

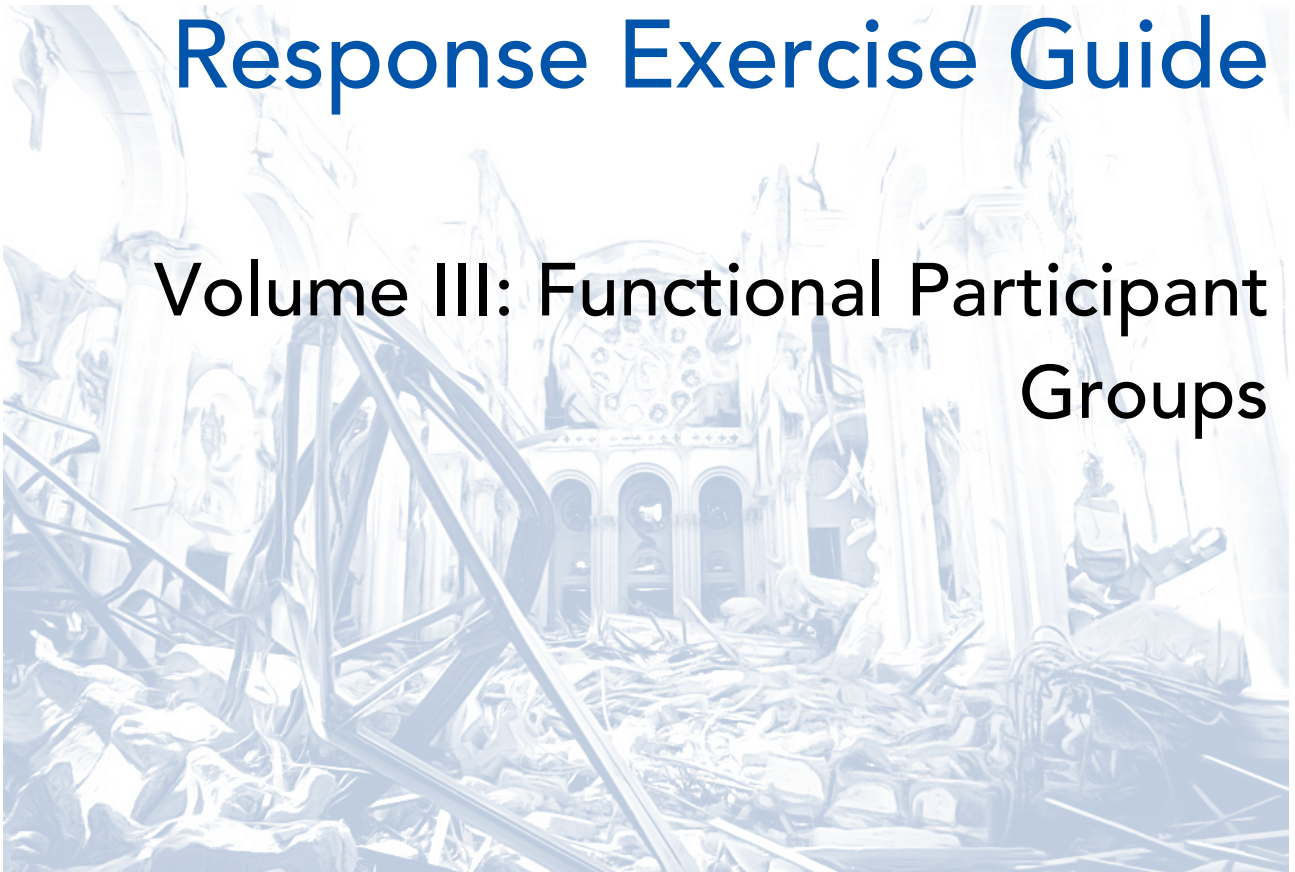


**OCHA** United Nations Office  
for the Coordination of  
Humanitarian Affairs



# INSARAG Earthquake Response Exercise Guide

## Volume III: Functional Participant Groups



OCHA Field Coordination Support Section (FCSS)  
February 2016

## Abbreviations and Definitions

<b>INSARAG</b>	International Search and Rescue Advisory Group - a global network under the United Nations umbrella dealing with urban search and rescue (USAR) related issues.
<b>INSARAG Guidelines</b>	The methodology of INSARAG is described in its Guidelines.
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs - part of the United Nations Secretariat responsible for bringing together humanitarian actors to ensure a coherent response to emergencies.
<b>UNDAC</b>	United Nations Disaster Assessment and Coordination – a team of specialists tasked with situation assessment and coordinating the international response.
<b>USAR</b>	Urban Search and Rescue – the process of searching, locating and rescuing people trapped within collapsed buildings.
<b>HCT</b>	Humanitarian Country Team - a strategic and operational decision-making and oversight forum established and led by the UN Humanitarian Coordinator.
<b>EMT</b>	Emergency Medical Team – an organisation deploying from outside the affected country to offer medical assistance.
<b>LEMA</b>	Local Emergency Management Agency - the national organisation responsible for disaster management.
<b>OSOCC</b>	On-Site Operations and Coordination Centre – a rapid response tool that provides a platform for the coordination of international response activities.
<b>UCC</b>	USAR Coordination Cell – part of OSOCC.
<b>EMT CC</b>	Coordination Cell for Emergency Medical Teams – part of the OSOCC.
<b>V-OSOCC</b>	Virtual On-Site Operations Coordination Centre – web-based part of the OSOCC system.
<b>RDC</b>	Reception and Departure Centre – a coordination tool usually established at the point of entry for international teams.
<b>IHP</b>	International Humanitarian Partnership – group that provides basic ICT and administrative support to the OSOCC system.
<b>APHP</b>	Asia-Pacific Humanitarian Partnership – group that provides basic ICT and administrative support to the OSOCC system.
<b>AST</b>	Americas Support Team – group that provides basic ICT and administrative support to the OSOCC system.
<b>HPC</b>	Humanitarian Programme Cycle – a coordinated series of actions related to humanitarian response.
<b>IASC</b>	Inter-Agency Standing Committee - the primary mechanism for inter- agency coordination of humanitarian assistance.
<b>EXCON</b>	Exercise Coordination – the group responsible for the delivery and coordination of the Exercise Phase.

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## Volume III: Functional Participant Groups

### Part A: Guide for the Local Emergency Management Agency (LEMA)

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Acknowledgements:	<p>The ERE Guide was developed and revised following close and extensive consultations with numerous stakeholders from national governments, disaster response management organisations, OCHA and UN agencies, INSARAG Working Groups and practioners, the World Health Organisation emergency medical teams, UN Country Teams and other appropriate organisations and individuals.</p> <p>The Guide was tested during the regional response exercises in Mongolia and Chile in 2015 and finalised following feedback from these events. The ERE Guide remains a living document and will be reviewed in line with the INSARAG Guidelines, once every five years. Any feedback can be sent to the INSARAG Secretariat at <a href="mailto:insarag@un.org">insarag@un.org</a></p> <p>INSARAG Secretariat OCHA Geneva 1 Feb 2016</p>

## Introduction

The Earthquake Response Exercise (ERE) is endorsed by the INSARAG Steering Group primarily as a means to increase awareness of INSARAG disaster response methodologies amongst national and local authorities in the host country and to provide a platform for the strengthening of national response capacities.

The Guide to the INSARAG Earthquake Response Exercise (ERE) is in four Volumes.

- **Volume I** provides guidance for the planning processes and organisational requirements to successfully host an ERE.
- **Volume II** focuses on the delivery of the event, both the Exercise Preparation Phase and the Simulation Exercise Phase.
- **Volume III** provides guidance for each of the functional participant groups.
- **Volume IV** is a toolbox, containing all the resources such as spreadsheets, presentations, templates, organisational charts and timelines.

The Guide focuses on meeting the following specific objectives:

- To provide the Exercise Planning Group a guiding tool to prepare the different activities to be performed for the proper development of the exercise.
- To provide the exercise facilitators a quick and timely consultation tool.
- To present the tools established for the planning and efficient and effective execution of the exercise.
- To facilitate teaching the exercise methodology to new facilitators.

This document, **Volume III, Part A: Local Emergency Management Agency (LEMA)**, is intended to guide and provide support for those members of the EXCON team that are coordinating and leading the National Response Teams during the event. Members of the EXCON team must also read **Volume II, Part C: Exercise Coordination & Evaluation** as this provides more information and tools, enabling the EXCON team to perform their tasks effectively and consistently. It is further recommended that all organisers, facilitators and EXCON team members are aware of the content of Volumes I and II of the Guide as the information contained within will help with the effective coordination of the running of the INSARAG Earthquake Response Exercise.

## Target Audience

The Earthquake Simulation Response Exercise is aimed at several distinct target audiences within the Local Emergency Management Agency (LEMA) group. This is the organisation responsible for disaster management within the host country, and it usually includes the following:

- Representatives from the various ministries and agencies that make up the country's national disaster management system
- Disaster managers from the country's national disaster management system
- Political representatives from the host country's government

- Disaster managers from other levels of government

Within the structure of the Earthquake Exercise, the LEMA forms its own functional group, listed as Group 1. The group has its own specific objectives and learning outcomes, which are listed below.

## Event Objectives

The EXCON team members and other facilitators and organisers must be aware that the overall event objectives for the participants and organisations representing the Local Emergency Management Agency (LEMA) are as follows:

1. Strengthen preparedness for internal response activation and coordination in case of a large-scale earthquake, overwhelming national capacities.
2. Familiarise with support and coordination mechanisms of the international community in cases of earthquake response, in particular the INSARAG community.
3. Practice procedures/mechanisms for the activation and implementation of the internal coordination and response mechanisms.
4. Practice procedures/mechanisms for determining the requirement for international assistance, requesting/accepting international assistance and receiving and coordinating international assistance.

## Learning Methodology

In order to provide the best opportunity for participants within the LEMA Functional Group to achieve these objectives, the EXCON team, facilitators and presenters must support and encourage them to implement and incorporate disaster management procedures and methodology already existing within the affected country. **It is NOT the role of the exercise staff to introduce new ways of working or to insist that a specific procedure is carried out or undertaken in a specific way.** It is only through the use of existing mechanisms that the LEMA will identify shortcomings or omissions in their current procedures, which is where learning takes place.

Once learning has taken place, with issues, omissions or problems identified, the exercise staff may suggest options or possible solutions to the LEMA Functional Group, if they consider that the group is unable to resolve the situation in a reasonable period of time without outside support.

A series of learning outcomes for the participants and organisations representing the Local Emergency Management Agency (LEMA) have been identified. These learning outcomes are listed in **Part A: Annex A - Learning Outcomes for LEMA.**

In order to achieve the learning outcomes, and therefore meet the exercise objectives, the LEMA functional group will need to participate in a number of learning opportunities during

the 'Preparation' phase of the event and will also need to undertake a number of actions during the 'Exercise' phase of the event.

It is the responsibility of the facilitators and the EXCON team to ensure that the LEMA Functional Group achieves the learning outcomes.

## Primary Content during the Exercise Preparation Phase

The primary (core) sessions that the Local Emergency Management Agency (LEMA) must undertake with the content necessary to achieve the learning outcomes during the Preparation Phase of the event, are listed in **Part A: Annex B - Primary Content for LEMA**.

Facilitators and presenters must be aware of the learning outcomes for the LEMA Functional Group when designing and developing the sessions for the Exercise Preparation Phase of the event. The methodology of the ERE Package provides flexibility to facilitators, speakers and the EXCON, determining what needs to be achieved and not how it is done. It is the responsibility of facilitators, presenters and members of the EXCON team to decide how to deliver the content and when, what the best format and delivery method will be. These will change depending upon a number of variables such as the country and region in which the ERE is taking place, the learning culture and experience of the participants.

It may be necessary or appropriate that pre-learning activities, workshops or events are planned and organised before the Earthquake Response Exercise event itself. Such pre-training should be linked with already published disaster preparatory guidance material, particularly for L3 (large-scale emergencies) and would have the following benefits:

- Ensure consistency of knowledge amongst the participants attending the ERE.
- Would allow the content of the Exercise Preparation Phase to be standardised, as participants would have the same level of knowledge.
- May allow the duration of the Exercise Preparation Phase to be reduced (to 2 days) whilst maintaining the learning opportunities of the ERE event.
- Ensure that the ERE acts as a catalyst towards capacity building in the host country.

Pre-learning activities should be planned and undertaken by the host country in consultation and collaboration with the INSARAG Secretariat and the INSARAG Regional community, ensuring continuity of learning and preventing duplication of effort.

## Primary Tasks during the Simulation Exercise Phase

The primary (core) tasks that the Local Emergency Management Agency (LEMA) must undertake in the Simulation Exercise Phase are listed in **Part A: Annex C – Primary Tasks for LEMA**.



It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the LEMA Functional Group achieves the learning outcomes by guiding them to work on the appropriate tasks during the Simulation Exercise. Guidance is primarily undertaken by the use of **INJECTS** and **DATA**, which are explained fully in **Volume II, Part C: Annex D – Simulation Exercise Tools**.

The exercise staff must monitor the progress of the LEMA Functional Group through the Simulation Exercise using the **Exercise Timeline**, which lists all the primary tasks that the LEMA group must undertake, in approximate chronological order. In the event that a primary task seems to be delayed or forgotten, the EXCON can prompt the LEMA by issuing an inject or providing them with more data or information. Such an intervention is designed to trigger the appropriate response within the LEMA Functional Group.

There are situations where such a response is triggered by the actions of another group within the exercise and this should be the preferred option for EXCON. Only when it is obvious that an omission, delay or mistake has occurred should EXCON intervene with an inject or by providing additional information to try and rectify the situation.

Details of the timeline to be followed by the LEMA Functional Group can be found in **Part A: Annex D – Exercise Timeline for LEMA**. This also contains suggestions for injects and data as well as notes for the EXCON team. Whilst the primary tasks remain the same, injects will vary from exercise to exercise and must be developed and written by the EXCON team on the ground.

## INSARAG Secretariat

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## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART A: ANNEX A – Learning Outcomes

The learning outcomes for the participants and organisations representing the Local Emergency Management Agency (LEMA) are as follows:

##### Preparation Phase

1. Describe the national response activation and coordination system
2. Describe the support and coordination mechanisms of the international community in case of an earthquake response

##### Exercise Phase

3. Demonstrate the steps to activate the National Disaster Response Plan, focusing on EQ response.
4. Analyse response requirements and in-country capacities to define requirement for international assistance.
5. Demonstrate the steps to request/ accept international assistance.
6. Demonstrate actions to receive and coordinate international assistance; and specifically outline key issues to consider for international USAR and IMT operations.
7. Demonstrate how to deal with media briefing/interview.
8. Outline the key issues that LEMA must consider when declaring the end of rescue phase.
9. Demonstrate support for demobilisation of USAR international Teams and IMT's.

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the LEMA Functional Group achieves the learning outcomes by designing the appropriate presentations or work activities for the Exercise Preparation Phase and by guiding them to work on the appropriate tasks during the Simulation Exercise.

## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART A: ANNEX B - Primary Content

The primary content for the Local Emergency Management Agency (LEMA) during the Preparation Phase of the event is as follows:

1. Organisation of the national disaster management structure and national response plans
2. National coordination mechanisms and protocols
3. National procedures for requesting/accepting international assistance
4. National procedures and mechanisms for receiving and coordinating international assistance
5. International humanitarian system – architecture
6. Role and functioning of the in-country humanitarian country team, including cluster coordination
7. Role and functioning of the UNDAC team and other regional and international support mechanisms
8. Role and use of the Virtual OSOCC and other humanitarian information sharing/coordination platforms
9. Specificities of the International USAR and IMT operations

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the LEMA Functional Group achieves the learning outcomes by designing the appropriate presentations or work activities for the Exercise Preparation Phase.

Whilst sample session plans are provided in **Volume IV: Event Toolbox**, the methodology of the ERE Package provides flexibility to facilitators, speakers and the EXCON, determining what needs to be achieved and not how it is done. It is the responsibility of facilitators, presenters and members of the EXCON team to decide how to deliver the content and when, what the best format and delivery method will be. The best solution will change depending upon a number of variables such as the country and region in which the ERE is taking place, the learning culture and experience of the participants.

To assist exercise staff, templates for presentations and lesson plans are included in the guidance material for Exercise Coordination and can be found in **Volume IV – Event Toolbox**. These will also be available for download.

## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART A: ANNEX C - Primary Tasks

The primary (core) tasks that the Local Emergency Management Agency (LEMA) must undertake in order to achieve the learning outcomes during the Exercise Phase of the event, are as follows:

1. Activate National Earthquake Response Plan.
2. Set up of Emergency Operations Centre.
3. Coordinate immediate situation and needs assessments and prioritize response actions for decision-making.
4. Use situation and needs assessments as well as information on national response capacities to determine need for international assistance.
5. Implement all steps required according to the national procedures for requesting international assistance and involve all relevant ministries, including Foreign Affairs.
6. Prepare for the receipt of international responders, including by providing clear information on the situation, requirements and national coordination structure.
7. Clarify USAR and IMT coordination mechanisms.
8. Coordinate with in-country humanitarian community (UN/ Humanitarian Country Team).
9. Prepare for/ facilitate the set-up of an RDC and OSOCC and establish coordination procedures with the UNDAC, USAR and IMT teams and other incoming actors (meetings, information sharing, etc.)
10. Determine intervention sites of international USAR teams and IMT and reassign national teams to work with international teams.
11. Prepare for Joint (UNDAC - LEMA) USAR Operations Planning Meeting.
12. Discuss international funding requirements with the HCT.
13. Define the media strategy.
14. Organise and hold press conferences, as required, in conjunction with OCHA/UNDAC.
15. Declare end of rescue phase.
16. Facilitate the demobilisation of USAR teams and get support from UNDAC this process.

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the LEMA Functional Group achieves the learning outcomes by guiding them to work on the appropriate tasks during the Simulation Exercise.

## INSARAG Earthquake Response Exercise Guide

### PART A: ANNEX D – Simulation Exercise Timeline for the Local Emergency Management Agency (LEMA)

The timeline for the simulation exercise is a tool for Organisers, Facilitators and the EXCON Team only. The Timeline should **NOT** be distributed to or read by the Participants prior to or during the event.

All Facilitators and the EXCON team should view the Master Timeline for the Simulation Exercise, which is included as **Volume II: Part C: Exercise Coordination and Evaluation**. This Annex, which is an expansion of part of the Master Timeline, needs only to be read by those Facilitators and members of the EXCON team that have been given the responsibility of guiding the Local Emergency Management Agency (LEMA) participants through the simulation exercise.

EXCON members need to be aware that the Simulation Exercise extends back into the final day of the Exercise Preparation Phase. This is to allow the event to take place, for the national participants to respond and implement their procedures, to discuss the scale of the event and to make a request for international assistance. At the same time it allows international participants to monitor the event, plan their response while awaiting any request for international assistance and eventually to mobilise and begin their travel to the affected country.

Therefore the Simulation Exercise Timeline starts on Day Zero (which is the last day of Exercise Preparation Phase), when the Exercise Director(s) issue a notification that the scenario earthquake has occurred. This notification is timed to allow all participants to begin the Simulation Exercise during the late afternoon or evening, the scenario being run through the night so that by the time Day 1 of the Simulation Exercise Phase begins a number of actions are deemed to have taken place. These actions are as follows:

**National Participants:** local response has taken place, reports have been sent back to national authorities, LEMA have responded and reinforced the local response, National Government have met and made the decision to request international assistance.

**International Participants:** have been made aware of the event, monitored the situation, planned and made ready for deployment, received the request for international assistance, mobilised to a point of departure and are airborne overnight due to arrive in-country.

The Simulation Exercise therefore begins with the national participants into their second day of the response and the international participants arriving in country at the nominated airport. This is typically simulated by having the two sets of participants start the exercise in different locations, the national participants at the venue and the international participants at the airport (or simulated airport).

Real Time	SIMULATION EXERCISE DAY 1 – MORNING SESSION	
Scenario Time	Scenario Time = 00 Hour to +12 Hours	Scenario Time = +12 Hours to + 24 Hours
Response Phase	<i>Mobilisation Phase</i>	<i>Operations Phase</i>
<b>PRIMARY TASKS</b>	<p>Briefing from National Responders</p> <p>Process for Requesting Assistance</p> <p>Request International Assistance</p> <p>Undertake Gap Analysis</p> <p>Prepare for arrival of International Assistance</p>	<p>Facilitate set-up of RDC</p> <p>Briefing from National Responders</p> <p>Clarify coordination with USAR and FMT</p> <p>Facilitate set-up of OSOCC</p>
<b>SUGGESTED INJECTS</b>	<p>Numerous reports of damage (property and infrastructure) and casualties etc. if the National Responders are not doing this</p> <p>Prompt 'request for international assistance if necessary</p> <p>International team requesting 'visa requirements' or similar</p>	<p>Prompt meeting with National Responders if necessary.</p> <p>Request from RDC requesting situation update as international teams are arriving</p> <p>Request from RDC requesting a suitable location and support to set-up OSOCC</p> <p>Request from international team requesting assistance at the airport</p>
<b>EXCON NOTES</b>	<p>LEMA should attempt to gather information and find out what they know and what they don't</p> <p>Monitor how LEMA considers and asks for international assistance. Ensure this is done promptly, if not provide inject</p> <p>Monitor the LEMA understanding of what is involved in preparing for international assistance</p>	<p>Monitor and ensure LEMA &amp; National Responders are working together and communicating effectively</p> <p>Ensure LEMA are aware of the arrival of international USAR and EM teams and are considering how to support and use them</p>

Real Time	SIMULATION EXERCISE DAY 1 – AFTERNOON SESSION	
Scenario Time	Scenario Time = +24 Hours to +36 Hours	Scenario Time = +36 Hours to + 4 Days
Response Phase	Operations Phase	
<b>PRIMARY TASKS</b>	<p>Meet with HCT to discuss Cluster System</p> <p>Develop the Media Strategy</p> <p>UNDAC LEMA Joint Operations Planning Meeting</p>	<p>Operations Meeting with USAR &amp; FMT</p> <p>Operations Meeting with National Responders</p>
<b>SUGGESTED INJECTS</b>	<p>Request for a meeting from the HCT (if this has not been done by Group 6)</p> <p>Request for a media statement from multiple news channels</p> <p>Request for a meeting from UNDAC (if this has not been done by Group 3)</p> <p>The health authorities want to know if they must separate the bodies of the nationals and the foreigners and where they should keep them</p>	<p>Request for a coordination meeting from the international teams (if this has not been done by Groups 4 or 5)</p> <p>Prompt meeting with National Responders if necessary.</p> <p>A senior Government official has requested an urgent situational update as he must brief the media in one hour</p>
<b>EXCON NOTES</b>	<p>Ensure LEMA are considering a response to the media needs</p> <p>Encourage LEMA/UNDAC interaction and monitor meeting planning</p>	<p>Encourage LEMA to work with the international teams. At this point in the exercise this is critical otherwise two parallel exercises will develop</p> <p>Monitor the LEMA interaction with the National Responders (Group 2)</p> <p>LEMA &amp; Group 2 should be working together using existing disaster response procedures</p>

Real Time	SIMULATION EXERCISE DAY 2 – MORNING SESSION			
Scenario Time	Scenario Time = +4 Days to +6 Days		Scenario Time = +6 Days to +7 Days	
Response Phase	Operations Phase		Operations Phase	
PRIMARY TASKS	Meet with HCT to discuss funding requirements	UNDAC / LEMA Joint Operations Planning Meeting	Organise Media Conference	UNDAC / LEMA Joint Media Conference
SUGGESTED INJECTS	Request for a funding discussion from the HCT (if this has not been done by Group 6)	Request for a meeting from UNDAC (if this has not been done by Group 3)	Questions from multiple news channels about rescue operations	A NGO has offered to send 10 water purifying units with 250 staff. They want to know if the Government can assist them with foodstuffs and lodging for its staff.
EXCON NOTES		Encourage LEMA/UNDAC interaction and monitor meeting planning	Ensure LEMA are considering a response to the media needs	Monitor media conference – consider EXCON role playing reporters and posing some critical questions



Real Time	SIMULATION EXERCISE DAY 2 – AFTERNOON SESSION	
Scenario Time	Scenario Time = +7 Days to +8 Days	Scenario Time = +8 Days to + 10 Days
Response Phase	<i>Operations Phase</i>	<i>Demobilisation Phase</i>
PRIMARY TASKS	Determine when the Rescue Phase will end	Facilitate the Demobilisation of USAR & EMT
SUGGESTED INJECTS	Query from responders in the field about processing dead bodies	Request for vehicles and transport for return to the airport from an international team
EXCON NOTES	Ensure LEMA are considering when to end rescue operations	Encourage LEMA to enquire about the role of international teams in recovering dead bodies and other 'post-rubble' activities
		Monitor the LEMA interaction with the international responders and how they might assist and support demobilisation

## Volume III: Functional Participant Groups

### Part B: National Responders

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Target Audience:	<p>Organisations or authorities considering hosting an INSARAG Earthquake Response Exercise.</p> <p>FCSS and UN-OCHA staff.</p> <p>INSARAG Regional Group management.</p> <p>EXCON Lead.</p> <p>EXCON Facilitators and Staff.</p>
Acknowledgements:	<p>The ERE Guide was developed and revised following close and extensive consultations with numerous stakeholders from national governments, disaster response management organisations, OCHA and UN agencies, INSARAG Working Groups and practitioners, the World Health Organisation emergency medical teams, UN Country Teams and other appropriate organisations and individuals.</p> <p>The Guide was tested during the regional response exercises in Mongolia and Chile in 2015 and finalised following feedback from these events. The ERE Guide remains a living document and will be reviewed in line with the INSARAG Guidelines, once every five years. Any feedback can be sent to the INSARAG Secretariat at <a href="mailto:insarag@un.org">insarag@un.org</a></p> <p>INSARAG Secretariat OCHA Geneva 1 Feb 2016</p>

## Introduction

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The Guide to the INSARAG Earthquake Response Exercise (ERE) is in four Volumes.

- **Volume I** provides guidance for the planning processes and organisational requirements to successfully host an ERE.
- **Volume II** focuses on the delivery of the event, both the Exercise Preparation Phase and the Simulation Exercise Phase.
- **Volume III** provides guidance for each of the functional participant groups.
- **Volume IV** is a toolbox, containing all the resources such as spreadsheets, presentations, templates, organisational charts and timelines.

The Guide focuses on meeting the following specific objectives:

- To provide the Exercise Planning Group a guiding tool to prepare the different activities to be performed for the proper development of the exercise.
- To provide the exercise facilitators a quick and timely consultation tool.
- To present the tools established for the planning and efficient and effective execution of the exercise.
- To facilitate teaching the exercise methodology to new facilitators.

This document, **Volume III, Part B: National Responders**, is intended to guide and provide support for those members of the EXCON team that are coordinating and leading the National Response Teams during the event. Members of the EXCON team must also read **Volume II, Part C: Exercise Coordination & Evaluation** as this provides more information and tools, enabling the EXCON team to perform their tasks effectively and consistently. It is further recommended that all organisers, facilitators and EXCON team members are aware of the content of Volumes I and II of the Guide as the information contained within will help with the effective coordination of the running of the INSARAG Earthquake Response Exercise.

## Target Audience

The Earthquake Simulation Response Exercise is aimed at several distinct groups within the host country's national response organisations. These groups are responsible for operational response within the host country, and it usually includes the following:

- Senior officers from the country's Fire & Rescue Service, Civil Defence Forces and Civil Protection organisations
- Senior representatives from the host country's health and medical services, particularly the Emergency Medical Services (EMS)

- Senior officers from Police, Security or Military units with a responsibility for civil defence or resilience
- Disaster managers with operational responsibility from the country's national disaster management system

Within the structure of the Earthquake Exercise, the National Responders form a distinct functional group, listed as Group 2. The group has its own specific objectives and learning outcomes, which are listed below.

## Event Objectives

The EXCON team members and other facilitators and organisers must be aware that the overall event objectives for the participants and organisations representing the National Responders are as follows:

1. Strengthen preparedness for internal response activation and coordination in case of a large-scale earthquake, overwhelming national capacities.
2. Familiarise with support and coordination mechanisms of the international community in cases of earthquake response, in particular the INSARAG community.
3. Practice procedures/mechanisms for the activation and implementation of the internal coordination and response mechanisms.
4. Practice procedures/mechanisms for determining the requirement for international assistance, requesting/accepting international assistance and receiving and coordinating international assistance.

## Learning Methodology

In order to provide the best opportunity for participants within the National Responders Functional Group to achieve these objectives, the EXCON team, facilitators and presenters must support and encourage them to implement and incorporate disaster management procedures and methodology already existing within the affected country. **It is NOT the role of the exercise staff to introduce new ways of working or to insist that a specific procedure is carried out or undertaken in a specific way.** It is only through the use of existing mechanisms that the National Responders will identify shortcomings or omissions in their current procedures, which is where learning takes place.

Once learning has taken place, with issues, omissions or problems identified, the exercise staff may suggest options or possible solutions to the National Responders Functional Group, if they consider that the group is unable to resolve the situation in a reasonable period of time without outside support.

A series of learning outcomes for the participants and organisations representing the National Responders have been identified. These learning outcomes are listed in **Part B: Annex A - Learning Outcomes for the National Responders.**

In order to achieve the learning outcomes, and therefore meet the exercise objectives, the National Responders functional group will need to participate in a number of learning opportunities during the 'Preparation' phase of the event and will also need to undertake a number of actions or tasks during the 'Exercise' phase of the event.

## Primary Content during the Preparation Phase

The primary (core) sessions that the National Responders must undertake with the content necessary to achieve the learning outcomes during the Preparation Phase of the event, are listed in **Part B: Annex B - Primary Content for National Responders**.

Facilitators and presenters must be aware of the learning outcomes for the National Responders Functional Group when designing and developing the sessions for the Exercise Preparation Phase of the event. The methodology of the ERE Package provides flexibility to facilitators, speakers and the EXCON, determining what needs to be achieved and not how it is done. It is the responsibility of facilitators, presenters and members of the EXCON team to decide how to deliver the content and when, what the best format and delivery method will be. These will change depending upon a number of variables such as the country and region in which the ERE is taking place, the learning culture and experience of the participants.

It may be necessary or appropriate that pre-learning activities, workshops or events are planned and organised before the Earthquake Response Exercise event itself. Such pre-training should be linked with already published disaster preparatory guidance material, particularly for L3 (large-scale emergencies) and would have the following benefits:

- Ensure consistency of knowledge amongst the participants attending the ERE.
- Would allow the content of the Exercise Preparation Phase to be standardised, as participants would have the same level of knowledge.
- May allow the duration of the Exercise Preparation Phase to be reduced (to 2 days) whilst maintaining the learning opportunities of the ERE event.
- Ensure that the ERE acts as a catalyst towards capacity building in the host country.

Pre-learning activities should be planned and undertaken by the host country in consultation and collaboration with the INSARAG Secretariat and the INSARAG Regional community, ensuring continuity of learning and preventing duplication of effort.

## Primary Tasks during the Exercise Phase

The primary (core) tasks that the National Responders must undertake in the Simulation Exercise Phase are listed in **Part B: Annex C – Primary Tasks for National Responders**.

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the National Responders Functional Group achieves the learning outcomes by guiding them to

work on the appropriate tasks during the Simulation Exercise. Guidance is primarily undertaken by the use of **INJECTS** and **DATA**, which are explained fully in **Volume II, Part C: Annex D – Simulation Exercise Tools**.

The exercise staff must monitor the progress of the National Responders Functional Group through the Simulation Exercise using the **Exercise Timeline**, which lists all the primary tasks that the group must undertake, in approximate chronological order. In the event that a primary task seems to be delayed or forgotten, the EXCON can prompt the National Responders by issuing an inject or providing them with more data or information. Such an intervention is designed to trigger the appropriate response within the group.

There are situations where such a response is triggered by the actions of another group within the exercise and this should be the preferred option for EXCON. Only when it is obvious that an omission, delay or mistake has occurred should EXCON intervene with an inject or by providing additional information to try and rectify the situation.

Details of the timeline to be followed by the National Responders Functional Group can be found in **Part B: Annex D – Exercise Timeline for National Responders**. This also contains suggestions for injects and data as well as notes for the EXCON team. Whilst the primary tasks remain the same, injects will vary from exercise to exercise and must be developed and written by the EXCON team on the ground.

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## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART B: ANNEX A – Learning Outcomes

The learning outcomes for the participants and organisations representing the National Responders Functional Group are as follows:

##### **Preparation Phase**

1. Recognise coordination between LEMA/National Responders and International Responders.
2. Acknowledge and be aware of the INSARAG methodologies.

##### **Exercise Phase**

3. Demonstrate effective monitoring of the disaster event.
4. Assess the response capabilities using feedback from events on the ground.
5. Demonstrate the 'reporting to LEMA' mechanism.
6. Interact with the V-OSOCC.
7. Manage the media and local government officials.
8. Demonstrate the capability of the internal mobilisation and readiness mechanism.
9. Demonstrate the initial response capacity of the National Responders.
10. Initiate and administer primary search operations.
11. Activate and administer full search and rescue operations.
12. Activate total coverage search and rescue operations.
13. Participate in coordination activities with the USAR Coordination Cell.

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the National Responders Functional Group achieves the learning outcomes by designing the appropriate presentations or work activities for the Exercise Preparation Phase and by guiding them to work on the appropriate tasks during the Simulation Exercise.



## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART B: ANNEX B - Primary Content

The primary content for the National Responders during the Preparation Phase of the event is as follows:

1. Participate on the Roles and Responsibilities presentation in the General Groups meeting.
2. Interact with other agencies and stakeholders.
3. Cooperate with International USAR teams on the local assessment walkabout.
4. Participate on the INSARAG Guidelines Presentation.
5. Participate on the USAR Operations presentation.
6. Participate on the Roles and Responsibilities presentation in the General Groups meeting and Humanitarian Coordination Presentation.

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the National Responders Functional Group achieves the learning outcomes by designing the appropriate presentations or work activities for the Exercise Preparation Phase.

Whilst sample session plans are provided in **Volume IV: Event Toolbox**, the methodology of the ERE Package provides flexibility to facilitators, speakers and the EXCON, determining what needs to be achieved and not how it is done. It is the responsibility of facilitators, presenters and members of the EXCON team to decide how to deliver the content and when, what the best format and delivery method will be. The best solution will change depending upon a number of variables such as the country and region in which the ERE is taking place, the learning culture and experience of the participants.

To assist exercise staff, templates for presentations and lesson plans are included in the guidance material for Exercise Coordination and can be found in **Volume IV – Event Toolbox**. These will also be available for download.

## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART B: ANNEX C - Primary Tasks

The primary (core) tasks that the National Responder Group must undertake in order to achieve the learning outcomes during the Exercise Phase of the event, are as follows:

1. Review the Disaster Response Plan and conduct a Wide-Area Assessment.
2. Advise LEMA on the activation of the Disaster Response Plan.
3. Report to the LEMA regarding the initial situation update.
4. Collaborate with LEMA on the updating of the initial status of National Responders on the V-OSOCC.
5. Develop and present information for the media, specifically:
  - Generate a Press Kit
  - Generate official briefing notes
6. Activate any internal personnel recall network.
7. Provide initial briefing/situation updates.
8. Coordinate the transport of incoming resources to the affected area.
9. Report to LEMA regarding the current situation update and progress of operations.
10. Conduct Sector Assessments.
11. Establish a BoO for National Responders.
12. Report to LEMA regarding any initial situation updates and the results of any Sector Assessments.
13. Plan and conduct primary search operations.
14. Prioritise and conduct full search and rescue operations.
15. Interact with International USAR Teams and IMTs.
16. Conduct total coverage search and rescue operations.
17. Designate a Liaison Officer for coordination.
18. Participate on the UCC meetings.
19. Answer media needs on-site.
20. Generate an update on the team current situation, efforts and results.
21. Plan and deliver a final internal debriefing.
22. Transport resources to the BoO.
23. Update LEMA and the V-OSOCC on demobilisation process.
24. Generate a media statement on the contribution of the National Responders to the overall operation.

## INSARAG Earthquake Response Exercise Guide

### PART B: ANNEX D – Simulation Exercise Timeline for the National Responders

The timeline for the simulation exercise is a tool for Organisers, Facilitators and the EXCON Team only. The Timeline should **NOT** be distributed to or read by the Participants prior to or during the event.

All Facilitators and the EXCON team should view the Master Timeline for the Simulation Exercise, which is included as **Volume II: Part C: Exercise Coordination and Evaluation**. This Annex, which is an expansion of part of the Master Timeline, needs only to be read by those Facilitators and members of the EXCON team that have been given the responsibility of guiding the National Responders through the simulation exercise.

EXCON members need to be aware that the Simulation Exercise extends back into the final day of the Exercise Preparation Phase. This is to allow the event to take place, for the national participants to respond and implement their procedures, to discuss the scale of the event and to make a request for international assistance. At the same time it allows international participants to monitor the event, plan their response while awaiting any request for international assistance and eventually to mobilise and begin their travel to the affected country.

Therefore the Simulation Exercise Timeline starts on Day Zero (which is the last day of Exercise Preparation Phase), when the Exercise Director(s) issue a notification that the scenario earthquake has occurred. This notification is timed to allow all participants to begin the Simulation Exercise during the late afternoon or evening, the scenario being run through the night so that by the time Day 1 of the Simulation Exercise Phase begins a number of actions are deemed to have taken place. These actions are as follows:

**National Participants:** local response has taken place, reports have been sent back to national authorities, LEMA have responded and reinforced the local response, National Government have met and made the decision to request international assistance.

**International Participants:** have been made aware of the event, monitored the situation, planned and made ready for deployment, received the request for international assistance, mobilised to a point of departure and are airborne overnight due to arrive in-country.

The Simulation Exercise therefore begins with the national participants into their second day of the response and the international participants arriving in country at the nominated airport. This is typically simulated by having the two sets of participants start the exercise in different locations, the national participants at the venue and the international participants at the airport (or simulated airport).

Real Time	SIMULATION EXERCISE DAY 1 – MORNING SESSION	
Scenario Time	Scenario Time = 00 Hour to +12 Hours	Scenario Time = +12 Hours to + 24 Hours
Response Phase	<i>Mobilisation Phase</i>	<i>Operations Phase</i>
<b>PRIMARY TASKS</b>	<p>Activate Disaster Response Plan</p> <p>Undertake a Wide Area Assessment</p> <p>Assessment &amp; Prioritize Worksites</p> <p>National Responders Briefing to LEMA</p>	<p>Conduct Sector Assessments</p> <p>Establish a BoO for National Responders</p> <p>National Responders Briefing to LEMA</p> <p>Post Sitrep on the V-OSOCC</p>
<b>SUGGESTED INJECTS</b>	<p>Multiple postings on the V-OSOCC to update the situation in terms of damage and national response</p> <p>Prompt request for a situation briefing from LEMA if necessary</p>	<p>First run through Situation Rooms</p> <p>Request for assistance from international teams arriving at the airport for transport</p> <p>Request from LEMA for ideas as to where the international teams could establish a BoO</p>
<b>EXCON NOTES</b>	<p>NatRes should attempt to gather information and find out what they know and what they don't</p> <p>Monitor NatRes understanding of the Disaster Response Plan</p>	<p>Monitor how NatRes influences the decision to request international assistance</p> <p>Monitor meeting and information exchange between LEMA and NatRes</p> <p>Monitor and ensure LEMA &amp; National Responders are working together and communicating effectively</p> <p>Ensure NatRes are aware of the arrival of international USAR and IM teams and are considering how to support and use them</p>

Real Time	SIMULATION EXERCISE DAY 1 – AFTERNOON SESSION	
Scenario Time	Scenario Time = +24 Hours to +36 Hours	Scenario Time = +36 Hours to + 4 Days
Response Phase	<i>Operations Phase</i>	<i>Operations Phase</i>
<b>PRIMARY TASKS</b>	<p>Facilitate the Establishment of the BoO for USAR &amp; IMT</p> <p>Develop Information for the Media</p>	<p>Conduct Primary Search &amp; Rescue Missions</p>
<b>SUGGESTED INJECTS</b>	<p>Request for a map of the affected area showing sectorisation</p> <p>Request for a media statement from multiple news channels</p>	<p>Second Situation Room run through</p> <p>A senior Government official has requested an urgent situational update as he must brief the media in one hour</p>
<b>EXCON NOTES</b>	<p>Ensure NatRes are considering a response to the media needs</p> <p>Encourage LEMA/NatRes interaction and monitor meetings</p>	<p>Monitor the NatRes interaction with the LEMA</p> <p>NatRes and LEMA should be working together using existing disaster response procedures</p>

Real Time	SIMULATION EXERCISE DAY 2 – MORNING SESSION	
Scenario Time	Scenario Time = +4 Days to +6 Days	Scenario Time = +6 Days to +7 Days
Response Phase	<i>Operations Phase</i>	<i>Operations Phase</i>
<b>PRIMARY TASKS</b>	<div style="border: 1px solid purple; padding: 5px; display: inline-block; margin-bottom: 10px;">Participate in UCC Meeting</div> <div style="border: 1px solid purple; padding: 5px; display: inline-block; margin-left: 150px;">Answer Media Needs On-site</div>	<div style="border: 1px solid purple; padding: 5px; display: inline-block; margin-bottom: 10px;">Conduct Internal Briefing Meeting</div> <div style="border: 1px solid purple; padding: 5px; display: inline-block; margin-top: 20px; width: 150px;">Conduct Full Search &amp; Rescue Missions</div>
<b>SUGGESTED INJECTS</b>	<div style="border: 1px solid purple; padding: 5px; display: inline-block; margin-right: 20px;">Request for a meeting from UNDAC to brief UCC (if this has not been done by Group 3)</div> <div style="border: 1px solid purple; padding: 5px; display: inline-block;">Questions from multiple news channels about rescue operations</div>	<div style="border: 1px solid purple; padding: 5px; display: inline-block; width: 100px;">Final Situation Room run through</div>
<b>EXCON NOTES</b>	<div style="border: 1px solid purple; padding: 5px; display: inline-block; width: 100px;">Monitor media conference – consider EXCON role playing reporters and posing some critical questions</div>	<div style="border: 1px solid purple; padding: 5px; display: inline-block; width: 100px;">Monitor NatRes briefing of the LEMA</div>

Real Time	SIMULATION EXERCISE DAY 2 – AFTERNOON SESSION	
Scenario Time	Scenario Time = +7 Days to +8 Days	Scenario Time = +8 Days to + 10 Days
Response Phase	<i>Operations Phase</i>	<i>Demobilisation Phase</i>
PRIMARY TASKS	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid purple; padding: 5px; background-color: #d8bfd8;">Develop a SitRep</div> <div style="border: 1px solid purple; padding: 5px; background-color: #d8bfd8;">Develop a Summary Media Statement</div> </div>	<div style="border: 1px solid purple; padding: 5px; background-color: #d8bfd8; text-align: center;">Update LEMA on Demobilisation Process</div>
SUGGESTED INJECTS	<div style="border: 1px solid purple; padding: 5px; background-color: #d8bfd8; text-align: center;">Query from LEMA about what NatRes are doing with dead bodies</div>	
EXCON NOTES	<div style="border: 1px solid purple; padding: 5px; background-color: #d8bfd8; text-align: center;">Ensure NatRes are involved in the decision as to the end rescue operations</div>	<div style="border: 1px solid purple; padding: 5px; background-color: #d8bfd8; text-align: center;">Monitor the NatRes interaction with the international responders and how they might assist and support demobilisation</div>



## Volume III: Functional Participant Groups

### Part C: UNDAC Team and Partner Organisations

Document Status: Final

Version: 1.0

Date: 01/02/2016

Target Audience: Organisations or authorities considering hosting an INSARAG Earthquake Response Exercise.

FCSS and UN-OCHA staff.

INSARAG Regional Group management.

EXCON Lead.

EXCON Facilitators and Staff.

Acknowledgements: The ERE Guide was developed and revised following close and extensive consultations with numerous stakeholders from national governments, disaster response management organisations, OCHA and UN agencies, INSARAG Working Groups and practioners, the World Health Organisation emergency medical teams, UN Country Teams and other appropriate organisations and individuals.

The Guide was tested during the regional response exercises in Mongolia and Chile in 2015 and finalised following feedback from these events. The ERE Guide remains a living document and will be reviewed in line with the INSARAG Guidelines, once every five years. Any feedback can be sent to the INSARAG Secretariat at [insarag@un.org](mailto:insarag@un.org)

INSARAG Secretariat  
OCHA Geneva  
1 Feb 2016

## Introduction

The Earthquake Response Exercise (ERE) is endorsed by the INSARAG Steering Group primarily as a means to increase awareness of INSARAG disaster response methodologies amongst national and local authorities in the host country and to provide a platform for the strengthening of national response capacities.

The Guide to the INSARAG Earthquake Response Exercise (ERE) is in four Volumes.

- **Volume I** provides guidance for the planning processes and organisational requirements to successfully host an ERE.
- **Volume II** focuses on the delivery of the event, both the Exercise Preparation Phase and the Simulation Exercise Phase.
- **Volume III** provides guidance for each of the functional participant groups.
- **Volume IV** is a toolbox, containing all the resources such as spreadsheets, presentations, templates, organisational charts and timelines.

The Guide focuses on meeting the following specific objectives:

- To provide the Exercise Planning Group a guiding tool to prepare the different activities to be performed for the proper development of the exercise.
- To provide the exercise facilitators a quick and timely consultation tool.
- To present the tools established for the planning and efficient and effective execution of the exercise.
- To facilitate teaching the exercise methodology to new facilitators.

This document, **Volume III, Part C: UNDAC Teams and Partner Organisations**, is intended to guide and provide support for those members of the EXCON team that are coordinating and leading the United Nations Disaster Assessment & Coordination Teams (UNDAC) during the event. Members of the EXCON team must also read **Volume II, Part C: Exercise Coordination & Evaluation** as this provides more information and tools, enabling the EXCON team to perform their tasks effectively and consistently. It is further recommended that all organisers, facilitators and EXCON team members are aware of the content of Volumes I and II of the Guide as the information contained within will help with the effective coordination of the running of the INSARAG Earthquake Response Exercise.

## Target Audience

Part of the Earthquake Simulation Response Exercise is aimed at individuals and organisations that make up and support the UN Disaster Assessment and Coordination (UNDAC) team and this usually includes the following:

- UNDAC team members
- Members of a humanitarian partnership organisation (IHP, AHP or AST)
- Members of NGO's such as Map Action, TSF
- Individual within organisations such as DHL, ACAPS, UNOSAT, Gencap

Within the structure of the Earthquake Exercise, the UNDAC team and its support partners form a distinct functional group, listed as Group 3. The group has its own specific objectives and learning outcomes, which are listed below.

## Event Objectives

The EXCON team members and other facilitators and organisers must be aware that the overall event objectives for the participants and organisations representing the UNDAC team and its partner organisations are as follows:

1. Practice the role of an UNDAC team in the arrival, reception and coordination of international USAR and medical teams in a sudden onset emergency.
2. Practice the role of NGO and private sector partners supporting an operational UNDAC team.
3. Testing UNDAC's SOPs and partner's SOPs.
4. Test interoperability

## Learning Methodology

In order to provide the best opportunity for participants within the UNDAC Functional Group to achieve these objectives, the EXCON team, facilitators and presenters must support and encourage them to implement and incorporate disaster management procedures and methodology already existing within the affected country. **It is NOT the role of the exercise staff to introduce new ways of working or to insist that a specific procedure is carried out or undertaken in a specific way.** It is only through the use of existing mechanisms that the UNDAC team and its partners will identify shortcomings or omissions in their current procedures, which is where learning takes place.

Once learning has taken place, with issues, omissions or problems identified, the exercise staff may suggest options or possible solutions to the UNDAC Functional Group, if they consider that the group is unable to resolve the situation in a reasonable period of time without outside support.

A series of learning outcomes for the participants and organisations representing the National Responders have been identified. These learning outcomes are listed in **Part C: Annex A - Learning Outcomes for the UNDAC Team.**

In order to achieve the learning outcomes, and therefore meet the exercise objectives, the UNDAC functional group will need to participate in a number of learning opportunities during the 'Preparation' phase of the event and will also need to undertake a number of actions or tasks during the 'Exercise' phase of the event.

## Primary Content during the Preparation Phase

The primary (core) sessions that the UNDAC Team must undertake with the content necessary to achieve the learning outcomes during the Preparation Phase of the event, are listed in **Part C: Annex B - Primary Content for the UNDAC Team**.

Facilitators and presenters must be aware of the learning outcomes for the UNDAC Functional Group when designing and developing the sessions for the Exercise Preparation Phase of the event. The methodology of the ERE Package provides flexibility to facilitators, speakers and the EXCON, determining what needs to be achieved and not how it is done. It is the responsibility of facilitators, presenters and members of the EXCON team to decide how to deliver the content and when, what the best format and delivery method will be. These will change depending upon a number of variables such as the country and region in which the ERE is taking place, the learning culture and experience of the participants.

It may be necessary or appropriate that pre-learning activities, workshops or events are planned and organised before the Earthquake Response Exercise event itself. Such pre-training should be linked with already published disaster preparatory guidance material, particularly for L3 (large-scale emergencies) and would have the following benefits:

- Ensure consistency of knowledge amongst the participants attending the ERE.
- Would allow the content of the Exercise Preparation Phase to be standardised, as participants would have the same level of knowledge.
- May allow the duration of the Exercise Preparation Phase to be reduced (to 2 days) whilst maintaining the learning opportunities of the ERE event.
- Ensure that the ERE acts as a catalyst towards capacity building in the host country.

Pre-learning activities should be planned and undertaken by the host country in consultation and collaboration with the INSARAG Secretariat and the INSARAG Regional community, ensuring continuity of learning and preventing duplication of effort.

## Primary Tasks during the Exercise Phase

The primary (core) tasks that the UNDAC Team and its partners must undertake in the Simulation Exercise Phase are listed in **Part C: Annex C – Primary Tasks for the UNDAC Team**.

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the UNDAC Functional Group achieves the learning outcomes by guiding them to work on the appropriate tasks during the Simulation Exercise. Guidance is primarily undertaken by the use of **INJECTS** and **DATA**, which are explained fully in **Volume II, Part C: Annex D – Simulation Exercise Tools**.

The exercise staff must monitor the progress of the UNDAC Functional Group through the Simulation Exercise using the **Exercise Timeline**, which lists all the primary tasks that the group must undertake, in approximate chronological order. In the event that a primary task seems to be delayed or forgotten, the EXCON can prompt the UNDAC Team or its partners by issuing an inject or providing them with more data or information. Such an intervention is designed to trigger the appropriate response within the group.

There are situations where such a response is triggered by the actions of another group within the exercise and this should be the preferred option for EXCON. Only when it is obvious that an omission, delay or mistake has occurred should EXCON intervene with an inject or by providing additional information to try and rectify the situation.

Details of the timeline to be followed by the UNDAC Functional Group can be found in **Part C: Annex D – Exercise Timeline for the UNDAC Team**. This also contains suggestions for injects and data as well as notes for the EXCON team. Whilst the primary tasks remain the same, injects will vary from exercise to exercise and must be developed and written by the EXCON team on the ground.

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## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART C: ANNEX A – Learning Outcomes

The learning outcomes for the participants and organisations representing the UNDAC Functional Group are as follows:

##### **Preparation Phase**

1. Recall the new elements and updates in INSARAG and OSOC guidelines, including:
  - Assessment methodology
  - Coordination methodology
  - Information management methodology
2. Recognize existing and new partner's capabilities.
3. Comprehend how the national response system operates, internal structures and cultural awareness.
4. Recall mission support tools, i.e. hardware, file sharing, etc.
5. Demonstrating usage of GPS and basic mapping.

##### **Exercise Phase**

1. Apply the UNDAC alert procedure.
2. Apply the key steps of mobilization process.
3. Understand how to interact with coordinating entities.
4. Apply the key functions of NFC according to new OSOCC guidelines.
5. Establish situational awareness.
6. Establish a functioning OSOCC, with roles and responsibilities.
7. Establish the agreed upon common analysis, cluster plan and financial requirements (flash appeal/preliminary response plan).
8. Facilitate the transition from the USAR phase to relief phase.

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the UNDAC Functional Group achieves the learning outcomes by designing the appropriate presentations or work activities for the Exercise Preparation Phase and by guiding them to work on the appropriate tasks during the Simulation Exercise.

## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART C: ANNEX B - Primary Content

The primary content for the UNDAC Team and its partner organisations during the Preparation Phase of the event is as follows:

1. Participate in the Roles and Responsibilities presentation in the General Groups meeting.
2. Participate on the INSARAG Guidelines Presentation.
3. Participate in an 'UNDAC Specific' Presentation.

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the UNDAC Functional Group achieves the learning outcomes by designing the appropriate presentations or work activities for the Exercise Preparation Phase.

Whilst sample session plans are provided in **Volume IV: Event Toolbox**, the methodology of the ERE Package provides flexibility to facilitators, speakers and the EXCON, determining what needs to be achieved and not how it is done. It is the responsibility of facilitators, presenters and members of the EXCON team to decide how to deliver the content and when, what the best format and delivery method will be. The best solution will change depending upon a number of variables such as the country and region in which the ERE is taking place, the learning culture and experience of the participants.

To assist exercise staff, templates for presentations and lesson plans are included in the guidance material for Exercise Coordination and can be found in **Volume IV – Event Toolbox**. These will also be available for download.

## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART C: ANNEX C - Primary Tasks

The primary (core) tasks that the UNDAC Functional Group must undertake in order to achieve the learning outcomes during the Exercise Phase of the event, are as follows:

##### **Exercise – Preparation Phase**

###### **Primary Tasks**

1. Consolidate baseline data.
2. Activate M1-3 and VO procedure.
3. Determine UNDAC and partner capabilities and scale.

##### **Exercise – Mobilization Phase**

###### **Primary Tasks**

4. Establish team roles.
5. Establish plan of action.
6. Define initial terms of reference.

###### **Secondary Tasks**

7. Collect, monitor and update information from the VO.

##### **Exercise – Operations Phase**

###### **Primary Tasks**

8. Coordinate with UCC, IMT, LEMA and other coordination partners.
9. Meet with LEMA to establish roles and responsibilities.
10. Meet with airport authority to determine logistics and technical capacities.
11. Establish an RDC at the airport and/or take over from the USAR team.
12. Meet with UNCT/HCT/ICCC.
13. Facilitate and support the MIRA process.
14. Establish the relevant equipment for a functioning OSOCC.

###### **Secondary Tasks**

15. Monitor and update the VO.

##### **Exercise – Demobilisation Phase**

###### **Primary Tasks**

16. Facilitate the demobilisation of the USAR (and IMT) teams.



## INSARAG Earthquake Response Exercise Guide

### PART C: ANNEX D – Simulation Exercise Timeline for the UNDAC Team and its Partner Organisations

The timeline for the simulation exercise is a tool for Organisers, Facilitators and the EXCON Team only. The Timeline should **NOT** be distributed to or read by the Participants prior to or during the event.

All Facilitators and the EXCON team should view the Master Timeline for the Simulation Exercise, which is included as **Volume II: Part C: Exercise Coordination and Evaluation**. This Annex, which is an expansion of part of the Master Timeline, needs only to be read by those Facilitators and members of the EXCON team that have been given the responsibility of guiding the UNDAC Team and its partners through the simulation exercise.

EXCON members need to be aware that the Simulation Exercise extends back into the final day of the Exercise Preparation Phase. This is to allow the event to take place, for the national participants to respond and implement their procedures, to discuss the scale of the event and to make a request for international assistance. At the same time it allows international participants to monitor the event, plan their response while awaiting any request for international assistance and eventually to mobilise and begin their travel to the affected country.

Therefore the Simulation Exercise Timeline starts on Day Zero (which is the last day of Exercise Preparation Phase), when the Exercise Director(s) issue a notification that the scenario earthquake has occurred. This notification is timed to allow all participants to begin the Simulation Exercise during the late afternoon or evening, the scenario being run through the night so that by the time Day 1 of the Simulation Exercise Phase begins a number of actions are deemed to have taken place. These actions are as follows:

**National Participants:** local response has taken place, reports have been sent back to national authorities, LEMA have responded and reinforced the local response, National Government have met and made the decision to request international assistance.

**International Participants:** have been made aware of the event, monitored the situation, planned and made ready for deployment, received the request for international assistance, mobilised to a point of departure and are airborne overnight due to arrive in-country.

The Simulation Exercise therefore begins with the national participants into their second day of the response and the international participants arriving in country at the nominated airport. This is typically simulated by having the two sets of participants start the exercise in different locations, the national participants at the venue and the international participants at the airport (or simulated airport).

Real Time	SIMULATION EXERCISE DAY 1 – MORNING SESSION	
Scenario Time	Scenario Time = 00 Hour to +12 Hours	Scenario Time = +12 Hours to + 24 Hours
Response Phase	<i>Mobilisation Phase</i>	<i>Operations Phase</i>
<b>PRIMARY TASKS</b>	<p>Activate M1-3 and VO procedure</p> <p>Monitor V-OSOCC</p> <p>Conduct a call with FCSS</p> <p>Consolidate Baseline Data</p> <p>Establish Team Roles, ToR &amp; Plan of Action</p>	<p>RDC Take Over</p> <p>Initial Briefing at the RDC</p> <p>Establish RDC</p>
<b>SUGGESTED INJECTS</b>	<p>Issue G-DACS alert via the V-OSOCC</p> <p>Post 'request for international assistance'</p> <p>Post 'USAR Teams Mobilising' on the V-OSOCC</p> <p>V-OSOCC posting of 'correct' entry requirements incoming for humanitarian teams</p>	<p>Customs and Immigration officials requesting correct documentation</p> <p>Message from IHP stating delay to their arrival in country</p>
<b>EXCON NOTES</b>	<p>UNDAC should attempt to gather information and find out what they know and what they don't</p> <p>Monitor and support M1, M2 and M3A notices if necessary</p> <p>Monitor the UNDAC team build-up and deployment</p>	<p>Monitor RDC set-up, information management, briefing of incoming teams and hand over to the UNDAC team</p> <p>Monitor RDC hand-over to UNDAC – then RDC can be closed down</p>



Real Time	SIMULATION EXERCISE DAY 1 – AFTERNOON SESSION	
Scenario Time	Scenario Time = +24 Hours to +36 Hours	Scenario Time = +36 Hours to + 4 Days
Response Phase	<i>Operations Phase</i>	
<b>PRIMARY TASKS</b>	<p>Meeting with LEMA establish Roles &amp; Responsibilities</p> <p>Meeting with UN RC/HC</p> <p>Meeting with UN DSS</p> <p>Meeting with airport authority to determine capacities</p>	<p>Establish OSOCC</p> <p>Prov OSOCC handover</p> <p>Coordinate &amp; Support Mapping</p>
<b>SUGGESTED INJECTS</b>	<p>Request for a meeting from the LEMA (if this has not been done by Group 1)</p> <p>Request for a media statement from multiple news channels</p> <p>Request for a meeting from the HCT (if this has not been done by Group 6)</p> <p>Request for details for the airport's cargo handling facilities for the reception of incoming humanitarian supplies</p>	<p>Request for a coordination meeting from the international teams (if this has not been done by Groups 4 or 5)</p> <p>Mapping requests from USAR teams on the ground</p>
<b>EXCON NOTES</b>	<p>Monitor meetings with LEMA and with the UN Office and HCT</p> <p>Monitor airport assessment discussion</p>	<p>Encourage UNDAC to work with the LEMA. At this point in the exercise this is critical otherwise two parallel exercises will develop</p> <p>Monitor the build up of the OSOCC and critique information management and display</p> <p>UNDAC &amp; Group 4 should be working together using existing disaster response procedures</p>



Real Time	SIMULATION EXERCISE DAY 2 – MORNING SESSION	
Scenario Time	Scenario Time = +4 Days to +6 Days	Scenario Time = +6 Days to +7 Days
Response Phase	<i>Operations Phase</i>	<i>Operations Phase</i>
<b>PRIMARY TASKS</b>	<div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Hold Internal MIRA Planning Meeting</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">UNDAC / LEMA Joint Operations Planning Meeting</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Meet with UN-HCT/RC</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Support Launch of Flash Appeal</div> </div>	<div style="border: 1px solid black; padding: 5px; margin: 5px;">UNDAC / LEMA Joint Media Conference</div> <div style="border: 1px solid black; padding: 5px; margin: 5px; width: 100%;">Conduct Assessments</div>
<b>SUGGESTED INJECTS</b>	<div style="border: 1px solid black; padding: 5px; margin: 5px; width: 100%;">Request for a meeting from UNDAC (if this has not been done by Group 3)</div>	<div style="border: 1px solid black; padding: 5px; margin: 5px; width: 100%;">Questions from multiple news channels about rescue operations</div>
<b>EXCON NOTES</b>	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; margin: 5px; width: 45%;">Encourage LEMA/UNDAC interaction and monitor meeting planning</div> <div style="border: 1px solid black; padding: 5px; margin: 5px; width: 45%;">Monitor meetings and internal information management</div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; margin: 5px; width: 45%;">Ensure UNDAC are considering a response to the media needs</div> <div style="border: 1px solid black; padding: 5px; margin: 5px; width: 45%;">Monitor media conference – consider EXCON role playing reporters and posing some critical questions</div> </div>

Real Time	SIMULATION EXERCISE DAY 2 – AFTERNOON SESSION	
Scenario Time	Scenario Time = +7 Days to +8 Days	Scenario Time = +8 Days to + 10 Days
Response Phase	<i>Operations Phase</i>	<i>Demobilisation Phase</i>
PRIMARY TASKS	<p>Monitor &amp; Update the V-OSOCC</p> <p>Finalise the Situational Analysis</p> <p>Develop a Handover/Transition Plan</p>	<p>Update meeting with UN-HCT/RC</p> <p>Demobilisation Coordination with USAR</p>
SUGGESTED INJECTS	<p>Request from LEMA to provide a list of the vehicles and transport required for return to the airport</p>	
EXCON NOTES	<p>Ensure UNDAC are aware of the end rescue operations</p> <p>Encourage UNDAC to enquire about the role of international teams in recovering dead bodies and other 'post-rubble' activities</p>	<p>Monitor the UNDAC interaction with the international responders and how they might assist and support demobilisation</p>

## Volume III: Functional Participant Groups

### Part D: International Urban Search & Rescue (USAR) Teams

Document Status: Final  
Version: 1.0  
Date: 01/02/2016

Target Audience: Organisations or authorities considering hosting an INSARAG Earthquake Response Exercise.

FCSS and UN-OCHA staff.

INSARAG Regional Group management.

EXCON Lead.

EXCON Facilitators and Staff.

Acknowledgements: The ERE Guide was developed and revised following close and extensive consultations with numerous stakeholders from national governments, disaster response management organisations, OCHA and UN agencies, INSARAG Working Groups and practitioners, the World Health Organisation emergency medical teams, UN Country Teams and other appropriate organisations and individuals.

The Guide was tested during the regional response exercises in Mongolia and Chile in 2015 and finalised following feedback from these events. The ERE Guide remains a living document and will be reviewed in line with the INSARAG Guidelines, once every five years. Any feedback can be sent to the INSARAG Secretariat at [insarag@un.org](mailto:insarag@un.org)

INSARAG Secretariat  
OCHA Geneva  
1 Feb 2016

## Introduction

The Earthquake Response Exercise (ERE) is endorsed by the INSARAG Steering Group primarily as a means to increase awareness of INSARAG disaster response methodologies amongst national and local authorities in the host country and to provide a platform for the strengthening of national response capacities.

The Guide to the INSARAG Earthquake Response Exercise (ERE) is in four Volumes.

- **Volume I** provides guidance for the planning processes and organisational requirements to successfully host an ERE.
- **Volume II** focuses on the delivery of the event, both the Exercise Preparation Phase and the Simulation Exercise Phase.
- **Volume III** provides guidance for each of the functional participant groups.
- **Volume IV** is a toolbox, containing all the resources such as spreadsheets, presentations, templates, organisational charts and timelines.

The Guide focuses on meeting the following specific objectives:

- To provide the Exercise Planning Group a guiding tool to prepare the different activities to be performed for the proper development of the exercise.
- To provide the exercise facilitators a quick and timely consultation tool.
- To present the tools established for the planning and efficient and effective execution of the exercise.
- To facilitate teaching the exercise methodology to new facilitators.

This document, **Volume III, Part D: International USAR Teams**, is intended to guide and provide support for those members of the EXCON team that are coordinating and leading the International Urban Search and Rescue Teams (USAR) during the event. Members of the EXCON team must also read **Volume II, Part C: Exercise Coordination & Evaluation** as this provides more information and tools, enabling the EXCON team to perform their tasks effectively and consistently. It is further recommended that all organisers, facilitators and EXCON team members are aware of the content of Volumes I and II of the Guide as the information contained within will help with the effective coordination of the running of the INSARAG Earthquake Response Exercise.

## Target Audience

Part of the Earthquake Simulation Response Exercise is aimed at organisations that have developed internationally responding urban search and rescue (USAR) teams and this usually includes the following:

- Team Leaders, Deputy Team Leaders and Liaison Officers from INSARAG Classified Medium & Heavy USAR Teams
- Team Leaders, Deputy Team Leaders and Liaison Officers from INSARAG Registered USAR teams from within the same region as the host country

- Doctors and Medical Technicians from INSARAG Classified Medium & Heavy USAR Teams
- Doctors and Medical Technicians Officers from INSARAG Registered USAR teams from within the same region as the host country

Within the structure of the Earthquake Exercise, the International USAR Teams form one distinct functional group, listed as Group 4. The group has its own specific objectives and learning outcomes, which are listed below.

## Event Objectives

The EXCON team members and other facilitators and organisers must be aware that the overall event objectives for the participants and organisations representing the International USAR Teams are as follows:

1. Familiarise and train within the INSARAG and UNDAC/OSOCC disaster response methodologies.
2. Validate existing INSARAG methodology through the involvement of international USAR teams in INSARAG alert, mobilisation, deployment and field coordination procedures.
3. Practice the activation and implementation of international humanitarian coordination mechanisms during the initial phase of a sudden onset emergency.

## Learning Methodology

In order to provide the best opportunity for participants within the International USAR Functional Group to achieve these objectives, the EXCON team, facilitators and presenters must support and encourage them to implement and incorporate disaster management procedures and methodology already existing within the affected country. **It is NOT the role of the exercise staff to introduce new ways of working or to insist that a specific procedure is carried out or undertaken in a specific way.** It is only through the use of existing mechanisms that the International USAR teams will identify shortcomings or omissions in their current procedures, which is where learning takes place.

Once learning has taken place, with issues, omissions or problems identified, the exercise staff may suggest options or possible solutions to the International USAR Functional Group, if they consider that the group is unable to resolve the situation in a reasonable period of time without outside support.

A series of learning outcomes for the participants and organisations representing the National Responders have been identified. These learning outcomes are listed in **Part D: Annex A - Learning Outcomes for the International USAR Teams.**



In order to achieve the learning outcomes, and therefore meet the exercise objectives, the International USAR functional group will need to participate in a number of learning opportunities during the 'Preparation' phase of the event and will also need to undertake a number of actions or tasks during the 'Exercise' phase of the event.

## Primary Content during the Preparation Phase

The primary (core) sessions that the International USAR Teams must undertake with the content necessary to achieve the learning outcomes during the Preparation Phase of the event, are listed in **Part D: Annex B - Primary Content for the International USAR Teams**.

Facilitators and presenters must be aware of the learning outcomes for the International USAR Functional Group when designing and developing the sessions for the Exercise Preparation Phase of the event. The methodology of the ERE Package provides flexibility to facilitators, speakers and the EXCON, determining what needs to be achieved and not how it is done. It is the responsibility of facilitators, presenters and members of the EXCON team to decide how to deliver the content and when, what the best format and delivery method will be. These will change depending upon a number of variables such as the country and region in which the ERE is taking place, the learning culture and experience of the participants.

It may be necessary or appropriate that pre-learning activities, workshops or events are planned and organised before the Earthquake Response Exercise event itself. Such pre-training should be linked with already published disaster preparatory guidance material, particularly for L3 (large-scale emergencies) and would have the following benefits:

- Ensure consistency of knowledge amongst the participants attending the ERE.
- Would allow the content of the Exercise Preparation Phase to be standardised, as participants would have the same level of knowledge.
- May allow the duration of the Exercise Preparation Phase to be reduced (to 2 days) whilst maintaining the learning opportunities of the ERE event.
- Ensure that the ERE acts as a catalyst towards capacity building in the host country.

Pre-learning activities should be planned and undertaken by the host country in consultation and collaboration with the INSARAG Secretariat and the INSARAG Regional community, ensuring continuity of learning and preventing duplication of effort.

## Primary Tasks during the Exercise Phase

The primary (core) tasks that the UNDAC Team and its partners must undertake in the Simulation Exercise Phase are listed in **Part D: Annex C – Primary Tasks for the International USAR Teams**.

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the International USAR Functional Group achieves the learning outcomes by guiding them to work on the appropriate tasks during the Simulation Exercise. Guidance is primarily undertaken by the use of **INJECTS** and **DATA**, which are explained fully in **Volume II, Part C: Annex D – Simulation Exercise Tools**.

The exercise staff must monitor the progress of the International USAR Functional Group through the Simulation Exercise using the **Exercise Timeline**, which lists all the primary tasks that the group must undertake, in approximate chronological order. In the event that a primary task seems to be delayed or forgotten, the EXCON can prompt the International USAR teams by issuing an inject or providing them with more data or information. Such an intervention is designed to trigger the appropriate response within the group.

There are situations where such a response is triggered by the actions of another group within the exercise and this should be the preferred option for EXCON. Only when it is obvious that an omission, delay or mistake has occurred should EXCON intervene with an inject or by providing additional information to try and rectify the situation.

Details of the timeline to be followed by the International USAR Group can be found in **Part D: Annex D – Exercise Timeline for the International USAR Teams**. This also contains suggestions for injects and data as well as notes for the EXCON team. Whilst the primary tasks remain the same, injects will vary from exercise to exercise and must be developed and written by the EXCON team on the ground.

## INSARAG Secretariat

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## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART D: ANNEX A – Learning Outcomes

The learning outcomes for the participants and organisations representing the International USAR Functional Group are as follows:

##### **Preparation Phase**

1. Recognise specific risks and hazards of operating within the host country.
2. Acknowledge and be aware of the host country disaster management methodologies, including the roles and responsibilities of the main actors.

##### **Exercise Phase**

1. Utilising the INSARAG methodology, demonstrate the process to accept a mission assignment.
2. Demonstrate the application of internal mobilisation procedures.
3. Show evidence for internal in-transit procedures.
4. Demonstrate the preparedness to go through customs clearance and immigration procedures upon arrival in country.
5. Establish a RDC.
6. Demonstrate the capability to prepare and conduct a RDC briefing to incoming teams.
7. Demonstrate the steps needed to set up the Base of Operations (BoO) and Provisional OSOCC
8. Understand the requirements for transition from Provisional OSOCC to OSOCC.
9. Establish the USAR Coordination Cell (UCC).
10. Demonstrate the ability to develop a comprehensive Plan of Action.
11. Utilise the INSARAG standard forms (Worksite Triage Forms, Worksite Report, Worksite marking) in support of a joint assessment system.
12. Demonstrate the USAR coordination mechanism within the UCC.
13. Demonstrate the ability to revise and update a comprehensive Plan of Action.
14. Utilize the INSARAG standard forms (Worksite Report, Worksite Marking and Victims Extrication) in support of the USAR coordination mechanism.
15. Report on the humanitarian situation in the assigned area.
16. List the key issues that international USAR teams must consider in their demobilisation processes.

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the International USAR Functional Group achieves the learning outcomes by designing the appropriate presentations or work activities for the Exercise Preparation Phase and by guiding them to work on the appropriate tasks during the Simulation Exercise.

## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART D: ANNEX B - Primary Content

The primary content for the International USAR Teams during the Preparation Phase of the event is as follows:

1. Participate in the Roles and Responsibilities presentation in the General Groups meeting.
2. Exchange information with the National Responders on the local assessment walkabout.
3. Participate on the INSARAG Guidelines Presentation.
4. Participate on the USAR Operations presentation.
5. Participate in a 'Mission Assignment & Deployment Presentation'.
  - Explain how info on the VO can be used in deployment decision-making
  - Describe actions needed to make decision to deploy
  - Create a Team ID on the VO
  - Prepare Team Fact Sheet and post to the VO

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the International USAR Functional Group achieves the learning outcomes by designing the appropriate presentations or work activities for the Exercise Preparation Phase.

Whilst sample session plans are provided in **Volume IV: Event Toolbox**, the methodology of the ERE Package provides flexibility to facilitators, speakers and the EXCON, determining what needs to be achieved and not how it is done. It is the responsibility of facilitators, presenters and members of the EXCON team to decide how to deliver the content and when, what the best format and delivery method will be. The best solution will change depending upon a number of variables such as the country and region in which the ERE is taking place, the learning culture and experience of the participants.

To assist exercise staff, templates for presentations and lesson plans are included in the guidance material for Exercise Coordination and can be found in **Volume IV – Event Toolbox**. These will also be available for download.

## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART D: ANNEX C - Primary Tasks

The primary (core) tasks that the International USAR Functional Group must undertake in order to achieve the learning outcomes during the Exercise Phase of the event, are as follows:

1. Complete a team briefing and USAR team documents to deploy according to the INSARAG Guidelines.
2. Complete air transport procedures, including a loading plan.
3. Go through a simulated border crossing.
4. On arrival, establish contact with the LEMA and airport authorities and identify a suitable location for RDC.
5. Conduct a RDC briefing, including the following:
  - Situation Update
  - Transport
  - Maps
  - Interpreters
  - Security Situation
  - Location of OSOCC
  - Other resources that have arrived
6. Establish communications link with the first arriving team and transfer information relating to arriving teams by utilising the 'USAR Team Fact Sheet Summary' form.
7. Following the OSSOC/LEMA Initial Briefing Form, the first arriving team conducts meeting with LEMA to determine the following:
  - INSARAG methodology and team capacity/capability
  - BoO locations
  - Priority of worksites
  - Logistics including fuel, timber and compressed gases
  - LEMA chain of command
  - Media direction
  - Hospital status, victim transfer
  - Cultural sensitivities and gender considerations
8. Establish the Provisional OSOCC.
  - Maintain communications with RDC
  - Establish a link to the VO
9. Establish the BoO and prepare for operations.
10. Demonstrate the steps required to transition from the Provisional OSOCC to the OSOCC.
11. Perform the actions required to establish and manage the USAR Coordination Cell (UCC).

12. Develop a Plan of Action (PoA).
13. Implement the Plan of Action.
  - Provide a briefing to the team on next steps
  - Arrange transportation
  - Select the equipment
  - Continue to strengthen BOO
14. Monitor the Plan of Action for effectiveness – revise as required.
15. Conduct operations in the assigned area at the proper ASR levels.
  - Sector Assessment (ASR-2)
  - Rapid Search and Rescue (ASR-3)
  - Full Search and Rescue (ASR-4)
16. Report results to the OSOCC/UCC.
17. Plan and execute a UCC meeting with the International USAR teams.
18. Prepare and distribute the revised Plan of Action.
19. Teams must conduct Total Coverage Search and Recovery (ASR-5) for their assigned area.
20. Teams are to communicate with OSOCC during this process, using the following INSARAG-standardised documents:
  - Worksite Triage Form
  - Worksite Report Form
  - Victim Extrication Form
  - Incident/Sector Situation Report
21. Teams are to report humanitarian conditions to the OSOCC for their assigned area including:
  - Can buildings be used for intended purpose
  - Condition of utilities including; Electricity, Natural gas & Water
  - Location of displaced residents
  - Economic realities, including whether shops are open
  - Security situation
  - Health situation
  - Sanitation situation
  - Mass graves
  - Early relief efforts including; Food distribution locations, Water distribution locations & Health relief
22. Plan and implement the actions required for demobilisation (e.g. arrangement of the flights to home country, visit to the embassy), including the following:
  - Consider donation/transfer of equipment and supplies to the affected country
  - Complete and submit the Demobilisation Form to the OSOCC
  - Complete and submit the Post-Mission Summary Report to the OSOCC
  - Complete and submit USAR Team Post Mission Report to the INSARAG Secretariat

## INSARAG Earthquake Response Exercise Guide

### PART D: ANNEX D – Simulation Exercise Timeline for the International USAR Teams

The timeline for the simulation exercise is a tool for Organisers, Facilitators and the EXCON Team only. The Timeline should **NOT** be distributed to or read by the Participants prior to or during the event.

All Facilitators and the EXCON team should view the Master Timeline for the Simulation Exercise, which is included as **Volume II: Part C: Exercise Coordination and Evaluation**. This Annex, which is an expansion of part of the Master Timeline, needs only to be read by those Facilitators and members of the EXCON team that have been given the responsibility of guiding the International USAR teams through the simulation exercise.

EXCON members need to be aware that the Simulation Exercise extends back into the final day of the Exercise Preparation Phase. This is to allow the event to take place, for the national participants to respond and implement their procedures, to discuss the scale of the event and to make a request for international assistance. At the same time it allows international participants to monitor the event, plan their response while awaiting any request for international assistance and eventually to mobilise and begin their travel to the affected country.

Therefore the Simulation Exercise Timeline starts on Day Zero (which is the last day of Exercise Preparation Phase), when the Exercise Director(s) issue a notification that the scenario earthquake has occurred. This notification is timed to allow all participants to begin the Simulation Exercise during the late afternoon or evening, the scenario being run through the night so that by the time Day 1 of the Simulation Exercise Phase begins a number of actions are deemed to have taken place. These actions are as follows:

**National Participants:** local response has taken place, reports have been sent back to national authorities, LEMA have responded and reinforced the local response, National Government have met and made the decision to request international assistance.

**International Participants:** have been made aware of the event, monitored the situation, planned and made ready for deployment, received the request for international assistance, mobilised to a point of departure and are airborne overnight due to arrive in-country.

The Simulation Exercise therefore begins with the national participants into their second day of the response and the international participants arriving in country at the nominated airport. This is typically simulated by having the two sets of participants start the exercise in different locations, the national participants at the venue and the international participants at the airport (or simulated airport).

Real Time	SIMULATION EXERCISE DAY 1 – MORNING SESSION	
Scenario Time	Scenario Time = 00 Hour to +12 Hours	Scenario Time = +12 Hours to + 24 Hours
Response Phase	<i>Mobilisation Phase</i>	<i>Operations Phase</i>
<b>PRIMARY TASKS</b>	<p>Level 0: Pre-Deployment Research</p> <p>Complete USAR Documents and Loading Plan</p> <p>Team Briefing</p>	<p>USAR Teams Arrival &amp; Customs Procedures</p> <p>RDC Set-up</p> <p>Conduct RDC Briefing for Incoming Teams</p> <p>RDC Hand Over</p>
<b>SUGGESTED INJECTS</b>	<p>Multiple postings on the V-OSOCC to update the situation in terms of damage and national response</p> <p>V-OSOCC posting of 'correct' entry requirements incoming for humanitarian teams</p> <p>International team requesting 'visa requirements' or similar</p>	<p>Customs and Immigration officials requesting correct documentation</p> <p>Message from IHP stating delay to their arrival in country – request from UNDAC team to leave personnel behind to support RDC</p>
<b>EXCON NOTES</b>	<p>USAR teams should attempt to gather information and find out what they know and what they don't</p> <p>Monitor V-OSOCC</p>	<p>Monitor the quality and content of the USAR Fact Sheets</p> <p>Monitor RDC set-up, information management, briefing of incoming teams and hand over to the UNDAC team</p>



Real Time	SIMULATION EXERCISE DAY 1 – AFTERNOON SESSION	
Scenario Time	Scenario Time = +24 Hours to +36 Hours	Scenario Time = +36 Hours to + 4 Days
Response Phase	<i>Operations Phase</i>	<i>Operations Phase</i>
<b>PRIMARY TASKS</b>	<p>LEMA Meeting with USAR Team</p> <p>Internal Meeting to Develop PoA</p> <p>Establish &amp; Run Provisional OSOCC</p> <p>Establish Base of Operations (BoO)</p>	<p>Prov OSOCC handover</p> <p>Report using Forms to UCC in OSOCC</p> <p>Revise the Plan of Action (PoA)</p> <p>Establish UCC in OSOCC</p> <p>Conduct Sector Assessment (ASR-2)</p>
<b>SUGGESTED INJECTS</b>	<p>Request for a meeting from the LEMA (if this has not been done by Group 1)</p> <p>Request for a media statement from multiple news channels</p> <p>Establish BoO inject to all USAR teams</p>	<p>Request from UNDAC to provide personnel for UCC (if not already done by Group 3)</p> <p>First Situation Room run through</p>
<b>EXCON NOTES</b>	<p>Encourage LEMA/USAR interaction and monitor meeting planning to discuss BoO arrangements, sectorisation and work sites</p> <p>Monitor BoO Set-Up and arrangements for establishing UCC</p>	<p>Encourage USAR to work with the LEMA. At this point in the exercise this is critical otherwise two parallel exercises will develop</p> <p>Monitor Sector Assessment results</p> <p>Review the USAR Plan of Action</p>

Real Time	SIMULATION EXERCISE DAY 2 – MORNING SESSION	
Scenario Time	Scenario Time = +4 Days to +6 Days	Scenario Time = +6 Days to +7 Days
Response Phase	<i>Operations Phase</i>	<i>Operations Phase</i>
<b>PRIMARY TASKS</b>	<p>Report using Forms to UCC in OSOCC</p> <p>Conduct Rapid Search &amp; Rescue (ASR-3)</p>	<p>USAR Team Coordination Meeting</p> <p>Further Revise the Plan of Action (PoA)</p> <p>Report using Forms to UCC in OSOCC</p> <p>Conduct Full Search and Rescue (ASR-4)</p>
<b>SUGGESTED INJECTS</b>	<p>Query from LEMA about the sector designation that USAR teams are using – where did information come from and do they have a map of the sectors?</p> <p>Prompt UCC to call a meeting of USAR team leaders if this has not already happened</p> <p>Second Situation Room run through</p>	<p>Questions from multiple news channels about rescue operations</p> <p>Third Situation Room run through</p>
<b>EXCON NOTES</b>	<p>Monitor Rapid Search &amp; Rescue results</p> <p>Monitor the quality and content of the USAR forms following ASR-3</p>	<p>Ensure USAR are considering a response to the media needs</p> <p>Review the USAR Plan of Action</p> <p>Monitor the quality and content of the USAR forms following ASR-4</p>

Real Time	SIMULATION EXERCISE DAY 2 – AFTERNOON SESSION	
Scenario Time	Scenario Time = +7 Days to +8 Days	Scenario Time = +8 Days to + 10 Days
Response Phase	<i>Operations Phase</i>	<i>Demobilisation Phase</i>
PRIMARY TASKS	<p>Develop Initial Demobilisation Plan</p> <p>Prepare Report on Humanitarian Conditions</p>	<p>Demobilisation</p>
SUGGESTED INJECTS	<p>Query from LEMA about what USAR are doing with dead bodies</p>	<p>Request from LEMA to provide a list of the vehicles and transport required for return to the airport</p>
EXCON NOTES	<p>Ensure USAR teams are considering when to end rescue operations and what initial demobilisation plans they are making</p>	<p>Encourage USAR to consider their role in recovering dead bodies and other 'post-rubble' activities</p> <p>Monitor USAR interaction with the LEMA during the demobilisation process</p>

## Volume III: Functional Participant Groups

### Part E: Emergency Medical Teams (EMT)

Document Status:	Final
Version:	1.0
Date:	01/02/2016
Target Audience:	<p>Organisations or authorities considering hosting an INSARAG Earthquake Response Exercise.</p> <p>FCSS and UN-OCHA staff.</p> <p>INSARAG Regional Group management.</p> <p>EXCON Lead.</p> <p>EXCON Facilitators and Staff.</p>
Acknowledgements:	<p>The ERE Guide was developed and revised following close and extensive consultations with numerous stakeholders from national governments, disaster response management organisations, OCHA and UN agencies, INSARAG Working Groups and practitioners, the World Health Organisation emergency medical teams, UN Country Teams and other appropriate organisations and individuals.</p> <p>The Guide was tested during the regional response exercises in Mongolia and Chile in 2015 and finalised following feedback from these events. The ERE Guide remains a living document and will be reviewed in line with the INSARAG Guidelines, once every five years. Any feedback can be sent to the INSARAG Secretariat at <a href="mailto:insarag@un.org">insarag@un.org</a></p> <p>INSARAG Secretariat OCHA Geneva 1 Feb 2016</p>

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The Guide to the INSARAG Earthquake Response Exercise (ERE) is in four Volumes.

- **Volume I** provides guidance for the planning processes and organisational requirements to successfully host an ERE.
- **Volume II** focuses on the delivery of the event, both the Exercise Preparation Phase and the Simulation Exercise Phase.
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The Guide focuses on meeting the following specific objectives:

- To provide the Exercise Planning Group a guiding tool to prepare the different activities to be performed for the proper development of the exercise.
- To provide the exercise facilitators a quick and timely consultation tool.
- To present the tools established for the planning and efficient and effective execution of the exercise.
- To facilitate teaching the exercise methodology to new facilitators.

This document, **Volume III, Part E: Emergency Medical Teams**, is intended to guide and provide support for those members of the EXCON team that are coordinating and leading the Emergency Medical Teams (EMT) during the event. Members of the EXCON team must also read **Volume II, Part C: Exercise Coordination & Evaluation** as this provides more information and tools, enabling the EXCON team to perform their tasks effectively and consistently. It is further recommended that all organisers, facilitators and EXCON team members are aware of the content of Volumes I and II of the Guide as the information contained within will help with the effective coordination of the running of the INSARAG Earthquake Response Exercise.

## Target Audience

Part of the Earthquake Response Exercise is aimed at organisations that have developed internationally responding medical teams (EMT's). The ERE event is suitable for the following personnel from those organisations:

- Team Leaders, Deputy Team Leaders and Liaison Officers from EMT's
- Officials from NGO's supporting medical teams
- Medical staff from national response organisations of the host country
- Doctors and medical technicians from within Classified USAR Teams

It would be entirely possible and appropriate if medical personnel forming teams within the Earthquake Response Exercise were drawn from various national and international organisations, as this would improve learning opportunities and cross-fertilisation of ideas and methodologies. Within the structure of the Earthquake Response Exercise, the Emergency Medical Teams (EMT's) form one distinct functional group, listed as Group 5. The group has its own specific objectives and learning outcomes, which are listed below.

## Event Objectives

The EXCON team members and other facilitators and organisers must be aware that the overall event objectives for the participants and organisations representing the Emergency Medical Teams are as follows:

1. Understand operations in response to earthquake-type disaster from pre-deployment to de-mobilisation, including preparation for response to specific context, coordination with the affected government, partners and UN system, needs assessment, field operation, interaction with USAR teams, national medical systems and other EMT's.
2. Exercise the transition from trauma to public health response, transition from OSOCC (EMT CC) coordination to Cluster/Ministry coordination, withdrawal and hand-over to national health system, focusing on medical specific issues.

## Learning Methodology

In order to provide the best opportunity for participants within the Emergency Medical Teams (EMT) Functional Group to achieve these objectives, the EXCON team, facilitators and presenters must support and encourage them to implement and incorporate disaster management procedures and methodology already existing within the affected country. **It is NOT the role of the exercise staff to introduce new ways of working or to insist that a specific procedure is carried out or undertaken in a specific way.** It is only through the use of existing mechanisms that the Emergency Medical Teams will identify shortcomings or omissions in their current procedures, which is where learning takes place.

Once learning has taken place, with issues, omissions or problems identified, the exercise staff may suggest options or possible solutions to the Emergency Medical Teams Functional Group, if they consider that the group is unable to resolve the situation in a reasonable period of time without outside support.

A series of learning outcomes for the participants and organisations representing the Emergency Medical Teams have been identified. These learning outcomes are listed in **Part E: Annex A - Learning Outcomes for the Emergency Medical Teams.**

In order to achieve the learning outcomes, and therefore meet the exercise objectives, the Emergency Medical Teams functional group will need to participate in a number of

learning opportunities during the 'Preparation' phase of the event and will also need to undertake a number of actions or tasks during the 'Exercise' phase of the event.

## Primary Content during the Preparation Phase

The primary (core) sessions that the Emergency Medical Teams must undertake with the content necessary to achieve the learning outcomes during the Preparation Phase of the event, are listed in **Part E: Annex B - Primary Content for the Emergency Medical Teams**.

Facilitators and presenters must be aware of the learning outcomes for the Emergency Medical Teams Functional Group when designing and developing the sessions for the Exercise Preparation Phase of the event. The methodology of the ERE Package provides flexibility to facilitators, speakers and the EXCON, determining what needs to be achieved and not how it is done. It is the responsibility of facilitators, presenters and members of the EXCON team to decide how to deliver the content and when, what the best format and delivery method will be. These will change depending upon a number of variables such as the country and region in which the ERE is taking place, the learning culture and experience of the participants.

It may be necessary or appropriate that pre-learning activities, workshops or events are planned and organised before the Earthquake Response Exercise event itself. Such pre-training should be linked with already published disaster preparatory guidance material, particularly for L3 (large-scale emergencies) and would have the following benefits:

- Ensure consistency of knowledge amongst the participants attending the ERE.
- Would allow the content of the Exercise Preparation Phase to be standardised, as participants would have the same level of knowledge.
- May allow the duration of the Exercise Preparation Phase to be reduced (to 2 days) whilst maintaining the learning opportunities of the ERE event.
- Ensure that the ERE acts as a catalyst towards capacity building in the host country.

Pre-learning activities should be planned and undertaken by the host country in consultation and collaboration with the INSARAG Secretariat and the INSARAG Regional community, ensuring continuity of learning and preventing duplication of effort.

## Primary Tasks during the Exercise Phase

The primary (core) tasks that the Emergency Medical Teams must undertake in the Simulation Exercise Phase are listed in **Part E: Annex C – Primary Tasks for the Emergency Medical Teams**.

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the Emergency Medical Teams Functional Group achieves the learning outcomes by guiding them to work on the appropriate tasks during the Simulation Exercise. Guidance is

primarily undertaken by the use of **INJECTS** and **DATA**, which are explained fully in **Volume II, Part C: Annex D – Simulation Exercise Tools**.

The exercise staff must monitor the progress of the Emergency Medical Teams Functional Group through the Simulation Exercise using the **Exercise Timeline**, which lists all the primary tasks that the group must undertake, in approximate chronological order. In the event that a primary task seems to be delayed or forgotten, the EXCON can prompt the Emergency Medical Teams by issuing an inject or providing them with more data or information. Such an intervention is designed to trigger the appropriate response within the group.

There are situations where such a response is triggered by the actions of another group within the exercise and this should be the preferred option for EXCON. Only when it is obvious that an omission, delay or mistake has occurred should EXCON intervene with an inject or by providing additional information to try and rectify the situation.

Details of the timeline to be followed by the International USAR Group can be found in **Part E: Annex D – Exercise Timeline for the Emergency Medical Teams**. This also contains suggestions for injects and data as well as notes for the EXCON team. Whilst the primary tasks remain the same, injects will vary from exercise to exercise and must be developed and written by the EXCON team on the ground.

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## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART E: ANNEX A – Learning Outcomes

The learning outcomes for the participants and organisations representing the Emergency Medical Teams Functional Group are as follows:

##### Preparation Phase

1. Describe the functions of the EMT Coordination Cell (CC) and the RDC.
2. Demonstrate and recognise the roles of EMT's and other responders, including USAR teams.
3. Understand the need to assess local medical facilities and existing data.
4. Recognise the importance of understanding local customs and culture.
5. Acknowledge and be aware of the host country disaster management methodologies, including the roles and responsibilities of the main actors.

##### Exercise Phase

1. Recognise the process required to enter the affected country.
2. Recognise the process of registration.
3. Apply the key functions of an RDC.
4. Demonstrate coordination with Ministry of Health (MoH).
5. Conduct and analyse primary site assessment.
6. Apply the key functions of OSOCC/EMT Coordination Cell.
7. Apply the basic skills to set up Field Hospital.
8. Demonstrate advise to local health responders.
9. Demonstrate Triage and Referral system in the field.
10. Perform medical handover from local and international USAR teams.
11. Perform providing/compiling of information.
12. Demonstrate media management.

##### After Time Jump Phase

13. Demonstrate setting up a disease surveillance system.
14. Demonstrate knowledge and practice of public health.
15. Handle required verification visits by MoH and WHO.
16. Demonstrate knowledge and practice of medical waste management.
17. Demonstrate knowledge and practice of dead body management.
18. Demonstrate handover process.
19. Demonstrate exit procedure compliance.

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the Emergency Medical Team Functional Group achieves the learning outcomes by designing the appropriate presentations or work activities for the Exercise Preparation Phase and by guiding them to work on the appropriate tasks during the Simulation Exercise.

## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART E: ANNEX B - Primary Content

The primary content for the Emergency Medical Teams during the Preparation Phase of the event is as follows:

1. Coordination for EMT's
  - Functions of the EMT CC within the OSOCC
  - Setting-up RDC
2. The roles of EMT's and other responders
  - Interaction between EMT/national medical teams and USAR teams
  - Handover of patients from USAR to EMTs
  - Care of USAR responders by EMT community
  - Procedures for medical repatriation of injured responders (from any international partners)
4. Working with the Local Medical Resources/Organisations
  - Assessing local medical facilities
  - Physical Reconnaissance of existing medical facilities
  - Secondary data gathering
  - Understanding local customs and culture

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the Emergency Medical Teams Functional Group achieves the learning outcomes by designing the appropriate presentations or work activities for the Exercise Preparation Phase.

Whilst sample session plans are provided in **Volume IV: Event Toolbox**, the methodology of the ERE Package provides flexibility to facilitators, speakers and the EXCON, determining what needs to be achieved and not how it is done. It is the responsibility of facilitators, presenters and members of the EXCON team to decide how to deliver the content and when, what the best format and delivery method will be. The best solution will change depending upon a number of variables such as the country and region in which the ERE is taking place, the learning culture and experience of the participants.

To assist exercise staff, templates for presentations and lesson plans are included in the guidance material for Exercise Coordination and can be found in **Volume IV – Event Toolbox**. These will also be available for download.

## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART E: ANNEX C - Primary Tasks

The primary (core) tasks that the Emergency Medical Teams Functional Group must undertake in order to achieve the learning outcomes during the Exercise Phase of the event, are as follows:

1. Process of registration/on boarding with MoH prior to arrival
2. Registration through VO/EMTs registration website with international EMT CC (remote)
3. Initial customs & arrival of first EMT
4. Set-up EMT RDC / Process incoming teams through RDC / Handover EMT RDC to incoming UNDAC
5. Coordination meeting with MoH (EMT CC/provisional OSOCC)
6. Primary site assessment (EMT leaders) based on MoH allocation
7. Set up EMT CC and manage it in OSOCC
  - Coordination with MoH
  - Coordination with USAR CC
  - Organize EMTs meeting
  - EMT CC attend team leaders meeting
  - Issue a consolidated situation report
8. Establish field treatment facilities according to allocated sectors
  - Contribute to decisions on specific local tasking
9. Establish a Triage system
10. Establishment of referral between levels of care (between EMTs and to national system)
11. Handover of extricated patients from USAR teams
12. Issue a SitRep incorporating an activity report (trauma focused)

#### After Time Jump

13. Handover and transfer from EMT CC to MoH-led coordination mechanism (early cluster)
14. Set up disease surveillance system in collaboration with Ministry of Health (MoH)
15. Treat public health issues (vaccinations etc.)
16. Issue a SitRep incorporating an activity report (public health focused)
17. Accept and host an MoH and WHO joint visit to review operations and compliance with minimum standards
18. Undertake medical waste management (sharps, contaminated waste and waste drugs)
19. Undertake dead body management specific for those who die in health care facilities
20. Complete handover of medical equipment and drugs
21. Transfer patients and care plans
22. Handover of exit reporting to MoH and WHO/cluster

## INSARAG Earthquake Response Exercise Guide

### Volume III: PART E: ANNEX D – Simulation Exercise Timeline for the Emergency Medical Teams

The timeline for the simulation exercise is a tool for Organisers, Facilitators and the EXCON Team only. The Timeline should **NOT** be distributed to or read by the Participants prior to or during the event.

All Facilitators and the EXCON team should view the Master Timeline for the Simulation Exercise, which is included in **Volume II: Part C: Exercise Coordination & Evaluation**. This Annex, which is an expansion of part of the Master Timeline, needs only to be read by those Facilitators and members of the EXCON team that have been given the responsibility of guiding the Emergency Medical teams through the simulation exercise.

EXCON members need to be aware that the Simulation Exercise extends back into the final day of the Exercise Preparation Phase. This is to allow the event to take place, for the national participants to respond and implement their procedures, to discuss the scale of the event and to make a request for international assistance. At the same time it allows international participants to monitor the event, plan their response while awaiting any request for international assistance and eventually to mobilise and begin their travel to the affected country.

Therefore the Simulation Exercise Timeline starts on Day Zero (which is the last day of Exercise Preparation Phase), when the Exercise Director(s) issue a notification that the scenario earthquake has occurred. This notification is timed to allow all participants to begin the Simulation Exercise during the late afternoon or evening, the scenario being run through the night so that by the time Day 1 of the Simulation Exercise Phase begins a number of actions are deemed to have taken place. These actions are as follows:

**National Participants:** local response has taken place, reports have been sent back to national authorities, LEMA have responded and reinforced the local response, National Government have met and made the decision to request international assistance.

**International Participants:** have been made aware of the event, monitored the situation, planned and made ready for deployment, received the request for international assistance, mobilised to a point of departure and are airborne overnight due to arrive in-country.

The Simulation Exercise therefore begins with the national participants into their second day of the response and the international participants arriving in country at the nominated airport. This is typically simulated by having the two sets of participants start the exercise in different locations, the national participants at the venue and the international participants at the airport (or simulated airport).

Real Time	SIMULATION EXERCISE DAY 1 – MORNING SESSION	
Scenario Time	Scenario Time = 00 Hour to +12 Hours	Scenario Time = +12 Hours to + 24 Hours
Response Phase	<i>Mobilisation Phase</i>	<i>Operations Phase</i>
<b>PRIMARY TASKS</b>	<p>Registration through VO/ EMT Website</p> <p>Initial customs &amp; arrival of first EMT</p> <p>EMT RDC Set-up</p>	<p>Process incoming teams through RDC</p> <p>Hand over EMT RDC to UNDAC</p> <p>Primary Site Assessment</p>
<b>SUGGESTED INJECTS</b>	<p>Prompt correct documentation check</p>	<p>EMT arriving without proper documentation for drugs or medical supplies</p>
<b>EXCON NOTES</b>	<p>EMT's should attempt to gather information and find out what they know and what they don't</p> <p>Monitor V-OSOCC registration. Ensure this is done promptly, if not provide inject</p>	<p>Monitor and ensure EMT &amp; USAR are working together and communicating effectively</p> <p>Monitor EMT briefing as teams go through the RDC</p>

Real Time	SIMULATION EXERCISE DAY 1 – AFTERNOON SESSION	
Scenario Time	Scenario Time = +24 Hours to +36 Hours	Scenario Time = +36 Hours to + 4 Days
Response Phase	<i>Operations Phase</i>	<i>Operations Phase</i>
<b>PRIMARY TASKS</b>	<p>LEMA (MoH) Meeting with EMT</p> <p>Establish Field Treatment Facilities</p> <p>Establish a Triage System</p> <p>Establish a Referral System</p>	<p>Establish EMT CC in OSOCC</p> <p>Receive Patients from USAR Teams</p> <p>Issue a Consolidated SitRep</p>
<b>SUGGESTED INJECTS</b>	<p>Request for a meeting from the LEMA (if this has not been done by Group 1)</p> <p>Request for a media statement from multiple news channels</p> <p>The health authorities want to know if they must separate the bodies of the nationals and the foreigners and where they should keep them</p>	<p>Request for a meeting from UNDAC (if this has not been done by Group 3)</p> <p>Request from a USAR Team for assistance with a casualty they have recovered</p>
<b>EXCON NOTES</b>	<p>Encourage EMT/USAR interaction and monitor meeting planning</p>	<p>Monitor the EMT interaction with the International USAR (Group 4)</p> <p>EMT's &amp; Group 4 should be working together to develop a consolidated SitRep</p>

Real Time	SIMULATION EXERCISE DAY 2 – MORNING SESSION	
Scenario Time	Scenario Time = +4 Days to +6 Days	Scenario Time = +6 Days to +7 Days
Response Phase	Operations Phase	Operations Phase
PRIMARY TASKS	<p>GROUP 5 JUMP TO DAY 14</p> <p>Transfer EMT CC to MoH Mechanism</p> <p>Treat Public Health Issues</p> <p>Establish a Disease Surveillance System</p>	<p>Joint Meeting with MoH and WHO</p> <p>Issue a SitRep and Activity Report</p>
SUGGESTED INJECTS	<p>Request for a meeting from National Health Authority (if this has not been done by Group 1)</p>	<p>Consider EXCON to role play WHO senior official for meeting with EMT's</p>
EXCON NOTES	<p>Encourage EMT's and the LEMA to meet to discuss medical and health issues</p>	<p>Ensure EMT's are considering a response to the media needs</p>



Real Time	SIMULATION EXERCISE DAY 2 – AFTERNOON SESSION	
Scenario Time	Scenario Time = +7 Days to +8 Days	Scenario Time = +8 Days to + 10 Days
Response Phase	<i>Operations Phase</i>	<i>Demobilisation Phase</i>
PRIMARY TASKS	<p>Prepare Exit Report to MoH and WHO Cluster</p> <p>Undertake Medical Waste Management</p> <p>Undertake Dead Body Management</p>	<p>Complete Transfer of Patients &amp; Care Plans</p> <p>Complete Handover of Medical Equipment &amp; Drugs</p>
SUGGESTED INJECTS	<p>Query from responders in the field about processing dead bodies</p>	<p>Query from local hospital about prior treatment of a patient that was brought in from a remote village</p> <p>Request from a local hospital for an inventory of drugs and medicines that could be donated on EMT's departure</p>
EXCON NOTES	<p>Monitor preparations to hand over to the National Health Authorities</p>	<p>Monitor the EMT's interaction with the national medical system during the demobilisation process [remembering that this takes place many days after USAR demobilisation]</p>



## Volume III: Functional Participant Groups

### Part F: Humanitarian Country Team (HCT) and OCHA Regional Office

Document Status: Final  
Version: 1.0  
Date: 01/02/2016

Target Audience: Organisations or authorities considering hosting an INSARAG Earthquake Response Exercise.

FCSS and UN-OCHA staff.

INSARAG Regional Group management.

EXCON Lead.

EXCON Facilitators and Staff.

Acknowledgements: The ERE Guide was developed and revised following close and extensive consultations with numerous stakeholders from national governments, disaster response management organisations, OCHA and UN agencies, INSARAG Working Groups and practitioners, the World Health Organisation emergency medical teams, UN Country Teams and other appropriate organisations and individuals.

The Guide was tested during the regional response exercises in Mongolia and Chile in 2015 and finalised following feedback from these events. The ERE Guide remains a living document and will be reviewed in line with the INSARAG Guidelines, once every five years. Any feedback can be sent to the INSARAG Secretariat at [insarag@un.org](mailto:insarag@un.org)

INSARAG Secretariat  
OCHA Geneva  
1 Feb 2016

## Introduction

The Earthquake Response Exercise (ERE) is endorsed by the INSARAG Steering Group primarily as a means to increase awareness of INSARAG disaster response methodologies amongst national and local authorities in the host country and to provide a platform for the strengthening of national response capacities.

The Guide to the INSARAG Earthquake Response Exercise (ERE) is in four Volumes.

- **Volume I** provides guidance for the planning processes and organisational requirements to successfully host an ERE.
- **Volume II** focuses on the delivery of the event, both the Exercise Preparation Phase and the Simulation Exercise Phase.
- **Volume III** provides guidance for each of the functional participant groups.
- **Volume IV** is a toolbox, containing all the resources such as spreadsheets, presentations, templates, organisational charts and timelines.

The Guide focuses on meeting the following specific objectives:

- To provide the Exercise Planning Group a guiding tool to prepare the different activities to be performed for the proper development of the exercise.
- To provide the exercise facilitators a quick and timely consultation tool.
- To present the tools established for the planning and efficient and effective execution of the exercise.
- To facilitate teaching the exercise methodology to new facilitators.

This document, **Volume III, Part F: Humanitarian Country Team**, is intended to guide and provide support for those members of the EXCON team that are coordinating and leading the Humanitarian Country Team (HCT) during the event. Members of the EXCON team must also read **Volume II, Part C: Exercise Coordination & Evaluation** as this provides more information and tools, enabling the EXCON team to perform their tasks effectively and consistently. It is further recommended that all organisers, facilitators and EXCON team members are aware of the content of Volumes I and II of the Guide as the information contained within will help with the effective coordination of the running of the INSARAG Earthquake Response Exercise.

## Target Audience

Part of the Earthquake Simulation Response Exercise is aimed at individuals that would usually form part of the Humanitarian Country Team (HCT) of the affected country and this usually includes the following:

- Staff from in-country OCHA organisations
- Humanitarian Country Teams (HCT) coordinators
- Staff from the OCHA Regional Office

Within the structure of the Earthquake Exercise, the Humanitarian Country Team (HCT) form one distinct functional group, listed as Group 6. The group has its own specific objectives and learning outcomes, which are listed below.

## Event Objectives

The EXCON team members and other facilitators and organisers must be aware that the overall event objectives for the participants and organisations representing the Humanitarian Country Team (HCT) are as follows:

1. Familiarise and train within the INSARAG and UNDAC/OSOCC disaster response methodologies.
2. Practice liaison with Government agencies and organisations.
3. Practice the activation and implementation of international humanitarian coordination mechanisms during the initial phase of a sudden onset emergency
4. Practice the key initial phases of the Humanitarian Programme Cycle in a sudden onset emergency

## Learning Methodology

In order to provide the best opportunity for participants within the HCT Functional Group to achieve these objectives, the EXCON team, facilitators and presenters must support and encourage them to implement and incorporate disaster management procedures and methodology already existing within the affected country. **It is NOT the role of the exercise staff to introduce new ways of working or to insist that a specific procedure is carried out or undertaken in a specific way.** It is only through the use of existing mechanisms that the Humanitarian Country Team will identify shortcomings or omissions in their current procedures, which is where learning takes place.

Once learning has taken place, with issues, omissions or problems identified, the exercise staff may suggest options or possible solutions to the HCT Functional Group, if they consider that the group is unable to resolve the situation in a reasonable period of time without outside support.

A series of learning outcomes for the participants and organisations representing the National Responders have been identified. These learning outcomes are listed in **Part F: Annex A - Learning Outcomes for the Humanitarian Country Team.**

In order to achieve the learning outcomes, and therefore meet the exercise objectives, the HCT functional group will need to participate in a number of learning opportunities during the 'Preparation' phase of the event and will also need to undertake a number of actions or tasks during the 'Exercise' phase of the event.

## Primary Content during the Preparation Phase

The primary (core) sessions that the Humanitarian Country Team must undertake with the content necessary to achieve the learning outcomes during the Preparation Phase of the event, are listed in **Part F: Annex B - Primary Content for the Humanitarian Country Team**.

Facilitators and presenters must be aware of the learning outcomes for the HCT Functional Group when designing and developing the sessions for the Exercise Preparation Phase of the event. The methodology of the ERE Package provides flexibility to facilitators, speakers and the EXCON, determining what needs to be achieved and not how it is done. It is the responsibility of facilitators, presenters and members of the EXCON team to decide how to deliver the content and when, what the best format and delivery method will be. These will change depending upon a number of variables such as the country and region in which the ERE is taking place, the learning culture and experience of the participants.

It may be necessary or appropriate that pre-learning activities, workshops or events are planned and organised before the Earthquake Response Exercise event itself. Such pre-training should be linked with already published disaster preparatory guidance material, particularly for L3 (large-scale emergencies) and would have the following benefits:

- Ensure consistency of knowledge amongst the participants attending the ERE.
- Would allow the content of the Exercise Preparation Phase to be standardised, as participants would have the same level of knowledge.
- May allow the duration of the Exercise Preparation Phase to be reduced (to 2 days) whilst maintaining the learning opportunities of the ERE event.
- Ensure that the ERE acts as a catalyst towards capacity building in the host country.

Pre-learning activities should be planned and undertaken by the host country in consultation and collaboration with the INSARAG Secretariat and the INSARAG Regional community, ensuring continuity of learning and preventing duplication of effort.

## Primary Tasks during the Exercise Phase

The primary (core) tasks that the Humanitarian Country Team must undertake in the Simulation Exercise Phase are listed in **Part F: Annex C – Primary Tasks for the Humanitarian Country Team**.

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the HCT Functional Group achieves the learning outcomes by guiding them to work on the appropriate tasks during the Simulation Exercise. Guidance is primarily undertaken by the use of **INJECTS** and **DATA**, which are explained fully in **Volume II, Part C: Annex D – Simulation Exercise Tools**.

The exercise staff must monitor the progress of the HCT Functional Group through the Simulation Exercise using the **Exercise Timeline**, which lists all the primary tasks that the group must undertake, in approximate chronological order. In the event that a primary task seems to be delayed or forgotten, the EXCON can prompt the International Medical teams by issuing an inject or providing them with more data or information. Such an intervention is designed to trigger the appropriate response within the group.

There are situations where such a response is triggered by the actions of another group within the exercise and this should be the preferred option for EXCON. Only when it is obvious that an omission, delay or mistake has occurred should EXCON intervene with an inject or by providing additional information to try and rectify the situation.

Details of the timeline to be followed by the HCT Group can be found in **Part F: Annex D – Exercise Timeline for the Humanitarian Country Team**. This also contains suggestions for injects and data as well as notes for the EXCON team. Whilst the primary tasks remain the same, injects will vary from exercise to exercise and must be developed and written by the EXCON team on the ground.

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## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART F: ANNEX A – Learning Outcomes

The learning outcomes for the participants and organisations representing the HCT Functional Group are as follows:

##### **Preparation Phase**

1. Describe the establishment of appropriate coordination architecture in support of the host Government.
2. Outline the planning and implementation of the Humanitarian Programme Cycle (HPC).
3. Identify operational coordination systems and tools that will enable the HCT to function effectively.

##### **Exercise Phase**

1. Demonstrate an understanding of how to establish the coordination architecture in support of the host Government.
2. Practice the collection of Secondary Data.
3. Practice the steps required in the implementation of the Humanitarian Programme Cycle (HPC).
4. Demonstrate an awareness of the UNDAC/OSOCC methodologies.
5. Demonstrate coordination with the host Government.
6. Practice the process of establishing the cluster system.
7. Demonstrate interaction with the media and donors, including developing media statements and hosting meetings or briefings.
8. Practice producing Situation Reports (SitReps).
9. Demonstrate analysis of the situation and determination of surge capacity requirements.
10. Practice the initial steps in developing the Preliminary Response Plan (PRP).
11. Demonstrate knowledge of the planning requirements for the Multi-Cluster/Sector Initial Rapid Assessment (MIRA).

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the HCT Functional Group achieves the learning outcomes by designing the appropriate presentations or work activities for the Exercise Preparation Phase and by guiding them to work on the appropriate tasks during the Simulation Exercise.

## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART F: ANNEX B - Primary Content

The primary content for the Humanitarian Country Team during the Preparation Phase of the event is as follows:

1. Introduction to humanitarian coordination system:

- GA 46/182
- ERC
- IASC
- OCHA Mandate, Tools, Services

2. Overview of the cluster approach:

- History
- Objectives and functions
- Responsibilities of global cluster leads and national cluster coordinators
- Activation and deactivation of clusters
- Inter-cluster coordination
- Sub-national coordination mechanism

3. Humanitarian Programme Cycle:

- Introduction
- Underlying principles
- Main phases
- Outputs and planning process

4. Funding Mechanisms:

- CERF
- Flash Appeal
- FTS
- Pooled Funds
- Good Humanitarian 'Donorship'
- Donor Briefings

5. Contingency Planning:

- Introduction
- Scenarios
- Roles and Responsibilities
- Planning

## 6. Introduction to the V-OSOCC

## 7. SWOT Analysis:

- Based on current scenario “How fit for purpose is the current team?”

It is the responsibility of the facilitators, presenters and the EXCON team to ensure that the HCT Functional Group achieves the learning outcomes by designing the appropriate presentations or work activities for the Exercise Preparation Phase.

Whilst sample session plans are provided in **Volume IV: Event Toolbox**, the methodology of the ERE Package provides flexibility to facilitators, speakers and the EXCON, determining what needs to be achieved and not how it is done. It is the responsibility of facilitators, presenters and members of the EXCON team to decide how to deliver the content and when, what the best format and delivery method will be. The best solution will change depending upon a number of variables such as the country and region in which the ERE is taking place, the learning culture and experience of the participants.

To assist exercise staff, templates for presentations and lesson plans are included in the guidance material for Exercise Coordination and can be found in **Volume IV – Event Toolbox**. These will also be available for download.



## INSARAG Earthquake Response Exercise Guide

### Volume III: Functional Participant Groups

#### PART F: ANNEX C - Primary Tasks

The primary (core) tasks that the HCT Functional Group must undertake in order to achieve the learning outcomes during the Exercise Phase of the event, are as follows:

##### Scenario Day 1:

1. RC chairs the first meeting
2. Activate IACP
3. Initiate secondary data collection
4. RC contacts the Government for accepting international assistance
5. Contact OCHA (if not in country)
6. HCT proposes cluster system
7. HCT agrees with the government on the cluster system
8. Produce the first SitRep

##### Scenario Day 2:

9. Agree with ERC on the establishment of the clusters
10. Hold the first ICC meeting
11. RC holds media briefing (secondary)
12. Develop press release
13. Prepare and finalise the situation analysis
14. Start preparation and planning of flash appeal
15. Request surge capacity
16. Prepare meeting schedule for all clusters etc.
17. Arrange planning meeting with UNDAC
18. Find out custom, visa, freight rules and regulations etc.

##### Scenario Day 3:

19. Agree broad parameters and strategic objectives of flash appeal
20. Agree on the allocation by sector of CERF
21. Plan and prepare for MIRA
22. Establish the humanitarian info webpage
23. Prepare Civil/Military plan and discuss it with LEMA and UNDAC

##### Scenario Day 4:

24. Finalise the cluster plans for flash appeal
25. Revise/Finalise sub-national coordination structure
26. Develop a plan for public information campaign
27. Prepare the second SitRep
28. Prepare a donor briefing

29. Discuss operational planning for displaced people. (This should include the use of camps, water etc.)

Scenario Day 5:

30. Second media briefing
31. Plan for the full implementation of HPC

Scenario Day 7:

32. Finalise flash appeal
33. Start discussions with the UNDAC team for the handover of the OSOCC functions and liaison and coordination mechanisms.

## INSARAG Earthquake Response Exercise Guide

### PART F: ANNEX D – Simulation Exercise Timeline for the Humanitarian Country Team

The timeline for the simulation exercise is a tool for Organisers, Facilitators and the EXCON Team only. The Timeline should **NOT** be distributed to or read by the Participants prior to or during the event.

All Facilitators and the EXCON team should view the Master Timeline for the Simulation Exercise, which is included as **Volume II: Part C: Exercise Coordination and Evaluation**. This Annex, which is an expansion of part of the Master Timeline, needs only to be read by those Facilitators and members of the EXCON team that have been given the responsibility of guiding the Humanitarian Country Team and the OCHA Regional Office through the simulation exercise.

EXCON members need to be aware that the Simulation Exercise extends back into the final day of the Exercise Preparation Phase. This is to allow the event to take place, for the national participants to respond and implement their procedures, to discuss the scale of the event and to make a request for international assistance. At the same time it allows international participants to monitor the event, plan their response while awaiting any request for international assistance and eventually to mobilise and begin their travel to the affected country.

Therefore the Simulation Exercise Timeline starts on Day Zero (which is the last day of Exercise Preparation Phase), when the Exercise Director(s) issue a notification that the scenario earthquake has occurred. This notification is timed to allow all participants to begin the Simulation Exercise during the late afternoon or evening, the scenario being run through the night so that by the time Day 1 of the Simulation Exercise Phase begins a number of actions are deemed to have taken place. These actions are as follows:

**National Participants:** local response has taken place, reports have been sent back to national authorities, LEMA have responded and reinforced the local response, National Government have met and made the decision to request international assistance.

**International Participants:** have been made aware of the event, monitored the situation, planned and made ready for deployment, received the request for international assistance, mobilised to a point of departure and are airborne overnight due to arrive in-country.

The Simulation Exercise therefore begins with the national participants into their second day of the response and the international participants arriving in country at the nominated airport. This is typically simulated by having the two sets of participants start the exercise in different locations, the national participants at the venue and the international participants at the airport (or simulated airport).

Real Time	SIMULATION EXERCISE DAY 1 – MORNING SESSION	
Scenario Time	Scenario Time = 00 Hour to +12 Hours	Scenario Time = +12 Hours to + 24 Hours
Response Phase	<i>Mobilisation Phase</i>	<i>Operations Phase</i>
PRIMARY TASKS	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid blue; padding: 5px; background-color: #4a7ebb; color: white; text-align: center; width: 150px; height: 40px; margin-bottom: 10px;">Activate IACP</div> <div style="border: 1px solid blue; padding: 5px; background-color: #4a7ebb; color: white; text-align: center; width: 180px; height: 40px; margin-bottom: 10px;">Initial Contact with OCHA</div> </div> <div style="display: flex; justify-content: center; align-items: center;"> <div style="border: 1px solid blue; padding: 5px; background-color: #4a7ebb; color: white; text-align: center; width: 100px; height: 60px; margin-bottom: 10px;">Initial Contact with Government</div> </div>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid blue; padding: 5px; background-color: #4a7ebb; color: white; text-align: center; width: 150px; height: 60px; margin-bottom: 10px;">Develop First SitRep</div> <div style="border: 1px solid blue; padding: 5px; background-color: #4a7ebb; color: white; text-align: center; width: 150px; height: 60px; margin-bottom: 10px;">Develop Initial Cluster Proposal</div> </div> <div style="display: flex; justify-content: center; align-items: center; margin-top: 20px;"> <div style="border: 1px solid blue; padding: 5px; background-color: #4a7ebb; color: white; text-align: center; width: 250px; height: 30px;">Secondary Data Collection</div> </div>
SUGGESTED INJECTS	<div style="border: 1px solid blue; padding: 10px; width: 100%; height: 150px;"> <p>The National Government has stated that they want to lead all clusters. You need to discuss and find agreement.</p> </div>	
EXCON NOTES	<div style="border: 1px solid blue; padding: 10px; width: 100%; height: 80px;"> <p>Monitor HCT efforts to contact National Government</p> </div>	<div style="border: 1px solid blue; padding: 10px; width: 100%; height: 100px;"> <p>Ensure HCT are aware of the arrival of international USAR and IM teams and are considering how to support them</p> </div>



Real Time	SIMULATION EXERCISE DAY 1 – AFTERNOON SESSION	
Scenario Time	Scenario Time = +24 Hours to +36 Hours	Scenario Time = +36 Hours to + 4 Days
Response Phase	<i>Operations Phase</i>	<i>Operations Phase</i>
<b>PRIMARY TASKS</b>	<p>Meet with LEMA to discuss Cluster System</p> <p>Finalise Situation Analysis</p> <p>Request Surge Capacity</p> <p>Agree with ERC on the establishment of the clusters</p>	<p>Hold Internal CivMil Planning Meeting</p> <p>Start Preparation of Flash Appeal</p> <p>Develop Media Release</p> <p>Research Customs, Visa, Freight rules &amp; regulations</p>
<b>SUGGESTED INJECTS</b>	<p>OCHA RO will provide surge capacity of a senior HAO, IM officer, and 2 P3 HAOs arriving within 12 hours.</p> <p>The Surge Capacity Section in Geneva has indicated that the first three ERR employees will arrive on day 5.</p>	<p>After 48 hours the ERC and IASC have declared a Level 3 emergency</p> <p>The ERC/IASC has approved the cluster recommendations from the RC &amp; HCT</p>
<b>EXCON NOTES</b>	<p>Ensure HCT are considering a response to the media needs</p>	<p>Check content of media release for continuity with other organisations</p>



Real Time	SIMULATION EXERCISE DAY 2 – MORNING SESSION	
Scenario Time	Scenario Time = +4 Days to +6 Days	Scenario Time = +6 Days to +7 Days
Response Phase	<i>Operations Phase</i>	<i>Operations Phase</i>
<b>PRIMARY TASKS</b>	<div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Hold Internal MIRA Planning Meeting</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Hold Internal Donor Planning Meeting</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Prepare a Public Information Campaign</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Prepare CivMil Plan</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Meet with UNDAC Team</div> </div>	<div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Hold Internal Flash Appeal Planning Meeting</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Prepare a donor Briefing</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Develop Second SitRep</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Hold Internal Operational Planning Meeting for Displaced Persons</div> </div>
<b>SUGGESTED INJECTS</b>	<div style="border: 1px solid black; padding: 5px; margin: 5px;">8 agencies and 4 NGOs (list them) want to be on the helicopter to start the MIRA assessment – only 6 seats are available. You need to decide.</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">The ERC has announced an initial US\$ 25 million CERF allocation</div>	<div style="border: 1px solid black; padding: 5px; margin: 5px;">110 projects have been submitted so far for the Flash Appeal. You need to meet with agencies and NGOs to plan and finalise a vetting process for inclusion</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Several UN agencies have submitted proposals for the CERF that are not viable and unrealistic. OCHA needs to resolve these issues before meeting with the RC.</div>
<b>EXCON NOTES</b>	<div style="border: 1px solid black; padding: 5px; margin: 5px;">Encourage HCT/UNDAC interaction and monitor meeting planning</div>	



Real Time	SIMULATION EXERCISE DAY 2 – AFTERNOON SESSION	
Scenario Time	Scenario Time = +7 Days to +8 Days	Scenario Time = +8 Days to + 10 Days
Response Phase	Operations Phase	Demobilisation Phase
PRIMARY TASKS	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid blue; padding: 5px; background-color: #4a7ebb; color: white; text-align: center;"> <p>Discuss Handover of OSOCC and Coordination Mechanisms</p> </div> <div style="border: 1px solid blue; padding: 5px; background-color: #4a7ebb; color: white; text-align: center;"> <p>Prepare Second Media Briefing</p> </div> </div>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid blue; padding: 5px; background-color: #4a7ebb; color: white; text-align: center;"> <p>Meet with UNDAC Team</p> </div> <div style="border: 1px solid blue; padding: 5px; background-color: #4a7ebb; color: white; text-align: center;"> <p>Finalise Flash Appeal</p> </div> </div>
SUGGESTED INJECTS		<div style="border: 1px solid blue; padding: 10px; margin: 10px auto; width: 80%;"> <p>The Government has stated that the health, shelter and education sectors are the most important in the forthcoming Flash Appeal. Protection must not be included in the Flash</p> </div>
EXCON NOTES	<div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="border: 1px solid blue; padding: 5px; width: 25%;"> <p>Ensure HCT are aware of demobilisation plans</p> </div> <div style="border: 1px solid blue; padding: 5px; width: 25%; margin-top: 20px;"> <p>Check the content of media briefing for continuity with other organisations</p> </div> <div style="border: 1px solid blue; padding: 5px; width: 25%;"> <p>Monitor media conference – consider EXCON role playing reporters and posing some critical questions</p> </div> </div>	<div style="border: 1px solid blue; padding: 5px; margin: 10px auto; width: 60%;"> <p>Monitor the meeting with UNDAC to ensure transfer of information takes place</p> </div>