



Regional Pastoral Livelihoods Resilience Project



CONTINGENCY PLANNING TRAINING MANUAL

**Compiled by DRM Component Leaders of Ethiopia, Kenya
and Uganda**

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TABLE OF CONTENTS

1.0. INTRODUCTION.....	3
1.1 Background to Regional Pastoral Livelihoods Resilience Project (RPLRP)	4
1.2. Purpose and Scope of the training manual	4
1.3. Learning Objectives	5
1.4. Organization of the Manual.....	6
2.0. TRAINING MODULES.....	7
2.1. Module1: Key terminologies in disaster risk management.....	7
Lesson 1.1 Terminologies in Disaster Risk Management	7
Lesson 1.2 Disaster Risk Management In Pastoral Areas Drought	12
Lesson 1.3 Community Managed Disaster Risk Reduction (CMDRR)	15
2.0. MODULE 2 CONTINGENCY PLANNING PROCESS.....	17
Lesson 2.1 Contingency planning Preparation	18
Lesson 2.2 Risk Analysis	20
Lesson 2.3 Using the Risk Matrix for Selection of Scenarios	29
Lesson 2.3: Development of response plans for Drought, Floods and animal diseases	32
MODULE 3: PRACTICAL EXERCISE FOR DEVELOPING CONTINGENCY PLANS FOR DROUGHT, FLOODS AND ANIMAL DISEASES	39
Lesson 3.1 Group Work	39
Lesson 3.2 Presentation of Contingency Plans	41
MODULE 4: CONSOLIDATING CONTINGENCY PLANS	41
Lesson 4.1 Monitoring and Evaluation (M&E) of Contingency plans	41
Lesson 4.2 Fundraising and resource mobilization	42
Lesson 4.3 Stakeholders participation	42
Lesson 4.4 Disseminating Contingency Plans	43
SAMPLE CONTINGENCY PLAN Uganda Contingency Plan.....	45
References	66

1.0. INTRODUCTION

Livelihood systems in the drought-prone arid and semi arid lands (ASALs) of the Horn of Africa (HoA) have been under resourced or under developed, leaving their population more vulnerable to external stressors. Over the last decade, droughts and floods of varying intensity and increasing frequency have hit the HoA. Particularly perennial drought & flood crises were accompanied by livestock diseases, severely impoverished the pastoralist in the Arid and Semi-Arid Lands (ASALs). Climate variability will likely worsen and intensify the frequency and magnitude of droughts and floods in the region.

Disaster risk contingency planning is the process that helps communities, relevant institutions, stakeholders and authorities at all levels to analyze and profile disasters, prioritize them and formulate scenarios that will enable them develop strategies and plans to proactively address potential and real disasters and allocate requisite resources as appropriate. Disaster contingency plans, if developed properly, will enable communities, local governments and authorities as well as national governments to improve disaster risk management and to more strongly link disaster preparedness to long-term development. Contingency planning aims to prepare an organization to respond well to an emergency and its potential humanitarian impact. Developing a contingency plan involves making decisions in advance about the management of human and financial resources, coordination and communications procedures, and being aware of a range of technical and logistical responses. Such planning is a management tool, involving all sectors, which can help ensure timely and effective provision of humanitarian aid to those most in need when a disaster occurs. Time spent in contingency planning equals time saved when a disaster occurs. Effective contingency planning should lead to timely and effective disaster-relief operations.

The ecosystems from which pastoralists derive their livelihoods often go beyond national borders as do the market networks for livestock that provide them with opportunities for income growth. IGAD's Regional Pastoral Livelihoods Resilience Project (RPLRP) seeks to develop regional solutions to challenges faced by pastoralists who reside in the ASALs of Kenya, Uganda and Ethiopia, to enhance opportunities for livelihood development available to them.

1.1 Background to Regional Pastoral Livelihoods Resilience Project (RPLRP)

The Objectives of RPLRP are to enhance livelihood resilience of pastoral and agro-pastoral communities in cross-border drought prone areas of Ethiopia, Kenya and Uganda and improve the capacity of these Countries' governments to respond promptly and effectively to an eligible crisis or emergency. The project has the following **components:**

1. **Natural Resources Management:** aims at enhancing the sustainable management and secures access of pastoral and agro-pastoral communities at natural resources (water and pasture) with trans-boundary significance
2. **Market Access and Trade:** aims at improving the market access of the agro-pastoralists and pastoralists to the intra-regional and international markets of livestock and livestock products.
3. **Livelihood Support:** aims at enhancing the livelihoods of Pastoralist and agro-pastoralist communities.
4. **Pastoral Risk Management:** aims at enhancing drought-related hazards and preparedness, prevention and response at the national and regional levels.

1.2. Purpose and Scope of the training manual

The IGAD region have historically been affected by different kinds of disasters, particularly drought and flood which have been increasing in frequency and magnitude. Under such circumstances, preparedness for disasters becomes an important component of the overall disaster management cycle.

An efficient preparedness system helps the government, professional, and response and recovery organizations; help communities and individuals to effectively anticipate, respond to, and start to recover from, the impacts of likely imminent or current hazard events or conditions. A culture of preparedness, in line with the priorities of the Hyogo Framework for Action, need to be strengthened within communities and institutions.

This manual is intended to train and help planners at any governmental levels to prepare a comprehensive contingency plan, which covers hazards such as drought, floods or livestock diseases which are common in livestock sector of pastoral and agro-pastoral communities. The users of this manual can be government officials, executive bodies and associated stakeholders, community based organizations, private sector, NGOs, UN organizations and donors working in a certain territory.

The goal of this manual is to create a framework that can be used to train experts so as to help them develop Contingency Plans for disasters risk in pastoral and agro-pastoral areas. This will help the government to organize better the response mechanisms and make it feasible for any actor in the country to find the required information at the time of emergency or to help in the process of Contingency Planning at any administrative level.

Disaster risk management is a multi-sectorial responsibility and a coordinated effort by various institutions rather than one agency responsibility. That's why all the sectorial institutions at different levels have to be included in the Contingency Planning process. This Manual however mainly focuses in the Livestock sector although the basic concepts used here still stays true for other sectors.

This holistic concept is directly related with building resilience where the government will work with development and humanitarian partners to achieve synergetic results starting with common analyses.

This contingency planning training manuals is based on international and regional experiences so a number of existing and well-established guidelines for contingency planning have been consulted for this purpose.

1.3. Learning Objectives

This training manual presents learners with unique opportunity to learn new concepts and share their own experience in as far as Contingency Planning is concerned in the context of disaster risk management in pastoral and agro-pastoral areas. The manual is customized to reflect the real scenarios in IGAD member States and in tandem with international frameworks addressing disaster preparedness and management thereof. It is envisioned that the learners after successfully completing this training, will able to:

1. Define contingency planning and advocate for it under the right circumstances, and give examples of its applications and limits.
2. Describe contingency planning as a specific part of a larger framework of preparedness activities in disaster management.
3. Understand, develop and navigate through the process of inter-agency contingency planning including:
 - a. Initiating and maintaining the planning process
 - b. Selecting and working with planning partners
 - c. Developing scenarios and projecting needs

- d. Assessing capacities and resources
 - e. Consolidating the plan into an integrated whole
4. Develop their own contingency plans that may suit specific needs in relation to their settings.
 5. Evaluate the efficacy of their own contingency plans in relation to achieving their own local disaster preparedness goals.

The manual is designed to be used by livestock experts and all those charged with providing leadership in disaster preparedness as a companion book from whence reference can be made on the contingency planning matters. The manual provides an inside into what the concept of contingency planning is all about. It demystifies the contingency planning process from the otherwise complex and academic phenomena to simpler participatory process that can be undertaken by all humanitarian workers. The examples and case studies provided in this manual are meant to provide learners with opportunity to fully internalize and apply the inherent concepts of planning into their specific sectors or countries as need may call for.

1.4. Organization of the Manual

This training manual is divided into 4 modules, each one of them focusing on distinct aspects of contingency planning and the activities required to manage and complete it in the field. The contingency planning training manual aims to prepare livestock professionals to respond efficiently to various emergencies and their potential humanitarian impact to the livestock and communities. The main target groups of this manual are people who are familiar with livestock emergency response, disaster risk reduction and community resilience programming and the applicable tools. The four main modules of the manual present different topics: Module one starts with introduction of concepts and terminologies used in the disaster risk management and contingency planning. Module two focuses on planning process of contingency planning; module three presents developing contingency plan by taking three main risks examples in the pastoral area: flood, drought and animal disease; and the fourth module focus on consolidating contingency plan for livestock focusing on pastoral areas.

2.0. TRAINING MODULES

2.1. Module1: Key terminologies in disaster risk management

This module focuses on the definitions of contingency planning in use by different practitioners and explains its relationship to other preparedness activities.

Learning Objectives

By the end of the module, the learners should be able to:

- Define and Explain the basic concepts used in Disaster risk management and Contingency Planning process;
- Describe specific Disaster risk management for Floods, Drought and animal diseases as appropriate to each participating country;
- Enumerate and explain various historical perspectives of disasters including Floods, Drought and animal diseases within the context of IGAD; and
- Comprehend and apply the community managed disaster risk reduction process.

Duration for this module: 6 hours

Resources: The module will require notepads, marker pens, flip charts/white board, computer/projector and handouts, particularly from the Frameworks applicable in disaster management

Presentations: This is an interactive module comprising of 3 sessions, in which the learners give their insight into the definitions of key terminologies and concepts surrounding disaster risk management and more particularly, Contingency planning. The session comprises of factual slide presentations that allow participants to contribute from their experiences and moderated by the facilitator.

Lesson 1.1 Terminologies in Disaster Risk Management

This course uses United Nation office for disaster risk reduction (UNISDR) definitions. The following are the common terms and concepts as applicable to this course:

a) Capacity

Capacity refers to the combination of all strengths, attributes and resources available within a community, society or an organization that can be used to achieve agreed goals.

b) Contingency Planning

A management process that analyses specific potential events or emerging situations that might threaten society or the environment and establishes arrangements in advance to enable timely, effective and appropriate responses to such events and situations.

c) Disaster

A serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources.

Disasters are often described as a result of the combination of: the exposure to a hazard; the conditions of vulnerability that are present; and insufficient capacity or measures to reduce or cope with the potential negative consequences. Disaster impacts may include loss of life, injury, disease and other negative effects on human physical, mental and social well-being, together with damage to property, destruction of assets, loss of services, social and economic disruption and environmental degradation.

d) Disaster risk

The potential disaster losses, in lives, health status, livelihoods, assets and services, which could occur to a particular community or a society over some specified future time period.

The definition of disaster risk reflects the concept of disasters as the outcome of continuously present conditions of risk. Disaster risk comprises different types of potential losses which are often difficult to quantify. Nevertheless, with knowledge of the prevailing hazards and the patterns of population and socio-economic development, disaster risks can be assessed and mapped, in broad terms at least

e) Emergency management

The organization and management of resources and responsibilities for addressing all aspects of emergencies; in particular, preparedness, response and initial recovery steps. A crisis or emergency is a threatening condition that requires urgent action. Effective emergency action can avoid the escalation of an event into a disaster. Emergency management involves plans and institutional arrangements to engage and guide the efforts of government, non-government, voluntary and private agencies in comprehensive and coordinated ways to respond to the entire spectrum of emergency needs.

e) Exposure

People, property, systems, or other elements present in hazard zones that are thereby subject to potential losses.

Measures of exposure can include the number of people or types of assets in an area. These can be combined with the specific vulnerability of the exposed elements to any particular hazard to estimate the quantitative risks associated with that hazard in the area of interest.

f) Hazard

A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

g) Mitigation

The lessening or limitation of the adverse impacts of hazards and related disasters. The adverse impacts of hazards often cannot be prevented fully, but their scale or severity can be substantially lessened by various strategies and actions. Mitigation measures encompass engineering techniques and hazard-resistant construction as well as improved environmental policies and public awareness. It should be noted that in climate change policy, “mitigation” is defined differently, being the term used for the reduction of greenhouse gas emissions that are the source of climate change

h) Preparedness

The knowledge and capacities developed by governments, professional response and recovery organizations, communities and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent or current hazard events or conditions. Preparedness action is carried out within the context of disaster risk management and aims to build the capacities needed to efficiently manage all types of emergencies and achieve orderly transitions from response through to sustained recovery. Preparedness is based on a sound analysis of disaster risks and good linkages with early warning systems, and includes such activities as contingency planning, stockpiling of equipment and supplies, the development of arrangements for coordination, evacuation and public information, and associated training and field exercises. These must be supported by

formal institutional, legal and budgetary capacities. The related term “readiness” describes the ability to quickly and appropriately respond when required.

i) Prevention

The outright avoidance of adverse impacts of hazards and related disasters. Prevention (i.e. disaster prevention) expresses the concept and intention to completely avoid potential adverse impacts through action taken in advance. Examples include dams or embankments that eliminate flood risks, land-use regulations that do not permit any settlement in high risk zones, and seismic engineering designs that ensure the survival and function of a critical building in any likely earthquake. Very often the complete avoidance of losses is not feasible and the task transforms to that of mitigation. Partly for this reason, the terms prevention and mitigation are sometimes used interchangeably in casual use

j) Recovery

The restoration, and improvement where appropriate, of facilities, livelihoods and living conditions of disaster-affected communities, including efforts to reduce disaster risk factors. The recovery task of rehabilitation and reconstruction begins soon after the emergency phase has ended, and should be based on pre-existing strategies and policies that facilitate clear institutional responsibilities for recovery action and enable public participation. Recovery programmes, coupled with the heightened public awareness and engagement after a disaster, afford a valuable opportunity to develop and implement disaster risk reduction measures and to apply the “build back better” principle.

k) Resilience

The ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.

Resilience means the ability to “resile from” or “spring back from” a shock. The resilience of a community in respect to potential hazard events is determined by the degree to which the community has the necessary resources and is capable of organizing itself both prior to and during times of need.

l) Response

The provision of emergency services and public assistance during or immediately after a disaster in order to save lives, reduces health impacts, ensure public safety and meet the basic subsistence needs of the people affected. Disaster response is predominantly focused on immediate and short-term needs and is sometimes called “disaster relief”. The division between this response stage and the subsequent recovery stage is not clear-cut. Some response actions, such as the supply of temporary housing and water supplies, may extend well into the recovery stage.

m) Risk

The combination of the probability of an event and its negative consequences. The word “risk” has two distinctive connotations: in popular usage the emphasis is usually placed on the concept of chance or possibility, such as in “the risk of an accident”; whereas in technical settings the emphasis is usually placed on the consequences, in terms of “potential losses” for some particular cause, place and period. It can be noted that people do not necessarily share the same perceptions of the significance and underlying causes of different risks

n) Vulnerability

The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard.

There are many aspects of vulnerability, arising from various physical, social, economic, and environmental factors. Examples may include poor design and construction of buildings, inadequate protection of assets, lack of public information and awareness, limited official recognition of risks and preparedness measures, and disregard for wise environmental management. Vulnerability varies significantly within a community and over time. This definition identifies vulnerability as a characteristic of the element of interest (community, system or asset) which is independent of its exposure. However, in common use the word is often used more broadly to include the element’s exposure

o) Interaction of various variables

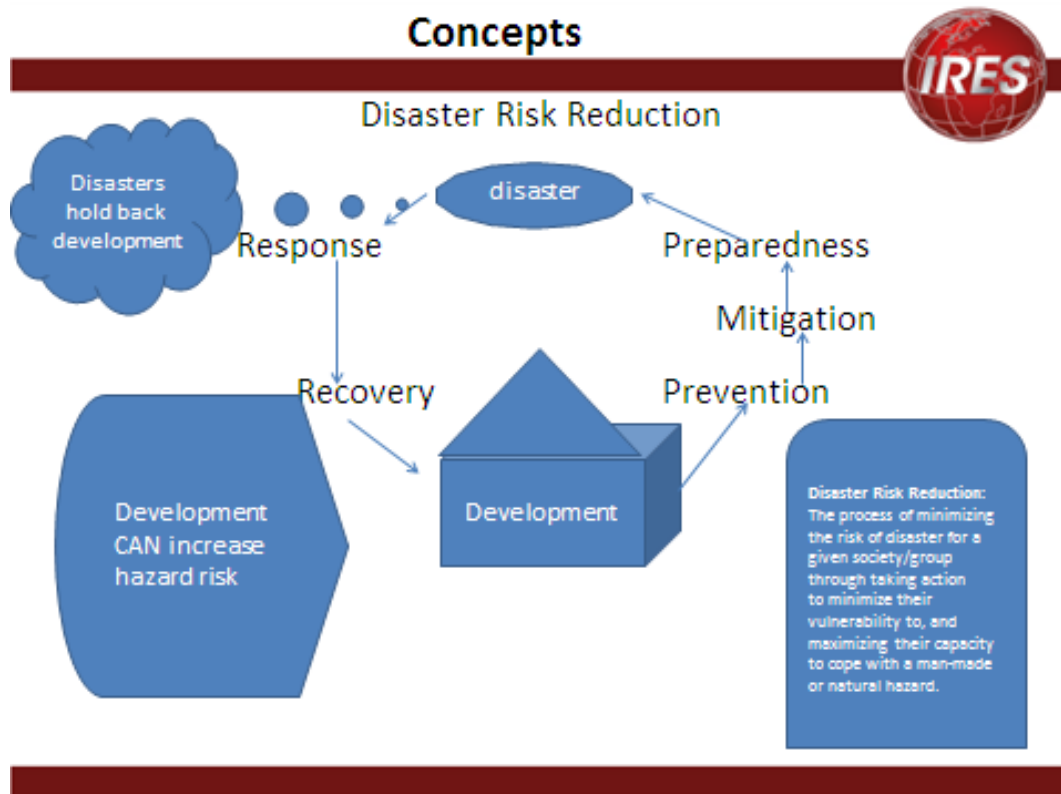


Figure 1: Diagram depicting interaction of variables in the disaster risk management

Lesson 1.2 Disaster Risk Management In Pastoral Areas Drought

Drought is defined as a period of aridness, particularly when protracted, that causes widespread harm to plants or prevents their successful growth. Insufficient rainfall and unfavorable weather conditions are natural causes of drought. Environmental degradation caused by the overuse of farmland, rangeland and deforestation, cutting of trees for household and other purposes, aggravate drought.

Drought is considered the foremost threat to the Horn of Africa with seven of eight countries being extremely vulnerable to weather variability. Uganda does not have widespread drought but has experienced past disastrous episodes. Climatic changes appear to be responsible for an increase in the frequency of drought in some parts of the sub-region. Where water resources are underdeveloped or limited as in many of the drought-prone areas, people and livestock are very vulnerable. Widespread agricultural

failure and fodder shortage as a result of drought has combined with effects of conflict in recent complex emergencies

Livestock diseases

Livestock play a vital role in the economy and livelihoods of in the IGAD member states, providing from 20-30 % of GDP and at pastoral community level as much as 70% of cash income. Livestock diseases are therefore a major threat to food security and livelihoods for a large part of the population. Livestock disease reduces yields and causes mortality – impacting on savings, reducing herd sizes and increasing risks for poor households. Disease and parasites reduce the productivity of livestock in the Horn of Africa. The epidemic diseases such as Rift Valley Fever (RVF), contagious bovine pleuro-pneumonia (CBPP) and Newcastle disease, fowl pox and infectious coryza constitute a region-wide risk and can cause high mortalities and severe livelihood and economic loss. Movement of livestock across international borders is a characteristic feature in the pastoral communities and facilitates the spread of epidemic diseases.

Floods

Flood affects the sub-region and occurs mainly seasonally from intense rainfall, rapid runoff, riverin or urban flash flooding. Damaging floods in the IGAD Sub-region are becoming more numerous (Kenya, Uganda, Ethiopia, Somalia and Sudan). Most of the sub-region lacks flood control facilities, and settlement on the flood plains is not accompanied by land-use policies, or studies of the flood hazard potential. Increasing occupation of the floodplains, deforestation and soil and land degradation, sedimentation, lack of preparedness, and lack of maintenance of flood control devices, and weak hydrological networks, have contributed to the effects.

Exercise 1: Vulnerability and Capacity mapping

The learners will be taken through the mapping of vulnerabilities and capacities using the table below, which will help them poke out the stand out features in their communities/countries.

Table 1: Mapping Vulnerabilities and Capacities

Problem/ Hazard	Potential Risk	Vulnerabilities	Capacities
Flood	<ul style="list-style-type: none"> • The river floods over the banks affecting homes in the vicinity • Homes become water logged at ground level • Household equipment is damaged • Most vulnerable people (elderly and young) lost their lives 	<ul style="list-style-type: none"> • Poor infrastructure • Poor agricultural practices • Poor drainage • Poor sanitation • Lack of agricultural supplies 	<ul style="list-style-type: none"> • Training • Skilled Personnel • Storage facilities • Evacuation Plan

The learners should also be guided on how to conduct physical and institutional analysis and some of their results should be as presented below.

Table 2: Physical and institutional vulnerabilities

Area of Analysis	Examples of Indicators
Physical Vulnerability	<ul style="list-style-type: none"> • Quality and means of communication • Presence and quality of public infrastructure and shelter • Presence and accessibility to evacuation routes in the event of a disaster • Quality of dwelling construction • Proximity of homes or population centers to identified hazards/ threats
Organizational Vulnerability	<ul style="list-style-type: none"> • Existence, effectiveness and awareness of EWS and disaster response systems and plans • Existence of skilled response teams • Presence of development projects or NGOs • Existence of CBOs, social groups etc • Ways of delivering basic services to the population Centralized/ decentralized decision making in DM

Institutional Vulnerability	<ul style="list-style-type: none"> • Presence of assistance/ relief entities • Human resources dedicated to disaster response • Financial resources dedicated to preparedness and disaster response • Awareness and commitment of local authorities to disaster reduction • Legislation, plans and instructions for local and national management • Access to vulnerable population in disaster situations • Readiness and quality of mechanisms for receiving external and international assistance
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In the same vein, risk analysis provides a very important tool to be used in contingency planning. The table below gives examples of likely scenarios which may yield varied results but should converge to the two extremes as shown.

Exercise 2: Scenario building
Likelihood Scenario Vs Probable damage level

The exercise takes participants through scenario building to enable them understand the likely scenarios.

	Unlikely/Rare	Possible	Likely	Imminent
Disaster				
Critical				VERY HIGH RISK
Severe				
Moderate				
Minor	VERY LOW RISK			

Lesson 1.3 Community Managed Disaster Risk Reduction (CMDRR)

Why Community-based Disaster Risk Reduction management (CBDRM)?

1. People in the community suffer most the disaster damages. In reality, they are first front line responders.

2. They undertake some precautionary measures and respond to the disaster even before outside help comes

Community Based Disaster Risk Management approach brings community together to address common problems which affects everyone. It provides an opportunity to zoom in to the vulnerabilities and risks at the individual, household and community level. CBDRM creates a meeting of the bottom-up (community and local level) and the top-down (national and higher level) approaches for an integrated and responsive disaster management system.

Community Managed Disaster Risk Reduction

CBDRR as a process has 5 steps in general where it starts from selecting the community,

- i. building the rapport with the community,
- ii. community risk assessment,
- iii. Risk reduction planning,
- iv. community managed implementation
- v. Monitoring by the community or Participatory monitoring.

The CBDRM processes

Pre-disaster responses: Preparedness

- Disaster Orientation
- Disaster Preparedness Training
- Grassroots Disaster Response Organization Formation
- Design a Community Specific Warning System
- Design an Evacuation Plan & Conduct Drills
- Emergency Response Training

Pre-disaster responses: Mitigation

- Diversification of crops according to different planting season
- Propagation of disaster resistant crops
- Seed banks & nurseries
- Production of different nutritional value crops

- Encourage proper land use management & sustainable agriculture practices

Post Disaster Response: Rehabilitation

- Rebuild Houses
- Seed Dispersal
- Farm Tools & Machinery Dispersal
- Dispersal of Animals & Livestock
- Rehabilitation of Irrigation Works
- Rehabilitation of Foot Bridges
- Rehabilitation of Water Supply Systems

2.0. MODULE 2 CONTINGENCY PLANNING PROCESS

Duration for this module: 6 hours

Resources and Materials: This module will involve the use of computer/projector, planning templates, notebooks, marker pens, flip charts among other materials.

Presentations: The module comprises of 5 sessions; which are interactive and participatory. The module highly engages learners in hands on experience on the key issue of “Contingency planning process” The session facilitators’ role will be to guide the learners in achieving plans that elucidate their own issues in the context of contingency planning per country needs.

Introduction

This module provides advice on selecting scenarios suitable for contingency planning, and for deciding when such planning is actually needed. However, it is important to note that contingency planning is not limited to the selected scenarios only.

Learning Objectives

Module 2 will help participants:

- To develop basic skills and understanding of Contingency Planning.
- To be able to develop Plans for Specific Emergency Scenarios
- To develop skills that lead to proper usage of the Risk Matrix for selection of Scenarios

- To objectively choose Partners & Benefits of partnerships in Planning
- Understand IASC (Interagency Standing Committee) Cluster Approach in Contingency Planning

Lesson 2.1 Contingency planning Preparation

What is a contingency & Contingency planning?

A contingency is a situation that is likely to occur, but may not. Contingency planning is the preparatory process of identification of and planning for these situations. It includes:

- Analyzing potential emergencies;
- Analyzing the potential humanitarian impact and consequences of identified emergencies;
- Establishing clear objectives, strategies, policies and procedures and articulating critical actions that must be taken to respond to an emergency, and;
- Ensure identification of stakeholders' roles and necessary actions taken in order to enhance preparedness.

Contingency planning

A contingency plan may never need to be activated. However, if the anticipated situation does arise, the plan will provide a basis for rapid and appropriate action. It is a management tool used to:

- Analyze the impact of potential crises
- Ensure adequate and appropriate arrangements are made in advance
- Respond in a timely, effective and appropriate manner

A continuing activity which all Humanitarian Country Teams are expected to undertake and maintain. A common, over-arching framework which guides the collective action of all partners, including individual agencies and sector groups

Reason for Planning

- To be better prepared to respond to disasters and save lives
- To know the resources needed and activities anticipated

- To optimally use the Limited Resources to benefit the numerous beneficiaries.

When to plan for disasters

In anticipation of known hazards and emergencies

Misconception about Contingency planning

What Contingency Planning is NOT

- Contingency planning is simply NOT an academic exercise.
- It is an activity that you undertake when there is nothing else better to do with your time.
- Contingency Plan will be put into place if the plan does not work. If “Plan A” fails, we will have to use our contingency plan – go to “Plan B”

What contingency planning actually is

Contingency planning is a mechanism to pull together resources and inter-agency coordination at the advent of early warning signals of an impending emergency

Why have Contingency Plan?

- Contingency planning aims to prepare an organization to respond well to an emergency and its potential humanitarian impact.
- Contingency planning will facilitate a rapid and coordinated emergency response by allowing planners, in advance of an emergency to:
- Consider the likely consequences of an emergency before it occurs
- Identify the key resources, both human and physical, which may be available to respond to the emergency
- Identify the critical areas for immediate action
- Build and train the emergency response team in advance
- Define the general policies and approach to the emergency in advance

Challenges during Contingency planning

- It's easier to motivate and organize planning teams and others to do emergency operation planning because of presence of emergency than contingency planning
- The lack of a sense of urgency, particularly when planners are already facing day-to-day planning difficulties for known problems, can slow, or even stop, contingency planning processes.
- General optimism that the “worst case scenario” won't happen is another factor that comes between developing a general sense of worry and actually doing contingency planning.

Lesson 2.2 Risk Analysis

This section helps planners to create realistic scenarios on which the contingency Plan will be based, including what the likely priority needs.

Introduction

Contingency planning has three components: an estimate of what is going to happen a plan based on this estimate of what the response should be; and some actions identified to be best prepared. This chapter helps planners think through **what is going to happen**, and the likely impact on people's lives and livelihoods

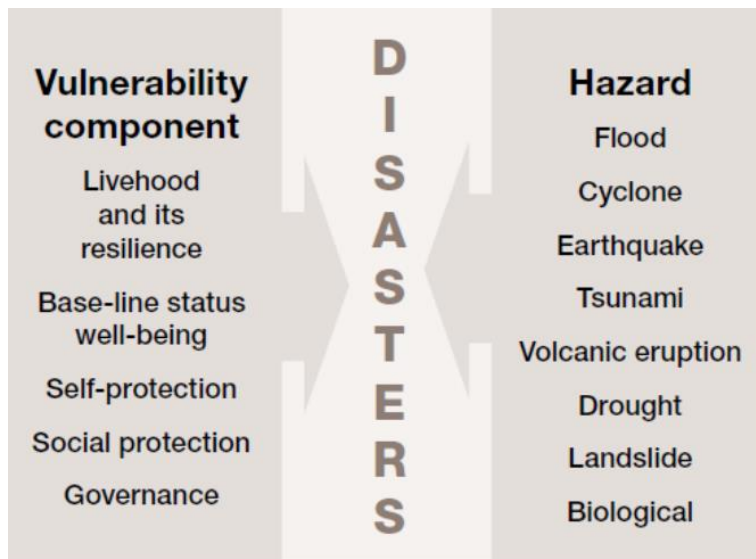
Risk analysis include a review of the technical characteristics of hazards such as their location, intensity, frequency and probability; the analysis of exposure and vulnerability including the physical social, health, economic and environmental dimensions; and the evaluation of the effectiveness of prevailing and alternative coping capacities in respect to likely risk scenarios. This series of activities is sometimes known as a risk analysis process. Disaster risk analysis can be understood as a function of hazards, vulnerability and capacity. Based on the variability of those factors the risk should be analyzed

Hazards

Most National Stakeholders will be aware of the principal hazards that need to be planned for, as will most at-risk communities. Contingency planning is likely to have been triggered by the probable threat of a particular hazard. Hazard data is largely scientific: quantitative or spatial. It can take many forms; e.g.

- Geographical hazard maps showing fault lines or unstable slopes likely to cause landslides
- Hydrological maps of flood prone areas
- Wind rainfall and seas surface temperature data
- Local rainfall and flood level records
- Drought risk profiles

How hazards and vulnerability combine to create disasters



Vulnerability and capacity assessment

The risk of disaster is linked to a population’s vulnerability to particular threats; Varying conditions can affect vulnerability levels. Good planning must also assess capacities within the communities at risk, and identify opportunities and Methods for strengthening and drawing on these capacities – in both planning and disaster response activities.

Table 3: Mapping vulnerabilities and capacities

Problem/ issue/hazard	Potential risk	Vulnerabilities	Capacities
Flood	<ul style="list-style-type: none"> • The river floods over the banks affecting homes in the vicinity • Homes become water-logged at ground level • Household equipment is damaged • Most vulnerable people (elderly and very young) lost their lives 	<ul style="list-style-type: none"> • Poor infrastructure • Poor agricultural practices • Poor drainage • Poor sanitation • Lack of agricultural supplies 	<ul style="list-style-type: none"> • Training • Skilled personnel • Storage facilities • Evacuation plan

Table 4: Physical and Institutional vulnerabilities

Area of analysis (country or regional level)	Examples of indicators
Physical vulnerability	<ul style="list-style-type: none"> • Quality of means of communication • Presence and quality of public infrastructure and shelters • Presence and accessibility to evacuation routes in the event of a disaster • Quality of dwelling construction • Proximity of homes or population centres to identified hazards/threats
Organizational vulnerability	<ul style="list-style-type: none"> • Existence, effectiveness and awareness of: <ul style="list-style-type: none"> – early-warning systems – disaster-response plans and systems • Existence of skilled response teams • Presence of development projects or NGOs (local and international) • Existence of community-based organizations, social groups, etc. • Ways of delivering basic services to the population • Centralized/decentralized decision-making in disaster management
Institutional vulnerability	<ul style="list-style-type: none"> • Presence of assistance/relief entities such as Red Cross Red Crescent, fire department, police, civil defence, etc. • Human resources dedicated to disaster response • Financial resources dedicated to preparedness and disaster response • Awareness and commitment of local authorities to disaster reduction • Legislation, plans and instructions for local and national disaster management • Access to vulnerable population in disaster situations • Readiness and quality of mechanisms for receiving external and international assistance

Risk analysis Specific Emergency Scenarios

Conducting risk analysis for specific hazard scenarios is essential and can be undertaken as outlined in the figure below:

The Concept of Risk

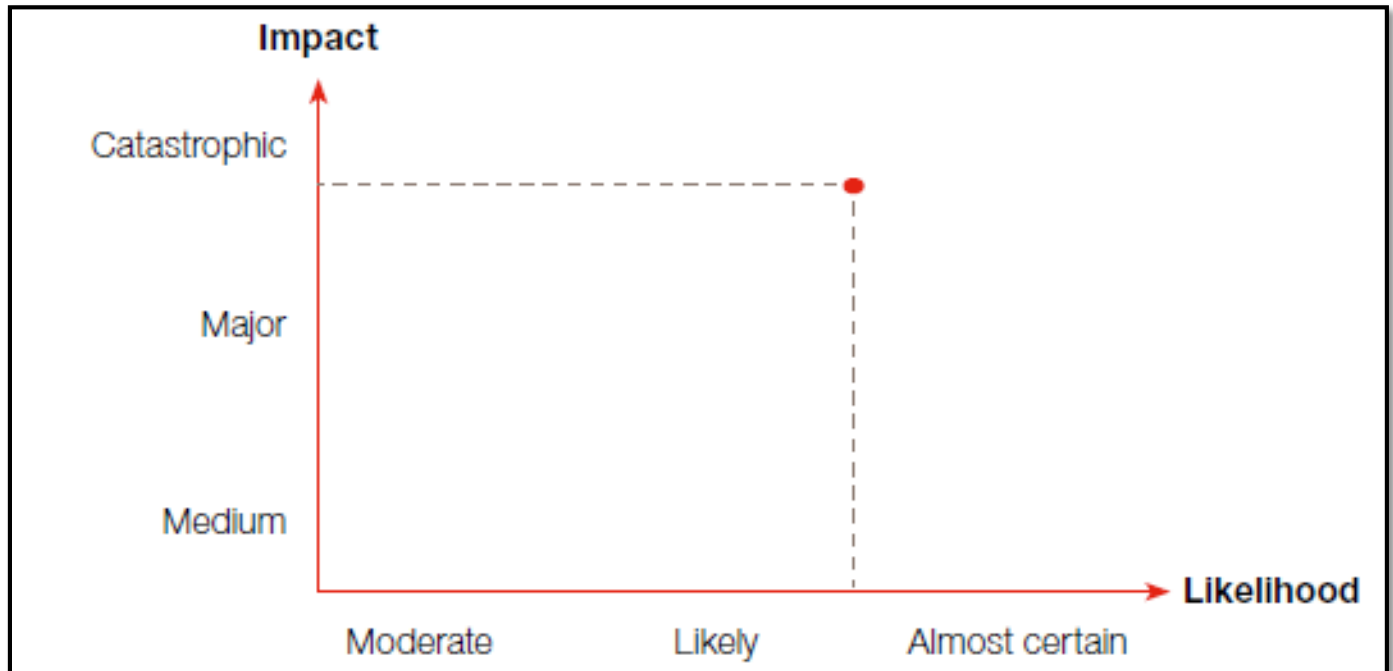


Figure 2: Graph depicting risk analysis for specific Hazard Scenario

A risk register can help you think about risk

Table 5: A risk register

Field	Analysis of hazards/ threats	Analysis of vulnerability
Geographical unit of analysis	<ul style="list-style-type: none"> • Country/region • Province/area/city • District or municipality • Specific locality or neighbourhood 	<ul style="list-style-type: none"> • Population • Community • Family • Individual
Temporal framework	<ul style="list-style-type: none"> • Period of recurrence (time frame) and incidence; e.g., months, years, every five years, decade(s), etc. 	<ul style="list-style-type: none"> • Period during which specific vulnerabilities apply to a defined group • Dates of the information used and analysed
Events/areas of analysis	<ul style="list-style-type: none"> • Most important hazards/threats in the geographic zones analysed (e.g., earthquakes, flooding, volcanic eruptions, hurricanes, droughts, epidemics, landslides, etc.) • Variations in the period of recurrence as a result of environmental or climate change 	<ul style="list-style-type: none"> • Specific conditions of exposure and vulnerability (e.g., physical, economic, social, organizational, institutional, educational, cultural, etc.)
Indicators of measurement	<ul style="list-style-type: none"> • Probability of occurrence • Potential area affected and territorial coverage • Magnitude of damage and losses • Percentage of population affected • Other 	Indicators for each area: <ul style="list-style-type: none"> • Economic vulnerability: family earnings, unemployment rate, etc. • Social vulnerability: life expectancy, access to health services, education, infrastructure, sanitation, etc. • Organizational vulnerability: existence of committees and disaster-response plans, early warning systems, etc. • Physical vulnerability: shelters, location and quality of structures and dwellings, etc.
Sources of information	Provide specific references for sources of information as a means of verification.	

A risk register can help you think about risk practically

Disaster impacts

Contingency plans are basically used to estimate the impact of a disaster on the population. For example, how many people are affected, what the greatest needs might be, what the logistical constraints might be and what the capability of first-phase disaster-response agencies will be. From an analysis of the hazards, likely social and physical vulnerabilities and the capacity of communities, it is possible to estimate the impact of a disaster. The more detailed the hazards and vulnerability data is, the more accurate the impacts estimate is likely to be, but there is one very important rule to remember when undertaking this analysis:

Role, mandate and capacity of stakeholders

Analyzing hazards and vulnerabilities helps us to think about ‘what might happen and what are we going to do about it. This will be determined by relevant stakeholders.

Two of the most vital elements in understanding this are:

- capacity analysis
- Resource identification.

It is crucially important that information on capacities and resources is accurate and trustworthy – since this will be the basis for identifying weaknesses and gaps, as well as for making the best use of existing resources. Existing capacities can be strengthened in a strategic manner, to best meet anticipated needs during a likely disaster. Once potential emergency needs have been identified, it will become clear how best to allocate existing resources and which additional ones might be required. While there is no simple formula or complete checklist to assist in analyzing capacities and identifying resources, In contingency planning, five categories can be identified:

- **Community-level capacities** and resources, including participatory approaches targeting various segments of **the population, as well as Public and private sectors.**
- **National and sub-national level stakeholders capacities and resources**
- **Regional and international institutional capacities and resources**, including **readiness to request and receive resources from within the Movement**
- External institutional capacities and resources,
- Agreements with other partners.

Responding to an emergency requires resources, and the contingency plan must take into account different levels of preparedness. Consideration should therefore be given to the following:

- What resources are already available and in what quantities, for how many People and for how long?
- How can community resources and capacities be strengthened and increased?
- Which staff and volunteers can be brought in from other programmes during an emergency?

- What resources will be needed that are not currently available?
- What plans exist for procuring required resources?
- What plans and preparations exist for receiving and managing international assistance?

Choosing Stakeholders in Planning

Those who will respond should be the ones to plan.

- There is a strong move in recent years toward inter-agency contingency planning
- Partners can be at local, national and regional level
- As a matter of principle, all potential responders should be involved in planning for their own future roles in emergency response.

When deciding who to include, consider the following general groups of agencies or organizations that should probably be involved:

- Government
- Local population
- Donor representatives
- Outside experts
- UN and intergovernmental agencies
- Humanitarian Agencies
- NGOs and religious groups

Preferable planning team members include those who can:

- Authoritatively help to establish the overall risk of the potential event
- Officially represent an organization that will respond to the planning scenario in a significant way.
- Support the process and remain motivated to assist in this type of preparedness activity.
- Commit the required time to carrying out his or her share of the planning exercise.
- Speak for, and commit, their organization to the plan.

- Bring the perspective of the local potentially-affected community to the process.
- Bring previous experience to the process

Developing scenarios

Scenarios help in envisioning the potential effects of selected contingencies. A scenario describes the probable impact/s and negative consequences of a contingency, including the number of people from different population groups that can be affected and the range of negative effects. Identification of impacts gives insight into the possible material and non-material losses that the territory could face. It is necessary to stress that losses can be direct or indirect. It is not easy to quantify the impacts, especially when some effects of disasters are evident only in the long term. For example, sometimes the budgets allocated for social development projects are diverted for emergency care, which causes the loss of positive outcomes those projects. By knowing the losses, it is possible to have a clear idea of the extent of the likely impact and to establish the planning assumptions for every scenario, therefore, to estimate the likely needs and the response capacity.

There are several methods for developing scenarios. For the purposes of this training manual, we recommend using the very simple formula of best case, most likely and worst case. This has the advantage of forcing organizations to think of scenarios that might be beyond their agencies' immediate capacities.

Whilst capacity and resource are important variables in defining the response, they should not limit the thinking of what might be. In imagining the extent of a disaster, it is important to 'think the unthinkable'. For example, what will happen if, as so tragically happened in the 2010 Haiti Earthquake, government is heavily affected including emergency medical and rescue services?

Some of the most important elements for developing a scenario are:

- numbers of animals and people affected
- priority humanitarian needs (this usually changes with time)
- demographics, vulnerability
- geography, access, logistical considerations
- scale of the response (community, government, aid agencies)

- Functioning of markets, socio-political dimensions, resources.

Table 6: Example of the best/most likely/worst-case scenario tool

Scenario	Drought	Flood	Earthquakes
Best	No drought	Normal seasonal flooding	Earthquakes measuring 4.5 on the Richter Scale causing some minor damage in rural areas
Middle or most likely	Moderate drought affecting one part of the country	Major flood affecting 100,000 people	Earthquakes measuring 6.5 on the Richter Scale causing some major damage in rural areas, including some medium-sized towns
Worst	Severe drought affecting large areas of the country	Extreme flood affecting 1,000,000 including people in the capital city	Earthquakes measuring 8.0 on the Richter Scale with an epicentre in a major city causing catastrophic damage

Whether a country develops all three scenarios – best, most likely and worst – depends on time and resources available. In practice, the two most important are ‘most likely’ and ‘worst case. If the point of planning is to ensure that routines, structures and capacities are in place should a disaster happen, then a (relatively) safe theory is that capacity to respond to the most likely scenario will also cover the best-case scenario.

Specific Emergency Scenarios

Conducting risk analysis for specific hazard scenarios is essential and can be undertaken as outlined below:

The Concept of Risk

Impact



Catastrophic

.....

Major

Medium

Likelihood

Moderate

likely

almost Certain

Lesson 2.3 Using the Risk Matrix for Selection of Scenarios

Risk Matrix for Selection of Scenarios

The risk register below shows how risks can be analyzed in order to prioritize them.

Table 7: Analysis of risk using risk register

FIELD	ANALYSIS OF HAZARDS	ANALYSIS OF VULNERABILITY
Geographical Unit of Analysis	<ul style="list-style-type: none">• Country/region• Province/area/city• District or municipality• Specific Locality/ neighborhood	Population; community; family
Temporal Framework	Period of reoccurrence and incidence eg months, years, etc	period within which specific vulnerabilities apply to a defined group; duties of the information used and analyzed
Events/areas of analysis	Most important hazards/ threats in geographic zones analyzed; Variations in the period of re-occurrence as a result of environmental or climate change	Specific conditions of exposure and vulnerability
Indicators of measurement	Probability of occurrence; Potential area affected; magnitude of damage; % of population affected	Indicators for each area: Economic, social, physical and organizational

Sources of information	Provide specific references for sources of information as a means of verification	
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The scenarios should be flexible and adaptable for the real hazard event. Reality can always be different than the Contingency Planning scenarios assumed, so they should be flexible enough to adapt their characteristics and their response to the real conditions at any moment. For this reason, the format used for this methodology to build the scenario, is the same format that the Early Warning System is using as a weekly format when an incident is happening and effects are written in the format. Thanks to that, once an incident is happening, the scenario can be updated through this format of if not, wereda experts can update it by themselves after the needs assessment.

Early Warning Indicators & Triggers

To be effective, scenarios need to be combined with specific Early Warning signs and triggers for action based on realistic start up times for emergency interventions. This will facilitate timely responses and help mitigate some of the consequences of the likely disaster. For example, reduced or erratic rainfall could be an Early Warning sign for drought; violence at low-level inter-communal may be a sign for conflict; and, sustained storms may be other sign for flooding.

Participants should try to be specific as possible and realist, identifying indicators, which can be monitored regularly. It is recommendable to use indicators, which appear, in the Early Warning Mechanism such as the monthly or weekly early warning report. They should also look for specific indicators of deteriorating situations, such as the following examples:

Early Warning sign: Number of affected individuals (morbidity) with Malaria is increasing X number (This indicator is possible to find in the early warning monthly data form in the section F. Health). Trigger for response (e.g. FMD): Number of affected animals affect more than X number.

Early Warning Indicators can also be traditional signs usually used at community level.

Also, other Early Warning indicator will indirectly give us an idea of a possible hazard in order to make some preventive actions. For instance, in case of Malaria, the increase of Water Logging can be an Early Warning Indicator, because more vectors will be present and risk of Malaria will increase in the area.

Early Warning System

There are strong links between Early Warning and Contingency Planning. On one hand, Early Warning will be a catalyst for Contingency Planning processes. It will inform Contingency Plans to be activated. On the other hand, Contingency planning helps to focus early warning efforts and represents the action necessary in regards to the information provided by the Early Warning. The EWS has three objectives:

1. Establish a systematic and standardized process to collect, analyze and share data, maps and trends on hazards and vulnerabilities and to relate these to the livelihoods of affected populations and also their survivability.
2. Establish an effective hazard monitoring and warning service with a sound scientific and technological basis and utilizing local technologies
3. Develop communication and dissemination systems to ensure people and communities are warned in advance of impending natural or man-made hazard.

Benefits of Contingency planning

- Better planning –A contingency plan should cover all sectors needed for response to the planning scenario. No person or organization can be an expert in every sector
- Higher levels of acceptance and commitment– When agencies are fully involved in the planning process, their views are taken into account.
- Improved Inter-Agency relationships: Relationships developed before an emergency may help to enhance communication and ease stresses during the emergency. In addition, an understanding of each agency's strengths and weaknesses may assist in the implementation of plans

- Improved consensus and coordination –contingency planning ties together all the information from different sectors and partners to give a final result that reflects all of their inputs, it builds a consensus on steps to be taken to address the emergency.

Lesson 2.3: Development of response plans for Drought, Floods and animal diseases

Duration for this lesson: 6 hours

Resources and Materials

Successful implementation of this lesson will require computers/projector, case study handouts, marker pens, flip charts and stickers.

Presentations: This lesson constitutes of sessions, which are interactive, constituting factual slide presentations and case studies, plenary discussions which allow learners to ventilate their thoughts and views about the subject matter. Hands on experience is key for the learners as they develop customized plans for their thematic areas.

Introduction

This lesson provides a step-by-step process for developing scenarios for contingency planning that learners can use to add needed detail, project humanitarian needs, and test their planning assumptions.

Learning Objectives

By the end of the lesson, learners should be able to:

- Gain a basic understanding of planning assumptions and Context
- Explain Risk Analysis in context with Contingency planning
- Identify and enumerate Priority needs in the wake of Contingency planning
- Describe the activities Before, During and After an Emergency

Planning assumptions and Context

Planning assumptions

To understand the planning context, one must be able to look at the following:

- What areas are likely to be affected and what will be the geographical extent of the damage / crisis?
- Number and percentage of population affected; population profile and demographics?
- Gender considerations; specific vulnerable groups; and target beneficiaries?
- What will be the impact on livelihoods?
- What will be the specific sectorial impacts?
- How long are emergency conditions likely to last?
- Do the government / local authorities have prior experience in responding to that particular situation?
- What other organizations are likely to respond to the emergency and in what way?
- What are likely to be the major constraints to an emergency response?
- What are likely to be the major gaps?
- What are the various factors (negative or mitigating) influencing the situation?
- What events could trigger this scenario?
- What are the early warning indicators that should be monitored?

Planning context

Planning Assumptions highlight specific aspects of a possible emergency that are critical in planning a response.

These include:

- Specific projections of humanitarian needs (i.e. number of people requiring shelter, food, etc.),
- Characteristics of the population (i.e. gender, age, socio-economic status),
- particular vulnerabilities (i.e. prevalence of HIV/AIDS, specific protection concerns, food security status)

- Capacities of affected communities and government institutions to respond to the situation.

Example of planning assumptions

- Humanitarian assistance may be required to assist the Government in responding to the protection and assistance needs of 100,000 - 150,000 displaced households in Garissa County in Kenya.
- As a result of drought, pastoralists are likely to migrate to areas with limited water and pasture resources. The increased number of animals around water points is likely to lead to increased disease and ultimately livestock deaths. The higher concentration of people and animals could lead to increased tensions between host and migrating populations.
- The potential floods could disrupt learning activities for as many as 100,000 children and treatment for 55,000 malnourished children under 5 years of age.

Case study exercise below is presented to help Learners critique the assumptions and context.

Planning Assumption and Context

The underlying cause of the unprecedented cholera epidemic in Zimbabwe during late 2008 and early 2009 is recognised by all as the inability of vulnerable populations to access safe water, sanitation and hence proper hygiene practices. Whilst rural and urban areas have both been affected it is the high density suburbs in urban areas (cities and smaller towns/growth points) that have been most severely affected through principally, cross contamination of the alternative water sources that communities have been forced to access. Without immediate actions to address this cause and, despite a reduction in cases in March/April, water borne disease and especially cholera will remain alive in urban centres and is most likely to flare up again to epidemic proportions with increased temperatures and rainfall later in 2009.

Access to safe water supply and basic sanitation in Zimbabwe continues to be eroded and is declining exponentially due to the general economic collapse, reduced institutional

and community capacity, cyclical droughts and the effects of HIV. In 2007 it was estimated that a third of the rural population did not have access to an improved drinking water source. At that time at least 24% (17,000) of communal water supply facilities were not functioning resulting in a daily shortage of supply of safe water for some 2.5 million people. Although the national figure for access to safe water in 2007 was reported to be 73%, 35% of those households reported switching to unsafe sources when the main supply was unavailable, something becoming increasingly common. The last DHS to be conducted (2006) revealed that only 30.5% of rural households used safe sanitary facilities in 2006 as opposed to 60% in 1999.

All evidence is that the decline continues. The recent Nutrition Survey reports only 63% of households having access to an improved water source. All districts reported a reduction in access to water from October 2007, with some showing as much as a 20% difference. The incidence of diarrhoea among children was reported to have increased dramatically from 9% in 2007 to 19% in 2008. Furthermore, the decline in infrastructure, water systems and pumping capacity seriously affects the water supply in urban centres. Sewage systems in most urban areas have broken down due to age, excessive load, pump breakdowns and poor operation and maintenance. This has resulted in major leakages in residential areas and large volumes of raw sewage being discharged into natural watercourses, which ultimately feed into major urban water supply sources. Field assessments carried out by Cluster members show an alarming deterioration of water supply in clinics and hospitals with virtually none having access to safe water and patients often having to supply their own. This applies equally to urban and rural health institutions. Linked to this are consistent reports of up to, and over, 60% of community boreholes in rural areas being non functional.

Both urban and rural populations are increasingly having to resort to unsafe water sources (rivers, shallow and unprotected wells and open water) most of which have been cross contaminated from broken sewage systems and/or open defecation practices. This, coupled with poor hygiene practices - lack of access to soap and other materials and poor

habits - has resulted in the current unprecedented spread of Cholera and other diarrhoeal disease.

In August 2008 a nationwide cholera epidemic began in Chitungwiza, the urban epi-centre which, by the end of March 2009, had led to 94,277 cholera cases and left 4,127 dead. The national epidemic has spread to 60/62 districts, as well as into neighbouring countries.

The recent cholera outbreak is one of the most obvious indicators of the urgent need for a scaled up and integrated emergency response to increase availability and access to safe drinking water and improve hygiene practices. Zimbabwe is no longer facing the threat of increasing WASH-related disease outbreaks and widespread epidemics but is in the middle of a national crisis as a direct result of the absence of clean water, particularly in high density areas, further compounded by the lack of human resources, equipment and water treatment chemicals, and the dire state of existing water and sanitation infrastructure. The WASH and health clusters coordinated an effective response in Chitungwiza at the start of this outbreak in August 2008. This ability to coordinate and respond needs to be further strengthened and scaled up so that a joint response will be as effective in other areas outside greater Harare.

Links between HIV, and water, sanitation and hygiene are multiple and in a country where one in seven Zimbabweans is affected by HIV there is a need to ensure mainstreaming of HIV in all WASH interventions. Ensuring safe sites for water distribution to decrease exposure to sexual violence and abuse will be ensured in planning and targeting of easy access water for households caring for bedridden family members ensured. Water collection and distribution activities will also be used to disseminate information and mobilise action around HIV.

Context and Priority needs

Context analysis

The learners are expected to conduct context analysis and priority needs using the guide below.

Example: Floods impact on Health and Nutrition sector

**...Health and Nutrition
Planning Assumptions**

.....
The criteria used to identify the population that will most likely be affected in the 2012/2013 season is as follows

- I. Health facilities that are located within a radius of 5km from the river bank and/or major wetlands have been deemed to be in a flood risk area. These centres have been identified by using their geographical location (GPS points).
- II. Health facilities located in low lying areas (valley areas) which are prone to flash floods

Overall Objectives

.....
.....
.....

Specific objectives

- ✓ To provide information, education and communication on communicable and non communicable diseases.

Requirements

Scenario 1 – Floods

.....

Scenario 2 – Cholera

The country has been experiencing cholera outbreaks

.....
.....

Conducting risk analysis

The learners should revisit the points regarding risk analysis process. The following points are expected:

- The risk matrix records both the degree of probability and likelihood of impact, for a more rational understanding of overall risk.
- After plotting the scenarios, you can now rank risks (from highest risk downwards).

Remember that assessments may vary, even among experts. For those scenarios that

are well studied scientifically, specific expertise should be sought to validate the estimates of likelihood, as well as damage in some cases.

Table 8: Likelihood Scenario Vs Probable damage level

	Unlikely/Rare	Possible	Likely	Imminent
Disaster				
Critical				VERY HIGH RISK
Severe				
Moderate				
Minor	VERY LOW RISK			

- The goal of risk management is to push each possible hazard (scenario) down towards the left-hand corner of the matrix. Obviously for many natural hazards such as cyclones and earthquakes, likelihood cannot be changed (although it may become better understood) whereas expected damage can always be lessened by reducing vulnerability, strengthening communities, or reducing population in the most dangerous areas. You should actively look for ways and strategies to accomplish this, remembering that there may be other factors that will push threats up towards the top right hand corner; for example, poverty, lack of education about hazard risks, and the inability to respond efficiently.
- Regular revisiting of this matrix and updating with current information and analysis will help show trends in the overall vulnerability to hazards, as well as help you evaluate whether your risk reduction efforts, including contingency planning, are having an effect

Activities Before, During and After Emergency

Activities Before

During ‘immediately before disaster’, one has to ask questions like ‘if a particular disaster takes place at a near future date after receiving warning signs, what measures can be

taken from now to prevent it or reduce its impact?'. Necessary measures then can be included in the contingency plan and its implementation initiated.

It must be noted that sudden-onset events such as earthquake do not provide warning for action immediate before the disaster.

During

When the disaster strikes, all response and relief measures have to be taken up by concerned stakeholders by activating trigger mechanism and based on Standard Operating Procedures (SOPs), which should already be in place.

After

In the 'immediately after disaster' phase, measures taken immediately after a disaster, which cannot be undertaken when the disaster strikes will be identified, in order to bring relief to people and communities affected by the disasters.

MODULE 3: PRACTICAL EXERCISE FOR DEVELOPING CONTINGENCY PLANS FOR DROUGHT, FLOODS AND ANIMAL DISEASES

Duration for this module: 6 hours

Resources and Materials: Note pads, flips charts, computer/projector

Presentations: This is group work exercise requiring learners to work in small groups.

Their group findings are later presented in the plenary for further discussion by the entire group and moderated by the facilitators.

Learning Objectives

Module 3 will help participants:

- Practice creating contingency plans.
- Internalize the components that form a comprehensive contingency plan

Lesson 3.1 Group Work

Preparation of contingency plans for Drought, Floods and Animal diseases

The learners to be divided into 3 groups and assigned one hazard each (flood, drought and animal disease) to develop a contingency plan using the guide below. It is estimated that the exercise will take 8 hours after which the groups will converge and give their presentations during a plenary session.

Outline of Single Hazard Contingency Plan

- i. INTRODUCTION
 - a. Period of plan, Objectives ...
- ii. CONTEXT, HAZARDS AND RISK ANALYSIS
- iii. SCENARIOS AND PLANNING ASSUMPTIONS
- iv. GUIDING PRINCIPLES
 - a. -Standards, Frameworks
- v. IMPLEMENTATION STRATEGY
- vi. RESOURCE GAP ANALYSIS
- vii. MANAGEMENT AND COORDINATION ARRANGEMENTS
- viii. ROLES AND RESPONSIBILITIES
- ix. RESOURCE MOBILISATION
- x. RAPID ASSESSMENTS AND DISSEMINATION OF INFORMATION
- xi. SECTOR WRITE-UPS

Relevant Sectors (Country specific)

- Agriculture and Food Security
- Education
- Health and Nutrition
- Human Settlement and Shelter
- Information Management and Emergency Communication
- Logistics
- Road Infrastructure Sector
- Water and Sanitation
- Disaster Risk Reduction (DRR) Sector Focal Point Persons

Lesson 3.2 Presentation of Contingency Plans

Participants will present their contingency plans

MODULE 4: CONSOLIDATING CONTINGENCY PLANS

Duration for this module: 6 hours

Resources and Materials: Note pads, flip charts, marker pens, computer and projector

Presentations: This is an interactive session where various parts of the plans are put together into one document. Questions and answers are used to clarify the presentations and allow participants to contribute from their experiences.

Introduction

This module focuses on the management and coordination that are key to successful completion of contingency plan.

Learning Objectives

Module 4 will help participants:

- Describe Monitoring and Evaluation of Contingency plans
- Gain a basic understanding of fundraising and resource mobilization during contingency planning
- Become familiar with stakeholders participation
- Gain understanding of disseminating Contingency Plans

Lesson 4.1 Monitoring and Evaluation (M&E) of Contingency plans

Purpose of M&E

Accountability: to account for (and report on) work carried out and results achieved, using planned objectives and targets as the benchmark against which performance is assessed

Learning: lessons are drawn from experience, accepted and incorporated in revised practices and policies, thereby building on success and avoiding past mistakes.

- To determine whether the structure and contents are best suited to actual response capabilities.
- To update changes in the social, economic and organizational situation
- Information on lists of staff and their capabilities or for inventories of equipment and logistics resources must be updated regularly.

Contingency Plan usefulness can be evaluated once it has been used in a real-life situation. Evaluations should be made frequently using real data based on different methodologies, depending on whether the evaluation is carried out during or after a disaster-response operation.

Methods of evaluating

- Secondary data (reports from similar operations and/or other agencies etc);
- Interviews (using focus groups, questionnaires, interviews with key staff and beneficiaries);
- Direct observation

Lesson 4.2 Fundraising and resource mobilization

Fundraising options

Securing resources for contingency planning can be difficult; securing resources for putting the plans into action even more so. Nevertheless, limited resources are available from within the partners and government departments for contingency planning. Even without significant resources, it is worth planning, because even some basic actions can help in the event of actual response. Similarly, there are actions that can be taken that are not very expensive, such as setting up pre-agreements with suppliers and transporters, customs arrangements and volunteer training.

Lesson 4.3 Stakeholders participation

Stakeholders' involvement

A good plan should identify what resources stakeholders are bringing and are already available, what the additional needs might be and where any additional capacity would come from.

When planning for an emergency needs assessment at local, community or regional level, it is necessary to identify:

- Who is responsible for the assessment and when will it be carried out (e.g., immediately, after three days, two weeks, etc.)? Assessment teams should be made up of persons having various functions, and includes specialists from several sectors.
- What information is required at each stage of the emergency?
- How and where will response teams be formed and trained?
- Is there a standard format for collecting data, and if so, is it readily available?
- What standards are being used to measure the severity of the emergency?
- What elements have been included in the assessment to facilitate early recovery?
- How will the impact of humanitarian aid be determined?
- How will beneficiary communities be involved in the process?

Lesson 4.4 Disseminating Contingency Plans

Disaster information management requires specific skills and methods.

Planners of Contingency plans should establish information management procedures within their disaster-response and contingency plans in the following areas:

1. Public information – relates to the local, national, regional and international media. A preparedness plan should include this aspect, as well as consider possible demands for multilingual spokespersons.
2. Operational information – essential for effective decision-making and should be managed by the emergency operations centre (EOC).
3. Internal information – sharing aims to ensure an adequate flow of information to all employees and volunteers on specific issues of relevance and concern related to the emergency operation.

4. Reporting – requirements must be respected and promoted at national, regional and international levels as a means of accountability. The reporting process should be well planned, with updates provided on a regular basis.

SAMPLE CONTINGENCY PLAN Uganda Contingency Plan



THE REPUBLIC OF UGANDA

THE NATIONAL EL NIÑO PREPAREDNESS AND CONTINGENCY PLAN

**The likely displacements, damage and loses due to flooding, landslides and
windstorms over the period April – July 2016**

OFFICE OF THE PRIME MINISTER

Department of Relief, Disaster Preparedness and Management

January 2016

THE NATIONAL EL NINO CONTINGENCY PLAN

**The likely displacements damage and loss due to flooding, landslides and
windstorms over the period APRIL – JULY 2016**

INTRODUCTION

The Uganda National Meteorological Authority (UNMA) together with the IGAD Regional Climate Application and Prediction Centre (ICPAC) based in Nairobi and the World Meteorological Organization (WMO) have all predicted with a 95% certainty and confirmed that Uganda like the other East African Countries will experience floods in isolated parts of the country from late April to end of June 2016. They have warned that this year's El Nino is likely to be stronger than the one of March 2010 which caused River Mubuku in Kasese District to burst its banks killing five people and causing displacement of over 10,000 people.

1.1 OBJECTIVES OF THIS EL NINO PLAN

The objectives of the National El Nino Contingency Plan are:

- a) To inform Government and Partners of the likelihood of a destructive and damaging El Nino rains falling in the Country from late April this year, peaking in May and persisting June-July 2016.
- b) To put in place preparedness and response plans aimed at minimizing El Nino deaths, misery of the victims, damage-and-loss of livelihood assets and infrastructure.
- c) To secure support (emergency funds / and materials) from Government and Partners for relief, emergency shelter and household utensils for an estimated 30,000 victims.

1.2 Overall Assumptions

- Host families will be willing to host the displaced persons
- The displaced persons will move and harmoniously live with host families
- There won't be extreme damage to infrastructure and thus accessibility will not be a problem
- Food prices will remain affordable
- Other development programs undertaken by both Govt and humanitarian/development partners in the area will remain operational
- The ongoing disaster reduction interventions in some of the prone districts will continue
- There will be political will and security in the area
- The affected communities coping capacities are still low making them vulnerable to the anticipated calamity

2.0 CONTEXT, HAZARD AND RISK ANALYSIS

Negative Impacts

There are high possibilities of massive flooding, landslides, destructive windstorms, lightning, destruction of feeder roads, washing away of small-bridges and culverts, roofs of many village homes getting blown-off and rotting of root crops. The incidence of infectious diseases such as malaria, cholera, dysentery, and acute respiratory infections will rise to outbreak levels in about 33 of the 112 districts. Some Health facilities are likely to be damaged; many pit-latrines will be flooded in the affected districts. The above foreseen scenarios will lead to increased demand for relief, health and infrastructural services.

The negative effects of the El Nino rains are likely to cause misery to hundreds of households in the following districts namely; Bududa, Bulambuli, Manafwa, Sironko, Mbale, Butaleja, Tororo, Kapchorwa, Bukwo, Kween, Kasese, Budibugyo, Ntoroko, Kampala, Amolatar, Amuria, Katakwi, Nakapiripirit, Napak, Moroto, Kotido, Kaabong, Kaberamaido, Otuke, Amudat, Kisoro, Kabale, Rukungiri, Kanunugu, Ntungamo, Moyo and Kabarole.

The El Nino rains will also affect the opening of schools for second term in most of the districts named above because of the torrential rains, flooding, fear of landslides, lightning and likely damage to feeder roads.

POSITIVE IMPACTS

On the other-hand the floods will bring many good opportunities which we should not lose sight-of such as plenty of water for agricultural production and power generation. The following districts are likely to get more positive impacts of the El Nino than the negative ones; Mbarara, Kiruhura, Isingiro, Ibanda, Bushenyi, Buhweju, Mitooma, Sheema, Rubirizi, Kyenjojo, Kyegegwa, Kamwenge, Kibaale, Hoima, Buliisa,, Masindi, Arua, Maracha, Nebbi, Okoro, Adjumani, Amuru, Nwoya, Yumbe, Koboko, Zombo, Rakai, Lyantode, Lwengo, Kalungu, Bukomansimbi, Sembabule, Mubende, Kiboga, Kyankwanzi, Luwero, Nakaseke, Nakasongola, Mukonon, Buikwe, Kayunga, Kalangala, Buvuma, Wakiso, Masaka, Mpigi, Gomba, Mityana, Jinja, Mayuge, Bugiri, Busia, Kamuli, Iganga, Luuka, Namutumba, Buyende, Kaliro, Pallisa, Budaka, Kumi, Soroti, Serere, Bukedea, Ngora, Gulu, Apac, Lira, Kitgum, Lamwo, Abim, Oyam and Kole.

These seventy two districts which will benefit more from the El Nino rains should start preparation of gardens now, increasing acreage massively in order to take advantage of the on-coming plenty of water (rainfall) and the long rainy season to boost crop production and harvests thus raising food security and exports to South Sudan, Southern African Countries and many other parts of the World who will be experiencing severe drought over the same period of time.

Populations in the category of the districts likely to experience more negative impacts of the El Niño should as well prepare gardens and plant, because not all parts of family plots will be flooded or affected by landslides. There are many families in this category who will not be affected negatively, so they should as well plant massively taking advantage of the plenty of water.

MAGNITUDE OF THE 2016 EL NINO PROBLEM

The 2016 El Nino landslide and flooding problems are likely to be massive given the forecast that it will be more severe than the past El Niño's this country has witnessed. The 1st March 2010, El Niño episode killed over 150 people in a massive landslide that swept through Nametsi Village in Bulucheke sub-county of Bududa District displacing over 8,000 people. In 2011, landslides killed 31 people in Sisiyi Village of Bulambuli District and displaced over 1,500 people and on 3rd June 2012, landslides killed 2 people in Bumasifa Village of Sironko District displacing over 800 people. On 25th June 2012, another landslide swept through Bunakasala village of Bududa District killing 8 people and displacing over 3,500. The Teso and Lango subregions floods of 2006 displaced over 10,000 people.

INTERNAL DISPLACEMENTS

We are likely to experience internal displacement of upto 20,000 people, (2,500 HHs) by landslides/floods in the mountainous sub-regions of Elgon and Rwenzori.

In addition, another 10,000 people (1,700 HHs) are likely to be displaced by floods in the low lying sub-regions of Teso, Lango, Bukedi, Ntoroko and West Nile.

3.0 SCENARIOS AND PLANNING ASSUMPTIONS

The 95% certainty prediction avails us three options; worst case scenario in terms of disaster preparedness; middle case scenario and best case scenario in terms of agricultural and livestock production.

Table: Scenario case of Uganda

Scenarios	Key Assumptions	Humanitarian Consequences/ Impact	Response Plan for Scenarios	Key implementer / Players
BEST CASE	<p>The coverage: maximum 25 districts will be affected.</p> <ul style="list-style-type: none"> All areas will be accessible No damage to infrastructure DLGs and communities will be able to cope without external assistance. 	<ul style="list-style-type: none"> Minimum impact No deaths caused No destruction to infrastructure No migrations Minimum risk of epidemics & diseases Hot & dry than normal spells Good agric prodn. in Northern, Eastern and Central Uganda 	<ul style="list-style-type: none"> Continuous monitoring Provide Information DDMCs to provide leadership at that level. MOH preposition drugs for epidemics. i.e. vaccines. All sectors to have their own contingency plans in place <ul style="list-style-type: none"> Inter-agency (National) assessment team on standby. Standardized assessment tool in place. Resource mapping and capacity (Human). <ul style="list-style-type: none"> Simulation training/ exercises on how to use above facilities and to respond. 	<p>MoW&E, Met Department, OPM, DDMC, FEWSNET, and OPM. DDMCs</p> <p>MOH & WHO</p> <p>Sector lead ministries</p> <p>The National Task Force</p> <p>The National Task Force</p> <p>The National Task Force</p> <p>OPM</p>
MIDDLE / AVERAGE CASE	<ul style="list-style-type: none"> 40 districts will be affected 10 districts will not be able to cope and will need external 	<ul style="list-style-type: none"> Damage of crops for 150,000 house holds Migration of 50,000 house holds 	<p>Continuous monitoring Provide information OPM and DDMCs provide leadership</p> <ul style="list-style-type: none"> Inter agency Assessments throughout 	<p>The National Task Force OPM</p> <p>DDMC & OPM at respective levels.</p> <p>National Task Force</p>

	<p>assistance (food relief).</p> <ul style="list-style-type: none"> • Water levels in the main swamps/rivers in affected districts will go down. 	<ul style="list-style-type: none"> • A population of about 1,000,000 people at risk of epidemics/diseases. • Shortage of water in 10 districts. • Food shortage for 1,000,000 people 	<ul style="list-style-type: none"> • Food and non-food items to 150,000 households. i.e. Health kits, shelter materials, household items, etc. • Logistics (transport, ambulances, trucks) • Provision of safe water <p>➤ Key activities under Health</p> <ul style="list-style-type: none"> • Outreaches to the 1,000,000 people <ul style="list-style-type: none"> • Screening for malnutrition • Awareness and sensitization • Public health promotion • Provision / rehabilitation of sanitation facilities • Stocking health centers with essentials drugs • Surveillance and case by case management • Monitoring and supervision • Provision of mosquito nets 	<p>Ministry of Works & Transport, OPM, WFP & URC. MOW&E</p> <p>MOH/WHO</p> <p>OPM,WFP OPM</p> <p>Min. of Water & Environment MOH & WHO</p> <p>OPM & WFP</p> <p>MAAIF</p>
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			<ul style="list-style-type: none"> • Therapeutic feeding and supplementary feeding centers. <p>FOOD Security Food aid to 300,000 households. Food for work , Planting materials for about 500,000 households</p> <ul style="list-style-type: none"> ➤ WASH <ul style="list-style-type: none"> • Provision of soap and detergents • Provision of safe water • Public health promotion ➤ LOGISTICS ➤ EDUCATION <ul style="list-style-type: none"> • Provision of scholastic materials. <p>Establish learning centers for migrated communities. Provide water and sanitation facilities</p> <ul style="list-style-type: none"> • Provide food for the displaced children <p>Provide drugs in schools</p>	Min of Water/Environment & Min of Health Ministry of Works & Transport & UNRA Min of Education & Sports
THE WORST CASE SCENARIO	<ul style="list-style-type: none"> • Over 50 districts will be affected. • 30 districts will be entirely surviving on relief. 	<ul style="list-style-type: none"> • Destruction of crops for over 1,000,000 households 	<ul style="list-style-type: none"> • Continuous monitoring • Provide information 	The National Task Force OPM OPM & DDMCs at respective levels. National Task Force

	<ul style="list-style-type: none"> • Over 1,000,000 households will be affected. • Over 150,000 households will migrate especially in Karamoja. 	<ul style="list-style-type: none"> • Over 500,000 households will migrate. • 50 Schools may close due to shortage of food. • Over two million people at risk of epidemics & diseases. • Low water levels in water sources in over 30 districts • Destruction of Environment i.e. (wetlands, forests etc) and bush burning. • 30 children may be malnourished and death of livestock may occur. 	<ul style="list-style-type: none"> • OPM & DDMCs should provide leadership. • Inter agency Assessments • Food and non food item to 1,000,000 households (blankets, shelter, cooking kits, health kits etc) • Logistics (Transport, ambulances, trucks, etc.) • Provision of safe water • Health outreaches to the 1,000,000 households • Screening for malnutrition • Community awareness and sensitization • Public health promotion • Provision/ rehabilitation of sanitary facilities • Stocking health centers with essentials/first line drugs • Surveillance and case by case management • Monitoring and supervision of 	<p>OPM, WFP, etc.</p> <p>OPM, MoW&T, WFP & URC MoW&E</p> <p>MOH</p> <p>OPM, WFP, URCS OPM, OCHA, MOH & URC MOH Min. of Water & Environment MOH</p> <p>MOH</p> <p>MOH MOH</p> <p>MOH & URC MOH & WFP</p> <p>MOH & URC</p> <p>OPM/WFP</p> <p>WFP</p> <p>MAAIF</p>
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			<p>health related interventions.</p> <ul style="list-style-type: none"> • Provision of mosquito nets • Therapeutic feeding and supplementary feeding centers <p>FOOD AID Food aid to 700,000 households Food for work. Planting materials to 1,000,000 house holds.</p> <p>WASH Provision of soap and detergents</p> <p>EDUCATION Provision of scholastic materials Establish learning centers Provide water and sanitation facilities Provide food for the displaced children Provide drugs in schools</p>	<p>UNICEF</p> <p>MIN.EDUC&SPORTS</p> <p>MOWE</p> <p>MIN.EDUC&SPORTS</p> <p>MIN OF HEALTH.</p>
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4.0 Guiding Principles

- Accountability and transparency in response operations
- Gender considerations in targeting affected persons
- Involvement of stakeholders in planning and implementation

5.0 IMPLEMENTATION STRATEGY

Preparedness activities

1. We should have a strong National Task Force (National Platform for Disaster Risk Reduction) for El Nino response with representatives from the key line ministries and agencies/partners with clear terms of reference. Among others; should monitor the trigger points, facilitate information sharing, enhance capacity in the districts, ensure establishment of similar task forces in the districts and create stronger linkages between the two, ensure sectoral contingency plans are in place, etc. and report to the National platform.
2. Sectoral contingency plans should be developed under the leadership of sector lead ministries. Sectors will include; Health, Education, Water and Sanitation, Agriculture, Environment, Gender/Human rights, Protection, Information, Ministry of Local Government, Works and Transport and Finance.
3. Communication as per the communication strategy.
4. Resource mapping and mobilization.
5. Mobilization and coordination of the private sector; a strategy to do this needs to be developed.
6. A standard assessment tool should be developed and agreed upon by all players.
7. Need to bring on board human rights bodies to ensure incorporation and adoption of human rights based approach.
8. Early warning systems, however simple or local; should be identified and closely monitored. This responsibility should be assigned to individuals at all levels and a database should be developed and contacts shared with all concerned.
9. Trainings should be undertaken including simulation exercises.

RESOURCE MAP: STOCKS, TOOLS AND EQUIPMENT

The Ministry of Works and Transport has only 6 bulldozers, 2 excavators, and 12 wheel loaders located at their zonal outposts in Masaka, Mbarara, Mbale, Gulu and Kampala. Most of the Public Works Equipment in the country are in the hands of the District Local Governments which unfortunately have failed to maintain/service them. Over 60% of the equipment (Bulldozers, Excavators, Wheel-loaders and trucks) in the hands of the District Local Governments are currently broken down. The districts say they do not have funds to repair the equipment and put them on standby-readiness for use during the El Niño time.

The Ministry of Works and Transport needs to be supported to find resources to help the District Local Governments repair all usable public works equipment in their hands before 15th March 2016.

Equally, the Ministry of Health should be supported to procure and deliver to District Hospitals and Health Units adequate quantities of drugs for treatment of the likely

epidemics of malaria, cholera, typhoid etc. as soon as possible but not later than 15th Marc 2016.

The Ministry of Education, Science, Technology and Sports should map out schools likely to be cut-off by floods during the second term period and work-out alternative places where the children likely to be affected will be transferred to attend classes. The districts where schools opening are likely to be affected include; Kasese, Ntoroko, Bulambuli, Butaleja, Tororo, Amuria and Katakwi.

There is need to procure and stock the following essential emergency survival relief commodities for shelter and household-use, and pre-position them in standing-readiness before 15th March 2016: (1) Family Tents – 4,000 pcs, (2) Blankets – 10,000 pcs, (3) tarpaulins – 10,000 pcs, (4) Mosquitoe Nets – 10,000pcs, (5) jerricans – 10,000 pcs, (6) Source pans – 10,000 pcs, (7) plastic plates – 30,000pcs, (8) plastic cups – 30,000pcs, (9) Maize floor – 700 tons, (10) Beans – 405 tons, (11) Cooking Oil – 10,000 litres, (12) Salt – 500 kgs, (13) Water treatment tablets – 100 cartons, (14) Mama kits – 500 cartons, (15) washing soap – 30,000 bars and (16) Basins – 10,000pcs.

Response

The implementation of this El Nino Response Plan will employ an Inter-Ministerial, Inter-Agency approach involving the whole Government, Donors, NGOs and Communities, with the Office of the Prime Minister taking lead.

Awareness meetings are already being conducted to sensitize the communities likely to be affected. The Disaster Preparedness Department will take lead in coordinating all Sector Ministries, Local Governments, Departments, Agencies and Partners through the existing National Platform for Disaster Preparedness and Management which is already meeting on the subject. Details of who-will-do-what-and-where is being worked out in the National Platform. It will include a Monitoring and Evaluation strategy.

The plan will have special consideration of most vulnerable households and individuals, especially households headed by vulnerable widows, the sick, the old, child-headed households, households headed by person's living-with-HIV and households headed by vulnerable persons-with-disability.

20,000 IDPS TO LIVE WITH HOST FAMILIES

Currently, more than 100,000 people (12,500 households) are at a risk of landslides in the Mt Elgon and Rwenzori sub-regions. As stated above, upto 20,000 of them are likely to be displaced between April and June 2016. We hope no lives will be lost. There is a high likelihood of massive damage to property and infrastructure.

It is however, not possible to move such a large number of people out of their current settlements within a short period of time. We do not plan to establish IDP Camps because of the many negative hygiene, social and environmental concerns.

The Department of Disaster Preparedness has instead sensitized the family members and agreed with them on safe locations (host families) in their neighborhood within the Mountains from where Government and Partners will deliver relief food, shelter and household commodities. The host family arrangement is voluntary, more sustainable and healthy.

The challenge has always been, delays in securing funds to procure the emergency relief commodities, which if got early would encourage families at risk to move to host homes in advance. People who get killed are those who wait to first see the landslide unfortunately it happens too swiftly giving no time for them to run away.

6.0 RESOURCE GAP ANALYSIS

The following institutions are expected to allocate/mobilise funds for the respective assignments and if need be request for additional/supplementary budget.

- Coordination shall be provided by OPM and OCHA
- Relief distribution shall be done by URCS
- Food shall be provided by WFP
- MOH shall be supported by WHO
- Early recovery intervention shall be supported by UNDP
- WASH shall be supported by UNICEF
- Water and environment issues shall be addressed by MAAIF/NAADS, MOWE
- Finances will be provided by MFEP.

7.0 MANAGEMENT AND COORDINATION ARRANGEMENTS

The Office of the Prime Minister together with sector Ministries, Local Governments and Partners are capable of minimizing the foreseen damages and losses once resources are made available in advance. The Department of Relief, Disaster Preparedness and Management is coordinating the raising of the level of preparedness and response of Government Institutions and Partners. From the Month of January 2016, when signs of the El Niño begun showing technical officials have visited over 1,000 households (8,000 people) at high risk, in the eight districts on Mt Elgon sub-region, sensitized the family members and agreed with them on safe locations (host families) in their neighborhood from where Government and Partners will deliver relief food, shelter and household commodities when the El Niño begins.

The Disaster Department working with UPDF leadership have been training and equipping the UPDF soldiers on how to help the people when the El Niño rains get destructive in the districts at high risk and Kampala District. The Uganda Police Force, the Uganda Redcross Society volunteers, UN Agencies, Donors, National and International NGOs are all being engaged to prepare to give support to the Communities in respect of the El Niño episode.

A National Multi-Sectoral El Niño taskforce has been established and will be meeting every week to monitor and discuss progress in preparedness by each sector (Works, Health, Relief, Agriculture, Education, Water/Energy and Information/Communication)

The Standing Inter-Ministerial Committee of Cabinet on Disaster Management chaired by the 2nd Deputy Prime Minister whose members include the following Ministers; (i) Relief, Disaster Preparedness and Refugees, (ii) Works (iii) Defense, (iv) Internal Affairs, (v) Finance, (vi) Information, (vii) Agriculture, (viii) Water, (ix) Local Government, (x) Education, (xi) Health and (xii) Gender, will begin meeting on the subject early February 2016.

Each sector will draw detailed response plans outlining who is responsible for what and the budget requirements. Standard operating procedures will also be developed for smooth activity implementation.

8.0 FINANCIAL REQUIREMENTS/RESOURCE MOBILISATION

The Inter-Ministerial work plan and budget for mitigation and response to this year's El Niño damage-and-loss have financial implications of emergency nature which require off-budget commitments from the National Treasury and support from our Partners, the Donors, UN Agencies and NGOs.

The preparedness and response activities to mitigate and manage the 2016 El Niño is estimated to cost Ushs 32,041,994,000/= (thirty two billion, forty one million, nine hundred and ninety four thousand shillings only). This excludes the costs of recovery and reconstruction of damage and loses after the El Niño.

This National El Niño Preparedness and Contingency Plan also serves as an appeal document to our Development Partners, UN Agencies, International NGOs and National NGOs and the Private Sector to support Government and Communities.

A. RELIEF SHELTER MATERIALS (OPM)

S/N	Description of Activity/item	Quantity	Period	Units	Unit Cost (UShs)	Total Cost (Ushs)
1	Family Tent	4,000 pcs		pcs	3,000,000/=	12,000,000,000/=
2	Blankets	10,000 pcs		pcs	30,000/=	300,000,000/=
3	Tarpaulins	10,000 pcs		pcs	30,000/=	300,000,000/=
4	Mosquitoe nets	10,000 pcs		pcs	10,000/=	100,000,000/=
	SUB TOTAL					12,700,000,000/=

B. RELIEF HOUSEHOLD MATERIALS (OPM)

S/N	Description of Activity	Quantity	Period	Units	Unit Cost (UShs)	Total Cost (UShs)
1	Jerricans	10,000 pcs		pcs	8,000/=	80,000,000/=
2	Source pans	10,000 pcs		pcs	10,000/=	100,000,000/=
3	Plastic plates	30,000 pcs		pcs	3,000/=	90,000,000/=
4	Plastic cups	30,000 pcs		pcs	2,000/=	60,000,000/=
5	Mama kits	500 pcs		pcs	55,000/=	27,500,000/=
6	Sanitary Towels	5,000 pcs		pcs	4,000/=	20,000,000/=
7	Washing Soap	30,000 bars		bars	4,000/=	120,000,000/=
8	Basins	10,000 pcs		pcs	5,000/=	50,000,000/=
	SUB TOTAL					547,500,000/=

C. RELIEF FOOD (OPM)

S/N	Description of Activity/Item	Quantity	Period	Units	Unit Cost	Total Cost
1	Maize Flour	30,000 ple x 0.25 kgs per day	90 days	Kgs	2,800/=	1,890,000,000/=
2	Beans	30,000ple x 0.15 kgs per day	90 days	Kgs	2,700/=	1,093,000,000/=
3	Salt	500 kgs		Kgs	2,000/=	1,000,000/=
4	Cooking Oil	15,000 ltrs		Ltrs	6,000/=	90,000,000/=
5	Logistics/ Transport rtc					307,400,000/=
	SUB TOTAL					3,381,400,000/=

D. EMERGENCY HEALTH (MoH)

S/N	Description of Activity	Quantity	Period	Units	Unit Cost	Total Cost
1	Baseline Assessments					30,000,000/=
2	Assessment of the ongoing evolution of the situation					60,000,000/=
3	Sanitation and hygiene					60,000,000/=
4	Provide additional medicines and supplies (anti-malarials, antibiotics,					1,000,000,000/=

	ORT, IV fluids and accessories)					
5	Conduct outreach activities.					300,000,000/=
6	Vaccines, supplies and logistic procurement					90,000,000/=
7	Additional support to district operations					600,000,000/=
8	Strengthen disease surveillance					50,000,000/=
9	Emergency training of VHTs					150,000,000/=
10	Water chlorination					50,000,000/=
11	Malaria prevention					400,000,000/=
12	Special support to districts and affected communities					300,000,000/=
13	Health education and community mobilization					300,000,000/=
14	Improve coordination of partners/stakeholders and resource mobilization					50,000,000/=
	SUB TOTAL					3,440,000,000/=

E. EMERGENCY WATER AND SANITATION (MoWE)

S/N	Description of Activity	Quantity	Period	Units	Unit Cost	Total Cost
1	Water treatment tablets					50,000,000/=
2	Mobile Water Purifier materials (filters, acid, & generator fuel)					10,000,000/=
3	Boost provision of emergency water supply: Operational costs. Hire of water bowsers. Chemicals, Tanks & Pipes					687,580,000/=
4	Provision of improved sanitation facilities: Mobile toilets, VIP toilets, Ecosan toilets					800,000,000/=
5	Rehabilitation of hand pumps					100,000,000/=
	SUB TOTAL					1,647,580,000/=

F. INFORMATION AND EARLY WARNING (MAAIF & MING)

S/N	Description of Activity	Quantity	Period	Units	Unit Cost	Total Cost
1	Warning Jingles On Radios FM	20 FM radios x 4 airtimes per day	30 days	airtime	400,000/=	960,000,000/=
2	Warning Spots On TVs	4 TV Stations x 4 airtimes	15 days	airtime	1,000,000/=	240,000,000/=
3	Newspaper Warning Advertorial	10 News papers	2 times	Full page	1,900,000/=	38,000,000/=
4	Sms to 16million Phones	4 networks	2 times		25,000,000/=	200,000,000/=
	SUB TOTAL					1,438,000,000/=

G. EMERGENCY EDUCATION AND PSYCHOSOCIAL CANCELLING (MoES)

S/N	Description of Activity	Quantity	Period	Units	Unit Cost	Total Cost
1	Temporary classroom tents	50pcs			10,000,000/=	500,000,000/=
2	Plastic desks (Q-Desk)	1,500			200,000/=	300,000,000/=
3	Plastic tables	500			50,000/=	25,000,000/=
4	Scholastic materials	Lump sum				50,000,000/=
5	Mobile toilets	200			2,000,000/=	400,000,000/=
6	Hire of temporary teachers	Lump sum				50,000,000/=
7	Psychosocial cancelling	Lump sum				20,000,000/=
	SUB TOTAL					1,345,000,000/=

H. EMERGENCY WORKS AND ENGINEERING (MWT)

S/N	Description of Activity	Quantity	Period	Units	Unit Cost	Total Cost
1	Repair of all Central and District Earth moving Equipment	Lump sum				800,000,000/=
2	Support to Districts in operation of Earth moving Equipment	33 districts			50,000,000/=	1,650,000,000/=
3	Operation of Central Govt Earth moving equipment	Lump sum				500,000,000/=
	SUB TOTAL					2,950,000,000/=

I. ASSESSMENT, COORDINATION, RESCUE AND RECOVERY (OPM)

S/N	Description of Activity	Quantity	Period	Units	Unit Cost	Total Cost
1	Coordination & Prep. meetings	4 times in one Month	3 Months	Hotel hall hire	400,000/=	4,800,000/=
2	Coordination & Prep. Stationery	Lumpsum				10,000,000/=
3	Coordination & Prep. Airtime	Lumpsum				5,000,000/=
4	Coordination Transport	3 veh x 80 litres x one week	3 Months	Fuel	3,700/=	2,664,000/=
5	Coordination & Prep. teams allowances	25 Prep. officers x	3 Months	3 ngts x 4 weeks	110,000/=	99,000,000/=
6	Rapid Assessments (Karamoja/Sebei) region)	5 trips x 4 officers x 5 teams	1 month	4 nights	110,000/=	44,000,000/=
7	Rapid Assessments (Rwenzori)	5 trips x 5 drivers	1 month	4 nights	55,000/=	5,500,000/=
8	Rapid Assessments	5 trips x 5 cars x 300 litres		litres	3,700/=	27,750,000/=

	(Elgon and Teso region)					
9	Rescue teams protective body cover	5,000		Reflector Jacket, Helmet, Trouser and cloves	120,000/=	600,000,000/=
10	Rescue teams maintenance on Deployment	2,000 rescuers	30 days		20,000/=	1,200,000,000/=
11	Transport of Rescue teams and Equipment	Lump sum				50,000,000/=
	SUB TOTAL					1,998,714,000/=

J. METEOROLOGY (MET)

S/N	Description of Activity	Quantity	Period	Units	Unit Cost	Total Cost
1	Monitoring and evaluation of El Nino Development					1,000,000/=
2	Sensitization in pilot districts (Most Vulnerable)					52,000,000/=
3	Assessment of 1961/62 floods, 1997/98 and 2002 El Niño's					800,000/=
4	4 months Ground Truthing, Data Collection and analysis					30,000,000/=
5	Production of Documentary, and final El Nino report					5,000,000/=
6	Seminar for stakeholders (Agriculture, Health, Media, Energy etc)					45,000,000/=
7	Production of Documentary, and final El Nino report					20,000,000/=
	SUB TOTAL					153,800,000/=

K. EMERGENCY SECURITY DEPLOYMENTS

S/N	Description of Activity	Quantity	Period	Units	Unit Cost	Total Cost
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1	Tents	200			2,000,000/=	400,000,000/=
2	Mobile toilets	50			2,000,000/=	10,000,000 / =
3	Meals	Lump sum				500,000,000/=
4	Operational Costs	Lump sum				500,000,000/=
	SUB TOTAL					1,410,000,000/=

L. EMERGENCY KCCA (Kampala) ACTIVITIES

S/N	Description of Activity	Quantity	Period	Units	Unit Cost	Total Cost
1	Opening of drainage channels	Lump sum				800,000,000/=
2	Stocking of KCCA Clinics					100,000,000 / =
3	Awareness raising of threat of water borne epidemics	Lump sum				30,000,000/=
4	Hire of additional support Health/Medical Personnel	Lump sum				100,000,000/=
	SUB TOTAL					1,030,000,000/=

9.0 MONITORING AND REVIEW OF CP

MONITORING AND EVALUATION FRAMEWORK FOR EL NINO INTERVENTIONS

STRATEGY	INPUTS	OUTPUTS	OUTCOME	IMPACT
COMMUNICATION	Resources: Strategy, mass media access, training, personnel transport, EC MHS. Baseline information case studies coalition building	<ul style="list-style-type: none"> • Key messages information disseminated . • Staff trained. • Emergency / standby personnel in place. • Platform in place • 	<ul style="list-style-type: none"> • Prepared communities. • Functioning in place. 	<ul style="list-style-type: none"> • Mitigated impact. • Districts and communities effectively responding and containing emergencies.

<p>PREPAREDNESS</p>	<ul style="list-style-type: none"> • stocking of food • Early warning activities • Prepositioning • Trainings • Simulation exercises <p>Establishment of national food fund with storage centers at district /regional levels to purchase and store grains for eventualities.</p> <p>These grains are to be eventually sold to the communities.</p> <p>Establish a data base of the most vulnerable communities and households . Encourage proper post harvest handling and storage at household level.</p> <p>Encourage rain water harvesting and storage by households, communities and institutions.</p> <p>Nutrition education to help the affected communities cope with delayed harvests and reduced food ratio.</p>	<p>food quantity for emergency ready</p> <p>messages disseminated</p> <p>Food stored</p> <p>Available information</p> <p>Malnutrition knowledge acquired</p>	<p>satisfactory work</p> <p>informed society</p> <p>Immediate response</p> <p>Informed society</p>	<p>satisfactory rations distributed</p> <p>mitigated impact</p> <p>Minimized expense on government and humanitarian agencies</p> <p>Livelihoods helped</p> <p>Healthy society</p>
<p>RESPONSE</p>				

	<p>Training communities on the storage of hay and forage for animals</p> <p>Procurement and distribution of food relief to the affected communities/households.</p> <p>Provision of safe water</p>	<p>Food procured</p> <p>Wells, boreholes & dams worked on.</p>	<p>Food distributed</p> <p>Safe water provided.</p>	<p>Reduced deaths.</p> <p>Water borne diseases prevented.</p>
RECOVERY	<ul style="list-style-type: none"> • Planting materials / seeds • Farm tools • Cash transfers or food for money. • Conduct trainings on emergency response of DDMCs • Information dissemination on all sectors • Monitoring and evaluation • Rehabilitation of infrastructure (wells, boreholes, dams) • Resettlement of the displaced (cattle rustling prone areas) • Planting of trees. • Income generating activities to alleviate poverty • Data collection 	<ul style="list-style-type: none"> • Crops grown • Rehabilitated environment • Empowered communities • Infrastructure in place 	<ul style="list-style-type: none"> • Self sustaining communities. • Improved livelihoods. 	<ul style="list-style-type: none"> • Secure communities.

References

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