

## **INTRODUCTION.**

Natural disasters, such as floods, are a reality of living in Nigeria. The impact of such disasters can be significant and given the remoteness of the communities usually affected, response from outside is often difficult or even impossible. As a result, increasing the capacity of communities and local authorities to mitigate and reduce the impact of disasters, as well as improve the preparedness and resilience of communities, is a priority for CAID and NEMA.

An emergency can create chaos and uncertainty. In such situations, emergency response staff must be calm, prepared and well trained to cope appropriately. Speed, efficiency and good co-ordination are crucial in the early warning and early response phase in order to minimize the human and economic cost of disasters. In 2012, Plateau state, Nigeria was categorized in 'class B' among other states of the federation due to the impact of the devastating flood disaster that occurred.

In view of these, concerted efforts by CAID Nigeria/NEMA to address these challenges led to a partnership and development of a flood disaster contingency plan. In a bid to test the efficacy and workability of these plans, a simulation exercise was conducted in the three (3) Schools based communities of Utan, Angware and Kalong in the three (3) LGAs of Jos North, Jos East and Shendam of Plateau state. The simulation exercise was carried out one after another in the three (3) aforementioned communities from 12<sup>th</sup>, 13<sup>th</sup> and 14<sup>th</sup> March, 2019 respectively.

A **Simulation Exercise (SimEx)** is a fictional disaster event created with the purpose of testing plans and procedures that would come into effect during a real emergency, helping to identify strengths and weaknesses. Emergency responders are given the chance to develop their skills and knowledge and it also provides a valuable opportunity for the various stakeholders to meet and work together to improve co-ordination. A SimEx can be big or small depending on its aims and the resources available to the organisers. Simulations are a highly effective training and educational tool that develop skills and deepen people's understanding of disaster response through practical experience.

## **OBJECTIVES.**

- i. To Build School Pupils/children capacity on Early Warning for Early Response (E4E)
- ii. To deepen the resilience of school children/pupils during disasters.
- iii. To broaden the understanding of emergency response through practical demonstration.
- iv. To test the efficacy and practicability of the contingency plan

## **Participation.**

Participants at the training were CDMMP, DMMP, CERT, SERT, Staff from the National Emergency Management Agency who served as the lead facilitators, LEMC members, Christian Aid Staff, Religious and community leaders, members of NGO's CSO's, members of various security agencies, staff of some government relevant line departments, Plateau State Emergency Management and other stakeholders relevant to the simulation exercise. Most of the participants were invited from the flood prone communities in the three (3) LGAs. The participants ranged from youth to elders.



## **STRUCTURE OF THE WORKSHOP;**

The training modules and action plan were designed by NEMA .The training was structured and designed to be carried out in two phases within three (3) days;

Phase 1. Theoretical

Phase 2. Practical

**THEORETICAL;** Day one and two (1&2) covered paper presentations;

### **DAY 1.**

Paper (1); Introduction to Disaster Management- this covered the overview and definition of Disaster Management terminologies.

Paper (2); School Emergency Response Team (SERT) development and organisation, this covered the basic procedures of selecting and forming SERT, Disaster Incident Management command structure.

Paper (3); Search and Rescue Operations and Activities. This paper highlighted the procedures of conducting SAR, and the activities carried out before, during and after SAR operations.

### **DAY 2.**

Paper 1- **DRR concept in Disaster Management:** This covered the concept, Principles and approach to Disaster Risk Reduction, linking it to Disaster Management.

Paper 2- **Time Management:** The presentation highlighted the importance and application of good time management principles for an effective Search And Rescue ( SAR) operation.

Paper 3- **Risk Management:** The paper presentation on Risk Management, gave the participating schools an insight on how to design and develop personnel, organisational and operational Risk Management plan .

Paper 4- **Identification and uses of floatable devices:** This presentation educated the participants on ways to identify and use personnel life saving devices in the event of flood or other water related disasters.



A group exercise was organized to give the participants an “on hand” feeling for an all round experience in Disaster Management. Each group was asked to present its finished work. The participants were broken into groups which were called SERT communities and asked to develop ERT in line with incident command structure (ICS) and simulate flood emergency by themselves; highlighting Search And Rescue( SAR) activities.



### DAY 3.

- Techniques of resuscitation.
- Techniques of bleeding control
- Techniques of fracture immobilization
- Techniques of carriage

After the practical demonstration by the facilitators, all participants were asked to practicalise all the lifesaving and carriage techniques learned during session and a mock drill was conducted to assess the impact of the training.

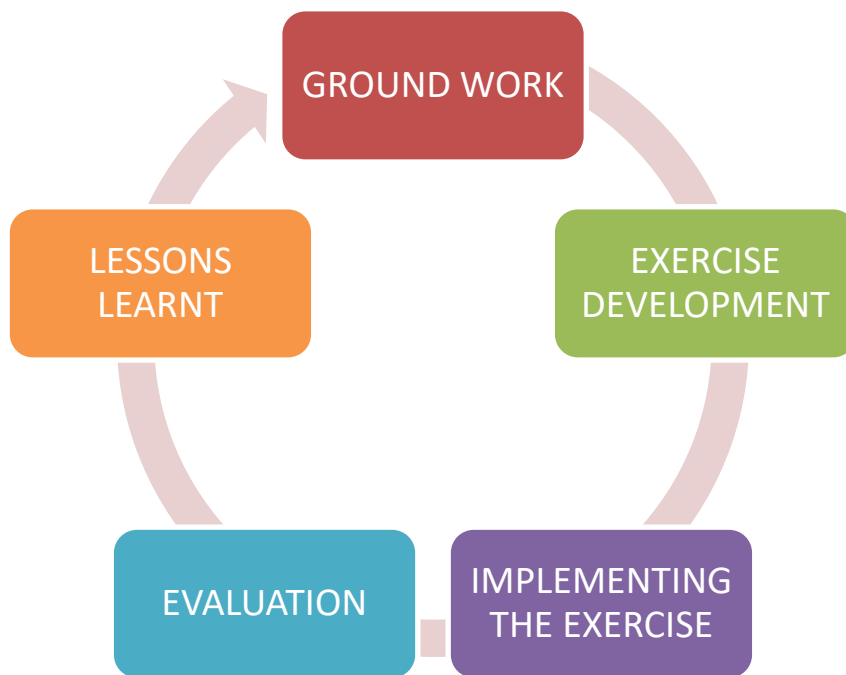


## SIMULATION EXERCISE

The simulation exercise was conducted one after the other in the three (3) communities of Utan, Angware and kalong of Jos North, Jos East and Shendam LGAs of plateau state respectively.



In conducting a simulation exercise, there are cycles of activities that need to be carried out.



### **Ground Work.**

CAID, NEMA and community leaders of the nine (9) communities, local authorities, NGOs came together as group. This group reflected the size and scope of the SimEX that was to be conducted. These organisations allocated both human and material resources towards planning and execution of the SimEX.

At this level, a SimEX design team was selected. It comprised representatives from the selected schools and key organisations, community leaders, CDMMP and DMMP members, Youth group, women group, PLWD. Among them, a designated team lead was selected who oversaw the planning and implementation of the SimEX. Specific roles and responsibilities were assigned to the rest of the DT members to enable the smooth running of the simulation exercise which were that of;

- ✓ **Liaison officer** to maintain proper communication and relations in the lead up to, and during the simulation
- ✓ **Security personnel** to take care of security and safety issues during the exercise and work with the Risk Management Plan
- ✓ **Logistics officers** to deal with requirements and materials for the SimEX, necessary administrative work, communicate and share information to and between participants and stakeholders, provide and maintain necessary equipment.
- ✓ **Monitors** from members of the design team who would not be fully responsible for the nitty-gritty of the SimEX, will freely observe participants and provide feedback maximising learning and assimilation.

The design team was saddled with the responsibility of;

- ✓ Giving the SimEX a CODE NAME.
- ✓ Developing the objective of the SimEX.
- ✓ Creating narrative and develop Injects for the SimEX.
- ✓ Implementing and managing the SimEX.
- ✓ Conducting the scoping visit.
- ✓ Designing Action plan.
- ✓ Risk Management plan.

### **Developing the SimEX Scenarios**

The scenario narrative was developed in line with disasters being experienced or likely to be experienced in the communities. This was equally done in conformity with CAID E4E goal and objective. The scoping visit assisted the design team in developing a realistic scenario.

The exercise in Jos North was aimed at testing casualty handling and carriage techniques during emergencies while Jos East was targeted at testing preparedness, co-ordination and response to early warning systems, *Shendam* was aimed at testing evacuation and casualty handling. Role players were also used as the scenarios unravelled and team members, communities members, school children served as monitors/observers during each Simulation.

## **JOS NORTH – UTAN**

The disaster scenario was based on the information below:

- |   |                   |
|---|-------------------|
| 1. Type of Emergency:                     | <b>FlashFlood</b> |
| 2. Disaster Intensity:                    | <b>high</b>       |
| 3. Impact Location:                       | <b>Utan</b>       |
| 4. Number of Deaths:                      | <b>none</b>       |
| 5. Number of casualties:                  | <b>10</b>         |
| 6. Number of affected:                    | <b>130</b>        |
| 7. Number of Buildings damaged/destroyed: | <b>none</b>       |
| 8. Impact on livelihood:                  | <b>none.</b>      |

### **Jos North-Utan SimEX scenario narrative CODE name C4C (Children for Children)**

The rainy season set in on the 13<sup>th</sup> day of march,2019, after the weather forecast predicted heavy showers in Jos North LGA.

Some communities in the LGA had just experienced flood disasters in the recent past thereby sending panic and confusion among the inhabitants of these communities. On that fateful day, the sky looks bright and all is set for the day's businesses. Parents are taking their children to schools, corner shops are being opened and suddenly the weather changes and it's about to rain.

At about 09:25hr the communities begin to experience heavy showers and the volume of the rain continues without ceasing. By 09:55hr the entire communities are flooded with a flash flood.

#### **Negative Impact.**

- ✓ Schools submerged in water
- ✓ Ten (10) school children were carried by the flash flood, while struggling to save themselves they sustained various degrees of injuries namely:
  - I. Broken bones
  - II. Cuts on different parts of the body leading to bleeding &
  - III. Unconsciousness

In view of these, the school's principle is to activate the newly trained school emergency response team SERT to respond to the emergency before aid comes from response organizations.

**ACTIONS.**

- ✓ 10:00am Activation of SERT.
- ✓ 10:05am Mobilization of SERT members by the Team Lead.
- ✓ 10:10am Establishment of EOC and ICP.
- ✓ 10:15am Moving into the incident scene and conducting Search And Rescue activities.
- ✓ 11:00am END EX.
- ✓ 11:05am Hot De-brief



### Implementing the Scenario narrative.

The disaster scenario was based on the information below:

#### JOS EAST – ANGWARE

1. Type of Emergency: **Flood**
2. Disaster Intensity: **high**
3. Impact Location: **Angware**
4. Number of Death: **none**
5. Number of casualties: **40-45 (expected casualties)**
6. Number of affected: **105 households**
7. Number of Buildings damaged/destroyed: **partial damages**
8. Impact on livelihood: **farmlands destroyed and commercial activities halted**

#### Jos East-Angware. SIMEX SCENARIO, JOS EAST LOCAL GOVERNMENT

**STEP 1:** Emergency meeting of LEMC to give information to the community on the impending danger to residents along the river banks as a result of the persistent rainfall. The deliberation was centred on actions to be taken.

-LEMC Team Leader calls emergency meeting; where EOC is activated and an INCIDENT COMMAND POST is established. 11:02-11:16 (15 minutes).

#### ACTIONS:

A. **Information dissemination:** informing and mobilizing the community members to evacuate vulnerable groups to safe areas/higher grounds. (*AngwanGaladima* and *AngwanMadaki*)

b. **Town crying:** two motor bikes mounted with mega phones 11:17-11:40 (24 minutes).  
Announcing impending flood, which is due to the consistent rainfall and rise in water level of nearby river.

#### Actions to be taken by the CERT team A, include:

- A. Moving community members from the river bank settlements (*Angwangaladima*) to higher grounds (Evacuation centre- *COCIN CHURCH ANGWARE*).  
(FIRST EVACUATION)
- B. Evacuating the injured to the triage centre.
- C. Administering first aid treatment to the injured in the triage.
- D. Transporting the injured to a hospital.





## STEP 2:

### ACTIONS:

- A. Monitoring of water levels on gauge and other signs, 11:40-11:50am (10 minute). Tepid, grasses/leaves in water.
  - B. Activation Of CERT teams B and C to assemble at EOC/ Incident command post (11:50-11:57am (10 minutes).
  - C. Team B and C commenced evacuation of the vulnerable to safety from *Angwanmadaki* to Evacuation centre-*COCIN CHURCH ANGWARE* 11:57-12:17pm (20 minute). (SECOND EVACUATION)
  - D. Situation Report/Evacuation Operations. 12:17-12:20pm (3 minute)
  - E. Response and Evacuation continues: 12:20-1:00pm (40 minute)
    - Search and Rescue operations on going
    - Victims brought to triage for sorting
    - Evacuation of injured victims to Hospital by various means of transportation available.
- = (120 MINUTES)

### DEMOBILIZATION OF THE SIMEX. (THE END)

#### DEVELOPING INJECTS

1. Violence breaks out in evacuation centre.
2. After rescuing a 3year old boy, on the way to the triage point the baby starts convulsing.
3. A pregnant woman goes into labour in the triage
4. Fire breaks out at the evacuation centre
5. Heavy traffic jam on main road due to panic movement as a result of the ongoing evacuation. Clear the traffic jam.
6. Co-ordination of emergency meeting.
7. In the process of search and rescue (evacuation) you get an emergency call from your family that your wife is missing.
8. Call for a CERT emergency meeting
9. Report of theft/loss of items in evacuation centre.
10. Civil unrest and panic in the evacuation centre.



## SHENDAM-KALONG

The disaster scenario was based on the information below:

1. Type of Emergency: **Flood**
2. Disaster Intensity: **low**
3. Impact Location: **Kalong**
4. Number of Death: **none**
5. Number of casualties: **40**
6. Number of affected: **120**
7. Number of Buildings damaged/destroyed: **none**
8. Impact on livelihood: **farm lands destroyed and commercial activities halted.**

## SHENDAM-KALONG

NARRATIVE OF SIMEX SCENARIO FOR FLOOD IN SHENDAMLGA SCHEDULED FOR 14TH MARCH, 2019.

On Thursday 14th of March 2019, a sudden call comes to the District Head of Kalong about excessive water flowing from River *BakinKogi* to River *Kalong* that washed away farmlands and houses at the River Bank. The prediction was, it would likely extend to *Kalong* in two hours.

The whole community was alerted using town criers and ringing of bells for those in the River Bank to vacate immediately. Owing to carelessness and negligence however, about forty households were trapped, which resulted to confusion and various degrees of injuries.

The information revealed that about 40 households were likely to be affected with 120 people likely to suffer various degrees of injuries as a result of the flood emergency. The vulnerable groups included women and children, the aged, people with disabilities and health issues.

The community had developed a contingency and preparedness plan for disaster management, the activation by the team leader of the LEMC/CERT teams to evacuate and respond to the flood emergency. This will serve as a litmus test for the LGA to test its newly developed preparedness and response evacuation plan. About 40 households were trapped and efforts has to made for a search and rescue operation.

### OBJECTIVE OF THE SIMEX

- To test the community evacuation plan
- To test on victim Evacuation and casualty handling skills
- To test first –aid knowledge of the CERT

### EXPECTATIONS

- Dissemination of the flood emergency situation using early warning systems
- Coordination of the CERT teams for response by the Team leader.
- Response and Evacuation of victims by the CERT teams during the flood.

- **STEP 1:** Emergency meeting of LEMC to inform the community on the impending danger to those residents along the river banks as a result of the persistent rainfall. The deliberation will centre on actions to be taken.
- -LEMC Team Leader calls emergency meeting; where EOC is activated and an INCIDENT COMMAND POST is established. 11:02-11:16 (15 minute).

**ACTIONS:**

**a. Information dissemination:** informing and mobilizing the community members to move out vulnerable groups to safe areas/higher grounds. (*GSS Kalong*)

**b. Town crying:** two motor bikes mounted with mega phones 11:17-11:40 (24 minutes).

Alerting the community on impending flood due to the consistent rainfall and rise in river water level.

**Actions to be taken by the CERT team A, include:**

i. Moving community members from the river bank settlements to higher ground (Evacuation centre- *GSS Kalong*).

(FIRST EVACUATION)

- ii. Evacuating the injured to the triage centre.
- iii. Administering first aid treatment to the injured in the triage.
- iv. Transporting the injured to the hospital.



**STEP 2:**

**ACTIONS:**

**A.** Monitoring of water levels on gauge and other signs, 11:40-11:50am (10 minutes). Tepid grasses/leaves in water.

**B.** Activation Of CERT teams B and C to assemble at EOC/ Incident command post ( 11:50-11:57am (10 minute).

**C.** Team B and C commences evacuation of the vulnerable to safety from River *Kalong* to Evacuation center-*GSS Kalong* 11:57-12:17pm (20 minutes). (SECOND EVACUATION)

**D.** Situation Report/Evacuation Operations. 12:17-12:20pm (3 minutes)

**E.** Response and Evacuation continues: 12:20-1:00pm (40 minutes)

- Search and Rescue operations ongoing
  - Victims brought to triage for sorting
  - Evacuation of severed injured victims to Hospital by various means of transportation available.
- = (120 MINUTE)

DEMOBILIZATION OF THE SIMEX (THE END)

**EVALUATION.**

Post-SimEX evaluation was carried out by each community SimEX team. Evaluations are a critical part of SimEX, where experiences are shared, lessons and recommendations are discussed.

## LESSONS LEARNT

**Putting the learning into action.** The learning that occurs during the exercise means little, if it doesn't lead to changes and improvements to policies and plans. The feedback and recommendations captured during the hot debriefs and evaluation session should be used by the various participated groups to update their plans, streamline systems and improve operational activities.

# SIMEX MASTER SCHEDULE

Date	Time	Description (Function)	Responsibility	Anticipated Response	Resource Required
<b>Week 1</b>					
Day 1	9:00 am	<b>SIMULATION BRIEF</b> 1. Bring/Brief stakeholders together 2. Select design team 3. Sign interagency or community group agreements 4. Gain authorization to run the SimEX 5. Budget and funding	CAID NEMA	<ul style="list-style-type: none"> <li>Determine objectives of SimEX</li> <li>Confirm training needs with participant groups</li> <li>Develop Risk Management Plan</li> <li>Develop communication plan for organization and management of exercise</li> </ul>	1. Meeting Hall PA/Multi Media system 2. Flipchart 3. NEMA Personnel (7) 4. LG Reps (3 LG Chairmen) 5. LEMC (CERT Leaders) 6. Christian Aid Staff 7. Community Leaders each from selected communities 8. Selected NGO's from the 3 LG's
Day 2		<b>SCOPING VISIT TO AGATULGA</b>	CAID NEMA	<ul style="list-style-type: none"> <li>SimEX Design Team will go to the LG's simultaneously.</li> </ul>	1. Vehicles
Day 3			SimEX Design Team		2. Accommodation
Day 4					3. Meal 4. Writing Materials 5. NEMA Personnel (7)

					6. LG Reps 7. LEMC (CERT Leaders) 8. CERT Leaders from communities 9. CAID Staff 10. Community Leaders/
Day 5		SIMULATION DESIGN SESSION		Develop likely scenario and possible injects, role players and circulate to Design team for feedback & Action plan  1. Confirm Injects  2. Identify role players in the community and prepare briefs  3. Develop support materials such as weather reports, Sit Reps, media releases etc	1. Meeting Hall 2. PA/Multi Media system 3. NEMA Personnel (7) 4. LG Reps 5. LEMC (CERT Leaders) 6. Christian Aid Staff 7. Community Leaders
Sat					
Sun					
<b>Week 2</b>					
Day 1		Training of CERT from 3 LGA's at 3 location simultaneously or till otherwise suggested	NEMA/CAID	Training of Community Members CERT'seg. <ul style="list-style-type: none"> <li>• Volunteers-first Aid,</li> <li>• NGO's- Humanitarian Standards</li> <li>• Response Agencies- Emergency Operating Procedures &amp; Incident Command Set-up</li> <li>• Develop Risk Management Plan</li> <li>• Develop communication plan for organization and</li> </ul>	1. Meeting Hall PA/Multi- Media system 2. Flipchart 3. NEMA Personnel (6) 4. CERT Members 5. Meals 6. First Aid Boxes
Day 2					
Day 3					

				management of exercise	
<b>Day 4</b>		Recheck level of preparedness of all participating stakeholders			
<b>Day 5</b>		1. Design Team and stakeholders hold final brief 2. Go over Master Schedule 3. Brief local media about the upcoming SimEX	CAID/NEMA		1. SimEX Design Team 2. Meal 3. Writing Material 4. Meeting Hall
<b>Sat</b>					
<b>Sun</b>		1. Required Team travel to Agatu ( <b>Benue state</b> )			1. Vehicles 2. Accommodation 3. NEMA Personnel 4. Writing Materials 5. Meeting Hall 6. Required Personnel for monitoring and participation as suggested by CAID
<b>WEEK 3</b>					
<b>Day 1</b>		1. Final visit to LG/communities in <b>AGATULGA</b>  to brief participants and role players 2. Reconfirm level of preparedness of all participating stakeholder	SimEX Design Team NEMA CAID		1. Vehicles 2. PA system/ Megaphone 3. Meal 4. Writing Material 5. Meeting Hall/Venue 6. SimEX Design Team Community Leaders/ Members 7. CERT Members 8. CAID Staff

<p><b>Day 2</b></p>		<p style="text-align: center;"><i>AGATULGA</i></p> <p style="text-align: center;"><i>SIMULATION EXERCISE &amp; POST-EVENT DEBRIEF AND EVALUATION</i></p>	<p style="text-align: center;">ALL</p>		<ol style="list-style-type: none"> <li>1. Vehicles</li> <li>2. Accommodation</li> <li>3. NEMA Personnel (2 as Lead 4 as monitoring and Support)</li> <li>4. PA system/ Megaphone</li> <li>5. Meeting Hall</li> <li>6. Community Members</li> <li>7. CERT Members in Agatu</li> <li>8. Canopy</li> <li>9. Drinking Water</li> <li>10. Communication Gadgets</li> <li>11. Selected NGO's from the LG's</li> <li>12. CAID Staff</li> <li>13. Required Personnel for monitoring and participation as suggested by CAID</li> </ol>
<p><b>Day 3</b></p>		<p>Required Team relocate to Makurdi</p>			

## Annex V

### Risk Management Plan for 2019 SIMEX in AgatuLGA, Benue State.

Description	Impact	Probability	Impact	Risk	Management	Responsibility
Vehicle Accident- Travelling to/from simulation and training sites	Injury Death Loss of organizational reputation Suspension/termination of simulation exercise Financial loss Criminal charges	possible	Major	Med	<p>Seatbelts to be worn at all times in vehicles.</p> <p>Drivers to be checked for safe driving.</p> <p>Participants to hold driver's license.</p> <p>Participants advised to avoid travelling during hours of darkness</p> <p>Vehicles to be checked for roadworthiness and current insurance</p> <p>Participants to be briefed on procedures</p> <p>Emergency contacts to be provided in case of an accident</p> <p>Staff and participants advised to ensure they have <b>medical insurance cover for the duration of the simulation</b></p>	All participants and monitors
Vehicle Accident- In simulation with communities	Injury Death Loss of organisational	unlikely	moderate	Low	Where possible, drivers not to enter residential areas/depart from main roads	All participants and monitors



	reputation  Suspension/termination of simulation exercise  Financial loss  Criminal charges				Speed limits to be observed Participants to hold drivers licence Participants to be briefed on procedures in case of an Emergency contacts to be provided in case of an accident Parking area to be identified and marked out	
Accidents - Participants/monitors suffer physical harm during simulation or training exercises	Death/injury of individuals	<b>possible</b>	<b>Major</b>	<b>Med</b>	Monitors with first aid training to be identified and available in case of Emergency contact list and procedures agreed Participants should avoid dangerous behaviour	Monitors with 1st Aid Training Security Team All Participants
Accidents-Community members suffer physical or psychological harm during simulation	Death/injury of individuals  Risk of retribution  Legal & financial implications  Loss of organisational reputation  Suspension or termination of simulation activities	<b>possible</b>	<b>Major</b>	<b>Med</b>	Participants to ensure own safety before involving themselves in a local incident  Any incident immediately reported to emergency services & SimEX Team Lead  Monitors & participants with first aid training to be called upon if necessary	Monitors with 1st Aid Training Security Team

					Protocol to be observed and inform the community well in advance	
Disease- Hygiene-related	Admission into hospital	unlikely	moderate	Low	Staff/participants advised to: <ul style="list-style-type: none"> <li>* follow standard guidelines around food hygiene while travelling</li> <li>* wash hands before all meals</li> <li>* drink bottled water only</li> </ul>	All participants
Criminal Activity-Theft	Loss of property Emotional harm to individuals	possible	Major	Med	Staff/participants advised to maintain low profile and not show off high valued items in public Staff/participants advised to lock valuables in hotel safe or carry with them  Suspicious behaviour to be reported to security team	All Participants Security Team
Criminal Activity-Mugging/Assault	Loss of property Physical & emotional harm to individuals	unlikely	moderate	Low	Limit the kind of activities carried out at night and for female staff to be accompanied in the village as well as appropriate transport arrangements made for female staff to travel home/ or hotel	All Participants Security Team

					<p>safely</p> <p>Staff/participants advised to maintain low profile and not show off high-value items in public</p> <p>Staff/participants not to share details of simulation activities or staff movement unnecessarily</p> <p>Suspicious behaviour to be reported to security team</p>	
<p>Legal Concerns- Breaches of Child Protection Laws &amp; Policies</p>	<p>Harm to community members/children</p> <p>Loss of organisational reputation</p> <p>Legal repercussions</p>	<p><b>unlikely</b></p>	<p><b>Low</b></p>	<p><b>Low</b></p>	<p>All staff/participants to be briefed on child protection and other legal protocols before deploying to communities</p> <p>Organisational protocols to be followed by all staff/participants</p> <p>Breaches in organizational protocol to be reported by participants or Control Team members at once</p>	<p>All Participants Simulation Leadership</p>
<p>Legal Concerns- Challenges to Simulation Activities</p>	<p>Loss of organisational reputation</p> <p>Suspension/termination of simulation activities</p> <p>Breakdown in relationship with local authorities</p>	<p><b>Unlikely</b></p>	<p><b>Low</b></p>	<p><b>Low</b></p>	<p>Support and approval has already been sought from Local Authorities</p> <p>Support and approval has already been sought from</p>	<p>Simulation Leadership</p>

					community leadership Any problems to be immediately reported to SimEX Team Lead	
Community Relations- Misunderstandings occur between simulation participants and community members	Loss of community goodwill to Simulation Exercise Loss of community goodwill to participating agencies Physical risk to participants Suspension or termination of simulation activities Complaints lodged at official/ governmental level Organizational reputation	<b>Unlikely</b>	<b>Low</b>	<b>Low</b>	Participants to remain observant to community behaviour & concerns Participants to behave with cultural sensitivity and treat all community members with respect and dignity Design Team to monitor relationships for any signs of tension & advise accordingly Formally thank community leaders at the end of simulation Remind participants at daily briefings that they are guests of the community and working under community goodwill Arrange local press release at the end of the simulation expressing appreciation for community support	All participants
Simulation Management-	Physical risk for separated team	<b>unlikely</b>	<b>Low</b>	<b>Low</b>	Each team to ensure they have	All Participants

<p>Team members become lost/separated from the rest of their team</p>	<p>members Creation of undue concern Time lost relocating team member Team breakdown</p>				<p>a meeting point established Individuals to ensure they all have personal emergency communications options Team leaders to know where their team-members are at all times (and monitors to check this) Missing staff to be reported to monitors &amp; security staff within 30 minutes Staff to ensure they do not wander off without informing others</p>	<p>Monitors Security Team</p>
<p>Simulation Management- Participants unable to differentiate between simulation and reality resulting in emotional/ psychological distress</p>	<p>Participants stop learning Participants lose goodwill Teams break down Possible emotional/ psychological harm Removal of participants from simulation Legal and financial ramifications</p>	<p><b>unlikely</b></p>	<p><b>Low</b></p>	<p><b>Low</b></p>	<p>Participants to communicate with simulation leadership if they feel they are under undue pressure Team leaders to monitor team members for undue distress Daily briefings and debriefs to be held to frame simulation start/end points  Monitors to observe participants for signs of undue distress Design team to ensure simulation</p>	<p>Simulation Design Team Monitors All Participant</p>

					challenges participants but does not unduly distress them	
Snake bike/scorpion sting	Injury Death Termination of SimEX	<b>Possible</b>	<b>Major</b>	<b>Med</b>	Wearing of safety/ankle-high shoes	All participants
Violent Attack	Injury Death Termination of SimEX	<b>Possible</b>	<b>Major</b>	<b>Low</b>	Contact all security post	All participants
Drowning	Injury Death Termination of SimEX	<b>Possible</b>	<b>Major</b>	<b>Med</b>	Wearing of life jackets	SimEX actors
Accident to persons with Disability	Injury Death Termination of SimEX	<b>Possible</b>	<b>Major</b>	<b>Med</b>		SimEX Team Lead

### Key

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