



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
- 



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!



- 
- '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.

A vertical bar on the left side of the slide, consisting of several colored segments: a small pink square at the top, a grey square, a yellow square, and a long pink rectangle extending to the bottom.

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.





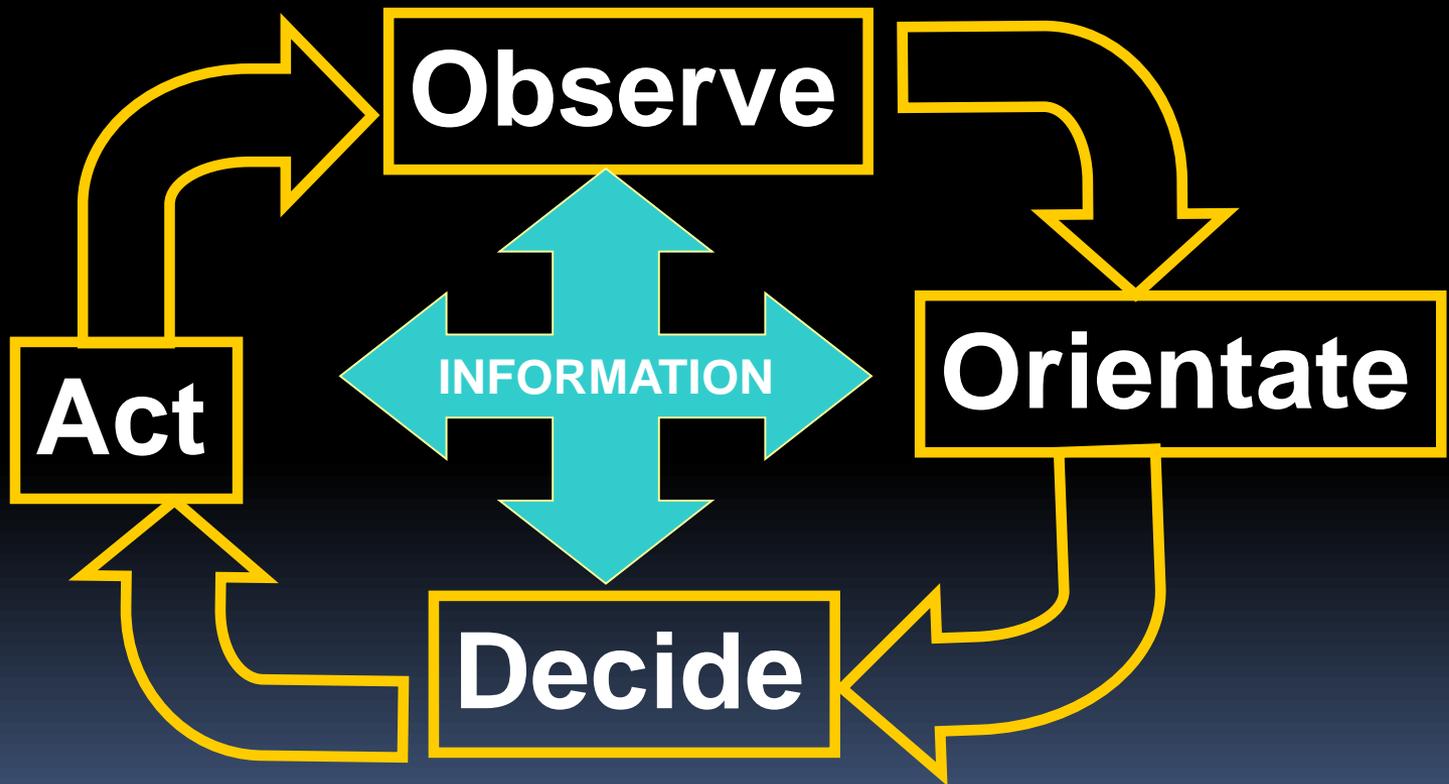
THE SEVEN “P’S”

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

THE SEVEN “P’S”

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

DECISION - ACTION CYCLE



THE DECISION MAKING PROCESS

TIME
NOW



UPWARDS



DECISION
POINT



DIRECTION

CONSULTATION
(SIDEWAYS)

CONSIDERATION

EXECUTION

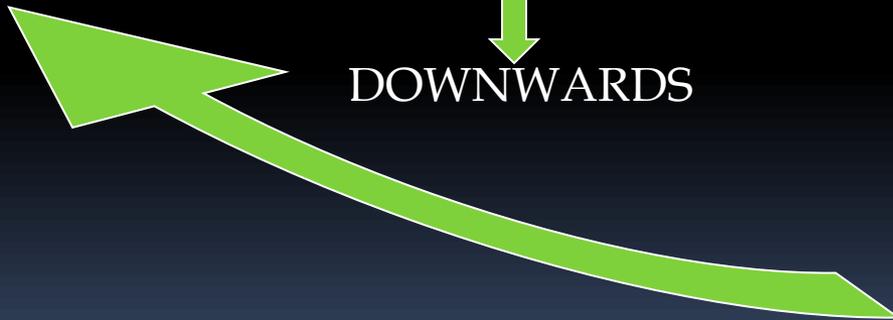
DOWNWARDS



REVIEW



DECISION





Essential planning skills

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



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.
- 



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
- 

A vertical bar on the left side of the slide, consisting of several colored segments: a white top section, a thin grey section, a yellow section, and a long pink section.

Questions?