

Special Organisational Structure (BAO) for Crisis Management

Field Version (Abridged Version)

Definition

A crisis is an abnormal incident or event that requires the establishment of a special management structure to respond to it. The structure is generally a Headquarters Crisis Management Team (HQCMT) in Eschborn, and an on-site Crisis Management Team (O-SCMT) in the country where the crisis is taking place.

Response Structure

The **Headquarters Crisis Management Team** is responsible for **administrative and organisational** components; and the **on-site Crisis Management Team** is responsible for **operational and tactical** components.

The Headquarters CMT is responsible for overarching decisions and for communication within the company, with commissioning parties and clients and with the German Federal Government's crisis response units. It also assists the on-site CMT in carrying out administrative and organisational tasks. Where necessary, the Corporate Security Unit sends a crisis manager to the country of assignment to provide support for the team.

Unlike other crisis management models, in the GIZ model the Crisis Officer in Eschborn is only responsible for managing and coordinating the day-to-day functioning of the Headquarters CMT, and not for high-level decision-making. Key crisis management decisions are made at other levels in GIZ's hierarchical structure, for example, by directors of division, directors general of departments or the Management Board.

The on-site CMT is responsible for responding to incidents at a local level. In consultation with the Headquarters CMT, it communicates with local staff, with local family members, local authorities and with German officials (at the embassy, for example) in the country of assignment. In this context, the country director makes and bears responsibility for decisions at the operational level. Using a crisis log, the on-site CMT is responsible for documenting crisis management procedures locally.

The on-site CMT is appointed and coordinated by the Country Director. He/she also generally heads up the team. The team is convened when an incident occurs that attracts a lot of media attention or that could potentially damage GIZ's reputation or put the lives of GIZ staff members at risk. It is also set up when the available resources are no longer able to cope with an incident at the project level or when the Country Director believes a special management team is needed to deal with a particular situation.

The main mandate of the on-site CMT is to respond to incidents and to implement emergency aid measures to deal with the developing crisis. The team also communicates with the HQCMT at Head Office as the single point of contact.

The on-site CMT – Members and Roles

Ensure, as a minimum, the following functions are covered (if your team is smaller than 6 some people may have to play more than one role):

Position / Role in the on-site CMT	Notes
Manager of the on-site CMT	Usually the <u>Country Director or Deputy</u> . The ultimate decision-taker who has strategic oversight of the crisis response
Crisis Coordinator	May be the <u>Risk Management Advisor, Security Focal Point</u> , or other responsible manager who coordinates the response and offers advice to the Manager of the O-SCMT
Documentation & Administrative support	Note/ Log Taker – records information received by the O-SCMT, and actions and decisions taken (this is a vital role and is not easy to do). <u>Often Head of Admin & Finance</u>
Public Relations	Contact with local media and other external actors.
Human Resources & distribution of information	Family support (where appropriate) for local families; psychological support for staff. <u>Often Head of HR</u> .
Status Updates	Prepares communication updates for Eschborn. Especially if there is media interest in the crisis or property/staff have been damaged/ injured/ killed

Headquarters CMT – Members and Roles

Position / Role in the Headquarters CMT	Notes
Crisis Officer	A member of CSU; heads up HQCMT
COPE (Co-operation with personnel in stress, conflict and crisis)	Offers psycho-social support to GIZ staff and families affected by the crisis
Director general of departments, director of divisions	Takes key crisis management decisions
Press Office/Corporate Communications Unit	
Head Office country manager, regional division	
HR Services	

Facility Management	non-permanent member; where necessary
GIZ medical services	non-permanent member; where necessary
Commercial crisis advisory services help desk	non-permanent member; where necessary
Legal Affairs and Insurance Unit	non-permanent member; where necessary

A HQCMT representative may be seconded to the Federal Government's crisis response units.

Crisis Communications

All information passed to the German Embassy in the field should also be passed to the Headquarters CMT to ensure the HQCMT is aware. Likewise, all appropriate information passed to the German Foreign Office in Germany by the HQCMT should be passed to the on-site CMT.

Where appropriate, the Press Offices of GIZ and the German Foreign Office will work closely together during a crisis.

See the Crisis Communications diagramme on p.16 of the full *Special Organisation Structure for Crisis Management* document: In cases where staff have been injured or kidnapped, all of the actors highlighted in black and red in the diagram are informed by phone (priorities 1 and 2) and in writing (priority).

Psycho Social Assistance

Discuss with HQCMT, who will be able to assist with psycho social assistance for affected staff

Annex E – Security briefing for decision-making purposes – ‘Situation Report for Decision Making’

The following structure is useful for assessing the situation and considering how to respond:

1. Brief description of the situation
 - 1.1. State the nature of the incident. Include the relevant facts and describe the CURRENT situation. What action has been taken so far to manage the crisis?
2. Assessment of the situation
 - 2.1. Consideration of the framework in which GIZ is operating
 - 2.2. Appraisal of the external factors influencing the situation
 - 2.3. Appraisal of the crisis/incident
 - 2.4. Appraisal of GIZ's capacities to manage the crisis
3. Decisions made to date
 - 3.1. So far, what measures have been taken? How far has implementation progressed?
4. Further need for support
 - 4.1. Do other actors/divisions need to be involved?
5. Assessment of GIZ's scope for action
 - 5.1. Outline the different options available as well as their pros and cons. What is the timeframe? What is the likelihood of success?
6. Proposal for action

6.1. What do you believe is the best course of action for GIZ? Why?

Annex F

Assessment of the situation and status update:

Once it has been established what has happened, the severity of the situation is assessed. This section describes the direct or potential consequences of the incident. Describe the 'big picture' based on a timeline of the short, medium and long-term impact.

Assess the situation against the following backdrops:

	Short-term	Medium-term	Long-term
Best-case scenario			
Most likely scenario			
Worst-case scenario			

Then consider your potential courses of action.

See other crisis analysis tools in Annex F, including advice on decision-making in a crisis: "FORDEC"

Annex L

See Annex L for ideas about how to present information so the entire team is kept up to date.