

4. Deciding on Training

Specific objective: to have participants assume ownership of their role in training for EHM.

Presentation: Planning for Emergency Management, Complex Emergencies, Drought, Injuries & Mass Casualty Management.

Exercise 4.1. Identifying Country Needs.

At this point the participants start working on plans for the future. The document "Essentials of Contingency Planning and Preparedness Planning for the Health Sector" (Annex 4) can be used as source for ideas, however the participants should not feel limited by it.

Given their experience and information, the participants suggest what can be done in the country's or area's current situation to strengthen capacities for EHM. They should concentrate only on what is indispensable and feasible in the next 24 months.

Column 1 (Cause of Emergency) List all causes of emergencies known to the country/area.

Column 2 (What do you see as the Primary Hazard) For each cause of emergency, identify the "Primary Hazard", i.e. the main cause(s) of death and illness in the situation.

Column 3 (What do you see as the Main Responsibility(ies) of the MOH in this Context?) For each cause of emergency identify the three main responsibilities of MOH. Use Annex 4.

Column 4 (Training) Specify the training subjects that are relevant to the cause of emergency, to strengthen the capacities of MOH. Use Annex 4.

Column 5 (Other) Give a brief mention of other ways of strengthening the capacities of the MOH. Example: recruiting more staff, setting-up systems for logistics, stockpiling, health information, coordination, communication, laboratory, transfusion facilities, intensive care facilities etc.

Exercise 4.2. Outlining a Course of Action.

On the basis of the conclusions reached in the first step of this exercise, the following matrix has to be filled. The participants concentrate only on what is indispensable and feasible in the next 24 months.

Column 1 (Title of Training) Specify the training subjects identified in sheet 4.1. under column 4 in order of priority.

Column 2 (Objective of the Training) For each training subject identify the specific objectives. The objective is the Training Objective: ***"The training must enable somebody to perform certain tasks (in order of priority)"***.

Column 3 and 4 (Audience of the Training) 1. MOH. Identify who of MOH staff at national and sub-national level, should be enabled as specified under column 2.

Column 5 (Audience of the Training) 2. Other partners from other sectors. If you feel is worth associating other partners in the training, name the partners and specify from which sector they would come.

Note for the facilitator: Once the two sheets are filled, they are presented and discussed together. Make sure the participants concentrate only on aspects that are indispensable and feasible in the next 24 months. At any stage the facilitator ensures consistency of the whole exercise.

Exercise 4.1: Identifying Needs**Ministry of Health of.....****National level/Area**

*What is indispensable and
feasible in the next 24 months?*

*Given your experience and the information that you have on your Country,
what can be done to strengthen capacities for emergency health management in the current situation ?*

Cause of Emergency	What do you see as the Primary Hazard ?	What do you see as the Main Responsibility(ies) of Ministry of Health in this context ?	What is needed for Strengthening the Capacities of MOH? TRAINING on the following subjects	Other (give a very brief summary)

ESSENTIALS OF CONTINGENCY PLANNING AND PREPAREDNESS PLANNING FOR THE HEALTH SECTOR

Annex to Exercise 4

Type of Emergency	Primary Hazard	Primary Causes of Death & Illness	Main responsibility of the Health Sector	Risk to Health Network	Capacities needed	
					Technical	Support
Epidemics of Infectious Origin	Known Disease	Agent-specific	Alert and Assessment Case Management Outbreak Control	.+	Epidemiology & DC Medical/Nursing care Environmental Health	Communications, Laboratory Facilities & Supplies Inter-sectoral collaboration, Funds
	New Emerging Disease	Agent-specific	Alert and Assessment IDENTIFICATION OF AGENT Case Management Outbreak Control	.+++	As above, plus field research, crash training of personnel, new, specific health education possibly Cordon Sanitaire	As above, plus access to more sophisticated Reference Centres, greater capacity for isolation, special drugs or vaccines
Emergencies by Other Natural Causes	Mass Food Poisoning by Natural Causes	Agent-specific	Assessment Identification of Cause Case Management Information and education	-	Epidemiology Medical/Nursing care Education	Communications, Laboratory Facilities & Supplies Inter-sectoral collaboration
	Drought	Diarrhoea, Malnutrition, Any other cause, by decreased access to Health services and higher vulnerability	Need assessment Disease Control Nutritional Surveillance Therap./Supplem. feeding	.+	Epidemiology Disease control, Nutrition,	Communications, Logistics & Funds for Outreach, Supplies Inter-sectoral collaboration and coordination of relief
	Floods	Drowning, Trauma, Diarrhoea, ARI, Vector-borne diseases	Search & Rescue/Triage Need assessment Disease Control Assistance in temporary shelters	.+	Mass Casualty Management Env. Health/Vector Control Health Care in temporary shelters	Special training for staff and volunteers Inter-sectoral collaboration and coordination of relief
	Cyclone	Trauma, Drowning, Diarrhoea, ARI, Vector-borne diseases	Same as above	.++	Same as above	Same as above
	Tidal Surge & Tsunami	Drowning, Trauma, Diarrhoea, ARI, Vector-borne diseases	Same as above	.+	Same as above	Same as above
	Earthquake	Trauma, Suffocation, Burns	Search & Rescue/Triage Need assessment Casualty management Assistance in temporary shelters	.+++	Mass Casualty Management Health Care in temporary shelters	Intensive Care facilities Hospital vulnerability assessment and reduction
	Landslide	Trauma, Suffocation	Same as above	.+	Same as above	Same as above
	Volcanic Eruption	Trauma, Suffocation, Burns Acute Respiratory Distress	Need assessment Casualty management Assistance in temporary shelters	.+	Mass Casualty Management Health Care in temporary shelters	Intensive Respiratory Care Unit
	Bush Fire	Burns, Trauma, Suffocation	Same as above	-	Same as above	Burns Care facilities

Type of Emergency	Primary Hazard	Primary Causes of Death & Illness	Main responsibility of the Health Sector	Risk to Health Network	Capacities needed	
					Technical	Support
Emergencies from Technological Causes	Transport Incident (Road, railways, air, sea, etc)	Trauma, Drowning, Burns, Suffocation	Search & Rescue/Triage Casualty Management	+	Mass Casualty Management	Intensive Care facilities
	Fire in Human Settlement	Burns, Trauma, Suffocation	Search & Rescue/Triage Casualty Management	++	Mass Casualty Management Intensive Care Unit	Burns Care facilities Hospital vulnerability assessment and reduction
	Industrial Explosion, Fire, Spill, Radiation	Blast, Trauma, Burns, Acute Respiratory Distress, Suffocation, Agent-specific	Search & Rescue/Triage Casualty Management	+	Mass Casualty Management Specific Medical/Nursing care	Intensive Care facilities Special Decontamination facilities Access to special Reference Centres
	Collapse of Man-Made Structure	Trauma, Suffocation, Drowning, Other, according to type of structure	Search & Rescue/Triage Casualty Management Assistance in temporary shelters	++	Mass Casualty Management	Intensive Care facilities Hospital vulnerability assessment and reduction
	Failure of Lifeline Systems	Any cause, by lack of critical support care Trauma by crowd panic	Prompt back-up Casualty Management	++	Mass Casualty Management	Hospital vulnerability assessment and reduction Back-up systems
	Mass Food Poisoning by Human Causes	Agent specific	Alert and Assessment Identification of Agent Case Management	+	Epidemiology Specific Medical/Nursing care Environmental health	Toxicology Special Decontamination facilities Access to special Reference Centres
Complex Emergencies	Armed Conflict	Trauma, Malnutrition, ARI, Diarrhoea, Measles, Meningitis Vector-borne diseases	Need assessment & Advocacy Disease Control Nut. Surveillance & Select. feeding Injury Management	++	Epidemiology & Disease Control Nutrition War surgery Health Care in temporary shelters Mass Casualty Management	Special Agreements & Procedures War surgery facilities/capacities Safe Transfusion facilities Coordination of International Aid Special Agreements & procedures
	Mass Labour Unrest	Trauma, Any cause by lack of critical support care	Mass Casualty Management	+	Mass Casualty Management	Intensive Care facilities
	Terrorist Attack	Blast, Trauma, Fire, Suffocation, Ac. Resp. Distress, Other specific (e.g. Toxic gas)	Mass Casualty Management	-	Mass Casualty Management	Intensive Care facilities
	Refugee/Displaced Influx	Diarrhoea, ARI, Malnutrition, Measles, Meningitis, Vector-borne diseases	Disease Control Nut. Surveillance & Select. feeding Assistance in camps/transit points	-	Epidemiology & Disease Control Nutrition Health Care in temporary shelters Medical/Nursing Care	Recruitment of volunteers Outreach and supervision Coordination of International Aid Intensive Care facilities
	State Visit	Any illness of State guests Illness among spectators Crowd incidents (stampede, etc)	Back-up for possible special, high-profile medical emergency Readiness for crowd incidents	-		
	Pilgrimage	Epidemic diseases Illness among spectators Crowd incidents (stampede, etc)	Disease Control Readiness for crowd incidents Back-up for increased demand	-	Epidemiology & Disease Control Environmental Health Mass Casualty Management	Intensive Care facilities Temporary outreach facilities
Major Public Functions	Mass Entertainment	Illness among spectators Crowd incidents (stampede, etc)	Back-up for increased demand Readiness for crowd incidents	-	Mass Casualty Management	Intensive Care facilities

Exercise 4.2: Outlining a Course of Action

Ministry of Health of.....

National level/Area

What is indispensable and

On the basis of the conclusions that you reached in the first step of this exercise, fill the matrix.

TITLE OF TRAINING (list the subjects in order of priority)	OBJECTIVE OF THE TRAINING " the training must enable the participants to..... "	AUDIENCE OF THE TRAINING		
		1. From Ministry of Health		2. Is it worth associating other partners ? From which sector ?
		at National level*	at sub-National level	

* you may need to associate National level staff also in sub-National training. Otherwise ignore

5. Outlining Plans

Specific objective:

- to have the participants' contribution to the country plan for EHTP.
- to have participants draw preliminary ideas on their role of implementation.

Presentation: Training for EHM, EHTP, Training Methods, Selection Criteria, Gender Issues.

Exercise 5.1. Planning for Country Training.

The documents "Menu for Country Training" (Annex 5.1a), "Planning in a Logical Framework" (Annex 5.1.b) and "LFA Terminology and Definitions" (Annex 5.1.c) are presented and used as guide for further ideas.

The participants consider what they have done so far. They choose one or maximum two general objectives that are more relevant to the country/area. By filling the relevant columns they will outline a plan for the first round of country training. They concentrate only on what is indispensable and feasible in the next 24 months.

Row 1 (General Objective)	The general objectives of EHM training are listed horizontally. The participants choose whether they want to contribute to (1) legislation and policies or (2) institutional and human resources or (3) plans and procedures or (4) partnerships or (5) information. They can choose one, maximum two general objectives. Once this is done, they must develop their plan(s) along the proper column. Use Annex 5.1b.
Row 2 (Specific objective of the training)	Copy the specific objectives from sheet 4.2. Certify that they can contribute to the general objective.
Row 3 (Output)	Identify the output that will achieve or contribute to the specific objective: workshop, conference etc. Indicate the subject and the time. Use Annex 5.1a. as a menu or develop new ideas.
Row 4 (Activities)	Specify the activities that will produce the output: to get MOH's agreement, select participants, identify venues, mobilise funds etc.
Row 5 (Inputs)	First list the inputs available with MOH. Then the inputs that are available with WHO. At last, list the inputs that need to be resourced otherwise. The inputs have to be

sufficient to implement the activities: human resources for organisation and facilitation, training aids and material, participants, facilitators, funds for venues, stationery etc.

Note for the facilitator: The most difficult issue to explain here is the idea of *output*. Also as far as *activities* are concerned, be demanding. Ask for concrete detailed activities as suggested: "select participants, obtain government agreement" etc. Make sure you are confident with the support documents in annex 5. (for further reference: LFA manual, Danida 1996). If the output is to conduct a workshop, then the activities cannot be "to run a workshop"...

Exercise 5.2. Looking inside the Plan and Beyond.

Starting from the outputs identified in the previous step on sheet 5.1., the participants elaborate and give more details on the plans. They concentrate only on what is indispensable and feasible in the next 24 months.

Column 1 (Desired Output) Copy from sheet 5.1. the one or two outputs relevant to the country/area.

Column 2 (Estimated N° of Trainees) Give the approximate number of trainees to be involved in the first training event.

Column 3 (Level at which the training event will take place) Specify the level at which the training event will take place.

Column 4 (Time needed for preparation) Estimate the time needed for preparing the event.

Column 5 (Partners from other sectors/organisations) Specify the partners from other sectors or organisations to be involved either as trainees, resource persons, observers etc. in the training activities.

Column 6 (Inputs expected from WHO/EHTP) Specify the inputs that are expected from WHO/EHTP in terms of
- resources: training aids, facilitators, funds etc.
- activities: planning, organisation, training proper.

Column 7 and 8 (Expected follow-up) Specify the expected follow-up at national and sub-national level. Think in terms of more training, or other activities for capacity building.

Note for the facilitator: The exercise is finished only when sheets 5.1 and 5.2 are filled. They are discussed in the plenary. Underline again that for the plan to be useful, participants must be as specific as possible and detail what they and their partners can do in practice, e.g. identify participants, get agreement of Ministers.

Exercise 5.1: Planning for training, at National level or in the area.....

What is feasible

in the next 24 months?

Consider the ideas produced so far. Choose one, max. two, General Objective(s) that are more relevant.

Look at the enclosed 'Menu' for further ideas on the outputs.

By filling the relevant column(s) you will outline a Plan for country training.

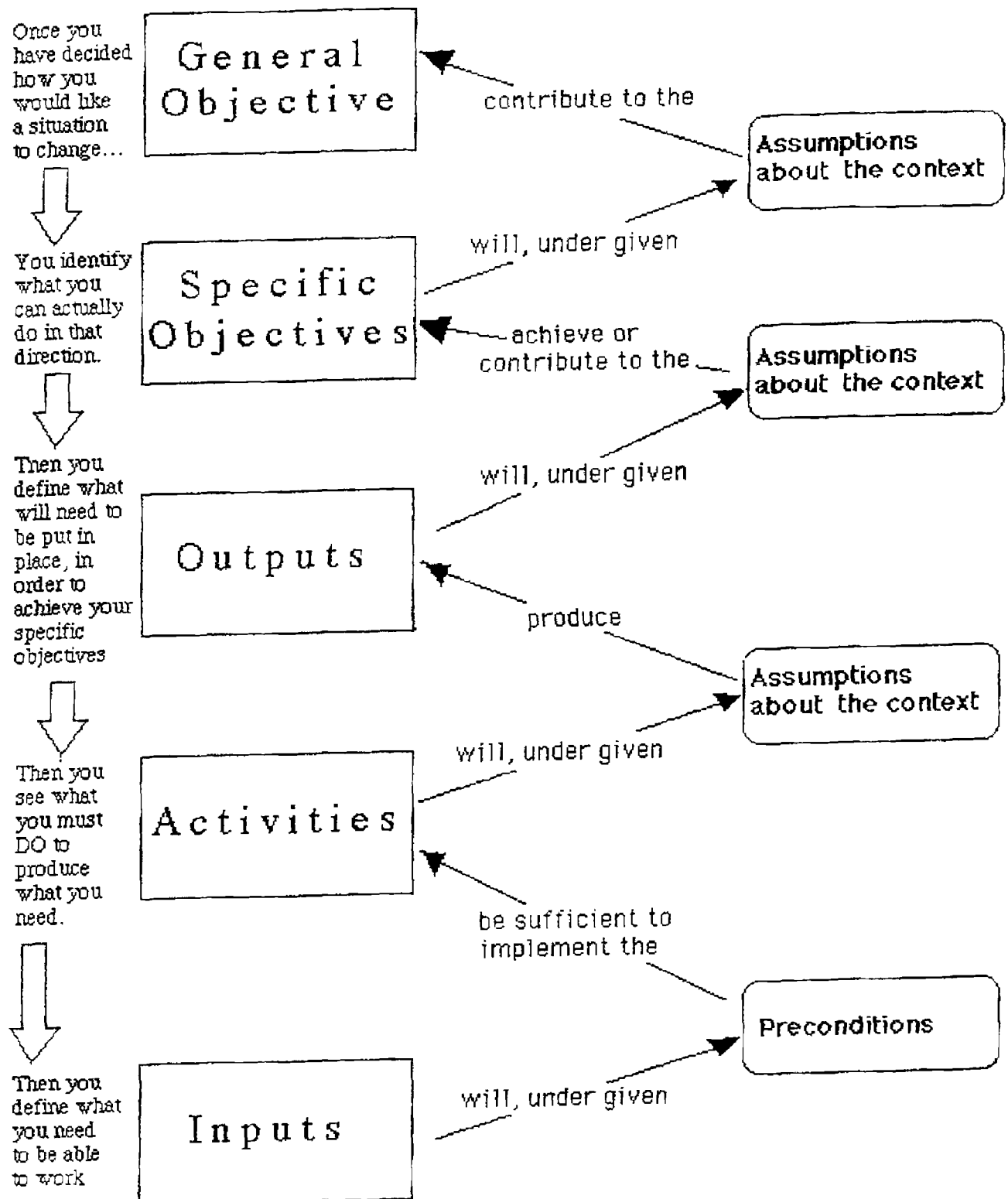
General objective 'with the overall goal to contribute to....'	..(1) legislation and policies	..(2) institutional and human resources	..(3) plans and procedures	...(4) partnerships	...(5) information
Specific objective of the training 'we want to enable...(certain persons)...to...(Task)'					
Output 'In order to achieve this specific objective it is necessary to organize and conduct.....'					
Activities 'to achieve this output, • MOH can... • WHO/EHP can...					
Inputs Available with MOH Available with WHO To be resourced					

Menu for Country Training

General objective	Options	("Outputs")
1. To promote national legislation and policies	<i>Building awareness & consensus</i> 1.1. National Conference to create political awareness 1.2. Workshop to facilitate MOH's inputs to laws & policies 1.3. Workshops to diffuse legislation among MOH staff	<i>(à la Carte)</i> <i>(à la Carte)</i> <i>(à la Carte)</i>
2. To strengthen institutional & human resources	<i>Training workshops or courses</i> 2.1. Introduction to emergency health management 2.2. Strengthening MOH Emergency Unit 2.3. Injury control & Mass casualty management 2.4. Health care for refugees and IDPs 2.5. Epidemic Preparedness & Response 2.6. Food emergencies 2.7. Complex emergencies 2.8. University courses for medical students 2.9. Health training for Fire brigade, Police, Red Cross, etc	<i>(Standard)</i> <i>(à la Carte)</i> <i>(Standard)</i> <i>(Standard)</i> <i>(Standard)</i> <i>(Standard)</i> <i>(Standard)</i> <i>(Standard)</i> <i>(à la Carte)</i> <i>(à la Carte)</i>
3. To facilitate plans and procedures	<i>Planning workshops</i> 3.1. Preparedness Planning, inter-sectoral 3.2. Preparedness Planning in the Health sector 3.3. Hospital Preparedness 3.4. Contingency Planning 3.5. Introduction to Vital Systems Planning	<i>(à la Carte)</i> <i>(Standard)</i> <i>(à la Carte)</i> <i>(à la Carte)</i> <i>(Standard)</i>
4. To facilitate partnerships: public education, awareness & participation	<i>Training workshops or courses</i> 4.1. First Aid 4.2. Risk Mapping for community health workers 4.3. Trainers' training with Ministry of Education 4.4. Training in collaboration with Red Cross, Churches, etc	<i>(à la Carte)</i> <i>(Standard)</i> <i>(à la Carte)</i> <i>(à la Carte)</i>
5. To strengthen information: collection, analysis & dissemination	<i>Training workshops</i> 5.1. Information for Emergency Management 5.2. Rapid Health Assessment 5.3. Epidemiological surveillance 5.4. Nutritional surveillance	<i>(Standard)</i> <i>(Standard)</i> <i>(à la Carte)</i> <i>(à la Carte)</i>

PLANNING IN A LOGICAL FRAMEWORK

Annex to exercise 5



LFA TERMINOLOGY DEFINITIONS

Annex to Exercise 5

DEVELOPMENT OBJECTIVE

A longer term higher level objective that involves a change in the wider context you are operating in.

- e.g.:
- A change in the health status of a target population
 - A change in educational status of a target population

IMMEDIATE OBJECTIVE

The 'end station' or 'state of affairs' that the project should achieve within a certain time frame which benefits a wider target group.

The objective/benefit involves a change, in the way people, organisations or services behave, perform or practice things.

This change should be *bigger* than the project, i.e. something outside the direct control of project management.

- e.g.:
- A change in domestic hygiene practices of a target group. (improved)
 - A change in the extent to which a target group has access to a sustainable and continuous supply of clean water.

OUTPUTS

Project results. Results produced, financed and managed by project management.

- e.g.:
- 100 hand pump wells constructed to 'z' standard by 'y' date in 'x' area.
 - 100 female villagers (chosen by the community) trained in domestic hygiene by 'y' date in 'x' area.
 - In the case of institutional support: "workshop on Planning Methods conducted for 30 participants by date 'y' in 'x' area".

ACTIVITIES

Day-to-day actions that must be carried out under the supervision of project management in order to produce results/outputs.

- e.g.:
- Locate suitable well sites
 - Drill wells
 - Mount pumps
 - Select maintenance personnel
 - Train management teams
 - Set up spare parts store, etc.

GUIDELINES

FOR WRITING OBJECTIVES

1. Use the past tense. Describe the desired achieved state.
2. Objectives are positive.
3. Put the verb at the end of the sentence. (This makes for conformity of language later)
4. Typical language for objectives:

improved	enhanced	achieved	
reduced	enlarged	reinforced	
strengthened	minimised	maximised	established

Example: Health status improved.
5. Objectives are future end-situations, not activities.
6. Formulating objectives, avoid including the strategy or means that will be employed to achieve them.

FOR WRITING OUTPUTS

1. Same as objectives OR they can be SMART ones indicating quantity, quality, time, location.

FOR WRITING ACTIVITIES

1. Be specific. Show action. Show your tactics/strategy.
2. Use the present tense.
3. Put the verb at the front of the sentence.
4. Typical language for activities:

set up	conduct	identify
advise	determine	develop
hold	establish	run

FOR WRITING ASSUMPTIONS

- 1 Same as objectives and outputs, i.e. a positive desired achieved state.

Exercise .5.2: Looking Inside the Plan and Beyond

National level/Area

Startina from the Output(s) identified in the previous step, give more details on the Plan(s)

Desired Output <i>'to organize and conduct...'</i>	Estimated N° of Trainees	Level at which the training will take place	Time needed for preparation	Partners from other Sectors /organizations	Inputs expected from WHO/EHTP	Expected follow-up (i.e. more training, local projects, other activities for capacity building)	
						At national level	At sub-National level
1							
2							

6. Consolidating the plans

Specific objective: to have participants agree on a plan of action.

Presentation: Partnerships: Coordination, the UNDMT and the Consolidated Appeal Process.

Exercise 6. Putting it all in Perspective

Participants select a group of rapporteurs. These rapporteurs will collect copy of all sheets 5.1 and fill sheet 6. The rapporteurs look at results reached by "national" and "sub-national" level groups. They identify training needs for Emergency Health Management at national and sub-national level (i.e. for the country and for two regions or other homogenous areas). The time frame is 24 months. They consolidate a plan of work for EHTP in the country.

The document "Outline for training activities" (Annex 6.) is presented and used as an aid.

1. Upper matrix: First round of training, at national level.

Column 1 (In general, the country needs to strengthen its capacities for) The main need of the country is capacity building for: Response, Readiness, Preparedness 1 or Preparedness 2.

Column 2 (Which element of capacity can best be strengthened by training) Take sheet 5.1 for the national level and copy one or two general objectives: 1. Laws and policies, 2. Institutions, 3. Plans and procedures, 4. Partnerships, 5. Information or 'other'.

Column 3 (When could the training take place) Decide on the timing of the training for each objective.

Column 4 (What should be the specific objectives of the training) Take sheet 5.1 for the national level and copy the specific objectives of the training.

Column 5 (Who would be the participants) Look at sheet 5.2 for the national level and specify who will have to be trained. Use annex 6 for ideas.

Column 6 (How can MOH contribute?) Identify what National Authorities can contribute.

2. Lower matrix: Sub-national training.

Column 1 (Which two areas need what for capacity building) Choose two priority provinces or areas, name them and specify for what they need to be assisted: for Response, Readiness, Preparedness.1, Preparedness.2.

Column 2 (Which element of Capacity can best be strengthened by training) Decide: 1. Laws and policies, 2. Institutions, 3. Plans and procedures, 4. Partnerships, 5. Information or 'other' (if 'other' specify).

Column 3 (When could the training take place) Decide on the timing of the training for each priority area.

Column 4 (What should be the specific objectives of the training) Take sheet 5.1 of the priority areas and copy the specific objectives of the training.

Column 5 (Who would be the participants) Look at sheet 5.2 of the priority areas and specify who will have to be trained. Use annex 6.

Column 6 (How can MOH contribute?) Identify what National Authorities can contribute.

Note for the facilitator: Presentation and discussion. The areas are listed according to the magnitude of their needs. "Priority comes from the Middle Age Latin root 'prior' that means first. One priority is a decision, two priorities are a compromise, three priorities are a failure in the exercise" (A. Loretti).

Exercise 6: Putting It All in Perspective

Looking at the different needs and at the next 24 months, consolidate a plan of work for EHTP in the Country

1. FIRST ROUND OF TRAINING, AT NATIONAL LEVEL

<i>In general, the Country needs to strengthen its capacities for...</i>	Which element of Capacity can best be strengthened by training ?	When could the training take place ?	What should be the specific objectives of the training ?	Who would be the participants ?	How can Ministry of Health contribute ?
	1				
	2				

2. SUB-NATIONAL TRAINING

<i>Nonetheless, these two regions/provinces/areas need capacity building for...</i>	Which element of Capacity can best be strengthened by training ?	When could the training take place ?	What should be the specific objectives of the training ?	Who would be the participants ?	How can Ministry of Health contribute ?
1					
2					

EHTP for Africa: Outline for training activities

COUNTRY SITUATION	TRAINING MODULES	AUDIENCE	EXPECTED FOLLOW-UP / OUTCOME
RESPONSE on-going crisis or transition	<i>Health Emergency Management for senior MOH and WHO staff</i> GENERAL ISSUES: - Disaster and emergency management - Role of the health sector in emergency management - Life-lines and emergency management - Principles of humanitarian assistance TOOLS: - Information for emergency management - Rapid health assessment - Surveillance - Coordination - Protecting vital systems - Logistics - Community participation SPECIFIC SUBJECTS: - Nutritional assessment and management of emergency food relief - Complex emergencies - Epidemic preparedness and response - Immunization in emergencies - Environmental health in emergencies - Mass casualty management EXERCISES - Country hazards and vulnerability analysis - Coordination exercise - Response exercise - Nutritional assessment	- MOH, emergency health coordinators and other senior staff - WHO country staff - National NGOs - International NGOs - Members of national and UN disaster management teams - Donors	- Immediate application of acquired skills in order to improve the situation of the target population - Better allocation of human and material resources - Reinforcement of essential services - Improved supervision - Improved coordination and cooperation between actors - Public awareness and information - Documentation and analysis of the emergency situation - Replication and expansion of training

COUNTRY SITUATION	TRAINING MODULES	AUDIENCE	EXPECTED FOLLOW-UP / OUTCOME
READINESS signs of impending crisis	<i>Health Emergency Management for senior MOH and WHO staff</i> GENERAL ISSUES: - Disaster and emergency management - Role of the health sector in emergency management - Early warning systems - Approaches to disaster prevention - Readiness - Coping mechanisms - Life-lines and emergency management TOOLS: - Information for emergency management - Planning, prevention and emergency management - Risk assessment - Rapid health assessment - Surveillance - Contingency planning - Coordination - Protecting vital systems - Training for emergency management - Logistics - The international relief system - UN disaster management team - WHO and emergencies SPECIFIC SUBJECTS: according to specific needs: Emergency food relief and/or Complex emergencies and/or Epidemic preparedness and response and/or Environmental health in emergencies EXERCISES - Country hazards and vulnerability analysis - Contingency planning - Planning for health preparedness at national and sub-nat. levels - Coordination exercise - Response exercise - Rapid assessment and others according to the situation	- MOH, emergency health coordinators and other senior staff - WHO country staff - National NGOs - International NGOs - University teachers - Hospital managers - Members of national and UN disaster management teams - Donors	- Contingency plan prepared and tested - Inter-sectoral and sectoral coordination and management systems in place - Drills - Mobilisation and allocation of special resources: budget etc. - Legal mechanisms in place - Stock piles installed - Preparation for reception and care of displaced/refugees/evacuees - Promotion of networking - Public awareness and information for community involvement in planning - Reference and documentation - Replication and expansion of training

COUNTRY SITUATION	TRAINING MODULES	AUDIENCE	EXPECTED FOLLOW-UP / OUTCOME	
PREPAREDNESS / high susceptibility low capacities	<i>Health Emergency Management for senior MOH and WHO staff</i> GENERAL ISSUES: - Disaster and emergency management - Role of the health sector in emergency management - Approaches to disaster prevention - Early warning systems - Readiness - Coping mechanisms - Life-lines and emergency management TOOLS: - Information for emergency management - Planning, prevention and emergency management - Risk assessment - Rapid health assessment - Surveillance - Contingency planning - Coordination - Protecting vital systems - Training for emergency management - Logistics - The international relief system - UN disaster management team - WHO and emergencies SPECIFIC SUBJECTS. according to specific needs. Emergency food relief or Complex emergencies or Epidemic preparedness and response or Environmental health in emergencies EXERCISES - Country hazards and vulnerability analysis - Planning for health preparedness at national and sub-nat. levels - Contingency planning - Rapid assessment - Coordination exercise - Response exercise and others according to the situation	- MOH, emergency coordinators and planners and other senior staff - WHO country staff - National NGOs - University teachers - Hospital managers - Private sector - Members of national and UN disaster management teams - Donors - Top level national authority: Office of President or Prime Minister	- Planning for contingencies and capacity building - Inter-sectoral and sectoral coordination and managerial systems in place - Identification and allocation of resources for contingency planning - Mobilisation and allocation of resources for capacity building - Buffer stock installed - Inter-sectoral, sectoral and sub-sectoral plans (hospitals, provincial directorate, etc.) - Collaboration with medical schools for training - Promotion of networking - Public awareness and information for community involvement in planning and preparation - Replication and expansion of training	

