

Jean Monnet Module: Disaster Risk Management in the framework of EU Integration

Contingency planning

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Outline of presentation

- What is contingency planning?
- *A dynamic contingency planning process*
- *Developing scenarios*
- *Developing contingency plan*
- *Managing contingency plan*



Definitions of contingency plan

- Inter-Agency Standing Committee and World Food Programme: The process of establishing programme objectives, approaches and procedures to respond to situations or events that are likely to occur, including identifying those events and developing likely scenarios and appropriate plans to prepare for and respond to them in an effective manner.
- UNHCR and UN Disaster Management Training Programme: 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 or critical situation.
- World Health Organisation: The development of different plans to be placed in effect if certain events occur.¹

Types of contingency planning



	Scenario-based contingency planning	Preparedness planning	All-hazards emergency planning
Focus	Specific scenarios are developed, with a plan focused on responding to these scenarios	Specific preparedness actions are identified and planned for	Defining chains of command and common tasks carried out in emergencies. Developing standard implementing procedures for common emergency response tasks
Best used...	<ul style="list-style-type: none"> When specific and detailed planning is needed When a specific threat or emerging crisis exists 	<ul style="list-style-type: none"> When no specific threat is identified When preparing for difficult-to-predict, rapid on-set disasters (e.g. earthquakes) 	<ul style="list-style-type: none"> To clarify responsibilities and accountabilities When standardised response procedures are needed
Pitfalls	<ul style="list-style-type: none"> Can be too detailed and prone to the 'scenario trap' (see Box 16, p. 21) Scenarios are often wide of the mark 	<ul style="list-style-type: none"> Can be too focused on preparedness, without a plan to respond to the emergency Can be too broad and lacking the detail needed to respond adequately 	<ul style="list-style-type: none"> Can lack a response plan Tends to be effective only in established emergency management organisations
Who	Most common form of contingency planning among humanitarian actors. Used by donors, NGOs, UN agencies, national governments and NGOs	Also very common among humanitarian actors. Used by donors, NGOs, UN agencies, national governments and NGOs	Most common contingency planning technique used in developed countries, especially in the West. Most commonly used by national emergency management agencies, civil defence and emergency services

Elements of a Contingency Plan

Question

- What could happen?
- What would we need to do?
- How would we do it?
- What would we need to do this?
- What can we do to prepare?
- How much would it cost?

Contingency plan element

- Scenario
- Response strategy
- Implementation plan
- Operational support plan
- Preparedness plan
- Budget

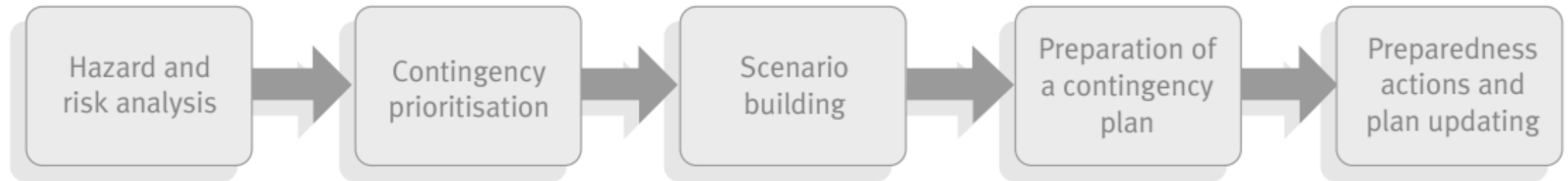
Elements of a Contingency Plan

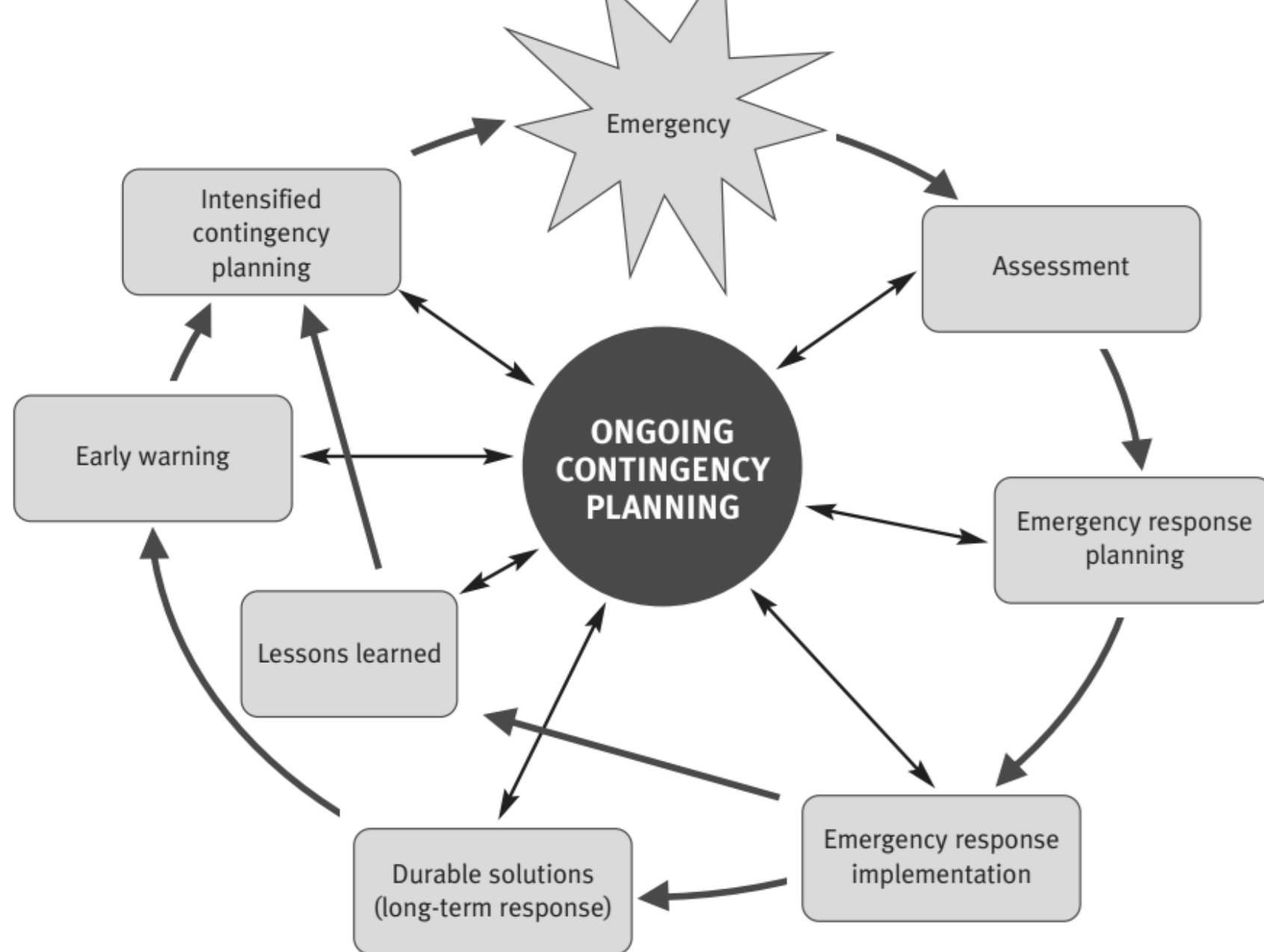
Contingency plan element	Main utility	When to focus planning efforts on this element (and cautionary notes)
Scenario	<ul style="list-style-type: none"> Provides a basis for planning Useful in generating consensus on the nature of potential crises 	<ul style="list-style-type: none"> Most contingency planning efforts start with scenario development – keep it simple and general if there is no specific threat, but when there is an emerging crisis engage in more detailed scenario development Avoid the ‘scenario trap’
Response strategy	<ul style="list-style-type: none"> Developing appropriate humanitarian responses 	<ul style="list-style-type: none"> Contingency planning should always contain a response strategy, as this anchors the other elements of the plan A simple strategy can be developed when there is no specific threat. A more complex and detailed strategy can be developed when an emerging crisis is identified
Implementation plan	<ul style="list-style-type: none"> Defining how responses will be structured and implemented programmatically and logistically 	<ul style="list-style-type: none"> Detailed implementation planning is effective when there is an identified potential crisis
Operational support plan	<ul style="list-style-type: none"> Identifying the human resource, administration, finance, ICT, security and other needs in a response 	<ul style="list-style-type: none"> Detailed operational support planning is most effective when there is an identified potential crisis Implementing procedures can be developed and refined as part of an all-hazards planning exercise at any time to help standardise responses in these areas
Preparedness plan	<ul style="list-style-type: none"> Identifying actions that can be taken before a crisis to improve response 	<ul style="list-style-type: none"> Focusing on preparedness actions is almost always beneficial When there is no specific threat, preparedness planning can be the main focus of planning efforts
Budget	<ul style="list-style-type: none"> Determining the cost of preparedness and response activities 	<ul style="list-style-type: none"> Developing budgets is most useful when a specific emerging crisis has been identified and the budget can be converted into project budgets Budgets for preparedness activities are advisable at all stages in the process



World Food Programme (WFP)'s Contingency Planning Guidelines and the IASC's Contingency Planning Guidelines for Humanitarian Assistance

WFP's contingency planning process



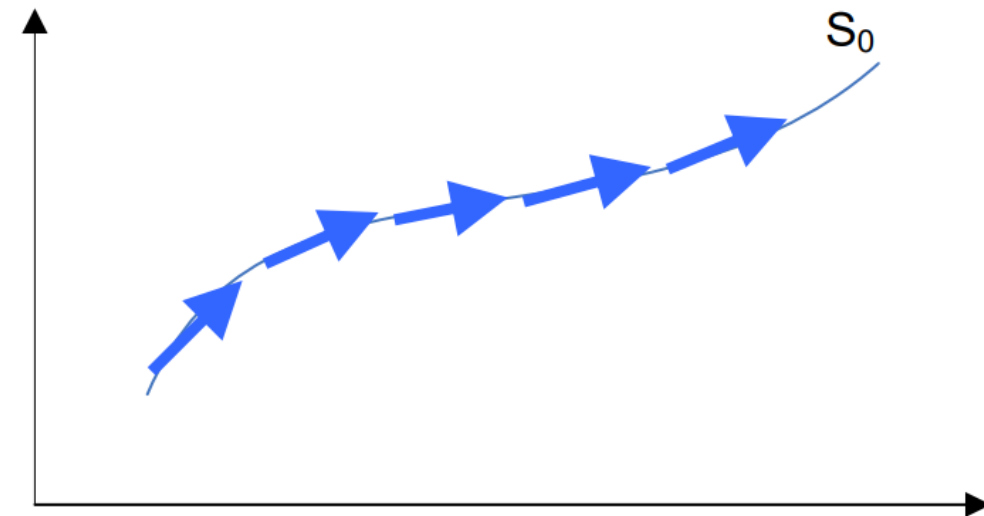
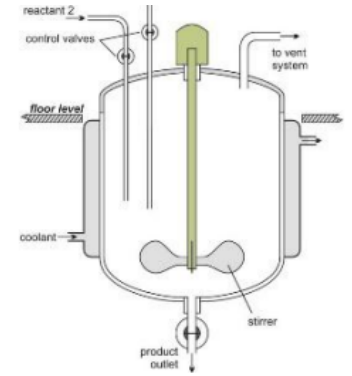


Developing Scenarios

- A scenario is something that happens in a system – a sequence of events
 - Risk assessments aim to describe *risk scenarios* – those that lead to negative consequences for something of value
- The S_0 -scenario – As planned/success scenario
 - A description when everything evolves according to “the plan”
 - Good starting point for identifying risk scenarios

Risk scenarios – Success scenario


- Example of success scenario – chemical process industry
 - 1. Feed in raw material to reactor
 - 2. Stir and heat the mixture
 - 3. Reaction
 - 4. Separation
 - 5. Cooling

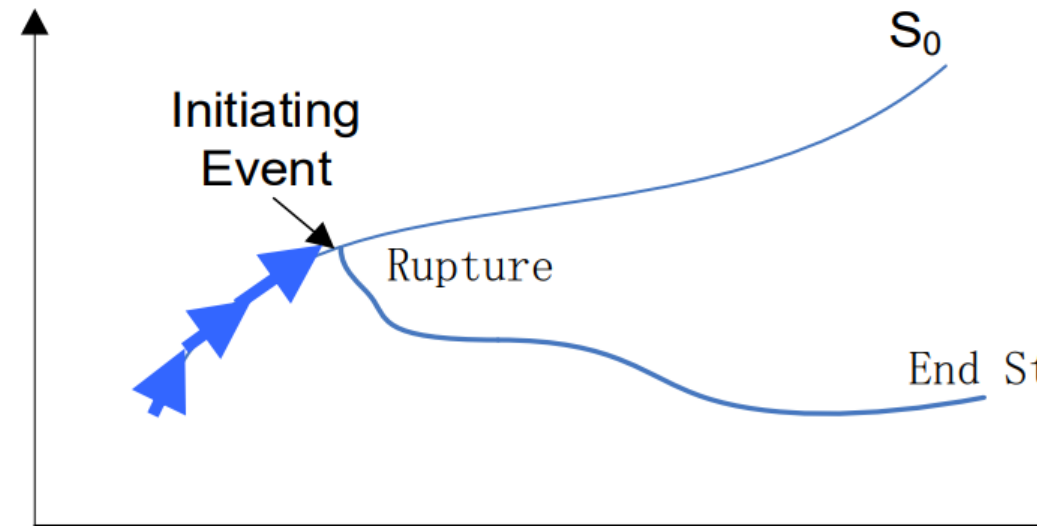


Risk scenarios – Start and ending

- Starts with an Initiating Event – triggered by a hazard
 - Flood occurs, technical failure of a component, wrong input material, etc.
- Ends in an End State where it is possible to estimate the negative consequences

A fatality. 10 000 \$ economic loss

- 
1. Feed in raw material to reactor
 2. Stir and heat the mixture
 3. Reaction





Different Approach

Approach	Advantages	Best use
Best, most likely and worst case approach	<ul style="list-style-type: none">• Provides a basis for planning for different scales of problem• Easy to understand and discuss	<ul style="list-style-type: none">• Planning for a single situation• When scenario development involves many actors
Augmentation approach	<ul style="list-style-type: none">• Good for planning for situations which increase in magnitude over time• Easy to build plans which allow expansion of operations	<ul style="list-style-type: none">• Displacement situations (IDPs and refugees)
Timeline approach	<ul style="list-style-type: none">• Allows planners to adapt operations over time while a crisis evolves	<ul style="list-style-type: none">• When rapid-onset crises occur, response needs can change very rapidly in the initial days and weeks
Operationally representative approach	<ul style="list-style-type: none">• Allows for a greater focus on operations• Can be used to develop more flexible plans• Can be used to identify preparedness actions that help in multiple situations	<ul style="list-style-type: none">• Situations that are difficult to predict



Developing Contingency Plan

- The response strategy
 - Needs-based planning uses overall anticipated humanitarian needs as a basis for planning the scope of interventions.
 - Capacity-based planning uses available capacity as a basis for planning, regardless of overall anticipated needs.
- The implementation plan.
- The operational support plan.
- The preparedness plan.
- The budget.



Developing Contingency Plan

- The response strategy
- The implementation plan
- ✓ emergency needs assessment, targeting, partnerships, monitoring and evaluation, reporting, logistics and security
- The operational support plan.
- The preparedness plan.
- The budget.



Developing Contingency Plan

- The response strategy
- The implementation plan
- The operational support plan
- ✓ ensuring that sufficient administration, financial, human resources, information and telecommunications and other support are available is critical to an emergency response
- The preparedness plan.
- The budget.



Developing Contingency Plan

- The response strategy
- The implementation plan
- The operational support plan
- The preparedness plan
- ✓ Preparedness planning identifies actions that can be taken before a crisis to facilitate an effective response once the crisis is under way.
- The budget
- ✓ cost of the responses planned and preparedness actions

Managing contingency plan

Defining the objective and scope

Defining the process and outputs

Deciding who will participate

Facilitation

Managing inter-agency contingency planning processes



Literature

- Contingency planning and humanitarian action A review of practice-
Commissioned and published by the Humanitarian Practice Network
at ODI- Richard Choularton

