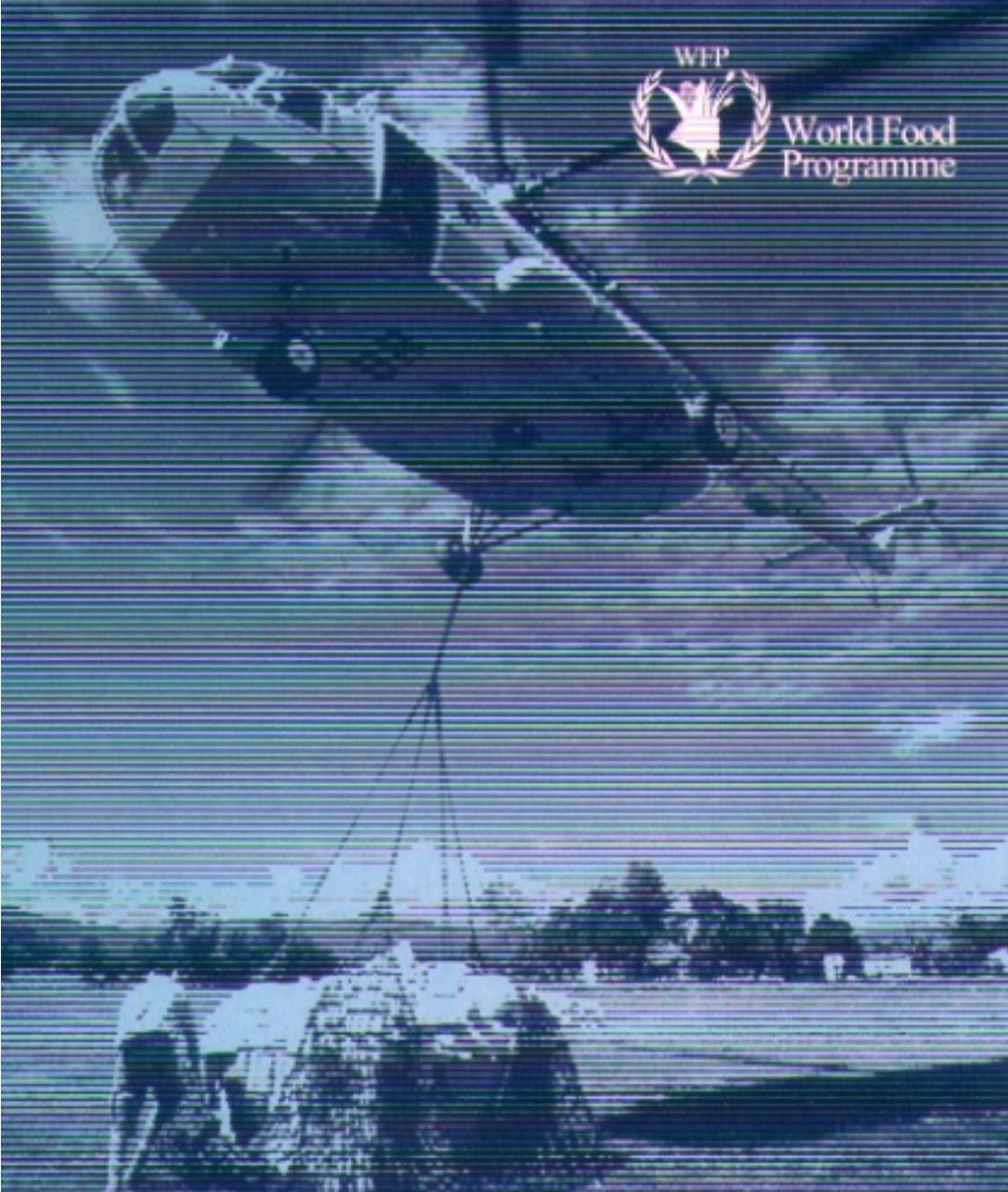




World Food
Programme

A large, multi-engine aircraft is shown in flight, dropping a massive load of food supplies from its cargo bay. The load is a large, rectangular bundle of supplies, including sacks and boxes, which is suspended by several thick cables. The aircraft is flying over a rural landscape with fields and trees. The sky is clear and blue.

Contingency Planning

G U I D E L I N E S



WFP/Jim Holmes

Contingency Planning

G U I D E L I N E S



World Food
Programme



IN THE COURSE OF THE LAST DECADE, the role of the World Food Programme in responding to major humanitarian emergencies and in alleviating the suffering of millions of food-insecure people, has grown dramatically. WFP's capacity to perform effectively its role as a frontline actor in the delivery of food aid in emergencies has increased significantly. Today the professionalism, skills and competencies of WFP staff are highly regarded by colleagues and partners within and outside the United Nations system.

It gives me great pleasure to introduce the WFP Contingency Planning Guidelines. These Guidelines were developed through a process of extensive in-house consultation conducted over the last months, and represent an up-to-date distillation of best practice and hard-earned field-based lessons and experiences from recent emergencies.

The guidelines are meant as a management and planning tool for WFP staff and others involved in the management of humanitarian assistance programmes in both natural disaster-prone environments and complex emergencies. The Guidelines are meant to help WFP Country Directors and field staff to develop a more focused analytical and planning capacity for future possible emergencies, and to build together a stronger preparedness culture for the organization.

A handwritten signature in black ink, which reads 'Catherine Bertini'. The signature is written in a cursive, flowing style.

Catherine Bertini
EXECUTIVE DIRECTOR

Given the volume of emergency resources programmed by WFP, the ability of country, regional, and Headquarters offices to develop and maintain a heightened level of emergency preparedness is increasingly important. Contingency planning is an essential component of this overall drive for enhanced preparedness.

These guidelines are the result of work by the Office of Humanitarian Affairs and the WFP Contingency Planning Working Group.

They incorporate lessons learned from contingency planning exercises where the guidelines have been tested. In addition, the comments and insight of WFP staff from country offices and regional bureaux around the world have been incorporated into the document, giving it an operational perspective and ensuring its quality and usefulness.

THE GUIDELINES ARE DIVIDED INTO THREE PARTS:

PART I defines the aims of contingency planning, the relationship with other WFP planning and programming processes, and the specific responsibilities of country offices and regional bureaux and of Headquarters.

PART II explains the process — how to go about contingency planning — at the country and regional levels.

PART III (included in the annexes) provides reference and tools, including a template for a contingency plan and guidelines on what to include and what to draw on.

The WFP Contingency Planning Guidelines are intended as a management tool to be used in a flexible manner. Sometimes it will be appropriate to follow the whole process outlined in the guidelines, while at other times it will be essential to adapt the guidelines or parts of them to suit the specific contingency planning task at hand.

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Acronyms

ALITE	Augmented Logistics Intervention Team for Emergencies
CAP	Consolidated Appeals Process
CD	Country Director
C-PWG	Contingency Planning Working Group
CSO	Country Strategy Outline
DSA	Daily Subsistence Allowance
EDP	Extended delivery point
EMOP	Emergency operation
ERR	Emergency Response Roster
FAO	Food and Agriculture Organization of the United Nations
ITSH	Internal transport, storage and handling
IDP	Internally displaced person
LCA	Logistics Capacity Assessment
LOU	Letter of Understanding
LTSH	Landside transport, storage and handling
MOU	Memorandum of Understanding
MT	Metric ton
NFI	Non-food items
NGO	Non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OD	Operations Department
OHA	Office of Humanitarian Affairs
OTL	Logistics Service, Transport and Logistics Division
PRRO	Protracted relief and recovery operation
QAP	Quick Action Project
SBA	Stand-by Agreement
TA	Travel authorization
TDY	Temporary duty
UN	United Nations
UNDMT	United Nations Disaster Management Team
UNICEF	United Nations Children's Fund
UNHCR	United Nations High Commissioner for Refugees
UNV	United Nations Volunteers
VAM	Vulnerability analysis and mapping

Contingency Planning

GLOSSARY

Contingency	A specific situation or event that could occur in the foreseeable future	Hazard and risk analysis (for WFP)	The process of evaluating the hazards and risks to food security in a given country or region
Contingency planning	The process of establishing programme objectives, approaches and procedures to respond to specific situations or events that are likely to occur, including identifying those events and developing likely scenarios and appropriate plans to prepare and respond to them in an effective manner	Planning assumptions	The key elements of a scenario that form the basis for developing a contingency plan (for example, projected caseloads)
Contingency prioritisation	The process of selecting contingencies for planning purposes	Risk	An evaluation of the probability of occurrence and the magnitude of the consequences of any given hazard, i.e. how likely is a hazard and what consequences will it have?
Disaster mitigation	Measures taken to reduce the likelihood of disasters and the impacts of those that occur, including preventive (“risk and vulnerability reduction”) measures, preparedness measures and remedial (“crisis avoidance”) measures	Scenario	An account or synopsis of a possible course of events that could occur, which forms the basis for planning assumptions (for example, a river floods, covering a nearby town and wiping out the local population’s crop)
Emergency	A situation that surpasses the capacity of a society, group, organization, etc. to cope and requires that extraordinary action be taken and resources be applied in order to deal with the situation	Scenario-building	The process of developing hypothetical scenarios in the context of a contingency planning exercise
Emergency preparedness	Actions taken in anticipation of an emergency to facilitate rapid, effective and appropriate response to the situation	Slow-onset disaster (for WFP)	Disasters that take a long time to produce emergency conditions, for instance natural disasters such as drought or socio-economic decline, which are normally accompanied by early warning signs
Hazard	A possible threat or source of exposure to injury, harm or loss, e.g. conflict, natural phenomena	Sudden-onset disaster (for WFP)	Sudden-onset disasters include both natural disasters (e.g. earthquakes, hurricanes, floods) and man-made or “complex” disasters (e.g. sudden conflict situations arising from varied political factors), for which there is little or no warning
		Trigger	An event, condition or indicator that sparks a disaster

Introduction

AIMS OF AND RESPONSIBILITIES FOR CONTINGENCY PLANNING

1.1 Definition — What is 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. 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.

For WFP, contingency planning is a process of:

- (i) analysing potential hazards and anticipating — foreseeing — the nature and scale of crises that could seriously affect people's access to food and require a response from the Programme; and*
- (ii) defining the kind of response that could be required and how WFP, in collaboration with partners, would organize such a response.*

This involves:

- (i) identifying and describing possible crisis scenarios and selecting one or more as a basis for planning; and*
- (ii) defining: the type and scale of intervention that WFP could be called on to organize, or support; the probable means of implementation; and the food inputs, human resources and logistics, management and other support systems that could be required and how they might be mobilized, when needed.*

1.2 Purpose of contingency planning

The aim of WFP contingency planning is to help to ensure that, if and when a crisis occurs, response will be rapid, appropriate and effective. WFP ensures this by establishing an advance understanding of, and an outline plan for, the kind of response(s) that might be needed, including the roles and responsibilities of other parties. The process of contingency planning should identify operational and other difficulties that could be encountered in responding to potential crises, and enable WFP and partners to think ahead and find ways in which such problems can be avoided or overcome before a crisis actually occurs.

Contingency planning should be undertaken both:

- in a country not presently experiencing an emergency, in anticipation of foreseeable crises; and
- in an ongoing emergency or protracted relief and recovery operation (PRRO), in anticipation of significant changes that could occur in the situation.

Contingency planning is a vital element of WFP preparedness. Other, complementary elements include:

- up-to-date baseline data on the areas and populations disaggregated by gender, age, ethnicity and other relevant variables likely to be affected, and on logistic and other resources, capacities and constraints;
- links with relevant early warning systems at country, regional and international levels;
- clear policies, procedures and guidelines for action in response to early warnings;
- clear definitions of responsibilities and authorities for action to meet emergency needs;
- clear policies and procedures, agreed upon with potential partners, for the provision and distribution of emergency assistance;
- arrangements and capacity to undertake rapid assessments of the food security situation and possible food needs, and to update logistics capacity assessments, when a crisis occurs;
- access to and/or mechanisms to rapidly mobilize and deliver the food, other material and human resources;

- appropriately trained staff in all functions and, ideally, joint training among staff from different agencies and government entities who will be required to work together in the event of an emergency.

Contingency planning provides a basis for assessing the adequacy of these other aspects of preparedness in relation to specific, potential emergency response requirements. Measures can then be taken to strengthen particular preparedness capacities, as needed. The identification of these preparedness measures is an integral part of the contingency planning process.

1.3 Contingency planning and disaster mitigation

Disaster mitigation is a key objective of WFP's development and PRRO programmes. Contingency planning can be an essential complement to disaster mitigation. Elements of contingency planning should be incorporated into and support WFP disaster mitigation activities, whether during an ongoing PRRO or in the context of a Country Programme (CP). At the same time, disaster mitigation principles should be incorporated into contingency plans. For example, contingency planning should not be restricted to preparing for a massive response to a major emergency: where possible, planning for crisis aversion (or early intervention) should also be undertaken, in accordance with WFP's Guidelines for WFP Assistance to Disaster Mitigation.

1.4 Contingency planning — a process and a plan

Contingency planning is a process in which individuals within an organization and from different organizations work together to establish shared perspectives of potential crisis scenarios and likely humanitarian needs, agree upon common objectives, define how they would work together, and how they would make decisions in the event of a crisis.

The plan is a record of what has been envisaged and agreed upon at a particular moment. It is not an end in itself. The understandings and relationships developed during the contingency planning process are as important as the plan itself. But a written plan is also essential to preserving the thinking and

decisions over time and over staff changes. The plan must be regularly reviewed, and be updated as needed, by those who would be responsible for responding in the event of a crisis.

The contingency plan may be brief and general if the hazard appears to be distant or is ill defined. It should be in greater detail as a particular event or hazard becomes clear and imminent. It should then be adapted into and elaborated on in an operational plan when a crisis occurs and emergency action has to be taken.

An actual crisis will rarely correspond exactly to a scenario adopted for contingency planning purposes. However, the general approach agreed upon in the contingency planning process will probably still be valid, and a coherent operational plan can be prepared much quicker by adapting and elaborating on a well-thought-out contingency plan than by starting from scratch!

1.5 Participants and partnerships in contingency planning

Response to the needs of a stricken population usually depends on coordinated action by the government, local authorities, United Nations agencies, non-governmental organizations (NGOs) and the communities themselves, including both women and men. Contingency planning, therefore, should normally involve all those parties — those expected to be involved in the eventual organization and implementation of an emergency response. The particular role of WFP in both response and contingency planning (and the roles of other United Nations agencies in their sectors of competence) will depend on the capacities of the government and local authorities, and on the established roles and capacities of the national Red Cross/Red Crescent society and NGOs.

WFP should normally cooperate with any contingency planning exercises organized by the government in relation to potential food crises, and participate fully and actively in inter-agency contingency planning initiatives undertaken by the United Nations country team/UNDMT, for which inter-agency guidelines are available. At the same time, country and regional bureaux must ensure that WFP is itself adequately prepared and has its contingency plans for action in relation to food needs and related logistics. These should normally

complement any national contingency plans, the inter-agency plans, and more general preparedness measures of national authorities, and take into account the plans of other agencies and donors. In exceptional cases, it may be necessary for a country office to use discretion in the planning process, particularly in complex political emergencies. Nevertheless, a highly sensitive situation should never preclude contingency planning by WFP staff. The degree of sensitivity must, however, help set the parameters for coordination and information-sharing in the process.

1.6 Emergency scenarios

Most emergency scenarios are generally categorized as those resulting from “sudden-onset” or “slow-onset” hazards.

- Sudden Onset: Sudden-onset hazards include both natural hazards (e.g. earthquakes, hurricanes, floods) and man made or “complex” hazards (e.g. sudden conflict situations arising from varied political factors);
- Slow Onset: Slow-onset hazards are those whose effects take a long time to produce emergency conditions (for instance, natural hazards, such as long-term drought, that over a long time may contribute to severe food scarcity conditions, malnutrition and eventually famine conditions).

Emergency scenarios can also be envisioned as the actual outcome of drastic changes in ongoing (protracted) emergency operations. Planning for these varied types of emergency scenarios will necessarily be very different. Planning will also be different in countries where WFP has no presence. In those situations, the regional bureaux or Headquarters would generally undertake planning as described below.

1.7 Division of responsibilities within WFP

The primary responsibility for contingency planning in WFP is field based, and contingency planning is viewed as a basic function of all WFP offices. The process, however, must function at all organizational levels:

- ⁿ COUNTRY AND SUB-NATIONAL LEVELS: Contingency planning at the country level is the responsibility of the Country Director (CD) supported by all functional units of the country office. The plan will involve aspects relating to programming, logistics, finance, personnel, administration, etc. So all units must be involved. Where a country office does not have the capacity to establish an initial contingency plan, or to thoroughly review and update an existing one, the CD may request (or the Regional Director propose) assistance from the regional bureaux and/or Headquarters (OHA). In such cases, the CD and country office staff must participate fully in the process and take responsibility for the plan and its ongoing maintenance. The country office should ensure that all contingency plans and updates are regularly forwarded to and shared with the regional bureau and OHA. The country office must also ensure that the contingency plans are submitted to the WFP Contingency Planning Inventory, housed in OHA.
- ⁿ REGIONAL LEVEL: The regional bureaux should provide overall guidance and coordination for contingency planning, analyse the potential inter-country impacts of particular scenarios, advise country offices to consider such impacts in their own contingency planning, where appropriate, and prepare a regional contingency plan for the coordination and management of a regional emergency where such might be needed. This is additional to the support that may be provided to country offices to prepare country-level plans. Regional bureaux would also be responsible for preparing contingency plans for potential crises in countries in their geographic areas where WFP has no presence, unless it is agreed with OHA that planning for a particular country should be organized by Headquarters. A key element of the decentralized regional management of contingency planning will be the formation and regular meetings of regional contingency planning working groups, made up of key regional staff members, who will ensure that appropriate planning is undertaken.
- ⁿ HEADQUARTERS LEVEL: A small emergency preparedness unit and inter-divisional task force led by OHA will ensure coordination at the international level with other United Nations entities in relation to early

warning and contingency planning, and maintain a global overview of potential crises and demands on WFP, keeping executive staff informed. The unit and task force will also organize planning for countries where WFP has no presence, when so agreed with the relevant regional bureaux, and keep these guidelines under review, updating them when necessary.

Sample Terms of Reference are provided in Annex C of this document.

1.8 Timing of the contingency planning exercise

In those countries where there is no ongoing emergency, contingency planning should be considered when a CSO or a Country Programme is being prepared. WFP offices should review their contingency plans at least once a year, as part of the office workplans, and whenever the need is identified. Where there is an ongoing EMOP or PRRO, potential scenarios and contingency plans are normally reviewed every few months. They should always be reviewed in advance of the preparation of any new operation or Consolidated Appeals Process (CAP).

The Contingency Planning Process

2.1 Main elements of the process

There are five main steps in a contingency planning process:

1. Analysing hazard and risk;
2. Identifying defining and prioritizing contingencies;
3. Developing scenarios for the planning process;
4. Preparing a contingency plan for each selected scenario; and
5. Maintaining and updating the contingency plan.

During the first stage of the process, hazards are identified and risks assessed. Based on this initial evaluation, contingencies are examined and prioritized in order to focus planning activities and resources on the most important contingencies.

Scenarios are then developed that envision the potential effects of the selected contingencies. Scenarios provide the underlying planning assumptions used to estimate likely needs in terms of both response capacity and resources needs. Contingency plans can then be developed based on scenarios. Finally, the plan must be revised and updated to reflect changing circumstances. The diagram in Box 1 illustrates this process.



WFP



Box 1 The Contingency Planning Process				
Hazard/Risk Analysis	Contingency Prioritization	Scenario-building	Preparation of Contingency Plan	Preparedness actions & plan updating
What hazards and risks to food security exist?	Which of these risks should be planned for?	How might the selected contingencies affect food security?	What will WFP need to do should each scenario occur?	Preparedness actions need to be taken and the plan updated to reflect how the situation has changed and new factors that need to be considered.
EXAMPLES				
Natural phenomenon	Drought	Worst case: 10 Million Affected	Massive intervention required	Drought conditions improving, less widespread famine expected
War	Border conflict between country A & B	Probable Scenario: 400,000 refugees & IDPs	855,000 MT required Port rehabilitation Special Operation required	Negotiated settlement reached and border conflict less likely

The whole process can be conducted in a series of short workshops or working sessions, bringing together staff from the different functional units of the country or regional office. Key partners should normally be included, although, as noted above, the discussion of some scenarios and plans may best be conducted with key staff and United Nations partners only.

2.2 Information sources for contingency planning

Each of the above steps requires careful judgement based on sound information and a thorough understanding of:

- potential hazards;
- the food supply situation of the country and the food security situation — the food economies — of population groups vulnerable to potential crises;
- the effects on food supplies and household food security of previous crises;
- the lessons learned from past emergency and recovery interventions; and
- partners and in-country capacities likely to support response to future crises.

Much of the required information will normally already be available in WFP offices — in files and in the heads of WFP staff (especially field monitors), in vulnerability analysis and mapping (VAM) databases¹ and reports, as well as in reports of previous WFP and joint WFP/FAO assessment missions. Maximum use should be made of this “in-house” information.

Additional information will be available from: government documents and departments at national and local levels; local universities and research institutes; other United Nations agencies (and UNDMT discussions); United Nations staff, including United Nations Volunteers (UNVs) based in at-risk areas; NGOs, especially those working in at-risk areas; and various websites.² Such information may be gathered and analysed by the WFP country office or, preferably, as part of a joint effort with partners.

WFP Logistics Capacity Assessments (LCAs) will provide the baseline information for anticipating the logistic problems likely to be faced in any assistance operation. Moreover LCAs can facilitate analysis of the impact of potential crises on normal food supply/marketing systems in the country.

2.3 The contingency planning process: step by step

The following section outlines each step in the contingency planning process:

Step 1 HAZARD AND RISK ANALYSIS

The first step in the WFP contingency planning process involves the collection and analysis of information regarding all the hazards that threaten food security. Information that needs to be collected includes hazard maps and historic records indicating the areas that have been subject to drought, severe flooding, cyclones/hurricanes, landslides, etc., particularly in relation to people’s vulnerability. Also, reports that indicate how exposure and vulnerability to such hazards may have changed as a result of recent environmental

1. Increasingly, VAM data and reports should be establishing profiles – descriptions – of the food economies of priority vulnerable groups, the causes and levels of vulnerability, indigenous coping capacity, and gender and intra-household allocation concerns, and highlighting regions and population groups at risk from specific hazards.

2. A database of websites relevant to emergency preparedness is available on WFP’s Emergency Preparedness Web.

changes or developmental activities must be collected and reviewed. Finally, information on political and economic trends needs to be examined. A great deal of this information is normally available from United Nations, national and other sources (and the regional bureau and OHA may be consulted).

With this as a basis, it is necessary to brainstorm a list of possible contingencies that could occur during the next 12 months, giving rise to major humanitarian needs. The next step is to prepare a table listing the various possible contingencies, the areas and population groups likely to be affected, when each crisis might erupt (if linked to seasonal factors), and the nature of the expected impact on food security. At this preliminary stage, put aside considerations of corrective actions. The aim is to compile a complete list of potential hazards and the threats they pose to food security.

Wherever possible, this analysis should be undertaken jointly with other members of the United Nations country team/UNDMT and other partners so that there is broad consensus on the threats and associated risks, and complementarity between the contingency plans of the different parties. WFP and others concerned with food security will focus on situations in which large numbers of people would have inadequate access to food, and lives and livelihoods would be at risk. Other agencies and the government will also be concerned about mitigation measures as well as planning for response in other sectors to the same situations. They will also need to consider crises that would require little or no response from WFP.

Step 2 CONTINGENCY PRIORITIZATION

The next step is to select a limited number of contingencies for which specific plans should be prepared. This must be done by taking account of the probability and likely consequences of each of the various potential contingencies (when possible, to be done also in collaboration with Government, partner agencies, Implementing Partners).

Three to four contingencies are the norm. In some cases, it may be agreed upon to focus on and plan for one major contingency when it is believed that such a plan could readily be adapted and scaled down to meet any other likely crisis situation, or when the contingency is imminent. When deciding on

the number of contingencies to plan for, take account of the differences in the organizational and logistic requirements of mounting operations in different at-risk areas.

Risk ranking, as described in Annex D, is one technique that can be used to select the contingencies that should be given priority, taking account of both the probability of occurrence and the expected consequences.

Step 3 SCENARIO-BUILDING

In order to be able to develop a contingency plan, scenarios must be built. A scenario describes the probable impact of a contingency, including the number of people from different population groups affected, their specific vulnerabilities, the likely logistical problems that will need to be addressed, etc. This process is called scenario-building and acts as the foundation for the planning process.

Some planners limit their planning to “the most plausible” scenarios, i.e. those with the greatest probability of occurring. Others apply the concept of “worst case/best case” and include an assessment of probability so that newcomers to the process can understand the assumed plausibility of each particular scenario. There are many who increasingly find value in planning for the worst-case or “high-risk” scenario to ensure that their organization has the capacity to handle a sudden, large-scale response - to avoid getting “blind-sided” should this high-risk but, admittedly, “low probability” scenario actually materialise.³ WFP recommends that worst case scenarios are always considered in its contingency planning exercises.

Having chosen the scenarios to be planned for, and bearing in mind that each contingency may involve a number of scenarios, the details of each scenario must be defined in terms of specific assumptions concerning:

- n location(s)/area(s) affected;

3. Planning for the “high-risk/low-probability” scenario encourages consideration of what resource concerns would arise and whether or not the organization is positioned to “gear up” its operations quickly should that scenario materialize. Noting the potential magnitude of resource deficits under such scenarios can spur managers to take useful, low-cost preparedness actions (such as identifying and making advance agreements with those suppliers capable of increasing greatly, and quickly, the supply of inputs, should the need arise).

- n number and characteristics of affected of people expected to be in need of food assistance;
- n the access that different groups of people are expected to have to food and, therefore, the type and level of assistance likely to be needed, taking account of:
 - a) the expected impact on local food production, on market distribution systems and capacities, and on the access of people to those markets;
 - b) people's own coping mechanisms and how they may have been disrupted by events;
 - c) the likely rate of depletion of household stocks; and
 - d) the capacity of the government and other organizations to supplement market mechanisms.
- n the period during which assistance may be required;
- n expected actions of government and other parties (taking account of any national and other preparedness and response plans);
- n availability and capacity of implementation/distribution partners (taking account of present institutional and NGO capacities in the area, the likely impact of events and the new capacities that would move in the event of a crisis);
- n constraints on logistics/delivery systems (taking account of the impact of events on these systems); and
- n any security constraints on movements and access (for staff and the affected people).

These are aspects that, in the event of an emergency, have to be determined by the initial assessment in order to plan a response operation. For contingency planning purposes, assumptions must be made as a basis on which to plan. In order to facilitate coherence between contingency planning and emergency needs assessment should the contingency occur, scenario development should follow the same logic as emergency needs assessment in terms of examining the potential food needs of affected populations and the operational requirements of a WFP intervention. The Emergency Needs Assessment Guidelines (available on WFP) provide a valuable resource in this area.

The assumptions made as part of the scenario-building process should be recorded in the plan. This will facilitate the process of refining the contingency plan as the threat changes or becomes imminent, and of adapting it into an operational plan if and when a crisis occurs. Box 2 gives some examples of planning assumptions that may be produced from the process of scenario-building.

Finally, as part of scenario development, identify the circumstances or types of events that are likely to trigger the emergency scenario and bring about an unacceptably high level of food insecurity. Scenario triggers might include, for example, harvest failure (or climactic events likely to affect the harvest), economic collapse, political decrees or changes in legislation, assassination, ethnic unrest, etc. The monitoring of the political, economic, environmental and social landscape for possible triggers of emergency conditions contributes to WFP's early warning and preparedness capacity.

Scenario building is complex and should be considered a dynamic process. This means that although initially a scenario or set of scenarios have been completed, they will almost certainly require refining during the actual planning stage.

Box 2 Planning assumptions

PLANNING ASSUMPTIONS MIGHT INCLUDE STATEMENTS SUCH AS:

- The conflict is likely to expand (or wind down) in a particular area of the country or region
- A refugee influx of 100,000 (or 200,000 or 500,000, etc.) is expected
- Local markets will be unable (or able) to supply local needs
- The local authorities in the operational area will have little (or some or sufficient) capacity to coordinate the distribution of food to the affected population
- Emergency conditions are likely to prevail for 3 (or 6 or 12) months
- The rains will prevent (or hinder or have no effect on) access to the emergency zone

Step 4 PREPARING A CONTINGENCY PLAN FOR EACH SELECTED SCENARIO

Having identified and selected the scenarios to be planned for, it is now necessary to define how WFP in collaboration with partners, would respond to each.

The development of a contingency plan based on the scenarios that have already been developed is similar to the development of an operational plan. First, the role of food aid and the objectives of the intervention must be defined. Target beneficiaries and implementation modes must be established. Available resources and food availability must be evaluated. Logistics and distribution chains must be planned for. Monitoring and reporting considerations need to be taken into account. Internal WFP management structures must be defined. External coordination arrangements should be addressed. And finally, budget and cost considerations must be outlined. A standard outline has been developed and is presented in Annex A.

These elements should be agreed upon in dialogue with governmental and other partners, when possible, and each functional unit in a WFP office should define what its role and action should be. Once a detailed contingency plan has been developed, complementary documents can be prepared, such as draft project documents for imminent contingencies.

Annex B: WFP Contingency Planning Worksheets has been developed to assist in the planning process. The annex includes specific details and instruction on each aspect of the plan.

Step 5 PREPAREDNESS ACTIONS AND UPDATING THE CONTINGENCY PLAN

Once contingency plans have been elaborated, the process of planning does not end. As conditions change, plans must be updated with new information. If this does not take place, the plan will become obsolete and even counter-productive, lulling the organization into a false sense of security.

A key output from the planning process will be a series of follow-on preparedness actions that can be undertaken in anticipation of a potential crisis.

These actions should be recorded as part of the contingency plan and responsibility for follow-up assigned. Some guidance on ways to do this is provided in Annex B: WFP Contingency Planning Worksheets and Annex C: Planning and Managing Preparedness and Follow-up.

2.4 The structure and content of a contingency plan

Given that contingency planning involves planning for different scenarios developed around a contingency, the structure of the plan itself is important. This brief section is intended to provide guidance on how to structure a contingency planning document.

A standard outline is presented in Annex A, indicating the content and structure of a contingency plan. The outline only demonstrates the form of a single plan with a single scenario. With the exception of the executive summary, each section in the outline corresponds to one of the steps in the contingency planning process. For example, 2. Contingency should contain the results of step 2 of the contingency planning process, *Contingency Prioritization*, while 3. Scenario should contain the results of step 3 of the contingency planning process, *Scenario-building*. This outline should also be used in the context of multiple contingencies and multiple scenario planning.

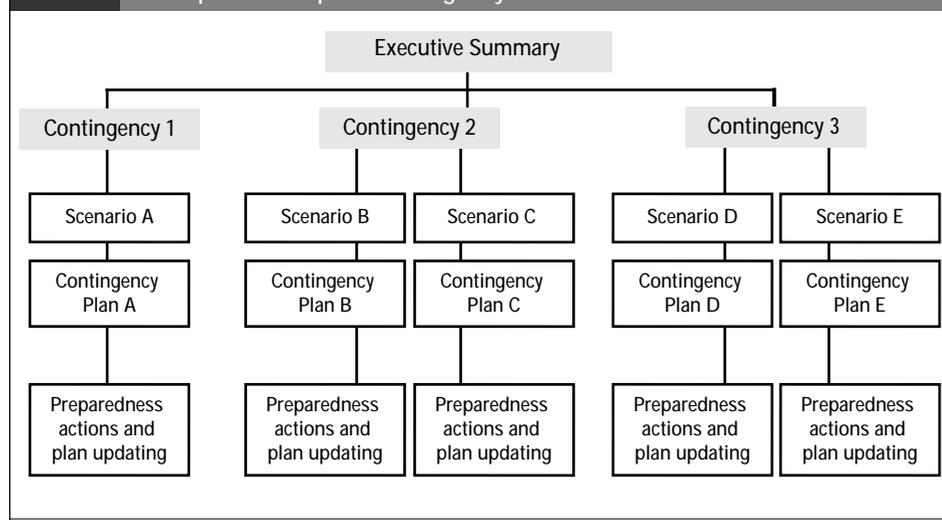
As discussed above, it will be necessary at times to plan for multiple contingencies and multiple scenarios. Each contingency may have a number of scenarios, which outline how a situation might develop in different ways.

For example, a drought contingency might have a regional scenario and a nationwide scenario, and conflict escalation in a neighbouring country scenario might have high and low influx levels for planning purposes.

The example complex plan structure below provides an idea of how to structure complex planning documents.

However, contingency plans should focus on functionality. Therefore, plans should be tailored to each specific situation's needs, be concise and reader friendly, and contain necessary detail.

Box 3 Example of Complex Contingency Plan Document Structure



Annex A:

STANDARD OUTLINE FOR WFP CONTINGENCY PLAN

1 Executive Summary

- 1 Summary of contingency(s) and scenario(s)
- 1 Food aid and related needs (quantity and cost)
- 1 Intervention strategy and plan summary

2 Contingency *(normally one for each contingency in multiple contingency plans)*

- 1 Summary of contingency
- 1 Brief summary of planning scenarios

3 Scenario *(normally one for each scenario in multiple scenario plans)*

- 1 Hazard & resulting emergency
- 1 Likely triggers (to be monitored by WFP)
- 1 Risk analysis (likelihood of occurrence and consequences should the scenario unfold)
- 1 Population at risk (numbers, demographics, location, food security issues and concerns, and specific vulnerable groups)
- 1 Anticipated duration of emergency conditions

4 Contingency Plan *(normally one for each scenario in multiple scenario plans)*

4.1 PROGRAMME STRATEGY

- 1 Objectives of proposed intervention
- 1 Appropriateness of possible longer-term relief and/or follow-up development activities
- 1 Partnership and Co-ordination

2.5 Support for contingency planning

For further technical support with contingency planning activities, please contact the Office of Humanitarian Affairs (OHA) at: Emergency.Preparedness@wfp.org.

- 1 WFP target beneficiaries and intervention type (numbers by categories, duration of assistance, likely location; and direct distribution, food-for-work, supplementary feeding, etc.)
- 1 Food ration, nutritional analysis of ration, non-food items, etc.
- 1 Food aid needs (MT)

4.2 PROGRAMME IMPLEMENTATION

- 1 Immediate response
- 1 Emergency needs assessment (types of assessment, e.g. Emergency Needs Assessment, Food and Crop Assessment, Nutritional Assessment, etc.)
- 1 Distribution arrangements (likely distribution agents & capacities)
- 1 Implementing partners
- 1 Monitoring & reporting arrangements (monitoring indicators, reporting structures, etc.)
- 1 External coordination arrangements (coordination structure/mechanisms and WFP's role)

4.3 FOOD RESOURCE AVAILABILITY

- 1 Market availability: Potential for and impact of local and regional purchases
- 1 Likely WFP stocks: existing in-country stocks, potential for borrowing from governmental stocks or from WFP from regional stocks, from other agencies, pipeline situation
- 1 Other likely food aid agency responses and humanitarian sources of food aid

4.4 LOGISTICS

- 1 Transport: routes, modes
- 1 Storage: warehouse & EDP needs, locations
- 1 Telecommunications: office, vehicle, convoys
- 1 LTSH/TTSH
- 1 Special operations

4.5 INTERNAL MANAGEMENT PLAN

- 1 Decision-making structure (normally represented in an organizational chart)
- 1 Office and sub-office requirements
- 1 Staffing requirements: existing and additional staff
- 1 Human resources management (hotels, contracts, DSA, banking, TAs, etc.)
- 1 Staff training
- 1 Security
- 1 Media/public information strategies
- 1 Potential resources (donors, IRA, etc.)
- 1 Non-food item requirements
- 1 Personnel transport concerns (vehicles, etc.)

4.6 BUDGET: ESTIMATED COSTS OF THE INTERVENTION

- 1 Direct operational costs (DOC)
- 1 Other direct operational costs (oDOC)
- 1 Internal, transport, storage and handling (ITSH)
- 1 Direct support costs (DSC)
- 1 Indirect support costs (ISC)

5 Preparedness Actions and Plan Updating

- 1 Preparedness actions
- 1 Contingency plan update schedule

Annex B:

CONTINGENCY PLANNING WORKSHEETS

The following worksheets give more detailed guidance on the content of each section in a contingency plan. There is one worksheet per section listed in Annex A: *Standard Outline for a WFP Contingency Plan*. This annex therefore contains the following worksheets:

1. Executive Summary Worksheet
2. Contingency Worksheet
3. Scenario Worksheet
4. Contingency Plan Worksheet
5. Preparedness Actions and Plan Updating Worksheet

The worksheets are intended as guides to be used during the contingency planning process in order to facilitate the write-up of plans. They are modular so that they can be used in complex planning exercises where multiple contingencies, each with multiple scenarios, are contemplated.

The following paragraphs describe the structure of the worksheets to facilitate their use:

SECTION FUNCTION. Each worksheet begins by presenting the objective of the section within the contingency planning document.

WRITE-UP TIPS. Some tips are then given to assist in the formatting and structuring of the planning document.

CONTENT CHECKLIST. The worksheets provide checklist questions for each section of the standard outline, suggesting the types of information that should be included in the planning process. These checklists are not exhaustive, and planners may include any information (or additional sections) they feel appro-

priate. The checklists also contain *Editorial Notes*, which suggest to planners possible ways to format the information required in the section.

If certain categories of information are the same for different contingencies and/or scenarios, then planners should simply copy this information to each successive worksheet. The aim is to keep the process simple and efficient.

The worksheets and standard outline are not intended to limit the contingency planning process. WFP staff engaging in contingency planning activities should view the guidelines and worksheets only as *guides*, tailoring them to their specific needs.

It is also important to note that the guidelines do not offer technical guidance on any specific area of competence other than contingency planning. It is expected that WFP staff members engaged in contingency planning activities will possess adequate knowledge of their core areas of competence and/or can find guidance on specific technical issues from the appropriate unit within WFP.

SECTION FUNCTION

This section of the plan should summarize the key points listed below in order to present executive decision-makers with a basic understanding of the most important points presented in the plan.

WRITE-UP TIPS

The executive summary should appear once at the beginning of the document.

CONTENT CHECKLIST

1. Executive Summary

ⁿ **Summary of contingency(s) and scenario(s)**

- 3 *This section should outline the contingencies and corresponding scenarios that have been planned for.*
- 3 *The relevance/significance of each contingency and scenario should also be outlined.*

ⁿ **Intervention strategy and plan summary**

- 3 *This section should give a brief outline of the strategy and plans that have been developed for each contingency and scenario.*

[NOTE] THIS SECTION IS OFTEN INCORPORATED INTO THE SUMMARY OF CONTINGENCY(S) AND SCENARIO(S) SECTION.

ⁿ **Food aid needs (quantity and cost)**

- 3 *This section (usually represented in a table) should give a summary of the total quantity of food aid and its cost for each scenario and contingency.*

SECTION FUNCTION

This section of the document introduces each contingency, describing the event that may occur and the situation surrounding it. In addition, an introduction to the scenarios developed for this contingency is given.

WRITE-UP TIPS

This section should appear in the document once for each contingency that is dealt with. It provides the context for the scenario and plan sections, which follow in the plan outline.

CONTENT CHECKLIST

2. Contingency

ⁿ **Summary of contingency**

- 3 *This section should describe the contingency that forms the basis for planning, including a justification for why the foreseen event merits attention.*

ⁿ **Brief summary of planning scenarios**

- 3 *This section should outline the main points of each scenario that has been developed.*
- 3 *Do not include planning assumptions in this section, as they will be included in detail in the scenario section.*

SECTION FUNCTION

This section elaborates the scenario that is to be planned for, and contains the main planning assumptions that will define the parameters for planning in the **Contingency Plan** section.

WRITE-UP TIPS

This section should be completed for each scenario that has been identified for the planning process.

The outline for this section includes the most common aspects included in the scenario and planning assumptions write-up of the contingency plan. Planners should use this section flexibly, adapting it to suit their purposes.

CONTENT CHECKLIST

3. Scenario *(normally one for each scenario)***n Hazard & resulting emergency**

- 3 Describe the hazard that populations face and the probable resulting emergency that is likely to occur.

n Likely triggers (to be monitored by WFP)

- 3 What early warning indicators and triggers can be identified?
- 3 What conditions must be met in order for this scenario to occur?
- 3 Of these conditions, which can be monitored so as to provide warning signals to WFP?

n Risk analysis

- 3 How likely is this scenario to occur?
- 3 What will be the consequences should the scenario unfold?

n Population at risk

- 3 Describe the population at risk, including the follow factors where relevant:
- ▶ Numbers
 - ▶ Location
 - ▶ Gender considerations
 - ▶ Demographics
 - ▶ Specific vulnerable groups
 - ▶ Food security issues and concerns

n Anticipated duration of emergency conditions

- 3 How long are emergency conditions likely to last under this scenario?

SECTION FUNCTION

This section of the plan details WFP's planned response to a corresponding scenario, based on the planning assumptions developed in the **Scenario** section of the plan. The **Contingency Plan** section can be general if little information is available or if there is no imminent threat, but should be more detailed for imminent threats.

WRITE-UP TIPS

This section should be completed for each scenario that has been selected for planning.

The outline for this section includes the most common aspects included in the **Contingency Plan** section, however planners should use this section flexibly, adapting it to suit their purposes.

CONTENT CHECKLIST

4. Contingency Plan *(normally one for each scenario)*

4.1 PROGRAMME STRATEGY

▫ Objectives of proposed intervention

- 3 *What are the foreseen objectives aid for this plan? As recommended by the EMOP guidelines these will normally include (but will not be limited to):*
 - Save lives;
 - Preserve assets;
 - Prevent mass migration;
 - Ensure access to a complete diet for all population groups;
 - Establish conditions for restoring of self-reliance;
 - Improve or maintain health/nutritional status with special attention to women and other groups at high risk; and/or
 - Minimize damage to food production, marketing systems resulting from emergency situation.

▫ Appropriateness of possible longer-term relief and/or follow-up development activities

- 3 *How can WFP's emergency intervention in this scenario be linked to and/or facilitate longer-term relief and/or follow-up development activities?*
- 3 *This section should describe how WFP will try to engage in sustainable interventions bridging relief and development.*
- 3 *What would be the role of food aid in a longer term WFP relief or recovery intervention?*

▫ Partnership and Co-ordination

- 3 *Other than WFP who will distribute food aid under this scenario?*
- 3 *How will WFP co-ordinate with these actors to avoid duplication and ensure common approaches (i.e. ration content)*
- 3 *What partners will WFP work with and what will they do?*
[NOTE] PARTNERSHIP IN THIS SECTION OF THE PLAN SHOULD FOCUS ON THE STRATEGIC LEVEL, DETAILED PLANNING FOR IMPLEMENTATION COMES UNDER THE NEXT SECTION.

▫ WFP target beneficiaries and intervention type (numbers by categories, duration of assistance, likely location; and direct distribution, food-for-work, supplementary feeding, etc.)

- 3 *How many beneficiaries can be expected?*
- 3 *What types of programmes will they require?*
- 3 *How long will they require assistance?*
[NOTE] THIS SECTION IS OFTEN PRESENTED IN A SIMPLE TABLE.

▫ Food ration, nutritional analysis of ration, non-food items, etc.

- 3 *What will the food ration/basket be for each intervention type?*
- 3 *What is the nutritional value of the food ration?*

- 3 *Why has the food basket been planned this way (i.e. cultural requirements, etc.)?*
- 3 *What non-food items will be required in order to carry out these interventions?*

Food aid needs (MT)

- 3 *Using the ration contents and programming details from above, how much food aid will be required?*

[NOTE] THIS SECTION IS OFTEN PRESENTED AS AN ANNEX WITH DETAILED PROGRAMMING TABLES. HOWEVER, THE CONTENT SHOULD BE SUMMARIZED IN THE DOCUMENT.

4.2 PROGRAMME IMPLEMENTATION

Immediate response

- 3 *What actions will be taken as an immediate response to the situation?*
- 3 *What is required to support the immediate response?*
- 3 *What WFP Rapid Response recourses will be required and how will they be obtained?*

[NOTE] THE ELABORATION OF THIS SECTION OF THE CONTINGENCY PLAN SHOULD INCLUDE CONSULTATION WITH OTL – ALITE IN WFP HEADQUARTERS., TO ENSURE A COORDINATED USE OF WFP RAPID RESPONSE RESOURCES.

Emergency needs assessment (types of assessment, e.g. Emergency Needs Assessment, Food and Crop Assessment, Nutritional Assessment, etc.)

- 3 *What types of emergency needs assessment are likely to be required in this scenario?*
- 3 *What advanced preparations can be made?*
- 3 *How will assessment refute or confirm the planning assumptions made in the plan?*

Distribution arrangements (likely distribution agents & capacities)

- 3 *How and with whom will WFP distribute food under this scenario?*
- 3 *What are the distribution capacities of each partner and of WFP?*
- 3 *How will any shortfall in distribution capacity be made up?*

[NOTE] IT IS OFTEN USEFUL TO PREPARE A TABLE, WHICH SHOWS DISTRIBUTION CAPACITIES AND SHORTFALLS. IT IS ALSO USEFUL TO PREPARE A MAP OF GEOGRAPHIC COVERAGE OF DIFFERENT PARTNERS UNDER THIS SCENARIO.

Implementing partners

- 3 *What implementing partners will WFP work with?*
- 3 *What will be the role of different implementing partners, i.e. food for work, therapeutic feeding, monitoring and evaluation, etc.?*

[NOTE] THIS SECTION DEALS WITH PARTNERSHIP FOR ACTIVITIES OTHER THAN DISTRIBUTION.

Monitoring & reporting arrangements (monitoring indicators, reporting structures, etc.)

- 3 *What indicators will be monitored during the proposed intervention, and how will they be monitored?*
- 3 *What reporting structures will be in place?*
- 3 *What reporting information will be required?*
- 3 *Are there reporting formats available for use or will they need to be elaborated?*
- 3 *What resources will be required to ensure adequate monitoring and reporting?*

External coordination arrangements (coordination structure/mechanisms and WFP's role)

- 3 *Who will engage in food aid under this scenario?*

- 3 *How will WFP coordinate with these actors?*
- 3 *What will WFP's role be in United Nations Inter-agency coordination?*

[PLANNING TIP] THE GAP ID MATRIX PRESENTED IN ANNEX E IS A USEFUL TOOL FOR EXTERNAL AND INTER-AGENCY COORDINATION.

4.3 FOOD RESOURCE AVAILABILITY

External market availability: potential for and impact of local and regional purchases

- 3 *What is the market availability of food locally and regionally?*
- 3 *What impact would local and regional purchases have on local and regional economies?*

Likely WFP stocks: existing in-country stocks, potential for borrowing from governmental stocks or from WFP from regional stocks, from other agencies, pipeline situation

- 3 *What WFP food stocks are available in country for use under this scenario? And under what conditions (i.e. loans, donation, etc.)?*
- 3 *What WFP food stocks in the region may be used under this scenario? And under what conditions?*
- 3 *What non-WFP food stocks (NGOs, donor, government) may be available for use under this scenario? And under what conditions?*
- 3 *What is the current local and regional pipeline situation and what is its capacity to meet the demands that would be placed on it under this scenario?*

Other likely food aid agency responses and humanitarian sources of food aid

- 3 *What other food aid agency response can be expected?*

4.4 LOGISTICS

Transport: routes, modes

- 3 *What are the main entry points for food deliveries?*
- 3 *What are the main routes and modes of transportation to be used?*
- 3 *Where are the foreseen bottlenecks in the transport chain?*
- 3 *What transport capacities are available or could be called upon?*
- 3 *How will any bottlenecks or shortages in capacity be overcome?*

Storage: warehouse & EDP needs, locations

- 3 *Where will commodities be stored?*
- 3 *What is the current warehousing capacity?*
- 3 *What will the additional warehousing needs be (if any) under this scenario?*

LTSH/ITSH

- 3 *What are the LTSH/ITSH implications of this scenario and plan's programme requirements?*

Special Operations

- 3 *What (if any) Special Operations will be required?*

4.5 INTERNAL MANAGEMENT PLAN**n Decision-making structure**

3 *How will WFP's response team be structured?*

[NOTE] THIS SECTION SHOULD NORMALLY INCLUDE AN ORGANIZATIONAL CHART TO ILLUSTRATE THE DECISION-MAKING AND MANAGEMENT STRUCTURES.

[PLANNING TIP] THE MATRIX OF WFP SERVICES AND TASKS & STAFF RESPONSIBILITIES IS A USEFUL TOOL IN PLANNING FOR PERSONNEL AND FUNCTIONS THAT WILL BE NEEDED DURING AN EMERGENCY.

n Office and sub-office requirements

3 *Where will WFP offices and sub-offices be required?*

n Staffing requirements: existing and additional staff

3 *What staff will have to be redeployed within the country/region?*

3 *What additional staffing requirements will there be, and how will they be met (ERR, SBA, UNV, TDY, etc)?*

3 *Where will additional staff be posted?*

n Human resources management (hotels, contracts, DSA, banking, TAs, etc.)

3 *What arrangements will be required to meet the administrative demands of temporary and new staff required during a potential emergency response?*

n Staff training

3 *What training will staff require in order to be able to cope with the situation?*

n Telecommunications and information technology

3 *What will the telecommunications requirements be, including those for offices, vehicles and convoys?*

3 *What information technology will be required under this scenario?*

n Security

3 *What additional security measures will need to be implemented under this scenario?*

n Media/public information strategies

3 *What will WFP's public information and media strategy be under this scenario?*

3 *What visibility items will be required?*

n Potential resources (donors, IRA, etc.)

3 *What resources will be available for food and non-food purchases?*

3 *What arrangements can be made in anticipation of a potential crisis?*

3 *What problems will there be in resource mobilization?*

n NFI requirements

3 *What non-food items for WFP offices, staff, partners, etc. will be required?*

n Personnel transport concerns (vehicles, etc.)

3 *What vehicles will be required?*

3 *Where will these vehicles be required?*

3 *What special considerations should be taken into account (i.e. ballistic blankets, winches, etc.)?*

4.6 BUDGET: ESTIMATED COSTS OF THE INTERVENTION

- 3 *How much will the intervention cost?*
- 3 *The budget section should follow, when possible, WFP's standard EMOP budgeting procedures, so as to be rapidly convertible into an EMOP budget should the scenario transpire.*

n Direct operational costs (DOC)

- 3 *This section of the budget should normally cover the costs associated with the Programme Strategy section.*

n Other direct operational costs (oDOC)

- 3 *This section of the budget should include oDOC costs to be incurred, including the distribution costs of implementing partners.*

n Internal Transport, Storage and Handling (ITSH)

- 3 *This section of the budget should cover costs associated with the Logistics Section.*

n Direct Support Costs (DSC)

- 3 *This section of the budget should cover costs associated with the Internal Management Plan section.*

n Indirect support costs (ISC)

- 3 *This section of the budget should apply the standard ISC calculation to the budget.*

SECTION FUNCTION

This section of the document describes the provisions for updating and maintaining the plan, so as to ensure the continuity of the contingency planning process.

WRITE-UP TIPS

This section may appear only once in the entire document, or it may appear for each contingency that has been developed, depending on the need.

CONTENT CHECKLIST**5. Preparedness actions and plan updating****n Preparedness actions**

- 3 *What preparedness actions have been identified as part of the contingency planning process?*
- 3 *Who is responsible for carrying out these preparedness actions?*
- 3 *What resources are required in order to carry out these preparedness actions?*
- 3 *By when will the preparedness actions be completed?*

[**WRITING TIP**] A MATRIX OF TASK, DEADLINE, RESPONSIBILITY AND RESOURCES REQUIRED IS A GOOD WAY TO RECORD AND MANAGE FOLLOW-ON PREPAREDNESS ACTIONS.

[**PLANNING TIP**] CREATING THIS MATRIX AT THE BEGINNING OF STEP 4 IN THE CONTINGENCY PLANNING PROCESS AND FILLING IT IN AS YOU PLAN IS A GOOD WAY TO SYSTEMATICALLY RECORD PREPAREDNESS ACTIONS AS THEY ARE IDENTIFIED DURING THE PLANNING STAGE.

n Contingency plan update schedule

- 3 *Who is responsible for the update and maintenance of the contingency plan?*
- 3 *When will the plan be updated?*

[**WRITING TIP**] MAKING A SCHEDULE WITH UPDATING TASKS ASSIGNED TO INDIVIDUAL MEMBERS OF THE PLANNING TEAM IS A GOOD WAY TO MANAGE THE UPDATE OF THE PLAN.

Annex C:

PLANNING AND MANAGING PREPAREDNESS AND FOLLOW-UP

The identification of preparedness measures is a key product of the contingency planning process. This annex provides three common techniques for recording and managing these actions.

1. Preparedness and Follow-up Matrix

A simple way to record, present and manage preparedness and follow-up actions which arise from the planning process is a table which includes the following information: task, responsibility, deadline or timing, resources required, progress, and relevant plan section. An example of this type of matrix is presented below.

Plan Section	Task	Responsibility	Deadline/ Frequency	Resources Required	Progress
Logistics	Identify warehouse sites	Logistics Officer	4 Jan 2051	1 day	Completed
Programme Implementation	Evaluate distribution capacity of NGO partners	Programme Officer	10 Jan 2051	3 days	Completed
ICT	Install HF radios in all vehicles	ICT Officer	14 Jan 2051	\$15,000 USD	5/10 Vehicles completed
Human Resources	Update local roster of potential food aid monitors	Human Resources Officer	15 Jan 2051	3 days	Interviews in progress
Next task.....					

2. Integrated Action Boxes

Another way to capture preparedness measures and follow-up activities in the contingency plan is to integrate them into the plan itself. Given the importance of the actions it is recommended that they be highlighted. This is often done using a text box or shading. The following boxes give examples of integrated action boxes:

FOLLOW-UP PREPAREDNESS ACTIONS: Logistics

- ▶ Prepare a shortlist of suitable warehouses in identified EDP locations

FOLLOW-UP PREPAREDNESS ACTIONS: Monitoring and Evaluation

- ▶ Collect regional reporting formats and monitoring forms
- ▶ Evaluate their potential application to this scenario
- ▶ Select a manageable number of indicators to be monitored during this potential intervention

3. Augmentation Matrix

In evolving or deteriorating situations there is often a need to plan augmentation both of operational and preparedness capacity. Augmentation matrices are one way of planning for different levels of activity according to the progression of the situation.

First, thresholds must be established. These thresholds are normally the scenarios developed for planning, when the scenarios represent different levels of severity of a contingency. Then preparedness measures and other activities that may be required are listed. The matrix then identifies at what threshold the action is to be taken. An example of an augmentation matrix follows:

Task/Action	Scenario 1: 100,000 IDPs	Scenario 2: 200,000 IDPs	Scenario 3: 300,000 IDPs	Comments
Schedule food aid co-ordination meetings every week rather than every month	Activate			
Deploy Logistics Officer from Emergency Response Roster		Deploy		ERR Member selected
Open new EDP at predefined location		Open		
Preposition 1,000 MT of High Energy Biscuits in main warehouse	Preposition			
Deploy Emergency Officer from the Emergency Response Roster		Deploy		ERR Member selected
Deploy a second Logistics Officer from the Emergency Response Roster			Deploy	

Augmentation matrixes can be expanded to include the elements of the preparedness and follow-on matrix presented above to form a more comprehensive augmentation plan.

Whatever method is used to record and manage follow-on preparedness actions, it is critical that they are concrete achievable actions, with clearly defined responsibilities and deadlines.

Annex D:

WFP CONTINGENCY PLANNING MANAGEMENT FRAMEWORK: PROPOSED TERMS OF REFERENCE

WFP COUNTRY OFFICE:

Sample Contingency Planning Terms of Reference

The WFP Country Director is responsible for contingency planning activities at the country level. The CD is member of the Regional Contingency Planning Working Group (C-PWG). His/her tasks include:

- coordinate all in-country WFP contingency planning activities, including scenario-building, plan formation, coordination meetings, monitoring and planning contingency food stocks, etc.;
- review and update scenario sets and related contingency plans on a regular (in principle, bi-annually or as needed) basis, keeping the regional C-PWG informed of any revisions;
- if funds are available, arrange any necessary technical assessments required in support of planning for specific scenarios, such as context analysis, vulnerability and food security assessments, surveys of implementing partners' capacities and logistics capacity assessments. Should funds not be available, the CD will liaise with the regional bureaux and/or OHA to arrange for support;
- ensure the integration of contingency planning into routine operational planning;
- support the integration/coordination of contingency planning into/with programming activities including new projects, QAPs and the regional PRROs;
- coordinate with agency counterparts for any inter-agency contingency planning activities, particularly with UNICEF, UNHCR and OCHA;

- assist the government in strengthening national food emergency contingency planning capacity, and food emergency response mechanisms and institutional arrangements where these are not already adequate;
- carefully manage the involvement of government counterparts and implementing partners in the contingency planning process in view of the sensitivity of some scenarios;
- represent WFP in any external contingency planning–related meetings or inter-agency fora that may arise; and
- ensure that all relevant contingency planning materials are shared with OHA-OD Rome.

WFP REGIONAL BUREAU:

Sample Contingency Planning Working Group

Terms of Reference

In an effort to integrate WFP’s contingency planning activities better with operational activities at the field level, decentralized regional bureaux should form Regional Contingency Planning Working Groups (C-PWGs). These bodies should be inter-departmental and should meet regularly. The C-PWGs should guide the contingency planning process in the region by concentrating on:

- institutionalizing contingency planning in the region;
- ensuring and assisting in the application of WFP’s standard contingency planning methodology to country office operations;
- assisting in any country–office level contingency planning training programmes;
- overseeing the inclusion of contingency planning concerns in WFP’s programmatic instruments and management systems;
- monitoring the implementation of contingency planning in country offices;
- promoting and organizing regular inter-agency contingency planning activities;
- acting as the regional focal point on all contingency planning issues, and maintaining continual contact with the country offices and OHA at Headquarters;
- developing contingencies and scenarios of a regional nature in consultation and coordination with the concerned country offices;
- maintaining and regularly reviewing regional contingency plans and preparedness;
- assessing WFP’s level of preparedness with reference to the regional contingency plan, and addressing any gaps identified;
- providing technical assistance to country offices on actual contingency planning activities; and
- ensuring that regional and country office contingency plans are included in WFP’s Contingency Planning Inventory housed in OHA at Headquarters.

Annex E:

RISK RANKING

The following is one method for combining considerations of probability and the severity of expected consequences of potential emergency scenarios to rank and establish priorities for planning purposes.

This is a subjective method that should be used for ranking contingencies during the contingency prioritization step of the planning process. This method is useful for discussing contingencies and scenarios. It is also useful as a means for contingency planning teams to reach a consensus over the significance of contingencies and scenarios under consideration.

[NOTE] RISK RANKING IS AN INDICATIVE TOOL ONLY, IT IS NOT A REPLACEMENT FOR JUDGEMENT NOR DOES A CERTAIN RATING NECESSARILY WARRANT ACTION. MOREOVER, RISK RANKING IN TWO DIFFERENT CONTEXTS IS NOT NORMALLY COMPARABLE. PLANNERS WILL FIND THAT RISK RANKING EXERCISES WILL PRODUCE DIFFERENT RESULTS FROM THE SAME GROUP OF PLANNERS AT DIFFERENT STAGES IN THE PLANNING PROCESS.

STEP 1: First, planners should try to assess the likelihood that each scenario will occur. Using the best information available, contingency planning group members should try to reach a consensus on probability and then assign each scenario a “probability level” according to the following schema:

Probability Level	Descriptor	Description
3	Almost certain	Expected to occur (within the time period)
2	Likely	Likely to occur in the time period under current conditions
1	Unlikely	Could occur in the time period if conditions changed moderately

STEP 2: Planners should then, using the best information available, try to assess the potential losses or impact of each scenario, and assign each a “consequences level” according to the following schema:

Consequences Level	Descriptor	Description
A	Catastrophic	Massive famine, substantial loss of life expected from food-related causes. Generalized WFP and other food aid agency assistance urgently needed for large segments of population. Large supplementary and therapeutic feeding programmes needed. Additional WFP management, administrative, and technical expertise urgently needed. Large volumes of food aid likely needed.
B	Major	Food security threatened for large segments of population; substantial malnutrition among vulnerable groups likely. Some loss of life expected from food-related causes. WFP assistance, including supplementary and therapeutic feeding programmes likely needed to handle emergency. Large volumes of food aid and additional WFP administrative staff and technical expertise are likely to be needed.
C	Moderate	Food security is threatened for potential WFP target groups; some intervention/feeding programmes may be needed, particularly for vulnerable groups who face rise in malnutrition rates. WFP can likely respond with existing country/regional management structures.

STEP 3: A simple risk analysis is now carried out for each scenario according to the matrix below, which combines the two measures, probabilities and consequences. Letters are used so that both factors of risk are conveyed; the letter always signifies the consequences, while the number of letters always signifies the probability. Each scenario is assigned a risk and according to the matrix:

Annex F

MATRIX OF WFP SERVICES, TASKS AND STAFF RESPONSIBILITIES

Instructions

Identify anticipated emergency response services and tasks, and assign each to a particular WFP staff member (check the appropriate box to indicate assignment of responsibility.) Include the staff member's e-mail address to ease contact in the event of implementation or for plan updating, office, or partner organization. Update as needed after contingency planning meetings.

Probability Level	Catastrophic A	Major B	Moderate C
3 (almost certain)	AAA	BBB	CCC
2 (likely)	AA	BB	CC
1 (moderate)	A	B	C

High risk = AAA & AA & BBB

Expected losses warrant attention by senior management at all levels in order to ensure adequate preparedness; coordination with host government, United Nations agencies and other NGO response agencies in contingency planning process is a clear need; early donor contacts are initiated by WFP managers.

Moderate risk = A & BB & CCC

Scenario merits attention of existing country/regional staff, with contingency planning handled largely in-country with regional support (or, if no country presence, by responsible regional office); coordination with other food aid agencies in-country is warranted.

Low risk = C & B & CC

Routine office monitoring procedures are maintained, as are contacts with local emergency response agencies. Contingency planning carried out or plans updated by country office.

Having assigned a High, Moderate, or Low Risk label to each of the scenarios, the planners then select those that they consider warrant their contingency planning time and focus. In principle, those posing the highest risks to the potential target population should receive the most attention.

However, planners should use their judgement when deciding which contingencies to plan for, and should not be limited by the results of risk ranking. For example, planners may consider the impact of one contingency so catastrophic that even though it is a low probability (and thus low risk using the risk ranking technique), it needs to be planned for.

Responsibility of (include WFP staff name and e-mail address)

Services and Tasks										
1.										
2.										
3.										
4.										
5.										
6.										
7.										
8.										
9.										
10.										
11.										
12.										

Annex G

GAP ID MATRIX: COORDINATING SERVICES AND TASKS AND ORGANIZATIONAL RESPONSIBILITIES

Instructions

At inter-agency contingency planning meetings, identify needed services and tasks, and note acceptance of responsibility by each organization (whose name should be written at the top of a "Responsibility" column) by checking the appropriate box. Include an e-mail address for each organization to ease contact. Update as needed after each contingency planning/coordination meeting.

Responsibility of (include organization name and e-mail address)

Services and Tasks																			
1.																			
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