



PRINCIPLES OF DISASTER PLANNING



Aim

- To provide an overview of the planning process in a disaster setting.
- To introduce some of the key methodologies involved in disaster planning.
- To prepare you for Exercise BASIC BALDRICK on 25th April.
-and the rest of the course, plus your future practice!

Key References

- Hopperus Buma *et al* (2009) *Conflict and Catastrophe Medicine A Practical Guide*. London :Springer
- Matheson, I & Hawley, A (Ed) (2010) *Making Sense of Disaster Medicine*. London: Hodder Arnold
- Lloyd Roberts, D (Ed) *Staying Alive*. Geneva: ICRC
- Davis, J & Lambert, R (2002) *Engineering in Emergencies*. Rugby: Practical Action Publishing
- Dillon, B (2014) *Blackstone's Emergency Planning, Crisis and Disaster Management*. Oxford: OUP


Principles of Disaster Management

- Liaison
- Security
- Establish priorities
- Co-operation and consent
- Sustainability
- Timeliness





Features of Disaster Planning


- Staged approach
 - Participation and self-reliance
 - Long-term view
 - Flexibility
 - Appropriate technical support
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Timeliness



Priorities for Action

- Initial Assessment
 - Security
 - Physical needs
 - Medical needs
 - Psychological needs
 - Social needs
- 



Planning in a disaster Context


- Spectrum and types of disasters
 - Generic planning
 - Needs to be placed into correct context
- Multiple participants
- The unexpected
- Directed activity - cannot plan in a void
- Organisational planning



Why Plan?



Why Plan?

- Checks that all aspects of a situation have been considered.
 - Ensures success of the mission.
 - Ensures team members are fully aware of the intention.
 - Ensures safety of the team.
 - Provides a framework for coordination (internal and external)
 - Provides a timeline for activity.
 - Identifies resource requirements.
 - Provides a basis for measurements of success.
- 




Why Plan?



Fail to plan.....or,

.....plan to fail!



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- 'No plan survives first contact with the enemy.'
 - A plan is **not** a script.

Over Planning

- You cannot plan for every eventuality.
- If you try, then the plan will never be produced in time.
- 'Paralysis by analysis'.
- Use risk assessment methodologies to drive the plan. Do not try to configure risk to meet your plan.
- 'Routine' and 'common' risks should be best dealt with by using standing operating procedures and other policies.



SHIT HAPPENS!



Hope for the best.....



.....plan for the worst!

The Lifespan of a Plan


- Pre-deployment
 - Preparation
 - Resource identification
 - Coordination with other actors
 - Training
- Deployment
 - Only really required once management structures are in place
 - Real-time dynamic decision-making responding to circumstances on the ground should then take priority
- Post-deployment
 - Planning for resources and personnel to return home in an ordered and coordinated manner



The Mission


A task with a purpose:

To provide humanitarian assistance in order to persuade the Internally Displaced Person population to stay in Rwanda.





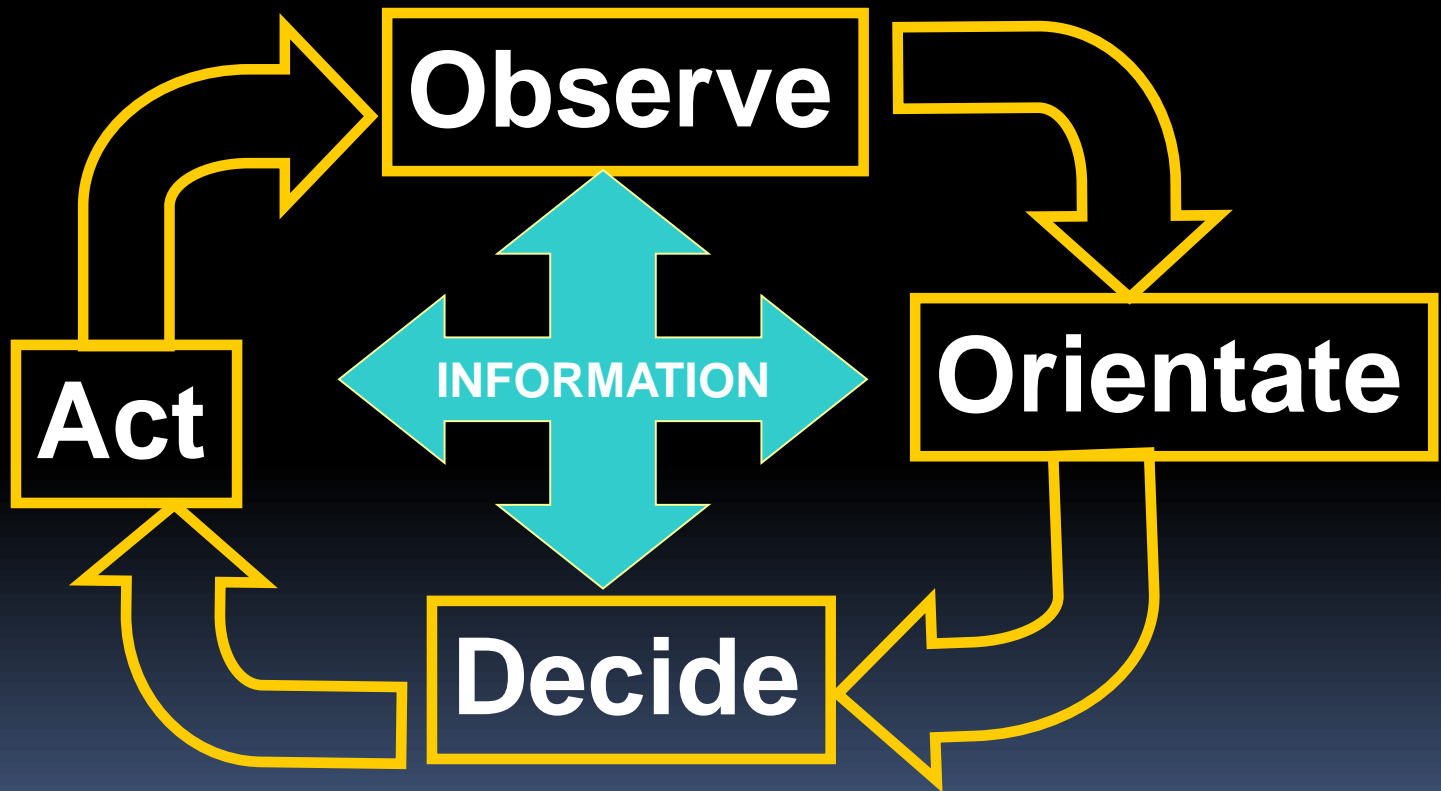
THE SEVEN “P’S”

- Prior
 - Preparation, and
 - Planning
 - Prevent
 - Pretty-Poor
 - Performance!
- 

THE SEVEN “P’S”

- Prior
- Preparation, and
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- Piss-Poor
- Performance!

DECISION - ACTION CYCLE



THE DECISION MAKING PROCESS

TIME
NOW



UPWARDS



DECISION
POINT



DIRECTION

CONSULTATION
(SIDEWAYS)

CONSIDERATION

EXECUTION

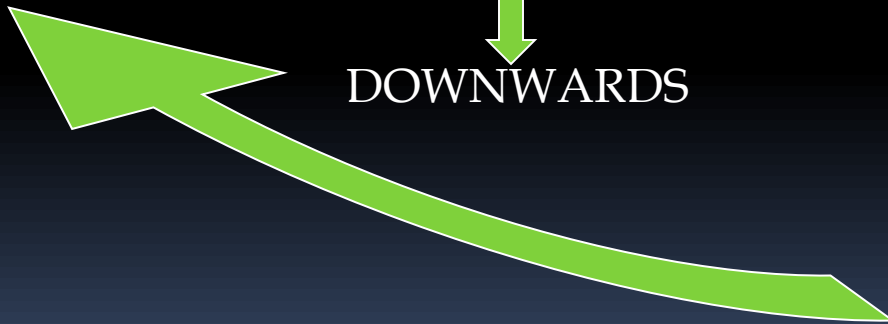
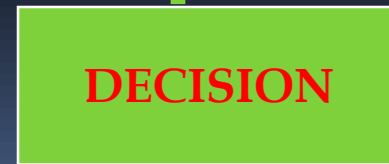
DOWNWARDS



REVIEW




DECISION





Essential planning skills


- Imagination
 - Organisation of material
 - Methodical
 - Questioning
 - Ability to liaise and co-ordinate with others
 - Timeliness of output
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Planning methodologies and tools




Mission Analysis

- Mission
 - Do you understand it?
 - Do you need to seek clarification?
 - Organisation's/Superior's intent
 - What is your part in it?
 - Tasks
 - Specified
 - Implied
 - Freedoms and Constraints
 - Has the situation changed?
- 




Tasks – Specified and Implied

- Mission: ‘....provide primary care...’
 - Specified task: ‘Provide a measles vaccination programme.’
 - Implied tasks?
- 




General Planning questions

- Why?
 - Who?
 - When?
 - Where?
 - How?
- 




Key planning questions

- So what?
 - Deductions
 - Implications
 - What if?
 - Contingencies
 - Flexibility
- 



So What?

- You are to deploy to a sub-Saharan African country during the wet season at low altitude.
 - With regards to your plan:
 - What are your deductions?
 - What implications are there?
- 



What If?

- You are deploying to a non-secure country. Your area of operations is 100 km from your logistic hub.
- How does this affect your planning?
- Why?



Have a Plan B




Key planning requirements

- Information
 - Sources
 - Reliability
 - Deductions
- General situation
 - Geographical
 - Population
 - Political/security



Essential Information Questions

- What do I need to know so that I can plan?
'Critical Information Requirements'
 - What do I know now?
 - What is my information void?
 - Where can I get my information from?
- 

Information Collection Matrix

Source	Subject Area/Questions			
	Geography	Population Characteristics	Situation	
CIA Factbook	X	X		
Reliefweb			X	

Information Sources

- Governmental Sources.
- Media Sources.
- Intergovernmental Sources.
- Non-governmental Sources.
- Open Sources:
 - CIA World Factbook.
[<https://www.cia.gov/library/publications/the-world-factbook/index.html>]
 - Reliefweb. [<http://reliefweb.int/>]
 - Google (and especially Google Earth) can be your friend.



Information Sources

- Output from recce parties.
- Output from Needs Assessment teams.
- Needs Assessment Guidance:
 - WHO Rapid Health Assessment Protocol for Emergencies.
 - ICRC Disaster Emergency Needs Assessment.
 - UNDP Disaster Assessment Guide.



Ground Truth


Key planning requirements


- Situation
- Factors
 - Impacts
 - Hazards
 - Risks
 - Population affected
 - Own personnel
 - Assessment and management
 - Acceptance of residual risk
 - Needs
 - Own capabilities/constraints





Risk Assessment and Management

- An essential component of the planning process.
 - Hazard identification.
 - Risk assessment.
 - **Acceptance** of some risk.
 - Residual risk.
 - Residual risk management.
- 




Definitions – in a Disaster Context

- **Hazard/Threat:**

Any factors (actions, circumstances, or events) which have the **potential or possibility to cause harm, loss, or damage** to the NGO, including its personnel, assets, and operations, and to the Population at Risk (PAR).

- **Risk:**

The **combination of the impact and likelihood for harm, loss, or damage** to NGOs and their activities and to the PAR from the exposure to threats, and taking into account **infrastructure and resource vulnerability**. Risks are categorized in levels from Negligible to Critical for their prioritisation.




Qualitative Risk Assessment

- Assessment of risk:
 - Impact
 - Likelihood

RISK ANALYSIS TABLE		I M P A C T				
		Negligible	Minor	Moderate	Severe	Critical
L I K E L I H O O D	Very Likely	Low	Medium	High	Very High	Very High
	Likely	Low	Medium	High	High	Very High
	Moderately Likely	Very Low	Low	Medium	High	High
	Unlikely	Very Low	Low	Low	Medium	Medium
	Very Unlikely	Very Low	Very Low	Very Low	Low	Low



Differential Risk

- The risk posed to the Population at Risk (PAR), and NGOs are likely to differ, and should be assessed differently.
 - Factors:
 - Different baselines.
 - Different levels of exposure to hazards/threats.
 - Different thresholds of risk acceptability.
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Residual Risks

- Even with all controls and preventive measures in place, some risks will remain.
- In a medical/health context, this helps drive the requirement for:
 - Diagnosis.
 - Treatment.
 - Recovery.
 - Evacuation of those who become ill/injured as a result of the residual risks.

Risk Management and planning

- Assessment of risk:
 - Impact
 - Likelihood
 - Vulnerability
- Risk mitigation measures
- Residual risk, and its acceptability
- Residual risk management
- Drives the planning process

Planning Guidelines, Standards and Metrics

- Own organisational doctrine, policies and procedures.
- Organisational memory.
- The Sphere project.
- UNHCR Handbook.
- MSF 'Refugee Health'.
- WHO Emergency Essentials.
- USAID Field Operations Guide.
- WHO 'Blue Book' – Classification and Minimum Standards for Foreign Medical Teams in Sudden Onset Disasters.
- WHO Emergency Response Framework (ERF)


The Plan

- Courses of action
- Co-ordination with other actors
- Capabilities required
 - Skills mixes
 - Logistics considerations
- Constraints
 - Time
 - Personnel
 - Transport






Task/Resource Matrix

- List of assets available
 - Personnel
 - Equipment
 - Finance
 - List of tasks & resources required
 - Eliminate duplication
 - Rank by dependency/sequence
 - Allocate tasks to assets
 - Identify shortfalls
- 



Criteria for the Plan

- Ownership or title – accountability
 - Plan layout clear and easy to use
 - Plan must be as concise as possible
 - Roles and responsibilities must be defined
 - Plan needs to be able to be revised and tested
 - Plans must be 'launched'
- 


Plan format

- Information or background
- Intention, objective or mission
- Methods and management
- Administration and support
- Risk assessment
- Communication
- Human rights

IIMARCH



The Plan

- Team construction
 - Team preparation
 - Briefings
 - Medical/health issues
 - Security issues
 - Personal equipment
 - Technical equipment
 - Task organisation/allocation
 - Mission rehearsal
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Questions?