



**AHA CENTRE**  
ASEAN Coordinating Centre  
for Humanitarian Assistance  
on disaster management

# ARDEX

ASEAN REGIONAL DISASTER EMERGENCY RESPONSE SIMULATION EXERCISE

## HANDBOOK



A HANDBOOK FOR EXERCISE ORGANISERS





# ARDEX

## HANDBOOK

---

A handbook for exercise organisers

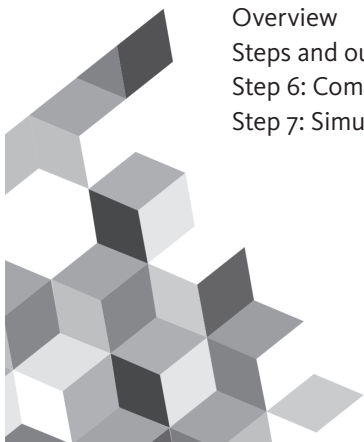
---

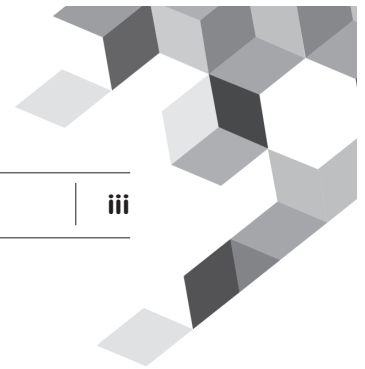


**ASEAN Regional Disaster Emergency  
Response Simulation Exercise**

# Contents

About this handbook	v
Ten steps (graph)	vi
<b>About</b>	<b>01</b>
About ASEAN	01
About AADMER	02
About the ACDM	02
About the AHA Centre	03
About ARDEX	04
<b>Introduction</b>	<b>05</b>
Why conduct exercises?	05
Stages (graph)	08
<b>Stage I: Choosing a Host Country</b>	<b>11</b>
ASEAN's structure for disaster management	11
How is the Host Country chosen?	11
Who pays for ARDEX?	12
<b>Stage II: Planning for the exercise</b>	<b>15</b>
Overview	15
Steps and outputs	16
Step 1: Exercise design workshop	18
Step 2: Concept and objectives meeting	20
Step 3: First planning meeting	23
Step 4: Final planning meeting	27
Step 5: Referees training	31
<b>Stage III: Conducting the exercise</b>	<b>35</b>
Overview	35
Steps and outputs	37
Step 6: Communications sub-exercise	38
Step 7: Simulation exercise	40





## **Stage IV: Reviewing the exercise** 45

Overview	45
Steps and outputs	45
Step 8: Evaluation meeting	46
Step 9: After-action review	48

## **Stage V: Implementing the recommendations** 51

Overview	51
Steps and outputs	51
Step 10: Implementation of the improvement plan	52

## **Resources & templates** 55

Guidelines: Exercise staff	57
Guidelines: Defining the concept of the exercise	59
Template: Concept of Operations (CONOPS)	63
Guidelines: Writing the Master Scenario Events List (MSEL)	69
Template: Master Scenario Events List (MSEL)	71
Template: Meeting preparation checklist	72
Template: Proposed participation form	75
Template: Communications sub-exercise timeline	76
Referee guidelines	78
Evaluation checklist	82
Guidelines: Referees evaluation presentation	83
Template: Improvement plan and recommendations	84

## **Glossary** 88

## **Index** 91



## About this handbook

● **THIS HANDBOOK** is primarily a resource to help the country hosting the next edition of ARDEX to organise a successful simulation exercise.

Its content is organised chronologically, from the moment the Host Country is selected. Then, readers receive orientation about the planning process, followed by the conduct of the exercise, its evaluation, and the transfer of that knowledge to future editions of ARDEX.

The handbook guides readers through the ten steps involved in this process, offering practical information, tips, and checklists so that all requirements are completed efficiently and on time.

Apart from the sections describing each step of the process, the handbook offers resources, guidelines and templates that can be used to define the details of the exercise and to draft related documents.

We hope you find this handbook useful and that it helps you to organise ARDEX smoothly.

The ARDEX Handbook was produced by the AHA Centre, with the support of ASEAN's Preparedness and Response Working Group.

Implementation of the improvement plan

10

After-action review

9

V

IMPLEMENTING  
THE RECOMMENDA-  
TIONS

Evaluation meeting

8

IV

REVIEWING  
THE  
EXERCISE

Simulation exercise

7

III

CONDUCTING  
THE  
EXERCISE

Communications sub-exercise

6

Referees training

5



# Ten steps

## I

IDENTIFYING  
THE HOST

1

Exercise design  
workshop

2

Concept and  
objectives meeting

## II

PLANNING FOR  
THE EXERCISE

3

First planning  
meeting

4

Final planning  
meeting



# About

## About ASEAN

• **THE ASSOCIATION** of Southeast Asian Nations, or ASEAN, was established on August 8, 1967. The member states of the association are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam.

The aims and purposes of ASEAN are:

- To accelerate the economic growth, social progress and cultural development in the region through joint endeavours in the spirit of equality and partnership in order to strengthen the foundation for a prosperous and peaceful community of Southeast Asian Nations;
- To promote regional peace and stability through abiding respect for justice and the rule of law in the relationship among countries of the region and adherence to the principles of the United Nations Charter;
- To promote active collaboration and mutual assistance on matters of common interest in the economic, social, cultural, technical, scientific and administrative fields;
- To provide assistance to each other in the form of training and research facilities in the educational, professional, technical and administrative spheres;
- To collaborate more effectively for the greater utilisation of their agriculture and industries, the expansion of their trade, including the study of the problems of international commodity trade, the improvement of their transportation and communications facilities and the raising of the living standards of their peoples;
- To promote Southeast Asian studies; and
- To maintain close and beneficial cooperation with existing international and regional organisations with similar aims and purposes, and explore all avenues for even closer cooperation among themselves.

The ASEAN Secretariat was set up in February 1976 by the Foreign Ministers of ASEAN. The ASEAN Secretariat's basic function is to provide for greater efficiency in the coordination of ASEAN organs and for more effective implementation of ASEAN projects and activities. The ASEAN Secretariat is based in Jakarta, Indonesia.

## About AADMER

● **THE ASEAN** Agreement on Disaster Management and Emergency Response (AADMER) is a legally binding framework for regional cooperation and coordination in all aspects of disaster management. It was ratified by all ten ASEAN Member States and entered into force on December 24, 2009.

The Agreement guides the development of operational procedures to respond collectively and promptly to disasters. For example, it includes provisions to facilitate the movement of relief items and to expedite customs. It also defines the utilisation of military and civilian personnel in disaster relief operations.

The Agreement mandates the creation of a centre to coordinate regional disaster response (the AHA Centre).

## About the ACDM

● **THE ASEAN** Committee for Disaster Management (ACDM) serves as the main subsidiary body that oversees the operational implementation of AADMER under the Conference of Parties. Its main roles include:

- To provide leadership and guidance towards fulfilling the goals and objectives of AADMER, according to the vision of disaster-resilient nations and safer communities within ASEAN by 2015;
- To initiate, direct and oversee the development, monitoring and implementation of the AADMER Work Programme 2010-2015 and other initiatives implemented by the respective working groups;
- To strengthen coordination with relevant ASEAN bodies;
- To collaborate with ASEAN's Dialogue Partners, multilateral agencies, NGOs and the private sector.

The ACDM is headed by a Chair, supported by a Vice Chair, and consists of the heads of national agencies responsible for disaster management of ASEAN Member States. The ACDM meets at least once a year.

The ASEAN Secretariat provides support to the ACDM related to policy, programme development, advocacy, resource mobilisation, and monitoring and evaluation.

The ACDM also serves as the governing board for the AHA Centre.



## About the AHA Centre

● **FOLLOWING** the entry into effect of AADMER, between 2009 and 2011 ASEAN leaders vigorously promoted the establishment of the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (the AHA Centre).

The AHA Centre was formally established during the 19th ASEAN Summit in Bali on November 17, 2011, through the signing of the 'Agreement on the Establishment of the AHA Centre' by ASEAN Foreign Ministers and witnessed by the respective Heads of State.

The AHA Centre was established to facilitate cooperation and coordination both internally among ASEAN Member States and also externally with the United Nations and international organisations for disaster management and emergency response.

The AHA Centre's primary functions are to facilitate regional cooperation for disaster management, to facilitate joint emergency preparedness and response, and to operationalise regional coordination mechanisms for emergency preparedness and response.

When a major disaster strikes the region, the AHA Centre plays a central role in facilitating the flow of information. It follows precise communication and coordination protocols as defined by the Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (SASOP).

During emergency response, the AHA Centre can also help mobilise ASEAN's standby assets and personnel. The AHA Centre has the capacity to send relief items and deploy the ASEAN Emergency Response and Assessment Team (ASEAN-ERAT).

The AHA Centre also organises simulation exercises on a regular basis to test regional emergency response mechanisms.

## About ARDEX

● **THE ASEAN** Regional Disaster Emergency Response Simulation Exercise, or ARDEX, is a full-scale simulation exercise that seeks to test, practise, review and evaluate ASEAN's emergency response and disaster management mechanisms.

ARDEX is conducted on a regular basis, generally every two years, to test regional processes and capabilities.

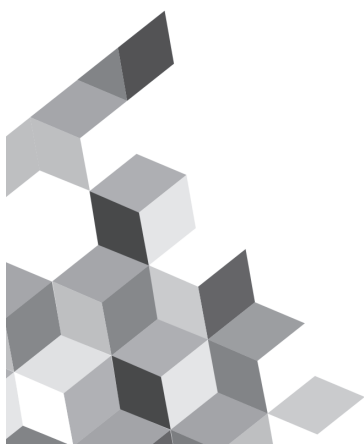
The Host Country and the type of disaster scenario are decided based on regional priorities and the need to test specific emergency procedures. The AHA Centre co-organises and co-chairs the conduct of ARDEX with the Host Country.

Through field simulation exercises, ARDEX fosters a close and effective collaboration amongst ASEAN Member States in relation to emergency response and disaster management.

**For more information, visit**

*[www.asean.org](http://www.asean.org)*

*[www.ahacentre.org](http://www.ahacentre.org)*



# Introduction

## Why conduct exercises?

● **SIMULATION EXERCISES** are an essential component of preparedness. They help to enhance capabilities and contribute to continuous improvement.

Generally speaking, simulation exercises serve to:

- Evaluate plans
- Identify issues
- Promote awareness
- Develop or assess competence
- Demonstrate capability
- Practise interoperability
- Validate training
- Identify gaps
- Evaluate equipment, techniques and processes.

ARDEX seeks to improve regional response preparedness and response mechanisms of ASEAN Member States.

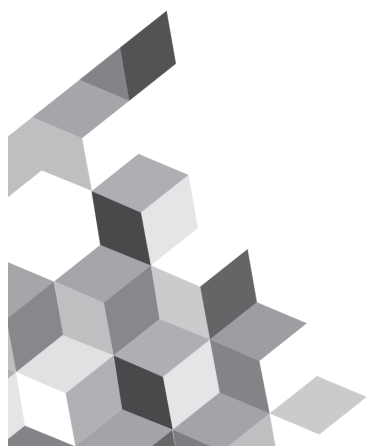
The objective of conducting ARDEX is to “Practise, evaluate and review the SASOP in facilitating a close and effective collaboration among the Host Country, other ASEAN Member States, and between ASEAN and the relevant UN and international organisations in handling a major disaster”.

At the strategic level, ARDEX helps to test:

- Guides and templates for ASEAN's standby arrangements
- Information sharing
- Processing requests and offers of assistance
- Joint assessments by ASEAN-ERAT
- Cross-border mobilisation of resources and response teams

At the tactical level, ARDEX helps to test:

- ASEAN's command and control structure
- Interoperability of response teams from member states
- Communications
- Casualty management







# STAGES

## I

### IDENTIFYING THE HOST

The country that hosts ARDEX is assigned on a rotating basis, in alphabetical order, but giving priority to countries which have not hosted the exercise yet.

Once the ASEAN Committee for Disaster Management (ACDM) has endorsed this decision, the Host Country starts working with the AHA Centre to organise and manage ARDEX.

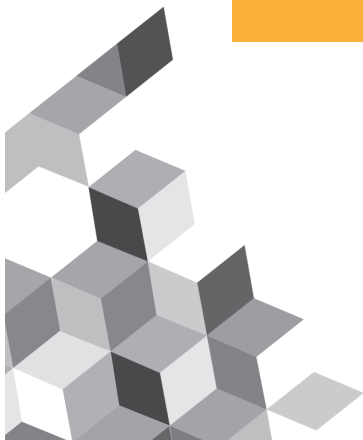
## II

### PLANNING FOR THE EXERCISE

At the beginning of this stage, the AHA Centre briefs and trains the Host Country's National Disaster Management Office on the planning process and the next steps that will lead to ARDEX. The AHA Centre also presents ASEAN's regional emergency response mechanisms to all agencies and departments involved in the exercise.

Then, the Exercise Planning Team decides the objectives of the next edition of ARDEX and the most suitable emergency scenario, based on the policies and procedures to test. Throughout several meetings, the team further defines the scope of the exercise, the duration, the timeline, and the role of the participants. The Exercise Planning Team also coordinates logistics and organises exercise conduct and evaluation. All those arrangements are captured in a Concept of Operations document.

In this phase, the Exercise Control Team is also set up. This team will be in charge of the overall management and conduct of the exercise.



### III

## CONDUCTING THE EXERCISE

The conduct of ARDEX includes a sub-exercise to test communication procedures and connectivity in case of emergency, a refresher training for exercise evaluators, and the actual live simulation exercise. ARDEX may also include additional components such as a tabletop simulation exercise, academic sessions, or training for ASEAN-ERAT members.

### IV

## REVIEWING THE EXERCISE

Evaluation is the cornerstone of ARDEX and must be included in every stage, starting with the selection of a Host Country, as well as during planning and exercise design. During the exercise, Referees assess performance against exercise objectives, the correct implementation of the SASOP, the adherence to communication protocols, and the relevance of exercise manuals and forms.

After the exercise, the Chief Referee presents the main observations related to the management of the exercise, as well as the participants' responses to the scenario. Further analysis identifies and documents strengths and areas for improvement relative to core capabilities.

### V

## IMPLEMENTING THE RECOMMENDATIONS

During this stage, the feedback and conclusions from the evaluation are transformed into policies and actions, both related to exercise management and to regional emergency preparedness and coordination mechanisms.

Corrective actions are tracked, to ensure that ARDEX yields tangible improvements to preparedness and response.



# Stage I: Choosing a Host Country

## ASEAN's structure for disaster management

● **THE BODY OF ASEAN** that defines regional policy for disaster management and emergency response is the ASEAN Committee for Disaster Management (ACDM).

This committee consists of the heads of the National Disaster Management Offices of the ten ASEAN Member States, which in some cases have the rank of ministers.

The chair of the committee rotates every year, in alphabetical order.

The committee meets once or twice a year to discuss regional policy on disaster management and how to implement it.

It convened for the first time in December 2003. In July 2005, it laid down the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) and the creation of the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre).

The committee is the main body of ASEAN that monitors the implementation of AADMER, through a work plan that includes ARDEX.

## How is the Host Country chosen?

● **THE COUNTRY THAT HOSTS ARDEX** is assigned on a rotating basis, in alphabetical order, but priority is given to countries that have never hosted the exercise before.

As soon as the ASEAN Committee for Disaster Management (ACDM) has endorsed this decision, the Host Country starts working with the AHA Centre to plan and organise ARDEX.

## Who pays for ARDEX?

● **THE HOST COUNTRY** covers most of the cost of organising ARDEX. Generally, these funds come from the country's national budget.

There might be additional funds available to cover or contribute to fund certain costs. These are project funds from the ASEAN Secretariat or the AHA Centre, which can complement the budget for planning meetings, training and participation of Referees, logistical expenses, etc.

Participating countries and agencies will cover the costs of sending their respective teams, contingents and logistical resources. There might be ASEAN project funds, managed by the AHA Centre or the ASEAN Secretariat, to subsidise certain components of ARDEX.









# Stage II: Planning for the exercise

## Overview

• **THE PLANNING STAGE** is crucial to the success of ARDEX.

First, it serves to identify the needs and objectives of the exercise. Based on the key concepts to be tested, the Host Country will develop the most appropriate disaster scenario that the exercise will test and simulate.

Once the exercise concept is defined, a team makes plans for exercise conduct. In the months leading to ARDEX, the Exercise Planning Team convenes in a series of scheduled planning meetings to develop the scenario and the agenda of the exercise.

National Disaster Management Offices designate the teams that will participate in the exercise. The Exercise Planning Team identifies the Referees, mobilises the most appropriate resources and coordinates regional logistical arrangements.

Throughout the process, the AHA Centre guides the Host Country and supports the Exercise Planning Team for optimal results.

## Steps and outputs

STEP	TIMEFRAME	PARTICIPANTS	OUTPUTS
1: Exercise design workshop	12 months before ARDEX	<ul style="list-style-type: none"> <li>• Host Country</li> <li>• Representatives of the previous Host Country</li> <li>• The AHA Centre</li> <li>• ASEAN Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• Define a strategy and timeline to manage the planning process and the exercise (final)</li> <li>• Decide strategic objectives to be tested (final)</li> <li>• Concept of Operations: Aim, Objectives and Scenario (draft)</li> <li>• Host Country team &amp; support staff identified (final)</li> </ul>
2: Concept and objectives meeting	10 months before ARDEX	<ul style="list-style-type: none"> <li>• Host Country</li> <li>• The AHA Centre</li> <li>• ASEAN Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• Concept of Operations: Aim, Objectives and Scenario (final draft)</li> <li>• Concept of Operations: Exercise location, date, and duration (final)</li> <li>• Concept of Operations: Exercise agenda (draft)</li> <li>• Decide the convenience and relevance of holding a tabletop exercise as well (final)</li> <li>• Evaluation checklist (draft)</li> <li>• Date of the first planning meeting (final)</li> <li>• Exercise Control Team &amp; staff identified (final)</li> <li>• Agenda for First Planning Meeting (final)</li> </ul>



STEP	TIMEFRAME	PARTICIPANTS	OUTPUTS
3: First planning meeting	8 months before ARDEX	<ul style="list-style-type: none"> <li>• Host Country</li> <li>• The AHA Centre</li> <li>• ASEAN Secretariat</li> <li>• National Disaster Management Offices</li> <li>• Others</li> </ul>	<ul style="list-style-type: none"> <li>• Concept of Operations: Aim, Objectives and Scenario (final)</li> <li>• Concept of Operations: Exercise agenda (final)</li> <li>• Master Scenario Events List (MSEL) (final)</li> <li>• List of participants and intent of commitment (draft)</li> <li>• Referees identified (final)</li> <li>• Referee guidelines (final)</li> <li>• Communications sub-exercise timeline (draft)</li> <li>• Date of the final planning meeting (final)</li> </ul>
4: Final planning meeting	6 months before ARDEX	<ul style="list-style-type: none"> <li>• Host Country</li> <li>• The AHA Centre</li> <li>• Exercise Planning Team</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting minutes</li> <li>• List of participants and intent of commitment (final)</li> <li>• Communications sub-exercise timeline (final)</li> <li>• Logistical arrangements &amp; general information (final)</li> </ul>
5: Referees training	3 months before ARDEX	<ul style="list-style-type: none"> <li>• The AHA Centre</li> <li>• Referees</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation checklist (final)</li> <li>• Updated list of Referees trained on the Evaluation checklist (final)</li> <li>• Roles of the Referees (final)</li> </ul>

## Step I Exercise design workshop

• **ABOUT ONE** or two months after the decision of the ASEAN Committee for Disaster Management, the Host Country is trained on the process of planning and organising ARDEX.

The Host Country participates in a workshop of approximately five days in which a visiting team will provide an overview of ARDEX and guidance about the different steps involved in organising the exercise.

The visiting team consists of representatives of the state that hosted the previous ARDEX, staff of the AHA Centre and representatives of the ASEAN Secretariat.

In this workshop, the Host Country and the AHA Centre also start drafting the Concept of Operations document, which will be further defined in subsequent planning meetings.

### Goal

- To understand the process and steps involved in organising ARDEX.
- To delineate the strategy and plans for the next ARDEX.

### When should it be conducted

Twelve months before ARDEX.

### Who organises it

The workshop is held in the Host Country, but it is organised and facilitated by the AHA Centre.

### Who participates

- Host Country team
- Representatives of the previous Host Country
- AHA Centre staff
- ASEAN Secretariat staff





## Who pays

The Host Country should pay for the meeting package, local travel expenses of local participants and other costs associated with the conduct of the meeting.

If funds are available, the AHA Centre could support the costs of travel of AHA staff, facilitators and resource persons, such as previous ARDEX hosts.

## Inputs and resources

- ARDEX Handbook
- Guidelines: Exercise staff
- Guidelines: Defining the concept of the exercise
- Template: Concept of Operations (CONOPS)

## Agenda

- Briefing about strategic objectives that should be tested
- Follow-up plan (AHA Centre)

## Outputs and decisions

- Define a strategy and timeline to manage the planning process and the exercise (final)
- Decide strategic objectives to be tested (final)
- Concept of Operations: Aim, Objectives and Scenario (draft)
- Host Country team & support staff identified (final)

## Follow-up

- After the workshop, the AHA Centre and the Host Country jointly invite every ASEAN Member State to nominate two representatives who will integrate into the Exercise Planning Team.

## Step 2 Concept and objectives meeting

• **THIS MEETING** is the formal beginning of the planning process.

During this meeting, participants determine the exercise programme priorities to be addressed, design objectives based on those priorities, align exercise objectives to core capabilities, and identify exercise Controllers.

All these decisions are captured in the final concept of operations document, which will guide the rest of the process.

### Goal

- To finalise the concept of operations of the exercise.
- To define a tentative agenda for the First Planning Meeting.

### When should it be conducted

Ten months before ARDEX.

### Who organises it

This meeting generally takes place in the Host Country. It is organised by the Host Country.

### Who participates

- Host Country
- AHA Centre staff
- ASEAN Secretariat staff

### Who pays

The Host Country should pay for the meeting package, local travel expenses of local participants, and other costs related to the meeting.



If funds are available, the AHA Centre or the ASEAN Secretariat could support the costs of travel of AHA staff, facilitators and resource persons.

## Inputs and resources

- ARDEX Handbook
- Meeting agenda
- Background about ARDEX
- Background about the rationale for conducting the exercise
- Strategy and timeline to manage the planning process and the exercise
- Concept of Operations: Aim, Objectives and Scenario (draft)

## Agenda

- Presentation on the scope of the exercise (Host Country, AHA Centre)
- Presentation of proposed exercise objectives (Host Country, AHA Centre)
- Proposed exercise location, date, and duration (Host Country)
- Presentation of the members of the Exercise Planning Team (Host Country)
- Propose and appoint the members of the Exercise Control Team (Host Country)
- Exercise planning timeline and milestones (Exercise Planning Team)
- Discuss local issues, concerns, and sensitivities (Exercise Planning Team)
- Follow-up plan (AHA Centre)

## Outputs and decisions

- Concept of Operations: Aim, Objectives and Scenario (final draft)
- Concept of Operations: Exercise location, date, and duration (final)
- Concept of Operations: Exercise agenda (draft)

- Decide the convenience and relevance of holding a tabletop exercise as well (final)
- Evaluation checklist (draft)
- Date of the first planning meeting (final)
- Exercise Control Team & staff identified (final)
- Agenda for First Planning Meeting (final)





## Step 3 First planning meeting

• **ONCE THE CONCEPT** and the objectives of the exercise are clear, the Exercise Planning Team develops plans for exercise conduct.

This is the first time the Exercise Planning Team, with representatives from each Member State, gets together.

In addition, this meeting serves to develop the Master Scenario Events List (MSEL), a chronological description of simulated events and triggers, expected participant responses, objectives and capabilities to be addressed, and responsible exercise control staff. Specific scenario events (or injects) should prompt participants to implement the plans, policies, procedures, and protocols that require testing during the exercise, as identified in the SASOP and the exercise planning stage. It also records the methods that will be used to provide injects; whether it is via loudspeakers, radio calls, phone calls, or other methods of communication.

### Goal

In this meeting, the scope of the exercise becomes more specific:

- The Exercise Planning Team reviews the plans for ARDEX, including the scenario, timelines and proposed elements to be tested.
- Officials of ASEAN Member States give feedback and express the possible extent of their participation, including logistical arrangements.
- This meeting is also a good chance to familiarise the participants with the exercise sites.

### When should it be conducted

Eight months before the exercise.

### Who organises it

This meeting takes place in the Host Country.

### Who participates

- Host Country

- AHA Centre
- ASEAN Secretariat
- Two participants from each National Disaster Management Office (one is the focal point for the country's participation and the other one is the official who will serve as Referee)
- Others, as decided by the Host Country

## Who pays

If budget is available, the AHA Centre or the ASEAN Secretariat may support the participation of two nominated representatives from each ASEAN Member State, the ASEAN Secretariat and the AHA Centre. This will cover air travel for meeting participants, and per diem for travel days and meeting days.

If budget is not available, the AHA Centre and the ASEAN Secretariat will look for other sources of funding.

The Host Country will pay for the meeting package, travel of local participants and other costs associated with the meeting, which may also include hosting a welcome dinner. If funds are available, the Host Country may also wish to cover the travel expenses of participants from all the ASEAN Member States.

## Inputs and resources

- Meeting agenda
- Template: Meeting preparation checklist
- Template: Proposed participation form
- Concept of Operations: Aim, Objectives and Scenario (final draft)
- Concept of Operations: Exercise agenda (draft)
- Guidelines: Writing the Master Scenario Events List (MSEL)
- Template: Master Scenario Events List (MSEL)
- Template: Communications sub-exercise timeline
- Strategy and timeline to manage the planning process





## Agenda

- ARDEX overview (ASEAN Secretariat and the AHA Centre)
- Evaluation checklist presentation (AHA Centre)
- ARDEX scenario (Host Country)
- Timelines and proposed elements to be tested (Host Country and the AHA Centre)
- Discussions on:
  - Participating teams and intent of commitment
  - Logistics
  - Administrative Requirements
  - Local issues, concerns or sensitivities
- Follow-up plan (AHA Centre)
- Date of the final planning meeting (Host Country)
- Visit and inspection of proposed exercise sites (Host Country)

## Outputs and decisions

- Meeting minutes
- Planning team and member states understand the concept of ARDEX and the elements to be tested
- Planning team and member states understand the exercise scenario and timelines
- Planning team and member states are familiar with the exercise site
- Concept of Operations: Aim, Objectives and Scenario (final)
- Concept of Operations: Exercise agenda (final)
- Master Scenario Events List (MSEL) (final)
- List of participants and intent of commitment (draft)
- Referees identified (final)
- Referee guidelines (final)

- Communications sub-exercise timeline (draft)
- Date of the final planning meeting (final)

## Follow-up

- Between the first and final planning meetings, the Host Country and the AHA Centre work together and follow up regularly to define and finalise the arrangements of the exercise. This happens 6 to 8 months before ARDEX.
- Prior to the final planning meeting, the Exercise Planning Team should have received final drafts of all exercise materials. No major changes to the concept of operations or supporting documentation should take place at or following the final planning meeting.



## Step 4 Final planning meeting

• **THE FINAL PLANNING MEETING** is the final forum for reviewing exercise plans and procedures. It should not generate significant changes. As exercise conduct approaches, this meeting focuses on logistical arrangements and final planning issues.

Participants also confirm their level of involvement and their commitment.

Both before and after the final planning meeting, the Exercise Planning Team should follow up with all participants to ensure plans are on track, address any questions, and receive any last-minute guidance.

### Goal

- To identify and correct potential issues.
- To confirm the extent of participation.
- To finalise the Master Scenario Events List.
- To ensure that all elements of the exercise are ready for conduct: all logistical requirements have been met, outstanding issues have been identified and resolved, and exercise products are ready for distribution and printing.
- To confirm the level of participation of ASEAN Member States and partners.

### When should it be conducted

Six months before the exercise.

### Who organises it

The Host Country organises and hosts this meeting.

It can also be done through videoconference, in which case the call should be arranged and triggered by the AHA Centre. The AHA Centre will also assist those National Disaster Management Offices that do not have videoconference capabilities.

## Who participates

- The AHA Centre
- Host Country team
- Exercise Planning Team

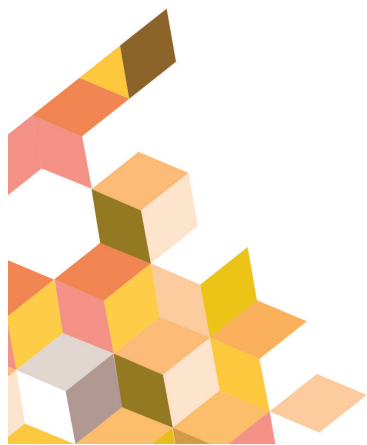
## Who pays

If budget is available, the AHA Centre or the ASEAN Secretariat will support the costs of organising the meeting, whether it takes place in the Host Country or through videoconference. If budget is not available, the AHA Centre and the ASEAN Secretariat will look for other sources of funding.

The Host Country will pay for the meeting package, travel of local participants and other costs associated with the meeting. If funds are available, the Host Country may also wish to cover the travel expenses of participants from all the ASEAN Member States.

## Inputs and resources

- Meeting agenda
- Template: Meeting preparation checklist
- Concept of Operations: Aim, Objectives and Scenario (final)
- Concept of Operations: Exercise agenda (final)
- Master Scenario Events List (MSEL) (final)
- Communications sub-exercise timeline (draft)
- Referee guidelines (final)
- Evaluation checklist (draft)
- List of participants and intent of commitment (draft)



## Agenda

- Registration
- Update on the concept of operations document (Host Country)
- Overview of exercise agenda (Host Country)
- Overview of exercise scenarios (Host Country)
- Overview of the list of participants (Host Country)
- Final updates and confirmation on the level of participation (all participants):
  - ASEAN Member States' response teams, ASEAN-ERAT, and Referees
  - UN OCHA and other humanitarian partners
  - International Federation of the Red Cross (IFRC) and the national society of the Red Cross
- Final review and approval of all exercise logistical arrangements, general information materials, and special requests (all participants)
  - Exercise agenda (Host Country)
  - Participants
    - › Travel, arrival, airport pickups, liaison officers, and registration
    - › Hotel accommodation, transport, and facilities
    - › Equipment, attire, special needs
  - Communications sub-exercise
    - › Contact details of national centres (AHA Centre)
    - › Sub-exercise flow
  - Assessment
    - › Operational procedures of ASEAN-ERAT
    - › Coordination with the United Nations Disaster Assessment and Coordination team (UNDAC) and other national and regional teams
  - Mobilisation
    - › Arrival and processing of teams at the entry point(s) (Host Country and ASEAN-ERAT)
  - Reception and briefing at the point of entry (Host Country, ASEAN-ERAT, United Nations Disaster Assessment and Coordination)
  - Tasking and Engagement
  - Exercise site coordination
    - › Communications (Host Country)
    - › Interoperability between response entities
    - › Incident Command Management (Host Country)
  - Demobilisation

- Presentation of exercise evaluation procedures:
  - Evaluation checklist (Chief Referee)
  - Role of Referees during the exercise (Chief Referee)
- Exercise control structure: Controller, Chief Referee and Referees, observers (the AHA Centre)
- Media and communication strategy: joint press release, attendance of journalists, areas with restricted access to media, etc. (Host Country and the AHA Centre)
- Q&A: Identify and resolve any other pending exercise planning issues and concerns (all participants)
- Any other business (all participants)
- Follow-up plan (the AHA Centre)
- Wrap-up and closing (Host Country)

## Outputs and decisions

- Meeting minutes
- List of participants and intent of commitment (final)
- Communications sub-exercise timeline (final)
- Logistical arrangements & general information (final)

## Follow-up

- Exercise documents, presentations, briefings and logistical instructions finalised and disseminated to those concerned.
- Logistical arrangements for the exercise implemented.





## Step 5 Referees training

- **ASEAN HAS A POOL OF REFEREES** that can be mobilised for every simulation exercise.

In order to become a Referee, it is a requirement to receive training.

Therefore, this training is intended for new Referees. In this short workshop, Referees learn more about their roles and responsibilities and are given the tools to perform their tasks during and after ARDEX.

Once trained, they get certified and added to the pool. All Referees, old and new, will receive a refresher during exercise conduct.

### Goal

- To make Referees understand their roles and responsibilities
- To standardise the evaluation process.

### When should it be conducted

About 3 months before ARDEX.

### Who organises it

The training should preferably be hosted by the organising country. Alternatively, it could be done elsewhere.

The training is designed and facilitated by the AHA Centre.

### Who participates

- Referees who have not been trained previously.

### Who pays

If funding is available, the AHA Centre will provide financial support.

If funds are available, the Host Country may also cover the costs associated with this training.

## Inputs and resources

- Evaluation checklist (draft)
- Referee guidelines (final)

## Agenda

- Evaluation checklist presentation (AHA Centre)
- Presentations (AHA Centre)
- Presentations and training from experts, if necessary

## Outputs and decisions

- Evaluation checklist (final)
- Updated list of Referees trained on the Evaluation checklist (final)
- Roles of the Referees (final)







# Stage III: Conducting the exercise

## Overview

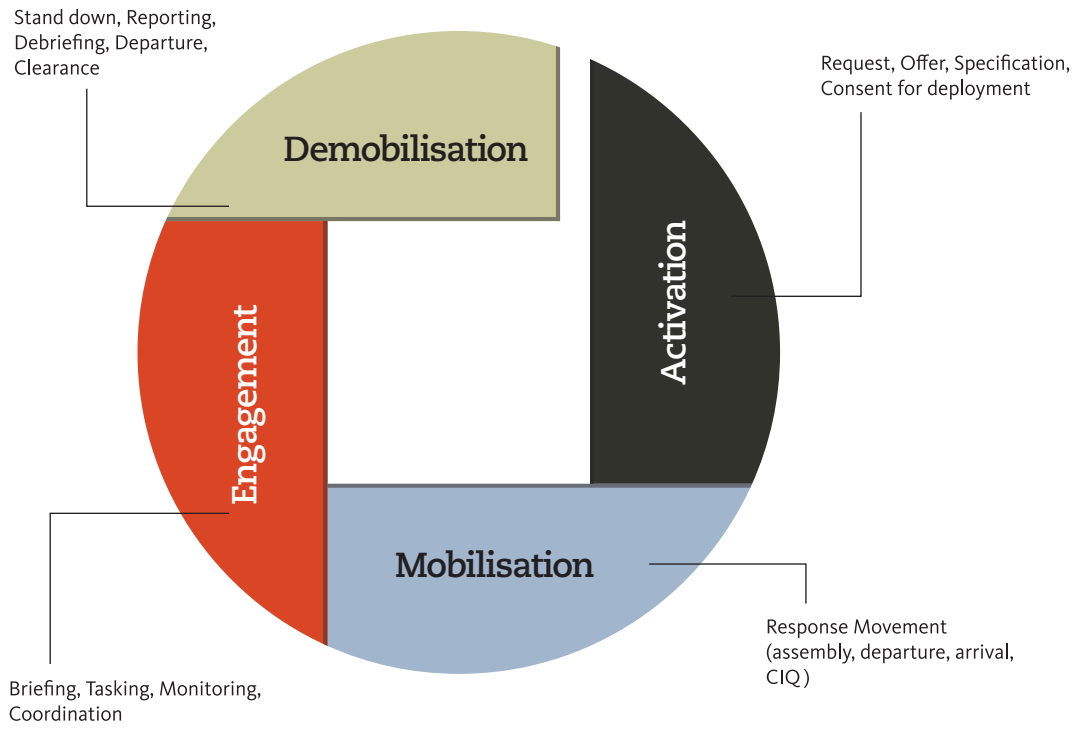
● **AFTER MONTHS OF PLANNING**, the Host Country and the participants are ready to take part in ARDEX.

ARDEX serves to test key components of four of the five stages of emergency response:

1. **Activation:** Communications protocols are followed to process requests for assistance, share information updates, and coordinate offers of assistance.
2. **Assessment:** Field assessments are conducted by assessment teams from the Host Country, with the support of ASEAN-ERAT, and coordinated with other assessment teams deployed by UN OCHA and the Red Cross and Red Crescent Movement.
3. **Mobilisation:** The Host Country, with the support of ASEAN-ERAT, facilitates arrival of personnel and assets, in-country movement, and briefings for assistance teams.
4. **Engagement:** The Host Country uses the command post to coordinate the deployment and work of relief teams and assets.
5. **Demobilisation:** Declaration of operations stand-down, and on-site reporting and debriefing. Preparation for departure by air, land, or sea.

The main part of ARDEX, the full simulation exercise, includes several activities designed to test the mobilisation, engagement, and demobilisation stages of an emergency.

Apart from the main exercise, ARDEX also includes a sub-exercise to test communications systems and emergency alert protocols. This serves to test key components of the activation stage of an emergency.



## Steps and outputs

STEP	TIMEFRAME	PARTICIPANTS	OUTPUTS
6: Communications sub-exercise	1 week before ARDEX	<ul style="list-style-type: none"><li>• The AHA Centre</li><li>• National Disaster Management Offices</li></ul>	<ul style="list-style-type: none"><li>• Communications sub-exercise timeline (completed)</li></ul>
7: Simulation exercise	ARDEX week	<ul style="list-style-type: none"><li>• Exercise Control Team</li><li>• Exercise Planning Team</li><li>• Referees</li><li>• Participating teams</li><li>• Support staff</li><li>• Role players</li><li>• Observers</li><li>• VIPs and authorities</li><li>• Members of the press</li></ul>	<ul style="list-style-type: none"><li>• Evaluation checklist (completed)</li><li>• Master Scenario Events Lists (MSEL) (Completed)</li></ul>

## Step 6 Communications sub-exercise

• **THIS PART OF ARDEX** tests the exchange of information in the event of a disaster, following the protocols specified in the SASOP. Its purpose is to test key components of the activation stage of emergency response.

The Host Country shares information about a disaster with the AHA Centre, which in turn disseminates it to the other ASEAN Member States. The AHA Centre also serves as a focal point to share any situation updates and to relay key information related to requests and offers of assistance.

The channels used to transmit forms and information are email, telephone, videoconference, and the WebEOC system.

The language used is English.

### Goal

- To test the activation stage of emergency response. More in particular, to test the connectivity and readiness of the AHA Centre's Emergency Operations Centre (EOC) and the national Emergency Operation Centres of ASEAN Member States.

### When should it be conducted

The communications sub-exercise is normally done one week before the live simulation exercise.

### Who organises it

The Emergency Operations Centre of the AHA Centre coordinates the communications sub-exercise.

### Who participates

- The Emergency Operations Centres of all the ASEAN National Disaster Management Offices, including the Host Country, participate in the sub-exercise.
- The National Disaster Management Offices themselves evaluate the sub-exercise, using the Communication Sub-exercise Timeline as a checklist.







## Who pays

Apart from the long-distance call charges, which are paid by the respective National Disaster Management Offices, there are no other costs related to the communications exercise.

## Inputs and resources

- Communications sub-exercise timeline (final)

## Timeline

- The communications sub-exercise begins when the Host Country, simulating having been affected by a disaster, sends an alert to the AHA Centre (Notification of Disaster Situation, SASOP Form 1 No. 1).
- Then the AHA Centre relays that information to all the ASEAN Member States (Initial Disaster Situation Update, SASOP Form 2 No. 1).
- After testing telephone connectivity, the Host Country continues issuing updates (Disaster Situation Update, SASOP Form 1 No.2), which the AHA disseminates to all ASEAN Member States (Disaster Situation Update, SASOP Form 2 No. 2).
- The Host Country may ask for support (Request of Assistance, SASOP Form 3).
- The communications sub-exercise ends when the national Emergency Operations Centres of all ASEAN Member States offer their support to the AHA Centre (Offer of Assistance, SASOP Form 4), which are forwarded to and acknowledged by the Host Country.

A detailed timeline of the communications sub-exercise is included as an annex.

## Outputs and decisions

- Communications sub-exercise timeline (completed)

## Step 7 Simulation exercise

• **GENERALLY, ARDEX TAKES PLACE** in the space of six or seven days.

In the first few days, participants are briefed and test the mobilisation components of the simulation. Then, a full day is dedicated to exercise conduct and demobilisation. The last day is reserved for the evaluation meeting and the departure of participants.

### Goal

- To test the mobilisation, engagement and demobilisation stages of emergency response.

### Who participates

See the section 'Exercise staff' for more details.

#### Internal:

- Exercise Control Team: Exercise Director, Chief Controller, Controllers.
- Exercise Planning Team: Host Country, AHA Centre, ASEAN Secretariat, and representatives from ASEAN Member States.
- Referees: Chief Referee, Deputy Chief Referees, Referees.
- Participating teams: ASEAN-ERAT, search-and-rescue teams, etc.
- Support staff.

#### External:

- Role players: Those who play the roles of people affected by the disaster.
- Observers: Representatives of ASEAN Plus Three countries (i.e. the People's Republic of China, Japan and the Republic of Korea), ASEAN Regional Forum, UN agencies, the South Asian Association for Regional Cooperation, or other relevant regional or international organisations.
- VIPs and authorities.
- Members of the press.





## Pre-exercise activities (mobilisation)

Mobilisation is tested as participants arrive to the Host Country. There are also briefings to emphasise the objectives of the exercise and the roles and responsibilities of each group.

- The arrival of participants to the airport or to border crossings serves to test mobilisation and cross-border coordination. It is also at this point when the deployment of ASEAN-ERAT members to the field is simulated.
- There are meetings, as needed, between the Host Country, the AHA Centre, and ASEAN Secretariat.
- The Referees are briefed on the procedures related to customs, immigration and quarantine. They also get a refresher of the Referee training they received three months earlier, and an overview of the Evaluation checklist.
- ASEAN-ERAT members are briefed on the programme for the week, the components of the field simulation exercise, and their roles and responsibilities. The entire training is a refresher.

Once mobilisation is complete, the host government officially opens ARDEX and offers more information.

- The official opening ceremony is officiated by the authorities from the Host Country. The host government briefs participants about what to expect on the exercise.
- Any outstanding briefing or refresher training is also held at this point.

Next, participants get in-depth briefings and go on a site visit ahead of the exercise. In addition, Controllers and Referees convene to get ready for the exercise.

- Participants are briefed on ASEAN's disaster mechanism, the SASOP, and the national disaster management arrangements of the Host Country. The AHA Centre presents available tools and resources for all member states.
- Participants are briefed on the Concept of Operations of the exercise and the scenario to be simulated.
- Participants visit the site of the exercise and are able to consider different technical approaches and get additional training relevant to the scenario.
- The exercise Controllers and the Referees get additional briefings and prepare the final details for exercise conduct and evaluation.

## Exercise conduct (engagement)

Once everything is ready, the full-scale exercise takes place.

- Participants are briefed on the role of the Exercise Control Team at the command post.
- Participants are briefed on the coordination structure, which links the command post and the Host Country's EOC system with other humanitarian actors such as ASEAN-ERAT, the United Nations Disaster Assessment and Coordination (UNDAC), the NGOs, national responders, etc.
- Participants are also briefed on the role of Referees, the role of ASEAN-ERAT, and the role of the AHA Centre field team during the exercise.
- Starting the exercise: The command post uses the most appropriate trigger to let people know the exercise has started, such as a siren or a sound system.
- Managing the exercise: The Exercise Control Team analyses the information available and uses injects from the Master Scenario Events List (MSEL) to move the action forward and trigger specific actions from the participants.
- Command-post exercise: The command post communicates with other humanitarian actors to coordinate requests and offers of assistance. At the same time, the command post uses the EOC system to share and receive disaster information updates, as appropriate.

## Ending the exercise (demobilisation)

Once the simulation has been completed, the exercise ends and participants prepare to leave.

- Ending the exercise: When all the injects have been used and the full extent of the scenario has been tested, the command post announces the end of the exercise using the available communication channels.
- Demobilisation: Once the exercise is finished, participants go through their respective procedures to wrap up their operations, prepare their internal reports, conduct debriefings within their own teams, and prepare to leave the country. They will depart the following day after the Evaluation meeting.



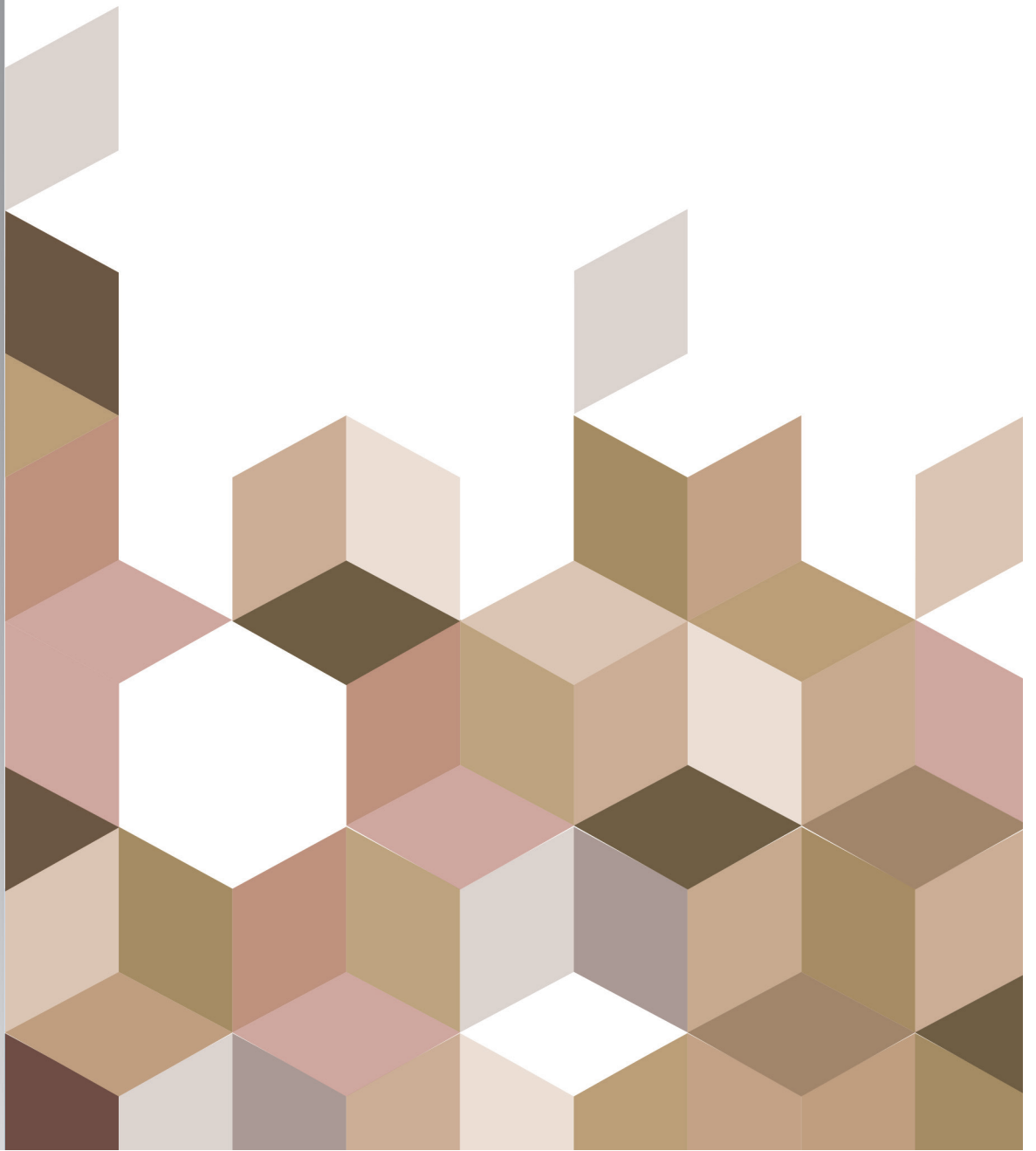


## Inputs and resources

- Concept of Operations: Aim, Objectives and Scenario (final)
- Concept of Operations: Exercise location, date, and duration (final)
- Concept of Operations: Exercise Agenda (final)
- Master Scenario Events List (MSEL) (blank) (final)

## Outputs and decisions

- Evaluation checklist (completed). Individual lists submitted to AHA Centre (final)
- Master Scenario Events List (MSEL) (completed) (final)



# Stage IV: Reviewing the exercise

## Overview

• **EVALUATION** is the cornerstone of ARDEX, since it provides the functional link between exercise conduct and improvement planning.

Through exercise evaluation, ASEAN assesses the relevance of regional disaster response mechanisms and decides how to make them more suitable to the current context. Effective exercise evaluation involves planning for exercise evaluation, observing and collecting data during exercise conduct, analysing data, and reporting exercise outcomes.

## Steps and outputs

STEPS	PARTICIPANTS	OUTPUTS
8: Evaluation meeting	<ul style="list-style-type: none"> <li>• Host Country</li> <li>• Referees</li> <li>• Exercise Planning Team</li> <li>• The AHA Centre</li> <li>• ASEAN Secretariat</li> <li>• Team leaders of foreign response entities</li> </ul>	<ul style="list-style-type: none"> <li>• Referees evaluation presentation (final)</li> </ul>
9: After-action review	<ul style="list-style-type: none"> <li>• Host Country</li> <li>• The AHA Centre</li> <li>• ASEAN Secretariat</li> <li>• Referees</li> </ul>	<ul style="list-style-type: none"> <li>• Referees report (final)</li> <li>• Improvement plan and recommendations (final)</li> </ul>

## Step 8 Evaluation meeting

• **THIS MEETING**, conducted immediately after the exercise, is a quick presentation to all participants of the main observations of the Referees.

### Debriefing

On the day of the exercise itself, all the Referees gather for a debriefing where they submit their reports and review the performance of exercise players. They also examine coordination and communications processes, documents used, etc.

Referees discuss their observations in their respective areas of responsibility, following the structure of the Evaluation checklist, while all other Referees share comments.

In the case of the Customs, Immigration, and Quarantine (CIQ) evaluation, only selected Referees participate, based on their availability and their particular expertise.

A small group of Referees then prepares a preliminary report to be presented the next day.

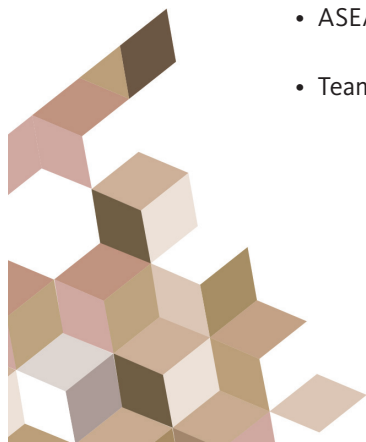
### Who organises it

All the Referees are present. The meeting is led by the Chief Referee.

The secretary for all series of meetings is a representative from the AHA Centre.

### Who participates

- Host Country
- Referees
- Exercise Planning Team
- The AHA Centre
- ASEAN Secretariat
- Team leaders of foreign response entities







## Evaluation meeting

The day after the full simulation exercise, all the member states gather in the morning for the official closing of ARDEX.

The Chief Referee gives a presentation with the highlights from the general conclusions of the team of Referees. The Referees assess and explain whether ARDEX reached objectives, if the SASOP were followed, and present their preliminary findings, following the structure of the Evaluation checklist.

Referees share general comments and preliminary recommendations related to:

- Regional disaster response mechanisms: How ASEAN Member States can improve their joint response to actual emergencies.
- The simulation exercise itself: How to improve the conduct of ARDEX in the future.

## Inputs and resources

- Evaluation checklist (completed). Individual lists submitted to AHA Centre (final)
- Master Scenario Events List (MSEL) (completed) (final)
- Guidelines: Referees evaluation presentation

## Outputs and decisions

- Referees evaluation presentation (final)

## Step 9 After-action review

• **THE AFTER-ACTION REVIEW** is a closed-door meeting in which Referees analyse more in depth their observations from the exercise.

Based on the different elements of ARDEX, they look at the ways in which the SASOP could be improved.

Referees produce a final version of their report and an improvement plan containing key learning points and recommendations, which they hand over to the AHA Centre and the ASEAN Secretariat.

### Who participates

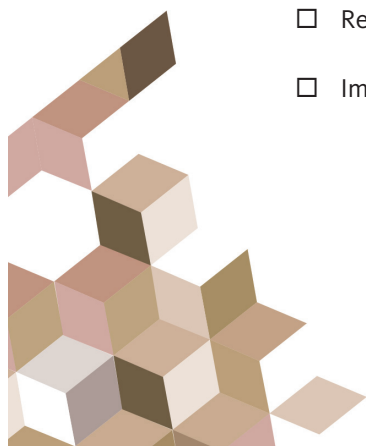
- The AHA Centre
- ASEAN Secretariat
- Referees

### Inputs and resources

- Concept of Operations: Aim, Objectives and Scenario (final)
- Referees evaluation presentation (final)
- Master Scenario Events List (MSEL) (completed) (final)
- Referee guidelines (final)
- Evaluation checklist (completed). Individual lists submitted to AHA Centre (final)
- Template: Improvement plan and recommendations

### Outputs and decisions

- Referees report (final)
- Improvement plan and recommendations (final)







# Stage V: Implementing the recommendations

## Overview

• **EXERCISES LIKE ARDEX** give governments and organisations the opportunity to evaluate their capabilities in a controlled, low-risk setting. The observations and recommendations stemming from the exercise indicate the gaps and deficiencies that need to be addressed to improve preparedness and response.

Following ARDEX, the AHA Centre helps regional bodies to revise and enhance the SASOP, building on the learning from the exercise evaluation and the after-action review.

The key to effective improvement is to continually monitor the implementation of the Improvement Plan and Recommendations is on track and check whether agreed actions have been taken.

## Steps and outputs

STEPS	PARTICIPANTS	OUTPUTS
10: Implementation of the improvement plan	<ul style="list-style-type: none"> <li>• AHA Centre</li> <li>• ASEAN's Preparedness and Response Working Group</li> <li>• ASEAN Committee for Disaster Management (ACDM)</li> </ul>	<ul style="list-style-type: none"> <li>• Concept note (final)</li> </ul>

## Step 10 Implementation of the improvement plan

• **THE IMPROVEMENT PROCESS** starts shortly after ARDEX, about one month later.

At this point, the Improvement Plan and Recommendations are translated into specific actions to improve the SASOP.

The final product is a Concept Note outlining how the recommendations will be implemented, the people or institutions responsible for each task, and a calendar with deadlines.

Generally, most of the implementation components are related to preparedness and emergency response. The rest of the tasks are related to ways in which the conduct of ARDEX could be improved in the future.

### Goal

- To monitor and implement corrective actions that contribute to improve emergency preparedness and response.

### When should it be conducted

About one month after ARDEX.

### Who pays

The AHA Centre.

### Who participates

The AHA Centre leads this process, with the feedback from ASEAN's Preparedness and Response Working Group and the ASEAN Committee for Disaster Management (ACDM).

### Inputs and resources

- Referees report (final)
- Improvement plan and recommendations (final)





## Steps

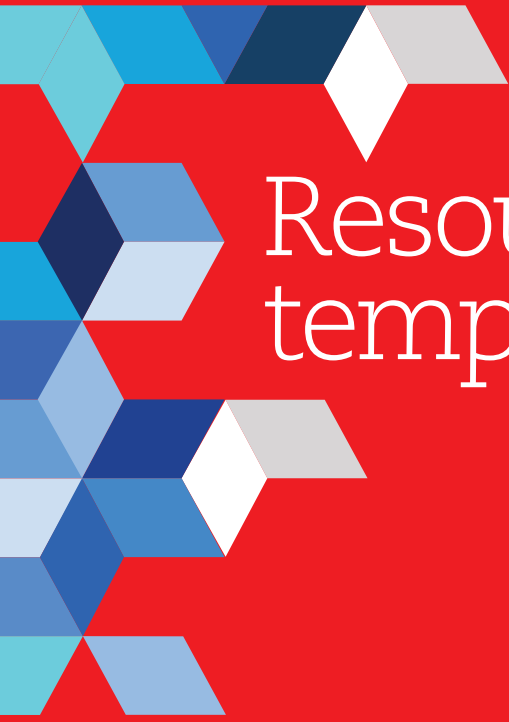
- **Concept note development:** The AHA Centre and resource persons produce a concept note, taking into account the Referees report and the Improvement plan and recommendations. The concept note identifies the improvements and changes required, as well as possible alternatives consistent with ASEAN's procedures. It should have a concrete timeline, identify those responsible for each corrective action, and specify the intervals at which progress will be monitored.
- **Concept note review:** The AHA Centre presents the concept note to ASEAN's Preparedness and Response Working Group for comment and review. If the suggested changes are substantial, it may also be presented to ASEAN Member States.
- **Concept note approval:** Once the concept note has received feedback, the AHA Centre prepares a final draft and presents it to the ACDM. The ACDM comments and reviews it, and proceeds to approve it entirely or partially.
- **Implementation:** The AHA Centre and ASEAN Member States take corrective steps to address the changes outlined in the concept note. For instance, this might entail rewriting the SASOP, building capacity, improve equipment and materials, etc.
- **Monitoring & Evaluation:** The AHA Centre tracks the implementation process, checks whether the specific actions have been taken, and reports back to the ACDM.

## Outputs and decisions

- Concept note (final)







# Resources & templates





## Guidelines: Exercise staff

ARDEX is always organised by an Exercise Planning Team, which ensures appropriate project management and technical skills in the months leading to the exercise. During the conduct of the full-scale simulation, an Exercise Control Team manages the flow of the actions and responses.

In other words, the Exercise Planning Team organises ARDEX and the Exercise Control Team executes it.

The Host Country leads the selection and appointment process of these teams, with the support of the AHA Centre.

### Exercise Planning Team

This team is in charge of planning and organising ARDEX.

It consists of:

- Host Country
- The AHA Centre
- ASEAN Secretariat
- Representatives from ASEAN Member States

### Exercise Control Team

This team manages the full-scale exercise, from start to end. Located at the control room, it coordinates information and triggers actions using specific injects from the MSEL.

The members of the Exercise Control Team are chosen by the Host Country, the AHA Centre, and the ASEAN Secretariat.

It consists of:

- Exercise Director (from Host Country): He or she is the person in charge of the overall exercise conduct, with a ceremonial and leadership role.
- Chief Controller: He or she gives the orders from the MSEL, effectively moving the action of the exercise forward. In case of problems or the players' failure to execute the critical

tasks, the Chief Controller also decides which alternative actions should be taken to maintain the flow of the exercise.

- **Controllers:** They monitor the exercise flow, assess expected responses, and ensure the safety of participants during the exercise. They also help to communicate the injects from the MSEL; talking directly to the players, using radios or by other means.
- **Chief Referee:** The Chief Referee is generally from the next Host Country. He or she oversees the entire team of Referees, gives them instructions, and decides whether they should stay at specific simulation scenes or be mobile. The Chief Referee is also expected to consolidate the reports of all the Referees, and present the preliminary conclusions at the Evaluation Meeting. The Chief Referee will also be required to prepare a full evaluation report afterwards. Someone from the AHA Centre will be available to assist with these tasks as a secretary.
- **Deputy Chief Referees:** One of the Deputy Referees is an AHA Centre representative and another one is from the Host Country. They ensure that the conduct of the evaluation is consistent with previous exercises.
- **Referees:** The team of Referees is pooled from ASEAN Member States and the ASEAN Secretariat. Referees observe the exercise on the ground and evaluate it against the Evaluation checklist. They can be assigned to a particular simulation scene or have the freedom to move around different sites.



## Guidelines: Defining the concept of the exercise

### Defining the aim of the exercise

**THE REASONS** to hold an exercise may be influenced by:

- Improvement plans and recommendations from past ARDEX
- Operational observations and lessons learnt from real emergencies
- Review or change of arrangements, policies or plans
- New equipment, procedures or practices
- Staff requirements, such as training or practice of specific skills
- Legislative or regulatory requirements

The aim of the exercise is a statement describing what the exercise intends to achieve. It can be as generic or as specific as required by the needs of the exercise.

There should only be one aim per exercise. Having a clear aim will lead to a series of objectives that will suggest the most appropriate style, size and complexity of the exercise. The aim statement should also be positive, concise and achievable.

The essential components of an aim statement are 'purpose' and 'context'. For example:

*To practise the deployment of multiple rescue teams to respond to a severe storm (purpose), in accordance with the SASOP (context).*

The aim statement should begin with a verb. These are some of the commonly used verbs and their most suitable application:

- To test: To evaluate the abilities, aptitudes, skills or performance of a capability or aspects of that capability in addressing a task or a challenge or combination of both.
- To assess: To determine the value, significance or extent of, or to appraise a capability, plan, process or procedure.
- To practise: To improve a capability's performance.

- To develop: To grow into a more mature or advanced state a capability, plan, process or procedure.
- To review: To exercise in the context of going over a plan, process or procedure with a view to improve it, or to ensure that it is contemporary best practice.
- To explore: To examine the potential of a capability, plan, process or procedure.
- To validate: To establish the soundness of, or to corroborate a plan, process or procedure.
- To demonstrate: To display or exhibit the operation or use of a capability, resource, procedure or process.

## Defining the objectives of the exercise

Exercise objectives are specific statements describing what is to be achieved by individuals, groups or agencies participating in the exercise. While there should only be one exercise aim, there may be many exercise objectives.

Exercise objectives:

- Must be set and agreed on very early in the planning stage.
- Must be clear and concise.
- Should be simple (contain a limited number of aspects) and written in commonly understood language.
- Should not include words such as 'timely', 'effective' and 'efficient' unless those terms can be measured and quantified.

A common approach to writing objectives is the use of the SMART model. This is an acronym for Specific, Measurable, Achievable, Relevant and Task-related. The application of SMART objectives in the exercise context is:

- Specific: Objectives must be specific, rather than general. This means they must be clear and unambiguous. They must state exactly what is expected.
- Measurable: Objectives must include criteria or indicator for measuring progress.
- Achievable: Objectives must be realistic and attainable within the parameters imposed by the exercise.



- Relevant: Objectives must be relevant to the exercise aim and the needs of participants.
- Task-related: Objectives must be based around activities that can be performed by exercise participants and observed by exercise staff, so that progress can be made towards achieving the objective being measured.

Examples of objectives using the SMART model are:

*Exercise aim: To test the collective response of ASEAN to an 8.5 magnitude earthquake in an urban setting, in accordance with regional response mechanisms.*

- *Objective 1: Assess the ability of ASEAN-ERAT to conduct rapid assessment after a disaster, by checking the completeness, accuracy and time of submission of reports.*
- *Objective 2: Test the activation and mobilisation of regional response teams, by checking the correct use of SASOP forms and standard communication tools.*
- *Objective 3: Assess the management of large numbers of casualties by health and ambulance services, by quantifying the speed of triage and the number of people treated.*

*Exercise aim: To practise the deployment of multiple rescue teams to respond to a severe storm, in accordance with the SASOP.*

- *Objective 1: Practise the establishment of a command post, according to Incident Command System (ICS) standard procedures.*
- *Objective 2: Practise the mobilisation of international rescue teams across borders and the compliance with customs, immigration, and quarantine (CIQ) procedures.*
- *Objective 3: Practise the delivery of commands by the Incident Commander (the person responsible for each simulation scene) and an ad-hoc exercise EOC, checking whether all necessary information was transmitted and understood and whether the command was executed in the shortest possible time.*

## Defining the scope of the exercise

The exercise scope delimits the boundaries within which the exercise will be conducted.

The scope of the exercise should identify what is to be included, as well as what is not to be included, in the exercise.

There is often pressure from outside influences to amend or add to the aim, objectives and scope as the exercise planning evolves. This should be avoided.

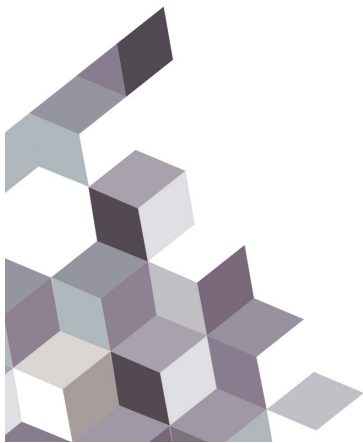
The exercise scope should:

- Be broad enough to achieve the objectives.
- Consider the level of commitment of key participating agencies.
- Be suitable to the capabilities of participants, so that it strikes a balance between challenging and achievable.
- Consider the level of involvement of participants (first response only, up to an ad-hoc exercise EOC or testing the Host Country's EOC).

Examples of exercise scope statements:

*The scope of this exercise will only involve agencies and response teams dealing with disaster management at the national level. The exercise will not include sub-national emergency response units and systems.*

*The exercise will focus on collapsed structures search-and-rescue operations but will not deal with secondary hazards such as fire or security issues.*





## Template: Concept of Operations (CONOPS)

Note: This is a sample Concept of Operations, which can be customised for other editions of ARDEX. It uses elements from the Concept of Operations for ARDEX 2013 in Viet Nam.

### Background

- 1. The ASEAN Agreement on Disaster Management and Emergency Response (AADMER) was signed by the Foreign Ministers of ASEAN in July 2005. As part of its efforts to prepare for the implementation of the AADMER, the ASEAN Committee on Disaster Management (ACDM) will conduct the ASEAN Regional Disaster Emergency Response Simulation Exercise (code-named ARDEX-13) in Ba Vin District, Hanoi, Vietnam from 21-25 October 2013. The first simulation exercise (ARDEX-05) was conducted in Selangor, Malaysia in September 2005 and the second (ARDEX-06) in Kein Svay District and Takhmau City, Kandal Province, Cambodia in September 2006. ARDEX-07 was held at Mandai Training Village in Singapore in October 2007 while Thailand hosted ARDEX-08. ARDEX-09 and ARDEX-10 which were supposed to be hosted by the Philippines and Indonesia respectively were both cancelled due to actual disasters in both countries.*
- 2. ARDEX-13 will be hosted by the Government of Viet Nam through the Central Committee for Flood and Storm Control- Ministry of Agriculture and Rural Development (CCFSC-MARD) and the Vinasarcom, Viet Nam's national search and rescue command under the Ministry of Defence. ARDEX 2013 is co-organised by the ASEAN Humanitarian Assistance Centre (AHA Centre).*
- 3. It is expected that ARDEX-13 will provide an opportunity to practice, evaluate and review the ASEAN Standby Arrangements and Standard Operating Procedures (SASOP).*
- 4. ARDEX-13 will have two components: strategic and tactical. At the strategic level, the focus will be on practicing, evaluating and reviewing a) guides and templates for the ASEAN Standby Arrangements; b) mechanisms to share and exchange information; c) process of requesting and offering assistance; d) joint emergency rapid assessment; e) mechanisms to receive response entities.*
- 5. At the tactical level, ARDEX-13 will focus on disaster rescue and relief operations performed jointly by Viet Nam as the host country, participating ASEAN Member Countries as well as invited teams from the United Nations agencies and international organisations.*
- 6. Lessons learned from ARDEX-13 will be compiled for review by the participating teams, referees, observers and invited partners at the evaluation meeting to be held after the exercise.*

## Aim

7. ARDEX-13 aims to practice, evaluate and review the existing SASOP, in facilitating a close and effective collaboration amongst ASEAN Member States and between ASEAN and relevant United Nations agencies and international organisations in managing a massive national disaster.

8. The following elements will be taken into consideration during the exercise:

- Coordinating the requests and offers of assistance involving the ACDM Focal Points, emergency operation centres of ASEAN Member Countries, and relevant UN agencies and international organisations;
- Synchronising response mechanisms with relevant international guidelines and practices, cross border movement of disaster response assets of ASEAN Member Countries and relevant international organisations;
- Testing the entry and facilitation processes at the entry points; and
- Review the current SASOP version.

## Scenario

**Type of disaster:**

**Public hazards:**

**Location:**

**Disaster timeline:**

**Impact on people:**

**Impact on infrastructure:**

**Urgent needs:**

9. The ARDEX-13 scenario is based on the effects of Super Typhoon (ST) 'Neptune' with intensity of level 12, 13 (more than 200 km/h) and gust levels 14,15 (more than 200 km/h). ST 'Neptune' makes landfall in the area of Northern Delta Provinces of Viet Nam. ST 'Neptune' causes large scale inundation impacting dike systems. About 2,000 died and some 500 are still missing. Tens of thousands of people lost their shelters and are in immediate need of emergency assistance.

10. There will be several search and rescue scenarios in ARDEX-13: 01) evacuation and emergency relief for inhabitants in flooded areas and medical assistance level 1; 02) collapsed structure search and rescue

*operations and medical assistance level 1; 03) response to hazardous material incident, search and rescue and medical assistance level 1; 04) Level 2 medical assistance.*

*11. Vinsarcom, Viet Nam's national search and rescue command under the Ministry of Defence, will be mobilised to address the immediate rescue needs on 23 October 2013. However, in view of the overwhelming need for rescue and relief assistance, Viet Nam's Central Committee for Flood and Storm Control (CCFSC) reported to the Prime Minister who decided to make a request to the international community for assistance. Based on the direction of the Prime Minister, the National Agency for Disaster Management (Ministry of Agriculture and Rural Development) will contact the ASEAN Coordinating Centre for Humanitarian Assistance (AHA Centre) to request for assistance from the ASEAN countries for Viet Nam.*

*12. AHA Centre will subsequently circulate the above information to other ASEAN Member Countries as well as relevant organisations through phone, facsimile, email. The concerned countries and organisations are expected to acknowledge and respond to the request. Relevant forms and procedures under SASOP will be used to facilitate the communication processes. The above request and offers of assistance mechanism will be tested through a sub-exercise on communication on 17 October 2013 involving ACDM Focal Points, national emergency operations centres of ASEAN Member Countries, and relevant UN agencies and international organisations.*

*13. The international response entities dispatched by participating ASEAN Member Countries and relevant UN and international organisations will arrive in Hanoi starting from Sunday, 20 October 2013. Arriving teams will undergo entry process at the designated immigration entry points before proceeding to the briefing/receiving posts staffed by AHA Centre personnel with the assistance of Viet Nam NDMO liaison officer.*

*14. The on-site search and rescue operations will be carried out on 23 October 2013. Vinsarcom will lead the operations with the support of rescue teams from participating ASEAN Member Countries and relevant UN and international organisations.*

*15. In order to avoid any possible miscommunication or confusion with real incidents or disasters during the preparation and conduct of the exercise, the code word "ARDEX-13" should be written or verbally stated on all correspondences, e-mails, and telephone/radio conversation, by all involved parties.*

## Objectives

### Exercise objectives:

### Core capabilities to be tested:

### Exercise assumptions and artificialities:

### Exercise scope:

16. This exercise will give emphasis on the operational tasking, deployment and coordination of rescue and relief efforts of participating teams from ASEAN Member Countries and relevant UN agencies and international organisations. The teams will undergo the following stages of response:

- *Activation: Communications processes starting from processing the request of assistance by Viet Nam to other ASEAN Member Countries through AHA Centre, and processing offers of assistance from ASEAN Member Countries by AHA Centre.*
- *Mobilisation: Facilitating in-country movement by the ASEAN Member Countries, coordinating arrival of personnel and assets at various entry points by host country and AHA Centre, and conducting briefing for assisting teams at receiving points after clearance at the entry points.*
- *Engagement: Under the coordination of Vinsarcom, Viet Nam and the international relief and rescue teams will be guided to cooperate in the field. It is expected that the international teams will wear their own respective uniforms with proper and visible markings. Additional accessories, e.g. vests for the referees and caps/t-shirts for observers, would be catered for to allow easier identification of roles of the various participants during ARDEX-13.*
- *Demobilisation: Declaration of operations stand down, on-site reporting and de-briefing of the rescue and relief efforts made and preparations for departure via designated departure point.*

## Exercise location, date, and duration

### Location of the exercise sites:

### Maps and directions to the exercise sites:

### Start date and duration of the exercise:



## Exercise agenda

Note: It may not necessarily be followed. It depends on what the Host Country would want to be included in the programme (perhaps tabletop exercise or refresher course).

### Day one: Arrival

- Pre-exercise activity to welcome participants.
- Communications Sub-exercise.
- Mobilisation and cross-border activities.

### Day two: Official opening and academic sessions

- Official opening ceremonies officiated by VIP from Host Country.
- Refresher training (content based on exercise scenario).
- Conduct of tabletop exercise (afternoon).

### Day three: Tabletop exercise and site briefing

- Briefing on exercise scenario.
- Exercise briefing for the Exercise Control Team.
- Site visit and tactical exercise.
- Conduct of on-site hands-on training.

### Day four: ARDEX full-scale simulation exercise

- Conduct of on-site exercise.
- De-mobilisation and end of exercise.

### Day five: Evaluation

- Evaluation meeting.
- Participating teams.

Day	Day zero	Day one	Day two	Day three	Day four	Day five
AM	<ul style="list-style-type: none"> <li>Arrival of Referees</li> </ul>	Arrival (CIQ)	<ul style="list-style-type: none"> <li>Opening</li> <li>Refresher (SASOP, AADMER, AHA, ASEAN-ERAT)</li> </ul>	<ul style="list-style-type: none"> <li>Site briefing</li> <li>Tactical Exercises</li> </ul>	ARDEX	<ul style="list-style-type: none"> <li>Evaluation</li> </ul>
PM	<ul style="list-style-type: none"> <li>Briefing for Referees</li> </ul>	Arrival (CIQ)	<ul style="list-style-type: none"> <li>Tabletop exercise</li> <li>Refresher (Incident Command System, Urban Search and Rescue)</li> <li>Final Briefing for Referees</li> </ul>	<ul style="list-style-type: none"> <li>Briefing for Exercise Control Team</li> </ul>	ARDEX	<ul style="list-style-type: none"> <li>Cultural visits (optional)</li> <li>Departure</li> </ul>

## Other items

- Structure of the Exercise Control Team.
- Instructions for exercise participants.
- Participants roles and responsibilities.
- Observers.
- Rules of conduct.
- Logistic arrangements.
- Safety instructions: Notably real emergency codes and phrases, safety responsibilities of Controllers, prohibited activities, and policy on weapons.
- Security of and access to exercise sites.
- Communications protocols (e.g., radio frequencies or channels).
- Media participation, protocols, and designated spokespeople.



## Guidelines: Writing the Master Scenario Events List (MSEL)

A MSEL is typically used during full-scale simulations or complex tabletop exercises. It contains a chronological list of events that will drive exercise play.

There are three types of MSEL events:

- **Contextual injects** help build the exercise operating environment and/or keep exercise play moving. For example, if the exercise is designed to test information-sharing capabilities, a MSEL inject can be developed to direct an actor to portray a victim that collapses in front of medical personnel.
- **Expected action events** reserve a place in the MSEL timeline and notify Controllers when a response action would typically take place. For example, during an exercise involving a chemical agent, establishing decontamination is an expected action that the players will take without the prompting of an inject.
- **Contingency injects** are provided by a Controller to ensure exercise play moves forward, to adequately evaluate the performance of activities. For example, if there is no reaction to the simulated arrival of a response team from an ASEAN member state to the airport, a Controller may want to prompt an actor to approach a player and point out that he or she saw a response team arrive at the airport.

Each MSEL entry should at least contain the following elements:

- Designated scenario time
- Event synopsis
- Controller responsible for delivering the inject (and special instructions, if applicable)
- Intended player (i.e., agency or individual player for whom the MSEL event is intended)
- Expected response (i.e., what players are expected to do upon inject delivery)
- Objective, core capability, capability target, and/or critical task to be addressed (if applicable)
- Notes section (for Controllers and Referees to track actual events against those listed in the MSEL, with special instructions for individual Controllers and Referees)

In developing a MSEL, the Exercise Planning Team should first consider the critical conditions, tasks and standards set forth by each exercise objective.

- A condition is the environment in which a task is performed. It can be provided by the scenario or through the MSEL.
- A critical task is the expected action.
- The standards to be followed are set by the SASOP.

The condition (environment) prompts a critical task (action) following standards (SASOP).

If scenario conditions do not trigger performance of the appropriate critical task, the Exercise Planning Team should develop a MSEL entry to simulate the desired situation.

A well-written MSEL entry considers the following questions:

- Is the event key? Is it directly related to meeting an exercise objective?
- What is the desired critical task? Who will demonstrate the critical task?
- What will stimulate the behaviour? Course of play, phone call, actor, video?
- Who originates the stimulant? Who receives it and how?
- What action is the player expected to complete?
- Should a contingency entry be developed for injection into the exercise in case the players fail to demonstrate the critical task?

Scenario timelines listed in the MSEL should be as realistic as possible. If the activity occurs sooner than the MSEL writers anticipated, then Controllers and Referees should note the time it occurred, but play should not be interrupted.

Some injects will be delivered by the Chief Controller from the command post, while others will be introduced by Controllers on the ground.

The mechanisms for introducing injects should be presented and tested before the start of the exercise, to ensure that the systems used to deliver them are functioning properly and that players and actors can distinguish them from other information and announcements.





## Template: Master Scenario Events List (MSEL)

The master scenario events list provides a detailed list of all injects, actions and events that need to occur for the exercise objectives to be achieved. It can also be used to track the actual time when activities were completed and record comments.

No.	From	To	Time	Event synopsis	Controller responsible	Intended player	Expected response	Notes

## Template: Meeting preparation checklist

NO.	ITEM	PERSON IN CHARGE	STATUS/ REMARKS
<b>LOGISTICS</b>			
1	Draft invitation letter	AHA Centre	
2	Issue invitation letter	AHA Centre	Co-signed by the Host Country and the AHA Centre
3	Circulate general instructions agenda and registration form	AHA Centre	
4	Collect registration form	AHA Centre and/or Host Country	
5	Arrange accommodation and travel (hotel rooms, flight schedules)	AHA Centre and/or Host Country	
6	Check and coordinate with the hotel the availability of an appropriate meeting room, smaller breakout rooms, coffee breaks and meals, secretariat room, secretariat facilities and supplies, meeting packages.	Host Country	
7	Book with the hotel the meeting venue, facilities and services.	Host Country	

NO.	ITEM	PERSON IN CHARGE	STATUS/REMARKS
8	Prepare meeting folders and print meeting documents for participants: <ul style="list-style-type: none"> <li>• Exercise agenda</li> <li>• Tentative programme</li> <li>• Tentative list of participants</li> </ul>	AHA Centre	
9	Arrange meeting room details, with support from the hotel: <ul style="list-style-type: none"> <li>• Banner</li> <li>• LCD projector and screen</li> <li>• Microphones</li> <li>• Flip charts and markers</li> <li>• Whiteboard and markers</li> <li>• Meeting folders</li> <li>• Name tags</li> <li>• Room flags of ASEAN Member States</li> <li>• Table flags of ASEAN Member States</li> <li>• Table name plates for ASEAN Member States</li> <li>• Table name plates for observers (name of organisations) and moderators</li> <li>• Flower arrangements, water and candies</li> </ul>	Host Country	
10	Arrange registration counter: <ul style="list-style-type: none"> <li>• Staff</li> <li>• Registration forms</li> <li>• Distribution of name tags, meeting folders and meeting documents</li> </ul>	Host Country	

NO.	ITEM	PERSON IN CHARGE	STATUS/REMARKS
11	Secretariat room: <ul style="list-style-type: none"> <li>• Internet facility</li> <li>• Photocopy machine and operator</li> <li>• Paper supplies</li> <li>• Computers and printers</li> <li>• Stationery</li> <li>• Support staff (min. 2 persons) to prepare and print document kits and to handle registration and distribution of documents during the workshop and meeting</li> </ul>	Host Country	
12	Coordinate with the hotel to distribute welcome notes and tentative programme upon participants' arrival	Host Country	
<b>SUBSTANTIVE</b>			
13	Presentation about ARDEX, timelines, components to be tested	AHA Centre	
14	Coordinate with moderators and panelists	AHA Centre	
15	Provide rapporteurs to take notes of discussions of the workshop	AHA Centre and Host Country	
16	Prepare dummy report	AHA Centre	
17	Prepare report (upon completion of the meeting)	AHA Centre	



## Template: Proposed participation form

PERSONAL DETAILS	
Title:	<input type="radio"/> Mr. <input type="radio"/> Ms. <input type="radio"/> Other (please specify):
First name:	
Family name:	
Nickname: (to be used in name tags)	
AGENCY AND ROLE	
Name of agency:	
Country:	
Office address:	
Function:	<input type="radio"/> Head of Delegation <input type="radio"/> Delegate <input type="radio"/> Observer
Job title/Position:	
CONTACT DETAILS	
Mobile phone number:	
Email address:	
Office phone number:	
Office fax number:	
PASSPORT DETAILS	
Passport number:	
Expiry date:	
Country of issue:	
LOGISTICAL ARRANGEMENTS	
Date and time of arrival:	
Flight number:	
Airport/Port of entry:	
Hotel:	
Check-in date and time:	
Check-out date and time:	
CONTACT	
In case you need more information, please contact [person].	
Please complete and return this form by [date].	

## Template: Communications sub-exercise timeline

**THE TABLE** below summarises the steps and protocols for the communications sub-exercise. This sub-exercise is designed to practise and evaluate the communications process between ASEAN Member States and the AHA Centre, as specified in the ASEAN Standby Arrangements and Standard Operating Procedures (SASOP).

No	Time (Jakarta TC+7)	Players	Expected action	Remarks
1	08:30	Host Country	Sends an initial report of situation of the emergency situation to the AHA Centre via the WebEOC and email, using <b>Form 1 (this will be Form 1 No.1)</b>	
2	08:45	AHA Centre	Informs all Member States of the emergency situation in the Host Country via the WebEOC and email, using <b>Form 2 (this will be Form 2 No.1)</b>	
3	09:00	AHA Centre, Host Country	The AHA Centre contacts the Host Country for confirmation and connectivity test using phone	
4	09:30	Host Country	Sends the 2 <sup>nd</sup> report on the situation update to the AHA Centre via the WebEOC and email, using <b>Form 1 (this will be Form 1 No.2)</b>	
5	09:45	AHA Centre	Circulates the 2 <sup>nd</sup> report from the Host Country on the situation update to all National Focal Points via the WebEOC and email, using <b>Form 2 (this will be Form 2 No.2)</b>	
6	10:00	Host Country	Accomplishes <b>Form 3</b> (Request for assistance) and send it to AHA Centre via the WebEOC and email	
7	10:15	AHA Centre	Forwards <b>Form 3</b> from the Host Country to all National Focal Points by email	
8	10:20 – 10:45	All ASEAN Member States except the Host Country	Establish voice communication with the AHA Centre via telephone by calling +62212305006 to test connectivity and acquire confirmation on the request of assistance. (Note: Each call must last less than 3 minutes)	

No	Time (Jakarta TC+7)	Players	Expected action	Remarks
9	10:45	Only ASEAN Member States offering assistance	Accomplishes <b>Form 4</b> (offer of assistance) to offer relief and response assistance and sends it to the Host Country and the AHA Centre via the WebEOC and email. (Note: If an ASEAN Member State does not send teams to the exercise, it should offer financial assistance. If an ASEAN Member State sends teams to the exercise, it must include the details in the offer of assistance)	Copy to the AHA Centre
10	11:00	AHA Centre	Establish telephone call with the Host Country to acquire confirmation of acceptance of offer from countries offering assistance. (Note: The Host Country has the capacity to accept, partially accept, or refuse the offer of assistance)	
11	11:15	AHA Centre	Consecutively call each of the countries offering assistance to confirm the Host Country's acceptance, for preparation of Form 5.	
12	11:30	AHA Centre	Accomplish <b>Form 5</b> (Contractual arrangements) and circulate through the WebEOC and email. This is the end of the Communication sub-exercise.	
13	12:30 – 12:45	AHA Centre, Host Country	Establish telephone call to do a recap of the sub-exercise.	

## Referee guidelines

Note: They are almost the same for every edition of ARDEX, slightly adjusted. They should be finished before the Referees training and before the final planning meeting.

### **Aim of ARDEX:**

To practise, evaluate and review the SASOP in facilitating a close and effective collaboration among the Host Country, other ASEAN Member States, and between ASEAN and the relevant UN and international organisations in handling a major disaster.

### **Role of the Referees:**

Referees are expected to closely observe the conduct of ARDEX and to provide evaluation points on both the strategic and tactical components of the exercises as well as the logistical arrangements for ARDEX.

### **Components of the exercise:**

At the strategic level, Referees are expected to observe, among others, the following:

- The use of the SASOP as a tool to share and exchange information.
- The process of requesting and offering assistance.
- The entry of teams at the port of entry, paying particular attention to Customs, Immigration and Quarantine issues.
- The conduct of joint assessments by ASEAN-ERAT and others.

At the tactical level, Referees are expected to observe, among others, the following:

- Command and control structure.
- Interoperability of response entities from participating countries.
- Search and rescue operations.
- Casualty management.

### **Participants:**

- Exercise players include the participating teams from ASEAN Member States, the Host Country, the AHA Centre, and the assessment teams (ASEAN-ERAT, UNDAC and other regional teams).





**Expected outputs:**

At the end of the exercise, Referees are expected to:

- Provide recommendations on areas for improvement in the SASOP.
- Provide recommendations on areas for improvement for the tactical component.
- Provide recommendations on areas for improvement in the logistical arrangements.

**Checklist:**

The attached Evaluation checklist can be used by Referees as guidance in evaluating ARDEX. ARDEX aims to test the key coordination and operational activities spelt out in the SASOP, and provide recommendations on how to improve the SASOP and strengthen coordination among ASEAN countries and between ASEAN and other humanitarian actors.

Referees are also required to provide recommendations on the logistic matters related to the exercise, such as design of the events, organisation of the activities, etc. The focus of evaluation, however, should be on the substantive part of the exercise.

**Communications sub-exercise:**

The Communications sub-exercise aims to test the connectivity and readiness of the AHA Centre Emergency Operations Centre (EOC) and the National Emergency Operation Centres of ASEAN Member States during the activation stage. Exchange and filling up of forms in the SASOP will be tested during this part of ARDEX.

The Communications sub-exercise will be observed and evaluated by the Emergency Operation Centres (EOC) of each of the National Disaster Management Offices (NDMO).

The Communications sub-exercise begins when the Host Country, as the affected country, sends SASOP Form 1 (Situation Update) to the AHA Centre. The AHA Centre responds to the trigger by sending SASOP Form 2 (Situation Update) to all the ASEAN Member States informing them of the situation in the Host Country. The Communications sub-exercise ends as soon as the National EOCs of all the ASEAN Member States issue Form 4 (Offer of Assistance) to the AHA Centre and the Host Country acknowledges receipt.

Referees for the Communications sub-exercise will observe the connectivity of the AHA Centre EOC with the national EOCs of all the ASEAN Member States by noting the completeness of the information in the SASOP forms as well as the response time.

**Arrival of exercise players and CIQ test at the airport:**

It is necessary for some of the Referees to arrive a day earlier than the participants, so they can be ready to observe and evaluate the arrival of exercise players, as well as CIQ procedures at the port of entry.

Only four Referees will be required to arrive the previous evening so they can observe the arrival and movement of exercise participants and the CIQ. These are:

- [Member State], as the Chief Referee.
- [Member State], to shadow ASEAN-ERAT and evaluate movement of ASEAN-ERAT.
- [Member State] to evaluate CIQ procedures at the port of entry.
- The above Referees will meet the evening prior to the arrival of teams. A dedicated room will be available.
- For logistical arrangements (such as accommodation and transport), please contact [person and contact details]. The airport pass will be arranged by the Host Country.

Other Referees can arrive on the same day as participants, Day one, and go directly to the hotel where all Referees will stay during the duration of ARDEX. All the Referees can then meet for consolidation and planning.

**Pre-exercise activities, Day two and three:**

On Day two, after the opening and related events, Referees may want to meet to:

- Discuss the tasks and division of labour.
- Review activities and evaluation points arising from the activities on Saturday and Sunday.
- Prepare for activities on the following days.
- Discuss the format of the evaluation report.

Since the full-scale exercise will be carried out in different sites simultaneously, the Chief Referee may wish to divide the Referees into groups.

On Day three, Referees may want to conduct a site visit and other exercise preparation. As such, Referees may not have time to participate in other activities on Tuesday, such as the sharing sessions.



**Full-scale simulation exercise, Day four:**

After the closing ceremony, Referees may have to meet again to consolidate the evaluation points and prepare for the report for the Evaluation Meeting.

A dedicated room will be available.

**Evaluation Meeting, Day five:**

The Evaluation Meeting will be held at the [location] at [time].

The Evaluation Meeting will be co-chaired by the Host Country, the AHA Centre, and the Chief Referee.

The Chief Referee is expected to summarise the evaluation report and present it. He or she can task others to help prepare the presentation. As a reference, the AHA Centre can provide samples of presentations from previous editions of ARDEX.

After ARDEX, the Chief Referee will be required to prepare a written report, which further elaborates the evaluation points and outcome of the Evaluation Meeting.

## Evaluation checklist

Note: The full version of the Evaluation checklist will be provided separately. It is a long document listing the items and the criteria to be evaluated by the Referees, organised following the different aspects of the SASOP:

- Notification of Disaster
- Situation Updates
- Request for Assistance / Offer of Assistance
- Joint Assessment of Required Assistance
- Mobilisation of Assets and Capacities
- On-Site Deployment of Assets and Capacities
- Direction and Control of Assistance
- Disaster Situation Update
- Demobilisation of Assistance
- Reporting



## Guidelines: Referees evaluation presentation

Suggested minimal structure:

- Referees team
- Sequence of activities of ARDEX
- Key points for each aspect of the Evaluation checklist
- Additional comments

## Template: Improvement plan and recommendations

### Exercise overview

Exercise name:

Dates:

Aim:

Objectives:

Scope:

Core capabilities tested:

Scenario summary: [In 2-3 sentences]

Type of threat or hazard:

Participating organisations: [Total number of participants and participation level]

Point of contact:

### Review of core capabilities and recommendations

[OBJECTIVE 1]

[Core capability 1]

The [full or partial] capability level can be attributed to the following **strengths**:

- Strength 1: [Observation statement]
- Strength 2: [Observation statement]
- Strength 3: [Observation statement]

The following areas require **improvement** to achieve the full capability level:



- Area for improvement 1: [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or corrective action, as those will be documented in the Improvement Plan.]
  - Reference: [List any relevant plans, policies, procedures, regulations, or laws.]
  - Analysis: [Provide a root cause analysis or summary of why the full capability level was not achieved.]
- Area for improvement 2:
- Area for improvement 3:

Objective	Core capability	Performed without challenges (P)	Performed with some challenges (S)	Performed with major challenges (M)	Unable to be performed (U)
[Obj. 1]	[Core capability 1]				
	[Core capability 2]				
	[Core capability 3]				
[Obj. 2]	[Core capability]				

*Performed without challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objectives and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.*

*Performed with some challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objectives and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.*

*Performed with major challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was*

*not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.*

*Unable to be performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objectives.*

## Improvement plan

Core capability	Area for improvement	Element affected	Action or resources required	Priority	Assigned to	Due date	Status
[Capability 1]	[Area 1]						
	[Area 2]						
	[Area 3]						

*Element affected: Indicate whether the area for improvement is related to Planning, Organisation, Equipment, Training, or Exercise.*

*Action or resources required: Indicate the action that should be taken. Create simple, measurable solutions that address the root cause of the issue, taking into account the SASOP, regulations, and available resources. List the resources required to address the deficiency, including technical resources, equipment, knowledge management, human resources, training needs, and reporting protocols.*

*Priority: All gaps or deficiencies are not equally important. Prioritisation is important, since funding and time are usually limited. For example, highest priority may be given to specific actions according to the risk posed to health and safety, regulatory compliance, hazards to property, operations, the environment or reputation.*

*Assigned to: Improvement actions should be assigned to the person or department best able to address the issue. Each action should have a person that is accountable for it.*

*Due date: A deadline should be assigned and the improvement plan should be reviewed regularly to track progress. Make sure to set achievable deadlines, considering the number of staff involved, the time needed for approval and sign off, and the time frame to update systems and train people.*

*Status: Monitor the progress of your plan regularly.*







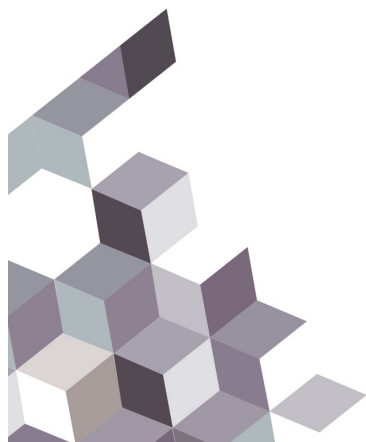
# Glossary

AADMER	ASEAN Agreement on Disaster Management and Emergency Response.
ACDM	The ASEAN Committee for Disaster Management,
Actors	Those who adopt the roles of casualties, affected persons or bystanders (also known as 'Role players' in other exercises).
AHA Centre	ASEAN Coordinating Centre for Humanitarian Assistance on disaster management.
Aim	A statement describing what the exercise intends to achieve.
ARDEX	ASEAN Regional Disaster Emergency Response Simulation Exercise.
ASEAN	Association of Southeast Asian Nations.
ASEAN Dialogue Partners	States and institutions that maintain bilateral or multilateral relations with ASEAN.
ASEAN-ERAT	ASEAN Emergency Response and Assessment Team.
ASEAN Member States	Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam.
ASEAN Plus Three	ASEAN Member States plus China, Japan, and South Korea.
ASEAN Regional Forum	The first multilateral forum in the Asia-Pacific region for official consultations on peace and security issues. It consists of all the ASEAN Member States plus its dialogue partners (Australia, Bangladesh, Canada, China, the European Union, India, Japan, North Korea, South Korea, Mongolia, New Zealand, Pakistan, Papua New Guinea, Russia, East Timor, United States and Sri Lanka).
ASEAN Secretariat	The body of ASEAN in charge of providing for greater efficiency in the coordination of ASEAN organs and for more effective implementation of ASEAN projects and activities.



Chief Referee	The person who oversees the entire team of Referees.
CIQ	Customs, Immigration and Quarantine.
Command Post	A location at the exercise site from where exercise control commands and injects are managed. It is linked to Host Country's EOC system and other humanitarian actors.
Concept of Operations	A document that captures the aim, objectives, scenario and other details of an exercise.
CONOPS	Concept of Operations.
Controllers	Members of the Exercise Control Team, who monitor the exercise flow, assess expected responses, and ensure the safety of participants during the exercise.
EOC	Emergency Operations Centre.
Exercise Control Team	A team that manages the full-scale exercise, from start to end. Located at the control room, it coordinates information and triggers actions using specific injects (also known as 'EXCON' in other exercises).
Exercise Planning Team	A team in charge of planning and organising ARDEX.
Host Country	The country in which the next edition of ARDEX will take place.
ICS	Incident Command System.
IFRC	International Federation of Red Cross and Red Crescent Societies.
Incident Commander	The person responsible for each simulation scene during the exercise.
Injects	Events that take place or are simulated during the exercise, with the purpose of creating a response or moving exercise play forward.
MSEL	Master Scenario Events List (also known as 'MSE' in other exercises).
NDMO	National Disaster Management Office. The government agency in charge of disaster management in every ASEAN Member State.

NGO	Non-Governmental Organisation.
Objectives	Specific statements describing what is to be achieved by individuals, groups or agencies participating in the exercise.
Observers	People who do not participate in the exercise but who are present because of their interest in it. They could be members of partners or participating agencies, government representatives, VIPs, etc.
Players	The people and teams participating in the exercise, from which critical tasks and responses are expected.
Referees	People who observe the exercise on the ground and evaluate it against the Evaluation checklist (also known as 'Evaluators' in other exercises).
SASOP	Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations
SMART	Specific, Measurable, Achievable, Relevant, Task-related
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs.
UNDAC	United Nations Disaster Assessment and Coordination.
VIP	Very Important Person/People.
WebEOC	Web-based Emergency Operations Centre.



# Index

- AADMER, *See* ASEAN  
 accommodation, *See* logistics  
 ACDM, *See* ASEAN  
 activation, 35-36, 38, 61, 66, 79  
 actors, 1-6, 8-9, 11-12, 15-32, 35-43, 45-48, 51-53, 55, 57-86, 88-90  
 administrative requirements, 1, 25  
 After-action review, 45, 48, 51  
 AHA Centre, 2-4, 8, 11-12, 15-21, 24-32, 37-43, 45-48, 51-53, 57-58, 63, 65-66, 68, 72-74, 76-79, 81, 88  
 aim, *See* Concept of Operations  
 alerts, 35, 39  
 armed forces, *See* military  
 army, *See* military  
 arrival, *See* logistics  
 ARDEX, 4-6, 8-9, 11-12, 15-21, 23, 25-26, 31, 35, 37-38, 40-41, 45, 47-48, 51-52, 57, 59, 63-68, 74, 78-81, 83, 88-89  
     Communications sub-exercise, 9, 17, 24, 26, 28-30, 35, 37-39, 65, 67, 76-77, 79  
     staff, 57-58  
     MSEL, *See* Master Scenario Events List  
 ASEAN, 1-5, 8, 11-12, 16-21, 23-25, 27-29, 31, 38-41, 45-48, 51-53, 57-58, 61, 63-66, 69, 73, 76-79, 88-89  
     AADMER (ASEAN Agreement on Disaster Management and Emergency Response), 2-3, 11, 63, 68, 88  
     ACDM (ASEAN Committee for Disaster Management), 2, 8, 11, 18, 51-53, 63-65, 88  
     ASEAN Coordinating Centre for Humanitarian Assistance on disaster management, *See* AHA Centre  
     ASEAN-ERAT (ASEAN Emergency Response and Assessment Team), 3, 6, 9, 29, 35, 40-42, 61, 68, 78, 80  
     ASEAN Member States, 1-6, 8-9, 11-12, 15-32, 35-43, 45-48, 51-53, 55, 57-86, 88-90  
     ASEAN Plus Three, 40, 88  
     ASEAN's Preparedness and Response Working Group, 51-53  
     ASEAN Regional Disaster Emergency Response Simulation Exercise, *See* ARDEX  
     ASEAN Regional Forum, 40, 88  
     ASEAN Secretariat, 1-2, 12, 16-18, 20-21, 24-25, 28, 40-41, 45-46, 48, 57-58, 88  
     SASOP (ASEAN Standby Arrangements and Standard Operating Procedures), 3, 5, 9, 23, 38-39, 41, 47-48, 51-53, 59, 61, 63-65, 68, 70, 76, 78-79, 82, 86, 90  
 assessment, 3, 6, 29, 35, 42, 61, 63, 78, 82, 88, 90  
 Association of Southeast Asian Nations, *See* ASEAN  
 authorities, *See* VIPs  
 briefings, 8, 19, 29-30, 35, 40-42, 65-68  
 Brunei Darussalam, 1, 88  
 budget, *See* funding  
 C&O meeting, *See* Concepts and objectives meeting  
 Cambodia, 1, 63, 88  
 capabilities, 4-5, 9, 20, 23, 27, 51, 59-60, 62, 66, 69, 84-86  
 China, *See* People's Republic of China  
 CIQ (Customs, Immigration and Quarantine), 41, 46, 61, 68, 78, 80, 89  
 command-post exercise, 35, 42, 61, 70, 89  
 commitment, *See* participation  
 communication, 1, 3, 6, 9, 17, 23-24, 26, 28-30, 35, 37-39, 42, 46, 61, 65-68, 76-77, 79

- Concept Note, 51-53
- Concept of Operations, 8, 16-21, 24-26, 28-29, 41, 43, 48, 63, 89
  - aim of the exercise, 59
  - objectives of the exercise, 1-6, 8-9, 11-12, 15-32, 35-43, 45-48, 51-53, 55, 57-86, 88-90
  - scope of the exercise, 61-62
- Concepts and objectives meeting, 16, 20
- conduct, *See* exercise conduct
- CONOPS, *See* Concept of Operations
- control team, *See* Exercise Control Team
- Controllers, 20, 30, 40-41, 57-58, 68-71, 89
  - Chief Controller, 40, 57-58, 70
- coordination, 1-3, 8-9, 11, 15, 29, 35, 38, 41-42, 46, 57, 64-66, 72, 74, 79, 88-90, 96
- costs, *See* funding
- customs, *See* CIQ
- date, *See* Concept of Operations
- debriefings, 35, 42, 46
- demobilisation, 29, 35-36, 40, 42, 66, 82
- disaster preparedness, 3, 5, 9, 51-53
- duration, *See* Concept of Operations
- Emergency Operations Centre, 38-39, 42, 61-62, 65, 79, 89-90
  - WebEOC, 38, 76-77, 90
- emergency response, 2-6, 8-9, 11, 23, 29, 35, 38, 40, 45-47, 51-53, 57-58, 61-66, 69, 71, 77-79, 88-90
  - emergency response teams, *See* response teams
- engagement, 29, 35-36, 40, 42, 66
- EOC, *See* Emergency Operations Centre
- ERAT, *See* ASEAN
- Evaluation checklist, 16-17, 22, 25, 28, 30, 32, 37, 41, 43, 46-48, 58, 79, 82-83, 90
- Evaluation meeting, 40, 42, 45-47, 58, 63, 67, 81
- evaluation, 1-6, 8-9, 11-12, 15-32, 35-43, 45-48, 51-53, 55, 57-86, 88-90
- evaluators, *See* Referees
- events, 1-6, 8-9, 11-12, 15-32, 35-43, 45-48, 51-53, 55, 57-86, 88-90
- EXCON, *See* Exercise Control Team
- exercise conduct, 4-5, 8-9, 15, 18-21, 23, 27, 31, 35, 38, 40-42, 45-47, 52, 57-58, 61, 63, 65-68, 78, 80, 85-86
- Exercise Control Team, 8, 16, 21-22, 37, 40, 42, 57, 67-68, 89
- Exercise design workshop, 16, 18
- Exercise Director, 40, 57
- exercise duration, *See* Concept of Operations
- exercise location, *See* Concept of Operations
- exercise objectives, *See* Concept of Operations
- Exercise Planning Team, 8, 15, 17, 19, 21, 23, 25-28, 37, 40, 45-46, 57, 70, 89
- exercise scenario, *See* Master Scenario Events List
- exercise scope, *See* Concept of Operations
- exercise site, *See* Concept of Operations
- exercise staff, *See* ARDEX
- exercise timeline, 8, 16-17, 19, 21, 23-26, 28, 30, 37-39, 53, 64, 69-70, 74, 76
- exercises, *See* simulation exercises
- expenses, *See* funding
- extent of participation, *See* participation
- Final planning meeting, 17, 25-27, 78



First planning meeting, 16-17, 20, 22-23  
flights, *See* logistics  
funding, 12, 19-21, 24, 28, 31, 39, 52, 86  
government officials, *See* VIPs  
Host Country, 4-5, 8-9, 11-12, 15-21, 23-31, 35, 38-42, 45-46, 57-58, 62-63, 66-67, 72-74, 76-81, 89  
hotels, *See* logistics  
ICS, *See* Incident Command System  
IFRC, *See* Red Cross  
immigration, *See* CIQ  
Improvement plan and recommendations, 45, 48, 51-53, 59, 84-86  
Incident Command System, 61, 68, 89  
Incident Commander, 61, 89  
Indonesia, 1, 63, 88  
Initial planning meeting, *See* First planning meeting  
injects, *See* events  
inputs, *See* events  
intent of commitment, *See* participation  
International Federation of the Red Cross, *See* Red Cross  
international organisations, 3, 5, 40, 63-66, 78  
IPM, *See* First planning meeting  
Japan, 40, 88  
journalists, *See* media  
Lao PDR, 1, 88  
list of participants, *See* participation  
location, *See* Concept of Operations  
logistics, 3, 6, 8, 12, 15, 17, 19-21, 23-30, 35, 41, 59, 63, 66-69, 72-80, 90  
Malaysia, 1, 63, 88  
Master Scenario Events List, 1, 17, 23-25, 27-28, 37-38, 42-43, 47-48, 57-58, 69-71, 89  
Master Schedule of Events, *See* Master Scenario Events List  
media, 30, 37, 40, 68  
Member States, *See* ASEAN  
military, 2  
mobilisation, 2, 6, 29, 35-36, 40-42, 61, 66-67, 82  
MSE, *See* Master Scenario Events List  
MSEL, *See* Master Scenario Events List  
Myanmar, 1, 88  
National Disaster Management Offices, 1-6, 8-9, 11-12, 15-32, 35-43, 45-48, 51-53, 55, 57-86, 88-90  
NDMO, *See* National Disaster Management Offices  
NGOs, 2, 42, 90  
non-governmental organisation, *See* NGOs  
objectives, *See* Concept of Operations  
observers, 30, 37, 40, 63, 66, 68, 73, 75, 90  
officials, *See* VIPs  
opening ceremony, 41  
organising country, *See* Host Country  
participants, 8-9, 16-17, 19-20, 23-25, 27-30, 35, 37, 40-42, 45-46, 51, 58, 61-63, 66-68, 73-74, 78, 80, 84, 89  
participation, 17, 25, 27-30, 73  
People's Republic of China, 40, 88  
Philippines, 1, 63, 88

planning team, *See* Exercise Planning Team  
planning, 8-9, 12, 15-28, 30, 35, 37, 40, 45-46, 57, 60-61, 70, 78, 80, 86, 89  
players, *See* participants  
preparedness, *See* disaster preparedness  
press, *See* media  
Proposed participation form, 24, 75  
quarantine, *See* CIQ  
Red Cross, 29, 35, 89  
Referee guidelines, 17, 25, 28, 32, 48, 78  
Referees, 9, 12, 15, 17, 24-25, 28-32, 37, 40-42, 45-48, 52-53, 58, 63, 66, 68-70, 78-83, 89-90  
    Chief Referee, 9, 30, 40, 46-47, 58, 80-81, 89  
Referees report, 45, 48, 52-53  
Referees training, 17, 31, 78  
Republic of Korea, 40  
response teams, 6, 29, 61-62  
response, *See* emergency response  
role players, *See* actors  
SAARC, *See* South Asian Association for Regional Cooperation  
safety, 58, 68, 85-86, 89  
SASOP, *See* ASEAN  
scenario, *See* Master Scenario Events List  
scope, *See* Concept of Operations  
search and rescue, 40, 62-65, 68, 78  
security, 62, 68, 88  
simulation exercises, 1-6, 8-9, 11-12, 15-32, 35-43, 45-48, 51-53, 55, 57-86, 88-90  
Singapore, 1, 63, 88  
site, *See* Concept of Operations  
SitMan, *See* Concept of Operations  
Situation manual, *See* Concept of Operations  
SMART, 60-61, 90  
South Asian Association for Regional Cooperation, 40  
South Korea, *See* Republic of Korea  
staff, *See* ARDEX  
strategic objectives, *See* Concept of Operations  
tabletop simulation exercise, 9, 16, 22, 67-69  
Thailand, 1, 63, 88  
timelines, *See* exercise timeline  
trainings, 1, 5, 8-9, 12, 16-19, 31-32, 41, 59, 63, 67, 74, 78, 86  
travel, *See* logistics  
UN, *See* United Nations  
UNDAC, 29, 42, 78, 90  
United Nations, 1, 3, 5, 29, 35, 40, 42, 63-66, 78, 90  
United Nations Disaster Assessment and Coordination team, *See* UNDAC  
videoconference, 27-28, 38  
Viet Nam, 1, 63-66, 88  
VIPs, 37, 40-41, 63, 67, 89-90  
WebEOC, *See* Emergency Operations Centre  
workshops, *see* trainings





Published in September 2015



**ASEAN Coordinating Centre for Humanitarian Assistance  
on disaster management (AHA Centre)**  
BPPT 1<sup>st</sup> building, 17<sup>th</sup> floor.  
Jl. MH. Thamrin No. 8  
Jakarta 10340, Indonesia

**[www.ahacentre.org](http://www.ahacentre.org)**