

LOGO
HERE

XXX
CRISIS MANAGEMENT PLAN EXAMPLE

The Crisis Management Plan is designed to provide a framework for the management of a major security incident at XXX. The plan defines the roles necessary for the management of a crisis. It gives guidelines for mobilising a crisis management team and for the practical management of a crisis.

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1. WHAT IS A CRISIS?

A crisis would be a major incident that threatens life and/or XXX's operations, reputation or assets. It is something outside the control of an organisation whose management would consume and divert significant time and resources. A crisis may result from a singular event or be comprised of a series of cascading or concurrent events.

*N.B The types of threats that, if eventuating, could constitute a crisis for XXX are analysed and planned for via mitigation and response strategies in the threat management procedures section of individual **country security plans**.*

2. CRISIS MANAGEMENT TEAMS

The crisis management teams organise XXX's response to a crisis through the implementation of this plan. There will usually be two crisis management teams:

1. **HQ CMT:** The team managing the response from XXX. The HQ team is removed from the immediacy of the management of the incident with the time to analyse, reflect and define the strategic direction of a crisis response. The HQ team deals with broader organisational issues arising as a result of the crisis such as risk, reputation and resourcing
2. **Field CMT:** The team managing the practical crisis response in the country programme affected. This team will activate networks on the ground and undertake logistical coordination while ensuring the projects are not adversely affected by the crisis

Lines of Communication:

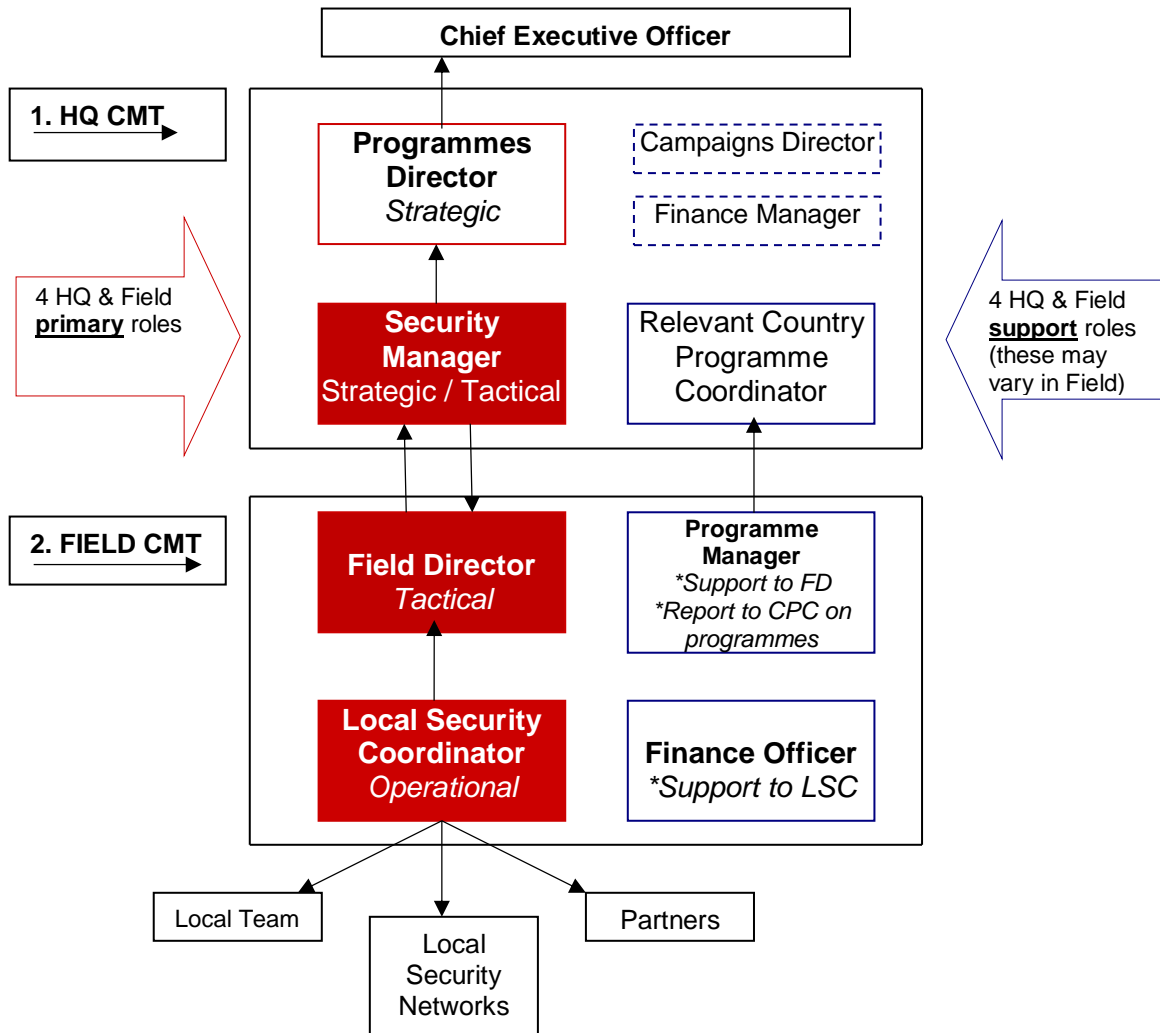
The **Security Manager** (HQ) and the **Field Director** (Field) are the crisis communication link between HQ and Field.

The **Programmes Director** (HQ) and **Programme Manager** (Field) are the communication link for programme activities.

Security-related decisions are taken in HQ by the **Security Manager** and **CEO** and in the field by the **Field Director** and **Local Security Coordinator**.

Roles, responsibilities and lines of communication of all members of the crisis management teams are detailed in [Appendix A](#).

Crisis Management Team Structures:



NB. The field crisis management structure will differ from country to country and the field structure detailed here represents the ideal structure that XXX will seek to move towards.

3. CRISIS MANAGEMENT CRITERIA

A crisis situation can be declared by a **primary member** of the Crisis Management Team. The criteria for declaring a crisis can include (but are not limited to):

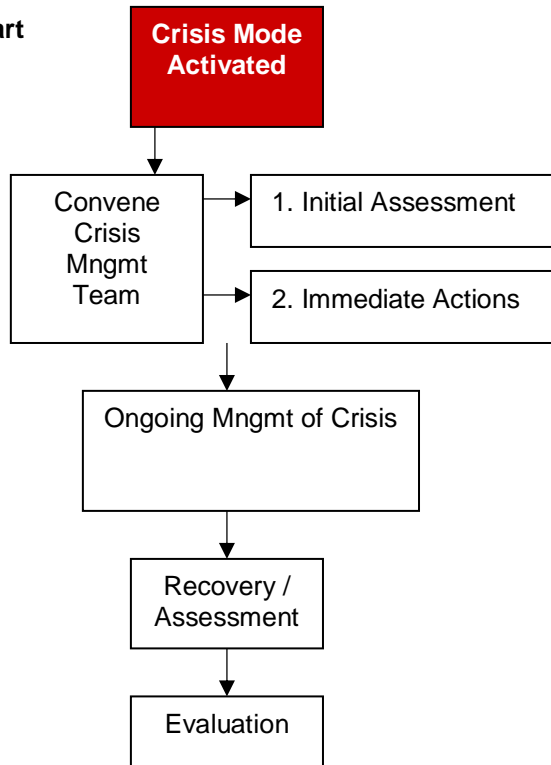
- ✓ An incident resulting in the death or serious injury of a XXX staff member
- ✓ Kidnap of XXX staff
- ✓ An incident resulting in the complete suspension of XXX's project activities
- ✓ Action on part of XXX staff member or partner involving death or serious injury of a child
- ✓ Incident involving XXX that could have negative implications for and cause possible retaliation against XXX in a community
- ✓ Incident involving gross mismanagement of funds
- ✓ Incident that may have legal repercussions for XXX
- ✓ Incident resulting in negative coverage in the media

- ✓ Outbreak of conflict in a XXX programme area
- ✓ Natural disaster
- ✓ Scenarios laid out in country security plans

4. CRISIS RESPONSE

A crisis situation may occur without warning may be characterised by a lack of information, multiple options and critical decisions that need to be taken quickly. To ensure a crisis response is planned in a thorough and methodical way and that important actions are not forgotten in the adrenalin rush, the following flow chart and associated checklists should be followed:

Crisis Response Flow chart



Crisis Response Checklists

Please note that the detail of these checklists may change slightly according to the crisis:

a. Initial Assessment	√
What are the known facts of the incident and what is/is not confirmed (who is affected, what has happened, when, where, how?). Info plotted on map	
What action has already been taken and by whom?	
Is there anything that needs to be done immediately to protect against further harm / damage?	
Local staff accounted for (see Appendix B for contact list)	
Immediate secondary risks analysed	

b. Immediate Actions	√
Call in CMT & assign roles	
Log started with responsibility assigned (see Appendix C for Log template)	
Emergency Operations Room set up (see Appendix D for EOR checklist)	
Communications schedule with field agreed	
Do any staff need to be sent to the location of the incident to provide support?	
External expertise (legal, negotiators etc) necessary?	
Contact with other NGOs that may be affected	
Contact list	

c. Ongoing Management	√

What information do we have about the situation / what else do we need?	
Who else needs to be briefed and by whom (see Appendix A 'Communicates with')	
Response plan. To include: Risk assessment (considering all possible future scenarios and potential risks for staff remaining in-country); Impact assessment; Resourcing requirements; Information Management (internally / externally); Targets and Forward Planning	
Actions arising from response plan with responsibilities allocated	
Media and communications plan	
Contact insurers	
Security networks activated from HQ and stakeholders defined	
Prepare for cash movement	
Back up CMT members identified (in the event it is a long running crisis)	
Periodic evaluation of actions taken so far (e.g., objectives met, review of response plan, communications etc)	

d. Recovery / Assessment	√
Organisation stands down from crisis mode & CMT resume normal roles	
Resumption of project activities	
Debriefing of staff and partners	
Post crisis care (medical, psychological support, repatriation to home country etc)	
Statement to media	
Immediate analysis of cause and management of and longer-term consequences arising from the crisis	
Reassessment of security risks in country affected by crisis (to include our reputation)	
Review of security measures in place and their effectiveness in the crisis situation	
Financial losses analysed	
Tor for evaluation developed (to include what happened and why, what was done well, what could have been better managed)	

e. Evaluation (to take place within 1 month of the crisis ending)	√
Participatory evaluation of CMP involving relevant stakeholders	
CMP reviewed on an annual basis	

APPENDIX A: ROLES AND RESPONSIBILITIES

HQ

Security Manager

Role:

Lead and coordinate a crisis response from the HQ

Responsibilities:

- Analyse the situation and make critical decision to preserve the safety of staff and assets
- Establish priorities in the management of the crisis
- Delegate to other members of CMT / staff as necessary
- Take advice from professional advisors (legal etc)
- Ensure that staff are trained in crisis management capability and the plan is regularly reviewed

Communicates with:

- Field Director
- UN/NGO contacts in country
- AIG / Claytons (Kidnap)
- Siga (Medical emergency)
- HQ country police
- HMT Insurance

CEO

Role:

Support implementation of crisis response in UK

Responsibilities:

- Final sign off on all major decisions
- Brief Board on status of crisis and decisions taken
- Public face of any media contact (e.g., press conference)
- Take advice from professional advisors (legal etc)
- Authorise expenditure of emergency funds after sign off from Board
- XXX point of contact for victims' families

Communicates with:

- Other NGOs that may be affected by the crisis (HQ level)
- Staff members' families
- Trustees
- Other external HQ country-based organisations XXX is associated with

Programmes Director

Role:

Ensure the continuation of programme activities in the crisis-affected country programme

Responsibilities:

- Routine security coordination with country programmes not involved in the crisis
- Coordination with Field Programme Manager to ensure continuation of project activities (if appropriate)

Communicates with:

- Field Directors in programmes not involved in crisis
- Local Security Coordinators in programmes not involved in crisis
- Relevant donors

Campaigns Director (supported by Media & PR Officer)

Role:

Manage public-facing response to a crisis

Responsibilities:

- Development of media strategy
- Proactive communication with media via press releases / conferences etc
- Monitoring of media during crisis
- Briefing CEO (media spokesman) with media messages
- Support to families to deal with media attention
- Log of media enquiries
- Monitoring of media coverage of crisis

Communicates with:

- Media
- XXX HQ staff

FIELD

Field Director

Role:

Implementation of crisis response plan at field level

Responsibilities:

- Ensure crisis preparedness in country is maintained (plans, contacts, supplies)
- Seek advice and support from other INGOs in country

Communicates with:

- Security Manager
- Other NGOs that may be affected by the crisis (HQ level)
- Local networks (international)

Local Security Coordinator

Role:

Assist the FD to manage crisis response at field level

Responsibilities:

- Coordinate a hibernation / relocation / evacuation of other staff
- Activate and manage internal security tree
- Security advice to field staff not involved in crisis
- Facilitate repatriation of other international staff if necessary

Communicates with:

- Partner staff
- Local networks (national)

SECONDARY SUPPORT ROLES

Secondary Support Roles: HQ

Finance Manager:

- Maintain emergency funds
- Authorise expenditure of
- Facilitate movement of emergency funds to the field after sign off from CEO
- Assess the financial impact of the crisis and make recommendations

Country Programme Coordinator

- Log keeper
- Support to CMT as necessary
- Back up role in event of long-running crisis

Office Manager

-
- Log keeper
- Prepare EOR
- HR support
- Source and collate relevant documents

Secondary Support Roles: FIELD

Finance Officer:

- Disburse and monitor expenditure of funds during a crisis

Programme Manager

- Take over of day to day programme management from FD. Report to HQ-based PD

APPENDIX B. EMERGENCY CONTACT NUMBERS

Nb. This list requires details from the field (to follow)

APPENDIX C: LOG

The incident log should be started as soon as the crisis management team is convened. It should follow the following format and all communications must be noted.

APPENDIX D. EMERGENCY OPERATIONS ROOM (EOR) CHECKLIST

EOR Checklist	√
Laptops	
Projector	
Wi-Fi	
Fax	
Phone line	
TV	
Maps	
Printer	
Mobile phone chargers	
Flipchart & flipchart paper	

Whiteboard	
Marker pens	
Tape & Blu Tac	
Notebooks and pens	
Refreshments	
Relevant Documents: Crisis Management Plan, Security Plans, Journey Plans, Log, Maps, Copies of Passports, Staff Info Forms, Insurance Policy	
Contact numbers	
Clocks (HQ & Local Time)	