

# 1 Crisis Management Plan

## 1.1 Introduction

A crisis is defined as any incident with potentially severe consequences that occurs outside or in a form different from the expected course of events and which threatens the life or safety of Project affected personnel. In order to ensure a systematic, organized response to a crisis, *a crisis committee of senior managers is formed once a crisis has been declared*. The intent of the crisis committee is always to remove or reduce the threat to life.

The task of a crisis committee is to be in charge of the preparation for and the handling of a crisis in all aspects. Thus, all actions to be taken shall come from and be approved by the crisis committee. This means that a wide range of competence is required. Competence areas needed in almost any crisis situation are security and stakeholder engagement. If needed, the crisis committee should add expertise on specific topics.

In order for the crisis committee to be formed a crisis must be declared. As and when the PIU is informed of an ongoing incident initially the PIU Security Officer will be informed. He will make an assessment on whether there is a credible threat to life to individuals either working on the project or directly because of project activity. If the Security Officer deems the threat credible he will inform the Project Coordinator who will decide whether to declare a crisis. Once a crisis has been declared the crisis committee will be formed.

## 1.2 .The Crisis Committee

The Crisis Committee will consist of, as a minimum;

### 1.2.1 The PIU Project Coordinator

In a crisis, the PIU Project Co-ordinator, or his replacement, shall carry out the following tasks:

- *Assess the situation and acknowledge the crisis.*
- *Call the committee members together and define the responsibility area of each.*
- *Act as spokesperson and senior government liaison.*
- *Manage the committee*
- *If necessary establish a crisis room*
- *Inform World Bank as soon as possible regarding:*
  - ✓ Full particulars of the event, including date, time and place
  - ✓ Full particulars of organization, personnel and assets involved
  - ✓ Local friendly forces involved,
- *Bring in expertise as appropriate from security partners.*
- *Make official requests to FGS/FMS/AMISOM for security support as required*
- *Direct other project activity to be suspended if necessary*

### **1.2.2 Secretary**

In a crisis, the Secretary, or his/her replacement, shall carry out the following tasks:

- *Keep the operations logbook, a diary and notes from meetings.*
- *Ensure that each committee member can be reached at any moment.*
- *Establish and maintain a list of telephone numbers and e-mail addresses of relevant organisations and personnel involved in the crisis*
- *Keep committee members informed of developments.*
- *Ensure that communication lines are kept open.*
- *Handle filing/copying of all documentation.*
- *Keep the crisis room in good order.*

### **1.2.3 Safeguards Officer**

In a crisis, the Safeguards officer, or his/her replacement, shall carry out the following tasks:

- *Advise on the Safeguards moral and legal liability to the PIU.*
- *Begin immediate planning to assist PIU in rebuild/recompense post incident.*
- *Advise on World Bank Expectations*
- *Act as advisor and coordinator in the committee.*

### **1.2.4 Stake Holder Engagement Officer**

In a crisis, the Stake Holder Engagement Officer, or his/her replacement, shall carry out the following tasks:

- *Act as initial point of contact for all communication relating to crisis*
- *Facilitate early engagement with relevant security partners who can have an effect on the crisis.*
- *Handle the internal and external communications with all stakeholders*
- *Comply with the concepts of early, open and simple communications.*
- *Clear all external messages with the crisis committee.*
- *Provide EA-RDIP personnel with information.*
- *Provide FGS/FMS units with information.*
- *Provide information to all other external groups of relevance.*

### **1.2.5 Security officer**

In a crisis, the Security officer, or his/her replacement, shall carry out the following tasks:

- *Quickly investigate what has happened and make a first assessment.*
- *Coordinate with and take advice from the SPF/SNA/AMISOM on the ground and other authorities.*
- *Assess whether other project activity should be suspended and make a recommendation to the PIU Co-ordinator.*

- *Ensure that all actions are taken to reduce risk to individuals on the ground.*
- *Set up an internal communication system.*
- *Interview those directly involved to have current first hand facts.*

### 1.3 Manage the Crisis

The table below illustrates immediate activity that needs to be undertaken on the declaration of a crisis;

Acknowledgement	Make a quick assessment and acknowledge the crisis
Call in appropriate crisis committee members	One or more of the following functions will be called in: – Security Stakeholder Engagement Safeguards
Initiate logbook	A logbook with decisions and contacts should be kept current throughout a crisis and be read by all members of the crisis committee on a regular basis (e.g., every hour).
Gather facts rapidly	What happened – determine severity of event Where did it happen? Date and time? Who, what and where involved? People and organizations? Why did it happen?
Evaluate the crisis	People injuries/risks? Which stakeholders are effected? Are there any legal liabilities? Should other project activity be suspended?
Inform	Communicate on a regular basis to the stakeholders.
Act decisively and communicate	Communicate on a regular basis to the stakeholders.
Debrief	The crisis committee should meet as a team to evaluate actions and activities

### 1.4 Standing Agenda

Roles and responsibilities	Confirm respective roles and responsibilities. Do we have the right people in the room/on the call?
Facts and assumptions Objective(s)	What do we know and what do we believe has occurred?
Objective(s)	Set our objectives such as what indicators we must achieve to solve the problem and return to normal activity.
Scenarios	Develop both worst case and most likely scenarios. Conduct activity in preparation for worst case scenario.
Response Options	Consider available and possible options and choose the best option.
Action List and Priority	What actions must we complete to achieve the chosen option? What needs to be done now and what can wait?
Stakeholders	Identify the range of stakeholders and prioritize according to the interest and influence they have.
Review	Review this agenda regularly; in principle every hour. Decide when and where the next meeting is

## 1.5 .Crisis Logbook

A crisis logbook with decisions and contacts should be initiated and kept current throughout a crisis and be read by all members of the crisis committee on a regular basis (e.g., every hour or every day). The logbook serves several purposes: tracking the development of the crisis, following up, and learning and sharing experiences with others so that they can develop preventive plans. An electronic crisis logbook makes it easy for all members of the crisis committee to follow the development of the crisis.

Only fixed headings should be used in the crisis logbook;

<b>When</b>	Date and time when a decision or contact was made or information given.
<b>Type</b>	Type of contact: internal, FMS, FGS, AMISOM, etc
<b>What</b>	Short description of the decision or contact.
<b>Who</b>	Person in the PIU or crisis committee who made the decision or contact.

## 1.6 Summary

Assign first priority to the crisis; postpone or delegate routine meetings and matters. Be sure to have necessary internal and external resources available. Dealing with the crisis is the main responsibility.