2. TOOLS

2.7. Contingency Planning

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:
- Contingency Planning, WHO/PTC, 1997
- Brainstorming for Contingency Planning, WHO/PTC, 1997
- Contingency planning, UNHCR
2.7.1. Planning, Definitions

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
2.7.8. The Outputs

THE OUTPUTS:

A Contingency Plan
Against
the Impeding Hazard

And

A Plan Of Work
For The Immediate
Follow-Up
2.7.9. The Plan.

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

ANALYSIS
AND
CHOICES
CONTINGENCY PLANNING:

1. The Starting point

<table>
<thead>
<tr>
<th>Region</th>
<th>District</th>
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<tbody>
<tr>
<td><strong>Issue</strong></td>
<td><strong>The Current Situation</strong></td>
</tr>
<tr>
<td>Population And Society</td>
<td></td>
</tr>
<tr>
<td>Environment</td>
<td></td>
</tr>
<tr>
<td>Production &amp; Economy</td>
<td></td>
</tr>
<tr>
<td>Infrastructure &amp; Services</td>
<td></td>
</tr>
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</table>
## CONTINGENCY PLANNING:

2. What if the Hazard persists

<table>
<thead>
<tr>
<th>Region.................</th>
<th>District.................</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ISSUE</strong></td>
<td><strong>How will the current situation change?</strong></td>
</tr>
<tr>
<td>POPULATION AND SOCIETY</td>
<td></td>
</tr>
<tr>
<td>ENVIRONMENT</td>
<td></td>
</tr>
<tr>
<td>PRODUCTION &amp; ECONOMY</td>
<td></td>
</tr>
<tr>
<td>INFRASTRUCTURE &amp; SERVICES</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>1st Option</th>
<th>Alternatives</th>
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<tbody>
<tr>
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</table>
CONTINGENCY PLANNING:

3. Implementation of the Plan

Region ............... District .................

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>Activity</th>
<th>Resources</th>
<th>Tasks in order of implementation</th>
<th>Deadline</th>
<th>Responsible entity</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Locally available</td>
<td>to be mobilized</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population and Society</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<tr>
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<td>Infrastructure &amp; Services</td>
<td></td>
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</tbody>
</table>
CONTINGENCY PLANNING:

4. For immediate action

<table>
<thead>
<tr>
<th>Region</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISSUE</td>
<td>... in the Current Situation</td>
</tr>
<tr>
<td></td>
<td>Immediate</td>
</tr>
<tr>
<td>Population And Society</td>
<td></td>
</tr>
<tr>
<td>Environment</td>
<td></td>
</tr>
<tr>
<td>Production &amp; Economy</td>
<td></td>
</tr>
<tr>
<td>Infrastructure &amp; Services</td>
<td></td>
</tr>
</tbody>
</table>
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