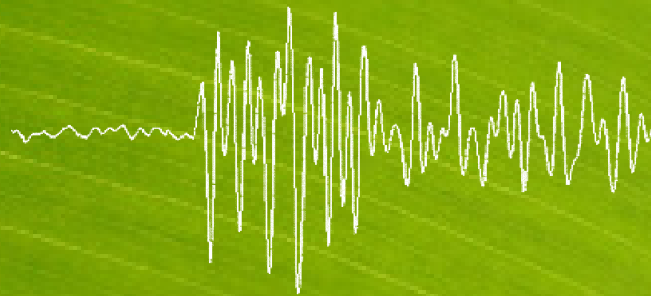


# DISASTER SIMULATION EXERCISES

## A how to guide for the Pacific



# FORWARD

With increasing population, urbanisation and the likely impact of climate change adding to the risk profile and vulnerability of communities in the Pacific, disaster preparedness activities are essential. One activity that has seen increased interest over the last few years is simulation exercises, especially those that are operational and conducted in the field. To be most effective, these exercises should involve key stakeholders, ranging from the community level up to government departments. The primary aim of these exercises is to test plans, and to provide an opportunity for key players to practice these plans.

In 2013, the New Zealand Government Aid Programme provided funding for a disaster preparedness activity in three Pacific Island countries: Fiji, Tonga and Vanuatu. This activity was jointly implemented by a consortium of New Zealand-based NGOs: Adventist Development and Relief Agency (ADRA), Caritas, Christian World Service, Oxfam, Rotary, TEAR Fund and UNICEF in partnership with the National Disaster Management Offices (NDMOs) and other local partner organisations. The main component of this activity was simulation exercises, designed not just to test plans and processes, but with the intent of building the capacity in each country for implementing future simulation exercises. To support the sustainability of this, a training DVD was developed during the activity. To enhance this resource, this guide book was also developed.

Following the successful implementation of the disaster preparedness activity, the Director for one of the NDMOs in the target countries commented that “the simulation exercise is the best thing that has happened to us. It has engaged communities with the NDMO and vice versa. As a result we are better prepared.” As you use this guide in conjunction with the DVD, may you and key stakeholders engage in a meaningful way to ensure a higher level of disaster preparedness, ultimately to protect lives, preserve assets and reduce the impact of disasters on livelihoods.

Robert Patton

Director for Emergency Management, ADRA New Zealand  
SimEx Leader of Pacific SimEx Programme

# ACRONYMS AND KEY TERMS

ADRA	Adventist Development and Relief Agency	Hot debrief	A debrief carried out during or immediately after the exercise while information and feedback is still fresh.
DRR	Disaster Risk Reduction		
EOC	Emergency Operation Centre	Injects	Information, directives and incidents provided by the SimEx organisers to test participants in line with key objectives.
MOU	Memorandum of Understanding		
NDMO	National Disaster Management Office	No Duff	A term used to indicate that a real event or injury has occurred during an exercise.
NGO	Non-Governmental Organisation	Scenario	A pre-defined set of incidents and conditions that describe, for planning purposes, a disaster event. Note: Scenarios are neither predictions nor forecasts.
OCHA	Office for the Coordination of Humanitarian Affairs (United Nations)	SimEx	Also known as a simulation exercise or exercise. A people centred, action focused, activity that simulates, at least in part, an emergency situation. Designed to execute emergency response plans and evaluate the plan against approved standards or objectives.
		WASH	Water, Sanitation and Hygiene



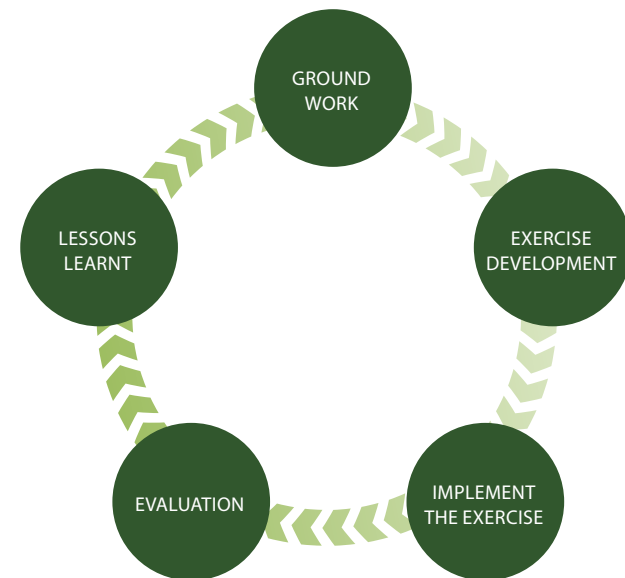
# INTRODUCTION

Natural disasters, such as cyclones and floods, are a reality of living in the Pacific. The impact of such disasters can be significant and given the remoteness of some islands response from outside is often difficult or even impossible. That is why increasing the capacity of national and local authorities to manage and reduce the impact of disasters, as well as improve the preparedness and resilience of communities, is a priority for Pacific Island governments and the many humanitarian partners in the region. An emergency can create chaos and uncertainty and emergency response staff must be calm, prepared and well trained to cope with these situations. Speed, efficiency and good coordination are crucial in the early response efforts to minimize the human and economic cost of disasters.

A Simulation Exercise or SimEx is a fictional disaster event created with the purpose of testing the plans and procedures that would come into affect 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 organisers. The size does not really matter, simulations are a highly effective training and educational tool that develop skills and deepen people's understanding of disaster response through practical experience.

## ABOUT THIS GUIDE

The DVD 'How to Plan and Run a Simulation Exercise in the Pacific' was filmed and produced during the planning and implementation of a series of SimEx held in Vanuatu, Tonga and Fiji in 2013. This guide has been written to accompany the DVD and assist viewers in working through the five steps of the exercise cycle (see below). Each of the six sections of this guide reiterates key points from the DVD and provides all the necessary forms and templates you will need to complete that step. At the end of each section there is a helpful check list and links to further information and other useful resources.





DVD SECTION 2

## STEP ONE GROUNDWORK

### BRING PEOPLE TOGETHER WITH A COMMON PURPOSE

If you, or your organisation, are interested in running a SimEx the first thing you need to do is bring a group of key people or organisations together who share your goal of improving disaster response and preparedness. This group will reflect the size and scope of the SimEx you want to run and could involve government officials including the national disaster management office, emergency response agencies, NGOs etc. These organisations should be prepared to allocate resources and/or staff time to planning and participating in the SimEx.

### CHOOSE A SIMEX LEADER

From this group you must select a SimEx Leader to oversee the planning and implementation of the SimEx. This job is critical to the success of the event, so it is important you pick the right person. They should ideally have practical experience of designing and running SimEx and even better, firsthand experience of disaster response. This is a BIG job, so they also need to have adequate time and resources to commit to this task.

► Preparation is the key to a successful SimEx



### SELECT DESIGN TEAM

The design team is made up of representatives from the key organisations. Having a range of stakeholders involved in the design and planning will ensure the SimEx meets the needs of all participants. The team should be made up of people with a range of skills. It must include advisors who are familiar with the local context and the communities where the SimEx will be held and may include some specialists, if it is relevant to the systems and processes you want to test, e.g. a communications expert.

See [Annex One](#) - Selecting design team members

### SIGN INTERAGENCY AGREEMENTS

Where two or more agencies are working together to plan and run the SimEx the agencies involved may wish to sign an Inter-agency Agreement or Memorandum of Understanding (MOU) which outlines expected outcomes and respective roles and responsibilities. This will avoid any misunderstandings or confusion.

See [Annex Two](#) - Sample Inter-agency Agreement

## PLANNING FIRST STEPS

Once you have your team in place the first three things you need to do are:

### A. Identify a location – Keeping it real

Areas that are most vulnerable to disasters, or have experienced a disaster recently, are more likely to benefit from the SimEx. Working in these communities also adds realism to the exercise for other participants. However, the location needs to meet other minimum criteria, such as:

- accessibility by road,
- proximity to an airport or seaport for external participants,
- a safe and secure environment.

### B. Gain authorisation to run the SimEx

It is vital that you seek appropriate authorisation and support to run the SimEx from all government and local bodies involved in disaster management in your chosen location. For example:

- Government departments responsible for disaster management
- Government entities with authority over community(s) you wish to engage with (state, province, district, zone, municipality, ward, etc....)
- Leaders of the communities you wish to engage with<sup>1</sup>

It is only necessary to seek support from authorities not already involved via the design team. It is important to keep these stakeholders informed throughout the planning process.

<sup>1</sup> Examples from 'Simulated Emergency Response: A guide to running field exercises', ADRA and World Vision

### C. Budget and funding

Funding should be available (either pre-allocated or accessible by grant) before starting this process. A detailed budget for the planning process, implementation and evaluation must now be developed. Costs to be considered in the budget include:

Budget line	Line item	Unit Cost	Number of Units	Amount
1	Travel (Domestic and international)			
1.1	Accommodation			
1.2	Room or auditorium hire			
1.3	Food and drinks			
1.4	Stationary and IT equipment			
1.5	Facilitators			
1.6	Transport			

See [Annex Three](#) - Sample SimEx budget

## DESIGN TEAM RESPONSIBILITIES

Once the location is selected, authorisation gained and a budget is in place the four key responsibilities of the design team are:

### 1. Determine objectives of SimEx

While improving disaster management capabilities is the overall goal of a SimEx, defining clear, specific objectives will help guide the design phase and focus the SimEx on the most important areas for testing or improvement. Some objectives may have an emphasis on individual staff skill development, while others may focus on organisational systems, processes, and policies. For example:

- To practice emergency response team's application of international and organisational disaster management standards.
- To improve the effectiveness of interactions between the national emergency response team and other critical stakeholders<sup>2</sup>.

See [Annex Four](#) - Setting SMART goals and sample SimEx objectives

### 2. Develop the scenario and narrative of events

The scenario is then designed to best meet the chosen objectives. For example, if a key objective is to test the tsunami warning sirens then the scenario would be tsunami and could involve local coastal communities.

More detail on developing the scenario on page 10

### 3. Plan how the exercise is implemented and managed

Once the SimEx begins the Design Team will become the SimEx Management Team and it will be their job to ensure the event runs smoothly.

See text box for specific roles and responsibilities and more detail about implementation on page 14

### 4. Assist with any pre-SimEx materials

The design team will be responsible for preparing key documents such as the Master Schedule, training materials and briefing documents etc. They must also ensure that SimEx participants have up-to-date information, plans and forms in place prior to the exercise.

#### SIMEX DESIGN TEAM ROLES:

To facilitate the smooth running of the SimEx there are some key responsibilities that must be allocated to design team members prior to the event:

**LIAISON OFFICER** – responsible for maintaining a positive working relationship with communities and other local stakeholders in the lead up to, and during, the SimEx. This person should have a good understanding of the local context (political, social and cultural) and existing links and relationships with community leaders.

**SECURITY OFFICER** – takes care of any safety and security issues during the exercise. Prior to the exercise this person will develop a Risk Management Plan.

See [Annex Five](#) - Sample Risk Management Plan

**LOGISTICS OFFICER** – deals with administrative and logistical issues before and during the SimEx. With their team they will communicate and share information with participants and stakeholders, document decisions and learnings, provide and maintain equipment, and deal with accommodation and food needs.

**MONITORS** – some members of the Management Team will act as monitors during the exercise. Not responsible for the mechanics of the SimEx the monitors are free to observe the actions of participants and provide feedback, maximizing the potential learning.

Don't forget the participants: The SimEx should be designed to maximize the benefits and learning opportunity for your intended participants.

<sup>2</sup> Examples from 'Simulated Emergency Response: A guide to running field exercises', ADRA and World Vision



### CHECKLIST FOR STEP ONE – GROUNDWORK

#### Have you...

- ☐ Identified a design team
- ☐ Nominated a SimEx leader
- ☐ Chosen a location(s)
- ☐ Gained necessary authorisation from national and local authorities
- ☐ Arranged funding and confirmed budget
- ☐ Identified key objectives

#### Documents and templates you will need:

- Selecting a design team, page 19
- Sample Inter-agency Agreement, page 20
- Sample SimEx budget, page 22
- Setting SMART goals and sample SimEx objectives, page 24

#### Other useful resources:

Humanitarian Practice Network - [www.odihpn.org](http://www.odihpn.org)

Information on goal and objective setting - [www.mindtools.com](http://www.mindtools.com)







## STEP TWO EXERCISE DEVELOPMENT

### SCOPING VISIT- BUILD THE FOUNDATION

To help guide the development of a SimEx a scoping visit is essential – there is no substitute for visiting the location(s) and key people. The three main reasons are to:

1. Identify and access training venues and accommodation for out of town participants
2. Establish and/or strengthen relationships with key stakeholders (including authorities and communities)
3. Gain first hand knowledge of the specific field location(s) and resources available there

Choose a date at least six weeks prior to the SimEx and when the majority of design team members are available to come together at the exercise location.

You should:

- Book in meetings with all key stakeholders, including local community leaders
- Organise visits to all likely venues of the SimEx including local schools and communities, the National Emergency Operation Centre etc.
- Go to these meetings well-prepared, with a clear idea of the information you want to gather and the people you want to meet. You should also be ready to answer any questions or concerns
- View relevant disaster response plans, as a knowledge of the expected responses of key agencies will assist with the design of an appropriate SimEx



#### Meeting with people

The scoping visit is the perfect time to arrange meetings with national and local government authorities and community leaders in order to inform them about the intention to run a simulation, and seek their permission and support for the exercise. Establishing trust is essential and builds the foundation for the SimEx.

## DEVELOPING THE EXERCISE SCENARIO

The scoping visit should assist the design team in developing a realistic scenario, one that's likely to be faced or has been experienced before by the participating communities.

The disaster scenario will be based on information such as:

- Type of emergency (e.g. earthquake, cyclone, tsunami, flood)
- Disaster intensity (cyclone categories, earthquake magnitude etc.)
- Impact location
- Number of deaths
- Number of casualties
- Number of people affected
- Number of buildings damaged/destroyed
- Impact upon critical infrastructure
- Impact on livelihoods

### Collecting data

Use the scoping visit to collect data and information that will help you develop a realistic scenario and narrative of events, e.g. number of people in the village, transport links, local industries, warning systems in place, water supply, previous experience of natural disasters etc. As well as helping form your disaster story, this information will be used to produce support materials, such as OCHA Situation Reports, fictional news releases, statements from government bodies etc., which are released throughout the course of the simulation.

See [Annex Six](#) - Examples of disaster support materials

Involving local communities makes the exercise more realistic for the responding agencies, but it also helps communities test and practice their own plans and procedures.

### Creating a realistic event

The scenario is usually not revealed to the participants prior to the event. This supports the realism of the event as participants have to respond as information comes in, rather than plan their actions in advance. However, the realism of these exercises can cause stress or anxiety for some participants, who may have experienced a real disaster event in the past. This possibility should be planned for and dealt with according to the Risk Management Plan.

## ACTION PLAN

At the end of a scoping visit the design team should come together to discuss their findings and finalise an Action Plan (see page 11) which outlines the key tasks to be completed in the lead up to the SimEx. This plan, overseen by the SimEx leader, clearly identifies who is responsible for what and by when.

See [Annex Seven](#) - Example of Action Plan

## ACTION PLAN

Task	Personnel	Due date	Comments
Training: -Confirm training needs with participant groups -Approach locally based trainers or consider design team expertise -Book venues	Training specialist	2 June	
Risk Management plan / hazard identification	Security Officer	15 July	
Confirm other key stakeholders and their role and level of involvement in the SimEx	Liaison Officer #2	20 July	
Develop likely scenario and possible injects, role players and circulate to Design team for feedback	SimEx Leader	24 July	
Recommendation of simulation name	All	24 July	
Confirm Injects: -Identify role players in the community and prepare briefs -Develop support materials such as weather reports, Sit Reps, media releases etc	All Liaison Officer #1 Communications specialist	27 July (3 weeks pre-sim)	
Confirm training time schedule, trainers and venues	Training specialist	3 Aug (2 weeks pre-sim)	Training packs should Incl: pen, paper, handouts, eval form, timetable
Organise final visit to communities to brief participants and role players	Liaison Officer #1	10 Aug (1 week pre-sim)	

## KEY TASKS IN THE ACTION PLAN

There are a number of things that will begin to take shape during the scoping visit. Completing these documents and other key tasks should be included in the action plan.

**MASTER SCHEDULE** – a detailed overview of the various actions and activities that take place within the simulation exercise. It gives information regarding timing, what to expect from each activity and what resources are needed. The Master Schedule identifies key standards participants are expected to reach during each activity, which allows monitors to support or mentor participants in a consistent way. This schedule is not seen by participants but used by the SimEx management team, observers and monitors.

See [Annex Eight](#) - Sample Master Schedule

**INJECTS** – information, directives, or a new situation/problem provided by the SimEx Management Team to challenge participants. Injects simulate reality during a disaster response as the situation is constantly evolving, unexpected things happen, people will go missing or equipment will fail. An inject can vary from an update from the Met Service about a change in the weather, to a phone call from a journalist wanting information, to an injured child. There are often procedures to follow in these situations, so injects can be a useful way for participants to test their knowledge and practice application of their plans. Organisers must be careful though not to overwhelm participants with information or problems as this will not help their learning.

See [Annex Six](#) - Examples of SimEx support materials, e.g. Situation Report and [Annex Nine](#) - Developing injects

Note: Ensure all support materials are labelled with “FOR EXERCISE ONLY” to avoid confusion or anyone thinking it is a real event.

**PRE-EXERCISE TRAINING & BRIEFING** – A certain level of theoretical knowledge will be needed to participate in the exercise. The content and amount of training will vary according to the knowledge and experience of participants, as well as the resources available to the Design Team. The specific needs of each participant group should be identified early on and the job of organising the training allocated to someone in the Action Plan. Where possible expert trainers should be sought and the training should be offered in an appropriate language. At a minimum all participants should be briefed prior to the exercise.

See [Annex Ten](#) - Tips on briefing participants

**RISK MANAGEMENT PLAN** – a plan designed to ensure that the exercise takes place in a safe and secure environment. The security officer is responsible for developing the Risk Management Plan, which documents possible risks and security issues and suggests risk reduction activities. The scoping visit provides an opportunity to identify and better understand possible risks and hazards to participants, communities and staff in, and between, the various exercise locations. Risk management is the responsibility of the Security Officer, however everyone involved in the SimEx has a responsibility to manage risk.

See [Annex Five](#) - Sample Risk Management Plan

## CHECKLIST FOR STEP TWO – EXERCISE DEVELOPMENT

Have you...

- ☐ Organised and conducted a scoping visit
- ☐ Visited chosen location(s) and key people
- ☐ Gathered the necessary information to develop your scenario
- ☐ Written an Action Plan that delegates on-going responsibilities to all design team members
- ☐ Begun developing key documents such as the Master Schedule and Risk Management plan
- ☐ Organised necessary training and briefing events prior to the start of the SimEx

Documents and templates

- Sample Risk Management Plan, page 25
- SimEx support materials e.g. Situation Report, page 28
- Sample Action Plan, page 30
- Sample Master Schedule, page 31
- Developing injects, page 37
- Tips for briefing participants, page 38

Other useful resources

For further examples of disaster related communications such as press releases and Situation Reports - [www.reliefweb.org](http://www.reliefweb.org)





## STEP THREE IMPLEMENTING THE EXERCISE

### THE ELEMENT OF SURPRISE

Real disasters have an element of surprise, coming with little or no warning and often catch people unprepared. As much as possible a SimEx should endeavor to simulate this, creating as realistic an environment as possible.

### THE EXERCISE UNFOLDS

Once the exercise has been initiated, with the appropriate warning or notification, the participants are encouraged to respond as they would to a real event. Teams are expected to start by contacting key organisations to obtain more information. These organisations should either have been briefed beforehand or can be played by the Coordination Cell (see text box). Once the teams have completed an initial assessment of the situation they should act in line with their existing Standard Operating Procedures (SOPs), and start putting plans into action.

Activities will vary between the teams/participant groups and could include:

- Setting up an Emergency Operation Centre (EOC)
- Activating Community Response Plans
- Evacuating a school

### INJECTS

The exercise then continues to unfold according to the Master Schedule, with predetermined injects supporting and expanding the initial scenario. Injects should be realistic and designed to meet the key objectives of the exercise. It is important to preface or label all exercise communication with "FOR EXERCISE ONLY", whether it is written or verbal to avoid confusion.

See [Annex Nine](#) - Developing injects

### KEY ROLES DURING THE SIMEX

**SIMULATION MANAGEMENT TEAM** – during the simulation itself the Simulation Management Team could be in a control room or at the various field locations. Their main responsibilities are to:

- Deal with any issues or problems with the exercise
- Ensure that the Master Schedule is being followed
- Initiate and track progress on injects
- Suggest additions or amendments to the Master Schedule (the SimEx Leader should authorise any changes)
- Observe, monitor, mentor and advise participants as appropriate to support a positive learning environment

**COORDINATION CELL** – made up of a small number of management team members the Coordination Cell is responsible for many of the injects. They can be used to role play interactions between agencies not participating in the SimEx, such as donors, or the United Nations agencies, via phone calls or email

**ROLE PLAYERS** – throughout the SimEx, role players - who have been briefed in advance - bring a sense of reality to the scenario by acting out various situations, such as a parent who has lost a child, someone who has been injured etc.

**MONITORS** – observe participants in action. They are evaluating their response to certain events and their interaction with other people and organisations against the standards identified in the Master Schedule. They may choose to offer advice at the time or note down any comments



▶ The emphasis of a SimEx is to test systems and processes, not people.



## CAPTURING LEARNING DURING THE SIMEX

**HOT DEBRIEF** – While there is a full evaluation after the exercise is over, a hot debrief is designed to pick up learning immediately. A hot debrief can take place daily or straight after a specific activity, for example a village evacuation, and is led by one of the monitors. The hot debrief offers an opportunity to gauge how people are getting on, what they think is going well and what's not, as well identify any concerns about the SimEx which may be possible to address immediately.

Example questions:

- How did the day/activity go?
- What worked really well?
- What would they do differently next time?
- Are there any issues with the way the SimEx is running?

See [Annex Eleven](#)- Hot Debrief template

**DAILY SIMULATION MANAGEMENT TEAM MEETINGS** – At convenient points throughout the day, or at the end of each day, it is also useful to bring the Simulation Management Team together to assess how the SimEx is progressing. In particular to identify any issues, or areas that could be improved or changed to better meet the key objectives of the SimEx. This could include adding injects or increasing emphasis on a certain theme.

## What went wrong?

When something goes wrong during a SimEx this is a positive thing! Anything that can be learnt during a SimEx can be improved or rectified

## CHECKLIST FOR STEP THREE – IMPLEMENTING THE EXERCISE

### Have you...

- ☐ Finalised all key documents, e.g. Master Schedule, support materials, Risk Management Plan
- ☐ Included hot debriefs and Simulation Management Team meetings in the Master Schedule
- ☐ Selected members of the Simulation Management Team to make up the Coordination Cell
- ☐ Briefed role players and other participants

### Documents and templates

- Developing injects, page 37
- Hot Debrief template, page 39





## STEP FOUR POST SIMEX EVALUATION

Evaluations are a critical part of the SimEx, where experiences can be shared, and lessons and recommendations discussed. This process should occur for everyone from government staff in the EOC to members of the community. Everyone's feedback is important.

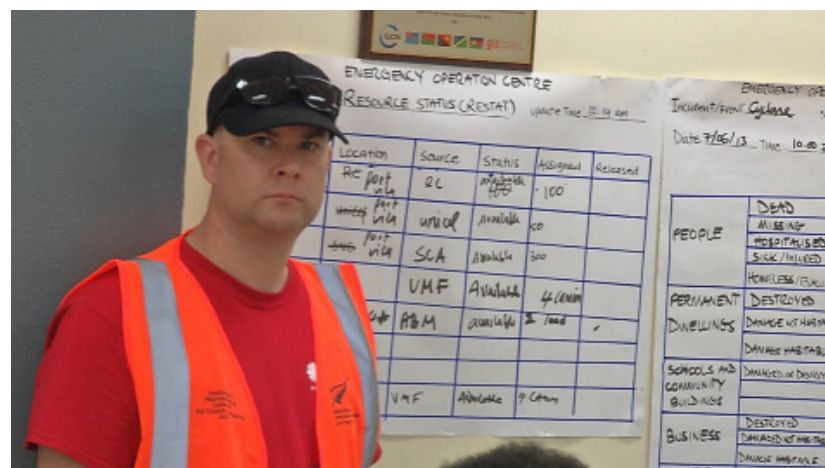
### CONDUCTING THE POST-EVENT DEBRIEF AND EVALUATION

#### 1. Participant evaluation session

As well as conducting the hot debriefs, a final evaluation should be conducted after the exercise is completed. At a minimum this will take half a day. This is an opportunity to bring representatives from all participant groups together to discuss how the SimEx went, what was learnt and what happens next.

The session should be facilitated by the SimEx leader. As facilitator the SimEx leader is responsible for:

- promoting informality and inclusion, to ensure everyone has a chance to share their feedback
- emphasise that feedback should focus on systems, plans and policies, not on individual performance
- Ensuring all the information is captured in a summary or report



FACILITATION

How you organise your evaluation session is up to you and your design team. You could develop questionnaires, facilitate a group brainstorming session, or utilize a recognised facilitation technique such as World Café ([www.worldcafe.com](http://www.worldcafe.com)) or Open Space ([www.openspaceworld.org](http://www.openspaceworld.org)).

A proven method is to organise participants into “functional groups” e.g. community, schools, NGOs, etc. and ask them to address some key questions:

- What worked well? What should be considered best practice?
- What didn’t work well?
- What could be done differently/better next time?

The functional groups then come together in a plenary session and share some of the highlights of their discussions.

It can be useful to organise the discussion around particular areas, for example, Communications, Coordination or Logistics. This can help focus participants and promote discussion and it can also make it easier to identify common themes and issues across the different participant groups. For example:

Key areas	Worked well	Room for improvement	Recommendations
Leadership and coordination			
Communication			
Logistics			

Note: The learning that comes from this session should be documented and made available to all participants as a summary or report.

2. Simulation Management Team debrief

After the session with participants it is recommended that the Management Team meet separately to evaluate the SimEx development and implementation process. It is important that both successes and shortcomings are documented so that learning can be incorporated into future SimEx.



## STEP FIVE LESSONS LEARNT

▶ “A lesson identified is not a lesson learnt unless it is taken on board and put into action.”<sup>3</sup>

### PUTTING THE LEARNING INTO ACTION

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 hot debriefs and evaluation session should be used by the various participant groups to update their plans, streamline systems and improve policies.

This may take some time. To check on progress and keep momentum going you may want to organise a meeting three or six months after the SimEx, which would bring key participant groups back together to review the changes that have been made and discuss what still needs to be done.

### PRACTICE MAKES PERFECT

One of the most common recommendations received after a SimEx is the need for more drills and exercises. Participants see the value of taking part in simulations like this and they understand that the more plans are tested the more likely they are to be implemented successfully when a real disaster occurs.

Simulation Exercises can range from small to large. It doesn't matter what the size. A SimEx is an opportunity to raise awareness, test systems and allow people to practice the response plans. It develops the skills and knowledge of individuals and can also help improve relationships and coordination within teams and between organisations. Ultimately, it is about making sure when a disaster hits people are ready and prepared.

<sup>3</sup> Simulated Emergency Response: A guide to running field exercises, ADRA and World Vision

### OVER TO YOU

This video and workbook were made with the purpose of encouraging you to organise a SimEx of your own, so that you can better prepare yourself, colleagues, partners and the local communities you work with. We hope these resources provide you with the information and tools you need to get started.

We wish you well.

#### CHECKLIST FOR STEP FOUR AND FIVE – EVALUATION AND LESSONS LEARNT

##### Have you...

- ☐ Scheduled a post-event debrief session
- ☐ Booked a debrief venue and organise some refreshments
- ☐ Decided how you would like to facilitate the day
- ☐ Arranged for someone to document the learning

##### Other useful resources

World Café - [www.worldcafe.com](http://www.worldcafe.com)

Open Space - [www.openspaceworld.org](http://www.openspaceworld.org)

Professional Development resources - [www.preventionweb.org](http://www.preventionweb.org)

# ANNEX ONE SELECTING A DESIGN TEAM

Considerations	Tasks
<p>1. Composition: ideally a total of 5-9 members. Selected from:</p> <ul style="list-style-type: none"> <li>■ SimEx lead agency(s)</li> <li>■ SimEx partner agencies (actively participating in the simulation), including local NGOs</li> <li>■ National and local government disaster management offices</li> <li>■ Location country representatives</li> <li>■ International NGOs or UN bodies</li> <li>■ Others as deemed appropriate</li> </ul>	<p>Ensure representation of all key participant groups</p>
<p>2. Critical Competencies (collectively within the design team)</p> <ul style="list-style-type: none"> <li>■ Strategic leadership with expertise in disaster management and team building and an understanding of organisational politics</li> <li>■ Research and intelligence gathering</li> <li>■ Scenario building</li> <li>■ Interviewing skills</li> <li>■ Innovation and future orientation</li> <li>■ Technical specialities relative to emergency management for example rapid assessment, shelter, WASH and security</li> <li>■ Planning and organising</li> <li>■ Budgeting and finance</li> </ul>	<p>Identify competencies of each member and assign functional roles where appropriate, e.g. SimEx Leader, Security Officer or Liaison Officer etc</p>
<p>Core Responsibilities of the design team are:</p> <ul style="list-style-type: none"> <li>■ Determine exercise objectives</li> <li>■ Engage in scoping visit and gain authorisation for SimEx</li> <li>■ Develop action plan to guide SimEx planning</li> <li>■ Develop the disaster scenario, injects (news, sitreps, reports, functional based incidents) training schedule, Exercise Master Schedule, including key activities and monitoring/evaluation plan, Risk Management Plan</li> <li>■ Select and brief role players</li> <li>■ Communicate and liaise with participants and key stakeholders</li> <li>■ Identify and manage the logistics associated with the SimEx</li> <li>■ Identify and acquire any specialist resources required</li> <li>■ Become the SimEx Management team to control and monitor the SimEx</li> </ul>	<p>Allocate all the key responsibilities and tasks to specific design team members</p>

# ANNEX TWO SAMPLE INTER-AGENCY AGREEMENT

Agreement between Agency Y, Agency X and Agency Z  
Interagency Emergency Simulation, Fiji, July 2014

The three agencies have agreed to collaborate to develop and conduct an interagency emergency simulation in Fiji from 21–29 July, 2014. The time will be divided between training of participants (3 days) and a community based emergency simulation (4 days). One day will be dedicated to a debrief.

The following persons are overall responsible for the exercise:

HEA Capacity Building Manager, Agency Y  
Humanitarian Program Coordinator, Agency X  
Manager, Emergency Management, Agency Z

## Goal and Objectives

The goal for this programme is to build the capacity and capability of the agencies' networks in the South Pacific to respond to major disasters and to strengthen local disaster response networks and inter-agency relationships.

By the end of the Fiji SimEx Workshop participants will be able to:

1. demonstrate how to use emergency communication equipment and global positioning systems and solve common problems encountered with their use
2. identify mapping resources and how these can be used effectively in disaster response
3. locate information about, describe the purpose of, and explain how to apply key humanitarian quality and accountability principles and standards including the Code of Conduct for Red Cross and NGOs in Disaster Relief, the Sphere Humanitarian Charter and Minimum Standards in Disaster Response, Humanitarian Accountability Project and specific agency commitments
4. demonstrate the application of each respective agency's disaster response operational guidelines / policies
5. recognize and protect appropriately vulnerable groups in a disaster response
6. review, discuss and share different agency-specific assessment tools and their application in a disaster response
7. recognize the role of media in emergency response, explain how to engage with the media, and discuss how it can be an effective tool for NGO's to communicate their work
8. apply an internationally recognised incident management system for managing the response to a disaster

9. review risk management principles and their application at both the organizational and personal levels to ensure safety and security for all personnel within the context of disaster response
10. discuss the different frameworks for coordinating a response to a major disaster in the Pacific within the context of regional and national mechanisms, including government and UN-initiated approaches

By the end of the Fiji SimEx Field Exercise participants will:

1. apply the learning and practice skills gained during the preceding workshop
2. test and evaluate the disaster response plans of the agencies participating in the SimEx
3. practice disaster response procedures as per each participating agency's plans and within the context of Fiji disaster response protocols
4. examine their agency's disaster response preparedness and planning at the local, national and regional levels and propose recommendations for improvements
5. strengthen functional relationships within agencies and wider coordination teams
6. describe the role and responsibilities of key stakeholders in disaster response, including local and regional government, UN agencies, donors, Red Cross and INGOs
7. assess their personal and technical competencies critical for persons engaged in emergency response and evaluate what further development they might need
8. practice good media engagement and how to prepare for and handle media interviews
9. participate in a forum where key disaster response agencies can discuss what their role might be in a major disaster and how this might be coordinated
10. develop and implement a risk management plan and evaluate the effectiveness of the plan
11. collect, analyse and interpret assessment data for the development of short to medium-term operational plans
12. document the knowledge gained so that it can be shared within each organisation and the humanitarian sector at large

#### Personnel

Agency Z will take the lead role in coordination of all aspects of the simulation and appoint a lead Exercise Director. The Director will be responsible for formulating the training schedule and leading the exercise and keeping it focused within the pre-defined scope and objectives.

The Director will be supported by a design team made up of representatives from all agencies. The role of this team is to advise the Exercise Director during the development of the training program and exercise scenario and planning the mechanics of implementing the exercise.

Each agency will provide approximately 10 Exercise Participants to engage in the training and simulation activities. Pre-session assignments will be required of all exercise participants.

Each agency will assign monitors whose role it is to provide independent guidance to the simulation exercise. They will assist in assessing whether the exercise objectives are being met, as well as measure whether activities are occurring at the right time and manner. They will also provide advice and instruction to the exercise participants and feedback to the director on staff care issues.

Exercise Observers may engage in the exercise at the discretion of the Exercise Director. An observer has no active role within the exercise but is present for professional and/or personal awareness and training purposes. They may contribute for procedural improvements.

#### Finance

There will be both individual agency expenses and shared agency expenses relative to the scoping visit, design work, training and simulation activities. Each agency will be respectively responsible for all expenses associated with their personnel, whether design team members, participants, monitors and observers. This includes international and national travel, insurances, visas, accommodation, food, and per diems (if provided).

Shared expenses will be covered as per the budget in Appendix I (it is anticipated that variations may occur within this budget, but this estimate will provide a guide in preparation for the activities). Agency Z will be responsible for managing the majority of the shared costs and will provide an invoice to the other agencies following the completion of all activities, after covering all the expenses. In the event where Agency Y or X pays for a shared expense, this amount will be deducted from the total charged by Agency Z.

#### Signatures

HEA Capacity Building Manager, Agency Y Date

Humanitarian Program Coordinator, Agency X Date

Manager, Emergency Management, Agency Z Date

# ANNEX THREE SAMPLE SIMEX BUDGET

The budget below is from a simulation conducted in Fiji in 2010. When budgeting for a simulation it is important to use accurate figures and update the budget if, and when, costs change. This is an example only.

## Fiji Simulation Exercise Budget

Simulation / Training 21 - 29 July 2010

Project Budget: Version 1, 15 April 2010

Source of Funds:	USD
Agency W	3,700
Agency X	3,700
Agency Y	3,700
Agency Z	2,000
TOTAL	13,100

	LINE ITEM	UNIT COSTS	# OF UNITS	Unit Type	Shared Cost USD
<b>1.0</b>	<b>Personnel</b>				
<b>1.1</b>	Simulation Facilitator				3,500.00
	Sub-total Personnel				3,500.00
<b>2.0</b>	<b>Travel / Accommodation / Per diems</b>				
	International Travel - Air tickets				
<b>2.1</b>	Simulation Facilitator	800	1	trips	800.00
<b>2.2</b>	Simulation monitors (Agency Wx1, Agency Y x1, )	800	2	trips	
<b>2.3</b>	Simulation Monitors (Agency Xx3) (scopingx1, simulation x2)		3	trips	
<b>2.4</b>	Simulation Media (Agency Z)	750	1	trips	
<b>2.5</b>	Trainer + Monitor	800	1	trips	800.00
<b>2.6</b>	Simulation Participants (x10) (Agency W)	1,200	10		
<b>2.7</b>	Simulation Participants (x?) (Agency X)				
<b>2.8</b>	Simulation Participants (x?) (Agency Y)				
	Domestic Travel				
<b>2.9</b>	Simulation Facilitator (scoping + simulation)	30	2	trips	60.00

2.10	Simulation Monitors (scoping + simulationx2)	30	3	trips	
2.11	Agency W partner (scoping, pre-sim, simulation)	30	3	trips	
2.12	Agency X Monitors (scoping + simulation)	30	2	trips	
2.13	Agency Y Monitors (scoping, pre-sim, simulation)	30	3	trips	
2.14	Media/Comms (Agency W)	30	1	trips	
2.15	Agency W participants (x12)	30	1	trips	
2.15	Agency X participants (x?)	30	0	trips	
2.16	Agency Y participants (x?)	30	0	trips	
2.17	Trainer + Monitor	30	1	trips	30.00
	Accommodation				
2.18	Simulation Facilitator (Scoping + SimEx)	100	12	days	1,200.00
2.19	Simulation Monitors (Scopingx1, Simulationx2) (ADRAx2)	100	12	days	
2.2	Simulation Monitors (x?) Agency X	100	9	days	
2.21	Simulation Monitors (x?) Agency Y	100	9	days	
2.22	Simulation media (Agency W)	100	9	days	
2.23	Trainer + Monitor	100	9	days	900.00
2.24	Simulation Participants (Agency Wx12)	60	6	days	
2.25	Simulation Participants (Agency Xx?)	60	6	days	
2.26	Simulation Participants (Agency Yx?)	60	6	days	
	Other Travel Related Costs				
2.27	Per Diem - Simulation Facilitator (scoping + simulation)	50	11	days	550.00
2.28	Agency W partner per diem local person for scoping visit + pre-sim + sim visits		12	days	
2.29	Agency X partner per diem scoping visit & simulation	50	11	days	
2.30	Per diem Agency W - scoping visit		2	days	
2.31	Agency X local person for scoping visit		2	days	
2.32	Agency Y - Local person for scoping visit		2	days	
2.33	Agency Z - Scoping visit		2	days	



2.33	SAVE - Scoping visit		2	days	
2.34	Van hire + fuel costs (scoping visit)	150	2	days	300
2.35	Food costs - Simulation Monitors (Agency Wx2)	45	9	days	
2.36	Food costs - Simulation Monitors (Agency X) x?	45	9	days	
2.37	Food Costs - simulation monitors (Agency Y) x?	45	9		
2.38	Food costs - Simulation media (Agency W)	45	9	days	
2.39	Per diem - Facilitator	50	10	days	500
2.4	Food costs - Agency W participants x 12	50	6	days	
2.41	Food costs - Agency X participants x ?	50	6	days	
2.42	Food costs - Agency Y participants x?	50	6	days	
2.43	Van for monitors x2	120	4	days	960
2.44	Fuel for Van	50	4	days	400
2.45	Driver accommodation & food (x2)	60	4	days	480
2.46	Guest Speakers	250	6	people	1500
2.47	Team "kitty"				
	Sub-total travel				8,480.00
3	Activity Costs				
3.1	Simulation				
3.2	Simulation / training venue & associated costs	500	1	sites	500
3.3	Communication BGAN, Iridium, etc (Agency W)	1200	1	sites	
3.4	Communication BGAN, Iridium, etc (Agency X)				
3.5	Communication BGAN, Iridium, etc (Agency Y)				
3.6	Stationery / photocopying	200	1	sites	200
3.7	Teaching materials	200	1	sites	200
3.8	Admin costs				
3.9	Coordination cell	55	4	days	220
	Sub-total activity costs				1,120.00
	TOTAL PROJECT COSTS (1-3)				13,100.00

# ANNEX FOUR SETTING SMART GOALS & SAMPLE OBJECTIVES

When identifying the key objectives for the SimEx it can be useful to consider the SMART method:

## Specific

A specific goal has a greater chance of being accomplished than a general goal. It can be useful to ask the five “W” questions:

Who: Who is involved?

What: What do I want to accomplish? What do I need to accomplish it?

When: What is the timeframe?

Where: Where is this going to happen?

Why: What are the specific reasons/ benefits of accomplishing this goal?

## Measurable

How will you know if the objectives have been achieved? It is vital that you consider how you will evaluate progress or performance against your objectives. International humanitarian standards, such as Sphere and the Red Cross Code of Conduct provide indicators of best practice in disaster response and some agencies may also have policies in place, guiding performance and conduct of staff, which can be utilised.

## Achievable

There is no point setting up participants to fail. So the design team needs to ask, is this actually possible? Are there some other things that need to be achieved first?

## Relevant

Is this a worthwhile goal or objective? Does it support or align the other objectives? Is this the right time to do this?

## Timely

Where possible, a goal should be grounded within a time frame. This may be more relevant to dealing with the recommendations that result from the exercise.

## Sample SimEx Objectives

(adapted from an exercise in the Pacific SimEx Programme 2013):

- Apply lessons learnt, and consolidate best practices identified during previous simulation exercises
- Apply learning, and practice skills gained during the training workshops preceding the simulation exercise
- Further develop skills in how to design, conduct and evaluate a simulation exercise
- Test and evaluate the early warning system via broadcast radio stations and the SMS system
- Test and evaluate the disaster response plans of the communities, provincial and national government and other key stakeholders participating in the SimEx
- Test and evaluate participating schools' evacuation plans
- Practice and evaluate the setting up of an evacuation centre at xx village
- Practice and evaluate the set-up and operation of the xx Province Emergency Operations Centre (EOC)
- Test and evaluate the chain of command and communication from participating communities, to the Provincial EOC, and to the National EOC
- Strengthen functional relationships within and between participating agencies and the wider coordination teams
- Collect, analyse and interpret community and rapid assessment data for the development of short to medium-term operational plans
- Describe 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
- Increase understanding of the national disaster response coordination system, and how this intersects with the coordination (cluster) system used regionally and globally
- Participate in an evaluation forum where participating communities and key stakeholders can discuss and evaluate learning and best practices arising from the SimEx
- Document the knowledge gained so that it can be shared within each organisation and the humanitarian sector at large, both nationally and regionally

# ANNEX FIVE SAMPLE RISK MANAGEMENT PLAN

Note: This is a example only. Each Risk Management Plan will be unique to the local context and particular nature of the exercise.

Description	Impact	Pbl'ty	Impct	Risk	Management	Responsibility
Vehicle Accident- Travelling to/from simulation and training sites	Injury Death Loss of organizational reputa- tion Suspension/termination of simulation exercise Financial loss Criminal charges	Likely	Major	Med	Seatbelts to be worn at all times in vehicles Drivers to be checked for safe driving Participants to hold drivers licence Participants advised to avoid travelling during hours of darkness Vehicles to be checked for roadworthiness and current insurance Participants to be briefed on procedures in case of an emergency Emergency contacts to be provided in case of an accident Staff and participants advised to ensure they have medical insurance cover for the duration of the simulation	All Participants & Monitors
Vehicle Accident- In simulation with communities	Injury Death Loss of reputation Suspension/termination of simulation exercise Financial loss Criminal charges	Likely	Major	Low	Where possible, drivers not to enter residential areas/depart from main roads Speed limits to be observed Participants to hold drivers licence Participants to be briefed on procedures in case of an emergency Emergency contacts to be provided in case of an accident Parking area to be identified and marked out	All Participants & Monitors
Accidents - Participants/ monitors suffer physical harm during simulation or training exercises	Death/injury of individuals	Possible	Moderate	Med	Monitors with first aid training to be identified and available in case of emergency Emergency contact list and procedures agreed Participants should avoid dangerous behaviour Staff and participants advised to ensure they have medical insurance cover for the duration of the simulation	Monitors with 1st Aid Training Security Team All Participants
Accidents- Community members suffer physical or psychological harm during simulation	Death/injury of individuals Risk of retribution Legal & financial implications Loss of organisational reputation Suspension or termination of simulation activities	Possible	Major	Med	Participants to ensure own safety before involving themselves in a local incident Any incident immediately reported to emergency services & SimEx Director Monitors & participants with first aid training to be called upon if necessary Protocol to be observed and inform the community well in advance	Monitors with 1st Aid Training Security Team

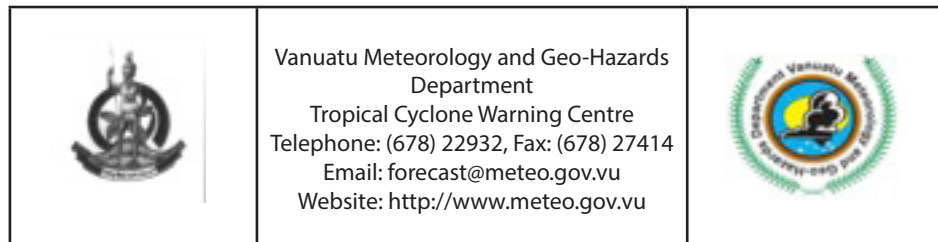
Disease- Hygiene-related		Possible	Moderate	Low	Staff/participants advised to: * follow standard guidelines around food hygiene while travelling * wash hands before all meals * drink bottled water only * ensure they have medical insurance cover for the time of the simulation	All Participants
Criminal Activity- Theft	Loss of property Emotional harm to individuals	Possible	Low	Low	Staff/participants advised to maintain low profile and not show off high-value items in public Staff/participants advised to lock valuables in hotel safe or carry with them Staff/participants advised to ensure all belongings are covered by appropriate travel insurance Suspicious behaviour to be reported to security team	All Participants Security Team
Criminal Activity- Mug-ging/Assault	Loss of property Physical & emotional harm to individuals	Possible	Low	Low	Limit the kind of activities done at night and for female staff to be accompanied in the village as well as appropriate transport arrangements made for female staff to travel home/ or hotel safely Staff/participants advised to maintain low profile and not show off high-value items in public Staff/participants not to share details of simulation activities or staff movement unnecessarily Suspicious behaviour to be reported to security team	All Participants Security Team
Legal Concerns- Breaches of Child Protection Laws & Policies	Harm to community members/children Loss of organisational reputation Legal repercussions	Unlikely	Low	Low	All staff/participants to be briefed on child protection and other legal protocols before deploying to communities Organisational protocols to be followed by all staff/participants Breaches in organizational protocol to be reported by participants or Control Team members at once	All Participants Simulation Leader-ship
Legal Concerns- Challenges to Simulation Activities	Loss of organisational reputation Suspension/termination of simulation activities Breakdown in relationship with local authorities	Unlikely	Low	Low	Support and approval has already been sought from Local Authorities Support and approval has already been sought from community leadership Any problems to be immediately reported to SimEx Director	Simulation Leader-ship

Community Relations- Misunderstandings occur between simulation participants and community members	Loss of community goodwill to Simulation Exercise Loss of community goodwill to participating agencies Physical risk to participants Suspension or termination of simulation activities Complaints lodged at official/ governmental level Organizational reputation	Possible	Moderate	Med	Participants to remain observant to community behaviour & concerns Participants to behave with cultural sensitivity and treat all community members with respect and dignity Design Team to monitor relationships for any signs of tension & advise accordingly Formally thank community leaders at the end of simulation Remind participants at daily briefings that they are guests of the community and working under community goodwill Arrange local press release at the end of the simulation expressing appreciation for community support	All Participants
Simulation Management- Team members become lost/separated from the rest of their team	Physical risk for separated team members Creation of undue concern Time lost relocating team member Team breakdown	Unlikely	Moderate	Low	Each team to ensure they have a meeting point established Individuals to ensure they all have personal emergency communications options Team leaders to know where their team-members are at all times (and monitors to check this) Missing staff to be reported to monitors & security staff within 30 minutes Staff to ensure they do not wander off without informing others	All Participants Monitors Security Team
Simulation Management- Participants unable to differentiate between simulation and reality resulting in emotional/ psychological distress	Participants stop learning Participants lose goodwill Teams break down Possible emotional/ psychological harm Removal of participants from simulation Legal and financial ramifications	Unlikely	Moderate	Low	Participants to communicate with simulation leadership if they feel they are under undue pressure Team leaders to monitor team members for undue distress Daily briefings and debriefs to be held to frame simulation start/end points Psychologist on hand to provide psychological support if required Monitors to observe participants for signs of undue distress Design team to ensure simulation challenges participants but does not unduly distress them	Simulation Design Team Monitors Psychologist All Participants

Colour	Risk level	Measures required
Green	Low	Normal control and monitoring measures will be sufficient.
Orange	Med	This requires measures to manage the likelihood or consequence of a risk and active monitoring.

# ANNEX SIX SIMEX SUPPORT MATERIAL

FOR EXERCISE ONLY FOR EXERCISE ONLY FOR EXERCISE ONLY FOR EXERCISE ONLY



## TROPICAL CYCLONE WARNING #1

For Immediate Broadcast

Tropical Cyclone Warning Number 1 issued by the Vanuatu Meteorological Service, Port Vila at 12:00pm VUT Saturday 08 June 2013 for Malampa, Shefa and Tafea Provinces.

At 11:00am local time today, Tropical Cyclone Yola was located at 16.4 degrees South 172.2 degrees East, square letter K, number 6 (K, 6). This is about 440 KM northeast of Efate, and 420KM east of Ambrym. Tropical Cyclone Yola moved in a west southwest direction at 8 KM/HR (4 knots) in the past 3 hours.

The central pressure of the system is estimated at 990hPa. Winds close to the centre are estimated at 75KM/HR (40KTS). Tropical Cyclone Yola is forecast to be at 16.9 degrees South 171.2 degrees East within the next 24 hours. Gale winds of 75KM/HR (40KTS) will be expected to affect Malampa, Shefa and Tafea Provinces in the next 24 to 48 hours. Winds over these areas will strengthen as the system continues to move west southwest.

### Forecast Positions

Date and Time	Position	Intensity
+06 hours (5pm, 8 Jun)	16.5S, 171.5E	40 KTS (75 KM/HR)
+12 hours (11pm, 8 Jun)	16.9S, 171.2E	40 KTS (75 KM/HR)
+18 hours (5am, 9 Jun)	17.0S, 170.8E	40 KTS (75 KM/HR)
+24 hours (11am, 9 Jun)	17.1S, 170.4E	50 KTS (95 KM/HR)
+36 hours (11pm, 9 Jun)	17.6S, 169.5E	50 KTS (95 KM/HR)
+48 hours (11am, 10 Jun)	17.7S, 168.4E	70 KTS (130 KM/HR)

The sea will be rough in the affected areas with heavy swells. People, including sea going vessels are strongly advised not to go out to sea until the system moves out of the area. Heavy rainfall and flooding, including coastal flooding is expected over Penama, Malampa, Shefa and Tafea Provinces.

The Vanuatu Meteorological Service will issue the next warning on Tropical Cyclone Yola at 3:00pm today. People over Penama, Malampa, Shefa and Tafea Provinces should listen to all Radio Outlets to get the latest information on this system.

This warning is also available on our website [www.meteo.gov.vu](http://www.meteo.gov.vu).

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Note: Forecast Tracks are not intended to be broadcast on Local Radio Outlets, just for information.

KM – Kilometers

KM/HR – Kilometer per hour

K – Knots

NDMO – Vanuatu National Disaster Management Office



### EMERGENCY OPERATIONS CENTRE SITUATION REPORT #3

Incident/ Event: Tsunami  
Date: Tuesday 6th Nov. 2012  
From: NATIONAL EMERGENCY OPERATIONS CENTER  
To: NATIONAL DISASTER COUNCIL

Sitrep No: 03  
Time: 3.00pm  
Copies to: Ministers, Donors, VHT members

#### Situation

At 5.00 am this morning a 7.6 earthquake has struck 20 kms off the coasts of Port Vila at a depth of 10km, triggering a 3 meter tsunami in Lagoon No. 2 at 7 am followed by a second 2m tsunami at 7:30am, the closest town of Ekipe has also been affected.

On Monday Nov. 5 2012, Lagoon No. 2 has borne the brunt of a wall of water that has flushed down Lagoon No. 2. Communication with the area is limited but initial reports in the last 24 hours are that many villages were hit by tsunami. The NDMO led the assessment to Lagoon No. 2 in the early hours of this morning and found most of the affected towns and villages are still under the flood.



#### Situation Stats

The NDMO also compiled reports from other islands on the impact on people and level of damage done by the tsunami to properties.

Provinces	Dead	Missing	Serious Injuries	Minor Injuries	Houses damaged	Tanks destroyed
Torba	0	12	3	10	4	
Santo	29	65	68	47	42	21
Ambrym	12	22	30	35		4
Tanna	8	25	12	30	20	2
Efate	40	23	13	28		
Total	89	147	126	148	66	27

These following reports were received from the phone calls and SMS reports while on Efate a field assessment was undertaken on 6 November 2012 at 10:00am – 11:00am.

Tsunami Reports: Assessment Team A  
Location: Second Lagoon (Club Hippique area) at community A – Village 1  
Time: 10:00am  
20 Dead  
15 Missing  
140 Families are affected  
10 pregnant women in area

Location: Second Lagoon (Club Hippique area) at community A – Village 2  
Time: 10:25 am  
10 men and 3 women seriously injured  
28 Children (10 boys and 9 girls) are injured  
Urgent assistance requested

Location: Second Lagoon (Club Hippique area) at community A – Village 1  
Time: 10:30am  
Diarrhea spreading in men, women, and children  
Request: Doctor or Nurse to treat sick

Location: Second Lagoon (Club Hippique area) at community A – Village 2  
Time: 10:38 am  
Significant damage to buildings  
92 houses damaged and 58 destroyed  
Schools and shops are flooded within Nambutu Lagoon area - no way to reach affected area

#### Current Operations

Community Response: CDCs are undertaking assessment in various locations on impact of people and their needs plus extend of damages to properties. Community members are returning home to check their properties.

Provincial Response: PDCS are compiling assessment reports from other islands to send back to the NDMO.

National Response: NDMO is putting together all assessment reports for the NDC and coordinating with VHT members to respond to immediate needs of people as the situation unfolds throughout the country.

International Assistance: Offers have been received from Australia, UNOCHA, NZ, World Bank, UNICEF, OXFAM. These offers will be use for further assessment to collect as much information as possible for NDC decision.

Future Operations: Continue to get updated assessment reports from PDCs and CDCs on needs and extend of damages. Deployment search and rescue teams and other specialists to affected area. Request assistance from VHT members for immediate NFI needs.

Recommendations: NDC to continue to meet as further information is receive on impact on lives and properties to determine extend of Government support for response. Deployment of cluster grouping for assessment on other locations.

APPROVED FOR DISTRIBUTION - EXERCISE ONLY  
DIRECTOR, NDMO



# ANNEX SEVEN SAMPLE ACTION PLAN

Task	Personnel	Due Date	Comments
<b>Training:</b> -Confirm training needs with participant groups. (CDCs – first aid, NDMO – NEOC set up + public communications, NGOs – International humanitarian standards) -Approach locally based trainers or consider design team expertise -Book venues	Training specialist	2 June	
Contact local IFRC, IFRC Australia to source posters on the Code of Conduct.		2 June	
Develop communication plan for organisation and management of exercise	Comms Officer	14 July	
Look into D Fever, cholera & typhoid outbreaks risks that exist and report to security officer		14 July	
Risk Management plan / hazard identification	Security Officer	15 July	
Arrange for a permit for the gathering for the SimEx	Logistics Officer	15 July	
Arrange permit for OH&S and radio frequency allocations with government	Logistics Officer	15 July	
Link up with fire, police and military and confirm their role and involvement in the simulation. -Confirmation in writing.	Liaison Officer #1	20 July	
Confirm other key stakeholders and their role and level of involvement in the SimEx	Liaison Officer #2	20 July	
Develop likely scenario and possible injects, role players and circulate to Design team for feedback -Create matrix of key plans/systems that need testing based on objectives -Draft Master Schedule -Consider resources needed for each activity	SimEx Leader	24 July	

Task	Personnel	Due Date	Comments
Agencies to feed available resources for the simulation exercise to Logistics Officer. To include number of: - Communication equipment – radios, BGANS, Sat phones, GPS, etc - Branded clothing – caps, t-shirts, field vests, lanyards, backpacks etc. - Promotional items – pens, note pads, etc - First Aid kits	All	24 July	
Recommendation of simulation name		24 July	
<b>Confirm Injects:</b> - Identify role players in the community and prepare briefs -Develop support materials such as weather reports, Sit Reps, media releases etc	Liaison Officer #1 Comms Officer	27 July (3 weeks pre-sim)	
<b>Confirm training time schedule:</b> - Liaise with staff at the venue to confirm workshop numbers, dietary requirements, arrival times, etc -Contact trainers to confirm timing, resources needs etc -Create participants training resource package, including evaluation form	Training specialist	3 Aug (2 weeks pre-sim)	Incl: pen, paper, handouts, eval form, timetable
Brief local media about the upcoming SimEx	Comms Officer	10 Aug (1 week pre-sim)	
Organise final visit to communities to brief participants and role players	Liaison Officer #1	10 Aug (1 week pre-sim)	

# ANNEX EIGHT SAMPLE MASTER SCHEDULE (SIMEX FIJI, 2013)

Date	Time	Description (Function)	Responsibility	Anticipated Response	Resources Required
Oct 4	0900 1400	Tabletop Exercise Control Team Briefing	SimEx Leader		PPT presentation
Oct 5		Saturday			
Oct 6		Sunday			
Note: The exercise will run as per real time. The times given below are actual times.					
Day 1 Oct 7		Logistics / Management Team			
	0800	Van + 2 cars to transport monitors/observers/ cameraman/SimEx Director to the field	Community monitor  Schools monitor	<input type="checkbox"/> Community Monitors and Observers meet at Hexagon Hotel by 0745 <input type="checkbox"/> School Monitors and Observers meet at Hexagon Hotel by 0830 <input type="checkbox"/> Monitors and Observers know where they will work for the morning and what response they are to monitor/observe	Roster for transport Roster for location
	~1100	Pick up Monitors from schools and return to Exercise Control Room		SimEx Director and support team to meet and debrief	Van + driver
	~1300	Pick up Monitors from communities and return to Exercise Control room		SimEx Director and support team to meet and debrief	Van + driver
		Refreshments	Monitors		Water and food will be provided for: <input type="checkbox"/> Monitors and Observers in the field <input type="checkbox"/> Staff at Exercise Control Room
		Communication			Contact List for Management Team members Comms for management team: via mobile ph
		Safety and security responsibilities – All day	All		
Day 1 Oct 7		Scenario Summary			
	0600	Weather forecast bulletin #1 (flooding of low lying areas) Sent by Fiji Met Service to: NDMO, DO Nadi, AFL, NZ High Commission, SimEx Director	Fiji Met Service  Nadi District Office		Will be released by Nadi DO 0730 to distribution list as per the Nadi Basin Flood EWS MOU
	0700	Weather forecast bulletin #2 (severe flooding)			Will be released by Nadi DO 0830, as above
	0800	Weather forecast bulletin #3 (severe flooding)			Will be released by Nadi DO 0930, as above
	0830	Nadi EOC activated with skeleton staffing		<input type="checkbox"/> Refer to below section 'EOC'	

Date	Time	Description (Function)	Responsibility	Anticipated Response	Resources Required
	0930	Alert Level: flood siren activated	DO, Nadi	<input type="checkbox"/> Activated when 3.5m at Nadi River Water Level Station <input type="checkbox"/> Siren at Sikituru activated <input type="checkbox"/> Activation done by DO via mobile phone <input type="checkbox"/> CDMC Chair activate Community Disaster Plan for 'Alert Level' (refer to below section "Communities x 5") <input type="checkbox"/> Principals initiate school plan for 'Alert Level' (refer to below section)	Siren activated - voice message in 3 languages warning of likelihood of flooding Same message repeated once every 5 minutes, three times.
	0945	DO, Nadi calls HOD meeting		<input type="checkbox"/> Key Government Ministry/Dept HODs notified of meeting <input type="checkbox"/> HODs attend meeting <input type="checkbox"/> Briefing from DO on the current situation <input type="checkbox"/> Identify preparedness/pre-positioning/available resources, capacity to respond <input type="checkbox"/> DO requests HODs to provide EOC staff <input type="checkbox"/> EOC staffing confirmed	Note: for the duration of the exercise the assumption is made that the mobile network will continue to function.
	1000	Evacuation Level: flood siren "continuous"	DO, Nadi	<input type="checkbox"/> Activated when 4.0m at Nadi River Water Level Station <input type="checkbox"/> Siren at Sikituru activated <input type="checkbox"/> Activation done by DO via mobile phone <input type="checkbox"/> CDMC Chair activates Community Disaster Plan for 'Evacuation Level' (refer to below section "Communities x 5") <input type="checkbox"/> Principals initiate school plan for 'Evacuation Level' (refer to below section)	Sirens continuous for 15 minutes Voice message in three languages telling people to evacuate  It is expected the siren can be heard in all five communities and four schools.
	1030	Nadi EOC fully staffed	DO, Nadi	<input type="checkbox"/> Refer to below section 'EOC'	
	~1230	All clear siren sounded.		<input type="checkbox"/> Evacuated community members return home	Monitors at each community location phone SimEx Director when hot debrief completed. When all community hot debriefs completed SimEx Director phones DO for activation of All Clear siren.
Day 1 Oct 7		EOC x 2			Nadi District EOC and Western Division EOC
	0830	EOC operational with skeleton staffing		<input type="checkbox"/> Receive briefing from DO <input type="checkbox"/> Set-up EOC <input type="checkbox"/> Receive and log any calls received	2 injects from Exercise Control Room
	0835	DO Nadi advises Division Commissioner Western that EOC established with skeleton staffing, and briefs him on the current situation			

Date	Time	Description (Function)	Responsibility	Anticipated Response	Resources Required
	~1045	Receive call from Denarau Corporation EOC requesting assistance: 1) for woman in early labour 2) to evacuate tourists x8 to Nadi Airport	Denarau Corporation EOC Controller	<input type="checkbox"/> Call / request logged <input type="checkbox"/> Picked up by logistics/health <input type="checkbox"/> Call to AFL and ambulance to make arrangements <input type="checkbox"/> Document outcome <input type="checkbox"/> Monitor / check successful completion	Request from Denarau Corporation will include trigger for AFL assistance  Refer to Airports Fiji Ltd section below
	1300	EOC handover – change of staff	DO, Nadi	<input type="checkbox"/> Outgoing team briefs incoming team. <input type="checkbox"/> Documentation is complete and full <input type="checkbox"/> Handover documentation is completed	
	1330	Hot debrief of outgoing EOC Team #1		Discuss and identify with EOC Team #1: <input type="checkbox"/> How well did the EOC function? <input type="checkbox"/> What would they do differently next time (lessons learnt) <input type="checkbox"/> What worked really well (best practices) <input type="checkbox"/> What would they change in the EOC Plan?	
	1300 - 1600	EOC operations (Team #2)	DO, Nadi	Continue as for the morning	
	1500	1 <sup>st</sup> Coordination meeting held	Controller	Note: Meeting chaired by Nadi DO <input type="checkbox"/> Update on current situation <input type="checkbox"/> Reports received from organisations/cluster to identify who's doing what where <input type="checkbox"/> Forward planning <input type="checkbox"/> Set date and time for next meeting	
	1600	EOC activities cease			
	1600	Hot debrief with EOC Team #2		Discuss and identify with EOC Team #2: <input type="checkbox"/> How well did the EOC function? <input type="checkbox"/> What would they do differently next time (lessons learnt) <input type="checkbox"/> What worked really well (best practices) <input type="checkbox"/> What would they change in the EOC SOP/ Plan?	
	1630	Day 1 EOC Exercise concludes			
Day 1 Oct 7		Communities x 5			Communities: Yavusania, Sikituru, Navatulevu, Maqalevu
	0730	Receive Weather Bulletin #1 (low lying areas likely to flood)		<input type="checkbox"/> Disseminate information <input type="checkbox"/> Convene CDMC committee <input type="checkbox"/> Preparations for possible flooding	Community Disaster Plans
	0830 & 0930	Receive Weather Bulletins #2 & #3		<input type="checkbox"/> Disseminate information <input type="checkbox"/> Update CDMC committee <input type="checkbox"/> Prepare for possible evacuation of village	Community Disaster Plans

Date	Time	Description (Function)	Responsibility	Anticipated Response	Resources Required
	0930	'Alert Level' siren sounds CDMC Chair activates Community Disaster Plan for siren 'Alert Level'	CDMC Chair	<input type="checkbox"/> Preparations for evacuation of village commenced <input type="checkbox"/> Evacuation Centres prepared <input type="checkbox"/> Households prepare to carry essential items with them: <ul style="list-style-type: none"> <li>○ Prescription medications</li> <li>○ Prescription glasses</li> <li>○ Valuable documents e.g. land ownership deeds, passport/ID</li> <li>○ Valuable items e.g. money, jewellery, wallet/purse</li> <li>○ If able, carry drinking water, food items, clothing</li> </ul> <input type="checkbox"/> Households prepare their home for evacuation / secure goods / secure livestock <input type="checkbox"/> Special needs of children, elderly, disabled considered	Community Disaster Plans CDMC vests
	1000	'Evacuation Level' siren sounds CDMC Chair activates Community Disaster Plan for siren 'Evacuation Level'	CDMC Chair	<input type="checkbox"/> Evacuation of villages commenced <input type="checkbox"/> Households carry essential items with them: <ul style="list-style-type: none"> <li>○ Prescription medications</li> <li>○ Prescription glasses</li> <li>○ Valuable documents e.g. land ownership deeds, passport/ID</li> <li>○ Valuable items e.g. money, jewellery, wallet/purse</li> <li>○ If able, carry drinking water, food items, clothing</li> </ul> <input type="checkbox"/> Special needs of children, elderly, disabled catered to <input type="checkbox"/> Evacuate to identified Evacuation Centres as per Community Disaster Plan <input type="checkbox"/> Communicate evacuation status of the community to Nadi EOC <input type="checkbox"/> Remain at the Evacuation Centre until after the hot debrief	Community Disaster Plans CDMC vests Village emergency kits

Date	Time	Description (Function)	Responsibility	Anticipated Response	Resources Required
	~1130	Hot debrief with evacuees.		Discuss and identify with evacuees: <input type="checkbox"/> How effective were the early warning/sirens? <input type="checkbox"/> How well did the evacuation go, how was the management of the Evacuation Centre? <input type="checkbox"/> What would they do differently next time (lessons learnt) <input type="checkbox"/> What worked really well (best practices) <input type="checkbox"/> What would they change in the evacuation plan/Evacuation Centre Management? Thank the community members for their participation Community members return to their homes	
	~1200	Hot debrief with CDMC members		Discuss and identify with CDMC: <input type="checkbox"/> How effective were the early warning/sirens? <input type="checkbox"/> How well did the evacuation preparations/ actual evacuation/Evacuation Centre Management go? <input type="checkbox"/> What would they do differently next time (lessons learnt) <input type="checkbox"/> What worked really well (best practices) <input type="checkbox"/> What would they change in the Community Disaster Response Plan?	
		Medical Response: Hospital / Nadi Health centre			
	~1045	Road Traffic Accident on main road near McDonalds, with 20 accident victims	Telephone call from Exercise Control Room	<input type="checkbox"/> Call from motorist who witnessed the accident to Police Liaison at Nadi EOC <input type="checkbox"/> Police and Health alerted <input type="checkbox"/> Police SOPs <input type="checkbox"/> Medical (mass casualty) SOP	
		Media			
		Three components of engagement: 1) General pre-simulation awareness 2) Reporting on the simulation exercise 3) Role playing media as in a real event			Managed by Ministry of Information Contact: Mob:
		Airports Fiji Ltd			
	0600 +  ~1100	Receive copies of weather bulletins  Call from Nadi EOC requesting assistance to evacuate 1 pregnant woman in early labour + 8 tourists from Denarau Port to Newtown Beach	Duty Manager  EOC Controller	<input type="checkbox"/> Activate Airport EOC <input type="checkbox"/> Deploy inflatables x 3 + craft operators + observers x 2 <input type="checkbox"/> Pick up tourists x8 from Denarau Port <input type="checkbox"/> Transport tourists to Newtown Beach <input type="checkbox"/> Transfer to Airport EOC <input type="checkbox"/> Conduct debrief of tourists <input type="checkbox"/> Return to Denarau via road transport	AFL (operator) ph no:  Observers:

Date	Time	Description (Function)	Responsibility	Anticipated Response	Resources Required
	~1230	Conduct internal debrief		Document lessons learnt/good practices Send copy of debrief report to SimEx Director	
		Military, Police, Fire			
		Will have liaison persons at the Nadi EOC		Will respond to incidents as required Police 1005 – 1015 & 1025 – 1030: Ratu Navula School main road crossing 1045: RTA near McDonalds Fire 1045: RTA near McDonalds	Fire: Division Fire Officer, Mob Nadi Station Officer, Mob
	1600	Conclusion of the Simulation Exercise			
Day 3 Oct 9					
	0900	Debrief / Evaluation			
	1300	Lunch			



# ANNEX NINE DEVELOPING INJECTS

Adapted from Simulated Emergency Response: A guide to running field exercises, ADRA and World Vision

An inject is a made up situation designed to replicate a likely event or requirement during an emergency, they should always be linked to the training objectives. An inject necessitates a reaction from the response team, but they can also be included in the simulation in order to educate participants on what incidents should not be responded to and how to prioritise their workloads. The activity resulting from an inject can vary from making a phone call, to completing a document, organising a meeting or conducting an assessment.

Evaluating responses – For an inject to have the desired impact during the simulation it needs to be well thought through. There should be an understanding of how the participants should react and what the end result of the inject should be. For some injects it might be useful to require the use of organisational procedures or adherence with international humanitarian standards.

Prepared vs. Dynamic injects – In order to ensure the simulation runs smoothly, it is best to prepare all injects in advance and have them allocated for a certain time in the Master Schedule. However, simulations are dynamic and therefore the simulation management team should be flexible enough to adapt and create new injects during the simulation dependent upon how the participants respond to the pre-planned injects.

Examples – Below are some examples of generic injects intended as a starting point to stimulate ideas, injects are can be as varied as the imagination and resources of an organisation allow.

NDMOs: Half of pre-positioned stocks are destroyed when warehouse collapsed  
Key staff members unable to get into work due to road damage  
International request for funding priorities  
Concern over bridge and road conditions  
Inaccurate situation updates broadcast by local media  
BBC & CNN request immediate interviews

NGOs: Regional & Global partners offer rapid response teams  
Communities request school supplies  
Local tension about unfair distribution of aid  
Donors release funds – call for proposals

Communities: Lack of drinking water available  
Violence breaks out at the evacuation centre  
General Co-ordination Meeting  
Regional WASH Cluster meeting

Schools: Child goes missing during evacuation process  
Teacher injured  
Parents do not arrive to pick up some of the children

# ANNEX TEN TIPS FOR BRIEFING PARTICIPANTS

All participants should be briefed, prior to the simulation exercise. This is especially important if there is no pre-SimEx training offered. The briefing will help them to understand the rationale for the simulation and how it will be run. A general brief could be organised or participants could be briefed on location in their groups/teams.

The briefing should:

- Outline the primary aims and objectives of the exercise
- Provide basic timings, including any hot debriefs that have been scheduled and the post event evaluation
- Explain how the exercise will be run, e.g. how injects work, how to interact with the role players, the role of the monitors, what to do if there is a problem etc
- Explain what will happen if there is a real emergency, ie use of No Duff
- Allow participants an opportunity to ask any questions or request clarifications

Things to remember:

- Real disasters always have an element of surprise so try not to give away any details about the actual disaster itself, use a generic scenario in your descriptions
- Emphasise to participants the importance of taking the SimEx seriously, this is a valuable opportunity to test plans and practice what they know

## ANNEX ELEVEN HOT DEBRIEF EXAMPLE TEMPLATE

Activity	Responsible	To do	Comments from participants
Hot debrief with CDC about the establishment and management of the Evacuation Centre	xxxx from Management Team	Discuss and identify with CDC members:  How well did the Evacuation Centre function?  What would they do differently next time (lessons learnt)  What worked really well (best practices)  What would they change in the Evacuation Centre plan?	
			Additional comments from observers
		How well did the team work work together?  Did participants meet the standards as outlined in the Master Schedule?	



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