



World Health
Organization

#Ready4Response

Tier 2: Ready4Response

Module 2: Incident Management System functions

Planning

Photo: WHO / C. Black

Unit 2C

IMS CORE FUNCTIONS

- Incident Management
- Operations function
- **Planning function**
- Logistics function
- Finance and Administration function



#Ready4Response



Hi, it's me - **Andrew!**

INTRODUCTION

The Planning function coordinates the planning for the response and recovery.

Understanding the roles and responsibilities of the different response functions means that you will know how you can best support them and how they can support you.

LEARNING OBJECTIVES

By the end of this unit, you will be able to:

- describe the planning cycle;
- describe the Planning function activities;
- describe different types of information in the response;
- describe the different types of plans in the response;
- explain the Planning function's role in identifying resource and personnel requirements; and
- explain the role of monitoring and evaluation in the planning cycle.

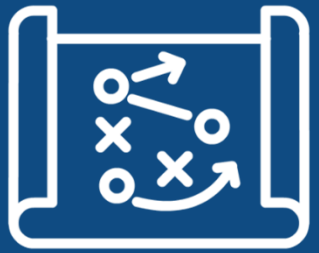
THE PLANNING CYCLE

This diagram shows the key steps in planning, known as the "planning cycle."

In the IMS, these steps are shared between the Planning and Operations functions.

However, all functions will input to plans.





The **PLANNING** function

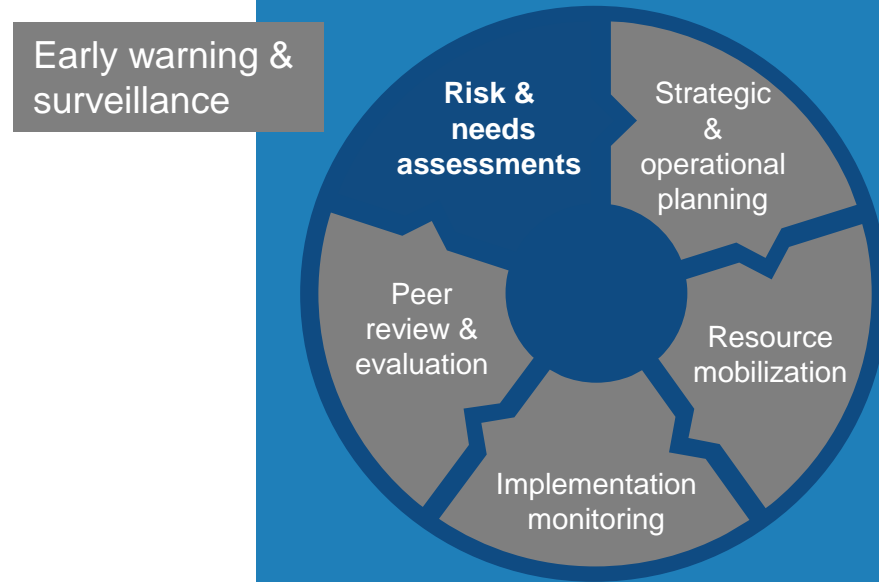
- collects, processes, analyses and evaluates information;
- develops objectives and strategic and operational plans to address the emergency;
- prepares and distributes plans;
- prepares and disseminates status reports and documents incident response activities;
- conducts a “forward look” to predict the probable evolution of events and plan accordingly;
- identifies the technical expertise and personnel required for the response; and
- evaluates the progress of the response.

The first step in the planning process is to conduct a risk and needs assessment to:

describe the overall situation, the likely impacts of the hazard, the capacity and resources that are available and needed to address the threat and predictions about what might happen next.

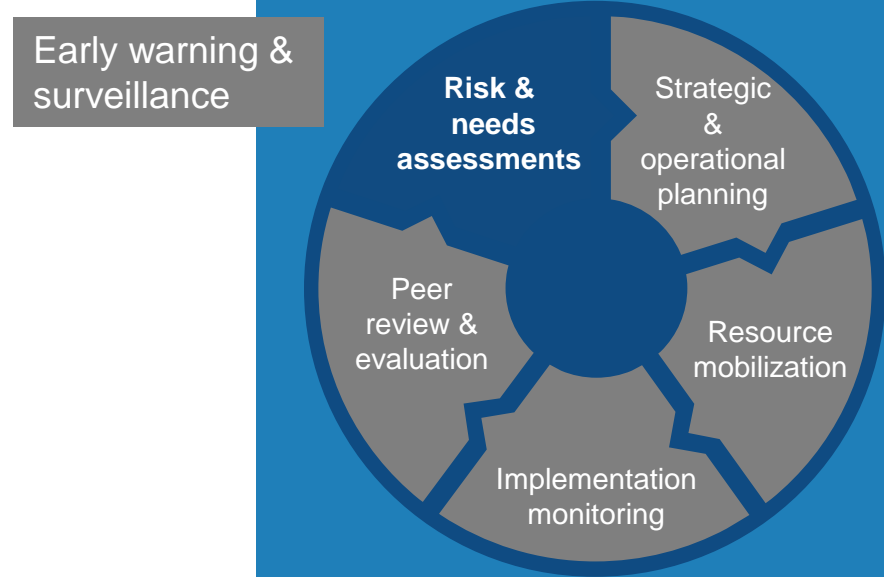
To do this they will need to:

- gather data and information about the current situation and the response;
- understand how that data will impact populations and the response; and
- think ahead about what can be done in response to the situation.



The risk and needs analysis will provide information about:

- what threats the hazard poses;
- what capabilities and resources are needed to respond;
- the capabilities and resources they currently have to respond; and
- what additional capabilities and resources are needed.



Conducting the risk and needs analysis

requires gathering data not only about the hazard itself, but about the ability of the government and communities to respond effectively.

We can divide the information required into 2 broad categories:

- Technical data about the hazard; for example, signs and symptoms of exposure
- Data about the environment, including the capacity for the government, health systems and communities to respond to the hazard

This data and information will feed into the planning and will require detailed inputs from other functions, including:



Internal IMS team

- Incident Management
- Operations
- Logistics
- Finance and Administration.



External sources

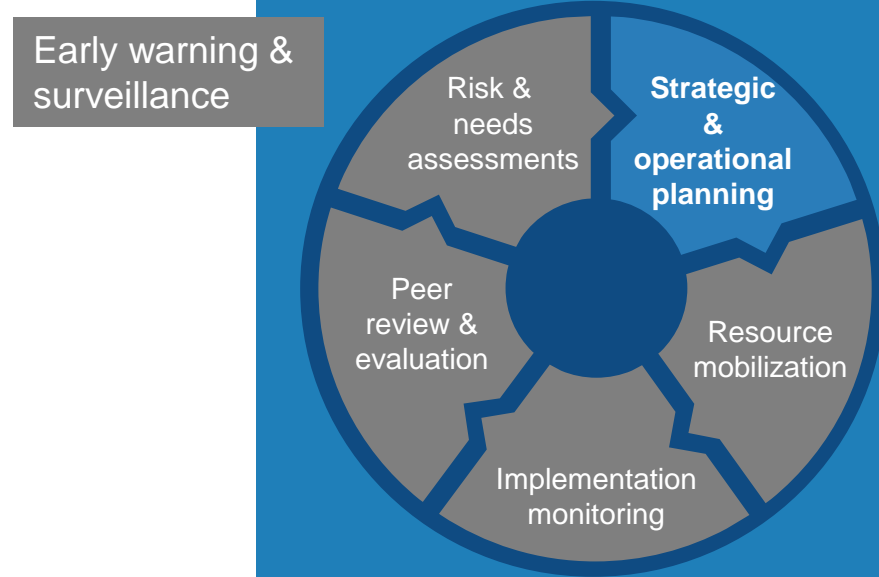
- Governmental agencies
- NGOs
- Civil society entities (communities)
- Private sector and others, both from health and outside.

The Planning function will develop strategic and operational plans based on the response objectives.

Responders can then develop their own action plans and operating procedures based on this information to ensure they are meeting the aims of the response.

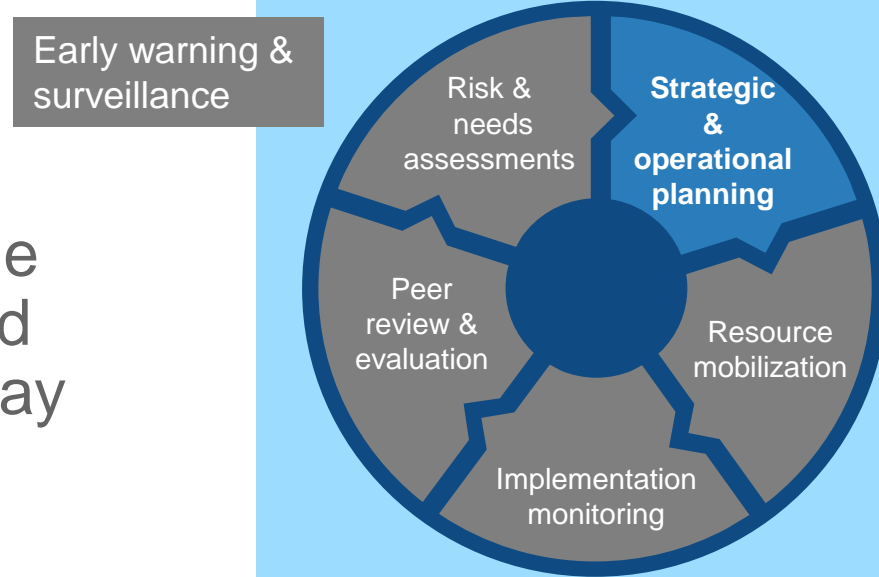
Response objectives:

The high-level response objectives are the things that must be done in order to respond effectively. Primary among these will be to save and protect lives, save and protect property, maintain public trust and ensure recovery from the incident.



The plans developed by the Planning function can broadly be divided as follows:

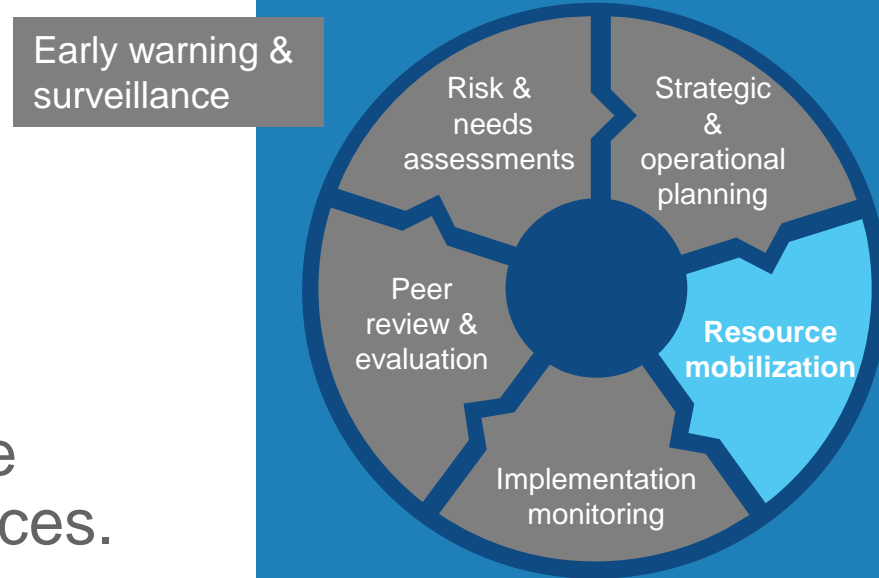
- **Strategic plans:** high-level plans that describe the actions taken at the highest level of the response to achieve the objectives. They will outline the overall needs and potential impact of the emergency.
- **Operational plans:** describe how the different responding agencies will work together to achieve the response objectives in line with the strategic plan and based on the needs presented by the hazard. The way in which the agencies will work together will be described in a Concept of Operations (CONOPS).
- **Recovery plans:** planning for recovery should start on Day 1 of the response, so that people can return to their lives as soon as possible.



Based on the objectives and plans, the Planning team then works with other functions to establish:

- what resources and personnel are required for the response;
- what resources and personnel are currently available; and
- how to source the resources and personnel that are still needed.

The Finance and Administration and Logistics staff are responsible for sourcing and maintaining these resources.

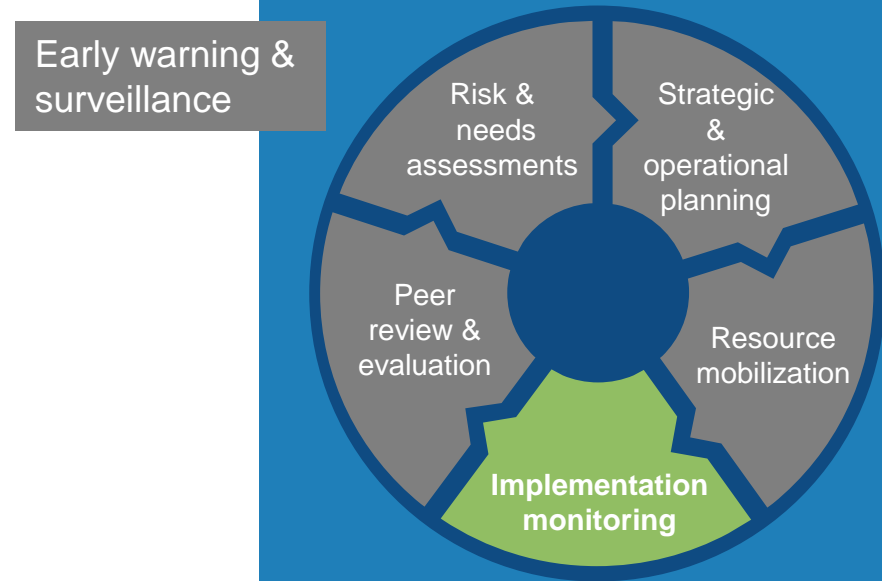


Implementing the plan

This is mainly done by the Operations function at the local (tactical level). They will implement the plan and give feedback on how the response is progressing.

Information about the response “on the ground” is passed back to the Incident Management Team through their function lead.

In this way, information can be shared that can be used to monitor the impact of the response and allow other functions to make changes in their planning.



The RESPONSE MONITORING sub-function

tracks the path of the emergency and progress of the response by:

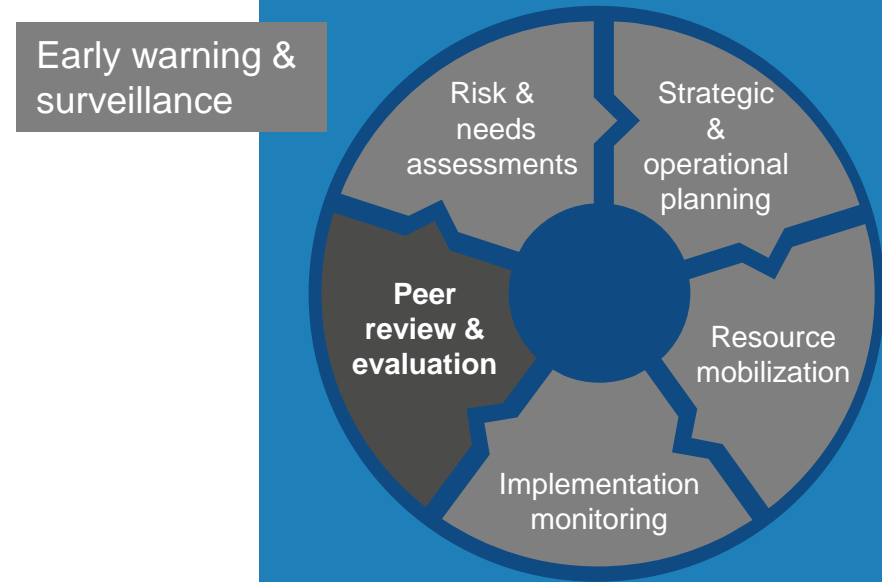
- identifying technically sound indicators and information;
- setting operational targets;
- gathering and interpreting data; and
- providing recommendations for corrective action if the response is off-track.



The impact and effectiveness of the response should be evaluated continuously.

The outputs from evaluations should be recorded and then can be fed into the planning cycle. There are 2 broad areas that should be evaluated:

- the impact of the response on the threat, which will evaluate whether the actions taken in response, the objectives and plans are having the desired effect; and
- the way in which the response partners are working, which will evaluate whether and how the response itself is functioning.



Evaluation should be a constant feature of response.

It can be seen in many routine informal and formal activities.

Evaluation of systems, processes, policies and plans can take place:

- during routine planning meetings;
- by monitoring routine status boards; and
- in formal processes, such as debriefs and After Action Reviews.

Early warning & surveillance



An After Action Review (AAR) is a qualitative review of actions taken to respond to a public health event or following a project or a public health intervention as a means of identifying and documenting best practices demonstrated and challenges encountered during the response to the event or the implementation of the project.

<https://www.who.int/fr/publications-detail/WHO-WHE-CPI-2019.4>



SUMMARY

- The Planning function collects and analyses data, prepares plans and evaluates the response.
- Planning is based on the planning cycle.
- Evaluation should be a constant feature of the response.

The planning cycle provides a useful tool for conducting everyday planning activities.



FOLLOW-UP TASK

1. Use the steps in the planning cycle to plan your next work activity.
2. Reflect on the process and how you could use the planning cycle for your work in response.
3. Make a note in your journal.