



# Preparedness Planning

## Preparedness Plan

- Disaster scenarios
- Roles & responsibilities
- Organisational management & coordination
- Response priorities
- Objectives and tasks

## Disaster Preparedness Training Programme



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## Background and uses

This module is one of nine modules that have been prepared by INTERWORKS for the International Federation of Red Cross and Red Crescent Societies Disaster Preparedness office in Geneva. This module can be used as for independent study, as a reference guide on the subject, and to provide participants at a workshop training event on this topic. It is intended to accompany the trainer's notes on this topic. Their intended use is global, and they are written for generalists, planners and professionals with disaster preparedness and/or emergency response responsibilities both within the Federation and in the National Societies. Non-governmental organisations interested in disaster preparedness and preparedness planning, government emergency commissions, local disaster committees and civil defence training units may also find these modules useful.

This material can be used as:

- A general reference material on disaster preparedness
- Training and workshop modules and trainer's guides
- An orientation to disaster preparedness for Delegates and NS officers
- A guide for assessing or planning disaster preparedness capabilities

All nine of these modules are revised and updated versions of modules that were initially developed for the Central Asia IFRC Disaster Preparedness Regional Delegation DP project in 1998. This project resulted from recommendations and training needs expressed by Central Asian National Society and Emergency Commission staff attending the IFRC sponsored regional disaster preparedness conference held in Tashkent, Uzbekistan from June 24-26, 1996.

The overall aim of the Central Asia DP training project was to support the National Societies in further developing their own structures for preparedness in conjunction with those of the Emergency Committees, Ministries and Civil Defence organisations in each of the five countries in the region. To date, disaster preparedness in the region has been typified by highly response oriented, well maintained and trained Civil Defence organisations; and largely unprepared, and untrained local populations and non-governmental organisations. Disaster management has traditionally consisted of preparedness for efficient and centralised emergency response, not the development of community-based or localised preparedness capacity. The Central Asia DP training programme was one attempt to change this emphasis and was proposed as a starting point from which revisions, and modifications for use on a country-by-country basis were expected and welcomed.

This material is based on a "multi-hazard" approach, and is typically applicable to preparedness in all of the hazard situations represented. However, the specific country context of the readers and trainees will necessitate a focus on the hazard types that are most applicable to their situation. While the modules and accompanying trainer's notes are written for use at national level workshops, individuals with training responsibilities are encouraged to use and adapt the material for use at more local regions and towns.

## The nine disaster preparedness modules and trainer's notes

Disaster Preparedness	<b>Preparedness Planning</b>	Risk Reduction
Increasing Community Disaster Awareness	Disaster Emergency Needs Assessment	Disaster Programme Information and Reporting
Improving Coordination	Improving Basic Training Skills	Project Planning

### Acknowledgements

These nine modules and their accompanying trainer's notes were prepared for the International Federation by INTERWORKS, a consulting group with disaster management training and consulting experience in over 60 countries worldwide. Review and critique of these modules were provided by a team of Central Asian disaster management specialists, the disaster preparedness officers of five Central Asia National Societies, the Federation disaster preparedness staff in Geneva and delegates in Central Asia, the Caribbean and East Africa.

The following documents served as references for the compilation and writing of this particular module:

1. "Preparation of Community Disaster Preparedness Plans" in *Community Based Self Reliance - Disaster Preparedness Manual: A Manual for Red Cross Instructors in the Pacific*. International Federation of Red Cross and Red Crescent Societies Regional Delegation SUVA.
2. *Disaster Preparedness*, 2nd edition. Randolph Kent for DHA Disaster Management Training Programme. 1994. In collaboration with the University of Wisconsin-Disaster Management Center and InterWorks.
3. *Handbook for Delegates*, International Federation of Red Cross and Red Crescent Societies, 1997.

# Preparedness Planning

## Aim and audience

This module provides an overview of the reasons and principles for developing disaster preparedness plans and discusses the main elements that such plans should address. This module is appropriate for IFRC delegates and National Society staff who are interested in and responsible for developing National Society disaster and emergency preparedness plans.

## Main points

- Planning as a process
- Communicating and coordination of plans
- Plan elements and priorities
- Activities to ensure plan implementation
- Sample outline for a National Society preparedness plan
- Sample Community Disaster preparedness plan

## 1. Overview of preparedness planning

Disaster preparedness planning involves identifying organisational resources, determining roles and responsibilities, developing policies and procedures and planning activities in order to reach a level of preparedness to be able to respond timely and effectively to a disaster should one occur. The actual planning process is preliminary in nature and is performed in a state of uncertainty until an actual emergency or disaster occurs. After a disaster occurs, plans must be adapted to the actual situation.

The information offered in this module should serve as a guideline, rather than a blueprint, for preparedness planning. Planning priorities are different depending on the specific organisation and organisational level at which the plan is developed. It is best to work on preparedness plans in consultation and cooperation with those who will have to implement or approve them. National Societies should have a definite level of preparedness and a corresponding level of planning. Agencies with different resource levels can choose the planning elements that best suit their needs. At the community level, Red Cross/Red Crescent Societies can play a useful role in supporting the organisation of disaster planning committees who can be responsible for developing a community disaster preparedness plan. The annexes to this module include preparedness plan outlines that can be modified for use at the National Society or community level and tools to use when developing a plan.

## 2. The need for preparedness planning

The concept of preparedness planning is very important for those involved in disaster management. During an actual emergency, quick and effective action is required; however, this action often depends on having plans in place before a disaster strikes. If appropriate action is not taken or if the response is delayed, lives will be needlessly lost. In a preliminary plan, even though the details of a disaster remain uncertain, you can identify

emergency shelter sites, plan and publicise evacuation routes, identify emergency water sources, determine chains of command and communication procedures, train response personnel and educate people about what to do in case of an emergency. All of these measures will go a long way to improve the quality, timeliness and effectiveness of the response to a disaster.

Because of its future-oriented nature, preparedness planning is more difficult than planning an emergency operation in response to an actual disaster. Frequent obstacles include:

- resistance to planning because it diverts attention and scarce resources away from ongoing work to plan for an event that may not occur
- political pressure on decision makers not to address or acknowledge possible disaster scenarios.

Such resistance can be overcome by promoting its importance and making preparedness planning an ongoing process, even at times of relative normality. A good time to promote either the development or the updating of a plan is after a major disaster has occurred either in the country or in another part of the world and where the response was slow or ineffective resulting in higher deaths and suffering than was necessary—had they been prepared.

### **3. The planning process**

Planning emergency actions is a *process*; it is not a one-time event. While the plan may detail specific objectives and preparedness actions, these will need to be corrected and refined during an actual emergency.

Planning may be ineffective if all affected parties are not included in the process. Those who are charged with implementing preparedness or emergency activities are more likely to comply if they feel that their views are incorporated into the planning process. Experience shows that plans created by an external person or by an isolated individual or agency are usually not valued and used. Therefore, a team approach is desirable. A team approach allows for diverse perspectives to be shared during the planning stage. It also helps ensure that the team has access to precise and complete information.

### **4. Communication and coordination of plans**

In the process of formulating and updating specific aims and objectives, National Societies should communicate with and coordinate their plans with those of government agencies and non-governmental organisations involved in disaster response. This will improve planning, reduce duplication of efforts, make plans more realistic and increase the overall effectiveness of disaster response.

Through direct coordination, agencies can clearly divide responsibility for different operations and plan their actions accordingly. Similarly, representatives of various agencies working in one area (e.g. health, shelter and food distribution) may organise planning sub-groups. Joint development and updating of preparedness plans can serve as the basis for coordination among agencies. Besides the Red Crescent/Red Cross Societies, other agencies that may be involved with disaster response operations include:

- Ministries and Committees for Emergencies and Civil Defence
- Fire brigades

- Health departments, ministries or agencies
- Militia divisions
- International agencies (in major disasters)
- Local authorities and affected populations

Within the National Society itself, it is critical that the headquarters office and its branch societies at the district (or state) and the local community level clarify their respective roles and responsibilities in disaster preparedness and response and establish the necessary communication and coordination mechanisms among the different levels.

A plan must become a "live" document and planners should encourage viewing, critique and discussion from those who must approve it and/or implement its components. This requires that the plan be widely disseminated and communicated to National Society Board members, headquarters offices and departments, branches, volunteers, and relevant external agencies or organisations. A plan that is simply written in isolation and set on a shelf is a plan that would have been better left unwritten.

## **5. Plan elements**

### **5.1 Management, organisation and coordination**

Many agencies take part in emergency response operations: Civil Defence and emergency structures, fire brigades, Red Crescent/Red Cross Societies, international agencies and others. It is possible that several agencies may be performing the same task. For example, Red Crescent/Red Cross Societies, a local religious centre and an international NGO may all be providing first aid delivery, shelter and food. In this case, clear coordination of activities is required to ensure that the maximum number of people is assisted in the shortest possible time and to avoid unnecessary duplication of services.

A preparedness plan should list the name(s), responsibilities during emergency, and contact numbers and addresses for the emergency response focal point, the team members at each operational level and people in charge of:

- Activating the response services
- Communicating with headquarters
- Managing external relations and aid appeals from other sources, including governmental, international and public funds
- Communicating with the media
- Coordinating and liaising with other agencies and services
- Managing administrative work

When creating a preparedness plan each agency should also identify the activity(ies) it will be responsible for and its anticipated level of involvement in the event of an emergency. An agency should also determine where, within the agency, responsibility for each function will reside.

If two groups will perform similar functions, it is important to clarify the distinct and overlapping roles of each. For instance, fire brigades and Civil Defence service are responsible for search and rescue operations, while Red Crescent/Red Cross Societies play an auxiliary role. Annex 3 is a sample chart that defines organisational roles and responsibilities. Your chart may include the following entities:

- Civil Defence and emergency structures
- Fire brigades
- Health sector
- Militia
- Red Crescent/Red Cross Societies
- Public agencies
- Local population

## **5.2 Assessment of probable needs**

Another aspect of preparedness planning is planning for probable needs during an emergency. Based on previous disasters, planners should compile a list of likely needs and available resources. If planners anticipate a gap between needs and resources, they should identify, in advance, ways to reduce it.

## **5.3 Activating population emergency notification and disaster response systems**

The plan should define ways to provide the population with emergency warnings as well as the people who are responsible for this function. Agencies should identify an officer (other than the public relations officer) who is in charge of sharing information with the media. The officer should be experienced and have government, business and social contacts. The information officer should clarify which people are allowed to communicate necessary emergency data to the media. Other response team members should refer all communication and public relations issues to this particular officer.

In addition to providing the public with notification of the impending disaster, there must also be a system for initiating a disaster response in case of an emergency. Who and how is early warning being monitored and communicated?

The plan should also ensure ways of involving volunteers and allowing staff to work extra hours. If your agency is the lead agency, the plan should stipulate which structures to notify, how and who is responsible for communication.

## **5.4 Emergency needs assessment**

Effective response operations are practically impossible without a precise emergency or disaster situation assessment and a thorough evaluation of required humanitarian and other relief. To be effective, assessment work should be well planned and organised before it is carried out. In most cases, a comprehensive needs assessment should be conducted immediately after an emergency and updated thereafter. Normally people assessing emergency needs and damages should receive training and should agree on the standards being used. (For more information on this topic see the module, "Disaster Emergency Needs Assessment.") When planning for an emergency needs assessment, identify:

- Who and when (e.g. immediately, after 3 days, 2 weeks, etc.) is responsible for the assessment. Normally, multi-functional and multi-sectoral teams should conduct assessments
- What information is required at each stage of the emergency
- How and where research teams will be formed and trained
- What standards are being used to indicate the severity of the emergency

The minimum humanitarian standards in disaster response developed by the Sphere Project can assist organisations in prioritising information collection needs and planning an appropriate level of response.<sup>1</sup> The Sphere Project includes information on the following sectors:

- Water supply and sanitation
- Nutrition
- Food aid
- Shelter and site planning
- Health services

### **5.5 Resource mobilisation and allocation**

Responding to an emergency and implementing the preparedness plan will require resources. The preparedness plan, therefore, should consider:

- What resources are already available and in what quantities?
- Which staff and volunteers can be shifted over from other programs during times of emergency?
- What resources will be needed that we don't have?
- Plans for procuring the resources that are not currently available.

### **5.6 Communication between agencies**

Sharing and exchanging information among representatives of various agencies is crucial during emergencies. To ensure clear and effective communication in an emergency the plan should specify how communication will take place and via what mediums (e.g. email, radio, telephone, in person, etc.)

If radio communication will be used, it is important to designate the radio frequency in the preparedness plan. This way, responding agencies will use the correct radio frequencies in the event of an emergency. The plan should also specify who will have (and maintain) the equipment and who will have access to a radio.

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<sup>1</sup> The entire manual, *Humanitarian Charter and Minimum Standards in Disaster Response*, can be downloaded from **The Sphere Project** website <http://www.sphereproject.org>, or can be ordered through Oxfam publishing at Bournemouth Book Centre (BEBC), PO Box 1496, Parkstone, Dorset BH12 3YD, Tel: +44 (0) 1202 712933, Fax: +44 (0) 1202 712930. The Sphere Project can be contacted at P.O. Box 372, 1211 Geneva 19, Switzerland, Tel: (41 22) 730 4501 Fax: (41 22) 730 4905.

## **5.7 Sector components**

### **5.7.1 Rescue and medical assistance for the affected**

Major emergencies and disasters often result in deaths and injuries. The disaster preparedness plan should outline:

- Who will be responsible for organising search and rescue operations?
- How to dispose of dead bodies
- Who will deliver first aid?
- What distribution and registration systems will be used?
- Who will be responsible for medical evacuations and hospitalisation?

### **5.7.2 Water and sanitation**

Often in an emergency, there is a lack of safe drinking water, which may cause serious health problems. Since people can live without food longer than water, a supply of clean drinking water is a priority in an emergency. Sanitation includes provision of safe water; disposal of human excreta, wastewater and garbage; insect and rodent control; safe food handling; and site drainage. The plan should include provisions for water and sanitation during an emergency. For water, specify:

- the policy regarding use of water resources. What infrastructure and technical capacities exist? Who is responsible for the water system?
- whether a supply/distribution system is in place
- measures to take in winter, in summer drought or in case of water source contamination
- equipment that is required and whether there is a need for water tanks (if local water sources are not available)

For sanitation, specify:

- Who is responsible (public divisions or private sector)
- Whether training programs on sanitation should be conducted
- The level of planning for sanitation activities

### **5.7.3 Food and nutrition**

Food provision is aimed at meeting the needs of an affected population during an emergency. The preparedness plan should define, calculate and stipulate how food will be provided in emergencies of differing intensities and impacts. During the preparedness stage, the following questions should be answered:

- Who is responsible for assessment of food supply needs and coordination of this part of the response operation?
- What food is available locally, in the region, in the country? What are the capacities of and prices in local markets?
- What foodstuffs traditionally used/acceptable to the population are likely to be affected?
- Of what should the food basket consist?
- What are the caloric requirements for various climates (for example, in cold high mountain climates)?
- What basic needs should be met for small children?

- What food distribution systems have been used in the area, region, country? How could they be used in an emergency?
- Will the unaffected population close to the emergency site also be provided with food? (This issue arises when the unaffected population is also exposed and vulnerable, even in normal conditions.)
- Who is responsible for communications with the government and international food donors (for example, the World Food Programme), NGOs and other agencies?
- What are the food storage requirements? What storage capacities are available?

#### **5.7.4 Logistics and transport**

Emergency response operations require transport of humanitarian aid, personnel and equipment to the disaster site. Therefore, logistics and transport issues are crucial to a successful response. The following aspects of logistics and transport should be considered in planning:

- Define normal aid delivery routes to anticipated disaster areas and affected populations
- Define seaports and airports to be used
- Determine available storage sites
- Specify transportation modes (road, railway, air) and issues such as availability and cost
- Define availability of fuel and garages. Clarify limitations
- Define and establish cooperation with the government office or ministry responsible for customs clearance on road, sea and airports; reach agreement with appropriate governmental structures to ensure privileged conditions for import of humanitarian aid
- Identify the spare parts that may be needed for vehicles; make all preliminary arrangements
- Define the probable impact of weather on logistics work
- Define and conduct training for personnel or divisions responsible for logistics in an emergency

#### **5.7.5 Other domestic needs**

The plan should include details on how basic needs related to shelter, water and food should be met. Other essential items that should be included in the plan include soap for hygiene purposes and disease prevention, blankets, utensils, water tanks, and matches. Since situations may vary, the list of essentials should be compiled based on the anticipated needs of the population likely to be affected. The plan should reflect the following issues:

- the items that will be needed and available
- storage requirements—what are the local storage capacities?
- available reserves of blankets, water tanks, fuel for food preparation, stoves, utensils and clothing
- whether a distribution system is in place
- Who is responsible for management of these supplies and needs assessment

#### **5.7.6 Health and nutrition**

Access to safe water, good sanitary condition of dwellings and proper nutrition help avoid diseases. These issues should be addressed before launching medical programs. The following health and nutrition issues should be considered in planning:

- Who is responsible for health and nutrition needs?

- What is the local health care structure and how does it function during emergencies?
- Where can vaccinations for infectious diseases (e.g. measles) be conducted?
- What are the main supplementary feeding requirements (children, pregnant and lactating women) or special feeding programmes that may be necessary?
- Which governmental or non-governmental agencies are responsible for health care, disease prevention and public health campaigns? What role does your agency play?
- Is health protection/nutrition different in winter? In what way? What special measures should be considered during a winter emergency?
- How can the problem of overcrowding be solved? How will the problem reflect on health care before and after an emergency?
- What measures should be taken for different population groups (children, pregnant women, etc.)?
- What medication and medical equipment is available? What might be needed? Is an additional supply of these items needed?
- Are storage capacities available? If not, what should be done?

### **5.7.7 Shelter**

In some cases urgent shelter provision is needed for those whose houses have been destroyed or are unsafe. Urgent repair work; provision of tents and tarpaulins for temporary shelter; or sheltering homeless people in public buildings, like schools, may be required. The following shelter issues should be considered in planning:

- Who is responsible for management and needs assessment related to shelter?
- What is the state policy with regard to sheltering an affected population? Which governmental structure is in charge of coordinating this work?
- Have sites been identified for possible large-scale emergency shelter needs?
- How will sites be identified? What difficulties are there related to land ownership? What potential problems may occur with the local community?
- What difficulties may arise in winter/summer time?
- What types of assistance will those who are hosted by relatives or friends need?
- How will the terrain affect shelter requirements?
- Are construction materials available locally?
- Are supplies of tents, construction materials, plastic sheets needed?

### **5.7.8 Search and reunification of families**

One of the priority social welfare tasks in many relief operations is to quickly initiate a search for missing people and reunite lost family members. The family is the basic social unit in most societies and plays a key role in meeting needs and solving community problems. Agencies responsible for search and reunification of families should consider the following issues in their work:

- Who is responsible for managing search and reunification activities?
- What methods or approaches will be used to carry out these activities?
- What communication methods will be used to reunite family members?
- What other agencies and governmental structures are responsible for these operations? What level of coordination with these structures is required?
- At which stage of response should search operations be started (normally after 24-48 hours, since many people find each other during this period)?

- How will the affected population learn about this service?
- Who will work in the search service?
- What methods and forms are required to make this service more effective (e.g. information/registration cards, inquiries, etc.)?

### **5.7.9 Protection and security**

Preparedness plans should identify who is responsible for protection and security. In addition, the plan should identify the actions to take to ensure the protection of the affected population and their belongings as well as the safety of the emergency responders. Normally, this will be the responsibility of the local militia.

## **6. Ensuring plan implementation**

### **6.1 Public awareness**

Cooperation among disaster response agencies and the public is essential if response operations are to be successful. The foundation of such cooperation can be laid during the disaster preparedness stage. Agencies involved in response operations need to inform the public in the at-risk areas about official response plans and arrangements for these areas, as well as educate them about basic local preparedness measures that they can take to reduce the impact of a potential disaster. The plan should identify what local and household preparedness measures can be taken, as well as how to notify the population in the event of an emergency.

### **6.2 Updating the plan**

Plans become outdated due to social, economic, organisational and other changes. Keeping the plan current and relevant is a difficult task, but can be achieved by scheduling regular reviews. The plan should specify the frequency of such regular reviews (e.g. every six months, every year) and the people responsible for updating the plan. Information that requires regular updating includes:

- Contact information (i.e. phone and fax numbers, email addresses, etc.) of emergency response personnel and agencies
- Logistics transportation plans
- Emergency structures
- Available resources

### **6.3 Links to National Plan**

Ultimately, it is the responsibility of the government to ensure the safety and preparedness of its citizenry, and to coordinate the work of the various organisations involved in disaster response. In a disaster, the role of the Red Cross/Red Crescent and NGO organisations is to act as an auxiliary to Government action.

For these reasons, Red Cross/Red Crescent officials need to liaise with the proper authorities in order to ensure that their preparedness plans and policies are within the framework of government disaster preparedness plans and that the RC society does not duplicate government efforts.

#### **6.4 Rehearsals, simulation training and plan review**

The only way to know if a plan can work is to implement it, evaluate it and revise it as appropriate. This can be done in one of two ways: response rehearsals and review of plans after an actual emergency.

Emergency response rehearsals and trainings test the plan's assumptions and procedures. Rehearsals will expose both the strengths and weaknesses in a preparedness plan. Ideally, rehearsals should be system-wide, to include National Societies, government agencies, NGOs and other groups and organisations that would be involved in a disaster response. Rehearsals are also the only way to keep plans fresh and should be followed with discussions on updating and modifying the plan to improve it.

Another opportunity to evaluate the effectiveness of a preparedness plan is after an actual emergency. Based on the actual response, organisations can review their preparedness plans and update them to reflect the reality, opportunities and challenges experienced in the disaster situation. Questions that should be asked during this review include:

- What caused the most casualties and damages? What, if anything, can the NS do to mitigate or prevent this from happening in the future?
- What were the main difficulties in getting assistance to needy people? How might the NS improve this in the future?
- How did the warning system work? What improvements are required?
- What mistakes did we make? What changes must we make to avoid these changes in the future?
- What did we do well? How can we guarantee that we will continue to do these things?
- What supplies were available and which were lacking? How might we compensate for this in the future?
- What was the level and quality of coordination with the NS and with other external organisations? What additional coordination is required? How might we improve this coordination in the future?
- What were the strengths and weaknesses of our preparedness plan? How might we modify it or improve it?

## Annex 1: Sample National Society Disaster Preparedness Plan

### Table of Contents

<b>Plan introduction</b>	Purpose of the preparedness plan. Links with other disaster and organisational plans. Description of the planning process and people/offices involved.
<b>NS disaster preparedness (DP) policy statement</b>	An NS policy statement which describes the overarching framework for NS involvement in disaster preparedness
<b>NS DP role and aims</b>	Broad roles and aims of the NS in disaster preparedness
<b>Objectives (to achieve aims)</b>	A list of programme goals or objectives which describes how the broad disaster preparedness aims will be met and the roles fulfilled.
<b>Country disaster profile: disaster history, types and effects.</b>	A description of the disasters that this plan addresses, as well as a brief review of their history and the populations and geographic areas which are most vulnerable to these disasters.
<b>National (government) disaster management policy</b>	Brief statement summarising the National Disaster Management Policy and plans, and the role of the NS within the national government policy or plan.
<b>RC Society disaster structure</b>	Structure of NS and branch offices
<b>District/divisional level role in DP</b>	DP role and responsibilities of district/divisional RC offices
<b>Coordination with IFRC and ICRC</b>	Coordination and communication arrangements with IFRC and ICRC during disaster preparedness and disaster periods.
<b>Coordination with government</b>	Description of coordination links and/or agreements with government ministries and departments during pre-disaster, disaster and post-disaster situations.
<b>Coordination with NGOs and international organisations</b>	Coordination and communication with NGOs and international organisations during disaster preparedness and disaster periods.
<b>Activating NS disaster response system</b>	Describes who has responsibility for activating an official NS response and how this will be done.
<b>NS response activities and resources</b>	Describes the types of response activities that the NS will be involved in and the resources and personnel that they have available.
<b>Early warning system</b>	Describes what type of early warning system and procedures the NS will use to activate a response.
<b>Disaster needs assessment</b>	Policies and operational procedures for conducting and reporting disaster needs assessments
<b>Recruiting and training of volunteers</b>	Describes how personnel and volunteers are recruited and trained for disaster preparedness and response.
<b>Public disaster awareness</b>	NS public/community disaster awareness activities and objectives.
<b>Procurement, storage and distribution of relief supplies</b>	Describes how relief supplies are procured, stored and distributed
<b>Financing arrangements and accounting procedures</b>	Describes procedures and policies regarding financial arrangements and accounting procedures during a disaster response.
<b>Donations and international appeals</b>	Describes policies and procedures related to receipt of donations, fundraising nationally and launching of appeals
<b>Reporting procedures</b>	Describes reporting policies and procedures for relief and emergency operations, from the field level, from warehouses and depots, and from HQ and reporting to local donors
<b>Dealing with the media</b>	Describes policies, procedures and personnel for dealing with the media before, during and after disasters.
<b>Ensuring plan implementation and viability</b>	Describes how resources will be mobilised, plans for preparedness training and rehearsals, and procedures for review and updating of the plan.
<b>Community-based disaster preparedness</b>	Describes policies and objectives for supporting community-based disaster preparedness
<b>Annexes</b>	Maps, budgets, resource lists, supplies, relief stocks, equipment

## Annex 2: Potential Emergency Needs

	Earthquakes	Floods	Population movement	Famine/drought
Search and rescue First aid Emergency evacuation	F	O <sup>4</sup>	S	S
<b>Water and sanitation</b>				
Distribution, storage, processing	F <sup>1</sup>	F	F	F
Rehabilitation/development of alternative sources	F <sup>1</sup>	O <sup>2</sup>	F	F
Disposal of excreta	F <sup>U</sup>	O <sup>U</sup>	F	S
Disposal of garbage	F <sup>U</sup>	O <sup>U</sup>	F	S
Personal hygiene	F <sup>U</sup>	O <sup>U</sup>	F	S
Insect and rodent control	O <sup>U</sup>	F	S	S
<b>Food and nutrition</b>				
Short term distribution	F	O	F	F
Long term distribution	O <sup>U</sup>	F <sup>R</sup>	F	F
Supplementary/curative feeding	S	O	O	F
Agriculture	S <sup>3</sup>	F	F	F
Nutrition control	S	O	F	S
<b>Shelter and household stock</b>				
Emergency shelter	S <sup>C</sup>	S	F	S
Buildings/structures	F	O <sup>4</sup>	F	S
Blankets	S <sup>C</sup>	S <sup>C</sup>	S <sup>C</sup>	S
Fuel for dwellings	S	O	F	O
Kitchen utensils	F	O <sup>4</sup>	F	S
<b>Health</b>				
Personal health	F <sup>5</sup>	O	F	O
Reconstruction, transport, equipment	F	O	F	S
Medical supplies	F <sup>5</sup>	O	F	O
Immunisation	S	O	F	F
Diarrhoea control	S	F	F	F
Infectious disease control	S	F	F	F
<b>Social welfare and tracing</b>				
Community social services	F	F	F	S
Street children	O	O	F	O
Schools/education	F	O	F	S
Tracing	F	F	F	S

Frequently emerging needs	F
Needs emerging moderately often	O
Seldom emerging needs	S

Needs in urban area                   U  
Needs in rural area                   R  
Climate related                        C

1. Only if direction of underground flows change
2. If wells or normal surface sources contaminated or inaccessible
3. If main irrigation constructions destroyed
4. Only in case of sudden floods
5. First few days only to treat the affected

## ANNEX 3: Planning Worksheet: Emergency Needs & Resources

Use this form to help you identify potential needs and potential resources to address the need.

Disaster Type: \_\_\_\_\_ (Specify)

Potential Emergency Needs	Typical Need?	Potential Emergency Resources Role? Responsibility? (yes or no)			
		Local population/ volunteers	National Society	Civil Defence	Others?
<b>Immediate Needs</b>					
Search and rescue					
Emergency evacuation					
First aid					
<b>Water and Sanitation</b>					
Distribution, storage and treatment of water (emergency water supply)					
Disposal of human waste (emergency sanitation--e.g. latrines)					
<b>Food and Nutrition Needs</b>					
Short-term distribution of food					
Long-term distribution of food					
Nutritional surveillance					
<b>Shelter Needs</b>					
Emergency shelter					
Construction or repair of shelter					
Distribution of blankets					
Distribution of household fuel					
<b>Health Related Needs</b>					
Health personnel					
Medical supplies					
Immunisation campaign					
Diarrhoea control					
Epidemiological surveillance					
<b>Other types of emergency needs? List below</b>					



## Annex 4: Organisational Roles

*This form can also be used to help identify potential emergency response roles.*

	Warning and notification of population	Public relations and information	Search and rescue operations	Water supply	Sanitation	Food supply	Logistics and transport	Health and nutrition	Shelter	Security	Search and reunification	Other needs	Medical assistance (first aid)
Affected population													
Locally recruited personnel													
Health sector personnel													
Civil Defence structures													
Militia													
Red Cross/ Red Crescent													
Fire brigades													
NGOs													
UN agencies													
Others													



## Annex 5: Guidelines for a Community Disaster Preparedness Plan<sup>2</sup>

1. Aims of the Plan
2. Assessment of the Community
  - What are the weaknesses and strengths?
  - What are the community resources and vulnerabilities (prepare community maps)?
3. Relationship with Government National Disaster Management Office and Other Agencies
4. Warning Systems
  - What kind are used and how do they operate?
  - Who does what when warnings are received?
5. Evacuation Procedures
  - Who authorises evacuation and when?
  - What routes are to be followed?
  - Who will look after those people in the community who need special assistance (those identified as "most vulnerable" e.g. disabled, sick)?
6. Emergency Shelters
  - Where will they be—what buildings have been chosen for this purpose (e.g. schools)?
  - What equipment is available and who is responsible?
  - Who will manage the shelters and how?
7. Search and Rescue
  - Who is responsible?
  - What equipment is available and where is it?
8. Damage/Needs Assessment—Initial and On-going
  - Who is responsible?
  - How will it be done? (Prepare a report format)
9. Road Cleaning/Debris Clearing
  - Who is responsible?
  - What equipment is available and where is it?
10. Communication
  - How will your community be in contact with the outside world after a disaster?
  - What other means is available?
11. Law and Order/Security
  - Who is responsible?

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<sup>2</sup> From Part II, Module 6, Session 17: Preparation of Community Disaster Preparedness Plans, in Community Based Self Reliance - Disaster Preparedness Manual: A Manual for Red Cross Instructors in the Pacific. International Federation of Red Cross and Red Crescent Societies Regional Delegation SUVA.

## 12. Transport

- Who is responsible for arranging transport in an emergency?
- What vehicles are available and where are they?
- What arrangements can be made with the owners before a disaster?

## 13. Repair of Community Services (Water, Electricity, Phones)

- Who is responsible?

## 14. Health

- Who will coordinate First Aid assistance?
- What clinics, equipment and supplies are available?
- Who are the trained First Aiders in the community and what will be their roles?

## 15. Personal Support for those Affected by Disasters

- Who has experience or training?
- Who will coordinate this assistance?

## 16. Welfare

- What will be done to provide shelter, food and clothing for those in need?

## 17. Relief Supplies

- Who will identify the most needy and how will it be done?
- How can emergency supplies be obtained after a disaster?
- Who will be responsible for obtaining and distributing them?

## 18. Outside Assistance

- What is available?
- How are requests made?
- Who is responsible for making requests?

## 19. Testing the Community Plan

- How will this be done?

## 20. Revision and Updating of the Community Plan

- How often will this be done?
- How will it be done and who will be involved?

## 21. Making the Community Aware of the Plan

- How will this be done?
- How will community members give their input to the Plan?
- Who is responsible?

## 22. Risk Reduction (Mitigation) Activities

- How will these be identified?
- Who will carry out these activities?
- How will any such programme be funded?

## 23. Annexes

- Attach community maps, VCA details, contact names and addresses, list of people responsible for particular activities, damage/needs assessment report form, etc.