Lesson 3.3

Crisis Management

Content

- Crisis Definition

- Crisis Management

- Principles of Crisis Management

- Roles and Responsibilities in Crisis Management

- Crisis Response Coordination Mechanism and Procedures

Learning Outcomes

- Define Crisis

- Describe the principles of UN Crisis Management

- Explain the Roles and Responsibilities in Crisis Management in Field Missions

- Explain the Crisis Response Coordination Mechanism and Procedures

Crisis Definition

Incident or situation, whether natural or human-made, that due to its magnitude, complexity or gravity of potential consequence, requires a UN-wide coordinated multi-dimensional response
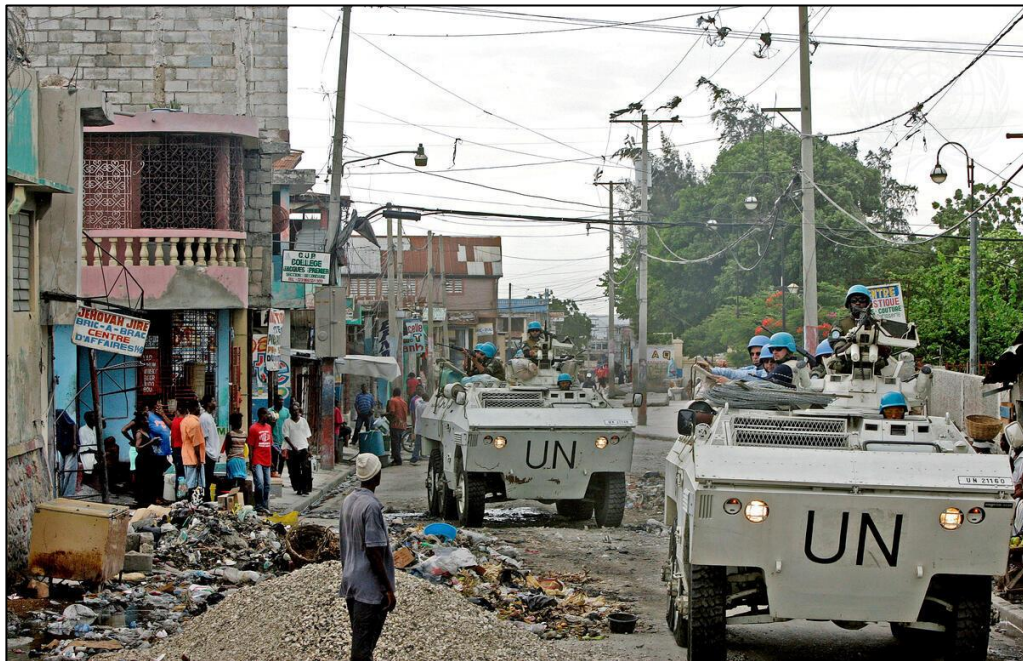
Crisis Criteria

Include two or more of the following situations:

- Presents an **exceptional risk** to the **safety and security** of UN personnel, premises and assets

- Presents an **exceptional threat** to the **effective execution** of the UN mandate or other field presence

- May have a significantly **negative humanitarian impact**

- May give rise to **serious violations** of international **human rights or humanitarian law**

Crisis Response

- The spectrum of activities undertaken to respond to a crisis

- SRSG is responsible and accountable for coordinating UN crisis management efforts in-country
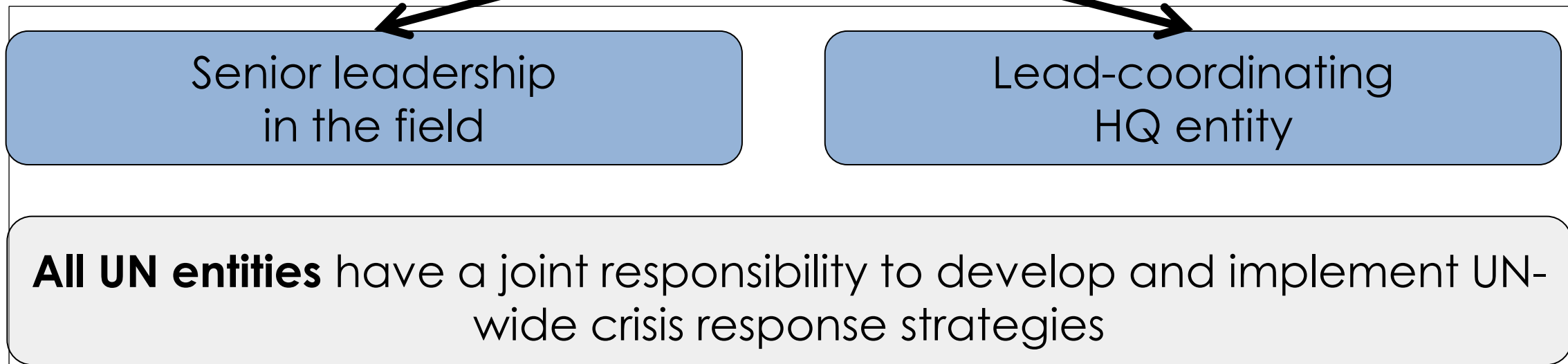
Crisis Management

Principles

- Accountability

- Field-focus

- Adaptation to Context

- Inclusiveness

- Simplicity and Predictability

- Respect for Values, Standards and Principles

- Respect for Humanitarian Principles

Roles and Responsibilities in the HQ

Secretary-General
responsible for ensuring appropriate and coordinated UN response

Senior leadership
in the field

Lead-coordinating
HQ entity

All UN entities have a joint responsibility to develop and implement UN-wide crisis response strategies

Roles and Responsibilities in the HQ

- **Lead-entity is responsible for the coordination of UN crisis response efforts:**

  - PKM setting   →   DPO
  - SPM setting   →   DPPA
  - Non-mission setting   →   DPPA/regional   UNDG Chair

- **Additional entities have responsibility for specific aspects of the response:**

  - Safety/Security   →   UNDSS
  - Humanitarian   →   OCHA
  - Health   →   WHO
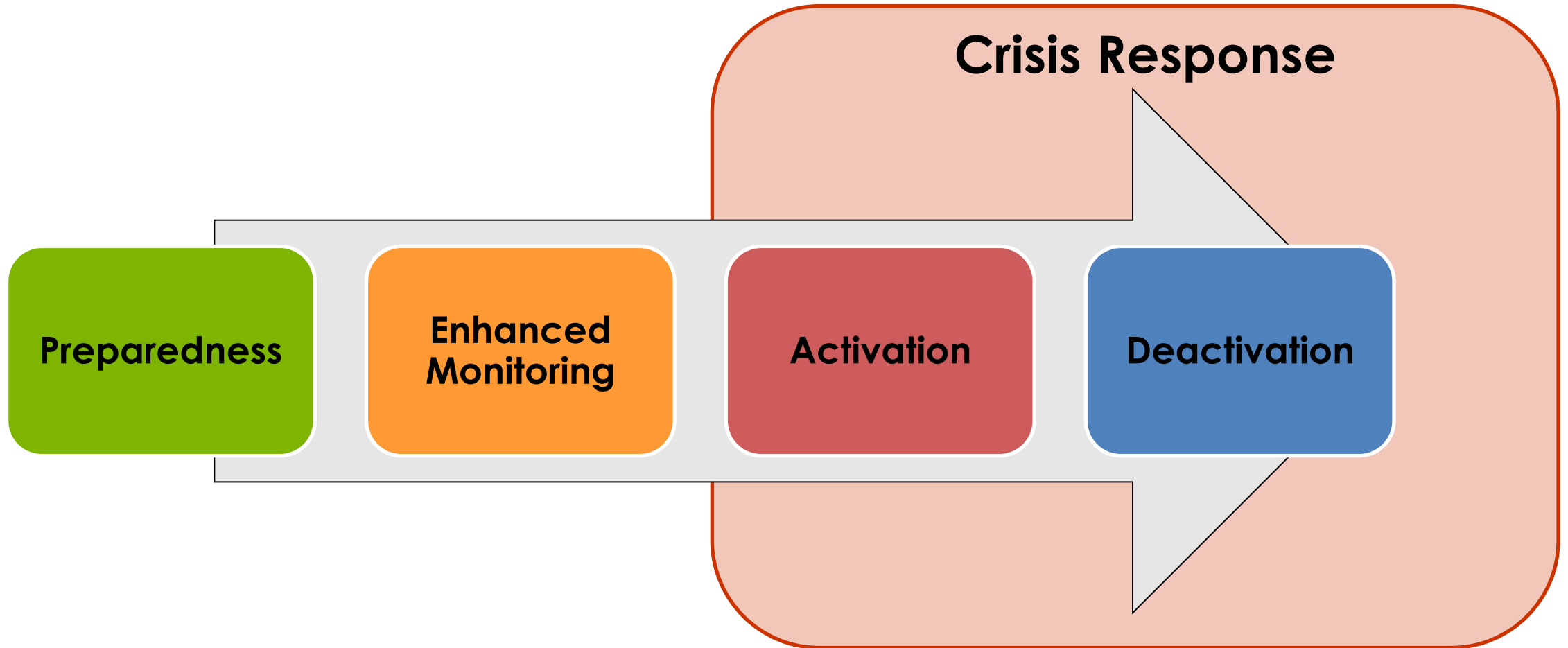 - Human Rights   →   OHCHR

Roles and Responsibilities in the Field

- **Senior-most UN official in the country** (e.g. HOM/SRSG, DSRSG/RC/HC) is responsible/accountable at the field-level

- **RC or HC** continues in the lead for all development or humanitarian operational activities

- **Designated Official** responsible for security of UN personnel, premises and assets

Crisis Response Coordination Mechanism

Crisis Response

Preparedness

Enhanced Monitoring

Activation

Deactivation

Response Procedure

Step 1: Activation of CM Procedure by Mission

Triggers all Info in Mission to be copied to JOC

Step 2: HQ Alerted

UNOCC, IOT, Mission discuss activation of HQ CM procedure in support

Step 3: Activation of CM Procedure at HQ by UNOCC

Should trigger all Info at HQ to be copied into UNOCC

Step 4: Deactivation

Preparedness Phase

- Preparedness refers to normal day-to-day activities to ensure readiness

- JOC maintains situational awareness for decision-makers and reports significant developments and disruptive events

- JMAC provides predictive assessments and integrated analysis

Enhanced Monitoring Phase

- Response to a deteriorating situation or situation with the potential to evolve into crisis

- Standard decision-making procedures remain in place complemented by preparedness measures

- Update contingency plans, security and evacuation arrangements

- Increase reporting outside

Preparedness

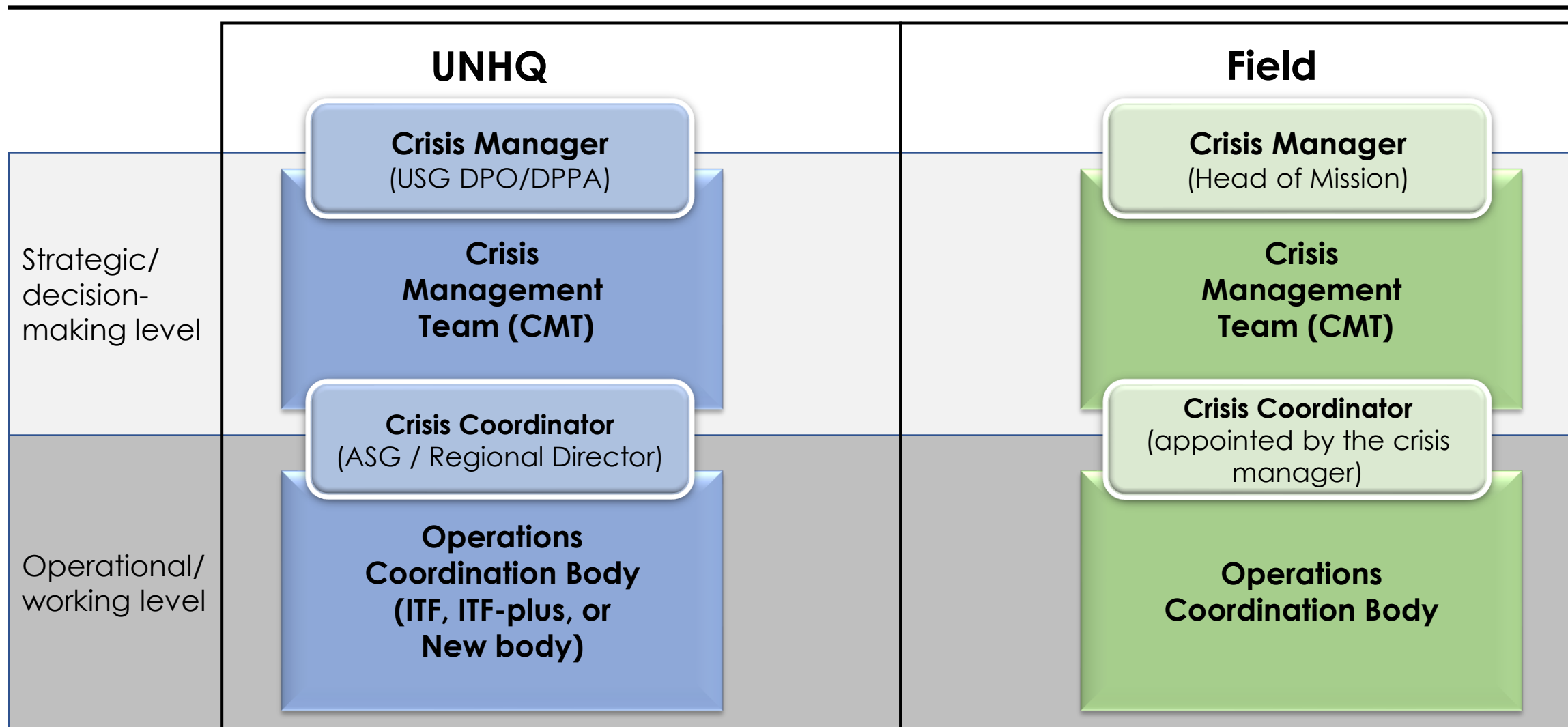**Activation**

Activation of Crisis Response Procedures

Activation of crisis response procedures when a situation significantly deteriorates or is a sudden onset of crisis

Crisis Response Procedure to:

– Accelerate and streamline decision-making

– Enhance operational coordination

– Ensure information flow and communications

Crisis Response Mechanism

	UNHQ	Field
Strategic/ decision-making level	**Crisis Manager** (USG DPO/DPPA) **Crisis Management Team (CMT)**	**Crisis Manager** (Head of Mission) **Crisis Management Team (CMT)**
Operational/ working level	**Crisis Coordinator** (ASG / Regional Director) **Operations Coordination Body (ITF, ITF-plus, or New body)**	**Crisis Coordinator** (appointed by the crisis manager) **Operations Coordination Body**

Crisis Response Mechanism in the Field

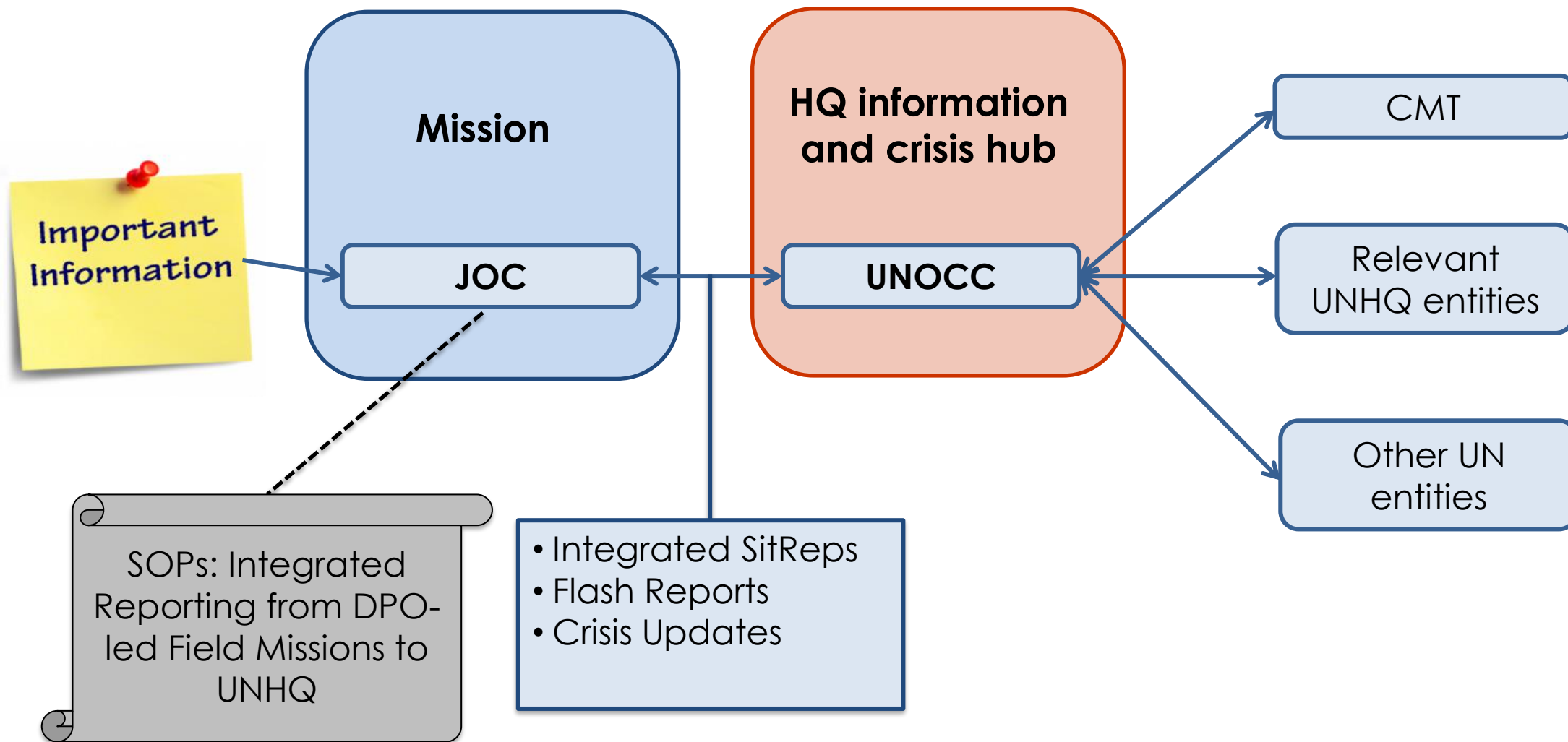| **Crisis Management Team (CMT)**	**Operations Coordination Body**
• Leadership-level, cross-pillar decision-making body • Chaired by HOM/designated HQ Crisis Manager • Determines coordination mechanisms • Shares decisions • Decides on public messaging • Agrees on timeframe, Info requirements and communication arrangements	• Working-level, cross-pillar body (possible existing coordination body) • Chaired by HOM designate/HQ Crisis Coordinator • Supports day-to-day operations of the crisis response, policy recommendations, and common messaging

Information Flow and Reporting

Crisis Communications

- Important role for strategic communications and public information for staff safety and security and reputation management

- CMT decides on key common messaging to ensure coherence across the system:

  - **External communications** (including reputational management) with Member States affected communities, media, private sector, donors and civil society

  - **Internal communications** with staff (including affected staff, responders) and their dependents

Crisis Response Deactivation

- Situation abated or no longer requires sustained, accelerated and urgent support

- Sufficient standing capacity to manage a more protracted situation

- UNHQ may deactivate crisis coordination mechanism while crisis response continues to be activated at mission level

Considerations of Crisis Management

- Enhances situational awareness and communications

- Integrates analysis and planning for early identification and response to deteriorating situations

- Decentralises crisis management

- Accelerates decision-making and coordination structures

- Develops guidance clearly outlining roles and responsibilities, authority and accountability

- Identifies a central venue for crisis response activities

- Exercises flexibility of available funding in addressing urgent needs

Summary of Key Messages

- Crisis Management involves crisis responses at all levels

- Crisis Management should be guided by the principles

- Crisis Response Coordination Mechanism comprises preparedness, enhanced monitoring, activation and deactivation phases

- UNOCC (UNHQ level) and JOC (Mission level) play central roles in crisis management coordination

Learning Activity

Q & A

Total Time: 10 mins

Preparation: 5 min

Discussion: 5 min

Briefly describe:

1- The Crisis Response Phases

2- The Crisis Response Coordination Mechanism