# DOMAIN 7 – PLANNING AND ORGANIZING

## MODULE OUTCOMES

MODULE LENGTH

60 minutes

* Recognize the link between strategic objectives, strategic objective indicators and cluster activities in humanitarian response planning
* Plan, prioritize and monitor tasks to achieve realistic deadlines

MATERIAL & EQUIPMENT

Domain 7 PPT

Flip chart and pens (per group)

Tape

Cards of the Strategic outcomes, indicators and activities (To print SO CARDS for HRPexercise), scissors, blue tack / tape.

Stickers, post-its and non-permanent markers

Humanitarian Response Plan, Philippines Typhoon Haiyan, 2013.

* Analyse information to identify its different elements, patterns and relationships

## MODULE OVERVIEW

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|  | Topic | Method | Time  |
| 1 | Introduction | Presentation | 2 min |
| 2 | Link to Achieving Results | Presentation | 5 min |
| 3 | Humanitarian Response Planning (HRP) | Plenary questions/Discussion | 13 min |
| 4 | Strategic objectives and indicators  | Group Work/Plenary | 35 min |
| 5 | Wrap up and close | Plenary | 5 min |

## MODULE PURPOSE

The module will explore the planning and organizing skills that are essential competencies for deployees to effectively work as part of a coordinated humanitarian response. A key starting place in successful planning is to identify the overarching strategic objectives for a humanitarian response and understand how deployees’ roles and work goals support these objectives.

SUPPORT DOCUMENTS

Project/programme planning Guidance manual, p11-13, IFRC 2010.

Facilitator SO CARDS for HRP Exercise

Deployees need to have the skills to develop clear work goals that are consistent with agreed strategies, identify priority activities, foresee risk, allow for contingencies and adjust priorities as needed. Deployees also need to set realistic deadlines and goals, manage time effectively and identify and organize adequate resources needed to accomplish tasks.

Working in a humanitarian response also requires frequent updates of varying sources and types of information, which require a deployee to have the skills to effectively analyse and interpret data to ensure they are working in an informed environment.

## MODULE SEQUENCE

It is suggested that this module takes place after Domain 5: Achieving Results, which provides participants with the foundation to develop strategic plans of action. It is also suggested that it takes place after Domain 4, Module 3: Humanitarian landscape, as this module provides the bigger picture so that deployees understand where their role fits in the larger humanitarian response system.

## MODULE ACTIVITIES

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| Topic | Method | Notes for delivery |
| Introduction (2 min) | Presentation | 1. Introduce the session and objectives (slide 2) |
| Link to Achieving Results(5 min) | Presentation | 2. Refresh deployees on how to develop a strategy to meet work goals, covered in Domain 5 Personal Commitment to Achieving Results. (slide 3)Explain that while Domain 5 covered personal techniques to be used when preparing for, and deployed to, a humanitarian response, this module looks at the bigger picture of humanitarian response planning. This bigger picture will prepare deployees to more effectively integrate and strategize their own work goals in order to achieve meaningful results.  |
| Humanitarian Response Planning (HRP) (13 min) | Plenary questions/Discussion | 3. Refresh participants on what is strategic response planning and what is in a Humanitarian Response Plan (covered in Domain 4, module 3). (slide 4)Brainstorm what should be included in a strategic Humanitarian Response Plan. List these elements on a flip chart. If necessary, ask leading questions to ensure that all key elements are listed, referring to the previous presentation of the humanitarian system. *Answer:** *Strategic* ***objectives*** *(based on needs)*
* *Success criteria (****indicators****) for measuring success of these activities in meeting those outcomes/objectives.*
* ***Baseline*** *and* ***targets***
* ***Monitoring*** *responsibility and method*
* ***Cluster plans:*** *Specific* ***Activities*** *to be undertaken in order to meet the outcomes/objectives (with baseline and targets)*

*Other elements:** *Timelines / time periods*
* *Cross cutting issues*
* *Beneficiaries*
* *Risks*

(slides 5,6)4. Present slides on the HRP elements and process, and emphasize that the multi-sector approach to response planning is critical. The common, multi-sectoral strategic objectives (developed with relevant clusters) are used to better coordinate and to operationalize and monitor results. This is essential for a “joined-up” response. (slide 7) |
| Strategic Objectives and Indicators(35 min) | Group Work/Plenary | 5. Introduce the activity by briefing participants that a typhoon disaster has struck an island. They are being sent to the island to work for a UN Agency one month after the emergency was declared. (slide 8, 9)6. Divide the Strategic Objective Indicator (SOI) cards between equal groups. Each group has 5 minutes to place the SOI cards underneath the Strategic Objective to which they correspond. (slide 10)7. When groups are finished, invite deployees to browse the wall to read and evaluate the other groups’ work and assess if they agree. Give participants stickers/ sticky dots to place on any SOI placement that they disagree with. Advise deployees that the SOs and SOIs are taken from the actual HRP of Typhoon Haiyan, Philippines 2013. Rearrange one sample to match the real HRP and briefly discuss why it was placed in its location.8. Present the indicators registry (https://ir.hpc.tools/). Explain it was developed as a global indicator database from needs, outputs and outcome indicators to be used in humanitarian crisis. Inform participants about the background information available on humanitarian response. The database has limitations but it is still a powerful tool to guide decisions especially early in a response. (slide 11)9. Allocate each group 3-4 of the SOI’s (different SOI’s for each group). Allow each group 10 minutes to develop at least 3 relevant cluster activities that meet two or more of the strategic objective outcomes. They can use different clusters for each activity. (slide 12)10. Request one team member to present their activities and targets in plenary. Reinforce the notion that in a humanitarian response plan, all cluster and sector activities need to directly contribute to the SO and SOI. If time permits, compare the suggested activities with some of the real ones in the SRP.*This should be done using the wall with tape.* 11. After all groups have presented, ask participants to consider any similarities/commonalities between activities in different clusters falling under the same SOI. This should prompt discussion on cross cutting issues. (slide 13) Reinforce that cross-cutting issues have tended to be weak in humanitarian response and there is a collective effort to strengthen this. 12. Ask participants how their objectives would fit in with their terms of reference and work goals? Link to Domain 5 Achieving Results. Remind them of the techniques in Domain 5 – stages in building a strategy – and highlight how this is the same process as the wider strategic planning. (slide 14)  |
| Wrap up and close(5 min) | Plenary | 13. Remind participants that an SRP guides a coordinated humanitarian response and provides the framework that their personal work goals fit into. When preparing for a deployment, deployees should research if an SRP or Flash Appeal already exists and analyse how their terms of reference will most effectively help contribute towards its achievement. (slide 15) |

## MODULE EVALUATIONS

Suggested level two questions/answers:

1. What is the role of strategic objectives in humanitarian response planning?

Strategic objectives in the HRP guide a coordinated humanitarian response and provide the framework for all clusters to work towards their activities whilst keeping in mind cross-cutting issues.

2. Plan, prioritize and monitor tasks to achieve realistic deadlines.

The validation can be completed with informal observation during module activity.

3. Analyse information to identify different elements, patterns and relationships of HRP.

The validation can be completed with informal observation during module activity.