



CRESMODEX *2019* Mission Handbook

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Cres
Croatia**



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Contract no. N° ECHO/SER/2017/767616

Exercise on civil protection: Design, plan, conduct and self-evaluate Modules Civil Protection exercises for High Capacity Pumping, Water Purification, CBRN Detection and Sampling, Flood Rescue Using Boats, Flood Containment and Forest Fire Fighting modules as well as other assets of the European Emergency Response Capacities

Confidential, distribution of document is limited:

The Mission Handbook is only available for the people involved in organizing the exercise as member of the exercise organization, EXCON staff, trainers, co-trainers or representative of a Participating State taking part in the exercise.

Table of Contents

1. Introduction	5
1.1. Background information	5
1.2. The Civil Protection Modules field Exercises.....	5
1.3. Methodology	7
1.4. Exercise documentation	8
2. Objectives.....	8
2.1. Aim.....	8
2.2. Objectives.....	8
2.3. Specific aims and objectives.....	8
2.4. Reporting.....	8
2.5. Certification of modules	9
3. Exercise structure	9
3.1. Exercise organization.....	9
3.2. Exercise management & exercise control.....	10
3.2.1.EXCON	10
3.2.2.Venue management.....	10
3.2.3.LEMA	10
3.2.4.Trainers.....	10
3.2.5.Role players	11
3.2.6.Exercise support.....	11
3.3. Evaluation team.....	12
4. Exercise documentation	13
4.1. Scenario	13
5. Program of the exercise.....	14
5.1. Program of the exercise.....	14
6. Host Nation Support.....	15
7. Safety and Security	16
7.1. Responsibilities	17
7.2. Emergency measures.....	18
7.3. Visibility.....	18
8. Media	19
8.1. Real media.....	19

8.2. Simulated media.....	20
9. Contingency plan.....	21
9.1. Contingency plan – training facility	21
9.2. Contingency plan - modules.....	21
9.3. Contingency plan – extreme wheatear conditions.....	21
10. VIP and Observers	21
11. Debriefings	22
12. Organizing the exercise	23

1. Introduction

1.1 Background Information

The reality shows that natural and manmade disasters are a recurring threat to societies inside and outside the EU and building resilience is a paramount importance. International solidarity is necessary to deal with these types of large-scale disasters, overwhelming the national response capacity. One of the main aspects in increasing the level of resilience is capacity building. But capacity building does not have to represent only a national effort. In our days, within EU we can think to a burden shared capacity building. Major emergencies can lead to the request for international assistance when they overwhelm the national capacity to respond to the disaster and a member state can rely on the intervention capacities of its neighbors and not only. The Union Civil Protection Mechanism provides the legal and operational framework for European cooperation in civil protection assistance inside and outside the European Union. Part of capacity building process is represented by the common preparedness and training resources of the Mechanism. Preparing EU-modules and experts for their deployment is fundamental for a quality driven response system. Regular EU-training and exercising are distinct and complementary cornerstones of a sound preparedness strategy.

Each participant in an exercise needs a different level of information. Different documentations are available to ensure that each target group is prepared for the exercise.

1.2 The Civil Protection Modules Field Exercises

Lot 2 is one of the four lots of the 2018/2019 cycle of the European civil protection modules exercises, financed by the European Union.

1.2.1 Tender specifications

This handbook is created base on contract no. **N° ECHO/SER/2017/767616** with focus on Lot 2: Design, plan, conduct and self-evaluate three field exercise Design, plan, conduct and self-evaluate Modules Civil Protection exercises for High Capacity Pumping, Water Purification, CBRN Detection and Sampling, Flood Rescue Using Boats, Flood Containment and Forest Fire Fighting modules as well as other assets of the European Emergency Response Capacities.

1.2.2 Consortium Description

The consortium behind LOT 2 exercises is represented by:

- | | |
|-------------------------|---|
| ✓ ROMANIA | - National Centre APELL for the Disaster Management, |
| ✓ CROATIA | - National Protection and Rescue Directorate; |
| ✓ ITALY | - Regional Civil Protection Department of Piemonte Region |
| ✓ MONTENEGRO | - Directorate for Emergency Management, Ministry of Interior; |
| ✓ CZECH Republic | - Fire Rescue Brigade of Moravian-Silesian Region, |
| ✓ ROMANIA | - General Inspectorate for Emergencies (IGSU) – ROMANIA, |

supported by:

- | | |
|-------------------|--|
| ✓ Austria | - Civil Protection Department of the Styrian Government; |
| ✓ Bulgaria | - Red Cross of Bulgaria; |

- ✓ **Czech Republic** - Fire Rescue Brigade of Moravian-Silesian Region;
- ✓ **Greece** - Harokopio University;
- ✓ **Estonia** - Estonian Rescue Board;
- ✓ **France** - Direction Générale de la Sécurité civile et de la Gestion des Crises
- ✓ **Germany** - Federal Agency for Technical Relief - THW;
- ✓ **Latvia** - The State Fire-fighting and Rescue Service;
- ✓ **Netherlands** - The National Coordinator for Security and Counterterrorism, MoSI;
- ✓ **Poland** - I Help Institute
- ✓ **Spain** - General Directorate of Civil Protection and Emergencies;
- ✓ **Turkey** - Disaster and Emergency Management Authority – AFAD;
- ✓ **UN-OCHA** - United Nation- Office for Coordination of Humanitarian Affairs

This consortium will also work together with public partners acting within the civil protection field both with their own TAST and EUCPT experts as well as with providers of high-level training programs. These public partners have a profound knowledge of preparing and running exercises. Our multinational partnership makes full use of both experiences, as it consists of both public and private parties experienced in international education, training, exercising and response. The result is that each partner can focus on the areas of its key strength.

1.2.3 The venue

This is the second of the exercise of this cycle and it will be organized by the Croatian partner - National Protection and Rescue Directorate (DUSZ) on the Island of Cres at the beginning of April 2019. The exercise will take place on Island of Cres and the exercises' sites are spread on the entire island.



1.2.4 The scenario

The base scenario of the exercise is a general one and it is based on realistic vulnerabilities and on extraordinary events that occurred and are recurring events in the regions of Croatia (every 5 to 20 years) as it was proposed in the tender documentation. The scenario is addressing the forest and vegetation fires country

According to the tender's documentation, the aims of the exercises are to provide to the European Civil Protection modules with a realistic and suitable scenario and adequate locations that offer in an optimal way exercise and training possibilities for the participating teams in an EU context, including exercising different rescue and flood response techniques.

1.2.5 General Timetable

The exercise consists of a 4-days field exercise (FX) and focuses mainly on operational cooperation of all involved partners within the framework of the Union Civil Protection Mechanism after a large-scale disaster.

Exercise will take place between 07th and 10th of April. The arrival of exercise staff is expected on 06th of April.

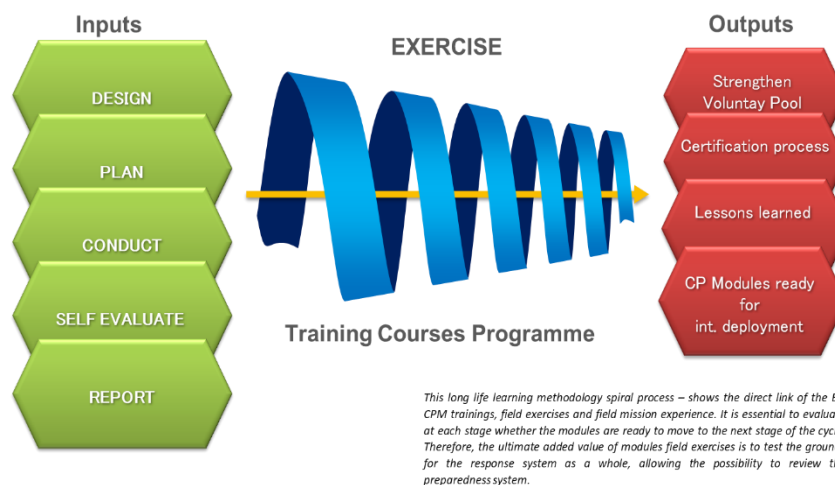
The general time table of the exercise is as below:



1.3 Methodology

The methodology chosen for the conduct of these exercises is based on a life learning methodology spiral process, instead of the more traditional one, as described in the picture below:

Spiral Process of *Long Life Learning Methodologies*



The methodology for the exercises is based on the following main starting points:

- ✓ The organization of the modules field exercises is guided by the participants EU-training goals which are translated in exercise objectives and;
- ✓ The level of preparedness can be evaluated by assessing the degree to which exercise objectives are reached by participants.
- ✓ The four-day implementation and learning of the modules field exercises is led by the regular After-Action Reviews, allowing the participants to receive the necessary input for maximizing the learning benefits during the exercise;

As the exercise will cover all phases of a deployment (i.e. activation / mobilization / deployment / arrival in country / operations / hand over / departure), the design phase will look at tailoring the exercise according to the needs of the different types of modules which are very much different in real life operation,

1.4 Exercise documentation

The exercise documentation consists of:

- ✓ **A general handbook**; this document provides a general introduction for the exercise and represents the basis of elaboration of the specific/mission exercises. The general handbook will only be available for the people involved in organizing of the exercises. The general handbook is developed by the project manager in cooperation with the exercise organization and the participants of the Working Groups.
- ✓ **A specific scenario / mission handbook** per exercise; this handbook is based upon the general handbook but it has focus on the specific exercise, location and modules/TAST and EUCPT participating in the exercise. The scenario handbook is available for participants for that specific exercise. There will be four mission handbooks for this lot and cycle developed by the venue manager together with project manager and the Working Group.
- ✓ **Script**, per level or module; the script gives a detailed overview of all the timelines and events per location, module or team. It supports the exercise control organization in the management of the exercise. The script is developed by the venue manager in cooperation with the Working Group. A specific form for the scripts will be provided by the project team.
- ✓ **Briefings** will be used to provide additional information to EUCPT/TAST and other modules when the exercise management will consider this.

2. Objectives

2.1 Aim

The aim modules field exercises, is to give the opportunity to modules and teams to have a functional full-scale exercise at European level according to Union Civil Protection policies and procedures.

2.2 Objectives

The general objective of the Modules Field Exercise (as stated in tender's contract no. **ECHO/SER/2017/767616**) is to prepare modules and experts for international operations in the frame of the UCPM. Each exercise will train at least four flood or forest fires related modules.

2.3 Reporting

After the exercise the different aspects of the exercise will be documented. Feedback is given on two levels:

- Data of the exercise by the APELL-RO project team available to the EC in the exercise report;
- Evaluation of specific exercise objectives per module by the trainers, evaluators and quality assurance, available to the specific Participating State;

2.4 Certification of modules

If some of the modules will be certified during a specific exercise than the Consortium and the organizing party will take all appropriate measures in order to support the certification process. The certified modules will be mentioned in the annex with the participants.

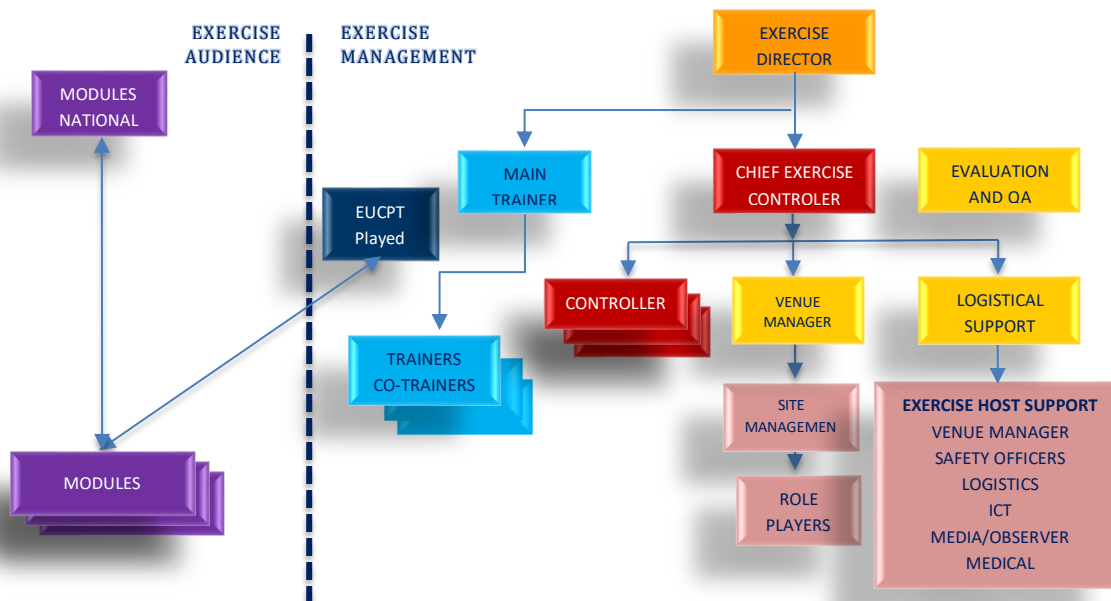
3. The exercise structures

The overall exercise structure is divided into two parts:

- One is the **exercise audience** (“participants”), who does not know about the situational development. The participating modules belong to the exercise audience. If the respective Headquarters of the participating modules are playing along, they are partly exercise audience and partly EXCON.
- The other is described as **EXCON** (Exercise Control), who knows everything about the situational development and coordinate and conduct the exercise.

3.1 Exercise organization

A view of the exercise structure is below:



3.2 Exercise Management & Exercise control (EXCON)

3.2.1 EXCON

Exercise Management and EXCON will ensure the smooth and safe conduction of the exercise. EXCON will run the onsite exercise.

The EXCON consists of Chief Exercise Controller (CEC) – Mr. Paolo Vaccari, additional directing staff - controllers (three experts in support of CEC), Venue Manager (VM) and a variable number of Role Players. The EXCON staff will provide situation updates and can act as role-players, simulating counterparts that would be expected in real emergencies and are not represented by participants.

3.2.2 The venue management

The EXCON is supported in everything related to the use of role players, sites management, logistic and communication by a Participant national structure coordinated by the national venue manager.

3.2.3 The Local Emergency Management Authorities (Role-Play)

The Local Emergency Management Authority (LEMA) is played by role-players and very closely attached to the EXCON. With the help of representatives of the LEMA (National and Regional) on different levels, the exercise flow is directed. The Task of EUCPT role players will be decided by CEC and MT according to the needs for steering the exercise.

A brief description of the LEMA's organization and responsibilities – Piemonte Regional Civil Protection Department can be found in the Annex number 2.

The Site Managers are the main tactical information hub for the modules at the specific sites. They are responsible for the site and is coordinating all the activities on a specific site. Using different role players under their command, they are responsible for tasking the modules and providing them with the necessary information (background story for the site, specific tasking, etc.) in order to perform their task. They are the most important “steering” elements of EXCON.

3.2.4 Trainers

A multinational team of trainers, headed by the main trainer, gives assistance and guidance to the modules/TAST and EUCPT. The main trainer develops the evaluation sheets for the modules/TAST and EUCPT and writes the report. The trainer is either dedicated to the strategic and tactical level or operational level. Each module has its own specialized trainer.

Five trainers, led by a Main Trainer – Mr. Sean Moore, will be assigned to the modules and the EUCPT. Their roles are:

- To facilitate a smooth exercise for the module/ EUCPT they have been assigned to;
- To make sure the modules follow EUCP Mechanism procedures;
- To give guidance and assistance to the module / EUCPT;
- To give daily / event-related feedback (on several levels)
- To make sure the module / EUCPT operates in a safe way - in cooperation with the assigned safety officers;

- To serve as a link between the modules / teams and EXCON; and
- To suggest changes and additions to the work program of the modules during the exercise and coordinate with EXCON possible improvements of the exercise.

The trainers communicate with the modules and teams, give feedback, advice and register significant events. For safety and security reasons, the trainers can interrupt the exercise. The trainers are physically present with the teams. Trainers also communicate with the main trainer, the EXCON and the evaluators.

A specific Trainer's guideline comprises all the information for trainers in order to help them in the training and mentoring process in the exercise.

3.2.5 Role players / controlled players

Role players represents the main contribution to the realism and the challenging working environment for the participating modules / teams. They are briefed on the scenario and their role before the exercise, as well as on the safety measures. The role players will be provided by partner's structures and also other volunteers.

3.2.6 Exercise Support

Safety Officer

Safety Officers ensure the compliance with the safety rules. A Safety Officer is provided for each site by the partner organizing the exercise. They have the authority to stop the exercise at any time if any action foreseen or undertaken by a module seems not to be safe. Otherwise the Safety Officers are "invisible" for the exercise audience.

Safety and security instructions are described in details in annex no.9 of this handbook. Risk analysis is a distinctive annex of this exercise handbook.

Logistics

Real life logistic will be provided firstly for exercise management, EXCON, trainers, venue managers and role players. Real life logistics for participating modules are also taken into consideration during the exercise (e.g. vehicle pool for EXCON, role player transportation, food transportation if necessary, etc.) but in accordance with signed contracts. The logistic measures will comprise accommodation, meals and beverages, transportation, communication all the other needs for the participants. The logistical aspects will be covered by the organizing partner and supervised by the logistical officer of the CN APELL RO.

ICT

Communication within EXCON (emails, Laptops, mobile phone connectivity and/or radio supply) and provision of tactical communication channels are also ensured by the organizers. Working frequencies will be provided by the partner organizing the exercise and provision of tactical communication channels are also ensured by the organizers.

Media / Observers

This function is in charge of the coordination of the observers, the fake (played) and the real-life media;

According to the scenario fake (played) media will challenge participants' skills in dealing with this very important issue. Media will be played in cooperation with the Chief Exercise Controller and the Exercise Director.

During the exercise 3 observers from participating states were invited to take part in the exercise. They participated in all the exercise. Their program will be adapted to the events and working schedule of the modules.

3.3 Evaluation Team

According to the tender's documentation the exercises of this cycle will be self-evaluated.

An evaluation reviews initiatives, operations and action, in order to ensure and maintain or improve their quality.

The chosen methodology for the exercises of this cycle is goal/outcome-based evaluation as focus because staff and decision exercises are the main concern, and they are usually conducted during a short period of time. The goal of evaluation is determined by the various types of questions for which the exercise is to provide answers.

Goal/outcome-based evaluation is the most usual kind of evaluations. It measures the extent to which certain predetermined objectives have been achieved and is concerned with the projected benefits and results of an exercise. A goal-based evaluation is therefore about comparing observations of the exercise's results with its purpose and objectives, an outcome-based approach.

The evaluation team will be composed by a variable number of personnel depending on the number of participating modules and the type of exercise. The team composition is described in annex no.1.

The work of the team will cover both, evaluation and Quality Assurance focusing on:

- the participating modules - not judging individuals or the technical capacity of modules / teams, but the overall cooperation within / between the different elements in the exercise; and
- exercise design, planning and conduct, its contents and flow – as quality assurance;

Evaluation results will be translated into recommendations for the improvement of:

- The EU Mechanism as a whole at all levels (tactical / technical, operational, strategic / political)
- The methodology of exercise planning and conducting, supporting efforts already ongoing at Commission level
- The modules exercises (from exercise to exercise and in view of subsequent cycles).

4. Exercise documentation

Scenario

The general scenario is a national based one, happening in one of the EU countries – Croatia. Due to the forest and vegetation fires on the Island of Cres, Croatia requested assistance and activated the Civil Protection Mechanism.

The scenario will be completed after each planning meeting according to inputs and proposals coming from the participating states.

The detailed scenario is in the annex no. 8.

Script

Based on the lead scenario, the local exercise facilities and the learning objectives of the participating modules, teams and EUCPT, each exercise location develops its own script.

The format of the script defines different categories which have to be completed to give the exercise organization the tools to organize the exercise. In the exercise handbook each category is explained, for example to which location the script refers and who fulfils which role.

In the development of the scenario's a difference will be made between events and injects:

- **Events** affect the entire operation and will force the OSOCC to coordinate the modules/TAST or EUCPT in an operation or action. The events will be part of the script and are fully prepared. As a result, exercise control knows exactly at what time and in what way an event is used and what the expected outcome should be.
- **Injects** are smaller events and will affect individual participants, modules/TAST or EUCPT or processes. Injects can be repeated several times to give different target groups within the exercise the chance to have a similar learning experience. Several injects can lead to one event. Injects can be used at all times and are not fully prepared. Some injects are not fixed in the scenario, which means that the exercise organization can use them whenever necessary.

HVZ – the national partner will develop the scenario with the help of the planning team, CEC and MT and will try to accommodate the specific type of modules and characteristics of the location.

Use of the script by EXCON

During the exercises, EXCON will have a strong role in steering the exercise, in close cooperation with the (co-)trainers and role-players. However, direct interference by EXCON towards the modules/teams will be kept to a minimum.

Injects and data will be delivered by combining the appropriate exercise objects with professional role-play. They are delivered in various ways such as verbally (phone, role-play), written (email, VOSOCC, Sitrep's, newsflash) or visually (people asking for evacuation).

As there will not be a direct interference by EXCON (free-play paradigm), the flow of the exercise

will be determined by the participants in the exercise. Coordination between LEMA, EUCPT (role played) and modules management will determine what actions are taken by the EXCON to support the future development of the exercise. This requires a lot of flexibility of the venue manager and its organization to adapt to changes in the script. Local emergency response teams who act as role play should have a trainer who speaks English. EXCON needs to be able to steer the local role play to ensure that all learning objectives of participants are met.

The Chief Exercise Controller and the Main Trainer will give a special attention to the dynamic scripts – those events which are representing the response of the exercise control to the decision of the modules during the exercise. All information about the dynamic scripts will be shared with the involved participants (site managers, safety and security officers, role players, venue management) before the events or injects will be started.

The scripts, events and injects are in the MIL/MEL document as distinct annex of this document.

5. Program of the exercise

The general outline of the 4-day exercise is as follows:

Timeline	Modules / ECPT - played	EXCON / staff
2 days before exercise	Warning messages / situations updates to ERCC	Update of the VOSOC with the situation in the country and actions taken by EC
Day 0	– Situation updates	– Common training of trainers and site managers – EXCON setting up – Site visit
Day1	– Briefing by LEMA – Arrival of modules after 11.00 – BoO setting up – Start of operations	– Briefing of EXCON – Briefing & documentation for evaluators, observers and EC – START EXERCISE – Start scenario and injects
Day 2	– Field operations – continuous till day 3 - 14.00	– Briefing EXCON & staff – Events and injects – Evaluation per module – Social event
Day 3	– Hand over – Hot wash up – Social event	
Day 4	– Border crossing – Debriefing (modules & trainers) – Closing ceremony – Departure	– EXCON evaluation – Closing ceremony – ENDEX

Staff will arrive the day before the start of the exercise (day 0). A common briefing with the trainers, site managers and safety and security officers and a site visit is planned for this day and in the next morning, before the exercise.

On day 1 the modules arrive through the reception center and will set up the base of operation. The modules have the opportunity to do a first field assessment and based on this assessment and the information gathered by EUCPT (played) a plan of action will be developed.

The field operations will end after a night shift on day 3. Also, a handover of the mission is foreseen for the deep afternoon of this day.

On day 4 there will be a debriefing of the modules with trainers and co-trainers and preparation of departure.

The BoO can be organized in the facilities offered by the organizing Partner.

6. Host Nation Support (HNS)

The exercise's host plays Host Nation Support including logistical support (transport, accommodation, food) and coordination only if required and as driven by the events.

Base of Operations (BoO):

In this exercise the participants will not have the opportunity to choose between different options but they can negotiate the conditions for the BoO. The locals can support in this process. Details will be discussed and established during the planning meeting.

Modules are expected to be fully self-sufficient. Any exception should be agreed and mentioned in the contract.

Main sites

All main locations for operations should be in the vicinities of the BoO. Additional information will be provided to the modules by LEMA representatives during the exercise. The sites have been introduced to the exercise staff and to co-trainers during the Main Planning Conference.

Customs and border crossing procedures

Before arrival in the exercise area, modules will pass the borders like for an EU member state but not EU Schengen member. Since they are entering non-EU Schengen state member, border police and custom procedures are foreseen. When entering the country all modules should have following documents manifest, personnel documents, ID's or passports and a copy of the Request for Assistance.

Transportation

The participating modules are all coming on road and bring along their own transport means.

Accommodation

The participating modules will be expected to set up a BoO, in line with the principles of **self-sufficiency**.

Food

Breakfast, lunch packages and dinner for the participating modules will be provided, according to the self-sufficiency principles.

Communications

Modules are responsible for the provision of their own communication means for their internal communication. For communications between the team leader and his/her team members, each team has to use its own radio equipment / telephones. Procedures for the use of frequencies will be in place.

Proper communication for trainers and EXCON will be provided by organizers.

Medical support

Medical emergency assistance is provided at all areas of operations. In case of an emergency, medical support has to be asked via **112**. EXCON has to be informed immediately. A dedicated rescue team, including medical service provided by organizers, will be on standby.

(Read carefully Safety and Security Chapter 9 below and the special dedicated annex).

7. Safety and Security

Safety and security of the participants are of paramount importance and therefore one of the main concerns of the exercise management.

In order to ensure maximum safety, the following measures will be foreseen:

- At the national level, each Partner will appoint a Safety & Security Responsible. Each exercise site will have a designated Site Manager - site responsible, familiar with the local regulations and organization and knowing the site.
- On each site, a designated safety officer will monitor specific actions of the modules. Otherwise Venue manager will provide this specific activity.
- An additional focus is set on permanent communication between EXCON / trainers and the safety officers / on-site commanders.
- On each site where real life casualties will be used, a dedicated rescue team, including medical service, will be on standby. On these sites, professional role players are expected to be used.

7.1 Responsibilities

The exercises can take place at either a secure facility or in the public domain. All participants have to follow the local laws and regulations. Local procedures or additional rules related to the exercise will be presented in the briefing.

All participants are responsible for their own safety and the compliance with safety regulations. It is the responsibility of each and every one to intervene and stop unsafe actions and potentially dangerous situations.

In order to guarantee a safe environment, **the organizer** has detailed the safety measures in the form of a **risk analysis**. In order to manage the safety of the exercise the organizer has detailed the responsibilities and competencies for all parties involved.

The organizational chart for safety and security is presented in the figure below.



General responsibilities for safety and security are shared amongst all during the exercise:

Function	Responsibility
Exercise director	✓ Overall coordination of the exercise
Chief Exercise Controller	✓ Overall safety of the exercise, including a safe conduction of the exercise and respect of general safety procedures, based on the information provided by the Safety Officers and the Site responsible / trainers ✓ Can decide to stop the exercise if needed
Venue Manager	✓ Conduct the risk assessment of the sites before, during and after the preparation of the site (green light to EXCON) ✓ Ensure a safe set up of the site ✓ Knowledge, communication and respect of local safety procedures at the respective site
Safety Officer	✓ Safety and security of the site

	<ul style="list-style-type: none"> ✓ Assists the trainer, might give a short feedback to the trainer on the performance of the participants ✓ Can trigger an emergency procedure ✓ Safety of role-players ✓ They can stop, if necessary, the scenario for that site and have to notify the DS or trainers about the situation;
Trainers	<ul style="list-style-type: none"> ✓ Operational safety of the module ✓ Assisted by the safety officer ✓ Can trigger an emergency procedure ✓ They can stop, if necessary, the scenario for that site and have to notify the DS about the situation;
Modules TL / Modules members	<ul style="list-style-type: none"> ✓ Overall safety of the module members ✓ Safety of equipment ✓ Safety of activities ✓ Own personnel safety ✓ Usage of real PPE (personal Protective equipment) ✓ They can stop, if necessary, the activity for that site; they have to notify the DS or trainers about the situation;

7.2 Emergency measures

The safety and security measures are compulsory. The responsibility for complying with those measures by the participants falls upon both themselves and their respective team leaders. The basis of the safety organization is a risk assessment of the exercise.

Safety and Security Rules in Annex 8 have to be followed by every participant.

The advice of the venue manager at the exercise sites has to be respected!

Code words for real-life emergencies

NO PLAY! NO PLAY! NO PLAY!

“This activity is not part of the scenario”

The Safety Officer and the trainer have to be informed immediately about any accident at the operational sites to decide on further steps.

In case of the need for assistance, over and above of existing capabilities on scene, **112** has to be called.

The **Exercise Director and the Senior Exercise Controller** have to be informed immediately about any incidents and initiated measures.

7.3 Visibility

To identify the different groups of persons and vehicles during the exercise, all functions are marked with different colors. Everyone involved in the exercise will receive badges, including observers and real media.

Vests will only be worn by non-players, as the participants in the exercise (modules, EUCPT and country's emergency authorities) are wearing their intervention gear. Therefore, everyone not marked with a vest has to be seen as an exercise participant (e.g. as media role player) or could be foreseen as a civilian.

Please note that badges and identification vests have to be worn during the exercise days. The colors of identification vests are as follows:

RED	EXCON staff
GREEN	Trainers, Co-trainers, Safety staff, Site Managers
WHITE	Exercise evaluators or certifiers
ORANGE	Observers, VIP
BLUE	Own media

8. Media

Both internal and external media are invited during the planning and delivery of the exercise. From organizers point of view, we will also follow the visibility act stated within the tender.

A short video clip with key statements will also be produced during the exercise and posted both on the website and YouTube with links sent out to partners and participants.

Media and communication is involved in several aspects of the exercise:

- External communication to media about the exercise;
- Video support during the evaluation of the exercise;
- Role-play during the exercise pretending to be media;
- Media messages during the exercise;

During the exercise, there are two structures in place dealing with media issues:

8.1 Real Media

The responsibility to deal with **real media** and to coordinate access of journalists to the exercise sites, as well as to organize interviews and press conferences, lies with the exercise management with the support of the Partner.

Media and communication is involved in several aspects of the exercise:

- External communication to media about the exercise;
- Video support during the evaluation of the exercise;
- Role-play during the exercise pretending to be media;
- Media messages during the exercise.

A media plan to external media will be prepared by the exercise management and the partner organization in charge with the preparedness of the exercise.

Media can at all times get information about the actual exercise play, the situation at the various exercise sites and the on-going response operations via the media contact point.

All media representatives have to be registered and wear special vests to get access to the Base of Operations as well as to the areas of operations.

Communication to the media is CN APELL's overall responsibility. The project director will be the spokesperson on behalf of MODEX CN APELL-RO. CN APELL-RO will, together with each local partner, work toward profiling with local media. This to ensure that communication to media reflects a clear and single message CN APELL-RO requests to be involved in all messages that are provided to the media. Each partner informs CN APELL-RO when messages are distributed that might negatively influence the project.

CN APELL-RO will develop with each partner a media plan which describes the main message, the main communication tools and when and to whom these communication tools are used. The media plan will be an attachment to the Scenario handbook.

8.2 Simulated media

For training purposes, participants in the exercise are confronted with simulated media representatives (role players). The simulated media team will be organized and used in the exercise by the national organizing country. The responsibility for their activities lies with the EXCON and media coordinator. The external media can be also asked to provide role-play and using the video images as injects for the modules.

9. Contingency plan

Organizing a large-scale exercise can lead to several contingency issues. The main issues to be distinguished are:

- The training facility cannot execute the training due to a force majeure;
- A module has to cancel a training;
- Experts are not able to participate in the training.
- Interruption of the exercise due to extreme weather conditions or other emergency situations;

9.1 Contingency plan training facility

Due to unforeseen circumstances a training facility might not be able to conduct the training. During the cycle one training facility is involved once in organizing the trainings. Agreements will be made between the different training facilities to act as a backup in case one of the training facilities cannot conduct the training.

Might this issue arise then the EC will be informed immediately. Until the core group meeting before the exercise the location of the training can be changed.

The backup options for the exercise venue as below

Backup venues		
Country	Venue	Venue manager
Romania	Iasi county (Prut river)	Vlad Petre

9.2 Contingency plan training modules

Due to unforeseen circumstances a module might not be able to participate in the training after signing the contract. Project Management Team together with the module will explore

alternatives for participation in one of the exercises. The aim is to have the minimum required modules at each location to provide for an optimal learning opportunity.

Might this issue occur then the EC will be informed immediately. Until the core group meeting before the exercise the exact planning of the modules can be changed. After this meeting Project Management Team cannot guarantee that it is possible to change the planning of the modules due to operational challenges. Project Management Team will attempt to find a solution that fits best to all parties involved.

As the consortium partners are actively involved in the UCPM trainings and other projects (also UCPM Civil Protection Committee members), replacement of the module or participants from other Participating State can be easily found.

9.3 Contingency planning – extremely weather conditions

The organizer will prepare a contingency plan to support the participating modules in case of extremely bad weather conditions or other unforeseen emergency situations.

The plan should contain references to:

- Early warning about weather condition during the exercise;
- Immediate evacuation plan;
- Emergency medical support;
- Emergency sheltering plan;
- Providing food and water;

The organizers will identify appropriate spaces for evacuation, sheltering and food, will inform and will agree with the EXCON during the first briefing the emergency contingency plan and procedures. The emergency contingency plan will be one of the annexes to the Mission Handbook.

10. VIP/Observers

VIP and observers will follow a separate program according to the number of participants, this group will be accompanied by a special representative during their stay.

The visitors and observers have the opportunity to visit the exercise sites and to observe modules' activities. The VIP's program will be communicated in due time. The foreseen tour of the exercise will start at the Base of Operations and will continue with visits to modules that are operating on sites. The tour will provide the guests with the opportunity to observe many of different mission's aspects. Visitors and observers will be guided through the different areas of the exercise. VIP's, observers and other invited persons will have full access EXCON, venues and Command Post.

Observers can view the exercise from a designated observation area and are asked to remain within the observation area during the exercise.

The Observers/VIP visit plan would be communicated to all trainers beforehand and that the person accompanying them would be especially cautious to not disturb and/or interfere with exercise play (i.e. should first request trainers for permission).

11. Debriefings

Structure for information and feedback

Immediately after the exercise, each team will have a hot wash within the team (without the trainer) and one hot wash up with their respective trainer.

A general debriefing session, with all participants and training audience will take place. Both, participants and exercise management, will give their first impressions and lessons identified. The time and location of the debriefing will be announced in due time.

A detailed plan of the briefings can be found in the annexes.

Briefings

The first day of the exercise there is a mission briefing by the Chief Exercise Controller during which all participants are present:

- Status
- Observations
- Objectives
- Planning
- General remarks
- Safety and security issues

After Action Review

The After-Action Review can be done after each action by the trainer to discuss:

- Experience of the team leader
- Experience of the team members
- Objective assessment by video, pictures or figures
- Review of other participants/observers
- Summary by trainers
- Additional objectives

A general After-Action Review is done by the Chief Exercise Controller every day:

- Safety Issues
- Five-minute explanation of experiences by team/level leader
- Objective assessment by video, pictures or figures
- Summary by main trainer
- Additional objectives
- Changes in planning

Reports

After each exercise the different aspects of the exercise will be documented. Feedback is given on four levels:

- Facts and figures of the exercise by project management team available to the EC in the status report;
- Evaluation of the general exercise objectives written by the lead evaluator, available to the EC in the evaluation report;
- Evaluation of specific exercise objectives per module by the main trainer available for the participants;
- Evaluation of each module of the specific exercise objectives per module available in the status report and for each participant;

12. Organizing the exercise

Many aspects are important in the organization of an exercise. To generally describe the roles and responsibilities of each party a distinction can be made between CN APELL, the modules and the consortium partners, each directly involved in the preparation, execution, evaluation or participation of the exercise. The table below describes the responsibilities of all involved:

CN APELL	Modules	Partners
Exercise preparation		
General project coordination	Subscription to exercise	Exercise Handbook
General Handbook	Factsheets & financial sheets	Scenario, scripts, events
Support with scenario and scripts	National training requirements	Preparation of the sites
Plan, organize and host meetings	Preparation for the exercise	Preparation of the BoO
Subscription and payment of modules and teams		Risk analysis
Core group meetings		Core group meeting
Exercise		
EXCON & EXCON	Equipment	Facilities & sites
	Deployment & transport	Accommodation of EXCON
	Accommodation	Logistic for EXCON
	Food & water	Local staff (venue manager, Safety officers, role players)
	Waste & sanitation	Communication for EXCON
	Insurances	Working places for EXCON
	Participation in exercises	Real First Medical Aid
	Co-trainers	Insurances
Evaluation and reporting		
Centralizing and analyzing the modules & EXCON & trainers' reports	Input for evaluation and reports	Input for evaluation and reports
Reporting to EC		

Content of Annexes

- Annex 1 Acronyms and abbreviations
- Annex 2 The participants and the structure of the exercise
- Annex 3 Regional Directorate for Civil Protection Piemonte
- Annex 4 Exercise Locations (only for EXCON&MT)
- Annex 5 Practical information for EXCON, trainers, evaluators
- Annex 6 Information on arrival for modules (EXCON and modules)
- Annex 7 Detailed timeline (only for EXCON&MT)
- Annex 8 Base Scenario - (only for EXCON&MT)

Annex 9	Safety & Security Rules and Procedures
Annex 10	Task and Responsibilities
Annex 11	Exercise timeline general
Annex 12	Main Inject List
Annex 13	Main Worksites list
Annex 14	Site risk analysis
Annex 15	Emergency shelter location
Annexes	Scripts – for each site

Exercise director

Marcel Lucaciu