

WHO/EHA

EMERGENCY HEALTH TRAINING PROGRAMME FOR AFRICA

2. TOOLS

2.7. Contingency Planning

Panafrican Emergency Training Centre, Addis Ababa, July 1998

2.7. Contingency Planning Overhead Transparencies

- 2.7.1. Planning, Definitions
- 2.7.2. Contingency Planning, Definition .1
- 2.7.3. Contingency Planning, Definition .2
- 2.7.4. Contingency Planning, Steps
- 2.7.5. Scenarios and objectives: What will change? What to do, achieve, avoid?
- 2.7.6. The Mission
- 2.7.7. The Process
- 2.7.8. The Outputs
- 2.7.9. The Plan.
- 2.7.10. The Plan, The Issues
- 2.7.11. Population and Society
- 2.7.12. Environment
- 2.7.13. Production and Economy
- 2.7.14. Infrastructure and Services
- 2.7.15. The Plan, Analysis and Choices
- 2.7.16. Contingency Planning, The Starting Point, Matrix
- 2.7.17. Contingency Planning, What if the Hazard Persist? Matrix
- 2.7.18. Contingency Planning, Implementation of the Plan, Matrix
- 2.7.19. Contingency Planning, For Immediate Action, Matrix
- 2.7.20. Plans Do Not Work, People Work
- 2.7.21. The Immediate Follow-up
- 2.7.22. Remember, Sooner or Later the Crisis Will Pass

2.7. Contingency Planning Trainers' Guide

Objective:

To illustrate the definitions and the methods for contingency planning. (Skills)

Key-message:

What IF...**, is a good keyword to open this presentation. Always plan by worst-case scenarios. Stake holders' participation. **Plans do not work, people work.

2.7.1. Planning, Definitions

Present and discuss.

2.7.2. Contingency Planning, Definition .1

Present and discuss. *'Contingency Planning' is "last chance planning": the crisis is near. 'Contingency' implies unexpected, uncertainty of occurrence.*

2.7.3. Contingency Planning, Definition .2

Present and discuss. *Underline the **state of uncertainty**, the **agreement on scenarios and objectives**, the **managerial** and the **technical** aspects of the plan, the concept of **Response Systems**, the aims of prevention and better response.*

2.7.4. Contingency Planning, Steps (Present and discuss)

2.7.5. Scenarios and objectives: What will change? What to do, achieve, avoid?

Present and discuss. *Highlight how the process is grounded on these two basic questions.*

2.7.6. The Mission

Present and discuss. *Highlight the key concept: to **facilitate decisions**...*

2.7.7. The Process

Present and discuss. *These principles must imprint the planning process. Involve all the stakeholders. Facilitate, do not impose decisions. Co-ordinate with the partners. **Plan by worst-case scenario**: if something can go wrong, it will. Analyse the situation sector by sector, and then take decisions looking at the global picture.*

Plan for action at local level and for the back up that the central level will have to provide.

2.7.8. The Outputs

Present and discuss. *The planning process is complete only when everybody knows what he/she must do immediately next.*

2.7.9. The Plan.

Present. This is just the list of the points addressed in the next transparencies. No discussion needed, it can help focus the audience.

2.7.10. The Plan, The Issues (Title page)

2.7.11. Population and Society

Present and discuss. *Checklist: think and collect information about these elements.*

2.7.12. Environment

Present and discuss. *Checklist: think and collect information these elements*

2.7.13. Production and Economy

Present and discuss. *Checklist: think and collect information these elements*

2.7.14. Infrastructure and Services

Present and discuss. *Checklist: think and collect information about these elements*

2.7.15. The Plan, Analysis and Choices (Title page)

2.7.16. Contingency Planning, The Starting Point, Matrix

Present and discuss. *To plan for contingencies means to fill this matrix, district by district. What is the situation now, what are the early warning indicators, which information is missing?*

2.7.17. Contingency Planning, What if the Hazard Persist? Matrix

Present and discuss. *Fill the matrix by worst case-scenario. How will the current situation change, what to achieve or avoid. WHAT TO DO IF...*

2.7.18. Contingency Planning, Implementation of the Plan, Matrix

Present and discuss. *Identify the activities that will be needed when the event occurs (worst-case scenario) and develop the details of their implementation.*

2.7.19. Contingency Planning, For Immediate Action, Matrix

Present and discuss. *Identify the immediate steps that must be taken NOW, in order to be ready for the worst (see also Readiness (1.7.)).*

2.7.20. Plans Do Not Work, People Work

Show to the audience a wad of paper: *does it have arms, legs, brain? That's what a plan is, just a wad of paper. In order to "work", it must be known, read and utilised by people.*

2.7.21. The Immediate Follow-up

Present and discuss. *Test the feasibility of your plan and clarify your immediate course of action by asking yourself these questions.*

2.7.22. Remember, Sooner or Later the Crisis Will Pass

Present and discuss. *Think of recovery and development, not only of relief. Plan for activities and structures that can be easily re-directed towards rehabilitation.*

Stand-alone. The second part can be developed as an exercise.

It can be used in association with the UNHCR module on Contingency Planning.

Essential Reading:

- Handbook on War and Public Health, P. Perrin, ICRC, 1995
- Contingency Planning, WHO/PTC, 1997
- Brainstorming for Contingency Planning, WHO/PTC, 1997
- Contingency planning, UNHCR

PLANNING:

- to arrange beforehand
(Pocket Oxford Dictionary, 1992)

- to ensure that the resources available now
and in the future are used in the most
efficient way to obtain specific objectives
(Green, 1994)

- **TO RATIONALIZE CHANGE**
(U.S.P. 1981)

CONTINGENCY PLANNING

actions taken to
prepare for
an impending emergency

(Cuny, 1988)

CONTINGENCY PLANNING

a forward planning process
in a state of uncertainty,

in which scenarios and
objectives are agreed,

managerial and technical
actions defined,

and potential response
systems put in place,

in order to prevent or better
respond to an emergency

(UNHCR, 1996)

CONTINGENCY PLANNING

STEPS

- identify scenarios
- set priorities and goals
- identify activities and tasks
 - allocate resources
 - allocate responsibilities
- set order of implementation
 - ensure technical inputs
 - develop procedures

2.7.5. Scenarios and objectives: What will change? What to do, achieve, avoid?

WHAT WILL CHANGE

for the people, the
environment and
the economy,

IF THE HAZARD PERSISTS?

WHAT DO

WE WANT

TO ACHIEVE OR AVOID?

THE MISSION

*given the situation and
development plans,
facilitate decisions on*

- objectives
- activities
- tasks & responsibilities
- time frame for implementation
- resources to be mobilized

THE PROCESS

Participation and Ownership



Technical Facilitation



Information Sharing and Distribution of
Responsibilities



Worst-Case Scenario



Sectoral Analysis and
Inter-Sectoral Decisions



Local Action and Inter-Central Back-Stopping

THE OUTPUTS:

A Contingency Plan
Against
the Impeding Hazard

And

A Plan Of Work
For The Immediate
Follow-Up

CONTINGENCY PLANNING:

THE PLAN:

- the issues
- the analysis
and
the choices
- the first steps

2.7.10. The Plan, The Issues

CONTINGENCY PLANNING

THE ISSUES

CONTINGENCY PLANNING:

Region.....

District.....

POPULATION & SOCIETY

Number

Movements & concentrations

Civil security

Water security

Food security

Solidarity networks

Access to services/relief

Others

2.7.12. Environment

Region.....

District.....

ENVIRONMENT

Shelter & Habitat

Sanitation

Vectors

Wildlife & natural heritage

Cultural heritage

Other natural hazards

Others

2.7.13. Production and Economy

Region.....

District.....

PRODUCTION & ECONOMY

Agriculture & Livestock

Industry

Commerce

Tourism

Employment

Salaries

Coping mechanisms

Currency & Finances

Others

2.7.14. Infrastructure and Services

Region.....

District.....

INFRASTRUCTURE & SERVICES

Energy

Communications

Transports

Public works

Health & Medical

Education

Security & enforcement

Management structures

Administration, Co-ordination and Leadership

Others

2.7.15. The Plan, Analysis and Choices

CONTINGENCY PLANNING

ANLYSIS AND CHOICES

CONTINGENCY PLANNING:

1. The Starting point

Region.....

District.....

Issue	The Current Situation	Early Warning Indicators	Missing Information
Population And Society			
Environment			
Production & Economy			
Infrastructure & Services			

CONTINGENCY PLANNING:

2. .What if the Hazard persists

Region.....

District.....

ISSUE	How will the current situation change?	What do we want to achieve/avoid?	What must be done?	
			1st Option	Alternatives
POPULATION AND SOCIETY				
ENVIRONMENT				
PRODUCTION & ECONOMY				
INFRASTRUCTURE & SERVICES				

CONTINGENCY PLANNING:

3. Implementation of the Plan

Region.....

District.....

ISSUE	Activity	Resources		Tasks in order of implementation	Deadline	Responsible entity
		Locally available	to be mobilized			
Population and Society						
Environment						
Production & Economy						
Infrastructure & Services						

CONTINGENCY PLANNING:

4. For immediate action

Region.....

District.....

ISSUE	... in the Current Situation		FOR IMMEDIATE ACTION	
	Immediate	Resources	at Regional level	at National level
Population And Society				
Environment				
Production & Economy				
Infrastructure & Services				

2.7.20. Plans Do Not Work, People Work

PLANS DO NOT WORK

PEOPLE WORK

THE IMMEDIATE FOLLOW UP

- Will you take responsibility for action?
- Whose authorization do you need?
- Who can help you?
- What else is needed to set things in motion?

2.7.22. Remember, Sooner or Later the Crisis Will Pass

REMEMBER:

sooner
or later,
the crisis
will
pass