

## DRAFT REVISION HISTORY

Version	Release date	Amendments
1.00	29 January	<input checked="" type="checkbox"/> Initial release
1.01	1 February	<input checked="" type="checkbox"/> Added this section to the front of the draft document; <input checked="" type="checkbox"/> Changed nation abbreviations to meet NATO International Secretariat guidance (CONSEC(2017)0109-REV2); <input checked="" type="checkbox"/> As a consequence, abbreviated the exercise as “NM2021”; <input checked="" type="checkbox"/> Changed the VIP seminar into a VIP conference with the title “Military support to a civilian catastrophe. Should the military be the last resort?” and removed the “(tbc)”; <input checked="" type="checkbox"/> Updated the exercise structure and communication block diagramme (annex 2, appendix 9, paragraph 4); <input checked="" type="checkbox"/> Minor editorial changes.
1.02	2 February	<input checked="" type="checkbox"/> Removed the abbreviated exercise name.

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DRAFT - release in 2021

## NOTICE

AC/98(EAPC)N(2021)XXXX  
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AC/25(EAPC)N(2021)000x  
AC/121(EAPC)N(2021)000x  
AC/143(EAPC)N(2021)000x  
AC/320(EAPC)N(2021)000x  
AC/329(EAPC)N(2021)000x

**CIVIL EMERGENCY PLANNING COMMITTEE (CEPC)  
CIVIL PROTECTION GROUP (CPG)  
FOOD AND AGRICULTURE PLANNING GROUP (FAPG)  
CIVIL COMMUNICATIONS PLANNING GROUP (CCPG)  
ENERGY PLANNING GROUP (EPG)  
JOINT HEALTH GROUP (JHG)  
TRANSPORT GROUP (TG)  
IN EAPC FORMAT**

**UPDATE ON THE EADRCC  
CONSEQUENCE MANAGEMENT COMMAND POST AND FIELD EXERCISE  
“NORTH MACEDONIA 2021”**

**Note by the Director for Defence Institution and Capacity Building, Operations Division**

1. In accordance with the Civil Emergency Planning Exercise Policy<sup>1</sup> the Euro-Atlantic Disaster Response Coordination Centre (EADRCC) and the Crisis Management Center of the Republic of North Macedonia, the host nation, agreed to jointly organize a NATO EADRCC Consequence Management Field and Command Post Exercise: NORTH MACEDONIA 2021. The field exercise will, as usually, be preceded by a training programme and virtual reality command post exercise.
2. The Main Planning Conference<sup>2</sup> (MPC) of the NORTH MACEDONIA 2021 exercise was held in Brussels, Belgium from 18 to 20 February 2020. The postponement of the field exercise voids the commitments and pledges made during this conference.
3. The complexity of the planning conferences make it practically impossible to completely “virtualize” them. Furthermore, the perseverance of the SARS-CoV-2 virus compelled the organizers to yet another revision<sup>3</sup> of the exercise’s milestones, as to remain loyal to the inclusive planning process:
  1. **Final Planning Conference (FPC):** from Tuesday 25 to Sat 29 May 2021 in Ohrid, Republic of North Macedonia;
  2. **Command Post and Field Exercise (FTX):** from Sunday 19 to Friday 24 September 2021 in Ohrid, Republic of North Macedonia; and
  3. **Lessons Identified Conference (LIC):** 24 to 26 January 2022 at the premises of the Crisis Management and Disaster Response Centre of Excellence in Sofia, Bulgaria.

1 EAPC(SCEPC)D(2004)0003-REV3 + AS1

2 AC/98(EAPC)N(2020)0002

3 AC/98(EAPC)N(2020)0004 and AC/98(EAPC)N(2020)0006

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4. The Core Planning Team developed the draft Master Scenario Events List (MSEL) based on the discussions in the MPC working groups. These now need to be revisited. To that purpose, the EADRCC and the Republic of North Macedonia will host a number of on-line events:
  1. Wednesday 27 January 2021: “Launch event” with the introduction of a participation questionnaire and a virtual tour of the Base of Operations and the exercise sites;
  2. Wednesday 10 February 2021: “Ask me anything NORTH MACEDONIA 2021”-webinar: a virtual meeting in which nations’ representatives can ask questions related to the planning and conduct of the exercise; and
  3. Wednesday 19 May 2021: “Last call” virtual meeting with last-minute information for the Final Planning Conference (e.g. COVID-19 measures).
5. We seek nations’ commitments to the Directing Staff and Evaluator pools not later than 10 March 2021. Details will be provided at the A significant number of people are needed to control and evaluate the exercise.
6. Having shifted the planning and conduct of the exercise into 2021, the EADRCC and the Republic of North Macedonia agreed to rename the exercise to “NORTH MACEDONIA 2021”.
7. This notice has 6 annexes. Annexes 2 through 6 will be updated and distributed regularly:
  1. Report on the Main Planning Conference;
  2. Draft Exercise instructions;
  3. Draft Host nation support
  4. Draft COVID-19 counter-measures;
  5. Draft Information for VIPs; and
  6. Draft overview of the exercise milestones.
8. Further information about the exercise can be obtained at the Euro-Atlantic Disaster Response Coordination Centre. Your points of contact are Mr. Wim Vanhamme (w.vanhamme@hq.nato.int, +32-2-707.4608) and Mr. Sabir Ahmadov (ahmadov.sabir@hq.nato.int, +32-2-707.2642).

(NOT signed) Marc DI PAOLO

## Annexes:

1. “Report on the Main Planning Conference”
2. “Exercise instructions”
3. “Host nation support”
4. “Information for VIPs”
5. “COVID-19 counter-measures”
6. “Exercise milestones”

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## REPORT ON THE MAIN PLANNING CONFERENCE

9. The Main Planning Conference for the EADRCC Consequence Management Exercise “**NORTH MACEDONIA 2021**” was held from 18 to 20 February 2020 in Brussels, Belgium. The outcomes of the Main Planning Conference are captured in these Exercise Instructions.
10. The conference discussed several sections of the Exercise Instructions, including host nation support, border crossing procedures, financial issues, medical support logistics, and accommodation.
11. The conference hosted 112 participants from 26 Allied and partner nations. Another 11 entities were also represented: the Balkan Medical Task Force (BMTF), the Crisis Management and Disaster Response Centre of Excellence (CMDR CoE), the Massachusetts Institute of Technology - Lincoln Laboratory (MIT LL), the Movement Coordination Centre Europe (MCC-E), NATO HQ Sarajevo, the NATO Human Security Unit (PO/HSU), the NATO Liaison Office Skopje, the NATO Advisory and Liaison Team in Kosovo (NALT), the United States Army Corps of Engineers (USACE), the United States Defence Threat Reduction Agency Europe (DTRA) and the Vlaams Instituut voor Technologische Ontwikkeling<sup>1</sup> (VITO). Apart from North Macedonia, several nations indicated their willingness to deploy consequence management teams and to provide support staff to the exercise.
12. The participants were divided into nine working groups, each led by members of the Core Planning Teams:
1. Organizational working group;
  2. Water, urban and mountain search and rescue working group;
  3. Chemical – biological – radiological working group;
  4. New technologies working group;
  5. Media and hybrid warfare working group;
  6. Civil-military cooperation working group;
  7. Emergency medical teams working group;
  8. Migrants / irregular migration working group; and
  9. Logistics working group.
13. The Core Planning Team developed the draft Master Scenario Events List (MSEL) based on the discussions in the working groups and taking into account the announced teams and the exercise sites. The Master Scenario Events List will be further developed by the Core Planning Team. The exercise sites will be prepared by North Macedonia in close cooperation with EADRCC and the Core Planning Team. This event list shall not be shared with participants to keep elements of surprise in the conduct of the exercise.



The COVID-19 pandemic has overruled the pledges made by nations and international organizations at the Main Planning Conference.

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1 Flemish Institute for Technological Development (Belgium)

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ANNEX 1  
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**EXERCISE INSTRUCTIONS**

**“NORTH MACEDONIA 2021”**



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## GENERAL ISSUES

### 1. Introduction

- 1.1. The Exercise Instructions reflect the agreements reached by the parties organizing the Exercise “**NORTH MACEDONIA 2021**”, that is to be held from 19 to 24 September 2021 in the Republic of North Macedonia.
- 1.2. The specific framework of the Exercise (dates and programme) can be found at “Draft programme of the exercise “**NORTH MACEDONIA 2021**”” on page 2.39.
- 1.3. All details regarding the host nation support can be found at ANNEX 3.
- 1.4. The organizational costs for the exercise will be borne by the host nation and NATO. Limited NATO funds will be available to subsidize partner nations’ participation that are eligible for financial support. Financial arrangements are specified at “Financial arrangements” on page 2.61.
- 1.5. It is expected that military formations participating in the exercise will work in the spirit of the Oslo Guidelines. In addition, the Memorandum of Understanding on the Facilitation of Vital Civil Cross Border Transport<sup>1</sup> will be applicable during the preparation and conduct of the exercise, subject to consultations with the host nation.
- 1.6. Elements of these exercise instructions may be subject to change and each organizing party will inform the other of such changes.

### 2. Exercise description

- 2.1. The name of this exercise is “**NORTH MACEDONIA 2021**”.
- 2.2. In accordance with the Civil Emergency Planning Exercise Policy<sup>2</sup> a consequence management field exercise will be conducted from 19 to 24<sup>3</sup> September 2021, jointly organized by the Euro-Atlantic Disaster Response Coordination Centre (EADRCC) and the Crisis Management Center of the Republic of North Macedonia, the host nation. The field exercise will be preceded by a training programme and a Virtual Reality Exercise with the aim to train and exercise procedures for the Local Emergency Management Authority (LEMA), the United Nations models for the On-Site Operation Coordination Centre (OSOCC), the Urban Search and Rescue Coordination Cell (UCC) and the Emergency Medical Teams Coordination Cell (EMTCC), as well as liaison officers and team leaders of participating consequence management teams.
- 2.3. The scenario for the field exercise is based on urban search and rescue operations, mountain search and rescue, flood response, response to chemical, biological or radiological incidents and fake news campaigns which will affect the civil population and critical infrastructure in the area around the cities of Ohrid and Struga.

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1 EAPC(C)D(2006)0031

2 EAPC(SCEPC)D(2004)0003-REV3+AS1

3 The exercise gathers many people, and pending the worldwide situation on COVID-19, social and hygienic measures may be imposed by law and the organizers. Should it be required, the field exercise will be prolonged by 1 day, thus covering the period 19-25 September 2021.

2.4. The agreed lead-in scenario can be found at “Lead-in scenario” on page 2.15. Exercise planners from the Directing Staff (DISTAFF) working group will develop events, incidents and injects in order to: 1) create an interesting play for the teams and, 2) meet the exercise objectives. The resulting list of events will be circulated as an independent document to members of the Directing Staff only.

### 3. Exercise location

3.1. The field exercise will be conducted at 14 potential sites, all located in the vicinity of the cities of Ohrid and Struga. Teams participating in the field exercise should arrive no later than Sunday 19 September 2021 in order to be accommodated, to receive information, and to prepare for the field activities. Departure of teams will be from 24 September 2021. Date and hours mentioned in these exercise instructions are in local time (UTC+2 hours), unless stated otherwise.

3.2. The exercise sites are named as follows:

- 3.2.1. Radozhda
- 3.2.2. Izgrev
- 3.2.3. Stone-pit / Quarry
- 3.2.4. Vranishta
- 3.2.5. Boris Kidric
- 3.2.6. Center
- 3.2.7. Tashmarunishta
- 3.2.8. Andon Dukov
- 3.2.9. Buffalo Beach
- 3.2.10. Samuil Fortress
- 3.2.11. Hotel Palace
- 3.2.12. Magaro Peak
- 3.2.13. Lako Signoj Peak
- 3.2.14. Velestovo

3.3. Upon arrival, participating teams will be provided with a map of the exercise area, indicating the exercise sites.

3.4. The DISTAFF will adjust the type and intensity of the events in accordance with the types and skills of teams.

### 4. Exercise Programme

4.1. The exercise will consist of three phases (detail in “Draft programme of the exercise “NORTH MACEDONIA 2021”” on page 2.39):

- 4.1.1. Phase one: 19 to 21 September 2021: arrival of the teams in the host country, demonstration of team skills, preparations and training, including guided discussions and workshops among professionals, and a command post exercise (CPX) using virtual reality;
- 4.1.2. Phase two: 21 to 23 September 2021: field exercise (FTX), the core part of the exercise and hot-wash meetings; and
- 4.1.3. Phase three: 24 September 2021: departure of the teams and other participants.



The exercise gathers many people, and pending the worldwide situation on COVID-19, social and hygienic measures may be imposed by law and the organizers. Should it be required, the field exercise will be prolonged by 1 day, thus covering the period 19-25 September 2021.

## 5. Exercise participation

5.1. Participants in the exercise are (detailed participation is at “Announced participation in the exercise “NORTH MACEDONIA 2021”” on page 2.43):

- 5.1.1. The Crisis Management Center of the Republic of North Macedonia;
- 5.1.2. The Ministry of Interior of the Republic of North Macedonia;
- 5.1.3. The Ministry of Health of the Republic of North Macedonia;
- 5.1.4. The Ministry of Defence of the Republic of North Macedonia;
- 5.1.5. The Ministry of Foreign Affairs of the Republic of North Macedonia;
- 5.1.6. The Protection and Rescue Directorate of the Republic of North Macedonia,
- 5.1.7. The Army of the Republic of North Macedonia;
- 5.1.8. The City of Struga;
- 5.1.9. The City of Ohrid;
- 5.1.10. The Red Cross with simulation teams, role-players and injury “make-up” teams;
- 5.1.11. Ministries, organisations and municipalities with required services and simulation teams;
- 5.1.12. NATO International Staff: the Euro-Atlantic Disaster Response Coordination Centre (EADRCC);
- 5.1.13. National and NATO Civil Experts working in the exercise command elements;
- 5.1.14. CMDR CoE - Crisis Management and Disaster Response Centre of Excellence;
- 5.1.15. jCBRN CoE - Joint CBRN Centre of Excellence;
- 5.1.16. SEEBRIG - South-Eastern Europe Brigade;
- 5.1.17. BMTF - Balkan Medical Task Force;
- 5.1.18. AU – African Union
- 5.1.19. CARITAS International
- 5.1.20. ERCC - European Response Coordination Centre
- 5.1.21. GIZ - Deutsche Gesellschaft für Internationale Zusammenarbeit
- 5.1.22. ICRC – International Committee of the Red Cross
- 5.1.23. IFRC – International Federation of Red Cross and Red Crescent Societies
- 5.1.24. JICA – Japan International Cooperation Agency [tbc]
- 5.1.25. OSCE - Organization for Security and Cooperation in Europe
- 5.1.26. UN CT - UN Country Team
- 5.1.27. UNDP – United Nations Development Programme
- 5.1.28. UNESCO – United Nations Educational, Scientific and Cultural Organization
- 5.1.29. UNFPA – United Nations Population Fund
- 5.1.30. UNHCR – United Nations High Commissioner for Refugees [tbc]
- 5.1.31. UNICEF – United Nations International Children Fund
- 5.1.32. UN IOM – United Nations International Organisation for Migration
- 5.1.33. UN OCHA – United Nations Office for the Coordination of Humanitarian Affairs
- 5.1.34. UN OCT – United Nations Office of Counter-Terrorism
- 5.1.35. UN OPS - United Nations Office for Project Services [tbc]
- 5.1.36. UN RC – United Nations Resident Coordinator
- 5.1.37. USAID – United States Agency for International Development
- 5.1.38. WHO – World Health Organization
- 5.1.39. Various international bodies, regional and national civil or military consequence management teams of NATO and partner nations to be deployed as an Euro-Atlantic Disaster Response Unit (EADRU).

5.2. The host nation should coordinate invitations to the exercise with full transparency to NATO Allies. Participation of parties other than those listed above will need to be signalled in advance and agreed upon by NATO Allies through the Civil Emergency Planning Committee (CEPC).

## 6. The overall aim of the exercise

6.1. Exercises play a vital role in both national and international preparedness by enabling stakeholders at all levels to test and validate specific plans, procedures and capabilities. This exercise also provides an excellent opportunity to identify gaps and to highlight areas requiring further improvement.

## 7. Exercise main objectives

7.1. Practice the Euro-Atlantic Disaster Response Coordination Centre (EADRCC) procedures<sup>4</sup> and the Euro-Atlantic Disaster Response Unit<sup>5</sup> (EADRU) capabilities to improve consequence management capabilities for responding to a natural and/or man-made emergency.

7.2. Support the authorities of the Republic of North Macedonia in building resilience through improved disaster preparedness, planning, prevention and response, and strengthen their capability to manage emergencies.

7.3. National certification and operationalisation by the Republic of North Macedonia of the Next-Generation Incident Command System (NICS), developed by the NATO Science for Peace and Security programme.

7.4. Practice the modalities and practical implications of the memorandum of understanding<sup>6</sup> on the facilitation of vital civil cross border transport.

7.5. Familiarise Civil Experts with CEP Crisis Management Arrangements<sup>7</sup> (CMAs) in terms of its capabilities, responsibilities and mechanisms (e.g. CEPC, EADRCC), supporting the overall NATO Crisis Response System (NCRS).

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4 EAPC(SCEPC)N(98)21: Standard Operating Procedures for the EADRCC

5 EAPC(SCEPC)WP(99)2, REV1: Procedures for the use of the Euro-Atlantic Disaster Response Unit in international disaster relief.

6 EAPC(C)D(2006)0031: Facilitation of vital civil cross border transport memorandum of understanding.

7 AC/98(EAPC)N(2014)0010: Civil emergency planning crisis management arrangements

## 8. Execution

8.1. The lead-in scenario, the situation at the start of the exercise and the map of the exercise are at “Lead-in scenario” on page 2.15 and “Exercise Area” on page 2.17, respectively.

8.2. The planning responsibility for exercise “**NORTH MACEDONIA 2021**” is assigned to the representatives of the Republic of North Macedonia and the EADRCC, as well as the DISTAFF working group comprising planners from participating NATO and partner nations, international organisations and NATO Civil Experts.

8.3. The following planning milestones have been agreed:

- 8.3.1. The Main Planning Conference in Brussels: 18 to 20 February 2020;
- 8.3.2. Virtual launch event: introduction of the “participation questionnaire”, and a virtual tour of the exercise sites and Base of Operations: 27 January 2021;
- 8.3.3. “Ask me anything NORTH MACEDONIA 2021”-webinar: 10 February 2021;
- 8.3.4. Intermediate visit of the Core Planning Team in Ohrid, Republic of North Macedonia: 19 to 23 April 2021
- 8.3.5. The Final Planning Conference in Ohrid: 25 to 29 May 2021;
- 8.3.6. Training for the Local Emergency Management Authority and On-site Commanders in Ohrid: tbd;
- 8.3.7. The final site visit of the Core Planning Teams in Ohrid: 23 to 27 August 2021;
- 8.3.8. Field and Command Post Exercise: 19 to 24 September 2021; and
- 8.3.9. Lessons Identified Conference in Sofia, Bulgaria: 24 to 26 January 2022.

## 9. Coordinating instructions

9.1. During the exercise, approved procedures and documents will be followed. In particular, the “non binding guidelines for the planning, conduct and evaluation of international exercises”<sup>8</sup>, will be applied. Lessons identified from previous exercises will be implemented as appropriate.

9.2. All the participants are strongly advised to ensure that staff is fully conversant with the content of relevant documents and are following the guidance contained in the relevant instructions.

9.3. Parties organising the exercise are responsible for the conduct of the exercise as well as for issuing appropriate supporting exercise instructions.

9.4. The media activities are specified in the Public Information Strategy at “Public information” on page 2.59.

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8 AC/98(EAPC)N(2019)0008-REV2

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APPENDIX 1

ANNEX 2

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9.5. Support staff elements will be wearing coloured vests and badges (indicating their roles), while they are at the exercise sites. The vests overrule the helmet colours. The following coloured vests will be used:

Vest	Colour	Role
EADRCC vest, softshell or T-shirt		Euro-Atlantic Disaster Response Coordination Centre
National uniform		Crisis Management Center of the Republic of North Macedonia
National uniform		International rescue teams
National uniform		Rescue teams of North Macedonia
National uniform		Local Emergency Management Authority
	Red	Directing Staff (DISTAFF)
	Green	Evaluator
	Light grey	On-site Commander
	Light bright green	Safety Officer
	UN Blue	On-Site Operations Coordination Centre

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APPENDIX 1

ANNEX 2

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Vest	Colour	Role
	UN Blue	Emergency Medical Team Coordination Cell
	UN Blue	Urban Search and Rescue Coordination Cell
	Grey	Interpreter
	Yellow	Simulated Press
	Purple	Real media
	Orange	VIP / Observer
	Pink	Camp management

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## 10. Command and management

### 10.1. Officers conducting the exercise (OCE):

- 10.1.1. The Republic of North Macedonia: Crisis Management Center;
- 10.1.2. NATO International Staff: Euro-Atlantic Disaster Response Coordination Centre , Defence Institution and Capacity Building , Operations Division, North Atlantic Treaty Organization.

### 10.2. The Directing Staff (DISTAFF) will have members from NATO International Staff, and participating NATO and partner nations, international organizations and NATO Civil Experts.

- 10.2.1. The DISTAFF role is to direct and control the exercise play in order to achieve the exercise objectives. Instructions issued by the DISTAFF are binding for players. The DISTAFF will be fully independent and physically separated from the players. The DISTAFF will have complete freedom of action and unlimited access to all information in order to fulfil its function.
- 10.2.2. National personnel in Simulation Teams (role-players) will assist the DISTAFF to accomplish the aims and objectives of the exercise;
- 10.2.3. Members of the DISTAFF should arrive at the exercise venue not later than 19 September 2021.

### 10.3. Emergency termination and emergency suspension:

- 10.3.1. If an emergency occurs, which warrants the temporary suspension or termination of the exercise, the officers conducting the exercise may terminate or suspend the exercise by transmitting a no-play message to the Directing Staff.

### 10.4. Communication and Information Systems (CIS):

- 10.4.1. An Information and Communication Technology (ICT) Support Unit will provide communication equipment and ensure proper communication for OSOCC, UCC, EMTCC, LEMA , DISTAFF and evaluators.
- 10.4.2. Heads of the DISTAFF, OSOCC, UCC, EMTCC and evaluators are obliged to familiarize the members of their staff with the communication procedures.
- 10.4.3. Coordination and communication instructions for the exercise are at “Coordination and communication” on page 2.53.

### 10.5. Occupational safety:

- 10.5.1. It is a paramount goal of the planning team to ensure safety and security during the exercise. It is meant not only for rescuers but also for all the involved participants such as role players, exercise staff, simulated media personnel.
- 10.5.2. There will be a Safety and Security Coordinator from the DISTAFF responsible for overall coordination of Safety and Security.
- 10.5.3. The Republic of North Macedonia will provide dedicated safety and security advisers from Police and other competent authorities to the On-site Commanders at each exercise site.



## 11. Public information and media play

11.1. A Public Information Centre (PIC)<sup>9</sup> will be established at the Base of Operations, during the exercise, to participate in media play and interact with simulated press, or SIMPRESS.

11.2. The Public Information Centre is a function of the Local Emergency Management Authority (LEMA) and does not interact with real-world media during the exercise. Its role is to ensure coordination of public information throughout the exercise. It will be manned by representatives from the Republic of North Macedonia. Each ministry of North Macedonia and Non-Governmental Organization (NGO) participating in the exercise should delegate at minimum one representative to the Public Information Centre.

11.3. The Public Information Centre will be expected to educate exercise players on the role of the PIC and what they are meant to do when encountered by members of the SIMPRESS.

11.4. The SIMPRESS team is part of the DISTAFF and will be clearly identifiable by yellow vests provided by NATO. The role of the SIMPRESS is to exercise North Macedonia its coordination of information between the media and the PIC, LEMA and OSOCC in a crisis situation.

11.5. The use of social media in emergencies will be exercised in a closed simulation environment with the aim to capture the public perception and to counter false information.

## 12. Testing the Memorandum of Understanding on the Facilitation of Vital Civil Cross Border Transport

12.1. Cross-border cooperation among neighbouring countries is one of the five main objectives which are to be achieved within the framework of the exercise.

12.2. Most nations participating in the exercise are also MoU Participants<sup>10</sup> (MoU signatory states), which provides an excellent opportunity to test the practical application of the MoU, not least because of the different means of transport that national teams plan to use to reach the Republic of North Macedonia. MoU Participants and other nations participating in exercise “**NORTH MACEDONIA 2021**” are invited to consider testing the following issues/provisions:

- 12.2.1. The implementation of border crossing procedures and how they are applied (dissemination of the MoU, development and implementation of additional arrangements etc.).
- 12.2.2. Structures involved in the facilitation of cross-border movements, their functions and how they work.
- 12.2.3. The time taken to transport relief personnel and material from the sending state to the requesting state.
- 12.2.4. The type of facilitation given by the transiting state(s) and the requesting state.
- 12.2.5. Other agreements/arrangements which were applied, and how they work.

9 In the Republic of North Macedonia also known as the “Media Centre”

10 Signatory States of the MoU: Albania, Armenia, Austria, Bosnia and Herzegovina, Bulgaria, Canada, Croatia, Denmark, Estonia, Finland, Georgia, Germany, Greece, Hungary, Lithuania, Luxembourg, Republic of Moldova, The Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, North Macedonia, Turkey, Ukraine, United Kingdom, United States of America.

## 13. Employing a Telemedicine System

13.1. A Multinational Telemedicine System has been developed under the NATO Science for Peace and Security Program. The system was tested in a field environment during exercise “UKRAINE – 2015” in September 2015, during exercise “CRNA GORA 2016” in November 2016, and again during exercise “BOSNIA I HERCEGOVINA 2017”. The project has been completed successfully in 2017 and was used in exercise “SRBIJA 2018” in October 2018.

13.2. Exercise “**NORTH MACEDONIA 2021**” provides an opportunity to employ the possibilities of a telemedicine system to increase and adapt medical support on site by remotely engaging medical experts from assisting nations.

13.3. With deployed field telemedicine kits (man-portable containers) on-site medical personnel will be able to reach back and get advice from medical experts in emergency hospitals in other countries through different communication channels, including satellites (tbc).

## 14. Next-Generation Incident Command System

14.1. NATO Allies and partner nations in the Western Balkans acquire, deployed and customised to their needs the Next-Generation Incident Command System (NICS) in order to enhance situational awareness and help coordinate a response to incidents – whether natural or man-made – in their countries.

14.2. Supported by the NATO Science for Peace and Security (SPS) Programme, the system, once in place, will maximise real-time situational awareness and help find a coordinated, appropriate response to emergencies. It will also enhance interoperability among emergency response teams in the region.

14.3. NICS is a web-based command and control platform for incidents that facilitates collaboration among first responders. Sharing of information via mobile devices in areas of disadvantaged, intermittent or limited communications as quickly as possible will contribute to saving lives, reducing loss of property and resources, and protecting the environment. The system will be especially useful in a region prone to natural disasters.

14.4. The project is led by the Massachusetts Institute of Technology Lincoln Laboratory (MIT LL) in the United States, together with civil emergency and disaster response agencies from Bosnia and Herzegovina, Croatia, Montenegro and the Republic of North Macedonia, which have developed and implemented the NIC System.

14.5. The system will be tested during the exercise by the teams of the countries, participating in the project, international organizations and host nation representatives. Other participating nations are strongly encouraged to also use the NIC System during the exercise.

14.6. Mobile devices, and training, to use the system will be provided by the host nation during the Final Planning Conference and at the training day of the exercise.

## 15. Evaluation

15.1. An independent multinational evaluation team will be established to evaluate the exercise. Terms of Reference for the Evaluation Team are at “Terms of reference for the Exercise Staff” on page 2.63.

15.2. In order to get a realistic evaluation of participating units’ capabilities to respond to an emergency situation, those individuals who participate in the planning for the exercise must not be involved in the exercise as players. This will assure that activities during the exercise will be as close to reality as possible.

- 15.3. The evaluation process will comprise the following stages:
- 15.3.1. A hot-wash after the Field Exercise on 23 September 2021 as part of exercise phase two;
  - 15.3.2. The Teams' evaluation reports;
  - 15.3.3. The evaluators' report;
  - 15.3.4. A lessons identified conference (24-26 January 2022) at the premises of the Crisis Management and Disaster Response Centre of Excellence (CMDR CoE) in Sofia, Bulgaria;
  - 15.3.5. An exercise report prepared by the EADRCC; and
  - 15.3.6. A presentation of the Exercise Report to CEPC.
- 15.4. On Thursday 23 September 2021, a hot-wash will be conducted, during which the exercise planners, the DISTAFF and team leaders will have an opportunity to exchange views on the conduct of the exercise. The outcome of the hot-wash will be incorporated in the exercise report.
- 15.5. The Head of the Evaluators Team will submit a report on exercise "**NORTH MACEDONIA 2021**" to the EADRCC by 15 December 2021.
- 15.6. Based on the evaluation reports and the findings of the participants, the EADRCC will prepare a draft Post Exercise Report. A lessons identified conference will be organized on 24-26 January 2022, at the premises of the Crisis Management and Disaster Response Centre of Excellence (Sofia, Bulgaria), to discuss and finalize the draft Post Exercise Report for submission to CEPC.

## 16. Training Activities

- 16.1. The following training activities for teams will be organised and offered during phase one:
- 16.1.1. Parallel sessions of workshops among professionals will be organised for the following categories of teams: CBRN, USAR and MSAR, WSAR, medical emergency teams.
  - 16.1.2. The CBRN session will be based on the "Non-Binding Guidelines and Minimum Standards for CBRN first responders". The aim of this workshop is to focus on enhancing the interoperability of first responders and the skills associated with Hot Zone Management during the response to a CBRN/HAZMAT event.
  - 16.1.3. An occupational safety awareness briefing will be offered to all exercise participants.
  - 16.1.4. The Civil Protection Group experts on public information in crises will offer media training for teams and public information personnel. Considering that the new version of the NATO CEP Budapest Guidelines includes a section on social media, the media training programme will include an awareness training on the use of social media in emergencies.
  - 16.1.5. A training on Protection of Civilians in a complex emergency will be offered for military and selected civilian participants in the exercise.
  - 16.1.6. A Virtual Reality Command Post Exercise will be organised on 22 September 2021 in order to set up and test the command structures involving staff members of the DISTAFF, LEMA and PIC, OSOCC, UCC, EMTCC, as well as liaison officers and team commanders.
  - 16.1.7. A further introduction and hands-on training will be provided to selected members of the international teams and international organizations on the use of the Next-Generation Incident Command System (NICS).

## 17. Safety and security

17.1. All participants regardless of their mode of travel (plane, train, or vehicle) will be met at the state border by a representative of the Crisis Management Center and Ministry of Interior of the Republic of North Macedonia.

17.2. The police force of the host nation will be responsible for the security and protection of exercise participants.

17.3. The Base of Operations and exercise sites will be guarded on a 24/7 basis.

17.4. All the participating teams will receive detailed briefings about the safety and security plan and procedures upon arrival. All exercise participants will be provided with name tags that should be worn visibly at all times.

## LEAD-IN SCENARIO

1. On 18 September 2021 at 11:03h local time, a powerful 8.2 Richter scale (5 km deep) earthquake struck the wider area of the city of Ohrid in the municipality of Ohrid, Republic of North Macedonia. The epicentre is located in Ohrid Lake (41°02'14"N 20°43'08"E). The effects were felt in the neighbouring municipalities, as well as the capital city of Skopje.
2. Initial reports indicate that a large number of older residential buildings are heavily damaged or completely collapsed. Many were injured and the number of casualties is still unknown. The population in the affected area refuses to return to their homes in fear of aftershocks.
3. As a consequence of the earthquake, a seiche<sup>1</sup> with waves up to 7m high occurred on Lake Ohrid. At least one settlement is flooded, and the lake is full of debris. Therefore, there is a risk of contamination. Ohrid Lake is the city's main water supply; rumours of possible contamination are spreading, and thus water quality control activities are necessary.
4. Electricity and water infrastructures were severely damaged, but road and telecommunication infrastructures suffered only minor damage from the landslides.
5. Banks had to close their business and Automatic Teller Machines (ATMs) are out of order due to power outages in Ohrid and Struga. Some (social) media published fake news of cyber-attacks against the banks and also spread rumours that the entire banking system in the Republic of North Macedonia has collapsed. Large groups of citizens gathered at several locations in Ohrid in front of the banks. ATMs were looted and destroyed.
6. Heavy damage is reported in the wider area of the city of Struga, located 12 km north of the epicentre. Unofficial reports indicate that the industrial zone in Struga suffered the most severe damage, possibly with a high number of casualties.
7. News media indicate that the earthquake generated a series of accidents in a large factory located between the two affected cities. As the disaster occurred during working hours, an unknown number of workers are missing or unaccounted for. Furthermore, there are reports of chemical leakages and fires with strange smells spreading in the vicinity of the factory.
8. Additionally, official representatives of a hydropower plant, at one of the accumulation lakes in the vicinity of the affected municipalities, reported structural damage of a bridge and possible casualties in a fisherman's settlement.
9. An aircraft on a scouting assignment lost control and crashed in the mountains in the vicinity of Ohrid.
10. Part of an international smuggling group from the Republic of North Macedonia have abused the situation in the region to establish a new Balkan route for the illegal transit of migrants, through Ohrid and Struga, having EU-countries as their final destination.
11. Domestic assets are mainly focused on the rescue activities in the Ohrid residential area.
12. Due to the severity of the consequences and the situation in the field, Authorities of the Republic of North Macedonia will most likely issue a request for international assistance through the Euro-Atlantic Disaster Response Coordination Centre (EADRCC).

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1 A seiche (pronounced "saysh") is a series of standing waves in a fully or partially enclosed body of water, caused by earthquakes or landslides.

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APPENDIX 2  
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- 2.16 -

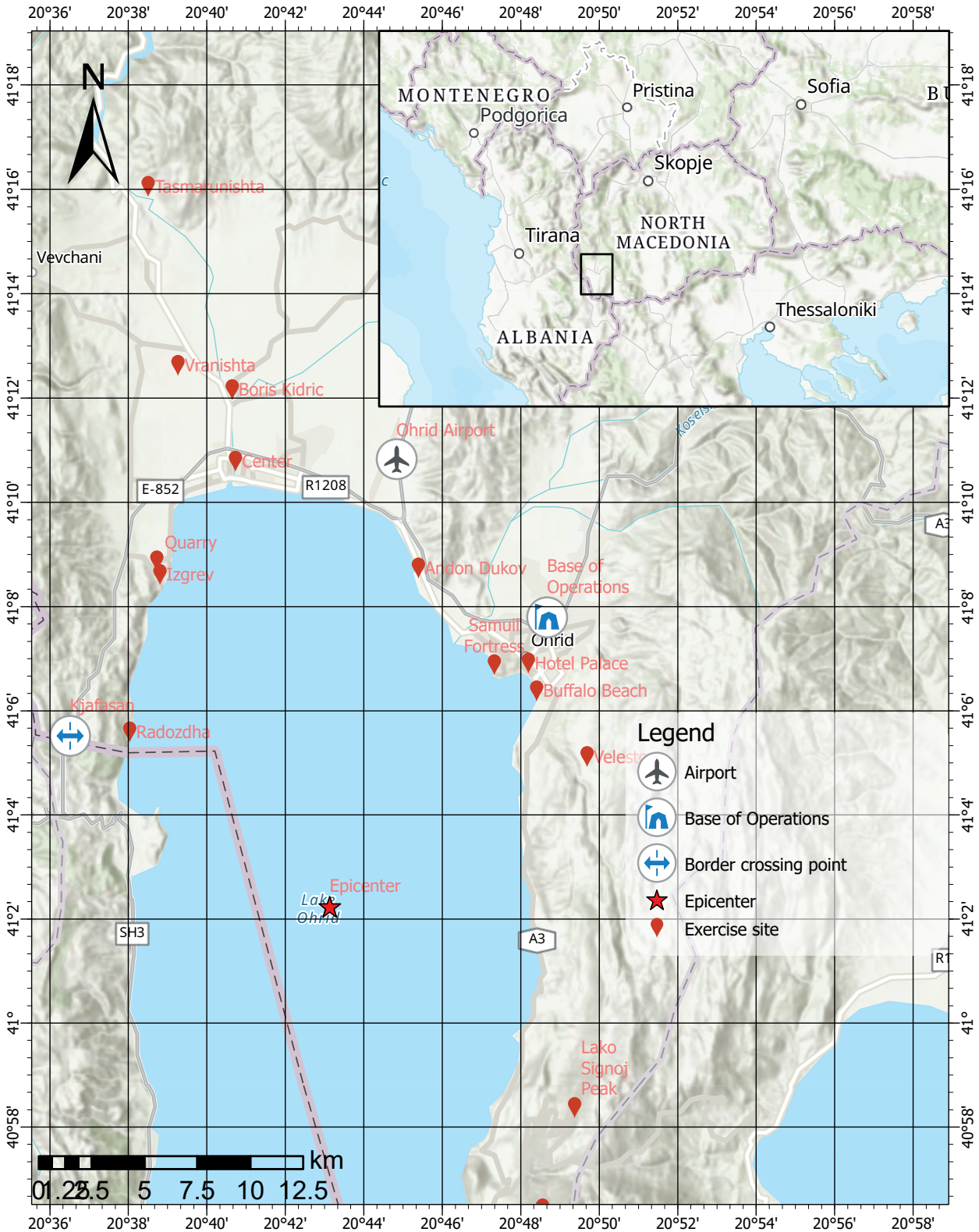
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## EXERCISE AREA



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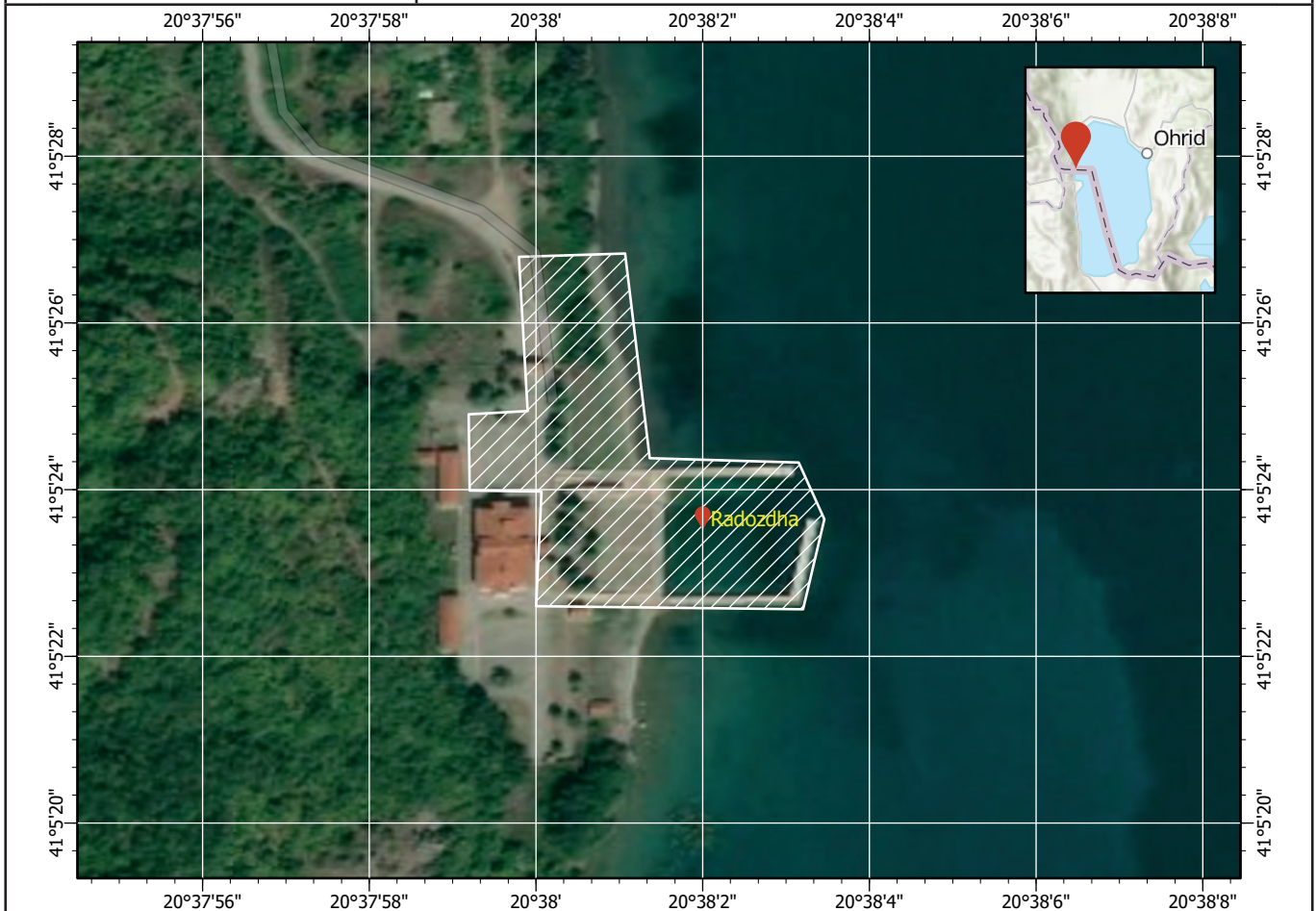
APPENDIX 3

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## EXERCISE SITES

Site 1	Radozhda
Description	Military border post "Radozhda"
Latitude, longitude	41.0898610, 20.6338890
GPS coordinates	41°05'23.5"N 20°38'02.0"E
What3Words	flog.intervene.normal
Distance from BoO	28.59km / 36'
Disciplines	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Diving activities</li> <li><input checked="" type="checkbox"/> Water rescue</li> <li><input checked="" type="checkbox"/> Transport by boat</li> <li><input checked="" type="checkbox"/> Helicopter evacuation</li> <li><input checked="" type="checkbox"/> Search and rescue in rough terrain (rocky area)</li> <li><input checked="" type="checkbox"/> Landslide on the road</li> <li><input checked="" type="checkbox"/> Traffic (technical) accident</li> <li><input checked="" type="checkbox"/> Integrated operation: possible transport by boats of the water rescue and search and rescue teams</li> </ul>



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Site 2	Izgrev
Description	Hotel Izgrev - 11 holiday apartments
Latitude, longitude	41.140222, 20.646750
GPS coordinates	41°08'24.8"N 20°38'48.3"E
What3Words	disburse.manifesto.imagined
Distance from BoO	22.78km / 26'
Disciplines	<input checked="" type="checkbox"/> High-riser search and rescue <input checked="" type="checkbox"/> Shoring activities <input checked="" type="checkbox"/> Night-time search and rescue <input checked="" type="checkbox"/> Canine <input checked="" type="checkbox"/> Lifting capacity <input checked="" type="checkbox"/> Breaking (penetration) of walls <input checked="" type="checkbox"/> Rescue activities on rocks <input checked="" type="checkbox"/> Rope rescue <input checked="" type="checkbox"/> Casualty evacuation by boat



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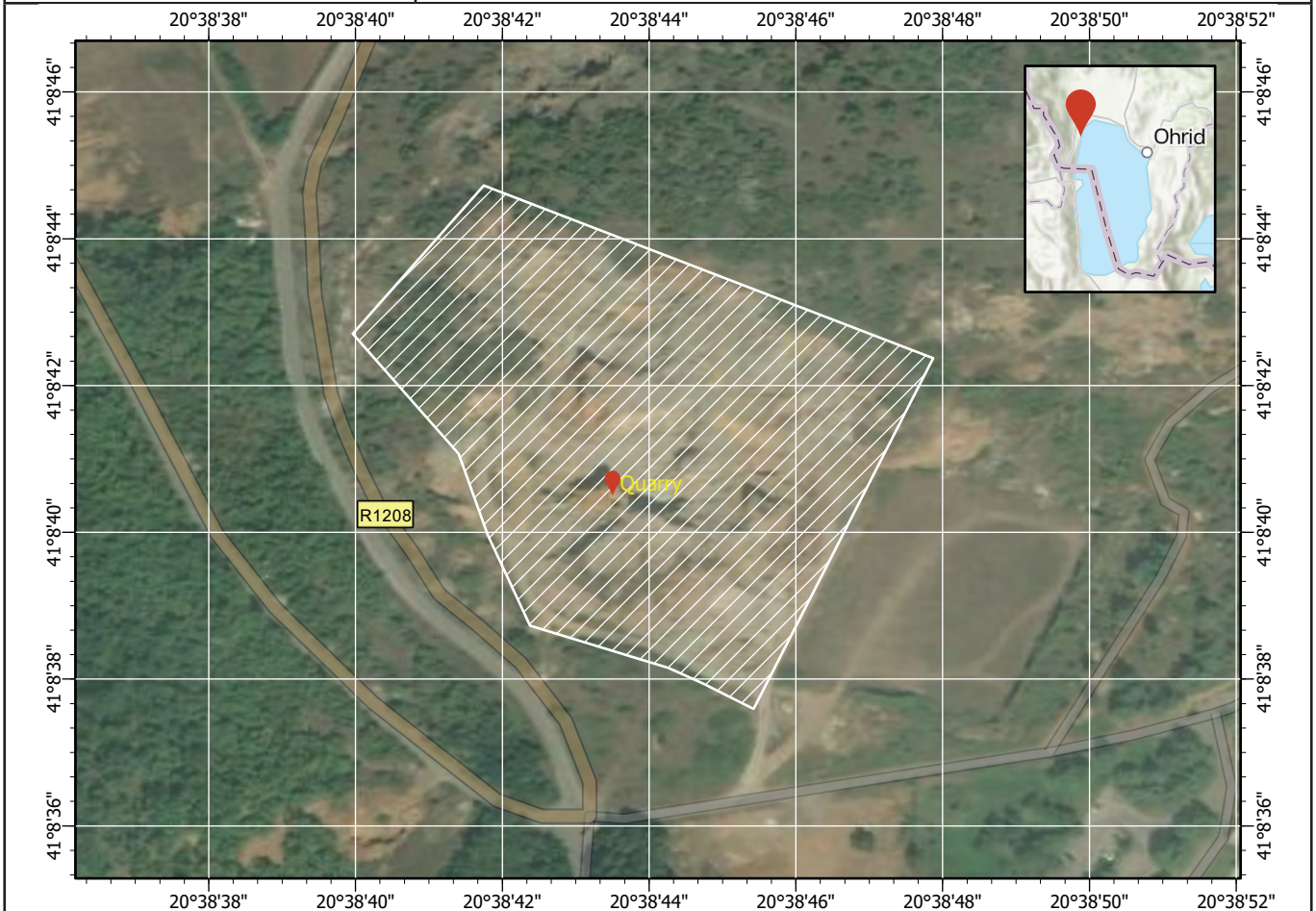
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Site 3	Quarry / Stonepit
Description	Quarry near hotel Izgrev
Latitude, longitude	41.144583, 20.645417
GPS coordinates	41°08'40.5"N 20°38'43.5"E
What3Words	aloof.release.truffle
Distance from BoO	22.30km / 26'
Disciplines	<input checked="" type="checkbox"/> Light search and rescue <input checked="" type="checkbox"/> Canine



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Site 4	Vranishta
Description	Old Sawmill factory
Latitude, longitude	41.207056, 20.654389
GPS coordinates	41°12'25.4"N 20°39'15.8"E
What3Words	condensed.cuddling.candle
Distance from BoO	19.38km / 24'
Disciplines	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> High-riser search and rescue</li> <li><input checked="" type="checkbox"/> Shoring activities</li> <li><input checked="" type="checkbox"/> Chemical, biological and radiological</li> <li><input checked="" type="checkbox"/> Night-time search and rescue</li> <li><input checked="" type="checkbox"/> Canine</li> <li><input checked="" type="checkbox"/> Lifting capacity operations</li> <li><input checked="" type="checkbox"/> Breaking (penetration) of walls</li> <li><input checked="" type="checkbox"/> Search and rescue operations</li> </ul>



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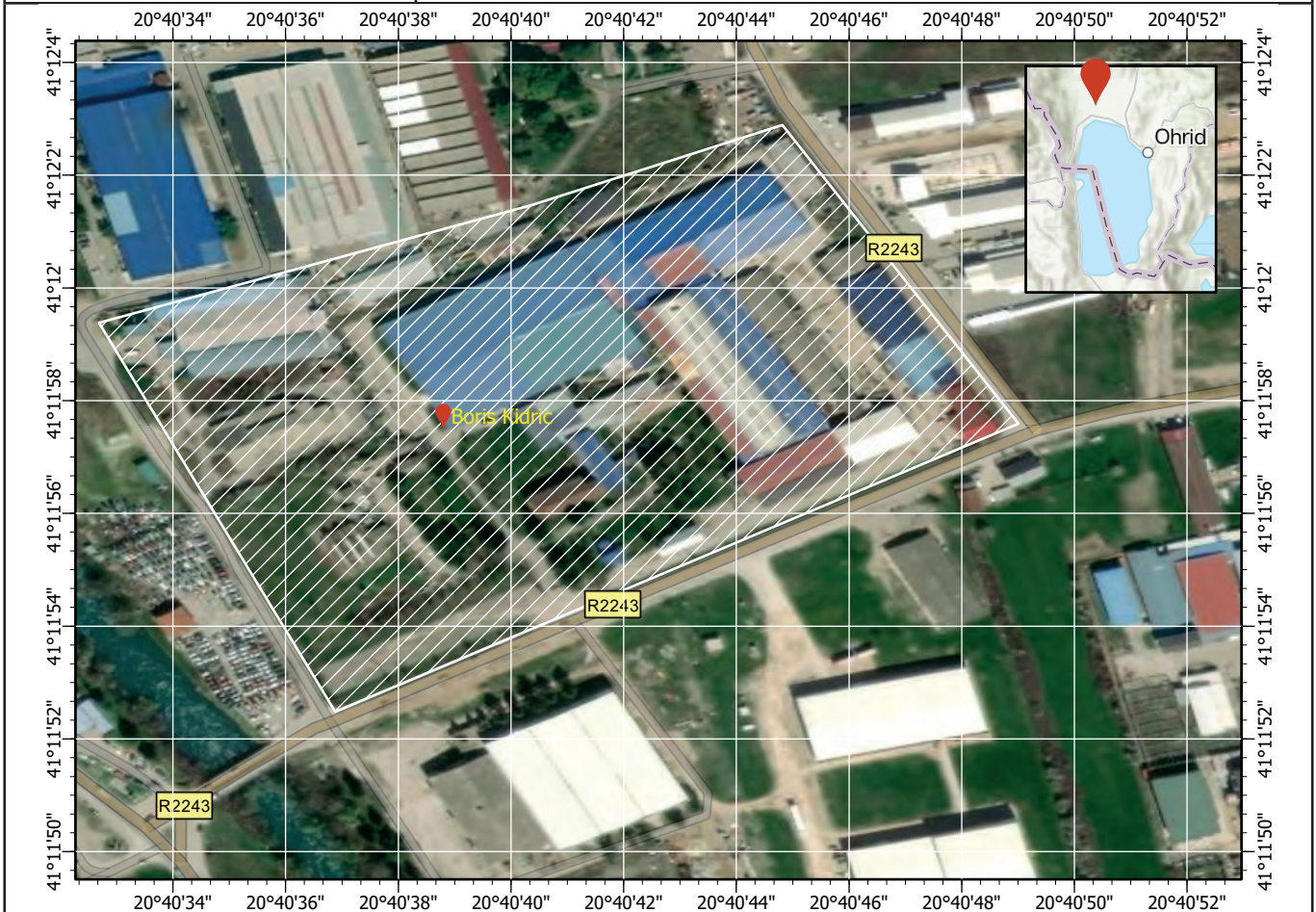
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Site 5	Boris Kidric
Description	Factory Boris Kidric
Latitude, longitude	41.199306, 20.677444
GPS coordinates	41°11'57.5"N 20°40'38.8"E
What3Words	popped.corosive.standards
Distance from BoO	16.72km / 20'
Disciplines	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> High-riser search and rescue</li> <li><input checked="" type="checkbox"/> Shoring activities</li> <li><input checked="" type="checkbox"/> Chemical, biological and radiological: fumed rooms, gas leaks, chemical leaks, propane / butane leaks</li> <li><input checked="" type="checkbox"/> Night-time search and rescue</li> <li><input checked="" type="checkbox"/> Canine</li> <li><input checked="" type="checkbox"/> Lifting capacity operations</li> </ul>



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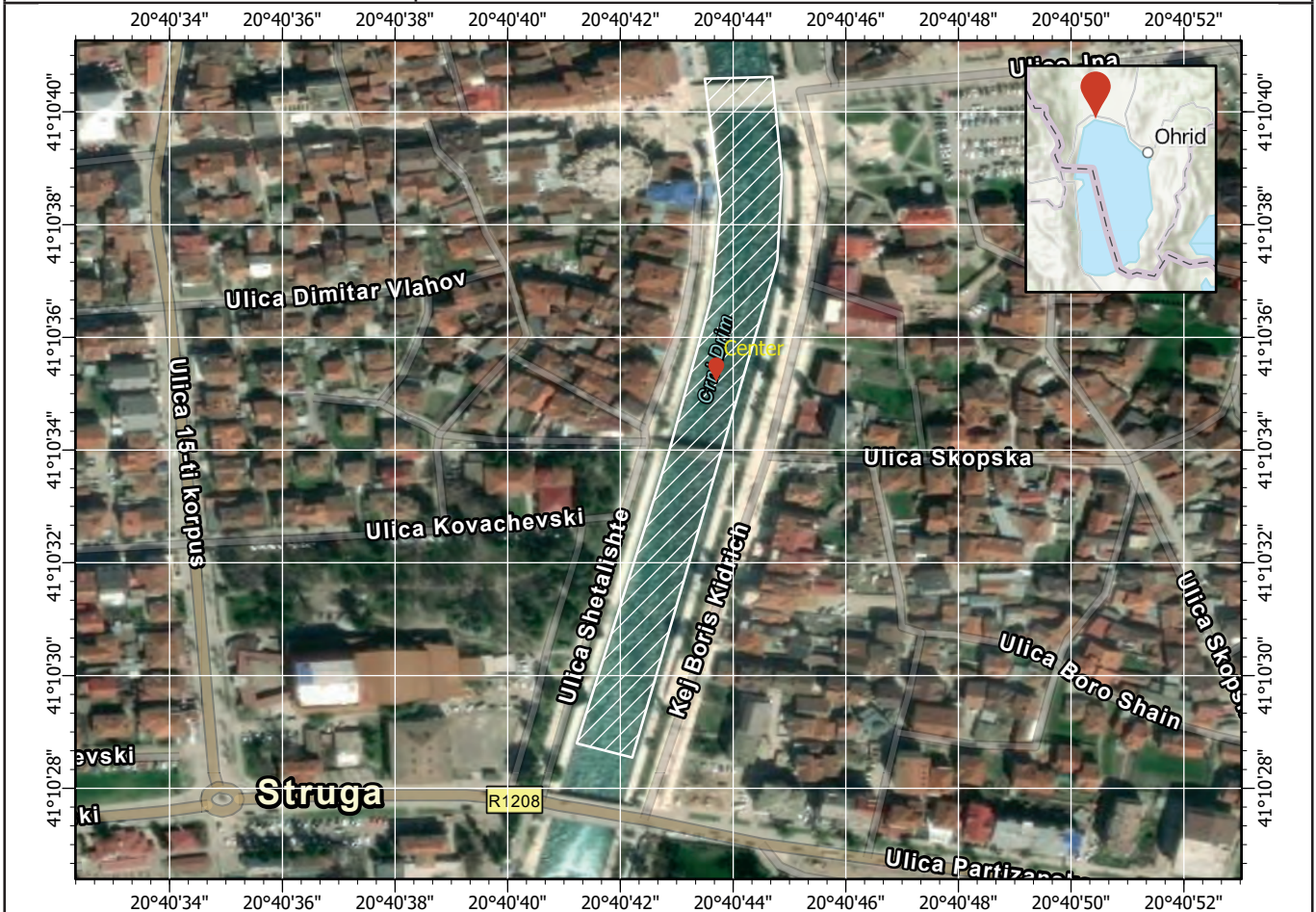
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Site 6	Center
Description	River Crni Drim
Latitude, longitude	41.176444, 20.678806
GPS coordinates	41°10'35.2"N 20°40'43.7"E
What3Words	blaring.tabs.eggshell
Distance from BoO	15.26km / 20'
Disciplines	<input checked="" type="checkbox"/> Diving activities <input checked="" type="checkbox"/> Rough water search and rescue operations <input checked="" type="checkbox"/> Rafting boats can be used



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Site 7	Tashmarunishta
Description	Village of Tashmarunishta (Tashma)
Latitude, longitude	41.264222, 20.641722
GPS coordinates	41°15'51.2"N 20°38'30.2"E
What3Words	stepsister.heartaches.rescued
Distance from BoO	25.56km / 19'
Disciplines	<input checked="" type="checkbox"/> Rough water search and rescue <input checked="" type="checkbox"/> Urban Search and rescue <input checked="" type="checkbox"/> Diving activities <input checked="" type="checkbox"/> Rope rescue



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Site 8	Andon Dukov
Description	Camp Andon Dukov
Latitude, longitude	41.142306, 20.756528
GPS coordinates	41°08'32.3"N 20°45'23.5"E
What3Words	meaner.transformed.shakiness
Distance from BoO	7.38km / 12'
Disciplines	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Urban search and rescue</li> <li><input checked="" type="checkbox"/> Water search and rescue using boats</li> <li><input checked="" type="checkbox"/> Chemical, biological, radiological</li> <li><input checked="" type="checkbox"/> Diving activities</li> <li><input checked="" type="checkbox"/> High-riser search and rescue</li> <li><input checked="" type="checkbox"/> Canine</li> <li><input checked="" type="checkbox"/> Evacuation by boat</li> <li><input checked="" type="checkbox"/> Integrated operation: approach over water</li> </ul>



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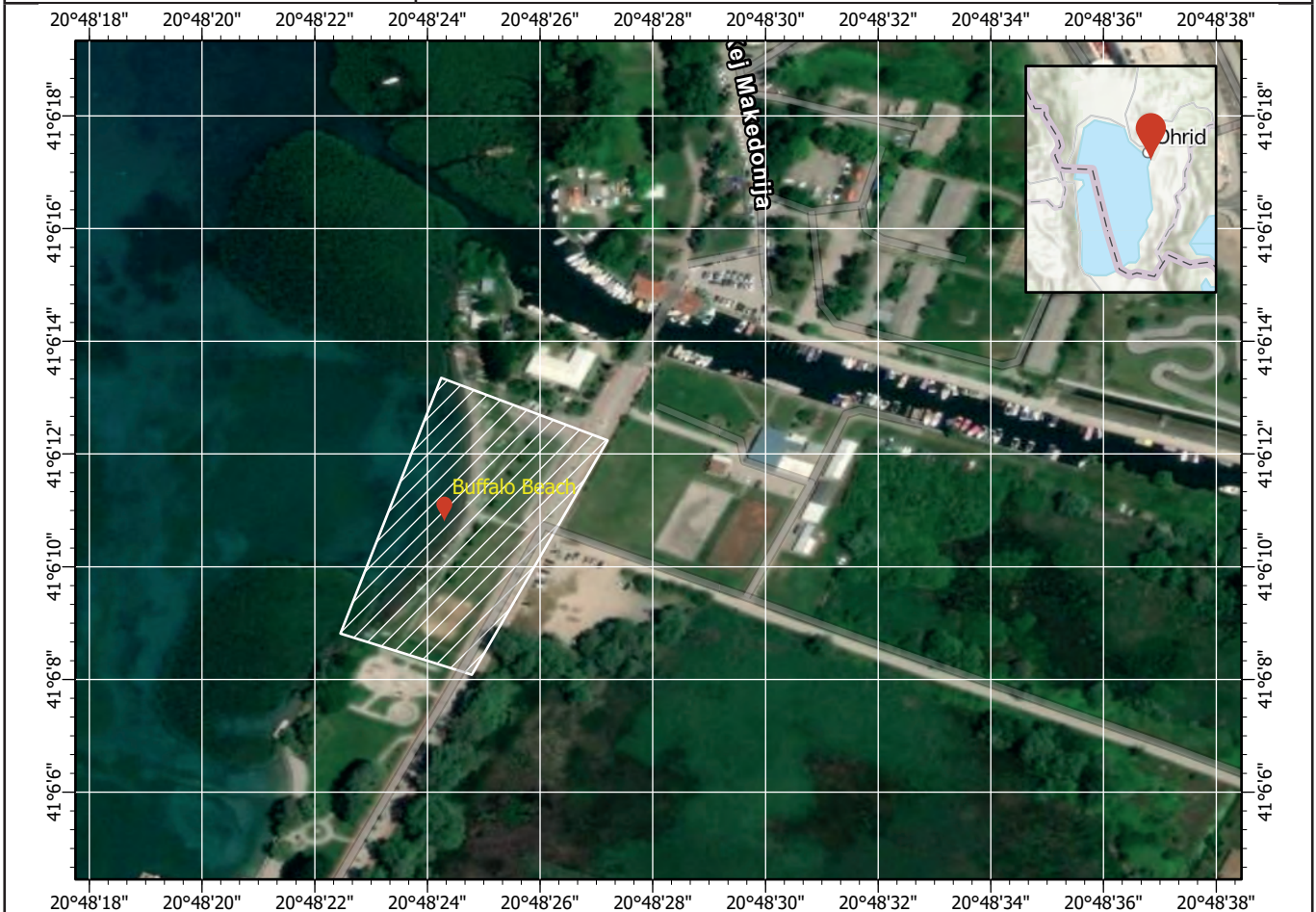
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Site 9	Buffalo Beach
Description	"Biljanini Izvori" Marina
Latitude, longitude	41.103000, 20.806750
GPS coordinates	41°06'10.8"N 20°48'24.3"E
What3Words	traffic.plans.cuddled
Distance from BoO	4.54km / 10'
Disciplines	<input checked="" type="checkbox"/> (Mass) Water rescue <input checked="" type="checkbox"/> Diving activities <input checked="" type="checkbox"/> Helicopter rescue <input checked="" type="checkbox"/> Entry point for rescue boats (integrated operations)



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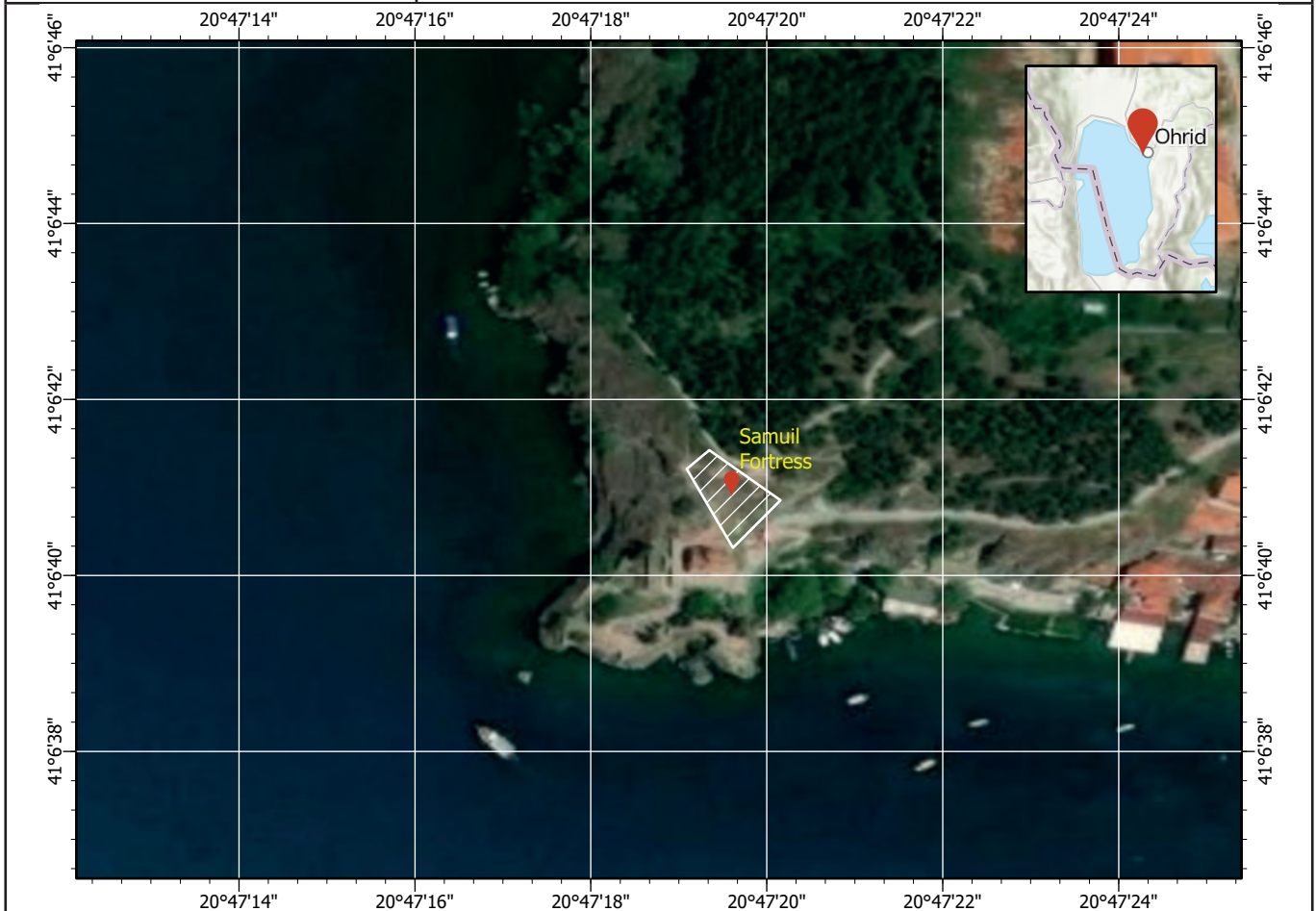
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Site 10	Samuil Fortress
Description	Fortress Samuil / St. John
Latitude, longitude	41.111361, 20.788778
GPS coordinates	41°06'40.9"N 20°47'19.6"E
What3Words	wildebeest.busiest.robustly
Distance from BoO	3.82km / 11'
Disciplines	<input checked="" type="checkbox"/> Urban search and rescue <input checked="" type="checkbox"/> Water rescue <input checked="" type="checkbox"/> High-rise building rescue <input checked="" type="checkbox"/> Canine <input checked="" type="checkbox"/> Evacuation by boats <input checked="" type="checkbox"/> Rope rescue



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Site 11	Hotel Palace
Description	Hotel "Palas"
Latitude, longitude	41.111917, 20.803222
GPS coordinates	41°06'42.9"N 20°48'11.6"E
What3Words	august.forgotten.lousy
Distance from BoO	2.83km / 7'
Disciplines	<input checked="" type="checkbox"/> Rope rescue <input checked="" type="checkbox"/> Canine



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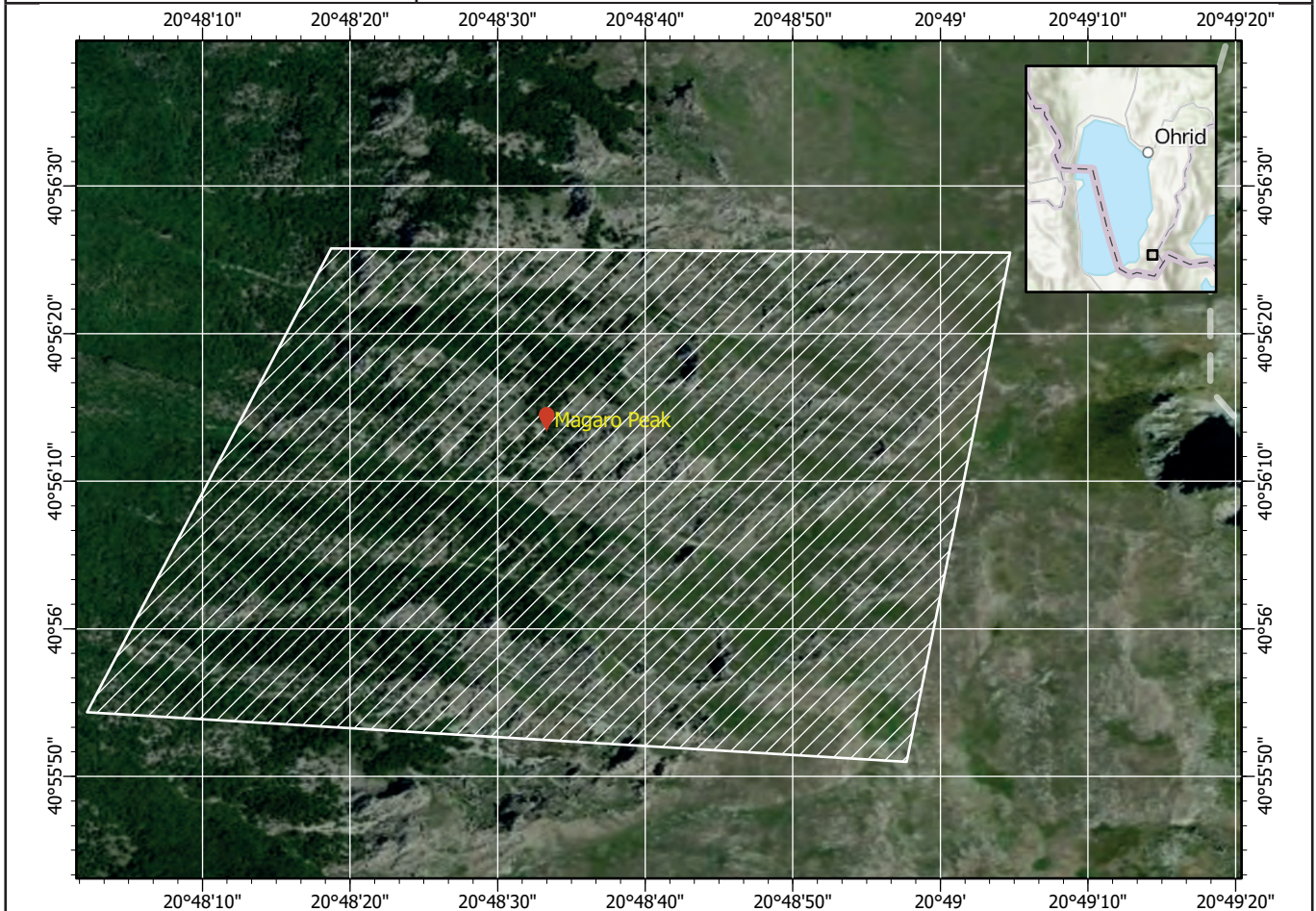
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Site 12	Magaro Peak
Description	West face of Magaro Peak, national park "Galichica"
Latitude, longitude	40.937036, 20.809256
GPS coordinates	40°56'13.3"N 20°48'33.3"E
What3Words	bladder.paramedic.unflagging
Distance from BoO	24.87km / 36'
Disciplines	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Mountain search and rescue</li> <li><input checked="" type="checkbox"/> Steep and rocky terrain</li> <li><input checked="" type="checkbox"/> Difficult approach for terrestrial rescue</li> <li><input checked="" type="checkbox"/> High level of technical rescue knowledge is required</li> <li><input checked="" type="checkbox"/> Air rescue assistance is required</li> <li><input checked="" type="checkbox"/> Possible engagement of at least 5 mountain rescue teams</li> </ul>



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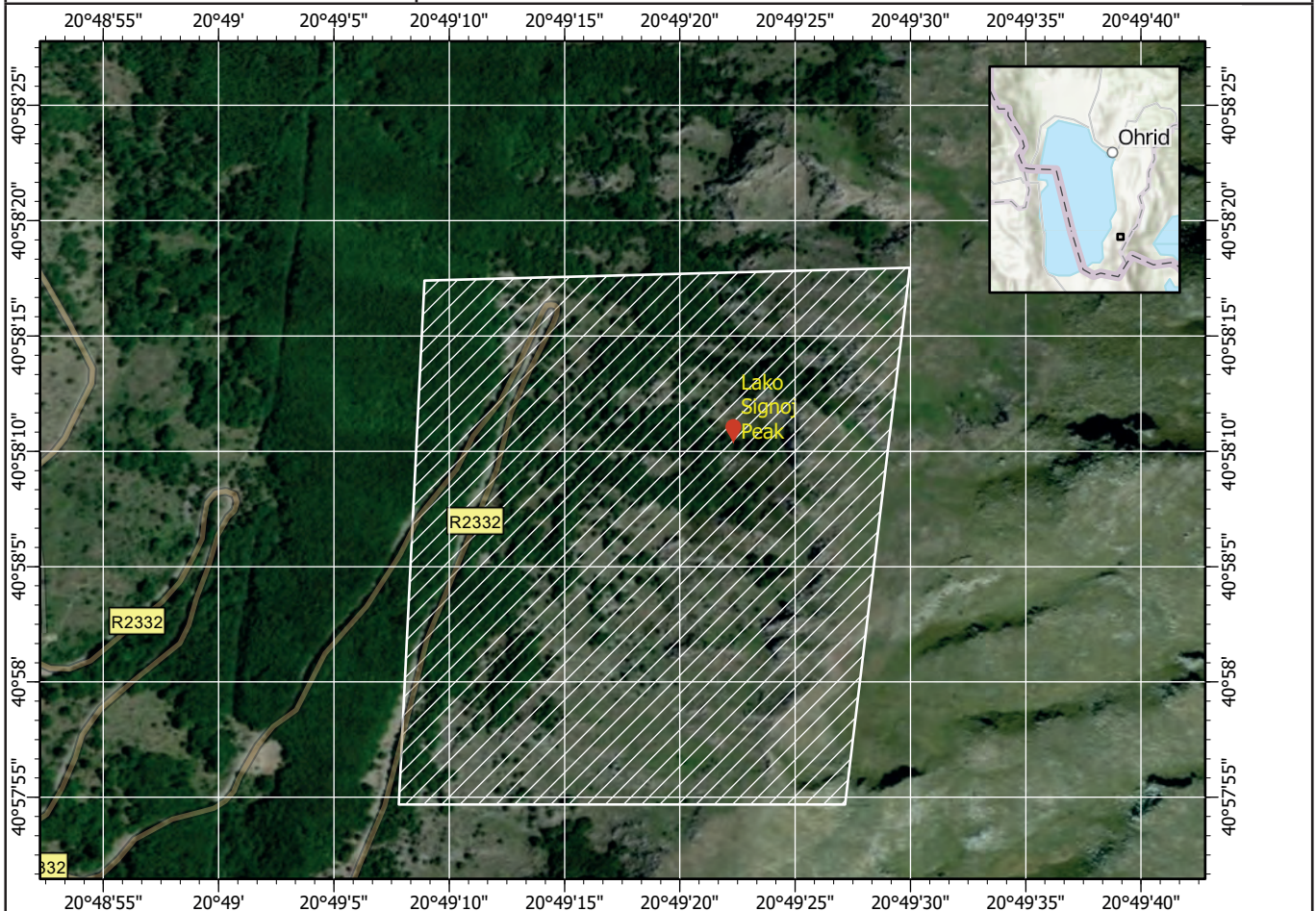
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Site 13	Lako Signoj Peak
Description	Western face of the Lako Signoj Peak, national park "Galichica"
Latitude, longitude	40.969531, 20.822867
GPS coordinates	40°58'10.3"N 20°49'22.3"E
What3Words	statute.galleys.pitting
Distance from BoO	35.09km / 52'
Disciplines	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Mountain search and rescue</li> <li><input checked="" type="checkbox"/> Steep and rocky terrain</li> <li><input checked="" type="checkbox"/> Easy approach for terrestrial rescue</li> <li><input checked="" type="checkbox"/> Good location for air rescue training</li> <li><input checked="" type="checkbox"/> Good level of technical rescue knowledge is required</li> <li><input checked="" type="checkbox"/> Possible engagement of many mountain rescue teams</li> </ul>



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Site 14	Velestovo
Description	Village of Velestovo, national park "Galichica"
Latitude, longitude	41.081983, 20.828161
GPS coordinates	41°04'55.1"N 20°49'41.4"E
What3Words	gutters.uncontrolled.reciprocal
Distance from BoO	7.94km / 20'
Disciplines	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Mountain search and rescue</li> <li><input checked="" type="checkbox"/> Steep and rocky terrain</li> <li><input checked="" type="checkbox"/> Easy approach for terrestrial rescue</li> <li><input checked="" type="checkbox"/> Possibilities for technical and non-technical mountain search and rescue activities</li> <li><input checked="" type="checkbox"/> Possible engagement of many mountain search and rescue teams</li> </ul>



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## INDICATIVE DISTANCES AND TRAVEL TIMES

17.5. Indicative distances and travel times (for trucks) between the border crossing points and the base of operations:

Route	Distance	Travel time (trucks)
Tabanovce - Base of Operations	228.75 km	03:43h
Deve Bair - Base of Operations	294.59 km	04:55h
Bogordica - Base of Operations	236.68 km	03:48h
Medzitlija - Base of Operations	83.25 km	01:35h
Kjafasan - Base of Operations	28.02 km	00:35h
Ohrid Airport - Base of Operations	9.98 km	00:12h
Skopje - Base of Operations	201.63 km	03:19h

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17.6. Indicative distances between the base of operations and exercise sites:

Travel distances (in km)		To														
		BoO	Radozdha	IzgreV	Quarry	Vranishta	Boris Kidric	Center	Tasmarunishta	Andon Dukov	Buffalo Beach	Samuil Fortress	Hotel Palace	Magaro Peak	Lako Signoj Peak	VeIestovo
From	BoO		28,59	22,78	22,30	19,38	16,72	15,26	25,56	7,38	4,54	3,82	2,83	24,87	35,09	7,94
	Radozdha	28,18	0,00	6,09	6,45	17,90	15,23	11,97	24,08	22,97	30,80	27,92	29,09	51,13	61,35	34,20
	IzgreV	22,37	6,09		0,65	12,09	9,43	6,17	18,28	17,17	25,00	22,11	23,28	45,33	55,54	28,39
	Quarry	21,90	6,45	0,65		11,61	8,95	5,52	17,80	16,69	24,52	21,63	22,80	44,85	55,07	27,92
	Vranishta	19,03	17,83	12,03	11,55		3,03	6,21	8,09	13,83	21,65	18,77	19,94	41,98	52,20	25,05
	Boris Kidric	16,38	15,18	9,38	8,90	3,03		3,56	9,21	11,18	19,00	16,12	17,29	39,33	49,55	22,40
	Center	14,96	11,95	6,15	5,50	6,60	3,94		12,78	9,49	17,32	14,43	15,60	37,65	47,87	20,71
	Tasmarunishta	25,22	24,01	18,21	17,73	8,09	9,21	12,40		20,01	27,84	24,95	26,13	48,17	58,39	31,24
	Andon Dukov	6,86	22,86	17,05	16,57	13,65	10,99	9,38	19,83		8,56	5,68	6,85	28,89	39,11	11,96
	Buffalo Beach	4,87	31,13	25,32	24,85	21,92	19,26	17,80	28,11	9,21		5,45	3,14	21,64	31,86	4,70
	Samuil Fortress	3,56	28,37	22,57	22,09	19,16	16,50	15,05	25,35	5,68	4,18		1,40	24,51	34,73	7,58
	Hotel Palace	2,91	28,73	22,93	22,45	19,52	16,86	15,40	25,71	6,81	2,78	3,05		23,11	33,33	6,18
	Magaro Peak	24,88	51,14	45,34	44,86	41,94	39,27	37,82	48,12	29,23	23,09	25,46	23,16		10,22	24,72
	Lako Signoj Peak	35,10	61,36	55,56	55,08	52,15	49,49	48,04	58,34	39,45	33,31	35,68	33,38	10,22		34,94
	VeIestovo	7,41	33,68	27,87	27,40	24,47	21,81	20,35	30,66	11,76	5,62	8,00	5,69	25,95	36,17	

17.7. Indicative travel times (for trucks) between the base of operations and exercise sites:

Travel time for trucks (in minutes)		To														
		BoO	Radozdha	IzgreV	Quarry	Vranishta	Boris Kidric	Center	Tasmarunishta	Andon Dukov	Buffalo Beach	Samuil Fortress	Hotel Palace	Magaro Peak	Lako Signoj Peak	VeIestovo
From	BoO		35,41	26,07	25,41	24,02	19,33	19,82	29,09	11,27	9,63	10,91	6,79	35,48	51,37	19,74
	Radozdha	35,13		10,18	10,24	25,53	20,84	19,94	30,60	29,39	41,16	38,30	38,31	67,00	82,89	51,26
	IzgreV	25,81	10,20		0,92	16,20	11,51	10,62	21,27	20,06	31,83	28,97	28,99	57,68	73,57	41,94
	Quarry	25,15	10,26	0,92		15,54	10,85	9,70	20,61	19,40	31,17	28,31	28,33	57,02	72,91	41,27
	Vranishta	23,73	25,18	15,84	15,18		5,49	12,93	10,97	17,99	29,75	26,90	26,91	55,60	71,49	39,86
	Boris Kidric	19,12	20,56	11,23	10,57	5,55		8,32	10,62	13,37	25,14	22,28	22,30	50,99	66,88	35,24
	Center	19,72	18,62	9,28	8,37	13,09	8,40		18,16	13,76	25,52	22,67	22,68	51,37	67,26	35,63
	Tasmarunishta	28,71	30,16	20,82	20,16	10,88	10,47	17,91		22,96	34,73	31,87	31,89	60,58	76,47	44,84
	Andon Dukov	9,89	29,07	19,73	19,07	17,68	12,99	13,26	22,75		13,96	11,10	11,12	39,81	55,70	24,06
	Buffalo Beach	10,24	40,68	31,34	30,68	29,29	24,60	25,09	34,36	16,35		13,75	6,59	29,92	45,81	14,18
	Samuil Fortress	10,01	37,96	28,62	27,96	26,57	21,88	22,37	31,64	12,00	11,16		5,65	37,01	52,90	21,26
	Hotel Palace	6,62	36,79	27,45	26,79	25,40	20,71	21,20	30,47	12,46	5,50	9,86		31,35	47,24	15,61
	Magaro Peak	36,43	66,87	57,53	56,87	55,48	50,79	51,28	60,55	42,54	32,71	39,94	32,78		15,89	40,37
	Lako Signoj Peak	52,17	82,61	73,27	72,61	71,22	66,53	67,02	76,29	58,28	48,45	55,68	48,52	15,74		56,11
	VeIestovo	19,13	49,58	40,24	39,58	38,19	33,50	33,99	43,26	25,25	15,42	22,65	15,49	41,27	57,15	

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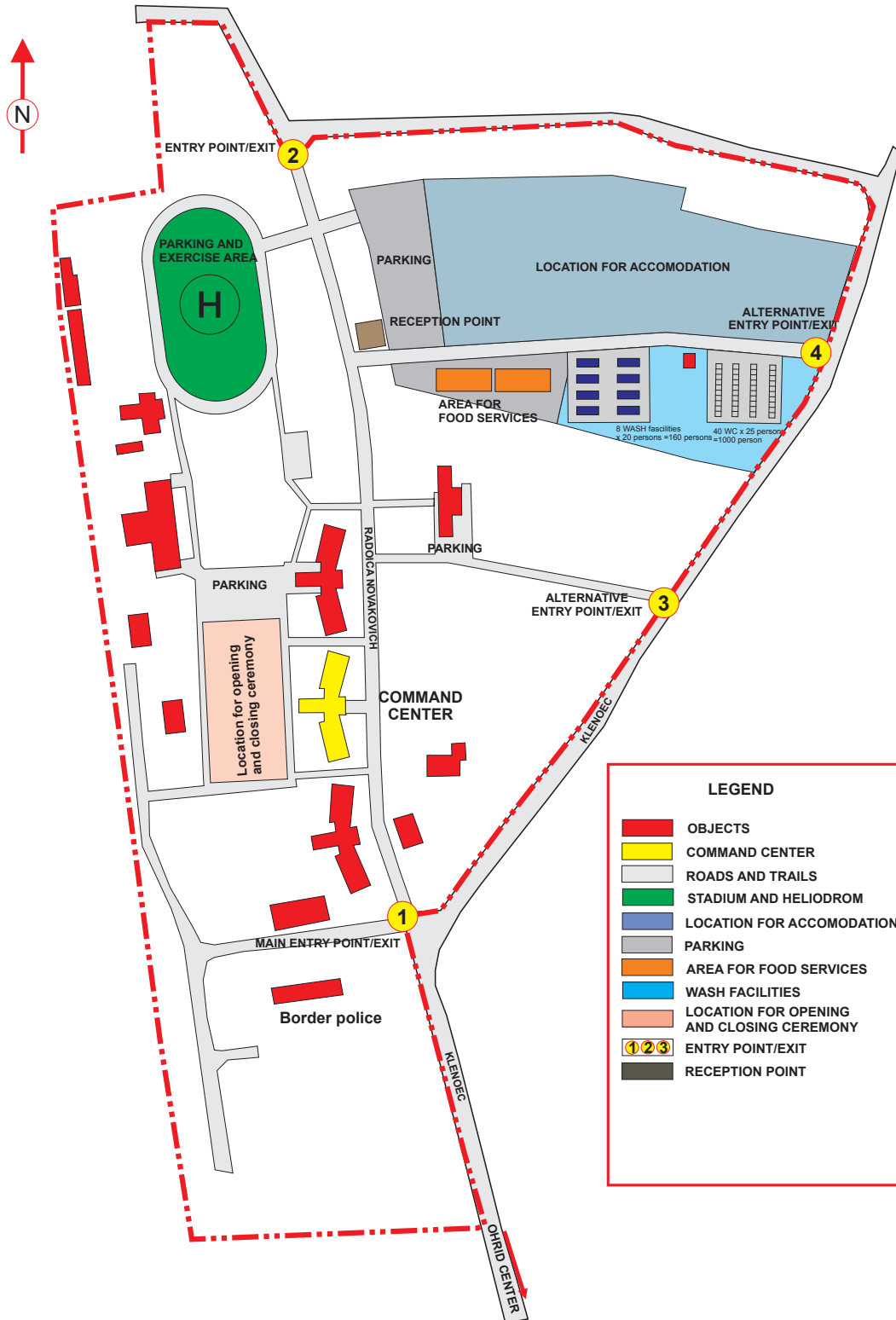
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## THE BASE OF OPERATIONS



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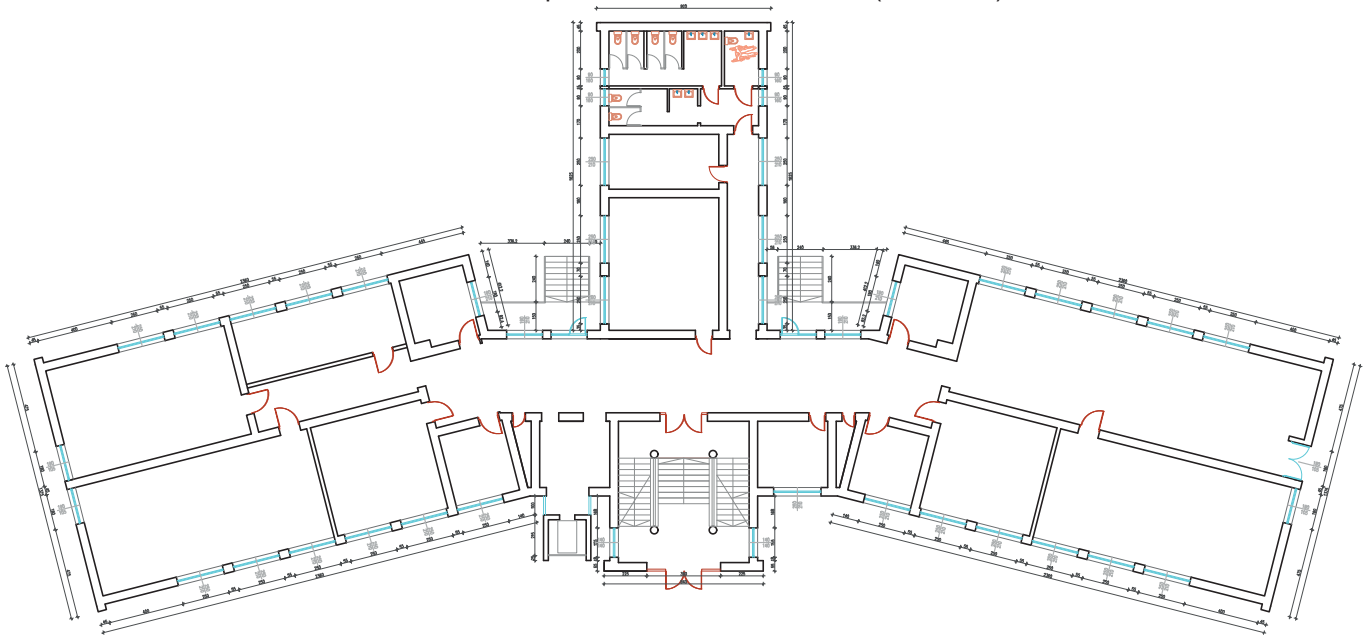
## 18. Location

- 18.1. The base of operations (BoO) is embedded in the former military base “General Mihailo Apostolski”:
- 18.1.1. Street address: Radoica Novichich, Ohrid, Republic of North Macedonia;
  - 18.1.2. Coordinates: 41°07'47.7”N 020°48'40.3”E;
  - 18.1.3. What3Words: honest.skirting.zebra.

## 19. Exercise staff elements’ building

19.1. The exercise staff elements will be situated in the “Command Center” building. Levels 0 (groundfloor), 1 and 2 will be used for the exercise:

- 19.2. On the ground floor (level 0), accessible to (certain) participants are located:
- 19.2.1. Local Emergency Management Authority (LEMA);
  - 19.2.2. On-Site Operations Coordination Centre (OSOCC);
  - 19.2.3. Urban Search and Rescue Coordination Cell (UCC);
  - 19.2.4. Emergency Medical Teams Coordination Cell (EMTCC);
  - 19.2.5. First-aid post;
  - 19.2.6. Euro-Atlantic Disaster Response Coordination Centre (EADRCC);



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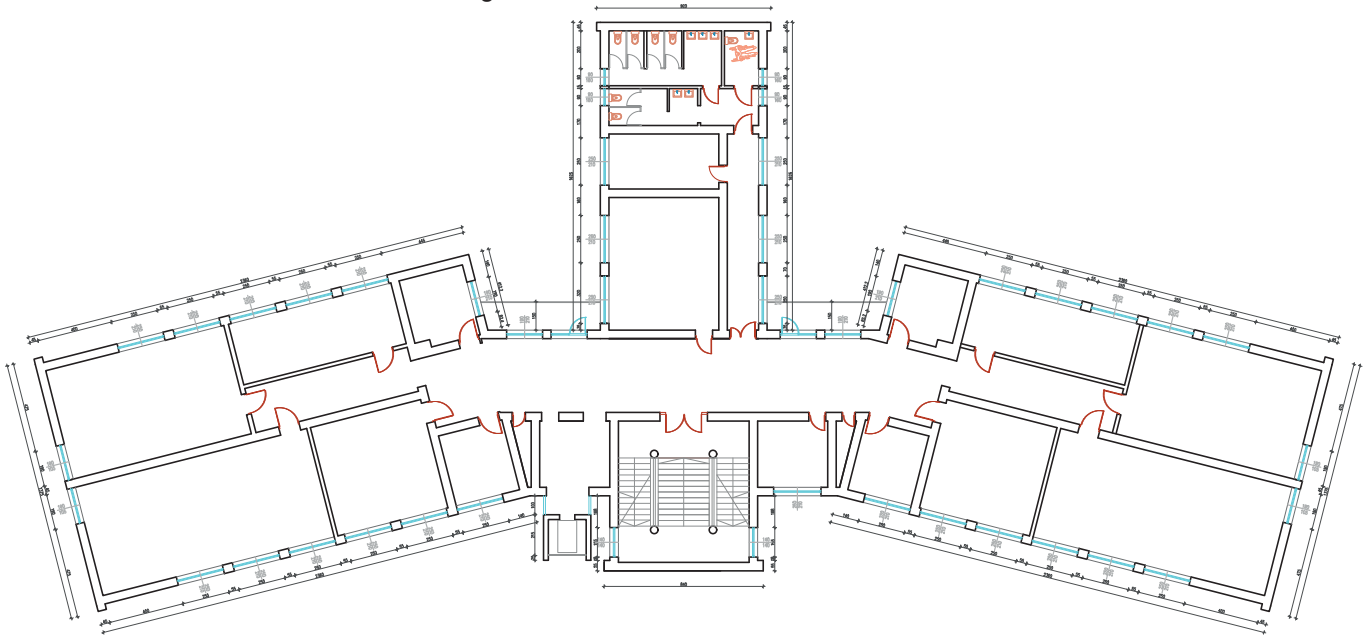
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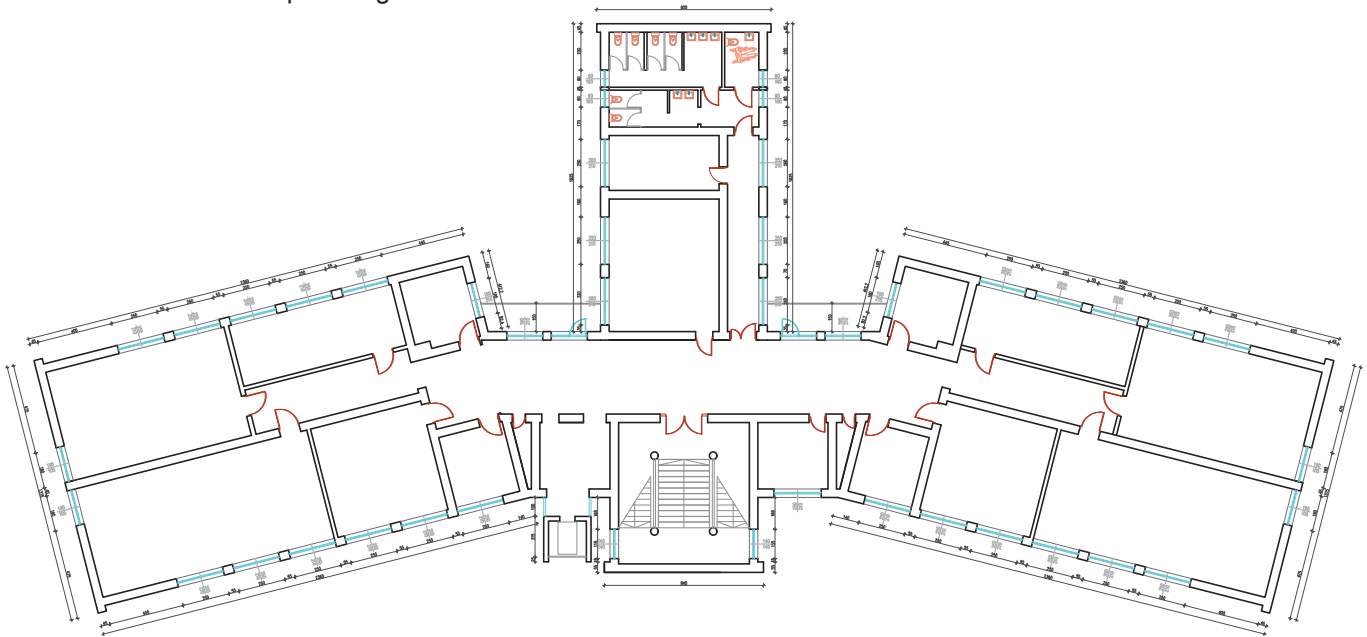
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- 19.3. Level 1 is reserved for the exercise staff and not accessible to participants:
- 19.3.1. Directing Staff (DISTAFF);
  - 19.3.2. Evaluators; and
  - 19.3.3. Exercise staff meeting room.



- 19.4. Level 2 is dedicated to the exercise supporting elements:
- 19.4.1. Role players;
  - 19.4.2. Media students; and
  - 19.4.3. Camp management.



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## DRAFT PROGRAMME OF THE EXERCISE “NORTH MACEDONIA 2021”

Sunday 19 September 2021	
<i>Arrival day</i>	
07.00 - 20.00	Arrival at the Reception and Departure Centre (RDC)
18.00 - 20.00	Coordination meeting for the Exercise Support Staff
Monday 20 September 2021	
08.00 - 10.00	Briefings
10.00 - 12.00	Opening ceremony and demo exercise
12.00 - 13.30	Lunch
13.30 - 18.00	<input checked="" type="checkbox"/> Guided discussion among professionals for teams; <input checked="" type="checkbox"/> Workshops among professionals for teams; and <input checked="" type="checkbox"/> Internal organisation of staff elements (DISTAFF, Evaluators, Media), OSOCC, UCC, EMTCC and LEMA.
Tuesday 21 September 2021	
09.00 - 12.00	<input checked="" type="checkbox"/> Virtual reality exercise (for staff elements, team leaders, OSOCC, UCC, EMTCC and LEMA) <input checked="" type="checkbox"/> Preparation of the field exercise (teams)
12.00 - 13.30	Lunch
14.00 - 18.00	Field exercise
Wednesday 22 September 2021	
08.00 - 19.00	Field exercise
19.00 - 00.00	Field exercise night-time operations
Thursday 23 September 2021	
08.00 - 12.00	Field exercise
12.00 - 13.30	Lunch
15.00 - 17.00	Hot wash
18.00 - 19.00	Closing ceremony
Friday 24 September 2021	
<i>Departure day</i>	

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REPUBLIC OF KOREA, NEW ZEALAND, PAKISTAN, RESOLUTE SUPPORT, KFOR AND NMI

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## EXERCISE PARTICIPATION

20. The following teams and personnel will participate in exercise “NORTH MACEDONIA 2021”:

20.1. North Macedonia national participation:

For staff activities	Number of personnel
Directing Staff	
Local Emergency Management Authority (LEMA)	
On-Site Operations Coordination Centre (OSOCC)	
Urban Search and Rescue Coordination Cell (UCC)	
Emergency Medical Teams Coordination Cell (EMTCC)	
Public Information Centre (PIC)	
<b>For field activities</b>	
On-site Commanders	
Intervention teams	
<b>For exercise support (host nation support)</b>	
Logistics support / catering	
Information and Communication Technology (ICT)	
Security	
Traffic police	
Medical support (real-life)	
Media support (real-life)	
Transport and supplies	
Simulation team (role-players)	
Role players for the Simulated Press (SIMPRESS)	

**Total participation for the Republic of North Macedonia**

20.2. North-Atlantic Treaty Organization (NATO):

EADRCC	Number of personnel
Directing Staff / VIP	4
Civil Experts	10
VIP Programme Support	1
Interpreters	8
<b>Total for NATO</b>	<b>23</b>

20.3. The planned total involvement in “NORTH MACEDONIA 2021” will be approximately 1500 persons.

20.4. Details of NATO and partner nations’ units and personnel participating in the exercise is provided at “Announced participation in the exercise “NORTH MACEDONIA 2021”” on page 2.43.

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## ANNOUNCED PARTICIPATION IN THE EXERCISE “NORTH MACEDONIA 2021”

Country or Organization	DISTAFF	Evaluators	OSOCC	UCC	EMTCC	NICS	Water rescue			CBRN			USAR		Medical		Other			Demo exercise	Night-time OPS	Military	
							Personnel	Boats	Capability	Personnel	Vehicles	Capability	Personnel	Capability	Personnel	Capability	Personnel	Vehicles	Capability				
Afghanistan																							
Albania																							
Algeria																							
Armenia																							
Australia																							
Austria											1x M-CBRN												
Azerbaijan	1	1	x	x				1x WR		1x CBRN		1x USAR											
Bahrain																							
Belarus																							
Belgium																							
Bosnia and Herzegovina	4	2	1	1		x		2 x WR				1x USAR			1		Media embedded in team						
Bulgaria	1									20	7 test SAR in radiological environment												
Canada																							
Colombia																							

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Country or Organization	DISTAFF	Evaluators	OSOCC	UCC	EMTCC	NICS	Water rescue			CBRN			USAR		Medical		Other			Demo exercise	Night-time OPS	Military	
							Personnel	Boats	Capability	Personnel	Vehicles	Capability	Personnel	Capability	Personnel	Capability	Personnel	Vehicles	Capability				
Croatia						x			(or) 1x WR				(or) M-USAR + K9 (or) Mountain rescue + K9										
Czech Republic	1																						
Denmark																							
Egypt																							
Estonia																							
Finland	5	1			1								2x SAR + K9										
France																							
Georgia	1	1								1x CBRN			1x L-USAR (incl. rope)										
Germany	1	2																					
Greece	2		2										1x M-USAR 1x SAR K9										x
Hungary																							
Iceland																							
Iraq																							
Ireland																							
Israel																							

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Country or Organization	DSTAFF	Evaluators	OSOCC	UCC	EMTCC	NICS	Water rescue			CBRN			USAR		Medical		Other			Demo exercise	Night-time OPS	Military
							Personnel	Boats	Capability	Personnel	Vehicles	Capability	Personnel	Capability	Personnel	Capability	Personnel	Vehicles	Capability			
Italy	1	2						1x small WR		1x small CBRN		1x rope rescue										
Japan																						
Jordan																						
Kazakhstan																						
Korea (Republic of)																						
Kuwait																						
Kyrgyz Republic																						
Latvia																						
Lithuania																						
Luxembourg																						
Malta																						
Mauritania																						
Moldova <sup>1</sup>												1x M-USAR 3x K9										
Mongolia																						
Montenegro	2	2				x	2	divers				16 L-USAR					1 technical vehicle					
Morocco																						

1 56 participants, including about 5 scuba-divers

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Country or Organization	DISTAFF	Evaluators	OSOCC	UCC	EMTCC	NICS	Water rescue		CBRN		USAR		Medical		Other		Demo exercise	Night-time OPS	Military
							Personnel	Boats	Capability	Personnel	Vehicles	Capability	Personnel	Capability	Personnel	Capability			
Netherlands (the)																			
New Zealand																			
North Macedonia																			
Norway																			
Pakistan																			
Poland																			
Portugal																			
Qatar																			
Romania										1x detection	1x M-USAR		1x AMP + telemedicine 1 ambulance		1	1x VR module			
Serbia																			
Slovakia																			
Slovenia																			
Spain	2		2																
Sweden																			
Switzerland																			
Tajikistan																			

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🕒 02 Feb, 15:26h

APPENDIX 7  
ANNEX 2  
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Country or Organization	DISTAFF	Evaluators	OSOCC	UCC	EMTCC	NICS	Water rescue			CBRN			USAR		Medical		Other			Demo exercise	Night-time OPS	Military	
							Personnel	Boats	Capability	Personnel	Vehicles	Capability	Personnel	Capability	Personnel	Capability	Personnel	Vehicles	Capability				
Tunisia																							
Turkey																							
Turkmenistan																							
Ukraine	2	1	1	2								18	1x H-USAR <sup>2</sup>										
United Arab Emirates (the)																							
United Kingdom (the)																							
United States of America (the)	10																						
Uzbekistan																							
BMTF														88	EMT-2		3	Ambulances				no	
CMDR CoE		3				2												1x CMDR CoE disaster module					
MIT LL						5																	
MCC-E																							
NALT																	3	Observers					
NATO HQ Sarajevo																		Observers					

2 including 5 divers and 10 CBRN specialists. Team can split for CBR, water rescue by rubber boats and rope rescue operations.

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Country or Organization	DISTAFF	Evaluators	OSOCC	UCC	EMTCC	NICS	Water rescue		CBRN		USAR		Medical		Other					
							Personnel	Boats	Capability	Personnel	Vehicles	Capability	Personnel	Capability	Personnel	Capability	Personnel	Vehicles	Capability	Demo exercise
NLO Skopje															1		Observer 1x Media support			
SEEBRIG	1	2	2												1		LEMA (Civ-Mil)?			
ViaSAT																	Satellite Communications			
VITO																	Remote sensing			



COVID-19 has overruled the pledges made by nations and international organizations during the Final Planning Conference (February 2020). This table will be updated with the results of the “Participation Questionnaire”, presented during the webinar of 27 January 2021.

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## REQUEST FOR ASSISTANCE



### 1. General situation

- 1.1. Date and time : 19 September 2020, 08:00h (UTC+2)
- 1.2. From : Republic of North Macedonia, Crisis Management Center
- 1.3. To : Euro-Atlantic Disaster Response Coordination Centre

### 2. General situation

#### 2.1. Initial emergency:

- 2.1.1. On 18 September 2021 at 11:03h local time, a powerful 8.2 Richter scale (5 km deep) earthquake struck the wider area of the city of Ohrid in the municipality of Ohrid, Republic of North Macedonia. The epicentre is located in Ohrid Lake (41°02'14"N 20°43'08"E). The effects were felt in the neighbouring municipalities, as well as the capital city of Skopje.

#### 2.2. Secondary emergency:

- 2.2.1. As a consequence of the earthquake, a seiche<sup>1</sup> with waves up to 7m high occurred on Lake Ohrid. At least one settlement is flooded, and the lake is full of debris. Therefore, there is a risk of contamination. Ohrid Lake is the city's main water supply; rumours of possible contamination are spreading, and thus water quality control activities are necessary.

#### 2.3. Consequences:

- 2.3.1. Initial reports indicate that a large number of older residential buildings are heavily damaged or completely collapsed. Many were injured and the number of casualties is still unknown. The population in the affected area refuses to return to their homes in fear of aftershocks.
- 2.3.2. Electricity and water infrastructures were severely damaged, but road and telecommunication infrastructures suffered only minor damage from the landslides.
- 2.3.3. Banks had to close their business and Automatic Teller Machines (ATMs) are out of order due to power outages in Ohrid and Struga. Some (social) media published fake news of cyber-attacks against the banks and also spread rumours that the entire banking system in the Republic of North Macedonia has collapsed. Large groups of citizens gathered at several locations in Ohrid in front of the banks. ATMs were looted and destroyed.
- 2.3.4. Heavy damage is reported in the wider area of the city of Struga, located 12 km north of the epicentre. Unofficial reports indicate that the industrial zone in Struga suffered the most severe damage, possibly with a high number of casualties.
- 2.3.5. News media indicate that the earthquake generated a series of accidents in a large factory located between the two affected cities. As the disaster occurred during working hours, an unknown number of workers are missing or unaccounted for. Furthermore, there are reports of chemical leakages and fires with strange smells spreading in the vicinity of the factory.
- 2.3.6. Additionally, official representatives of a hydropower plant, at one of the accumulation lakes in the vicinity of the affected municipalities, reported structural damage of a bridge and possible casualties in a fisherman's settlement.

1 A seiche (pronounced "saysh") is a series of standing waves in a fully or partially enclosed body of water, caused by earthquakes or landslides.

### 3. National response:

3.1. Domestic assets are mainly focused on the rescue activities in the Ohrid residential area.

### 4. The following request for international assistance has been identified:

4.1. Urban search and rescue teams (USAR);

4.2. Mountain search and rescue teams (MSAR)

4.3. Chemical, biological and/or radiological detection, identification and decontamination teams (CBRn);

4.4. Water rescue search and rescue teams (WSAR), including divers;

4.5. Emergency medical teams (EMT);

4.6. Two mobile field hospitals;

### 5. Services of experts (indicate speciality and for how long):

5.1. Experts in public information (5 days);

5.2. Experts on in-land transportation (5 days);

5.3. Experts in civil protection (5 days);

5.4. OSOCC experts (5 days);

5.5. UCC experts (5 days);

5.6. EMTCC experts (5 days);

### 6. Points of entry and exit:

6.1. Road check points:

- 6.1.1. Border crossing "Tabanovce": North Macedonia - Serbia
- 6.1.2. Border crossing "Deve Bair": North Macedonia - Bulgaria
- 6.1.3. Border crossing "Bodogorica": North Macedonia - Greece
- 6.1.4. Border crossing "Medzitlija": North Macedonia - Greece
- 6.1.5. Border crossing "Kjafasan": North Macedonia - Albania

6.2. Airports:

- 6.2.1. Ohrid airport (preferred)
- 6.2.2. Skopje International Airport



## 7. Point of delivery:

7.1. The base of operations for all the international teams will be at the former military base “General Mihailo Apostolski”:

- 7.1.1. Street address: Radoica Novichich, Ohrid, Republic of North Macedonia
- 7.1.2. Coordinates: 41°07'47.7"N 020°48'40.3"E
- 7.1.3. What3Words: honest.skirting.zebra

## 8. Points of contact in the affected area:

8.1. For the Republic of North Macedonia:

- 8.1.1. Mr. Daniel Gjorgjievski  
Exercise Coordinator  
Crisis Management Center of the Republic of North Macedonia  
e-mail: daniel.gorgjievski@cuk.gov.mk  
mobile: +389 78437147

8.2. For the Euro-Atlantic Disaster Response Coordination Centre:

- 8.2.1. Mr. Wim Vanhamme  
Exercise Coordinator  
EADRCC, Operations Division  
e-mail: w.vanhamme@hq.nato.int  
mobile: +32 478 620265
- 8.2.2. Mr. Sabir Ahmadov (Russian speaker)  
Deputy Exercise Coordinator  
EADRCC, Operations Division  
e-mail: ahmadov.sabir@hq.nato.int  
mobile: +32 473 846467

## 9. Response co-ordination:

9.1. With a view in providing a coordinated response to the Republic of North Macedonia its requirements, nations and international organizations in a position to meet these demands, in full or in part, are invited to reply to the Operational Point of Contact of the stricken nation, with an information copy to the EADRCC, by any of the communication means listed above.

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## COORDINATION AND COMMUNICATION

### 1. Coordination

1.1. The designated emergency operation centre of the government of the affected state is known internationally as the Local Emergency Management Authority (LEMA). As agreed in the EAPC Policy on “Enhanced Practical Cooperation in the Field of International Disaster Relief”<sup>1</sup> national teams will remain under their own control while deployed to the stricken nation, but under operational direction of the LEMA. Also, in case of a major disaster, the United Nations Office for the Coordination of Humanitarian Affairs (UN-OCHA) may deploy an United Nations Disaster Assessment and Coordination (UNDAC) team to establish an On-Site Operations Co-ordination Centre (OSOCC) to assist the local government authorities in co-ordinating international assistance. The Head of the OSOCC will be called OSOCC Manager.

1.2. All relief and rescue actions will remain the responsibility of the receiving state. The LEMA will be the tasking authority. The Head of the LEMA will be called the LEMA Commander. The LEMA will operate as the strategic and operational control centre for national and international resources, while the OSOCC, will act as the coordinator for all international assistance. Cooperation between these two entities is therefore of the utmost importance. For that purpose the OSOCC will be deployed and physically located near the LEMA.

1.3. What distinguishes the OSOCC methodology from other functional organizational models is that functions and cells are expected to operate with a large degree of autonomy, servicing primarily the OSOCC’s clients rather than reporting to the UNDAC Team Leader. In particular, coordination cells linked to the Operations Function of an OSOCC may, in many cases, be separated from the main OSOCC facility.

1.4. Many countries have adopted components from the OSOCC concept and integrated them into their national contingency plans. For example, EMT coordination will, in many cases, be nationally led as part of the Ministry of Health (MoH) emergency planning and may be operational even before the OSOCC is fully functional. Other operational coordination cells normally associated with the OSOCC, like the RDC or the USAR coordination cell (UCC), may also be operationalized and managed by national authorities and be the natural point of contact for international relief teams.

1.5. In these cases, the OSOCC may only be supporting these coordination cells with staff, equipment, and information management and analysis capacities. The coordination cells will report directly to the respective Government body, while links with the OSOCC will be maintained and information shared for overall analysis of need and response. In order to be able to accomplish the co-ordinator role, Liaison Officers (LOs) from all international teams will receive tasking requests and direction from the Urban Search and Rescue Coordination Cell (UCC).

1.6. The main tasks of the international Liaison Officers will be:

- 1.6.1. To inform the UCC on the composition and capabilities of their national teams;
- 1.6.2. To assist in the planning for the optimal use of all international resources (tasks, rotation, etc.);
- 1.6.3. To serve as a point of contact between their teams and the UCC/OSOCC.
- 1.6.4. To inform the UCC about all activities undertaken during the operations conducted by their team(s) (progress, problems encountered, solutions for the problems, assistance needed, etc.); and
- 1.6.5. To provide team leaders with taskings from the UCC.

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1 EAPC(C)D(98)10 Revised

- 1.7. For this exercise, within the Chain of Co-ordination, Command and Control, four functional levels have been identified:
- 1.7.1. The Policy Level, which assesses the situation and decides on the role of the entire rescue operation, based on applicable laws and operational procedures;
  - 1.7.2. The Strategic Command, which decides on the level of preparedness and the operational framework. In addition, this functional level has the responsibility for the strategic and tactical use of all resources, national as well as international. This functional level is carried out by the Government of North Macedonia in conjunction with the LEMA;
  - 1.7.3. The Operational Command is executed by the LEMA in close cooperation with the OSOCC. Tasking and orders are given to different international and national teams.
  - 1.7.4. The On-Site Command, which conducts the integrated command of one ongoing operation within the operational framework provided by the LEMA, and co ordinates the response efforts of the teams on site. Each operational site needs its On-Site Commander;
- 1.8. The Team Leaders work at the tactical level and report to the On-Site commander and their national authorities.
- 1.9. The LEMA Commander decides on the use of available resources in accordance with operational plans. Based on available resources, LEMA will either:
- 1.9.1. issue an order to deploy national team(s); or
  - 1.9.2. issue a request for deployment of international team(s) to the UCC.
- 1.10. All relevant information (location, task(s) as well as assigned national and/or requested international resources) will be provided to the On-site Commander so that he/she can carry out the tasks described above.
- 1.11. Every Team Leader, prior to deployment, has to agree to the tasks assigned, based on the skills of the team and the available equipment.
- 1.12. Team Leaders have to report the results of their operations to the On-Site Commander as well as to the UCC/OSOCC through the Liaison Officers (LO).

## 2. Communication

- 2.1. The members of DISTAFF, LEMA and OSOCC as well as the LO's and On-site Commanders will be equipped with sufficient radio communication equipment, telephone sets and computers. North Macedonia and the ICT Support Unit will provide the required number of radios and other communication means, e.g. VHF repeater stations, as determined by the organising parties.
- 2.2. Communications between the LOs and the UCC will be done in English.
- 2.3. Internal tactical communications can be conducted in other languages.

- 2.4. International and North Macedonia its teams are expected to bring and use their own communication means for internal (tactical) communication.
- 2.4.1. Permission from the Host Nation is necessary for the use of one's own communication equipment for internal communications.
  - 2.4.2. The host nation will coordinate the use of frequencies by the international and national teams. In accordance with the "Procedures for the Use of the Euro-Atlantic Disaster Response Unit (EADRU) in International Disaster Relief"<sup>2</sup>, participating nations should provide the Republic of North Macedonia with all the information concerning the means of communication (frequencies, technical details, etc.) to be used. Accuracy of such information is vital to the success of any consequence management mission.
  - 2.4.3. All related data should be sent to the host nation **not later than 30 June 2021** with an info copy to the EADRCC. This requirement for coordination of frequencies is emphasised in the Tampere Convention on the "Provision of Telecommunication Resources for Disaster Mitigation and Relief Operations".
- 2.5. Working and backup channel frequencies will be communicated to participating teams **not later than 30 August 2021**.

### 3. Reporting

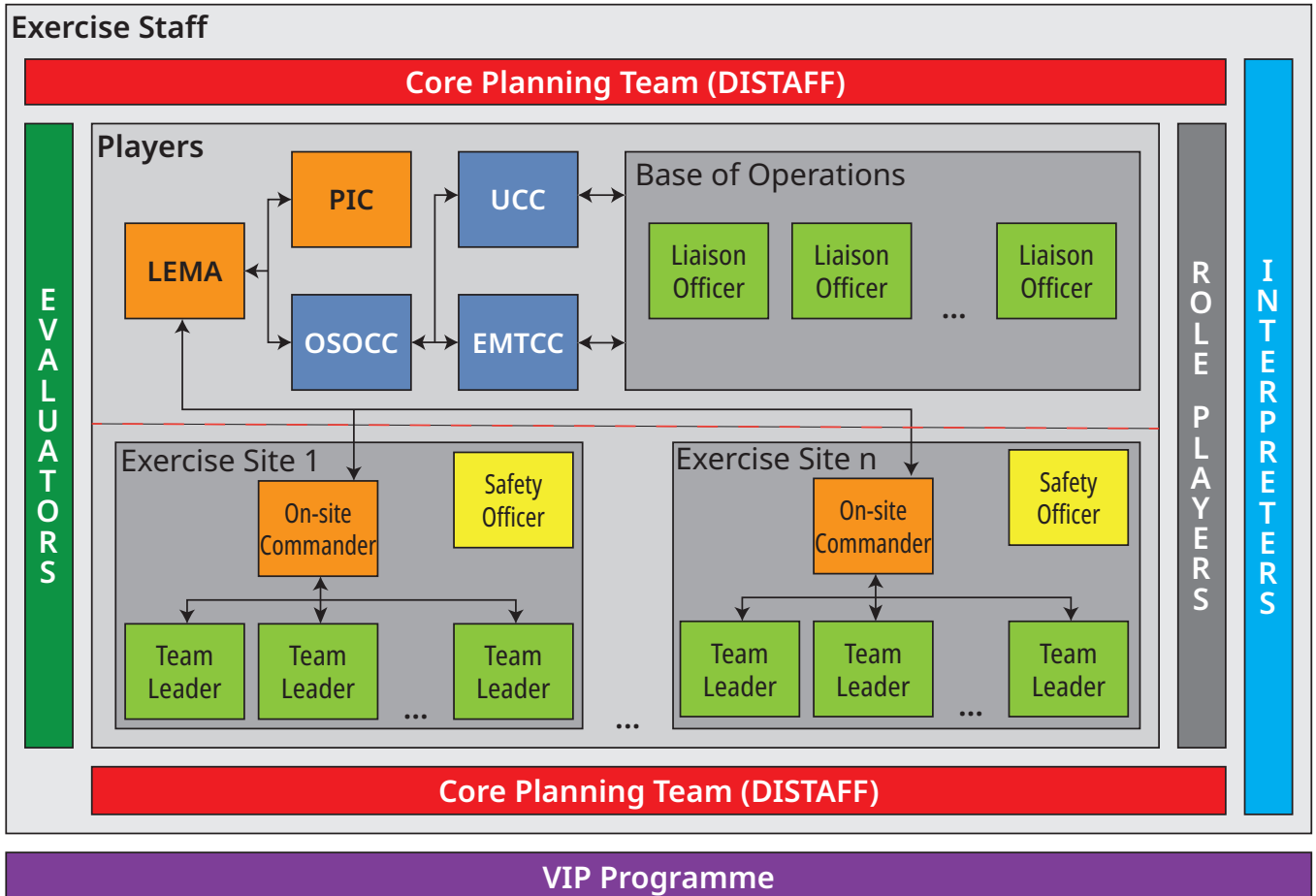
- 3.1. The LEMA will submit daily reports to the EADRCC. These reports should be formatted as per "Format for daily report from LEMA to EADRCC" on page 2.57.
- 3.2. The basic minimum content of the daily reports is at "Format for daily report from LEMA to EADRCC" on page 2.57.
- 3.3. Reports have to cover a 24-hour period from 00:00h to 24:00h, and should reach the EADRCC not later than 06.00 UTC.
- 3.4. The OSOCC will submit its daily reports to the LEMA not later than 24.00 local time (OSOCC guidelines should be utilised).
- 3.5. The participating international teams should submit daily reports to the UCC not later than 22:00h local time.
- 3.6. The EADRCC will provide Situation Reports to the participating nations' POCs with updates.
- 3.7. All written communications, which will be transmitted during the exercise, must carry the first line identifier "**Exercise - NORTH MACEDONIA 2021 - Exercise**". The last line of the message should read "**Exercise - Exercise - Exercise**".
- 3.8. All reports will be posted on the "Virtual OSOCC" website<sup>3</sup> (see also "Description of the participation of remote players" on page 2.96).

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2 EAPC(SCEPC)WP(99)2(Revised)

3 <https://vosocc.unocha.org>

## 4. Structure of coordination and communication



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## FORMAT FOR DAILY REPORT FROM LEMA TO EADRCC

### Exercise - NORTH MACEDONIA 2021 - Exercise

To : EADRCC  
E-mail : nato.eadrcc@hq.nato.int  
Phone : +32-2-478 62 02 65 [Exercise coordinator]

From : LEMA – North Macedonia  
Subject : Daily Report (covering the period [xx]0000Z until [xx]2359Z)  
Report No. :  
Prepared by : [Name/Rank (if applicable) of the drafter and/or originator of the report]  
Phone : [Phone number of the drafter/originator of the Report]  
Email : [Email address of the drafter/originator of the Report]

Evolution of the situation : Development of the general situation as assessment results become available (forecasts, situation in affected counties and provinces, casualties, evacuees, damages, etc.);

National Response : The national response (relief, CBR consequence management and rescue operations carried out by national bodies and units involved in reconstruction efforts as well as political decisions taken; national measures taken to facilitate implementation of international assistance (customs facilitation, etc.));

International Response : International response (offers for assistance, relief items delivered, units deployed, etc. also on a bilateral basis which the EADRCC might not be aware of);

Updates on Needs : Updates on needs (new needs arising, present needs fulfilled, changes in prioritisation of needs, etc.);

New problems : Description of new problem areas;

Media : Media coverage (news-clips from national, regional and international sources, etc.); and

Miscellaneous : Any other relevant information

### Exercise - Exercise - Exercise

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REPUBLIC OF KOREA, NEW ZEALAND, PAKISTAN, RESOLUTE SUPPORT, KFOR AND NMI

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## PUBLIC INFORMATION

1. The aim of the Public Information Strategy is to provide information about the exercise to media and press as well as to nations and relevant international organisations.
  - 1.1. Before the exercise, the tools listed below will be available to provide advance material and information to the media. This will be done in close collaboration and agreement with Host Nation to ensure that all parties will provide the same message.
    - 1.2. The EADRCC will ensure that the information regarding the exercise will be accessible on the NATO public website through a link.
      - 1.2.1. Journalists planning to attend the exercise should contact the media contact point for the Republic of North Macedonia:
        - Mr Marjan Nojkov, Spokesperson of Crisis Management Center:**  
**Tel: +389 23249172**  
**Email: marjan.nojkov@cuk.gov.mk**
      - 1.2.2. Detailed information about accreditation will be issued together with the initial press release.
      - 1.2.3. The NATO contact point will be:
        - EADRCC**  
**tel.: +32 475 829 071**  
**Email: nato.eadrcc@hq.nato.int**
    - 1.3. **Press releases** will be released simultaneously by NATO and the Republic of North Macedonia authorities.
      - 1.3.1. An initial press release, providing basic information to the media and the public, will be issued on 19 September 2021. This press release will include an accreditation form as established by the authorities of North Macedonia as well as information on the visa procedures required to enter the country.
      - 1.3.2. The press release will be distributed by:
        - 1.3.2.1. NATO - through its usual channels,
        - 1.3.2.2. Allied Contact Point Embassies, and
        - 1.3.2.3. the authorities of the Republic of North Macedonia.
      - 1.3.3. A final media advisory will be released to the accredited journalists by the Republic of North Macedonia its authorities.

## 1.4. **Media activities and arrangements:**

1.4.1. The exercise webpage will be updated on a daily basis, providing information on the conduct of the exercise, digital pictures, press briefings and interviews with various participants.

1.4.2. Real-world media will participate at the opening and closing ceremonies. They will not participate in the exercise and will be dealt with off-site by the Republic of North Macedonia. NATO will provide real-world media with visual credentials, so that they are clearly identifiable.

1.4.3. A **Public Information Centre** will be established at the Base of Operations by North Macedonia to participate in media play and interact with simulated press, or SIMPRESS. The Public Information Centre is a part of the exercise and a function of the Local Emergency Management Authority, or LEMA. **The Public Information Centre does not interact with real-world media** during the exercise. Its role is to ensure coordination of public information throughout the exercise. The SIMPRESS are a part of DISTAFF and will be clearly identifiable by yellow vests provided by NATO.

1.5. During the exercise, on an ad-hoc basis, a synthesis of the day with pictures and statistics will be provided to the real-world press.

1.6. NATO and North Macedonia will ensure that real-world journalists will have interview opportunities with officials.

1.7. **A press conference** for real-world media will be arranged at the Base of Operations on 20 September 2021, immediately following the end of the opening ceremony.

## 2. **Rolling script:**

2.1. The Office of the NATO Spokesperson will develop and circulate to all participating nations a Rolling Script including key media messages and reactive lines.

## FINANCIAL ARRANGEMENTS

1. All costs for participation in planning conferences and/or the exercise will have to be paid by the participants of the sending nations.
2. In accordance with the NATO funding policy for participants or teams from eligible partner countries who are not able to cover the full cost of their participation in the conferences or the exercise, **limited NATO funds may be available to subsidise costs for travel, accommodation and meals for a limited number of partner participants.**
  - 2.1. In line with applicable NATO policy, and subject to funds availability, eligible partner country's travel and accommodation costs will be either subsidized or reimbursed on the basis of actual expenses upon presentation of relevant invoices.
  - 2.2. Subsidization or reimbursement of participation costs will only cover up to 100% of travel expenses and accommodation costs, specifically:
    - 2.2.1. Travel costs will cover land or air (economy) transportation to and from the location of the event.
    - 2.2.2. Accommodation costs will cover the price of the hotel room (including taxes) and breakfast for the duration of the event plus two days for travel (one before and one after the event to allow appropriate transport connections).
  - 2.3. All other expenses (including per diem, meals, transportation to and from airport or train station, incidentals, etc.) **will not be reimbursed.**
3. Inquiries for financial support should be addressed by e-mail **not later than 15 June 2021** to EADRCC, e-mail: [nato.eadrcc@hq.nato.int](mailto:nato.eadrcc@hq.nato.int).
4. Requests for financial assistance should contain dates and times of departure and return and the anticipated travel costs. It cannot be guaranteed that NATO will be able to process requests received after the above-mentioned deadline.

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## TERMS OF REFERENCE FOR THE EXERCISE STAFF

### 1. Introduction

1.1. Exercise “**NORTH MACEDONIA 2021**” will be an opportunity to test and exercise the procedures of the Euro-Atlantic Disaster Response Capability. This will include the Standing Operating Procedures for the Euro-Atlantic Disaster Response Coordination Centre (EADRCC) and the procedures for the use of the Euro-Atlantic Disaster Response Unit (EADRU) in International Disaster Relief.

1.2. Exercise staff (DISTAFF and Evaluators) should be familiar with the following basic documents:

- Enhanced Practical Cooperation in the Field of International Disaster Relief (EAPC(C)D(98)10(Revised));
- Standard Operating Procedures for the EADRCC (EAPC(SCEPC)N(2001)5);
- Procedures for the use of EADRU in International Disaster Relief (EAPC(SCEPC)WP(99)2, REV 1);
- Non-binding guidelines for the planning, conduct and evaluation of international exercises (AC/23-N(2019)0008-REV2(INV));
- The “Oslo Guidelines on the Use of Military and Civil Defence Assets in Disaster Relief”; and
- The exercise Instructions for Exercise “**NORTH MACEDONIA 2021**”.

1.3. Exercise staff should register by using the following on-line registration form: [https://docs.google.com/forms/d/e/1FAIpQLScFODqsk2v-3-PnwEVZU3ZJ8ybo5MA9So-AWj-\\_4\\_JcnxTQdg/viewform?usp=sf\\_link](https://docs.google.com/forms/d/e/1FAIpQLScFODqsk2v-3-PnwEVZU3ZJ8ybo5MA9So-AWj-_4_JcnxTQdg/viewform?usp=sf_link). Every member of the exercise staff will have to choose a position within the DISTAFF or the Evaluation team by referring to the list of positions for each category (“List of positions within the DISTAFF” on page 2.65 and “List of positions within the Evaluation Team” on page 2.81).

## 2. Directing Staff (DISTAFF)

2.1. **Objective:** The success of the exercise depends on the DISTAFF's ability to create a realistic scenario, to prepare challenging but safe exercise sites and to control the exercise.

2.2. **Composition of the team:** DISTAFF will be composed of the head of DISTAFF, deputies and team members in the DISTAFF HQ and at the exercise sites, with responsibilities detailed in the list of positions ("List of positions within the DISTAFF" on page 2.65).

### 2.3. Roles and responsibilities:

2.3.1. The head of DISTAFF will supervise the implementation of the list of events and is responsible for keeping the exercise on track. After the exercise, the Head of DISTAFF will send the lessons identified to the head of the Evaluation Team and to the EADRCC, not later than 15 December 2021.

2.3.2. The DISTAFF members will support the Head of DISTAFF in controlling the exercise by providing feedback and keeping the play within the limits established by the scenario.

2.3.3. The DISTAFF members deployed at sites are expected to work under any weather condition and during night time operations (till 00:00). They will:

- report in person to the DISTAFF HQ each day before deploying to the assigned exercise site;
- report to DISTAFF HQ via assigned communication:
- once arrived and upon departure from the exercise site;
- any activity that may hinder the execution of the exercise; and
- report in person to the DISTAFF HQ each day after the field exercise.

2.3.4. Distaff members will be assigned to sites according to their expertise (they should not expect to observe their national teams).

## 3. Evaluation Team

3.1. **Objective:** The objective of the Evaluation Team is to provide an independent evaluation of activities and current procedures used by the Euro-Atlantic Disaster Response Capability, and make recommendations for their improvement.

3.2. **Composition of the Evaluation Team:** The team will be composed of a head, deputies and team members with responsibilities detailed in the list of positions ("List of positions within the Evaluation Team" on page 2.81).

### 3.3. Roles and responsibilities:

3.3.1. During the Field Exercise, from 21 to 24 September 2021, the evaluators will evaluate the activities in the North Macedonia Local Emergency Management Authority, the OSOCC, UCC and EMTCC. They will also monitor and evaluate the activities of the various national teams of the EADRU, civil-military cooperation, and coordination between the LEMA and participating national disaster relief and rescue teams.

3.3.2. After the Field Exercise, the evaluators will prepare a report. This report shall be forwarded to the EADRCC, not later than 15 December 2021.

3.3.3. In order to provide an independent evaluation, evaluators will have access to all the information and activities.

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## LIST OF POSITIONS WITHIN THE DISTAFF

Role	Place of work / responsibilities / skills	Incumbent(s)
Head of DISTAFF	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Overall responsible for exercise coordination and execution activities within the DISTAFF;</li> <li> Maintains direct coordination with Core Planning Team Working Group Leads;</li> <li> Working English proficiency;</li> <li> General emergency management and response experience;</li> <li> Familiar with overall exercise objectives and process.</li> </ul>	Jeremy DiGioia (US) Robert Risteski (NM)
Lead scenario designer	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Direct support to Head of DISTAFF;</li> <li> Assumes role and duties of Head of DISTAFF in his/her absence;</li> <li> Working English proficiency;</li> <li> General emergency management and response experience;</li> <li> Familiar with overall exercise objectives and process.</li> </ul>	Fritz Brohs (AUT) Dragi Tarcugovski (NM) Ariton Vejseli (NM)
3x Administrative assistant	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Monitor communications systems (cell phones, radios, etc.);</li> <li> Provide answers to questions or requests for information;</li> <li> Maintain exercise log;</li> <li> Execute errands or tasks at the direction of the DISTAFF;</li> <li> Working English Proficiency;</li> <li> Ability to multi-task.</li> </ul>	
Operations Section Chief	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Routinely interact with on-site DISTAFF representatives;</li> <li> Supervise execution of the Master Event Scenario and Injects List;</li> <li> Monitor the Master Event Scenario and Injects List in order to increase or decrease pace/tempo of exercise execution;</li> <li> Working English Proficiency;</li> <li> Experience with exercise or real world operations activities.</li> </ul>	

### Legend

 Place of work	 Responsibilities	 Required skills
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Role	Place of work / responsibilities / skills	Incumbent(s)
Planning Section Chief	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Routinely interact with on-site DISTAFF representatives;</li> <li> Supervise execution of the Master Event Scenario and Injects List;</li> <li> Monitor the Master Event Scenario and Injects List in order to increase or decrease pace/tempo of exercise execution;</li> <li> Working English proficiency;</li> <li> Experience with exercise or real world planning activities.</li> </ul>	
Transportation Coordination Officer	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Monitor all aspects of exercise related transportation considerations</li> <li> Track movement of exercise participants and addresses concerns or problems;</li> <li> Attempt to find solutions to transportation issues;</li> <li> Working English proficiency;</li> <li> Experience with transportation issues in exercises or real world operations.</li> </ul>	
Logistics Section Chief	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Manage exercise logistics;</li> <li> Anticipate and provide exercise related logistic requirements;</li> <li> Request and allocate additional material resources as needed;</li> <li> Working English proficiency;</li> <li> Experience with exercise and/or real world logistic support activities.</li> </ul>	Christian Krol (AUT)
Civil-Military Coordinator	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Manage all aspects of the exercise related to civil-military cooperation;</li> <li> Working English proficiency;</li> <li> Experience with civil-military cooperation.</li> </ul>	Tim Lannan (EADRCC)
Role Player Coordinator	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Manage and support role players;</li> <li> Anticipate and provide exercise related role player advice;</li> <li> Request and allocate role players as needed;</li> <li> Working English and Macedonian proficiency;</li> <li> Experience with exercise role player activities.</li> </ul>	Red Cross Representative (NM)
Safety Officer	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Develop, monitor, recommend measures for assuring exercise personnel safety and to avoid and/or anticipate hazardous or unsafe situations;</li> <li> Working English proficiency;</li> <li> Previous experience as a safety officer in a complex emergency or large field exercise.</li> </ul>	Tomas Matusek (CZ) Blagojcho Spasov (NM)

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Role	Place of work / responsibilities / skills	Incumbent(s)
USAR Operations Officer	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Manage, and if needed, alter the USAR Master Event Scenario and Injects List at the direction of the USAR Working Group Leader;</li> <li> Maintain communication with the on-site USAR representatives;</li> <li> Monitor status of USAR-specific training venues;</li> <li> Working English proficiency;</li> <li> Comprehensive understanding of USAR related exercise specifics.</li> </ul>	Lars Hillerström (SWE) Ivica Naumovski (NM)
Water Rescue Operations Officer	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Manage and if needed alter the Water Rescue Master Event Scenario and Injects List at the direction of the Water Rescue Working Group Leader;</li> <li> Maintain communication with the on-site Water Rescue representatives; monitor status of Water Rescue-specific training venues;</li> <li> Working English proficiency;</li> <li> Comprehensive understanding of water rescue related exercise specifics.</li> </ul>	Michael Berna (US) Ali Samet (NM)
CBRN Operations Officer	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Manage and if needed alter the CBRN Master Event Scenario and Injects List at the direction of the CBRN Working Group Leader;</li> <li> Maintain communication with the on-site CBRN representatives;</li> <li> Monitor status of CBRN-specific training venues;</li> <li> Working English proficiency;</li> <li> Comprehensive understanding of CBRN related exercise specifics.</li> </ul>	Christopher Levesque (US)
Medical Operations Officer	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Manage and if needed alter the Medical Master Event Scenario and Injects List at the direction of the Medical Working Group Leader;</li> <li> maintain communication with the on-site medical representatives, monitor status of medical-specific training venues;</li> <li> Working English proficiency;</li> <li> Comprehensive understanding of medical related exercise specifics.</li> </ul>	Catherine Bertrand (FR) Hadrian Borcea (RO) Thomas MACKAY (US) Sanja Sazdovska (NM)

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Role	Place of work / responsibilities / skills	Incumbent(s)
Media Operations Officer	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Manage and if needed alter the Media Master Event Scenario and Injects List at the direction of the Media Working Group Leader;</li> <li> Maintain communication with the on-site media representatives;</li> <li> Monitor status of media-specific training venues;</li> <li> Working English proficiency;</li> <li> Comprehensive understanding of media related exercise specifics.</li> </ul>	Ian Cameron (UK) Irina Marsh (RO) Marjan Nojkov (NM)
Public Affairs Officer	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Responsible for developing and releasing exercise related information to news media, exercise participants, and to other appropriate agencies or organizations;</li> <li> Working English proficiency;</li> <li> Experience in media operations</li> </ul>	Shannon Bauer (US) Marjan Nojkov (NM) NATO Public Diplomacy Division
Virtual Reality Officer	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Manages all the aspects of the exercise related to the Virtual Reality Command Post Exercise and its integration with the Field Exercise;</li> <li> Working English proficiency;</li> <li> Experience in virtual reality and disaster response.</li> </ul>	Emilia Turucz (RO)
Illegal Migrations Officer	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Manage, and if needed, alter the illegal migration Master Event Scenario and Injects List at the direction of the Illegal Migration Working Group Leader, and maintain communication with the on-site illegal migration representatives;</li> <li> Monitor status of illegal migration specific training venues;</li> <li> Working English proficiency;</li> <li> Experience with illegal migration in an exercise environment and/or real world events.</li> </ul>	Vanja Mirkovski (IOM)
Communications Unit Leader	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Advise on communications requirements and limitations;</li> <li> Maintain telephone, computer linkages, and other communications equipment required for exercise execution;</li> <li> Working English proficiency;</li> <li> Technical experience with communications equipment.</li> </ul>	Igorche Karafilovski (NM)

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Role	Place of work / responsibilities / skills	Incumbent(s)
OSOCC, UCC and EMTCC Liaison Officer	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Primary point of contact between DISTAFF and OSOCC, UCC and EMTCC;</li> <li> Maintains constant communication between DISTAFF and OSOCC, UCC and EMTCC and addresses coordination issues at lowest possible level;</li> <li> Working English proficiency;</li> <li> Prior liaison officer experience (preferred, but not required).</li> </ul>	Rashad Gasimzade (AZE) Ilgar Hasanov (AZE)
LEMA Liaison Officer	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Primary point of contact between DISTAFF and LEMA;</li> <li> Maintains constant communication between DISTAFF and LEMA;</li> <li> Addresses coordination issues at lowest possible level;</li> <li> Working English and Host Nation language proficiency;</li> <li> Prior liaison officer experience (preferred, but not required)</li> </ul>	
Camp Manager	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Overall responsible for the Base of Operations, ensures appropriate sanitation, security, and overall BoO management services are in place and fully functioning;</li> <li> Working English and Host Nation language proficiency;</li> <li> Experience with establishing and managing bases of operations.</li> </ul>	Valentina Atanasovska (NM) Oliver Gichevski (Red Cross)

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Role	Place of work / responsibilities / skills	Incumbent(s)
Radozhda Safety Officer	<ul style="list-style-type: none"> <li> Radozhda (see page 2.18);</li> <li> Overall responsible for all safety considerations at the exercise site;</li> <li> Coordinate and directly report to the DISTAFF Safety Officer;</li> <li> Working English proficiency;</li> <li> Experience with field safety considerations.</li> </ul>	
Radozhda USAR Site Manager	<ul style="list-style-type: none"> <li> Radozhda;</li> <li> Overall responsible for USAR management and training venue preparations</li> <li> Ccoordinate directly with the DISTAFF USAR Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> understanding of the USAR training injects.</li> </ul>	
Radozhda CBRN Site Manager	<ul style="list-style-type: none"> <li> Radozhda;</li> <li> Overall responsible for CBRN management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF CBRN Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the CBRN training injects.</li> </ul>	
Radozhda EMT Site Manager	<ul style="list-style-type: none"> <li> Radozhda;</li> <li> Overall responsible for medical management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF Medical Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the medical training injects</li> </ul>	
Radozhda WSAR Site Manager	<ul style="list-style-type: none"> <li> Radozhda;</li> <li> Overall responsible for water rescue management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF Water Rescue Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the WSAR training injects.</li> </ul>	
Radozhda Irregular Migration Site Manager	<ul style="list-style-type: none"> <li> Radozhda;</li> <li> Overall responsible for irregular migration training venue preparations;</li> <li> Coordinate directly with the DISTAFF Illegal Migration Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the illegal migration training injects.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Izgrev Safety Officer	<ul style="list-style-type: none"> <li>📍 Izgrev (see page 2.19);</li> <li>📄 Overall responsible for all safety considerations at the exercise site;</li> <li>📄 Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Experience with field safety considerations.</li> </ul>	
Izgrev USAR Site Manager	<ul style="list-style-type: none"> <li>📍 Izgrev;</li> <li>📄 Overall responsible for USAR management and training venue preparations;</li> <li>📄 Coordinate directly with the DISTAFF USAR Operations Officer located at the BoO;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Understanding of the USAR training injects.</li> </ul>	
Izgrev CBRN Site Manager	<ul style="list-style-type: none"> <li>📍 Izgrev;</li> <li>📄 Overall responsible for CBRN management and training venue preparations;</li> <li>📄 Coordinate directly with the DISTAFF CBRN Operations Officer located at the BoO;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Understanding of the CBRN training injects.</li> </ul>	
Izgrev EMT Site Manager	<ul style="list-style-type: none"> <li>📍 Izgrev;</li> <li>📄 Overall responsible for medical management and training venue preparations;</li> <li>📄 Coordinate directly with the DISTAFF Medical Operations Officer located at the BoO;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Understanding of the medical training injects.</li> </ul>	
Izgrev WSAR Site Manager	<ul style="list-style-type: none"> <li>📍 Izgrev;</li> <li>📄 Overall responsible for water rescue management and training venue preparations;</li> <li>📄 Coordinate directly with the DISTAFF Water Rescue Operations Officer located at the BoO;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Understanding of the WSAR training injects.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Quarry Safety Officer	<ul style="list-style-type: none"> <li> Quarry / stonepit (see page 2.20);</li> <li> Overall responsible for all safety considerations at the exercise site;</li> <li> Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li> Working English proficiency;</li> <li> Experience with field safety considerations.</li> </ul>	
Quarry USAR Site Manager	<ul style="list-style-type: none"> <li> Quarry / stonepit;</li> <li> Overall responsible for USAR management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF USAR Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the USAR training injects.</li> </ul>	
Quarry CBRN Site Manager	<ul style="list-style-type: none"> <li> Quarry / stonepit;</li> <li> Overall responsible for CBRN management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF CBRN Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the CBRN training injects.</li> </ul>	
Quarry EMT Site Manager	<ul style="list-style-type: none"> <li> Quarry / stonepit;</li> <li> Overall responsible for medical management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF Medical Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the medical training injects.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Vranishta Safety Officer	<ul style="list-style-type: none"> <li> Vranishta (see page 2.21);</li> <li> Overall responsible for all safety considerations at the exercise site;</li> <li> Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li> Working English proficiency;</li> <li> Experience with field safety considerations.</li> </ul>	
Vranishta USAR Site Manager	<ul style="list-style-type: none"> <li> Vranishta;</li> <li> Overall responsible for USAR management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF USAR Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the USAR training injects.</li> </ul>	
Vranishta CBRN Site Manager	<ul style="list-style-type: none"> <li> Vranishta;</li> <li> Overall responsible for CBRN management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF CBRN Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the CBRN training injects.</li> </ul>	
Vranishta EMT Site Manager	<ul style="list-style-type: none"> <li> Vranishta;</li> <li> Overall responsible for medical management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF Medical Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the medical training injects.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Boris Kidric Safety Officer	<ul style="list-style-type: none"> <li>📍 Boris Kidric (see page 2.22);</li> <li>📄 Overall responsible for all safety considerations at the exercise site;</li> <li>📄 Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Experience with field safety considerations.</li> </ul>	
Boris Kidric USAR Site Manager	<ul style="list-style-type: none"> <li>📍 Boris Kidric;</li> <li>📄 Overall responsible for USAR management and training venue preparations;</li> <li>📄 Coordinate directly with the DISTAFF USAR Operations Officer located at the BoO;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Understanding of the USAR training injects.</li> </ul>	
Boris Kidric CBRN Site Manager	<ul style="list-style-type: none"> <li>📍 Boris Kidric;</li> <li>📄 Overall responsible for CBRN management and training venue preparations;</li> <li>📄 Coordinate directly with the DISTAFF CBRN Operations Officer located at the BoO;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Understanding of the CBRN training injects.</li> </ul>	
Boris Kidric EMT Site Manager	<ul style="list-style-type: none"> <li>📍 Boris Kidric;</li> <li>📄 Overall responsible for medical management and training venue preparations;</li> <li>📄 Coordinate directly with the DISTAFF Medical Operations Officer located at the BoO;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Understanding of the medical training injects.</li> </ul>	

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










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Role	Place of work / responsibilities / skills	Incumbent(s)
Center Safety Officer	<ul style="list-style-type: none"> <li> Center (see page 2.23);</li> <li> Overall responsible for all safety considerations at the exercise site;</li> <li> Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li> Working English proficiency;</li> <li> Experience with field safety considerations.</li> </ul>	
Center EMT Site Manager	<ul style="list-style-type: none"> <li> Center;</li> <li> Overall responsible for medical management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF Medical Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the medical training injects.</li> </ul>	
Center WSAR Site Manager	<ul style="list-style-type: none"> <li> Center;</li> <li> Overall responsible for water rescue management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF Water Rescue Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the WSAR training injects.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Tashmarunishta Safety Officer	<ul style="list-style-type: none"> <li>📍 Tashmarunishta (see page 2.24);</li> <li>📄 Overall responsible for all safety considerations at the exercise site;</li> <li>📄 Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Experience with field safety considerations.</li> </ul>	
Tashmarunishta EMT Site Manager	<ul style="list-style-type: none"> <li>📍 Tashmarunishta;</li> <li>📄 Overall responsible for medical management and training venue preparations;</li> <li>📄 Coordinate directly with the DISTAFF Medical Operations Officer located at the BoO;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Understanding of the medical training injects.</li> </ul>	
Tashmarunishta WSAR Site Manager	<ul style="list-style-type: none"> <li>📍 Tashmarunishta;</li> <li>📄 Overall responsible for water rescue management and training venue preparations;</li> <li>📄 Coordinate directly with the DISTAFF Water Rescue Operations Officer located at the BoO;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Understanding of the WSAR training injects.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Anton Dukov Safety Officer	<ul style="list-style-type: none"> <li> Anton Dukov (see page 2.25);</li> <li> Overall responsible for all safety considerations at the exercise site;</li> <li> Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li> Working English proficiency;</li> <li> Experience with field safety considerations.</li> </ul>	
Anton Dukov USAR Site Manager	<ul style="list-style-type: none"> <li> Anton Dukov;</li> <li> Overall responsible for USAR management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF USAR Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the USAR training injects.</li> </ul>	
Anton Dukov CBRN Site Manager	<ul style="list-style-type: none"> <li> Anton Dukov;</li> <li> Overall responsible for CBRN management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF CBRN Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the CBRN training injects.</li> </ul>	
Anton Dukov EMT Site Manager	<ul style="list-style-type: none"> <li> Anton Dukov;</li> <li> Overall responsible for medical management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF Medical Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the medical training injects.</li> </ul>	
Anton Dukov WSAR Site Manager	<ul style="list-style-type: none"> <li> Anton Dukov;</li> <li> Overall responsible for water rescue management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF Water Rescue Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the WSAR training injects.</li> </ul>	
Anton Dukov Illegal Migration Site Manager	<ul style="list-style-type: none"> <li> Anton Dukov;</li> <li> Overall responsible for irregular migration training venue preparations;</li> <li> Coordinate directly with the DISTAFF Illegal Migration Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the illegal migration training injects.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Buffalo Beach Safety Officer	<ul style="list-style-type: none"> <li>📍 Buffalo Beach (see page 2.26);</li> <li>📋 Overall responsible for all safety considerations at the exercise site;</li> <li>📋 Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Experience with field safety considerations.</li> </ul>	
Buffalo Beach CBRN Site Manager	<ul style="list-style-type: none"> <li>📍 Buffalo Beach;</li> <li>📋 Overall responsible for CBRN management and training venue preparations;</li> <li>📋 Coordinate directly with the DISTAFF CBRN Operations Officer located at the BoO;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Understanding of the CBRN training injects.</li> </ul>	
Buffalo Beach EMT Site Manager	<ul style="list-style-type: none"> <li>📍 Buffalo Beach;</li> <li>📋 Overall responsible for medical management and training venue preparations;</li> <li>📋 Coordinate directly with the DISTAFF Medical Operations Officer located at the BoO;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Understanding of the medical training injects.</li> </ul>	
Buffalo Beach WSAR Site Manager	<ul style="list-style-type: none"> <li>📍 Buffalo Beach;</li> <li>📋 Overall responsible for water rescue management and training venue preparations;</li> <li>📋 Coordinate directly with the DISTAFF Water Rescue Operations Officer located at the BoO;</li> <li>🗣️ Working English proficiency;</li> <li>🗣️ Understanding of the WSAR training injects.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Samuil Fortress Safety Officer	<ul style="list-style-type: none"> <li> Samuil Fortress (see page 2.27);</li> <li> Overall responsible for all safety considerations at the exercise site;</li> <li> Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li> Working English proficiency;</li> <li> Experience with field safety considerations.</li> </ul>	
Samuil Fortress USAR Site Manager	<ul style="list-style-type: none"> <li> Samuil Fortress;</li> <li> Overall responsible for USAR management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF USAR Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the USAR training injects.</li> </ul>	
Samuil Fortress EMT Site Manager	<ul style="list-style-type: none"> <li> Samuil Fortress;</li> <li> Overall responsible for medical management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF Medical Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the medical training injects.</li> </ul>	

Role	Place of work / responsibilities / skills	Incumbent(s)
Hotel Palace Safety Officer	<ul style="list-style-type: none"> <li> Hotel Palace (see page 2.28);</li> <li> Overall responsible for all safety considerations at the exercise site;</li> <li> Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li> Working English proficiency;</li> <li> Experience with field safety considerations.</li> </ul>	
Hotel Palace USAR Site Manager	<ul style="list-style-type: none"> <li> Hotel Palace;</li> <li> Overall responsible for USAR management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF USAR Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the USAR training injects.</li> </ul>	
Hotel Palace EMT Site Manager	<ul style="list-style-type: none"> <li> Hotel Palace;</li> <li> Overall responsible for medical management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF Medical Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the medical training injects.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Magaro Peak Safety Officer	<ul style="list-style-type: none"> <li> Magaro Peak (see page 2.29);</li> <li> Overall responsible for all safety considerations at the exercise site;</li> <li> Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li> Working English proficiency;</li> <li> Experience with field safety considerations.</li> </ul>	
Magaro Peak USAR Site Manager	<ul style="list-style-type: none"> <li> Magaro Peak;</li> <li> Overall responsible for all safety considerations at the exercise site;</li> <li> Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li> Working English proficiency;</li> <li> Experience with field safety considerations.</li> </ul>	

Role	Place of work / responsibilities / skills	Incumbent(s)
Lako Signal Peak Safety Officer	<ul style="list-style-type: none"> <li> Lako Signal Peak (see page 2.30);</li> <li> Overall responsible for all safety considerations at the exercise site;</li> <li> Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li> Working English proficiency;</li> <li> Experience with field safety considerations.</li> </ul>	
Lako Signal Peak USAR Site Manager	<ul style="list-style-type: none"> <li> Lako Signal Peak;</li> <li> Overall responsible for USAR management and training venue preparations;</li> <li> Coordinate directly with the DISTAFF USAR Operations Officer located at the BoO;</li> <li> Working English proficiency;</li> <li> Understanding of the USAR training injects.</li> </ul>	

Role	Place of work / responsibilities / skills	Incumbent(s)
Velestovo Safety Officer	<ul style="list-style-type: none"> <li> Velestovo Peak (see page 2.31);</li> <li> Overall responsible for all safety considerations at the exercise site;</li> <li> Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li> Working English proficiency;</li> <li> Experience with field safety considerations.</li> </ul>	
Velestovo USAR Site Manager	<ul style="list-style-type: none"> <li> Velestovo;</li> <li> Overall responsible for all safety considerations at the exercise site;</li> <li> Coordinate and directly reports to the DISTAFF Safety Officer;</li> <li> Working English proficiency;</li> <li> Experience with field safety considerations.</li> </ul>	

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## LIST OF POSITIONS WITHIN THE EVALUATION TEAM

Role	Place of work / responsibilities / skills	Incumbent(s)
Head of Evaluators	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Responsible for the overall evaluation of the exercise, including on-site evaluators;</li> <li> Organize the evaluation team according to their skills and competencies;</li> <li> Prepare the evaluators with expectations, requirements and forms prior to the exercise;</li> <li> Receive names of the evaluators prior to the exercise and begin coordination as soon as possible;</li> <li> Check on safety, welfare and security of evaluators;</li> <li> Has an excellent ability to coordinate and supervise complex evaluation processes;</li> <li> Ensures that appropriate evaluation data collection and analysis methods are used;</li> <li> Has excellent ability in reporting highly credible conclusions substantiated by evidence;</li> <li> Demonstrates the ability to develop clear, realistic and feasible recommendations;</li> <li> Proactively contributes to dissemination in order to ensure the use of findings to inform future program and policy decisions.</li> </ul>	Diane Acurio (US) Metodija Dojcinovski (NM) Ace Minoski (NM)
Deputy Head of Evaluators	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Deputies to the lead evaluators.</li> <li> Be in coordination with all of the above functions of the lead evaluators;</li> <li> Same as Head of Evaluators.</li> </ul>	Bill Irwin (US) 2x CMDR CoE
3x Log Maintainer and Communications Officer	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Maintain the Evaluation Log as radio or mobile calls come into the main evaluator location;</li> <li> Keep the lead evaluator updated;</li> <li> Log when evaluation teams depart BoO, when they arrive on-site, when they return to the BoO;</li> <li> Receive their end of day reports and log in daily site reports;</li> <li> English skills (verbal and written);</li> <li> Understanding of operations.</li> </ul>	(3x NM)

### Legend

 Place of work	 Responsibilities	 Required skills
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Role	Place of work / responsibilities / skills	Incumbent(s)
LEMA Evaluator	<ul style="list-style-type: none"> <li>📍 Base of Operations;</li> <li>📅 Report into the BoO evaluation team HQ each day prior to departing to the LEMA and upon returning from the LEMA each day;</li> <li>📅 Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li>📅 Were procedures followed?</li> <li>🗣️ English skills (verbal and written);</li> <li>🗣️ Have experience of emergency operations centres and incident command functions.</li> </ul>	Mujo Rancic (BIH)
2x OSOCC Evaluator	<ul style="list-style-type: none"> <li>📍 Base of Operations;</li> <li>📅 Report into the BoO evaluation team HQ each day prior to departing to the OSOCC and upon returning from the OSOCC each day;</li> <li>📅 Inform the evaluation HQ when arriving and departing the OSOCC each day;</li> <li>📅 Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li>📅 Were procedures followed?</li> <li>🗣️ English skills (verbal and written),</li> <li>🗣️ Understanding of operations, functions and responsibilities of the On-Site Operations Coordination Centre.</li> </ul>	1x NM 1x International
UCC Evaluator	<ul style="list-style-type: none"> <li>📍 Base of Operations;</li> <li>📅 Report into the BoO evaluation team HQ each day prior to departing to the UCC and upon returning from the UCC each day;</li> <li>📅 Inform the evaluation HQ when arriving and departing the UCC each day;</li> <li>📅 Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li>📅 Were procedures followed?</li> <li>🗣️ English skills (verbal and written);</li> <li>🗣️ Understanding of operations, functions and responsibilities of the On-Site Operations Coordination Centre and the Urban Search And Rescue Coordination Cell.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
EMTCC Evaluator	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the EMTCC and upon returning from the EMTCC each day;</li> <li> Inform the evaluation HQ when arriving and departing the EMTCC each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> <li> Understanding of operations, functions and responsibilities of the On-Site Operations Coordination Centre and the Emergency Medical Teams Coordination Cell.</li> </ul>	
2x Public Information Centre (PIC) and Media Play Evaluator	<ul style="list-style-type: none"> <li> Roaming / Base of Operations;</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the PIC and upon returning from the PIC each day;</li> <li> Inform the evaluation HQ when arriving and departing the PIC each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> English skills (verbal and written);</li> <li> Understanding of operations and of the functions and responsibilities of the PIC and the media;</li> <li> 3-5 years' experience as a public information officer for a government agency;</li> <li> Working experience in either a public (or joint) information centre in 3-5 real world disasters;</li> <li> Formal or credentialed training in crisis communication and/or disaster response.</li> </ul>	<p>1x NM 1x International</p>
Virtual Reality Evaluator	<ul style="list-style-type: none"> <li> Base of Operations;</li> <li> Responsible for the overall evaluation of the Virtual Reality Command Post Exercise, including specific evaluators of the virtual reality components' evaluators;</li> <li> Organize the Virtual Reality evaluation team according to their skills and competencies;</li> <li> Prepare the evaluators with expectations, requirements and forms prior to the exercise</li> <li> Receive names of the evaluators prior to the exercise and begin coordination as soon as possible;</li> <li> English skills (verbal and written);</li> <li> Understanding of operations.</li> </ul>	<p>1x NM 1x International</p>

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Role	Place of work / responsibilities / skills	Incumbent(s)
Cross Border Transport Evaluator Leader	<ul style="list-style-type: none"> <li> Roaming / Base of Operations (prior to the start of the exercise);</li> <li> Report to the Team Leader prior to the arrival of the participating teams;</li> <li> Inform the evaluation HQ when arriving and departing the Base of Operations each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks of the cross border logistics and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> <li> Understanding disaster response operations and thorough knowledge of border crossing policies and the Memorandum of Understanding on the Facilitation of Vital Civil Cross Border Transport<sup>1</sup>.</li> </ul>	Thomas Penner (GE) 1x NM
7x Cross Border Transport Evaluator	<ul style="list-style-type: none"> <li> Roaming (prior to the start of the exercise);</li> <li> Report to the Cross Border Transport Evaluator Leader prior to the arrival of the participating teams;</li> <li> Inform the evaluation Cross Border Transport Evaluator Leader when arriving and departing the Base of Operations each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks of the cross border logistics and whether outcomes were achieved;</li> <li> English skills (verbal and written);</li> <li> Understanding disaster response operations and knowledge of border crossing policies and the Memorandum of Understanding on the Facilitation of Vital Civil Cross Border Transport.</li> </ul>	7x International

1 EAPC(C)D(2006)0031 - Facilitation of vital civil cross border transport memorandum of understanding

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Role	Place of work / responsibilities / skills	Incumbent(s)
Radozhda Evaluator	<ul style="list-style-type: none"> <li> Radozhda (see page 2.18);</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li> Inform the evaluation HQ when arriving and departing the site each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> </ul>	
Radozhda Evaluator for North Macedonia	<ul style="list-style-type: none"> <li> Radozhda Evaluator ();</li> <li> Have experience in urban search and rescue;</li> <li> Have experience in water search and rescue;</li> <li> Have experience in response to fire and/or chemical hazards;</li> <li> Have experience in field emergency medical procedures;</li> <li> Have have experience in irregular migration.</li> </ul>	
Radozhda CBRN Evaluator	<ul style="list-style-type: none"> <li> Radozhda Evaluator ();</li> <li> Have experience in response to fire and/or chemical hazards.</li> </ul>	
Radozhda WSAR Evaluator	<ul style="list-style-type: none"> <li> Radozhda Evaluator ();</li> <li> Have experience in water search and rescue.</li> </ul>	
Radozhda USAR Evaluator	<ul style="list-style-type: none"> <li> Radozhda Evaluator ();</li> <li> Have experience in search and rescue.</li> </ul>	
Radozhda EMT Evaluator	<ul style="list-style-type: none"> <li> Radozhda Evaluator ();</li> <li> Have experience in field emergency medical procedures.</li> </ul>	
Radozhda Illegal Migration Evaluator	<ul style="list-style-type: none"> <li> Radozhda Evaluator ();</li> <li> Have have experience in irregular migration procedures.</li> </ul>	

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Role	Place of work / responsibilities / skills	
Izgrevevaluator	<ul style="list-style-type: none"> <li> Izgrevevaluator (see page 2.19);</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li> Inform the evaluation HQ when arriving and departing the site each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> </ul>	
Izgrevevaluator for North Macedonia	<ul style="list-style-type: none"> <li> Izgrevevaluator ();</li> <li> Have experience in urban search and rescue;</li> <li> Have experience in water search and rescue;</li> <li> Have experience in response to fire and/or chemical hazards;</li> <li> Have experience in field emergency medical procedures.</li> </ul>	
Izgrevevaluator CBRN	<ul style="list-style-type: none"> <li> Izgrevevaluator ();</li> <li> Have experience in response to fire and/or chemical hazards.</li> </ul>	
Izgrevevaluator WSAR	<ul style="list-style-type: none"> <li> Izgrevevaluator ();</li> <li> Have experience in water search and rescue.</li> </ul>	
Izgrevevaluator USAR	<ul style="list-style-type: none"> <li> Izgrevevaluator ();</li> <li> Have experience in search and rescue.</li> </ul>	
Izgrevevaluator EMT	<ul style="list-style-type: none"> <li> Izgrevevaluator ();</li> <li> Have experience in field emergency medical procedures.</li> </ul>	

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Role	Place of work / responsibilities / skills
Quarry Evaluator	<ul style="list-style-type: none"> <li> Quarry / stonepit (see page 2.20);</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li> Inform the evaluation HQ when arriving and departing the site each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> </ul>
Quarry Evaluator for North Macedonia	<ul style="list-style-type: none"> <li> Quarry Evaluator ();</li> <li> Have experience in urban search and rescue;</li> <li> Have experience in response to fire and/or chemical hazards;</li> <li> Have experience in field emergency medical procedures.</li> </ul>
Quarry CBRN Evaluator	<ul style="list-style-type: none"> <li> Quarry Evaluator ();</li> <li> Have experience in response to fire and/or chemical hazards.</li> </ul>
Quarry USAR Evaluator	<ul style="list-style-type: none"> <li> Quarry Evaluator ();</li> <li> Have experience in urban search and rescue.</li> </ul>
Quarry EMT Evaluator	<ul style="list-style-type: none"> <li> Quarry Evaluator ();</li> <li> Have experience in field emergency medical procedures.</li> </ul>

Role	Place of work / responsibilities / skills	Incumbent(s)
Vranishta Evaluator	<ul style="list-style-type: none"> <li> Vranishta (see page 2.21);</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li> Inform the evaluation HQ when arriving and departing the site each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> </ul>	
Vranishta Evaluator for North Macedonia	<ul style="list-style-type: none"> <li> Vranishta Evaluator ();</li> <li> Have experience in urban search and rescue;</li> <li> Have experience in response to fire and/or chemical hazards;</li> <li> Have experience in field emergency medical procedures.</li> </ul>	
Vranishta CBRN Evaluator	<ul style="list-style-type: none"> <li> Vranishta Evaluator ();</li> <li> Have experience in response to fire and/or chemical hazards.</li> </ul>	
Vranishta USAR Evaluator	<ul style="list-style-type: none"> <li> Vranishta Evaluator ();</li> <li> Have experience in urban search and rescue.</li> </ul>	
Vranishta EMT Evaluator	<ul style="list-style-type: none"> <li> Vranishta Evaluator ();</li> <li> Have experience in field emergency medical procedures.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Boris Kidric Evaluator	<ul style="list-style-type: none"> <li> Boris Kidric (see page 2.22);</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li> Inform the evaluation HQ when arriving and departing the site each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> </ul>	
Boris Kidric Evaluator for North Macedonia	<ul style="list-style-type: none"> <li> Boris Kidric Evaluator (</li> <li> Have experience in urban search and rescue;</li> <li> Have experience in response to fire and/or chemical hazards;</li> <li> Have experience in field emergency medical procedures.</li> </ul>	
Boris Kidric CBRN Evaluator	<ul style="list-style-type: none"> <li> Boris Kidric Evaluator (</li> <li> Have experience in response to fire and/or chemical hazards.</li> </ul>	
Boris Kidric USAR Evaluator	<ul style="list-style-type: none"> <li> Boris Kidric Evaluator (</li> <li> Have experience in urban search and rescue.</li> </ul>	
Boris Kidric EMT Evaluator	<ul style="list-style-type: none"> <li> Boris Kidric Evaluator (</li> <li> Have experience in field emergency medical procedures.</li> </ul>	

Role	Place of work / responsibilities / skills	Incumbent(s)
Center Evaluator	<ul style="list-style-type: none"> <li> Center (see page 2.23)</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li> Inform the evaluation HQ when arriving and departing the site each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> </ul>	
Center Evaluator for North Macedonia	<ul style="list-style-type: none"> <li> Center Evaluator (</li> <li> Have experience in water search and rescue;</li> <li> Have experience in field emergency medical procedures.</li> </ul>	
Center Water Rescue Evaluator	<ul style="list-style-type: none"> <li> Center Evaluator (</li> <li> Have experience in water search and rescue.</li> </ul>	
Center EMT Evaluator	<ul style="list-style-type: none"> <li> Center Evaluator (</li> <li> Have experience in field emergency medical procedures.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Tashmarunishta Evaluator	<ul style="list-style-type: none"> <li>📍 Tashmarunishta (see page 2.24)</li> <li>📅 Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li>📅 Inform the evaluation HQ when arriving and departing the site each day;</li> <li>📅 Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li>📅 Were procedures followed?</li> <li>🗣️ English skills (verbal and written);</li> </ul>	
Tashmarunishta Evaluator for North Macedonia	<ul style="list-style-type: none"> <li>📅 Tashmarunishta Evaluator (📍📅🗣️);</li> <li>🗣️ Have experience in water search and rescue;</li> <li>🗣️ Have experience in field emergency medical procedures.</li> </ul>	
Tashmarunishta Water Rescue Evaluator	<ul style="list-style-type: none"> <li>📅 Tashmarunishta Evaluator (📍📅🗣️);</li> <li>🗣️ Have experience in water search and rescue.</li> </ul>	
Tashmarunishta EMT Evaluator	<ul style="list-style-type: none"> <li>📅 Tashmarunishta Evaluator (📍📅🗣️);</li> <li>🗣️ Have experience in field emergency medical procedures.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Anton Dukov Evaluator	<ul style="list-style-type: none"> <li> Anton Dukov (see page 2.25)</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li> Inform the evaluation HQ when arriving and departing the site each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> </ul>	
Anton Dukov Evaluator for North Macedonia	<ul style="list-style-type: none"> <li> Anton Dukov Evaluator ();</li> <li> Have experience in urban search and rescue;</li> <li> Have experience in water search and rescue;</li> <li> Have experience in response to fire and/or chemical hazards;</li> <li> Have experience in field emergency medical procedures;</li> <li> Have experience in irregular migration.</li> </ul>	
Anton Dukov CBRN Evaluator	<ul style="list-style-type: none"> <li> Anton Dukov Evaluator ();</li> <li> Have experience in response to fire and/or chemical hazards.</li> </ul>	
Anton Dukov WSAR Evaluator	<ul style="list-style-type: none"> <li> Anton Dukov Evaluator ();</li> <li> Have experience in water search and rescue.</li> </ul>	
Anton Dukov USAR Evaluator	<ul style="list-style-type: none"> <li> Anton Dukov Evaluator ();</li> <li> Have experience in urban search and rescue.</li> </ul>	
Anton Dukov BMTF Evaluator	<ul style="list-style-type: none"> <li> Anton Dukov Evaluator ();</li> <li> Have experience in field emergency medical procedures.</li> </ul>	
Anton Dukov EMT Evaluator	<ul style="list-style-type: none"> <li> Anton Dukov Evaluator ();</li> <li> Have experience in field emergency medical procedures.</li> </ul>	
Anton Dukov Illegal Migration Evaluator	<ul style="list-style-type: none"> <li> Anton Dukov Evaluator ();</li> <li> Have experience in irregular migration.</li> </ul>	

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Role	Place of work / responsibilities / skills
Buffalo Beach Evaluator	<ul style="list-style-type: none"> <li> Buffalo Beach (see page 2.26)</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li> Inform the evaluation HQ when arriving and departing the site each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> </ul>
Buffalo Beach Evaluator for North Macedonia	<ul style="list-style-type: none"> <li> Buffalo Beach Evaluator ();</li> <li> Have experience in water search and rescue;</li> <li> Have experience in response to fire and/or chemical hazards;</li> <li> Have experience in field emergency medical procedures.</li> </ul>
Buffalo Beach CBRN Evaluator	<ul style="list-style-type: none"> <li> Buffalo Beach Evaluator ();</li> <li> Have experience in response to fire and/or chemical hazards.</li> </ul>
Buffalo Beach WSAR Evaluator	<ul style="list-style-type: none"> <li> Buffalo Beach Evaluator ();</li> <li> Have experience in water search and rescue.</li> </ul>
Buffalo Beach EMT Evaluator	<ul style="list-style-type: none"> <li> Buffalo Beach Evaluator ();</li> <li> Have experience in field emergency medical procedures.</li> </ul>

Role	Place of work / responsibilities / skills	Incumbent(s)
Samuil Fortress Evaluator	<ul style="list-style-type: none"> <li> Samuil Fortress (see page 2.27)</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li> Inform the evaluation HQ when arriving and departing the site each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> </ul>	
Samuil Fortress Evaluator for North Macedonia	<ul style="list-style-type: none"> <li> Samuil Fortress Evaluator ();</li> <li> Have experience in urban search and rescue;</li> <li> Have experience in field emergency medical procedures.</li> </ul>	
Samuil Fortress USAR Evaluator	<ul style="list-style-type: none"> <li> Samuil Fortress Evaluator ();</li> <li> Have experience in urban search and rescue.</li> </ul>	
Samuil Fortress EMT Evaluator	<ul style="list-style-type: none"> <li> Samuil Fortress Evaluator ();</li> <li> Have experience in field emergency medical procedures.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Hotel Palace Evaluator	<ul style="list-style-type: none"> <li> Hotel Palace (see page 2.28)</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li> Inform the evaluation HQ when arriving and departing the site each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> </ul>	
Hotel Palace Evaluator for North Macedonia	<ul style="list-style-type: none"> <li> Hotel Palace Evaluator ();</li> <li> Have experience in urban search and rescue;</li> <li> Have experience in field emergency medical procedures.</li> </ul>	
Hotel Palace USAR Evaluator	<ul style="list-style-type: none"> <li> Hotel Palace Evaluator ();</li> <li> Have experience in urban search and rescue.</li> </ul>	
Hotel Palace EMT Evaluator	<ul style="list-style-type: none"> <li> Hotel Palace Evaluator ();</li> <li> Have experience in field emergency medical procedures.</li> </ul>	

Role	Place of work / responsibilities / skills	Incumbent(s)
Magaro Peak Evaluator	<ul style="list-style-type: none"> <li> Magaro Peak (see page 2.29)</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li> Inform the evaluation HQ when arriving and departing the site each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> </ul>	
Magaro Peak Evaluator for North Macedonia	<ul style="list-style-type: none"> <li> Magaro Peak Evaluator ();</li> <li> Have experience in mountain search and rescue.</li> </ul>	
Magaro Peak MSAR Evaluator	<ul style="list-style-type: none"> <li> Magaro Peak Evaluator ();</li> <li> Have experience in mountain search and rescue.</li> </ul>	

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Role	Place of work / responsibilities / skills	Incumbent(s)
Lako Signoj Evaluator	<ul style="list-style-type: none"> <li> Lako Signoj Peak (see page 2.30)</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li> Inform the evaluation HQ when arriving and departing the site each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> </ul>	
Lako Signoj Evaluator for North Macedonia	<ul style="list-style-type: none"> <li> Lako Signoj Evaluator ();</li> <li> Have experience in mountain search and rescue.</li> </ul>	
Lako Signoj MSAR Evaluator	<ul style="list-style-type: none"> <li> Lako Signoj Evaluator ();</li> <li> Have experience in mountain search and rescue.</li> </ul>	

Role	Place of work / responsibilities / skills	Incumbent(s)
Velevostovo Evaluator	<ul style="list-style-type: none"> <li> Velevostovo (see page 2.31)</li> <li> Report into the BoO evaluation team HQ each day prior to departing to the site and upon returning from the site each day;</li> <li> Inform the evaluation HQ when arriving and departing the site each day;</li> <li> Maintain an accurate log of observations noted as applicable to the required tasks for each inject and whether outcomes were achieved;</li> <li> Were procedures followed?</li> <li> English skills (verbal and written);</li> </ul>	
Velevostovo Evaluator for North Macedonia	<ul style="list-style-type: none"> <li> Velevostovo Evaluator ();</li> <li> Have experience in mountain search and rescue.</li> </ul>	
Lako Signoj MSAR Evaluator	<ul style="list-style-type: none"> <li> Velevostovo Evaluator ();</li> <li> Have experience in mountain search and rescue.</li> </ul>	

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## EVALUATION REPORT FORMAT

- 4. The Evaluation Report should cover the following areas:**
- 4.1. Exercise planning process;
  - 4.2. Exercise concept and scenario as well as events played during the field exercise;
  - 4.3. Achievement of the following exercise objectives:
    - 4.3.1. Practice the Euro-Atlantic Disaster Response Coordination Centre (EADRCC) procedures and the Euro-Atlantic Disaster Response Unit (EADRU) capabilities to improve consequence management capabilities for responding to a natural and/or man-made emergency.
    - 4.3.2. Support the authorities of the Republic of North Macedonia in building resilience through improved disaster preparedness, planning, prevention and response, and strengthen their capability to manage emergencies.
    - 4.3.3. National certification and operationalisation by the Republic of North Macedonia of the Next-Generation Incident Command System (NICS), developed by the NATO Science for Peace and Security programme.
    - 4.3.4. Practice the modalities and practical implications of the memorandum of understanding on the facilitation of vital civil cross border transport.
    - 4.3.5. Familiarise Civil Experts with CEP Crisis Management Arrangements (CMAs) in terms of its capabilities, responsibilities and mechanisms (e.g. CEPC, EADRCC), supporting the overall NATO Crisis Response System (NCRS).
  - 4.4. Duration of the exercise;
  - 4.5. Exercise participation;
  - 4.6. Problem areas experienced during the conduct of the exercise;
  - 4.7. Command, control and communications;
  - 4.8. VIP programme.

## DESCRIPTION OF THE PARTICIPATION OF REMOTE PLAYERS

1. The main purpose of involving remote players in the exercise is to offer an opportunity to practice (and test) internal procedures, and to train participants in international coordination procedures and the use of the UN “Virtual OSOCC”<sup>1</sup> platform.
2. Most information is captured by deployed participants and then communicated with their remote counterparts or posted on the “Virtual OSOCC”.
3. Remote players:
  - 3.1. NATO EADRCC - Brussels;
  - 3.2. National and regional operation centres or equivalent disaster management entities of the Allied and partner countries.
4. The participation of national and regional operation centres will allow them to practice international cooperation in close-to-realistic disaster scenarios with real counterparts in order to:
  - 4.1. Test/practice internal coordination and decision-making procedures, including the exchange of information with counterparts of their own country/organisation in the field, should they participate in the field exercise;
  - 4.2. Test/practice the interaction and coordination among international responders in cooperation and in support of the affected country during major disasters.
5. The duration of remote players’ participation is estimated at 2 to 4 hours during a given day, in which information from various sources is collected and analysed (including from the field) and a Plan of Action for the country’s response is developed.
6. The exercise will be facilitated by UN OCHA in cooperation with EADRCC, to provide situation updates and act as role-players, simulating counterparts that would be expected in real emergencies and are not represented by participants.
7. Remote players will participate in the exercise from their respective HQ location and they will not influence the conduct and original purpose of the field exercise, as their participation will be limited to information exchange (audio/video conferences, phone, e-mail, reports), planning and decision making without an impact on the scenario.
8. Information exchange and contacts:
  - 8.1. Information updates (injects) will be provided to remote players by UN OCHA in cooperation with EADRCC through the “Virtual OSOCC”, or through direct contact with participants by videoconference, e-mail or phone, as appropriate;
  - 8.2. Remote players can contact their counterparts in the field (e.g. participating teams from their own country, OSOCC, LEMA, etc.) by phone or e-mail, as they would do in a real disaster.

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1 <https://vosocc.unocha.org>

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## 8.3. Exercise preparation:

8.3.1. The remote players and the host nation are requested to provide contact details (e-mail and phone) of participating persons or entities to be involved in the information exchange during the exercise. The contact details should be posted on the Virtual OSOCC under the “NORTH MACEDONIA 2021” exercise tab.

8.3.2. After the exercise, the remote players are invited to provide feedback on the exercise conduct and make recommendations to improve coordination procedures.

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REPUBLIC OF KOREA, NEW ZEALAND, PAKISTAN, RESOLUTE SUPPORT, KFOR AND NMI

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## LIST OF ABBREVIATIONS

ASS OSC	Assistant On-Site Commander	ICRC	International Committee of the Red Cross
AU	African Union	IFRC	International Federation of Red Cross and Red Crescent Societies
AUT	Austria	IOM	International Organization for Migration
AZE	Azerbaijan	IPC	Initial Planning Conference
BCP	Border Crossing Point	IPOC	Initial Point of Contact
BIH	Bosnia and Herzegovina	jCBRN CoE	Joint CBRN Centre of Excellence
BMTF	Balkan Medical Task Force	JICA	Japan International Cooperation Agency
BoO	Base of Operations	K9	Canine
CBRN	Chemical, Biological, Radiological and Nuclear (agents)	LEMA	Local Emergency Management Authority
CBR	Chemical, Biological and Radiological	LIC	Lessons Identified Conference
CMDR CoE	Crisis Management and Disaster Response Centre of Excellence	LO	Liaison Officer
CEP	Civil Emergency Planning	MoU	Memorandum of Understanding
CEPC	Civil Emergency Planning Committee	MPC	Main Planning Conference
CIP	Critical Infrastructure Protection	MSAR	Mountain Search and Rescue
CIS	Communication and Information System	MSEL	Master Scenario Event List
CPG	Civil Protection Group	MTF	Medical treatment facility
CPX	Command Post Exercise	NATO	North Atlantic Treaty Organization
CZ	Czech Republic	NICS	Next-Generation Incident Command System
FTX	Field Exercise	NM	The Republic of North Macedonia
DICB	Defence Institution and Capacity Building	OCE	Officer Conducting the Exercise
DISTAFF	Directing Staff	OSC	On-Site Commander
EADRCC	Euro-Atlantic Disaster Response Coordination Centre	OSCE	Organization for Security and Cooperation in Europe
EADRU	Euro-Atlantic Disaster Response Unit	OSDS	On-Site Directing Staff (Distaff)
EAPC	Euro-Atlantic Partnership Council	OSOCC	On-Site Operations Coordination Centre
EMT	Emergency Medical Team	PC	Press Centre
EMTCC	Emergency Medical Teams Coordination Cell	PfP	Partnership for Peace
EPT	Exercise Planning Team	PIC	Public Information Centre
ERCC	Emergency Response Coordination Centre (European Union)	POC	Point of Contact
ETD	Estimated time of departure	PWP	Partnership Work Programme
EUR	Euro	RDC	Reception and Departure Centre
FR	France	RO	Roumania
FTX	Field Exercise	SAR	Search and Rescue
FIR	First Impression Report	SEEBRIG	South-Eastern Europe Brigade
FPC	Final Planning Conference	SES	State Emergency Service
HDS	Head of Directing Staff	SPIC	Simulated Public Information Centre
HQ	Headquarters	SWE	Sweden
GE	Germany	TC	Team Commander
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit	TBD	To be determined
		TBC	To be confirmed
		TTX	Table-Top Exercise

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UN-OCHA	United Nations Office for the Co-ordination of Humanitarian Affairs	UNICEF	United Nations International Children Fund
UNDAC	United Nations Disaster Assessment and Co-ordination Team	UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
UCC	Urban Search and Rescue Coordination Cell	UN OCT	United Nations Office of Counter-Terrorism
UK	The United Kingdom	UN OPS	United Nations Office for Project Services
UN CT	UN Country Team	UN RC	United Nations Resident Coordinator
UNDP	United Nations Development Programme	US	The United States of America
UNESCO	United Nations Educational, Scientific and Cultural Organization	USAID	United States Agency for International Development
UNFPA	United Nations Population Fund	USAR	Urban Search and Rescue
UNHCR	United Nations High Commissioner for Refugees	VIP	Very Important Person
		WHO	World Health Organization
		WSAR	Water Search and Rescue

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RELEASABLE TO MEDITERRANEAN DIALOGUE, ISTANBUL COOPERATION INITIATIVE COUNTRIES, AFGHANISTAN, AUSTRALIA, COLOMBIA, IRAQ, JAPAN, MONGOLIA, THE REPUBLIC OF KOREA, NEW ZEALAND, PAKISTAN, RESOLUTE SUPPORT, KFOR AND NMI

**HOST NATION SUPPORT**

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## 1. General

1.1. The Republic of North Macedonia will provide comprehensive support for participants in the exercise “**NORTH MACEDONIA 2021**” concerning visas, border crossings, customs control, transport, medical services, security, telecommunications, accommodation and food.

1.2. To allow for a timely and proper preparation of the host nation support arrangements, it is extremely important that participating international teams provide the Ministry of Interior of the Republic of North Macedonia with all relevant information described below in this Annex. All participating teams are requested to send the required information to the organisers in a timely manner by utilising the appropriate forms, which will be sent by EADRCC, or can be downloaded from the EADRCC web-site ([www.nato.int/eadrcc](http://www.nato.int/eadrcc)) or the exercise web-platform ([eadrcc.cmdrcoe.org](http://eadrcc.cmdrcoe.org)).

1.3. In order to facilitate the successful preparation of the Host Nation Support and for ease of reference, a list of the most important deadlines and forms that should be used by teams and participants is below:

1.3.1. Exercise Support Staff:	10 March 2021, “DISTAFF and Evaluators questionnaire“
1.3.2. Disciplines to participate in	Final Planning Conference
1.3.3. Team participants	30 June 2021, EADRU form
1.3.4. Border crossing and Customs clearance :	30 June 2021 ,EADRU form
1.3.5. Radio frequencies:	30 June 2021, EADRU form
1.3.6. Accommodation and Meals:	30 June 2021, EADRU form
1.3.7. Deployment and transportation form:	30 June 2021, EADRU form

## 2. Visa support

2.1. It is of particular importance for participants who will need a visa to enter North Macedonia to indicate this on their registration forms. The Ministry of Interior of the Republic of North Macedonia, in coordination with the Ministry of Foreign Affairs of the Republic of North Macedonia, will make the necessary arrangements to facilitate the issuance of visas.

2.2. Countries that need a visa for the Republic of North Macedonia are listed at <https://mfa.gov.mk/page/31/do-you-need-a-visa> (see also paragraph 1 on page 3.9).

2.3. Additional visa requirements may apply for transit countries.

2.4. Additional information about the procedure to obtain a visa at the Embassies of the Republic of North Macedonia, permanent representations, diplomatic missions, consulates and consulates general abroad can be found at: <https://mfa.gov.mk/page/12/foreign-citizens>.

### 3. Points of Entry

3.1. Participants arriving by road / railroad are requested to use the official Border Crossing Points (NOTE: all vehicles will be marked with the official exercise logo):

3.2. Border Crossing Points:

- Border crossing "Tabanovce" - Serbia - North Macedonia
- Border crossing "Deve Bair" - Bulgaria - North Macedonia
- Border crossing "Bodogorica" - Greece - North Macedonia
- Border crossing "Medzitlija" - Greece - North Macedonia
- Border crossing "Kjafasan" - Albania - North Macedonia
- Border crossing "Ohrid St.Paul the Apostle Airport"
- Border crossing "Skopje International Airport"

3.3. Participating teams will be escorted from the border crossing point to the Base of Operations. Teams will be met and escorted by civilian police.

3.4. Participants arriving by air are strongly encouraged to use "Ohrid Airport". They will be welcomed by Reception Departure Centre staff and escorted to the Base of Operations.

3.5. Participants who wish to use Skopje International Airport" will also be welcomed by Reception Departure Centre staff, but will be asked to pool for transport. The waiting time can be several hours.

3.6. A Reception Departure Centre will be established to facilitate the arrival and subsequent departure of international response teams near the Base of Operations and the Ohrid Airport.

### 4. Customs controls

4.1. Participants have to follow the customs regulations of the Republic of North Macedonia.

4.2. National teams participating in the exercise will have to fill in the EADRU form provided by EADRCC. The form should be signed, stamped, scanned and submitted to the Ministry of Interior of the Republic of North Macedonia for customs declaration and clearance **not later than 30 June 2021** (particular attention should be given to the list of personnel, medical vehicles and major equipment). It should be sent to the following email addresses: [tbc].

4.3. National teams must bring three signed and stamped copies of the EADRU form to North Macedonia. On their arrival at the border crossing point, the first copy will be given to the customs authorities of the Republic of North Macedonia. On their return journey, national teams will show the second copy to the customs authorities of the Republic of North Macedonia to be compared with the first copy. The items consumed during the exercise will be justified by a document issued by Ministry of Interior of the Republic of North Macedonia upon request.

4.4. A representative of the Ministry of Interior of the Republic of North Macedonia will meet all incoming teams at the border crossing points to facilitate crossing and escort them to the Base of Operations. North Macedonia underlined that Oslo Guidelines will be used as the legal basis for respective activities.

4.5. Military personnel participating in this exercise will not carry arms.

4.6. Vehicles transiting and entering North Macedonia must have a valid liability insurance (GREEN CARD) or a comparable document confirming owner's liability for any damages.

4.7. North Macedonia its customs regulations place strict limits on the amount of cash and/or precious metals that may be brought in or taken out of North Macedonia by an individual. In general, individuals may bring in or take out of North Macedonia the equivalent of up to 10 000 EUR (at the official exchange rate) without a written customs declaration. Amounts exceeding 10 000 EUR must be declared.

## 5. Transportation within the territory of the Republic of North Macedonia

5.1. Participating Teams are responsible for their own transportation to and from the exercise areas. Authorities of North Macedonia will provide support upon request.

5.2. Teams transiting through some countries (TBC) may be exempt from road tolls upon request.

5.3. The Crisis Management Center of the Republic of North Macedonia will organise transport for DISTAFF, Evaluators, OSOCC personnel and VIPs.

## 6. Accommodation

6.1. Teams will be accommodated at the Base of Operations in Ohrid.

6.2. Upon request, North Macedonia will provide a limited number of tents and beds (mattresses, pillows, blankets and bed sheets included) free of charge only to teams arriving by air. Self-sufficiency is highly encouraged.

6.3. Toilets and shower / wash facilities will be provided separately for male and female participants at a ratio of approximately 20 persons per toilet / shower / wash basin. The ratio between male and female facilities will be determined in accordance with actual participation based on registration forms.



Dedicated time slots for using the shower and wash facilities will be allocated to teams. The schedule will be developed by the OSOCC and Camp Management and take into account operations, team size and availability. The facilities will be sanitized in between teams.

6.4. Teams should stay in their own tents. Participating teams should also bring all necessary equipment, including heaters (electric and gas heaters allowed), for their accommodation.

6.5. Vehicles and team equipment can be securely stored at the Base of Operations.

6.6. Members of the DISTAFF, OSOCC (if not accommodated in the Base of Operations) evaluators and VIPs are invited to make their own hotel room reservations. Special conference rates were negotiated for with the “Inex Olgica Hotel & Spa”.

6.7. The prices per night with breakfast included are:

6.7.1. Inex Olgica Hotel & Spa : xx € for single room, xxx € for double room (including city tax). MASTER CARD and VISA credit cards are accepted.

6.8. In order to book a room at the special exercise rate, please send the form provided by EADRCC to the hotel reservation department before [tbc] to the following email addresses:

6.8.1. For Inex Olgica Hotel & Sps: xxx@hotelinexgorica.com.mk

6.8.2. Reservations can be cancelled or modified without penalty until [tbc]. In case of non-arrival or late cancellation, cancellation fees of 100% of the above mentioned room rate will be charged per night for the duration of stay scheduled. The general terms and conditions of the hotel apply.

6.9. Transportation to and from the hotel to the exercise area will be provided by the Republic of North Macedonia.

## 7. Meals

7.1. The [tbc], further referred as catering service of North Macedonia, will provide catering for participating teams at their own expense: the costs of three daily meals will be approximately 15 Euros per day per person (5 Euros per meal). Three cooked meals, or a dry daily meal (lunch package) for the field exercise day, will be provided per day. No pork meat will be served.



Depending on the developments of COVID-19 and national legislation with regards to mass-events, all the meals may come pre-packed. An open buffet would therefore not be available.

7.2. Participants must indicate in the EADRU form for national teams and in the on-line registration form for exercise staff, their intention to buy meals from the catering service of North Macedonia at the Base of Operations. The meal tickets will be prepared by the catering service of North Macedonia upon information provided by participants.

7.3. National teams can buy the meal tickets for the whole week at the Base of Operations on Sunday. Exercise staff can buy the meal tickets for the whole week at the Base of Operations on Monday morning. All meals have to be paid in cash in Euro/Macedonian Denar.

7.4. Three litres of bottled drinking water per day will be distributed to each participant free of charge. The distribution will take place each morning.

## 8. Payment

8.1. At the Base of Operations, all payments can only be made in cash (Macedonian Denar only). Money exchange services as well as cash machines (ATM) are available in Ohrid, as well as in the municipality of Struga.

## 9. Fuel

9.1. Fuel for participating teams will be available at gas stations in the vicinity of the Base of Operations at their own expense.

## 10. Compressed air

10.1. Compressed air (available pressure tbc) will be provided by North Macedonia upon request at the Base of Operations.

## 11. Medical

11.1. Each team is responsible for its own first aid. For all other levels of medical care, the host nation will provide emergency medical services and dental support to all participants. At the Base of Operations, a medical post will be established in the Command Center building, ground floor ("First-aid post;" on page 2.36), and free emergency services will be provided as necessary. Additionally, ambulances with a doctor and a nurse will be assigned to all exercise sites.

11.2. All participating teams will receive detailed briefings about the medical plan and procedures upon arrival.

11.3. All participants are encouraged to have their own international health insurance.

## 12. Veterinary requirements

12.1. The following veterinary requirements for the temporary import of search dogs to North Macedonia apply:

12.2. All dogs should have either EU passports or CIS certificates together with a proof of a valid vaccination against rabies (serum test which is at least 3 months old and valid for 24 months). All dogs should have either chips or tattoos with a number. All documents should be translated into English. No animal food restrictions apply, but the food must be transported in its original package.

## 13. Language requirements and Interpretation

13.1. The working language of the exercise is English. NATO and/or the Republic of North Macedonia will provide English-Russian interpretation as well as English/Macedonian interpretation. Sufficient interpretation capabilities will be available at the exercise sites.

## 14. Maps

14.1. The host nation will provide all teams with necessary maps upon arrival.

## 15. Storage

15.1. The host nation will prepare storage areas in facilities at the Base of Operations.



## 16. Safety and Security

- 16.1. All participants regardless of their mode of travel (plane, train, or vehicle) will be met at the state border by a representative of the Crisis Management Center of the Republic of North Macedonia.
- 16.2. The police will be responsible for the security and protection of exercise participants.
- 16.3. The Base of Operations will be guarded on a 24/7 basis.
- 16.4. North Macedonia will provide dedicated safety and security advisers (from Police and other competent authorities) to the On-site Commanders at each exercise site.
- 16.5. All participating teams will receive detailed briefings about the safety and security plan and procedures upon arrival. All exercise participants will be provided with name tags that should be worn visibly at all times.

## 17. Other

- 17.1. During the opening and closing ceremonies, national flags of participating nations to be displayed on the stage and country name tags will be provided for the line-up of the rescue teams by the host nation and EADRCC.
- 17.2. Free wireless internet access will be available at the Base of Operations and the majority of the exercise sites.
- 17.3. North Macedonia will arrange SIM cards for all support staff members as well as for Team Leaders and Liaison Officers, with short numbers for group members, free calls within the exercise group. All the above mentioned are advised to bring with them to the exercise spare mobile phones (900/1800) standard without SIMLOCK in order to use North Macedonia's SIM cards for communication during the exercise.
- 17.4. Should any questions arise, please contact the host nation's point of contact:
  - Mr. Daniel Gjorgjievski:  
mobile: +389 78437147  
e-mail: daniel.gorgjievski@cuk.gov.mk

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## VISA REQUIREMENTS

1. List of countries whose citizens need an entry visa to North Macedonia:

1.1. Afghanistan	1.8. Iraq	1.15. Morocco
1.2. Algeria	1.9. Jordan	1.16. Pakistan
1.3. Armenia	1.10. Kazakhstan	1.17. Qatar
1.4. Bahrain	1.11. Kuwait	1.18. Tajikistan
1.5. Belarus	1.12. The Kyrgyz Republic	1.19. Tunisia
1.6. Egypt	1.13. Mauritania	1.20. Turkmenistan
1.7. Georgia	1.14. Mongolia	1.21. Uzbekistan

2. Additional information regarding visa requirements: (<https://mfa.gov.mk/page/432/visa-requirements-for-entering-the-republic-of-north-macedonia>)

2.1. Nationals of EU Member States and signatories of the Schengen Agreement DO NOT need a visa to enter the Republic of North Macedonia (and are eligible to enter the Republic of North Macedonia with a valid national identity card)

2.2. Third-country nationals with **temporary residence** in an EU Member State or a country signatory of the Schengen Agreement may stay no longer than 15 (fifteen) days upon every entry into the territory of the Republic of North Macedonia as long as the total length of stay does not exceed 90 days in any 180-day period.

2.3. Third-country nationals with **permanent residence** in an EU Member State or a country signatory of the Schengen Agreement may stay no longer than 15 (fifteen) days upon every entry into the territory of the Republic of North Macedonia as long as the total length of stay does not exceed 90 days in any 180-day period.

2.4. Third-country nationals with **multiple-entry Schengen visa (type C)** valid for at least 5 (five) days beyond the intended stay in the Republic of North Macedonia may stay no longer than 15 (fifteen) days upon every entry into the territory of the Republic of North Macedonia as long as the total length of stay does not exceed 90 days in any 180-day period.

2.5. Third-country nationals with a **British, Canadian or U.S. visa** valid for at least 5 (five) days beyond the intended stay in the Republic of Macedonia, may stay in the Republic of Macedonia no longer than 15 (fifteen) days upon every entry into the territory of the Republic of North Macedonia as long as the total length of subsequent stays in the Republic of Macedonia does not exceed 3 (three) months in any six-month period, from the date of first entry.

💡 **Note:** Additional visa requirements may also apply for transit countries.

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## INFORMATION FOR VIPS

### EXERCISE “NORTH MACEDONIA 2021”

1. For exercise “**NORTH MACEDONIA 2021**”, the authorities of the Republic of North Macedonia, in close cooperation with the EADRCC, have developed a VIP Programme, from 22 to 23 September 2021. The planned programme for the VIPs can be found at Appendix 1 of Annex 4 (page 4.2)
2. Participants in the programme will have to opportunity to see Euro-Atlantic Disaster Response Units (EADRU) from participating nations working together in the field.
3. Transportation to the field exercise sites will be provided by the host nation.
4. A conference for VIP will be organized on the topic “Military support to a civilian catastrophe. Should the military be the last resort?”
5. A maximum of two observers per nation are invited to participate in the programme. VIP’s should register using the on-line registration tool (available shortly after the FPC) not later than 13 August 2021.
6. Due to limited funds only one VIP per eligible partner nation can be funded by NATO. The reimbursement will be calculated in accordance with applicable NATO policy. Detailed information on financial arrangements can be found at “Financial arrangements” on page 2.61. The deadline for requesting financial support for VIPs is 13 August 2021.

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APPENDIX 1

ANNEX 4

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## DRAFT VIP PROGRAMME EXERCISE "NORTH MACEDONIA 2021"

Time	Subject	Where
Wednesday 22 September 2021		
<i>Morning</i>	<i>Arrival of VIPs at Inex Olgica Hotel</i>	<i>Ohrid</i>
14.00 - 14.30	Welcoming remarks by the Exercise Directors	Inex Olgica
14.30 - 17.30	Conference on "Military support to a civilian catastrophe. Should the military be the last resort?" <input checked="" type="checkbox"/> Keynote presentations <input checked="" type="checkbox"/> Panel discussion <input checked="" type="checkbox"/> Q/A session	Inex Olgica
Thursday 24 September 2021		
09.00	Departure from the hotel to the exercise sites	Inex Olgica
10.00 - 12.00	Observation of rescue activities	Exercise sites
12.30 - 14.00	Lunch (no host)	Base of Operations
14.00 - 17.00	Tour of the Base of Operations, LEMA, OSOCC, UCC, EMTCC, DISTAFF, Evaluators, Media and Virtual Reality	Base of Operations
18.00 - 19.00	Closing Ceremony	Base of Operations
19.00	Departure from Base of Operations to Hotel Inex Olgica	
Friday 25 September 2021		
<i>Departure day</i>		

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## COVID-19 COUNTER-MEASURES

[To be further developed]

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## EXERCISE MILESTONES

- 27 January 2021: Virtual launch event
- 10 February 2021: “Ask me anything NORTH MACEDONIA 2021” webinar
- 10 March 2021: deadline for DISTAFF and Evaluator applications, as well as submission of the “participation questionnaire”
- 9 April 2021: deadline for participants’ registration for the Final Planning Conference and financial assistance for the final Planning Conference (eligible partners only)
- 19-23 April 2021: intermediate visit of the Core Planning Teams (Ohrid, North Macedonia)
- 19 May 2021: “FPC Last Call” webinar: latest information on the Final Planning Conference (FPC)
- 25-29 May 2021: Final Planning Conference (Ohrid, North Macedonia)
- 15 June 2021: deadline to request financial assistance for the field exercise
- 30 June 2021: deadline for participants’ registration to the “NORTH MACEDONIA 2021” Field Exercise
- 30 June 2021: deadline for submitting (radio) communication frequencies to the Republic of North Macedonia
- 13 August 2021: deadline for VIP registrations for the “NORTH MACEDONIA 2021” Field Exercise
- 23-27 August 2021: final visit of the Core Planning Teams (Ohrid, North Macedonia)
- 30 August 2021: North Macedonia confirms/suggestes communication frequencies to participating teams
- 19 September 2021: press release (by North Macedonia and NATO)
- 20-24 September 2021: NORTH MACEDONIA 2021 Command Post and Field Exercise (Ohrid, North Macedonia)
- 25 September 2021: spare day (tbc) to accommodate for COVID-19 countermeasures during the exeuction of the Field Exercise
- 15 December 2021: Reports by Heads of DISTAFF and Evaluators submitted to the EADRCC
- 20 December 2021: deadline for participants’ registration for the Lessons Identified Conference
- 24-26 January 2021: Lessons Identified Conference (Sofia, Bulgaria)

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