

INTRODUCTION TO CRISIS MANAGEMENT



Aim

The aim of the Introduction to Crisis Management is to provide staff officers with an overview of the crisis response in the UN HQ and DPKO-led field missions



Why is this important?

As peacekeeping personnel you are expected to...

Use the principles of UN HQ crisis response in support of DPKO led field mission to facilitate **timely planning** and **complex decision making** when the Mission or Sector HQ will be challenged on its contingency planning and preparedness; and on its ability to respond quickly, effectively and in a fully integrated manner.



What is the definition of crisis?

An action, incident or event that presents an exceptional and imminent threat to:

- Safety and security of personnel in UN PKO and missions;
- Security of mission assets and premises;
- Effective functioning of the mission;
- Viability of the mission mandate



Threats

What types of threats do PKO face?

- Terrorism
- Armed conflict
- Crime
- Civil unrest
- Hazards
- Any of these threats can lead to crisis in the mission



The UNHQ Crisis Response Cell

The primary purpose of the CRC is to further strengthen the unity and speed of information flow and monitoring of follow-up action. Representation should include:

- Office of Operations (relevant IOT)
- SITCEN (Operations Room)
- OMA (Current Military Operations Service)
- OROLSI (Police Division Mission Management, Mine Action as required)
- OUSG (Peacekeeping Public Affairs Unit)
- DFS (Field Personnel Operations Service, Operational Support Service, Specialist Support Service such as Medical as required)
- DSS (Peacekeeping Operations Support Section)



UN Crisis management principles

- Crisis is managed by Head of Mission (HOM) (in some missions Force Commander (FC)) and Crises Management Team (CMT)
- Procedures for accelerated, unified information flow and decision-making are put in place
- Department of Peacekeeping Operations (DPKO)/Department of Field Support (DFS) support to missions fall in two categories:
 - Enhanced preparedness (Contingency planning for crisis as indicators are present)
 - Crisis response (Special measures required as threat is imminent)



UN Crisis Mngt principles (cont.)

- Every member of Senior Management Team (SMT) can propose the activation of categories of DPKO/DFS support (enhanced readiness or crisis response)
- DPKO/DFS Chain of command and succession arrangements remain intact
- In a catastrophic event the Under-Secretary-General (USG)/DPKO may serve as HOM
- Effectiveness of crisis response depends on unity of command and unity of information flow.



The DSS role in Crisis management

- Designated Official (DO)
- Country Representatives
- Security Management Team (SMT)
- Field Security Officers: Full-time Professionals
 - Principal Security Advisor (PSA) and/or
 - Chief Security Advisor (CSA)
- Chief Security Officer for PK Missions
- Field Security Officer
- Single-agency Security Officers
- Wardens
- Personnel employed by the UN
- * (DSS) Department of Safety and Security

Field Mission Crisis procedures

- Day- to-day preparedness



The United Nations Security Management System

- **Enable the effective and efficient conduct of United Nations activities**
- **Ensures the security, safety and well-being of staff as a high priority**
- **Managed by Senior Management Team**



Security Management Team (SMT)

- Deputy Designated Official(s), as applicable
- Heads of Agencies, Programmes and Funds
- Chief Security Advisor
- Representatives of IGOs / NGOs who have signed the Memorandum of Understanding



Applicability of UNSMS Policies and Procedures

Apply to:

- All UN civilian and eligible dependants
- Case by case to Individually deployed military and police personnel (not inherent and depends on chain of command)*
- Security Risk Management model as tool also for Military and Police Components
- Security of Peace Keeping forces is responsibility of host nation, and individuals, enabled by UNSMS
- UN Department of Safety and Security has global responsibility for security of UN pers
 - Private security
 - UN mil and police

Security Risk Analysis Table (Apr 09)

RISK ANALYSIS TABLE		I M P A C T				
		Negligible	Minor	Moderate	Severe	Critical
L I K E L I H O O D	Very Likely	Low	Medium	High	Very High	Unacceptable
	Likely	Low	Medium	High	High	Very High
	Moderately Likely	Very Low	Low	Medium	High	High
	Unlikely	Very Low	Low	Low	Medium	Medium
	Very Unlikely	Very Low	Very Low	Very Low	Low	Low



National
Defence

Défense
nationale

CANADIAN ARMY
COMMAND AND STAFF COLLEGE



COLLÈGE DE COMMANDEMENT ET
D'ÉTAT-MAJOR DE L'ARMÉE CANADIENNE



Directorate of Military Training and Cooperation – Canada
Direction de l'instruction et de la coopération militaire – Canada

Security Levels System

To fulfill two main functions:

- Describe the general security environment in a certain geographical area
- Give an overall impression on how the security environment in one area compares with another

It is:

- Descriptive – not predictive
- General – not specific

SecLev
6 Extreme
5 High
4 Substantial
3 Moderate
2 Low
1 Minimal



De-linking Security Measures

- SLS de-links security measures, such as:
 - Relocation
 - Evacuation
 - Hazard Pay
- There is a separate decision process for security measures, based on Security Risk Assessment
- Security decisions are based on specific risk



Key Messages

- Crisis management in the field reflects not only reactive actions once crisis occurs
- Includes preparedness and proactive actions all peacekeepers must perform
- Security of PK pers responsibility of host governments, individual, enabled by Security Management system



QUESTIONS ?

