List” and “Printing Requirements List” and

“Contact List” facilitate the task of the Support Team to keep control of deadlines, gaps, and progress in the built-up of the Simulation.

The Activity Schedule Guideline defines the beginning and the end of a certain number of main activities and tasks during all the phases of the SIMEX, which can be broken down into more details by using the other lists as mentioned.

Common Tasks for all the Focal Points/Technical Advisors:

- Review SIMEX Documents and provide feedback
- Review key administrative Documents like invitations, certificates, etc.
- Ensure protocol is being followed
- Coordinate the opening and closing ceremonies



Guideline on “Activity Schedule” (Gantt Chart) in Annex C7, Templates of “Admin Task List”, “Equipment List”, “Stationary List”, and “Printing Requirements List” in Annexes T2 – T5



FOCAL POINT/TECHNICAL ADVISOR

He will provide support to the Design Team. He has a strong research role in obtaining relevant data and information essential for the realism of the exercise. He should have detailed knowledge of the location in which the simulation is being conducted and of the policies and protocols used by the Disaster Management Authorities and of the Emergency Preparedness and Response Challenges that the country faces. Being an Emergency Management specialist with some simulation experience would be an added value.

Development - Work Plan with Task List & Deadlines

There are a number of things that will begin to take shape during the Scoping Mission. At the end of the Scoping Mission, the **Design Team** should come together to discuss their findings and finalize a Work Plan, which outlines the key tasks to be completed in the lead up to the SIMEX. This plan, overseen by the Team Leader, clearly identifies who is responsible for what and by when.



CONTACT LIST

A “living” document, which needs to be updated regularly. This list compiles all contact details of all the stakeholders involved and participants, and also people from outside, you might need to contact. It also describes briefly the roles of everybody involved in the event and should be shared among all the stakeholders.

Development - Design Phase

Design initiation

During the Scoping Mission, the basis had been laid for the project to get on rail.

All the actors involved have been identified and responsibilities and roles cleared. Agreement had been reached on budget, facilitation/design team, participants (no names yet, but rather number of participants/stakeholders), focal points/technical advisors are identified, a support coordinator (responsible for fin/admin/ICT, and log arrangements) as well.

In order to ensure, that the Design Phase is completed in a timely manner, a date for the simulation to take place has been set.

In the Concept Note the Scenario has been agreed upon, aim and objectives defined; the first next very important step is to finalize the **Master Scenario (including an Event Timeline)** to avoid confusion and incongruities when developing the Injects, Supporting Documents and the Inject Matrix. Access and knowledge of key reference documentation is crucial, from your organization and from other stakeholders involved and in particular from the government.

Master Scenario

The Master Scenario is the narrative of the disaster event(s), the impact and the aftermath. The scenario should include details of the disaster's impact on external environment (impact in affected locations, the response by the government and international community, the major humanitarian needs), as well as information describing how the scenario changes over time and how that influences the required response, including impact data and expected outputs (**TIMELINE or EVENT TIMELINE**). Facilitators should break the scenario down into different **phases** (i.e. early warning, preparedness or response) and days (i.e. 2 days before the disaster, the day of the disaster, and 1 week after the disaster) based on key **events**.



VALIDATION

After the Scoping Mission, it is likely that a part of the Design Team will be out of the event organizing country. As it is crucial for the further development of the SIMEX that everybody is kept in the loop, regular remote meetings via i.e. Skype or Teleconference need to be organized and summarized in "Minutes of Meeting". In very particular situations, you might even think about organizing a Design Workshop.



MASTER SCENARIO

The Master Scenario is the foundation of any simulation. It should include an introduction, which provides an overview of the entire situation, followed by a description of the specific events for each simulated day (**TIMELINE or EVENT TIMELINE**).



Examples of “Master Scenario” in Annex E4 & E5

Being one of the Key Documents of the Simulation we very much recommend to go carefully through the examples to get a better understanding.



During the creation of the Master Scenario, add Logos of Government, participating Organizations, and Donors who might have supported the project.

Once the **Master Scenario** has been finalized, this is the base document to create two other types of documents, called “**Supporting Documents**” and “**Injects**”. They are summarized and inserted into a table, which is called **Inject Matrix** which will be the **Key Document** used during the delivery of the simulation.



ATTENTION

The information about the Scenario and the Event Timeline should not be revealed to any of the participants before the starting of the simulation.

Supporting Documents

Information about the Key Scenario Events will be released to all participants through Supporting Documents during the Simulation according to the Master Scenario Event Timeline. Participants should identify & extract useful information from them.

Some examples of supporting documents:

- Local and international news articles
- Situation reports from Government, UN or INGO/NGO
- Assessments reports from Government, UN or INGO/NGO
- Advisories
- Maps
- Concept of Operations
- Stock Reports
- Bulletins of weather forecast
- TV-clips or radio segments



SUPPORTING DOCUMENTS

These documents are created and agreed on after developing the Master Scenario Script and Event Timeline. They comprise a series of documents that progress the story and reflect the type of information that would be available in a real disaster. Information and Data provided should reflect the information from the Master Scenario Script and Event Timeline.



Injects


A second kind of documents needed for the simulation are called **Injects**.

In order to have the desired impact during the simulation, an inject needs to be well thought through. There should be an understanding of how the participants should react and of what the expected outcome of the injects should be.

During emergencies, there are often procedures to follow so it might be useful to require from the participants the use of their organizational procedures or adherence with international humanitarian standards and to test their knowledge and practice the application of their plans like Contingency Plans or SOP's. They should simulate requests from levels above (national/regional/international) and below (field level) and responses from and to stakeholders not participating in the exercise.

Injects can be delivered in different forms:

- Phone calls via role plays
- E-mails or hard copy
- SMS
- Faxes
- Meetings
- Visits from officials or media



INJECTS

An inject is anything that is presented by the EXCON Team, to one or all participants, to one or different or all groups of participants during the simulation. These are actions undertaken, information, directives, or a new situation/problem provided by the EXCON Team in order to challenge participants and trigger responses from them. Injects help describe the elements of the story which you want to release to participants at that point in the exercise. Injects simulate reality during a disaster response. In a real emergency, the full picture of the event and impact would not be available immediately, as the situation is constantly evolving and unexpected things happen. Thus injects should replicate this reality and be linked to the Simulation objectives.



Examples of "Injects" in Annex E12 & E13

Whereas **"Injects"** are basically enquiries or tasks to deal with, the information received through the **"Supporting Documents"** should be used to respond to or complete these enquiries or tasks. The following graphic illustrates perfectly well the relationship between these two documents.

Visual Comparison Supporting Documents vs. Injects



Note: One supporting document can provide any information for several injects to be sent. There is no golden rule, and it's not the case that one SD corresponds to one inject. Use your own judgment.

Inject Matrix

Both kind of documents are summarized and inserted into a table, which is called **Inject Matrix**. The **Inject Matrix** drafted in the **Design Phase** will be the **Key Document** used during the delivery of the Simulation.

EXCON Team should use it as a running sheet, containing the order, timings and key details of all planned **Injects & Supporting Documents**, and **Meetings** to guide their release and be prepared to respond to the reactions of the participants. It is important to note that the **Simulation Controller** decides the tempo, and determines when injects have to be sent, the delivery be paused or tempo sped up to add more pressure on the participants.

The Design Team must determine the sequence, mode of delivery, and phases of the simulated emergency in which Injects & Supporting Documents will be delivered, and Meetings organized to the corresponding group of participants. They must be coded and sequenced in the matrix to clearly plan-out the simulation. They must specify to whom and from who they are being delivered, by what mode (trigger), their details and what the expected output is.

All written Injects/Supporting Documents as well as phone calls are date and time stamped in accordance with the Master Scenario and be in line with the Event Timeline to allow the participants to know which phase of the disaster is currently being simulated.

To ensure there is no confusion with reality, all simulation correspondence should start with the words:



INJECT MATRIX

A chronologically ordered list of *Injects* and *Supporting Documents* that will be sent during the *Simulation*. Its purpose is to provide *overview* of all of the prompts and tasks that will be sent to *Participants*. It serves to *control* by maintaining or adjusting the simulation “flow” by sending injects as planned, or delaying it or cancelling it. It *monitors* how participants are responding, records participant responses and compares anticipated responses with actual responses.

“SIMULATION ONLY” (in red)

- In email subject boxes or at the start of a SMS or a phone call, either in the script or at the start of the conversation
- If delivery of Supporting Documents/Injects is done by hard copies, they also have to be clearly marked in the same way.



Template of “Inject Matrix” in Annex T6, Examples in Annex E14 & E15

Being one of the Key Documents of the Simulation we very much recommend to carefully go through the examples to get a better understanding.

Meetings

In a real emergency, meetings are an important part of the response mechanism and should be included in the simulation. They could be bilateral between different groups of participants or between groups of participants and organizations not directly involved in the simulation (via role-plays) or meetings with various humanitarian organizations, different clusters and disaster management departments of the government. Some of them would have been planned in advance by the Design Team and should therefore be integrated in the Inject Matrix. The Participants might decide other meetings spontaneously during the Simulation.



VALIDATION

Inject Matrix, Injects, and Supporting Docs have to be validated first by your CO and participating stakeholders as well as by the government.

The objectives of meetings are to push participants to communicate, share, and coordinate and sometimes to take decisions

It is quite difficult to organize a meeting during a Desktop Simulation due to time restraints. Therefore objectives should be clear, Meetings time controlled and limited in numbers (1 to 2).

Delivery of Documents

The Exercise Controller is in charge of the delivery, assisted by a designated **“Inject Control”** Facilitator

Option 1: Delivery of all documents from the Inject Matrix via Soft Copy (e-mail)

“Inject Control” Facilitator sends them from the SAC (Simulation Administration Centre) computer, which had been prepared in advance (e-mails in a draft folder in chronological order)

Option 2: Delivery of all documents from the Inject Matrix via Hard Copy (written on paper)

“Inject Control” Facilitator hands over the copies to the different **Group Facilitators** (which are designated to a specific Group of Participants), who distribute the copies to their group **or** the **“Inject Control”** Facilitator hands over the copies to one or more specifically designated **“Pigeon(s)”**, who distribute(s) the copies to the different Groups of Participants. For the responses from the Participants, the mechanism is similar.

Option 1:

The **Exercise Controller and the EXCON Team** receive the answers from the Participants on the e-mail account installed for the simulation, which is used by all the **EXCON Team**.

Option 2:

The **“Inject Control”** Facilitator receives the answers from the **Group Facilitators**, ideally with some comments added on further actions to be taken, **or** from the **“Pigeon(s)”**. His task

will be to undertake a first monitoring of the responses and to inform the **Exercise Controller** if there are any discrepancies between the expected and received response, who will then decide about further action to take or not.

Phone Calls from the EXCON Team to Participants

Each Group of Participants has a Mobile Phone with a Number to interact among each other and to contact the EXCON Team through their Group Facilitator or through the “**Switchboard**” (see below “Role-Players) or Actors present who play themselves (i.e. Township administrator). EXCON Team, Group Facilitators, Role-Players also have phones to communicate with the Participants.

The Phone Calls to make as per Inject Matrix are made by a Role-Player, playing the role of the organization as indicated in the Matrix.

Participant’ response monitoring

Good monitoring of the participant’s actions, the way they act during meetings and in particular their responses to injects is crucial for the success of the Simulation.

When **monitoring** the simulation, Facilitators should record how the participants’ responses compare to the anticipated responses in the **inject Matrix**. In addition, if participants do not reply or only provide a partial reply to an inject, the Facilitator can follow up with a second email, phone call, etc. Injects can also be left out if the participants have already proactively delivered.

The monitoring can be done either by the designated **Group Facilitator** for each group or additionally by a designated **Observer** (when groups are too big or the sequence of injects too tight).

In documentation about simulations, there are the two (ways of thinking) options, one saying observers should only observe and not directly intervene whereas the other is recommending just this. We think, in the case of simulations where preparedness mechanisms of governments are tested, it is preferable to opt for direct intervention, whereas in the case of i.e. XXX CO Emergency Procedures testing, observers should be quiet, note what went wrong and make public their observations at the debriefing. In this case the role of observers



OBSERVER/GROUP FACILITATOR

He is part of the SIMEX Facilitation team (Design Team) and assigned to a specific Group of Participants. His primary role is to monitor how Participant Groups react throughout the simulation. He should take notes and provide feedback to the Simulation Controller, in particular on how their designated group handles incoming injects, with reference to the anticipated responses or actions to take as indicated for each inject. The Observer shall communicate to the Exercise Controller if their designated Group is consistently not reacting as expected or taking actions that are not realistic in nature or if significant lack of teamwork/coordination/communication/cooperation is visible. If the Simulation Controller requires, the Observer shall then intervene to initiate discussions within their group how to resolve these issues.

(Under particular circumstances), Observers might also be asked to role-play individuals/organizations based on decisions made by the Simulation Controller.

Observers need to provide a summary of Key Points on how their designated group acted throughout the simulation; this summary will be used after during the Debriefing of the Participants.

needs to be clearly defined in advance, as their presence may be distracting to the participants.

The facilitators should be aware that participants may sometime respond in an unexpected way or request further information or speak to individuals or organizations that are not present (*i.e. Government Officials, RB, HQ, other UN agencies, NGOs, beneficiaries, etc.*).



SWITCHBOARD

Facilitator who receives incoming calls (Inbox with Phone Number) and role-plays the person the participant wants to talk with or delegates to a specifically designed Role-Player.

Facilitator who makes phone calls (Outbox with Phone Number) to different Participant groups, either the ones being part of the Inject Matrix or upon a request from the EXCON.

It should be made clear to participants that whenever they wish to contact someone from the outside world, they should communicate this request to the Facilitation Team via their Group Facilitator or contact the Switchboard, where one or several designated facilitator(s) will role-play the individual or Organization, they want to interact with. Role-playing can mostly be carried out via telephone calls to selected candidates



ROLE PLAYER

Where a Participant would like to speak to an individual or an organization that is not participating in the simulation, then that individual or organization can be role-played by a member of the Simulation Exercise Team.

Development - Final steps

One week before the simulation exercise takes place, the full simulation team should be at the location. Basic requirements for the team are a meeting room with Internet connection and a printer.

A. Activities from SD-7 to SD-3:

(Here, we consider "SD" as Simulation day and SD-7 is 7 days before SD)

1. Review meetings within Design Team/Government/Stakeholders
 - To take final decisions on any outstanding issues

2. Stocktaking/Inventory/Review of:
 - Master Scenario & Supporting Documents should be ready at this stage
 - Injects & Inject Matrix need to be finalized
 - Different Lists (Admin, Equipment, Stationary) – What has still to be bought, brought in, and finalized? Where do we stand on deadlines?
3. Prepare/set-up & confirm Opening & Closing Ceremonies
4. Draft speeches for opening and closing ceremonies (in case the speech has to be translated in local language)
5. Reconfirm invitation for Participants
6. **The Agenda** needs to be confirmed/finalized and distributed



AGENDA

In most cases, the duration of the Simulation is one day, but depending on the objectives and what to test, could be extended to two or even three. With the Briefing of Facilitators and Participants and the Debriefing session and the opening and closing ceremonies count one and a half day more. Without the ceremonies, this could possibly be reduced to one day.

7. Work on Set-up of Debriefing Session to be continued
8. Decision on content of “Welcome Pack” for Participants and Facilitators
9. Documents which are complete can be print out
10. Additional documents need to be created/finalized/adapted/modified
 - Briefing Documents for Participants and Facilitators. The most convenient would be a PPT presentation
 - Debriefing Documents for Participants, questions to ask, different Participant Groups Debriefings, Selection of Activities to facilitate their debriefing, and preparation of the various forms to be filled in like Debriefing Survey, Simulation Evaluation Form, and/or Training Feedback Form
 - “Rules & Guidance” of the Simulation (to be used for briefing of participants)
 - **SIMEX Org Chart** to illustrate the different roles and tasks of the SIMEX Team,
 - Function Signs, Group Binder Cover, Group Table Cards, eventually Group Wall Signs, Labels, Name Tags of Participants and SIMEX Team with corresponding colors.



SIMEX Org Chart

The **Organization Chart** is a graphic document that outlines the roles and tasks of each member of the facilitation team during the event and how they interact with each other and the Participants.

11. Prepare Registration Sheet for the exercise

12. Communication Sheet for Simulation Exercise with phone numbers/e-mail addresses
13. Finalization of “Certificates” for Participants (if applicable)
 - Draft should have been ready about 4 weeks ago, because certificates have to be signed off by government, CD of your organization and eventually UN, if involved
14. Finalization of translation of documents, if needed
15. Confirm Catering

Examples of “SIMEX Org Chart” in Annex E16 & E17



Guidance “Briefing of Participants” in Annex C8



B. Activities SD-2:

1. Last review and finalization of all documents, exempt Debriefing Documents where some late adjustments have to be made right after the end of the Simulation.
2. Last review of how injects/supporting documents are to be delivered
3. Last review of different roles of the Facilitation Team
4. Printing of all remaining documents
5. Compile & prepare the “Welcome Pack” Folders for Participants, Facilitators and guests and/or donors if invited
6. Generate/print Function Signs, Group Binder Cover, Group Table Cards, eventually Group Wall Signs, Labels, and Name Tags for Participants and SIMEX Team with corresponding colors
7. Add names of the participants and print the Certificates

C. Activities SD-1:

1. Set-up of the venue

- Organize Facilitation Team and Participant space or rooms
- Prepare space where meetings can be held
- Fix one or several copies of the Inject Matrix in A1/color on a wall close to the EXCON Team & “Inject Control” Facilitator
- Set-up Network Connection, allocate each Group (Participants & SIMEX Control Team) their simulation e-mail address & phone number and create access to the simulation e-mails.
- Install Printers and connect them to the Network
- Prepare the Mobile Phones and Audio Installation
- Ensure all ITC & Audio equipment is tested and functional at the venue (sound system, projector, Network Connection, printer, etc.)
- Set-up delivery of Supporting Documents and Injects:
 - **If delivery of documents through soft copy:** The ICT technician should load the e-mail traffic onto the SAC (Simulation Administration Centre) computer by “copying and pasting” the text and recipient addresses for each message into the e-mail system from which they will be sent. The technician should be prepared to spend three to four hours on this critical task.
 - ⇒ Copy and paste the contents of each e-mail into the e-mail system.
 - ⇒ **ALWAYS** specify sender and receiver in the first row of email body

- ⇒ Type “**SIMULATION ONLY**” as well as the subject of the particular message in the e-mail subject line.
- ⇒ Save all e-mails in a draft folder in chronological order.
- **If delivery of documents is done by *hard copy*:** Prepare enough space at the SIMEX Control Team space at the venue, close to the “Inject Control” Facilitator, and lay them out in chronological order.

2. Facilitation Team Briefing

Objective: The Simulation Controller will do a team briefing to update the team and ensure that all Team members are clear on their roles and responsibilities and understand how the exercise will run. At the beginning of the briefing, facilitators will be handed over their Welcome Pack.

- **Welcome Pack** should include, but not limited to:
 - ⇒ Agenda & Briefing
 - ⇒ Concept Note, Master Scenario, Inject Matrix
 - ⇒ Communication Sheet
 - ⇒ Contingency Plans, TORs
- The briefing is usually done via a PPT Presentation. Additional points to be added, compared to Participants Briefing as below, should be:
 - ⇒ Scenario more in detail
 - ⇒ Scenario Timeline
 - ⇒ SIMEX Org Chart/Exercise Organizational Structure
 - ⇒ Tasks/Roles of Facilitators in detail

3. Test run of the simulation

IMPORTANT: When leaving afterwards the venue, close and make sure nobody unauthorized has access during the night until your arrival the next morning.



Template of “Briefing Documents for Facilitators” in Annex T7, Examples in Annex E18 & E19

4.CONDUCT OF SIMEX

Upon arrival at the venue, conduct a last quick check before the arrival of participants and set-up the registration desk. Make the participants sign the **Attendance List** and hand over the **Welcome Pack** with the **Name Tags**.

Conduct of SIMEX - Exercise launch sequence

1. Participants briefing

After the official opening (opening ceremony), start the SIMEX with the Introductory Briefing of Participants. The briefing should be delivered verbally. It will help participants to understand the rationale for the simulation and how it will be run. The Introductory Briefing is also an opportunity for participants to ask questions and clarify concerns. In most cases, it is a PPT presentation and we recommend including the following points:

- Agenda of the exercise and the debriefing
- Brief Introduction to simulations in general
- Purpose & Objectives & Target of this simulation
- Characteristics, Scenario, Phases, Time Jump, Scenario Update
- Division in groups & Communication Flow
- Introduction of the Facilitation Team & Simulation Rules & Guidelines
- Examples of Injects & Supporting Documents and how they work



SCENARIO UPDATE

It is a part of the scenario corresponding to a specific phase and events in the narrative. The Scenario Update is disseminated to the Participants to advance the story and update them on the context of the Phase under discussion.



"NO DUFF"

This is a term used in each and every simulation, mentioned in the briefing of participants and facilitators, to indicate that a real event has occurred during the exercise, a safe word to stop/interrupt it



TIME JUMP

When simulation time is artificially advanced to provide participants the opportunity to practice the skills required in different phases of an emergency (I.e.: the morning session will replicate the first 72 hours after the disaster, at lunchtime we will have a 'time jump' and then the afternoon session will replicate the 4th week after the disaster).



Template of "Briefing Documents for Participants" in Annex T8, Examples in Annex E20 & E21

2. Simulation kick off

At the end of the **Introductory Briefing** all the Participants shall move to their desk and set up their working place. If computers are used, they install their simulation e-mail account and access the network. They might also need some time to go through their Welcome Pack. The EXCON Team would then establish the context of the exercise with the **first Inject** to all **Participant Groups**. This inject can include some background information and/or information about the current situation at the time of the simulation start date (*i.e. strong tremors felt for an earthquake*).

This inject provides initial information and can be delivered verbally, through a video or radio clip or by sending/handing out a written document (i.e. news report). This inject should draw the participants into the exercise and be a call to action.

3. Start releasing the injects

The release of the injects follows the pre-defined sequence/chronological order in the Inject Matrix. Injects which had been sent shall be marked in the Inject Matrix fixed on the wall. This makes the monitoring much easier for the simulation team.

It is important for the SIMEX Control team to monitor the injects and to track the participants responses. Use the Inject matrix for this purpose to compare anticipated answers/reactions with the received ones and engage in dialogues when necessary. Ensure also that **"SIMULATION ONLY"** is used. Key observations need to be shared with the other Facilitation Team Members. The reaction of the participants (their answers) determine if the narrative of the scenario should be maintained or has to be adapted and also if the tempo/sequence of the injects is too tight or not.

During the Simulation the EXCON Team should announce Time Jumps/ a new Phase/ changing simulation day & time to ensure participants stay connected and advance in their tasks in a timely manner. When the end of the exercise is near, participants should be made aware to push for them to finalize in time, what still has to be completed.

If **Certificates** are given to participants, the closing ceremony is the right moment to do so.

Conduct of SIMEX - Debriefing Session/Lessons Learnt

The **Main Purpose** of the **Debriefing Session** is a draft of a joint **Action Plan** or **"Roadmap"** outlining key, precise and achievable benchmarks of emergency response capability and addressed by clear timelines and responsibilities for action.

The Debriefing Session first with facilitators and then with participants, is conducted by the SIMEX Director/SIMEX Controller in the afternoon or the morning after the simulation (depending on the agenda). The debriefing of participants is **the most important part of the**

simulation. The development of the methodology and the sessions should have started 2 weeks prior to the event and be finalized in the last days before the kick-off. Any last details should be added just after the end of the exercise and during the debriefing with facilitators.

Participant feedback and identifying key achievements and gaps is the basis for the development of a plan (Action Plan) with recommendations on further action and how to enhance future preparedness and response capacity and an important part of your **Post-Simulation Report**. The debriefing is also an opportunity to produce a concrete list of what worked, what didn't work, what Participants enjoyed and what aspects can be improved for future simulations.

There are numerous ways to conduct a Debriefing Session. Simulation Facilitators are encouraged to use their knowledge of local culture and customs to ensure that the debriefing sessions are not only effective but also appropriate. It is important that all Simulation Participants are included and feel able to contribute. Participants will have different attitudes and perspectives concerning the delivery of the Simulation. Facilitators should strive to capture all opinions and feedback. 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.

Debriefing Sessions are best conducted in large rooms with a minimal number of desks, tables or distractions.

The SIMEX Control Team will facilitate the Debriefing Sessions. It is anticipated that the key objectives will be achieved through a combination of sessions, focusing on different exercises:

A. Brainstorming

- Participants remembering/sharing experiences from the simulation exercise;
- Participants' assessment of simulation exercise objectives - achieved fully, partially or not at all (e.g. outputs such as coordination meeting, rapid assessment form; situation reports; sharing of early warning information, roles and responsibilities and procedures, etc.);
- Sharing of facilitators' observations/points
- Reflection on what went well and what could be improved (including overall recommendation) for a future response;
- Grouped by type of responders, participants identify and agree on recommendations/actions to take forward by their respective organizations (e.g. Government, UN/INGO/clusters, RCO/OCHA, etc.).

B. Groups Debriefing – plenary session:

Participants are instructed to give group feedback on what went well and identify potential enhancement opportunities. Each group will be supported by at least one facilitator.

C. Activities



Examples with description of "Debriefing Session Activities" in Annex E22

D. Forms to fill in anonymously (Simulation Evaluation)

First survey: Debriefing Survey

It serves to assess how the participants felt the response went during the simulation. It is about processes with questions about “operational preparedness”, “coordination arrangements”, “strategic response planning”, “roles and responsibilities and information flow”. It is also about how participants worked together within and between organizations/government departments, within and between clusters, and the understanding of the roles of others in the emergency plus additional comments and suggestions

Second survey - OPTION 1: Simulation Evaluation Form

The Simulation Evaluation Form serves to assess the actual structure / running of the simulation and associated facilities. It is about different categories like “simulation objectives”, “rules and guidelines”, “scenario and injects”, “outputs”, “facilitators”, “lessons learnt”, “equipment”, “venue” with questions added:

- ⇒ Which part of the simulation was more useful and why?
- ⇒ Which part of the simulation was less useful and why?
- ⇒ What 3 things you would improve about the simulation?
- ⇒ What specific action are you intending to take when you return to your office, in relation with the training?
- ⇒ Would you recommend this training to others?

Second survey - OPTION 2: Training Feedback Form

This form comprises of statements about activities like “useful to my role”, “relevant for contingency planning and preparedness”, “achieved my learning expectations”, “course materials of high quality”, “event effectively used the time allocated” and the same questions as above.



Forms of “Debriefing Survey”, “Simulation Evaluation”, and “Training Feedback” in Annex T9 – T11

After receiving these forms back from the participants, they need to be compiled and integrated into the Post-Simulation Report.

During the Debriefing Session, prepare the **“File for Participants”**. The most convenient way would be using a USB key. The files should include at least Concept Note, Participants List, Agenda, Participants Briefing, Photos, and Contingency Plans from humanitarian community/government, and TOR’s

4.REPORTING

The result of the Simulation is a **Post-Simulation Report**, which includes a summary of achievements, challenges, and a concrete **Action Plan** for strengthening Emergency Preparedness and Readiness levels.

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. These recommendations should nevertheless be precise and achievable.

The learning that occurs during the exercise means little, if it doesn’t lead to changes and improvements to policies and plans. The feedback and recommendations captured during the **Debriefing Session** should be used by the various Participant Groups to update their plans, streamline systems and improve policies.

As a **pro-activity measure** and to keep the momentum going, it is very much recommended to organize soon after the end of the Simulation a **first follow-up meeting** in the country among the stakeholders. This would bring key Participant Groups back together to review the changes that have been made and discuss what still needs to be done.

A second meeting could then be organized three to six months after the SIMEX to make a second review of the achievements and progress in relation to recommendations.

A first draft of the report should be started straight after the Debriefing Session and before the members of the Design Team, which are not residents in the SIMEX country, leave. Draft the Post-Simulation Report using the agreed upon format and submit your draft to all members of the Facilitation Team and ask for their edits within the next two weeks. Once the final draft is ready, send it to all stakeholders for final endorsement. Proceed for final changes and send the final report back to all stakeholders.



POST SIMULATION REPORT

The Report is required at the end of the Simulation and should at least include: **Introductory Note on the Scenario**, how the Simulation was conducted, achievements & challenges, **Participant’s Feedback and Recommendations**, and an **Action Plan** that identifies how “to fill the gaps” detected during the Exercise.



Template “Post-Simulation Report” in Annex T12, Examples in Annex E23 & E24

5.CONCLUSION

This guide was made with the purpose of helping you to organize a SIMEX, so that you can better prepare your organization, governments, other stakeholders, and partners for future disasters. We hope these resources provide you with the information and tools you need to get started.

One last remark: it has been mentioned already in the guide several times, but we would like to draw again your attention to the fact, that organizing such an event needs people with the right background.

At least the Team Leader should have in depth knowledge and experience in designing and leading Simulation Exercises, whereas the other members of the team should have at least prior experience on SIMEX facilitation. Be aware that the **Development Phase** of a Simulation Exercise is by far the most complicated part of it.

6.ANNEXES

Here below is a list of all the annexes mentioned in this guidebook

- Checklists & Guidelines
- Templates & Forms
- Examples

List of Annexes	
Ref.	Checklists & Guidelines
C1	Guideline - Budget SIMEX
C2	Guideline - Scoping Mission TORs
C3	Checklist - Scoping Mission -
C4	Guideline - Key Reference Documents -
C5	Checklist & Examples - SIMEX Venue Selection Criteria
C6	Guideline - Support Team Tasks
C7	Guideline - Activity Schedule (Gantt Chart)
C8	Guidance - Briefing of Participants
Ref.	Templates & Forms
T1	Template - Concept Note
T2	Template - Admin Task List
T3	Template - Equipment List
T4	Template - Stationary List
T5	Template - Printing Requirements List
T6	Template - Inject Matrix
T7	Template - Briefing of Facilitators
T8	Template - Briefing of Participants
T9	Form - Debriefing Survey
T10	Form - Simulation Evaluation
T11	Form - Training Feedback
T12	Template - Post-Simulation Report
Ref.	Examples
E1	Examples - Objectives of SIMEX
E2	Example 1 - Concept Note
E3	Example 2 - Concept Note
E4	Example 1 - Master Scenario
E5	Example 2 - Master Scenario
E6	Example 1 - Supporting Documents
E7	Example 2 - Supporting Documents
E8	Example 3 - Supporting Documents
E9	Example 4 - Supporting Documents
E10	Example 5 - Supporting Documents
E11	Example 6 - Supporting Documents
E12	Example 1 - Injects
E13	Example 2 - Injects
E14	Example 1 - Inject Matrix
E15	Example 2 - Inject Matrix

E16	Example 1 - SIMEX Org Chart
E17	Example 2 - SIMEX Org Chart
E18	Example 1 - Briefing of Facilitators
E19	Example 2 - Briefing of Facilitators
E20	Example 1 - Briefing of Participants
E21	Example 2 - Briefing of Participants
E22	Examples with Description - Debriefing Session Activities
E23	Example 1 - Post-Simulation Report
E24	Example 2 - Post-Simulation Report