

## CRNOGORIJEN CONVOY

### NARRATIVE

1. The twenty-five year long civil war in Crnogoije is nearing the end and a fragile cease-fire is being negotiated. Many years of fighting has left the population with bombed houses, a ruined infrastructure and a fear of continuing violence and bloodshed. You and Leinsterman Barney Horgan travel to Kragujevac to join the staff of a small but efficient Non-Governmental Organisation (NGO), Balkanska Repatriacija (BR). The BR NGO runs the Impartial Aid Programme (IAP) and aims to deliver much needed supplies, vaccines and medicine to isolated northern regions, especially to medical centres and orphanages.

2. Crnogoije is a small mountainous country in the north-eastern end of the Adriatic and is home to 3.6 million people. The most densely populated areas are around the capital, Kragujevac and other towns. Significant areas are sparsely inhabited. The country's diverse population consists of many religious and ethnic groups. Most people are Muslim or Christian, but exact numbers are not known as there has been no official census since 1932. While some regions see a particular group form the majority, others – including the area close to the border – are fairly mixed. Ordinary Krugujevac civilians have been the main victims of the ongoing war in terms of deaths and injuries. Thousands have become internal refugees, seeking safety in areas that were not being targeted by Partisan forces. Today, more than 900,000 refugees live in Kragujevac.

3. A power-sharing agreement ensures that the major religious blocks in Kragujevac have political representation. The president must be Christian, the prime minister a Muslim. Parliamentary seats are equally divided by Muslims and Christians. Until the civil war broke out in 1981, Kragujevac was one of the world's most fashionable cities. Years of fighting destroyed much of the economic and physical infrastructure. But the country has since worked to rebuild its economy and, despite massive debts, remains a commercial centre. Tourism was one of the main sources of income before the war and is once again at the heart of economic plans. Accounting for 15% of the economy, tourism rose 50% in the first half of 2006 and had been expected to raise \$2.5bn over the course of the next three years.

4. You arrive in the capital of Kragujevac on Sunday 21 November and find yourself assigned to a team led by Jack Quigley. He tells you that there is a briefing at 1800 hrs and asks you and Barney to attend. Having settled into makeshift accommodation you join the others. Jack introduces you to his team, Ozwaldo Perez, an Argentinian mechanical engineer, Clive Robbins, a former chicken farmer from Louisiana, and Leilani Gaston, a Filipino nurse. They are delighted you have arrived to replace two other volunteers who were injured in an RPG attack several weeks ago. The introductions over, the IAP briefing begins.

5. The last Crnogojien aid convoy of the year will leave tomorrow at 0900hrs. Whilst a fragile cease-fire is still being negotiated, the convoy could still be targeted by Partisan and other rogue elements. Whilst safe delivery of aid parcels to their respective destinations is crucial given that is it the last convoy of the year, it is also important to safeguard the NGO members in the convoy.

6. Essential supplies of blankets and clothing will be taken in 3 trucks; medical supplies will be carried in 2 landrovers and one truck. The convoy will travel the 225 km along route Panther to the medical centre and orphanage at Krusevac. It will stop for 30 minutes at the small village of Podgorac some 150 km away. The landrovers will be driven by Leilane and you. The weather forecast is poor, storms, freezing temperatures and the possibility of snow is expected. The aim is to deliver the supplies to Krusevac by 1830 hrs, 30 minutes after last light.

7. The journey starts off well and you keep to the scheduled timings but by the time you reach Podgorac at 1500 hrs your landrover and 2 trucks, one which is carrying medical supplies, need to stop at a garage for repairs. Jack decides to leave you, Barney and Ozwaldo to do the work and then to carry on to Krusevac in the morning. Before he leaves Jack places you in charge and says he will telephone the garage later in the evening; he hopes you will not need your first-aid

experience. Ozwaldo tells you that the truck is using too much fuel and that its 4-wheel drive has to be engaged, consumption will drop by half from 8 kpg. Unfortunately there is not sufficient equipment in the garage to repair the consumption problem. The tank holds 36 gallons.

8. At 2020 hrs Jack telephones on a bad line. He tells you that route Panther is hazardous, particularly in the region of Budva and weather conditions are worsening. The icy conditions dictate that route Panther is viable but now only in 4-wheel drive and at a speed of no greater than 15 kph. At Budva he was told that the local English-speaking doctor is visiting some remote villages and it is hoped he will return by midday on Tuesday. In the event of an accident or casualty, a doctor is also available at Krusevac. Routes Python, Piglet and Piranha have reasonable surfaces but are likely to be used by refugees. As a result, your vehicle would be reduces to 15 kph; in addition the partisans are thought to be using the woods for cover. To the east is Route Parrot. Although it is heavily cratered and not passable in 2-wheel drive, you should be able to manage 10 kph in 4-wheel drive. The Drkic Bridge was blown up by partisans last month, but has just been repaired, albeit temporarily.

9. You also learn that the situation in Krusevac is horrific for a fire has damaged the orphanage incurring casualties and several fatalities. One particular orphan, Sinisha is diabetic and the medical centre only has enough insulin to last Sinisha until 1500 hrs tomorrow. Consequently Leilani says that the medical supplies must arrive by this time and not a minute later to prevent Sinisha form collapsing into a diabetic coma. Jack tells you not to travel at night but to leave at first light which is 0720 hrs. The route is up to you but as there is no petrol in Krusevac you must take the return journey into account. There are working telephones at Krusevac, Budva, Podgrac and Kragujevac.

10. Heeding Jacks advice, you set off at dawn on route Panther in 4-wheel drive and think about the best route to take to get to Krusevac telling the others you will make a final decision en route when you reach the junction 20 km north of Podgorac. Nearing the junction your eyes are drawn to the side of the road. Slowing down you see a woman and two children, aged about 4 and 6. You pull up, exit the vehicle and approach the woman. She is evidently in shock and you notice quite clearly that she is weak, emaciated and bleeding heavily. Her leg is seriously broken and a bone has pierced through the skin. It is clear that unless she receives proper medical attention within 8 hrs, her life is in danger; administering basic first aid will take 30 minutes. As you examine the two children, there is evidence that they are starting to suffer from hypothermia. The woman grabs your arm and begs you to save her children.

## **YOUR TASK**

**Consider the problem. What are you going to do?**

**Write down your thought process that leads you to a plan. Consider the following:**

**Aims**

**The options open to you – consider each possibility and draw conclusions.**

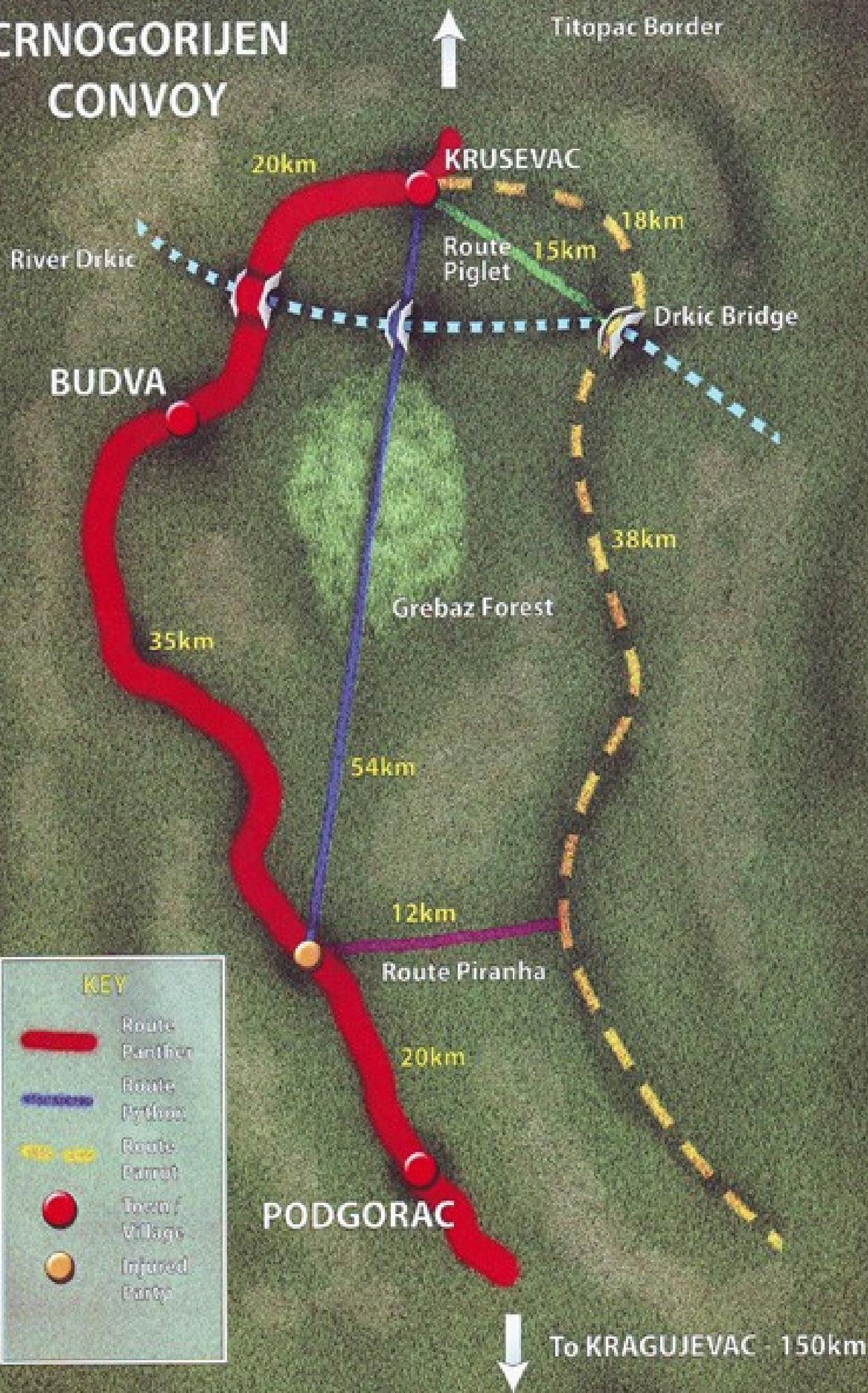
**Decide on the best option – give reasons**

**Outline your plan with timings.**

**Reasonable assumptions are acceptable provided you state them but in general only use the information provided.**

**Be prepared to present your plan verbally and to be able to justify it. You will be able to refer to the map and your notes.**

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### DS NOTES

#### AIMS

1. Administer initial first-aid to the women and children
2. Get woman to doctor within 8 hours
3. To deliver medical supplies to Krusevac no later than 1500 hrs Tue 23 Nov.
4. To ensure insulin reaches Sinisha by 1500 hrs Tue 23 Nov
5. To maintain the safety throughout of the Impartial Aid Convoy

#### FACTORS

1. TIME: It is now 0840 hrs (0720 + 1 hour 20 minutes – Podgorac to Junction)
2. PERSONNEL:
  - a. Self (first-aid trained), Barney and Ozwaldo (mechanical engineer) at Junction
  - b. Jack, Clive and Leilani (nurse) at Krusevac
3. MEDICAL ASSISTANCE:
  - a. Doctor in Budva – possibly by midday Tue 23 Nov
  - b. Medical Centre at Krusevac
  - c. You are first aid trained and can administer the necessary treatment and stabilisation for the journey to Krusevac/Budva
  - d. Deduction: Krusevac best option in terms of guaranteed proper medical aid and possible option to deliver insulin to Sinisha
4. TRANSPORT:
  - a. 2 Landrovers (containing medical supplies) 15 kph (1 km in 4 minutes)
  - b. 4 Trucks (3 containing blankets and clothing)  
(1 containing medical supplies) 15 kph (1 km in 4 minutes)
  - c. 1 Landrover and 2 trucks stop at Podgorac garage over night to be fixed.
5. PETROL CALCULATIONS:
  - a. Route Panther: 75 km, fuel consumption 4 kpg, fuel consumed =  $75/4 = 18.75$  gallons x 2 = 37.5 gallons
  - b. Route Python: 74 km, fuel consumption 8 kpg, fuel consumed =  $74/8 = 9.25$  gallons x 2 = 18.5
  - c. Route Piranha, Parrot and Piglet:

- (1) 12 km @ 8 kpg =  $12/8 = 1.5$  gallons
- (2) 38 km @ 4 kpg (4wd) =  $38/4 = 9.5$  gallons
- (3) 15 km @ 8 kpg =  $15/8 = 1.875$
- (4) Total:  $1.5 + 9.5 + 1.875 = 12.875 \times 2 = 25.75$  gallons

d. Route Piranha and Parrot:

- (1) 12 km @ 8 kpg =  $12/8 = 1.5$  gallons
- (2) 38 km @ 4 kpg (4wd) =  $38/4 = 9.5$  gallons
- (3) 18 km @ 8 kpg =  $18/8 = 4.5$  gallons
- (4) Total:  $1.5 + 9.5 + 4.5 = 15.5 \times 2 = 31$  gallons

e. Deduction: Route Panther is not a viable option because the tank holds only 36 gallons and a return journey, in a 4-wheel drive due to the conditions, would require 37.5 gallons.

## 6. DISTANCES AND TIMES:

- a. Aid must arrive at Krusevac by 1500 hrs 23 Nov – 6 hours 20 minutes
- b. Woman to receive proper medical assistance by 1640 hrs 23 Nov – 8 hours
- c. First light 0720 hrs
- d. Last light 1800 hrs
- e. Route Panther:
  - (1) Kragujevac to Podgorac: 150 km @ 25 kph = 6 hours (travelled before mechanical problems and before conditions worsened)
  - (2) Podgorac to Krusevac: 75 km @ 15 kph = 5 hours
    - (a) Podgorac to Junction: 20 km @ 15 kpg = 1 hour 20 minutes
    - (b) Junction to Krusevac: 55 km @ 15 kph = 3 hours 40 minutes
- f. Route Python:
  - (1) Junction to Krusevac: 54 km @ 15 kph = 3 hours 36 minutes
- h. Route Piranha, Parrot and Piglet:
  - (1) Junction to Route Parrot: 12 km @ 15 kph = 48 minutes
  - (2) Route Parrot to Drkic Bridge: 38 km @ 10 kph = 3 hours 48 minutes
  - (3) Drkic Bridge to Krusevac:
    - (a) Via Route Piglet: 15 km @ 15 kph = 1 hour

- i. Total: 5 hours 36 minutes
- (b) Staying on Route Parrot: 18 km @ 10 kph = 1 hour 48 minutes
  - i. Total: 6 hours 24 minutes

7. GENERAL:

- a. Woman and two children require immediate first-aid – delayed 30 minutes
- b. Danger from Partisans in forest – making Route Python a dangerous option
- c. Refugees on Route Python, Piglet and Piranha – could impede progress

POSSIBLE SOLUTION

1. There are lots of possibilities but the best plan that meets all objectives with time to spare and with the least amount of risk in terms of road/track conditions and the partisans is ROUTE PIRANHA, PARROT and PIGLET to Krusevac:

- |    |   |          |
|----|---|----------|
| a. | 0840 + 30 minutes delay for first aid administering at junction | 0910 hrs |
| b. | Route Piranha: 12 km @ 15 kph = 48 minutes                      | 0958 hrs |
| c. | Route Parrot to Drkic Bridge: 38m @ 10 kph = 3 hours 48 minutes | 1346 hrs |
| d. | Route Piglet: 15 km @ 15 kph = 1 hour                           | 1446 hrs |

Therefore arriving 14 minutes before time restraint runs out to get insulin to Sinisha and with plenty of time to get the woman and children to the medical centre along with all the medical supplies.