**Crisis Management Systems and Cycles**

A Crisis Management Framework (CMF) establishes and describes the basic definitions and fundamental principles of crisis management as well as the generic crisis management cycle. It introduces crisis structures, Standard Operating Procedures, roles and responsibilities and timelines. It serves as the common thread for all crisis management mechanisms and their specific SOPs. It also incorporates the standard arrangements available for crisis preparedness, response, and recovery.

# **Scope**

Crises are moments of disruption during which organizations face a range of unexpected challenges that need to be addressed, often under time pressure. It is not an event in itself that constitutes the crisis (unrest, natural disaster, security incident, internal dysfunction, etc.), but the disruptive impact it has on the organizations ability to operate.

The definition of **crisis**:

**Crises are circumstances that constitute a serious threat to the organization and pose extraordinary task demands that require coordinated actions to be taken under conditions of uncertainty and time pressure.**

In some clearly defined cases, a crisis management mechanism is activated.

In other cases, management decides to enter into crisis mode. Circumstances that may trigger such a decision include:

* Is the organizational/operational continuity at risk?
* Is there a major disruption related to the operating context?
* Are there extraordinary needs of affected people, which go beyond current capacities to respond?

# **Crisis Management structures**

The handling of crises may require structural adjustment in terms of management. The goal is to adapt decision making and response mechanisms.

*For example, this system can have the following three different mechanisms:*

1. *A Crisis Committee is composed of senior leadership that is accountable to the Governance. It validates the ways forward (strategic orientations) as proposed by the Crisis Team. It operates at a strategic level.*
2. *The Crisis Team translates strategic orientations into operational objectives and response activities.*
3. *The Crisis Cell is set up in situ, close to the crisis. It is responsible for the implementation of the crisis response.*

*There may be sub-teams or sub-cells that are set up if necessary (for example in specific locations closer to the crises, as per specific tasks).*

The 3-part model can be adjusted according to context. In any model information sharing, clear and shared analysis form the bedrock of crisis management.

# **Crisis Management Cycle**

Crisis management cycle composes of preparedness, response, and recovery phases.

**Crisis preparedness** involves pre-selecting and training of potential crisis responders; the preparing of reference documents and tools; the prepositioning of equipment and material. Crises preparedness includes contingency planning.

C**risis response** has six sequences**:**

1. **Alert:** An event that may evolve into a crisis is assessed.
2. **Activation:** Setting up of the appropriate crisis management structure.
3. **Orientation:** The appropriate body provides strategic orientations.
4. **Mobilization:** Allocation of required resources (personnel and equipment).
5. **Implementation:** In line with the strategic orientations.
6. **Termination:** The crisis management structure is dissolved. Tasks and activities are transferred to pre-crises management.

If deemed appropriate, there can be and external or internal review or audit of the crisis response.

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