

Exercise Tangaroa Evaluation Plan

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Section 1 Introduction

1.1 Introduction

This evaluation plan provides an overview of the national evaluation arrangements that will be used by the Ministry of Civil Defence & Emergency Management (MCDEM) during Exercise Tangaroa.

This plan should be read in conjunction with the *Exercise Co-ordinating Instruction*, which provides detailed instructions for how the exercise will be carried out.

A more in-depth evaluation instruction will be provided in due course and will be known as the *Exercise Control and Evaluator Rules of Play*.

1.2 Audience

This plan is for the following Exercise Tangaroa governance bodies:

- Governance Group
- Steering Group
- Planning Group
- Exercise Writers/Planning Teams

1.3 National CDEM and Inter-Agency (AOG) Exercise Programmes

The National CDEM Exercise Programme was established in 2006 to provide a formal framework to exercising in New Zealand.

The programme is owned collectively by the 16 CDEM Groups and managed through a representative governance group. The Ministry of Civil Defence & Emergency Management (MCDEM) is the overall National Exercise Programme sponsor.

The programme recognises that exercising needs to occur at all levels of the CDEM structure. A four-tier approach to exercising has been adopted. Each tier is expected to be based on and informed by a consistent regime of planning, observation, evaluation, feedback, and continuous improvements.

The National CDEM Exercise Programme comprises a 10-year schedule of CDEM exercises based on a four-tier approach (refer to Table 1).

Table 1: The National CDEM Exercise Programme tier structure

Tier	Description
1	Local exercise (individual organisation)
2	Group exercise (within a CDEM Group)
3	Inter-Group exercise (across CDEM Groups, may include MCDEM)
4	National exercise (New Zealand or part thereof, including central government)

In addition, Exercise Tangaroa is the first full-scale exercise to be held as part of the Interagency (All-of-Government) National Exercise Programme. The Interagency National Exercise Programme was established in 2013 and is chaired by the Department of the Prime Minister and Cabinet. It was established to provide better coordination across government and to help ensure that New Zealand is prepared to effectively respond to national security (all hazard) events. The Interagency NEP builds capability through a coordinated series of interagency exercises and these are measured against a set of national objectives.

Exercise Tangaroa will test tsunami responses at all levels of the CDEM structure and responses at a Government level.

1.4 Background

Exercise Tangaroa 2016 is based on a regional source tsunami that impacts the New Zealand coastline and builds on Exercise Tangaroa 2010.

The original Exercise Tangaroa (2010) was based on a distant source tsunami originating from South America, and focused on the lead-up to a tsunami arrival. The 2016 exercise will test the sector's response to a regional source tsunami generated less than three hours (travel time) away from the nearest New Zealand coastline.

The exercise will also serve as a preliminary test for post-impact recovery plans. Since 2010, amendments have been made to the national welfare and recovery arrangements and CDEM Groups have continued to develop their capabilities.¹ Exercise Tangaroa 2016 will be the first test of these national recovery arrangements.

The exercise will be led by the Ministry of Civil Defence & Emergency Management (MCDEM) and supported by all 16 CDEM Groups, central government agencies, emergency services, lifeline utilities, and other agencies and organisations as appropriate.

1.5 Exercise Tangaroa 2016

Exercise Tangaroa 2016 aims to test New Zealand's arrangements for preparing for, responding to, and recovering from a national tsunami impact.

As the first full-scale exercise to be held as part of the Interagency National Exercise Programme, Exercise Tangaroa 2016 represents the 'first step' in assessing and planning for one of New Zealand's largest life safety risks (according to expected casualties and damage to infrastructure).² The exercise aims to address and evaluate the current state of national responses when faced with a large-scale and time critical event.

Any gaps identified during the exercise will assist in the creation of a more-informed forward plan for future CDEM and Government work programmes and will assist in shaping future exercises.

The nine overall exercise objectives set out the key focus areas of the exercise. **See Section 4 Objectives and Key Performance Indicators** for more detail.

¹ See Guide to the National Civil Defence Emergency Management Plan 2015 which can be found [here](#).

² For more information regarding the risks posed by regionally sourced tsunamis to New Zealand see the 2013 Review of Tsunami Hazards in New Zealand [here](#).

Section 2 Exercise evaluation

2.1 Introduction

The aim of the exercise evaluation is to identify lessons and provide an opportunity to review and update arrangements (plans, procedures, training etc); therefore improving an organisation's ability to respond in future exercises or real events.

2.2 Purpose of this plan

This plan aims to inform exercise writers and planners of the evaluation process to be undertaken for Exercise Tangaroa, noting that a more detailed evaluation instruction (*Exercise Control and Evaluator Rules of Play*) will be issued closer to the exercise dates.

This plan provides:

- An overview of Exercise Tangaroa and its objectives and key performance indicators.
- An overview of the exercise's evaluation process, including data collection methods, quality control and analysis.
- A guide to selecting evaluators and the tasks evaluators will be expected to complete.
- The timeline, deliverables and overall governance of the evaluation process.

2.3 Evaluation outcomes

The lessons identified through the evaluation process will be used to inform the final Exercise Tangaroa report. Overall, the findings and analysis of the post-exercise evaluation will be used for the following:

- **Building** on and shaping future exercises.
- **Developing** capability, knowledge and opportunities.
- **Identifying** opportunities for improving responses, i.e. modifications to arrangements, equipment, resources etc.
- **Informing** the Minister and wider CDEM sector, of the current CDEM arrangements for a tsunami response.
- **Capturing** lessons identified in the exercise.
- **Providing** assurance for systems that are working effectively.

Section 3 Evaluation management

3.1 Introduction

Exercise Tangaroa will be coordinated by the Ministry of Civil Defence & Emergency Management (MCDEM) and led by a three-tier interagency governance and planning structure: A Governance Group, a Steering Group, and a Planning Group.

3.2 Lead evaluator

MCDEM has appointed a lead evaluator to work with the Exercise Coordinators. The lead evaluator, in partnership with the Exercise Planning Team, will be responsible for compiling the more detailed evaluation instruction that will be known as the *Exercise Control and Evaluator Rules of Play* and the evaluation form(s).

The lead evaluator will assist in briefing exercise evaluators prior to the exercise and will also compile the overall national evaluation report that will form the basis of the final end of exercise report.

3.3 Evaluators for regional and local levels and 'cluster groups'

Due to the size and complexity of Exercise Tangaroa, it is recommended that a CDEM Group or 'Cluster' (eg. National Welfare Coordination Group) evaluation coordinator be appointed to coordinate and guide local authority and/or individual agency evaluators.

3.3.1 Appointing evaluators

Participating agencies will be responsible for appointing their own evaluator(s) who will manage the evaluation process for their agency.

Agencies should consider the following when appointing their evaluators:

- Evaluators should be subject matter experts in the field they are evaluating (i.e. warnings, EOCs, emergency response etc.) or experts in agency-specific areas of responsibility.
- Evaluators will need to be available to evaluate exercise performances and outcomes on each day of the exercise.
- Evaluators will be responsible for assessing the exercise, completing the online evaluation form and providing feedback to the Exercise Coordinators by the required deadline.
- A number of evaluators may be required for some agencies to assess all exercise objectives.
- Agencies should have a contingency plan in the event that an evaluator cannot turn up on the day, (i.e. arranging an understudy who can step up if required).

3.4 National evaluation scope

The following areas are **IN** scope:

- The Ministry of Civil Defence & Emergency Management’s National Warning System messages
- CDEM Group and local level warning arrangements
- Plans and standard operating procedures (SOPs) at various levels
- Pre-exercise preparation activities
- Strategic coordination and decision-making across agency interfaces
- Pre and post-impact tsunami response and the transition from response to recovery
- Key performance indicators set out by the National Exercise Programme

The following matters are **OUT** of scope:

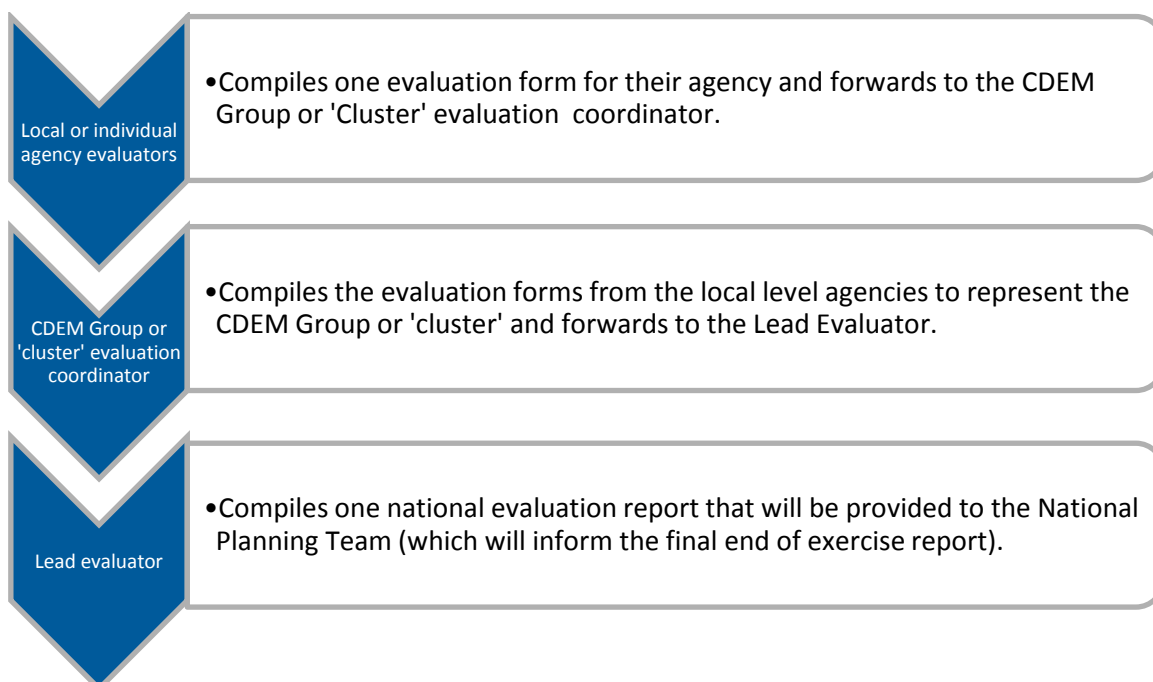
- Individual agency objectives will not be considered in the national evaluation report.

3.5 Evaluation form(s)

Evaluation forms will be developed and themed towards various participating agencies. These will be available in hard copy format and online. Each agency will submit one evaluation form to their CDEM Group or ‘Cluster’ Evaluation Coordinator. Each CDEM Group or ‘Cluster’ Coordinator will submit one evaluation form to the Lead Evaluator for inclusion in the evaluation report.

3.6 Evaluation report

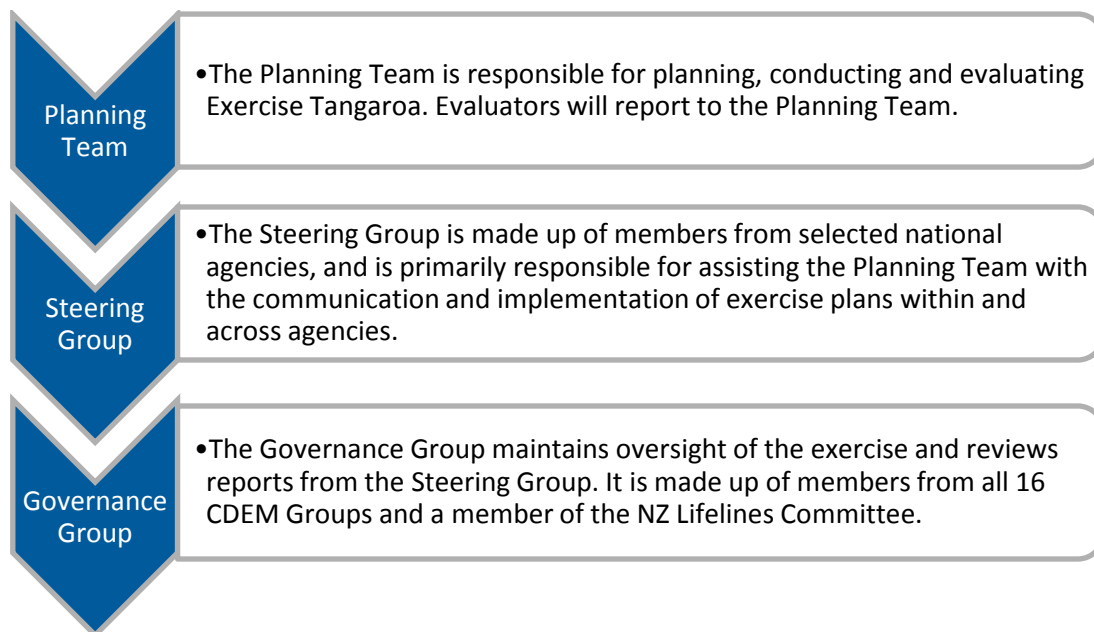
The evaluation report informs the overall end of exercise report which will be compiled by the National Planning Team. The following diagram illustrates the process for collating evaluation forms to inform the overall Exercise Tangaroa evaluation report.



3.7 End of exercise report

The end of exercise report will be compiled by the National Planning Team and will include evaluation report findings.

The Planning Team will be primarily responsible for overseeing and peer-reviewing the post-exercise evaluation report. Following these steps, the evaluation report will then be submitted to both the Steering Group and Governance Group for final approval.



3.8 Timeline

3.8.1 Introduction

A projected timeline has been established for the post-exercise evaluation process which can be found below. For an overview of the entire exercise please refer to the *Exercise Tangaroa Coordinating Instruction*.

Deliverable	Date
Last day of Exercise Tangaroa	28 September 2016
Evaluators to complete and submit online evaluation form	October 2016
Exercise Coordinators to follow up with evaluators on feedback	November 2016
Evaluation Report is compiled	November-December 2016
Peer review of Evaluation Report takes place <ul style="list-style-type: none"> • Planning Team • Steering Group 	January 2017 February 2017
Final Exercise Report is submitted to Governance Group for review	March 2017
Final Exercise Report is completed	April 2017

Section 4 Objectives and Key Performance Indicators

4.1 Introduction

Evaluation of exercise activities will assist in determining how well exercise objectives and key performance indicators are met.

Participating agencies will be provided with an evaluation form that will include the mandatory nationally agreed objectives and key performance indicators. Participating agencies are encouraged to use these criteria for measuring their own performance.

In addition to this, participating agencies should also consider setting their own (optional) agency-level objectives and key performance indicators in order to evaluate any specific areas of interest that are not covered in the national evaluation form .

4.2 Objectives and Key Performance Indicators (KPIs)

There are nine overall exercise objectives.

Exercise Objectives	Sub-objectives	Key Performance Indicators
1.0 Lead a coordinated interagency response.	1.1 Identify threat of major incident.	1.1.1 Incident identified as a major incident requiring the activation of the National Security System
		1.1.2 Incident identified as a threat according to the MCDEM thresholds
		1.1.3 Incident identified as a threat according to CDEM Group and local authority thresholds
	1.2 Processes for considering and declaring states of emergency are followed at all levels.	1.2.1 Identify criteria for making a declaration and apply this criteria to the decision making process
		1.2.2 If making a declaration, the correct process is followed (gazetting, current forms, etc.)
	1.3 Activate coordination centres at all required levels in accordance with standard operating procedures.	1.3.1 Lead agency activates a coordination centre in accordance with standard operating procedures.
		1.3.2 Key stakeholders are identified and informed of the activation(s).
		1.3.3 Liaison arrangements are activated in accordance with standard operating procedures.

		<p>1.3.4 Welfare arrangements are activated in accordance with standard operating procedures.</p> <p>1.3.5 Lifelines arrangements are activated in accordance with standard operating procedures.</p>
	<p>1.4 Develop an effective action plan in accordance with standard operating procedures.</p>	<p>1.4.1 Planning processes are followed by the lead agency as established in standard operating procedures.</p> <p>1.4.2 The systems, processes and resources are appropriate for developing the action plan.</p> <p>1.4.3 Options, analysis of threats and associated risks are embedded in the development of the action plan.</p>
	<p>1.5 Coordinate a tsunami response in accordance with the lead agency's emergency plan, the action plan, CIMS, and legal/policy frameworks.</p>	<p>1.5.1 Liaison arrangements are established and maintained as required throughout the duration of the response.</p> <p>1.5.2 Response is managed in accordance with plans and within mandated frameworks.</p> <p>1.5.3 The systems, processes and resources are appropriate for implementing the action plan.</p> <p>1.5.4 Lead agency is able to delegate tasks to support agencies within legal frameworks.</p> <p>1.5.5 Agencies confirm their ability to carry out the delegated tasks in a timely manner in accordance with standard operating procedures.</p> <p>1.5.6 As appropriate, implement site, local, regional and national levels of coordination.</p> <p>1.5.7 Establish welfare arrangements that demonstrate an understanding of current frameworks and processes.</p>
	<p>1.6 Lead coordination centres in accordance with standard</p>	<p>1.6.1 Lead agency manages an interagency coordination centre.</p>

	operating procedures.	<p>1.6.2 Lead agency is able to sustain an operational response for the length of time required.</p>
		<p>1.6.3 Lead agency can demonstrate there is a process in place to be able to return to business as usual following a response to a major incident.</p>
<p>2.0 Support a coordinated interagency response.</p>	<p>2.1 Support identification of threat of major incident.</p>	<p>2.1.1 Agency supports the identification of a threat as a major incident requiring the activation of the National Security System</p>
	<p>2.2 Activate coordination centres at all required levels in accordance with standard operating procedures.</p>	<p>2.2.1 Support agency activates a coordination centre, where required, in accordance with standard operating procedures.</p>
		<p>2.2.2 Lead agency and other key stakeholders are identified and informed of the activation(s).</p>
		<p>2.2.3 Liaison arrangements are activated in accordance with standard operating procedures.</p>
		<p>2.2.4 Welfare arrangements are activated in accordance with standard operating procedures.</p>
		<p>2.2.5 Lifelines arrangements are activated in accordance with standard operating procedures.</p>
	<p>2.3 Support the development of an action plan in accordance with standard operating procedures.</p>	<p>2.3.1 Support agency contributes to the lead agency planning processes as established in standard operating procedures.</p>
		<p>2.3.2 Threats and associated risks identified by the support agency are considered in the development of the action plan.</p>
		<p>2.3.3 Support agency develops a task plan to detail the tasks assigned to it by the lead agency.</p>
	<p>2.4 Support a tsunami response in accordance with the lead agency's emergency plan, the action plan, CIMS, and</p>	<p>2.4.1 Liaison arrangements are maintained as required throughout the duration of the response.</p>

	legal/policy frameworks.	2.4.2 Response is supported in accordance with plans and within mandated frameworks.
		2.4.3 The systems, processes and resources are appropriate for implementing the action plan.
		2.4.4 Agencies confirm their ability to carry out the delegated tasks in a timely manner in accordance with standard operating procedures.
		2.4.5 As appropriate, implement site, local, regional and national levels of support.
		2.4.6 Establish welfare arrangements that demonstrate an understanding of current frameworks and processes
	2.5 Support coordination centres in accordance with standard operating procedures.	2.5.1 Support agencies are able to support the inter-agency coordination centre as required by the lead agency.
2.5.2 Support agencies are able to sustain an operational response for the length of time required.		
2.5.3 Support agencies can demonstrate there is a process in place to be able to return to business as usual following a response to a major incident.		
3.0 Conduct effective high level All of Government decision making.	3.1 National Security System activated and effective within acceptable period of time.	3.1.1 NSC, ODESC and Watch Groups (National Security System) established as appropriate in a timely manner in accordance with standard operating procedures.
		3.1.2 Relevant National Security System Groups provide strategic direction to relevant agencies, allowing comprehensive operational planning as required.
		3.1.3 Decisions are communicated to key stakeholders in a timely manner in accordance with standard operating procedures.

		3.1.4 Relevant National Security System groups monitor and evaluate decisions throughout the incident.
	3.2 Effective communication with key stakeholders	3.2.1 Coordination of domestic and international stakeholders as appropriate in accordance with standard operating procedures.
4.0 Initiate the transition of response to recovery including planning and arrangements.	4.1 Effective integration of response and recovery planning	4.1.1 Demonstrate that consideration of early recovery is incorporated into response planning
		4.1.2 Planning documents demonstrate an awareness of likely medium and long term impacts of response actions and decisions
	4.2 Develop an appropriate recovery plan	4.2.1 Establish recovery arrangements that demonstrate an understanding of current frameworks and processes
		4.2.2 Conduct a transition from response to recovery in accordance with established recovery arrangements.
		4.2.3 The systems, processes and resources are appropriate for developing the recovery plan.
		4.2.4 Options analysis of threats and associated risks is embedded in the development of the recovery plan.
4.2.5 Lifeline utilities communicate restoration and recovery plans and priorities.		
5.0 Effectively manage information horizontally and vertically	5.1 Incident information is effectively managed and communicated by all agencies involved in the response.	5.1.1 A strategic communication plan is developed.
		5.1.2 A strategic communication plan is implemented.
		5.1.3 Accurate information is communicated internally in a timely manner in accordance with standard operating procedures.

		<p>5.1.4 Information is communicated across appropriate internal and external stakeholders in a timely manner to create a common operating picture.</p>
		<p>5.1.5 Information is appropriately stored in accordance with standard operating procedures.</p>
		<p>5.1.6 Each agency has the appropriate equipment and resources to share and manage information effectively.</p>
		<p>5.1.7 Lifeline utilities make contact with CDEM and provide status reports and establish an appropriate line of contact.</p>
	<p>5.2 Support requirements are effectively communicated.</p>	<p>5.2.1 Domestic support requests are effectively managed in accordance with standard operating procedures.</p>
		<p>5.2.2 International support requests are effectively managed in accordance with standard operating procedures.</p>
	<p>5.3 Situation reports effectively fused from various sources and promulgated in a timely manner to relevant stakeholders.</p>	<p>5.3.1 Situation reports accurately disseminated to key stakeholders in accordance with standard operating procedures.</p>
<p>6.0 Deliver effective public information management</p>	<p>6.1 Public communications reinforce confidence in the response and provide appropriate levels of public assurance</p>	<p>6.1.1 Provide timely, accurate, and clear information to those who need it in accordance with standard operating procedures.</p>
		<p>6.1.2 Messages align with and support the operational response and government priorities.</p>
		<p>6.1.3 Proactive messaging across the full range of platforms meets the demand for accurate information.</p>
		<p>6.1.4 Public information/messaging is coordinated and consistent across agencies.</p>
<p>7.0 Implement business continuity arrangements.</p>	<p>7.1 Agency is able to continue to effectively meet essential</p>	<p>7.1.1 Essential and non-essential business outputs are identified.</p>

	business as usual outputs.	<p>7.1.2 Agency has, or is able to acquire from other agencies, the capacity needed to meet essential business requirements whilst simultaneously meeting response requirements.</p>
<p>8.0 Integrate lessons identified from previous events and exercises in order to engender a culture of continuous improvement.</p>	<p>8.1 Evaluation and post activity reporting of the inter agency outcomes is undertaken.</p>	<p>7.1.3 Each agency's business activities are adjusted and communicated in accordance with business continuity plans.</p>
	<p>8.2 Continuous improvement processes are implemented.</p>	<p>8.1.1 Evaluation is coordinated by the lead agency against relevant national objectives.</p>
<p>9.0 Further develop collaborative relationships, to enhance interagency knowledge; creating capability and resilience.</p>	<p>9.1 Agencies share information to engender an all hazards, all of government approach to response management.</p>	<p>8.1.2 Supporting agencies provide relevant information to the post activity reporting.</p>
		<p>8.2.1 Inter agency capability building Information is collected and shared with relevant agencies by the lead agency to allow continuous improvement across government.</p>
		<p>8.2.2 During the development of inter-agency exercises, previous lessons identified are integrated by the lead agency.</p>
		<p>8.2.3 Best practices are discussed and shared across agencies.</p>
		<p>9.1.1 Information is shared and utilised across agencies to assist in relationship and resilience building.</p>
		<p>9.1.2 Best practices are discussed and shared across agencies.</p>

Section 5 Related documents

5.1 Introduction

It is recommended that exercise evaluators take into account the following documents or websites:

5.1.1 Exercise Tangaroa planning documents

- [Exercise Tangaroa 2016 Warning Order](#)
- Exercise Coordinating Instruction
- Exercise Control and Evaluator Rules of Play (*to be developed*)
- Evaluation form(s) (*to be developed*)
- Communications Plan (*to be developed*)

5.1.2 Exercise Tangaroa website and newsletters

- [Exercise Tangaroa 2016 webpage](#) (*including regular Exercise Tangaroa e-newsletters*)

5.1.3 Tsunami context

- [National Tsunami Advisory and Warning Plan](#)
- [Review of Tsunami Hazard in New Zealand](#)

5.1.4 Exercise Programmes

- [National CDEM Exercise Programme](#)
- [National Interagency Exercise Programme](#)

5.1.5 Exercise Writing Guidance

- [CDEM Exercises guideline](#)

5.1.6 Emergency Management Director's Guidelines

- [Response Planning in CDEM](#)
- [Welfare Services in an Emergency](#)
- [Response Management](#)
- [Lifeline Utilities and CDEM Groups](#)

Further Director's Guidelines are available on the [MCDEM website](#).

5.1.7 Other

- Own agency plans and SOPs

Section 6 Evaluation Methods

6.1 Introduction

The following methods will be used for collecting and analysing evaluation data in preparation for compiling the final evaluation report.

6.1.1 Data collection

Methods for collecting data will differ among agencies and local authorities, but the following methods are recommended:

- Observation
- Evaluation form(s) (hard copy, online)
- Post-exercise interviews – focus groups
- Hot debriefs after each exercise play day
- Cold debriefs – (single and/or multi-agency as appropriate) at the conclusion of exercise activities (within 4 weeks of the last day of exercise play)
- A staged approach to collecting data – over time and across levels

6.1.2 Analysis

Once evaluation data has been collected, the Exercise Planning Team may liaise with agencies to gather additional feedback. This data and feedback will then be collated into a comprehensive evaluation report.

6.1.3 Quality control

The quality of the evaluation process and final report will be ensured through the following:

Consistency will be sought across evaluators through the selection requirements for Evaluators (see Section 3.3) and pre-exercise briefings



A draft evaluation report will be subject to peer review across governance levels to manage quality control.



A Lead Evaluator will be appointed to oversee the evaluation process.

Section 7 Safety, security and ethics

7.1 Safety

The safety of evaluators will be the responsibility of each Exercise Control team at each venue location. Some guidance will be available in the *Exercise Control and Evaluator Rules of Play* document.

7.2 Security and ethics

7.2.1 Introduction

Ethics approval will be considered during the evaluation process to enable accessibility to exercise findings, and/or potential publication of the assessment.

Access to post-event data could be of potential use to researchers, exercise writers and the CDEM sector more generally. As such, the anonymity of evaluators, agencies and groups should be ensured in order to safeguard participants.

7.2.2 Project Procedures

The aim of the evaluation is to determine whether we meet the aim and objectives of the exercise (essentially testing New Zealand's arrangements for preparing for, responding to, and recovering from a national tsunami impact').

Evaluators at local, regional and national levels will be assessing processes, procedures and decision making during the course of the exercise. Participants at all levels will be offered the opportunity to contribute to a hot and cold debrief in order to provide feedback on the exercise.

Some evaluators may conduct interviews with individuals or groups and transcribe the discussions. The Exercise Planning Team recommends that following transcription, individuals or groups be sent their transcripts to check and confirm what is represented in the transcript is correct.

Themes will be extracted from debrief and interview transcriptions and general findings reported on only.

Evaluation results will be accessible by contacting the evaluator or CDEM Group or 'Cluster' Evaluation Coordinator or contacting the National Exercise Coordinators and will be published in a variety of formats.

At the national level, all data will be collected, utilised and stored by methods that comply with the Department of the Prime Minister and Cabinet Code of Ethical Conduct.

7.2.3 Further information

Further information will be provided in the *Exercise Control and Evaluator Rules of Play* document regarding the purpose of the evaluation, how the evaluation data will be used, and the level of anonymity.

Questions can be directed to the Exercise Coordinators (cdemexercises@dpmc.govt.nz)

Section 8 Key risks/mitigation strategy

Due to the scope of Exercise Tangaroa, risks to the evaluation process and completion of an evaluation report have been registered and mitigation strategies sought. Risks to the evaluation process have been set out below:

Key Risks	Mitigation Strategy	Likelihood and impact after Mitigation
Evaluators do not understand the evaluation process	Provide full instructions in the Evaluation manual and hold briefings to allow for questions. Ensure a criterion is set to ensure evaluators are well versed in best practice procedures.	Likelihood: Unlikely Impact: Moderate <i>Medium</i>
Evaluation data is not received by the required deadline	Set clear deadlines in initial evaluation documentation and provide reminders to evaluators throughout the process. Proceed and accept some of the risk.	Likelihood: Unlikely Impact: Minor <i>Low</i>
The evaluation forms submitted are incomplete/incorrect	Follow up with evaluator and ask for clarification or resubmission. Provide a hard copy to submit on their behalf	Likelihood: Unlikely Impact: Minor <i>Low</i>
Evaluators do not attend the Exercise 'on the day'	Agencies are advised to prepare for this situation and make contingency plans.	Likelihood: Possible Impact: Moderate <i>High</i>
Real event occurs at the same time that may affect some or all of the country – not able to delay the exercise for part of the exercise.	Accept that some people/groups may drop out. Use criteria for judging when to abandon the response (ie. any kind of national-led response) with the final decision made by MCDEM and Director.	Likelihood: Unlikely Impact: Major <i>Medium</i>
The design of the evaluation form hinders and/or reduces responses.	Make efforts to reduce the complexity of the online form. Have an experienced exercise writer create the evaluation form.	Likelihood: Unlikely Impact: Minor <i>Low</i>
There is a risk of ethical complications	Conduct an ethics risk assessment and ensure evaluation documentation and communication outlines ethical considerations	Likelihood: Unlikely Impact: Minor <i>Low</i>
Final evaluation report is not accepted.	Pre-empt any issues by submitting report for peer review and ensuring that evaluations are supported by evidence.	Likelihood: Unlikely Impact: Moderate <i>Medium</i>

Section 9 Communication strategy

9.1 Introduction

A Communications Plan will outline the overall communication strategy at the national level for Exercise Tangaroa. It is recommended that exercise evaluators take into account the Communications Plan in addition to this Evaluation Plan.

9.2 Communication strategy

As a general rule, the Lead Evaluator and/or the National Exercise Planning Team will work directly with the CDEM Group or 'Cluster' Evaluation Coordinator. The CDEM Group or 'Cluster' Evaluation Coordinator will work directly with Local Authority and agency evaluators.

Communication with exercise evaluators will include (but is not limited to):

- Email
- Teleconferences
- Some face-to-face discussions may be held with evaluators (eg. within CDEM Groups).
- Via the Exercise Tangaroa page on the [MCDEM website](#).
- Via the Exercise Tangaroa newsletter (you can sign up via the [MCDEM website](#)).

9.2.1 Evaluation resources

Where possible, the National Exercise Planning Team will provide templated resources for all evaluators (at all levels) that may be modified if required to suit regional or local arrangements.

9.3 Evaluator preparation

9.3.1 Prior to the exercise

Steps will be taken to ensure that evaluators are fully prepared for conducting an assessment of their agency's performance during Exercise Tangaroa. The following will be put into place to assist evaluators in preparing for their roles:

- A briefing will be provided prior to the exercise to allow for questions/queries from evaluators.
- Evaluation and exercise documentation will be provided to evaluators in advance of the exercise.
- Agencies will be encouraged to provide an evaluation folder (which includes an exercise itinerary and schedule, key contacts, uniform details, assessment points, etc.) for their evaluators.

9.3.2 During the exercise

- To ensure that the evaluation of the exercise is on track, a teleconference may be held during the exercise for evaluators.
- Evaluators will be provided with contact details for the Lead Evaluator and/or the CDEM Group or 'Cluster' Evaluation Coordinator as appropriate should there be questions around the evaluation process during exercise play.

9.3.3 After the exercise

- An evaluators debrief will be held after the exercise to allow an opportunity to gauge feedback on the evaluation process. Details for this will be included in the *Exercise Control and Evaluator Rules of Play* document to be issued separately.

Section 10 Resources

10.1 Financial Resources

Exercise costs will be sourced within agencies' baseline costs.

10.2 Other

For helpful resources to assist evaluators during and after the exercise, refer to **Section 5. Related Documents** in this report, and the [MCDEM website](#).

Section 11 Key contacts

Should questions arise, please direct them to the Exercise Coordinators:

CDEMexercises@dpmc.govt.nz

or

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Further detail about the exercise, including exercise documentation can be found on the MCDEM website: www.civildefence.govt.nz/cdem-sector/exercises/exercisetangaroa2016/

Appendix 1: Evaluator Report template

Under construction.

The evaluation plan/tool/template will be published on the [MCDEM website](#).