**EISF Crisis Management Exercise**

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| **Real Time** | **Who?** | **Activity** | **Notes** | **Materials** |
| 0900 | Ruth | Email from David Jones, CD, with IRIN article. | Email from David Jones, CD Antakya to Field Group with IRIN newspaper article.You’ll have no doubt seen the IRIN article I’m attaching with this email. Despite our recent security risk assessment and a period of peaceful road travels, this article concerns me. I’m particularly concerned since I know that some members of your team departed this morning with John Doolittle, our British colleague from the HQ Comms department. Would you please check with your local safety and security contacts and let me know if there’s any chatter about travel safety on the roads this week? Also, when was the last time they called in? Keep me posted on their progress. | Serial 1Serial 1b, IRIN newspaper article |
| 0915 | Ruth | Escalation #1, contact in Al Atarib says team never arrived.  | Ghayth Nahas, Idlib Area Manager, has just arrived at the Idlib office and checked the voicemail. There was a message that had been left at 0900.The message is from Ahmad Salim, Coordinator of the Syrian Health Centre in Al Atarib. He called to report that he was meant to meet the HC clinic team at 0830. He has not heard from them, nor been able to reach them and is wondering if HC has had any recent contact.  | Serial 2 |
| 0930 | Ruth | Escalation #2, local Oxfam staff see abandoned HC car. | I’ve just received reports from some of our programme partners in Aleppo that they saw an abandoned vehicle on the north side of Ma’arrat Misrin. Oxfam staff had left their meeting with project partners at about 0830 and saw the abandoned vehicle. The local driver thinks he recognised the car as being an HC car. He’s tried unsuccessfully to contact your driver. They seem to know one another.Do you have any additional information?  | Serial 3 |
| 0945 | Ruth | Local Oxfam staff find body of Sadiq, HC Asst Mgr, near the car.  | I’ve just received a telephone call from my project manager, Sargon, near Ma’arrat Misrin. They did some looking around your HC vehicle. And, I’m very sad to report that they have also found a body with two gunshot wounds. Sargon tells me that he thinks it is Sadiq Kuzbari, HC Assistant Area Manager.They found no traces of anybody else. Sargon thinks it is reasonable to think that the team has been taken by militants or bandits.Furthermore, the car is completely empty. There are no supplies, medicines or equipment of any sort still in the vehicle.I’ve asked Sargon to wrap the body and bring it to the clinic in Ma’arrat Misrin.Let me know if there’s anything else you need us to do. | Serial 4 |
| 1000 | Ruth | Email from David Jones, CD Antakya | I’ve just received a telephone call from Chris Sizemore of Oxfam. He’s informed me about what’s happened. Terrible….Will you please send me a situation update ASAP? Who was in the car? Where were they going? Did everyone actually go? When did you last hear from them? Where were they? Etc.Also, identify your course of action and next steps, including who is going to what (and when). And, as always, please let me know what you’ll need from HQ in terms of support. | Serial 5 |
| 1030 | Sandra | Visit from Sofie Wajih, local journalist, Group 1 | Sofie Wajih, a local journalist visits HC Field Group 1. She wants to confirm and know the usual things. She wants to confirm his understanding of events, which is:* An HC mobile team vehicle was hijacked by bandits
* Sadiq has been killed
* The rest of the staff is being held for ransom (this is a piece of information that the HC Field Group has not yet received).

She wants to know:* Are these details correct?
* Who is involved?
* Is there an international involved?
* Etc.

Note to actor: This is the first that the team will have heard of a ransom. Also, the team will likely want to know how the journalist knows all this, where the information came from. Feel free to play the part as seems appropriate. You may be full of information and a great source; you may be just a journalist looking for a story that originated from a secret source; etc. | Inject 1 |
| 1100 | Caoihmin | Visit from friend of the driver, Group 2 | Salim Qabbani, a friend of Mohamed Ahmed Hussein (the driver) visits HC Field Group 2 to find out what has happened to his friend. He has heard rumours that Mohamed’s been kidnapped. He’d like to know what HC is going to do about it and how much ransom HC is prepared to pay. Note to facilitators: Salim is indeed connected to the kidnappers and is trying to get a sense of what’s happening in the org and how much money he thinks they might be able/willing to pay. Note that in a later injection, the ransom demand will be for €250,000. | Inject 2 |
| 1115 | Ruth | Phone call from Ghayth Nahas, Area Manager for HC Idlib. The driver, Mohamed Hussein, is released and delivers a ransom demand as a message. | I’ve just received a telephone call from a local councillor in Ma’arrat Misrin. Muhamed the driver has been found on the side of the road near the place where the car was abandoned. The councillor told me the following, as told to them by Muhamed:* The vehicle was ambushed by approximately six armed men
* They were blindfolded and taken to the side
* He heard some struggle and a gunshot, followed by yell, making him think that one of the team had been shot
* They were taken to an unknown location
* After about an hour, he was put in a vehicle (still blindfolded), driven an unknown distance and released
* As he was being released, he was told to tell HC that the rest of the team would be killed unless received a ransom of €250,000

He doesn’t seem to know anything else. He is unharmed, but a bit shaken. They are going to keep him for awhile and maybe give him some medical attention. We might not get to speak to him until tomorrow.Will you please give let me and David know the following:* What is your current plan of action?
* And what are your recommendations for next steps?

Also:* We probably need to tell Sadiq’s family something soon. What are your plans for that?
* What are we going to do about David Doolittle? I suspect we should contact the FCO and update them, if they don’t already know. What do you think?

Note to facilitators: While Mohamed is not involved, he was indeed released because he knows Salim (who just visited the office). He does not know that Salim was involved nor why he was released. | Serial 6 |
| 1145 | Heidi | Visit from mother of Elissar Helal, Nurse | Sabeen Helal, the mother of one of HC’s staff nurses, has just arrived. She heard a news report regarding the trouble. She knew that Elissar intended to travel in the area and is obviously concerned.She has already tried to reach Elissar directly but cannot get through. She wants to know if the office has heard from her.  | Inject 3 |
| 1215 | Anthony | Visit from Khaled Zidan, Managing director of Syrian Media Centre | Khaled is the managing director of the Syrian Media Cenre for whom Ahmed Addem works. Ahmed is the local journalist who was in the car with the HC field team. The newspaper has received a ransom demand for Ahmed. He is visited to see if HC has received any demand. He’s also offering to be contact/negotiator for both HC and the newspaper because his cousin is part of the criminal group that has kidnapped the team. He thinks this might make him influential.Note to facilitators: Khaled is legitimate. He really does work for the newspaper and his cousin really is affiliated with the kidnappers. He does, however, have a hidden agenda, which is that he wants to get paid for being the intermediary for HC. He thinks his family connection will be worth something to HC.Note to actor: you may need to feel your way around how explicit you’d like to be about the payment. You could imply it or you could be clear about it. You’ll have to see how the conversation goes. Note that the ransom demand for HC was €250,000. It is unclear whether or not this is meant to include the local journalist. | Inject 4 |
| 1230 | Ruth | Email from David Jones, CD Hatay, asking field team to come to Hatay and brief the IMT. | Please come to the HQ in Antakya tomorrow. Be prepared to brief the Incident Management Team (IMT) with a full situation update – who, what, where, when (what do you know, what do you think you know, what do you need to know?)Note to facilitators: In 15 minutes, you will go meet with your teams and get a full 15-minute debrief from then. Then the simulation will end and we will debrief the full event. This will be a good opportunity for you to note elements for further discussion in the larger debrief. A *Debrief Notes* template is available for you to take notes. | Serial 7 |
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