
From: Fatemeh Ziai
Sent: Wednesday, 09 January, 2019 9:30 AM
Subject: For information: Changes in HQ crisis response in support of PKOs

Dear colleagues,

As of 1 January 2019, the following arrangements will apply for Headquarters crisis response in support of peacekeeping operations:

The existing DPKO-DFS SOP on Headquarters Crisis Response in Support of Peacekeeping Operations (attached) will remain extant and will be revised at the earliest appropriate opportunity in 2019. Until that revision takes place, and to take account of the creation of the Department of Operational Support (DOS) under the Management Reform, the membership of the Crisis Management Team (CMT) for Headquarters crisis response in support of Peacekeeping Operations, led by the new Department of Peace Operations (DPO), will change as follows:

- The former DFS members of the CMT, as set out in paragraph 31 of the attached SOP, shall be removed.
- The following representatives of DOS shall be added as members of the CMT: USG DOS; one of the ASGs DOS; Director of Human Resource Services Division; Director of the Logistics Division; Chief of the Operational Planning Service; and any other Director or Chief of Service in DOS, as decided by USG DOS, depending on the nature of the crisis.

Best regards,
Fatemeh

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Department of Field Support
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Standard Operating Procedure

Headquarters Crisis Response in Support of Peacekeeping Operations

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Contact: United Nations Operations and Crisis Centre (UNOCC)
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**DPKO/DFS STANDARD OPERATING PROCEDURE
ON
HEADQUARTERS CRISIS RESPONSE IN SUPPORT OF
PEACEKEEPING OPERATIONS**

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A. PURPOSE

1. This standard operating procedure (SOP) provides direction to the Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS) on actions to take in preparedness and developing and/or ongoing crisis situations, in countries/areas with deployed peacekeeping operations, where a mission requires additional support from United Nations Headquarters (UNHQ). The SOP is subordinate to the United Nations Crisis Management Policy¹ and guides DPKO in performing its lead coordinating entity function in accordance with the Policy.

B. SCOPE

2. This SOP shall apply to all DPKO and DFS personnel involved in crisis response activities. All DPKO and DFS personnel should be aware of this SOP. Compliance with this SOP is mandatory.
3. This SOP shall guide UNHQ response in support of crisis in countries/areas with a deployed peacekeeping operation, in which DPKO shall be the lead entity, according to its mandated area of responsibility, for coordinating the response. While the focus of this SOP is Headquarters coordination in support of a peacekeeping mission², the procedures set forth in this document should guide the field in their response efforts.
4. This SOP does not apply to hostage incident management, which fall under the authority of the Department of Safety and Security (DSS).³

¹ Policy Committee Decision No. 2016/3 (18 July 2016)

² Coordination of crisis response for countries with DFS-led missions is subject to the lead entity responsibilities as indicated in the UN Crisis Management Policy.

³ Please refer to Chapter IV, Section U of the Security Policy Manual.

C. RATIONALE

5. Effective coordination at UNHQ to provide support and advice to a mission in preparedness and when experiencing a deteriorating situation will contribute to ensuring more effective means of response. The SOP identifies arrangements to facilitate the situational awareness of relevant actors and support accelerated decision-making at UNHQ for DPKO and DFS.

D. PROCEDURES

6. The following procedures detail the actions to be taken by the key actors in each of the four stages of crisis management: Preparedness, Enhanced Monitoring, Activation and De-activation⁴ (see figure below).



7. Working closely with the Integrated Operational Team (IOT) of the DPKO Office of Operations (OO) and a DFS representative as nominated by the Assistant Secretary-General DFS, the United Nations Operations and Crisis Centre (UNOCC) shall serve as the information and crisis hub throughout all stages of crisis management, to provide common situational awareness, maintain a common venue, and track action points for decision-making.

Preparedness

8. Preparedness refers to the normal day-to-day activities to ensure readiness to support developing and/or ongoing crisis situations in a country/area with a deployed peacekeeping operation.

Situational Awareness

9. The UNOCC shall maintain a 24/7 watch capability to monitor developments in countries/areas with a United Nations presence, including peacekeeping operations, and shall inform the IOT and other relevant DPKO and DFS senior leadership of disruptive events that impede the implementation of a peacekeeping mission's mandate.
10. In line with the Policy and Guidelines on Joint Operations Centres (JOC)⁵, the JOC is an integrated entity supporting mission decision-makers in situational awareness and crisis response and shall be reachable by the UNOCC on a 24/7 basis for clarification of events in the field. As specified in the SOP on Integrated Reporting from DPKO-led Field Missions to UNHQ (Ref. 2012.01), significant developments shall be reported to the UNOCC via a Special Incident ("Flash") Report, as required, which is separate from the integrated daily situation report sent each working day at 06:00 hours New York time.

⁴ This is different from the four phases of the Organizational Resilience Management System (ORMS): Preparedness, Prevention, Response, and Recovery. The four stages describe actions to be taken during crisis management.

⁵ JOC [Policy](#) (Ref. 2014.10) and [Guidelines](#) (Ref. 2014.11)

11. In its role as an integrated entity supporting mission planning and decision-making, the Joint Mission Analysis Centre (JMAC)⁶ assists with mission preparedness efforts through its provision of predictive assessments and integrated analysis. The JMAC is also encouraged to share its work with the UNOCC, in support of DPKO and DFS senior leadership's situational analysis requirements.
12. The IOTs shall monitor events in their respective mission areas and shall notify all actors concerned, including the UNOCC Director, of any need to move beyond the Preparedness stage.
13. Where there is an integrated field presence with a deployed peacekeeping operation, the Integrated Task Force (ITF)⁷ mechanism – comprising representatives of relevant United Nations entities at Headquarters, including the UNOCC, as well as representatives from the field, including the mission(s) concerned – shall remain active throughout the life cycle of the integrated presence. The IOT shall chair the ITF, convening meetings on behalf of the United Nations system, as needed, to enhance preventive capacities, provide a common forum to coordinate and exchange information, and, as appropriate, consider issues of strategic significance or programmatic impact.

Executive Communications

14. The UNOCC shall provide 24/7 executive communications services for United Nations senior managers through (encrypted and non-encrypted) telephone connection services, facilitation of video and teleconferences and use of encrypted equipment. In this context, contact information of all active peacekeeping operations shall be updated, particularly those of the senior leadership. Mission JOCs shall ensure that the UNOCC is provided with the latest contact information and informed of any changes to key personnel in their respective mission. In addition, the UNOCC shall maintain contact details of relevant Member States representatives and other United Nations actors. This is to help ensure that key actors can be contacted at short notice.

Organizational Resilience

15. The UNOCC shall ensure that business continuity plans are in place to maintain a continuous link between peacekeeping operations and DPKO and DFS senior leadership, notwithstanding the occurrence of a complex emergency in New York.
16. The DPKO and DFS Office of the Chief of Staff (OCoS), through the missions' chief of staff, shall ensure compliance in peacekeeping missions of the seven core elements of the Organizational Resilience Management System (ORMS)⁸ – crisis management, security, business continuity, IT disaster recovery, emergency medical response, crisis communications and support to staff, survivors and families – to enhance resilience for effective management of risks during disruptive events.
17. As part of ORMS compliance, a crisis management framework must be developed in each mission. All peacekeeping field operations shall provide the UNOCC a copy of relevant documents on managing and responding to crises in their respective missions.

⁶ JMAC [Policy](#) (Ref. 2015.03) and [Guidelines](#) (Ref. 2015.04)

⁷ Policy on Integrated Assessment and Planning (9 April 2013)

⁸ The [ORMS Policy](#) was approved by the Chief Executives Board on 20 November 2014 and came into effect on 1 December 2014. This is part of the United Nations ORMS approved by the General Assembly in June 2013, under A/RES/67/254, as the emergency management framework for the Organization.

This SOP may be used as guidance in developing or enhancing a similar crisis management framework in the field.⁹

18. The Organizational Resilience Programme Officer, under the Focal Point for Security within OCoS, is responsible for supporting the missions' Organizational Resilience Focal Points in the implementation, monitoring and reporting of ORMS in the field. Missions shall test the plans and guidance developed under ORMS through simulations and exercises at least once per year. If necessary, the UNOCC and the relevant IOT may assist in providing additional support to the field or at UNHQ in relevant areas of ORMS, in coordination with the Organizational Resilience Programme Officer.

Enhanced Monitoring

19. Enhanced Monitoring shall be undertaken within DPKO and DFS in response to a deteriorating situation or a situation that has the potential to evolve into a crisis in a country/area with a deployed peacekeeping operation. While Enhanced Monitoring does not involve a departure from standard decision-making procedures, measures below shall be put in place to further enhance the preparedness of DPKO and DFS and the affected peacekeeping mission(s).
20. The IOT shall consult with the respective mission on contingency plans, including updated security and evacuation arrangements, and explore options for cooperation with other missions.
21. The IOT may request additional support from the UNOCC, for example, increased reporting outside of routine reporting, facilitation of meetings with the mission and other relevant United Nations entities, and production of analytical products.
22. To limit parallel information flows to United Nations senior leadership, information from the mission and other relevant United Nations actors shall be channelled through the UNOCC, to be disseminated to relevant actors at UNHQ for situational awareness and to guide decision-making and response. Geospatial information from the mission, such as operational maps, GPS locations, satellite imagery and related products, shall also be channelled through the UNOCC for appropriate dissemination. If necessary, the Geospatial Information Section of DFS/ICTD shall provide support to further process and customise these products for UNHQ-specific requirements.
23. The UNOCC shall be informed, through a Special Incident ("Flash") Report from the mission JOC or JOC-equivalent entity, of any activation of crisis response procedures at mission-level, although a concurrent activation at UNHQ is not required. The UNOCC is responsible for maintaining an overview of different arrangements and meetings taking place.
24. Based on developments in the field, Enhanced Monitoring may evolve into the activation of crisis response procedures for enhanced coordination or even return to the Preparedness stage. A return to the Preparedness stage shall suggest the discontinuation of all Enhanced Monitoring arrangements previously put in place.

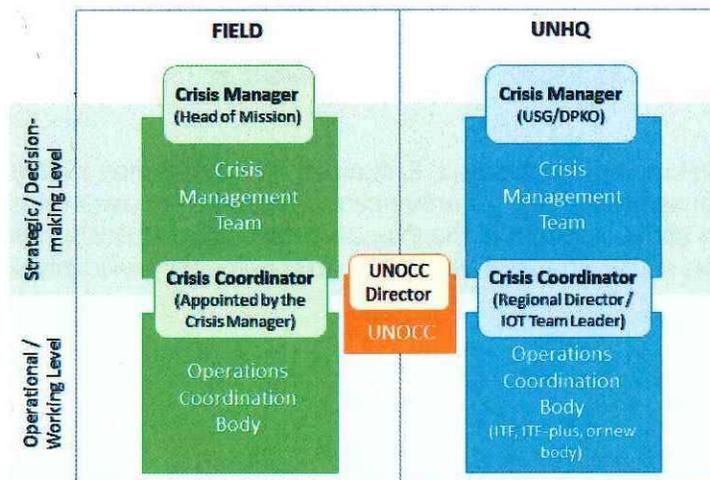
⁹ [Guidelines on the Development of Mission-Specific Guidance](#) (Ref. 2016.04)

Activation of Crisis Response Procedures for Enhanced Coordination

25. As the situation in a mission area rapidly and significantly deteriorates or in the event of the sudden onset of a crisis, the IOT, in consultation with the UNOCC and the mission leadership, shall recommend to the USG/DPKO the activation of crisis response procedures for accelerated and streamlined decision-making, operational coordination, information flow, and communications spanning the pillars of the United Nations. Following a decision by the USG/DPKO on the activation of crisis response procedures, the USG/DPKO shall inform the Head of Mission and the Designated Officials, as well as the UNOCC. In turn, the UNOCC shall notify relevant actors in the United Nations system.
26. DPKO, as the lead coordinating entity, shall bring the United Nations system together, both at UNHQ and in the field, to facilitate a system-wide strategy in response to the crisis in a country/area with a deployed peacekeeping operation.
27. Upon activation, all information between the affected mission and UNHQ related to the situation and developments within the mission’s area of operation and its crisis management activities over the past 24 hours shall be shared with the UNOCC. Offices in DPKO and DFS shall coordinate all additional information requests with the UNOCC, copying the relevant IOT, to avoid burdening the affected mission with requests through multiple channels during a time of crisis.

Crisis Response Mechanism

28. When crisis response procedures are activated, DPKO shall establish a centralised crisis coordination mechanism consisting of two bodies (see figure below):
 - Crisis Management Team (CMT) – This leadership-level, cross-pillar decision-making body shall be chaired by a Crisis Manager, who will be the USG/DPKO or designated person at UNHQ, and the Head of Mission or designated person in the mission.
 - Operations Coordination Body – This working-level, cross-pillar body shall be led by a Crisis Coordinator, who is usually the Director of the relevant regional division of the Office of Operations or the IOT Team Leader at UNHQ, and a person designated by the Head of the field presence. This body will support all relevant tasks, such as day-to-day operations of the crisis response, policy recommendations, and common messaging.



29. The UNOCC shall support the efforts of the crisis coordination mechanism and work closely with the Crisis Manager and Crisis Coordinator at UNHQ by providing situational awareness, maintaining a crisis venue and co-location space, enabling information management platforms, providing secretariat services for relevant meetings, ensuring secure communications and tracking action points.
30. Upon activation, the Crisis Manager at Headquarters shall convene the leadership-level CMT at UNOCC facilities. The Crisis Coordinator at Headquarters shall provide the UNOCC with the agenda, contacts in the field and an initial list of participants.
31. The Crisis Manager shall determine the CMT membership based on the specific nature of the crisis.¹⁰ The core CMT members may include the following or appointed designates:
- DPKO
 - Under-Secretary-General
 - Assistant Secretary-General of OO
 - Assistant Secretary-General of OROLSI
 - Military Adviser
 - Police Adviser
 - Regional Director / IOT Team Leader (Crisis Coordinator)
 - DFS
 - Under-Secretary-General
 - Assistant Secretary-General
 - Director of Field Personnel Division
 - Director of Logistics Support Division
 - Any other Director or Chief of Office in DFS as appointed by USG DFS depending on the nature of the conflict.
 - DPKO and DFS
 - Chief of Staff
 - Chief, Focal Point for Security
 - Chief, Public Affairs Section
 - DSS
 - Chief of the Peacekeeping Operations Support Section
 - UNOCC Director
 - Senior representatives of other relevant United Nations entities¹¹
32. The first CMT meeting shall, at a minimum:
- Establish and maintain direct communications with the mission, with the presence of relevant United Nations actors at UNHQ, to assess the situation on the ground and identify initial support requirements.
 - Clarify the relationship between the CMT and other activated crisis response mechanisms and recommend measures to streamline, as appropriate.
 - Determine the coordination mechanism to serve as the cross-pillar operations coordination body during crisis response. Existing coordination bodies are encouraged to act as this body to avoid the proliferation of parallel mechanisms. The following are possible options:

¹⁰ See Paragraph 22 of the Crisis Management Policy for additional guidance on the CMT membership.

¹¹ Representatives of a specialist service, such as the Information and Communication Technology Division (ICTD) of DFS, UN Mine Action Service (UNMAS) or DPKO or Office of the High Commissioner of Human Rights (OHCHR), may be included, if necessary.

- Use the existing ITF mechanism with the same membership after a review of its terms of reference;
 - Use the existing ITF mechanism with a modification of the membership after a review of its terms of reference (ITF plus); or
 - Establish a time-bound ad-hoc body if no such working-level body exists.
- Decide on initial public messaging, including content and delivery.
 - Agree on the initial time frame for activation, frequency of meetings, information requirements and communications arrangements. Arrangements shall be reviewed every two weeks unless a different timing for review has been specified.
33. The Crisis Manager at UNHQ, in coordination with DFS, may recommend, if necessary, the activation of standing administrative measures for mission start-up and crisis response or the approval of exceptional administrative measures in support of response and surge efforts.¹²
34. In exceptional circumstances, the Secretary-General may decide that the nature of a situation warrants an elevated level of management and, through the Executive Office of the Secretary-General (EOSG), directly oversee the coordination of the United Nations' response. In this case, DPKO shall play a supporting role to the Secretary-General, while the UNOCC maintains its role in facilitating crisis response arrangements.

Crisis Information Management

35. The Crisis Manager shall be responsible for sharing decisions taken by the CMT and the cross-pillar operations coordination body, through the UNOCC, with all relevant UN entities in a timely manner.
36. During a crisis, accurate and verified information providing a holistic overview of the situation assists in swift decision-making. All information on situational updates from both UNHQ and the field shall come together at the UNOCC, as the information and crisis hub at UNHQ. The UNOCC will disseminate the integrated information as an update to relevant actors at UNHQ, reflecting a common operational picture of the situation. The UNOCC shall produce these reports in addition to its regular reporting and respond to any inquiry or requests for additional information from other offices of DPKO and DFS.
37. The UNOCC shall liaise with the JOC or JOC-equivalents in the field, which have the responsibility for maintaining a common operational picture of the situation in the field and disseminating it to relevant actors at mission level. With support from the UNOCC and in coordination with the IOT, the JOC shall produce additional reporting to UNHQ, outside routine reporting, in order to ensure that UNHQ decision-makers are appropriately updated.
38. The UNOCC and the JOC or JOC-equivalents shall preserve relevant information in their respective locations as regards crisis management to facilitate possible post-crisis operational reviews, investigations and inquiries.

Crisis Communications

39. Strategic communications and public information (SCPI) plays a vital role in helping to manage a deteriorating situation, particularly in the areas of safety and security of staff and reputation management, both at UNHQ and in the field.

¹² Standing Administrative Measures for Crisis Response and Mission Start-Up (10 March 2016)

40. The Public Affairs Section (PAS) under the OCoS, in coordination with the IOT, the respective Mission's SCPI component, the Department of Public Information's Strategic Communications Division (DPI/SCD) and the Office of the Spokesperson for the Secretary-General (OSSG), shall lead on external communications. Thus, PAS (and when appropriate, OSSG and DPI/SCD) shall coordinate closely with their counterparts in the missions and relevant United Nations entities.
41. PAS shall offer strategic advice on messaging and the release of information during various stages of a crisis, and work closely with DPI and OSSG to ensure that relevant communications tools and platforms are used to disseminate messages to key external audiences. The messages shall be coordinated with the respective crisis structure at UNHQ and in the respective mission. PAS, in coordination with the UNOCC, shall ensure that information is fully coordinated and updated regularly.
42. DPKO and DFS may decide to communicate internally any developments on the situation to all its personnel at UNHQ and/or the field. At UNHQ, PAS shall take the lead in coordinating any internal messaging and obtaining approvals. Messages shall be sent by the OUSG DPKO-DFS. In the field, internal communication shall be disseminated according to procedures outlined in the mission's SCPI strategy to keep its personnel informed of any developments, including personnel safety.
43. If a crisis involves significant implications to the safety and security of uniformed personnel, the IOT, Office of Military Affairs (OMA), and Police Division (PD), with support from the UNOCC, shall communicate with troop- and police-contributing countries (T/PCCs) in a timely and coordinated manner, through their respective channels, to notify the concerned Member States of any casualties,¹³ to share details of the crisis; and to provide updates on the security and operational conditions in the field. Such communication may be done through T/PCC meetings, bilateral engagements, and/or upon T/PCC's request. The ASG/OO¹⁴ or his/her designate shall liaise with the Security Council and T/PCCs

Review and De-activation of Crisis Response Procedures

44. The CMT shall review the need for continuing crisis coordination arrangements at least every two weeks after activation.
45. The Crisis Manager, in consultation with the UNOCC, IOT and the CMT, shall decide to de-activate crisis response arrangements as follows:
 - The situation has abated and no longer requires sustained, elevated attention and urgent support from UNHQ and the Crisis Manager.
 - The situation has evolved into a more protracted scenario and the CMT has determined that there is sufficient standing capacity both at UNHQ and in the field to manage the situation, thus no longer requiring additional dedicated crisis response architecture at UNHQ.
46. At the final CMT meeting, the Crisis Manager shall clarify the following:
 - The return to the Enhanced Monitoring or Preparedness stage at UNHQ.
 - Measures taken to continue monitoring the situation, such as through the ITFs, in order to keep the broader United Nations system informed on follow-up measures.

¹³ DPKO SOP on NOTICAS (Ref. 2006.04)

¹⁴ See also paragraph 53.

47. The UNOCC shall notify relevant United Nations actors of the de-activation of crisis response procedures at UNHQ. However, crisis response activities may continue to be activated in the affected mission at the field level.
 48. If appropriate, all enhanced activities, including crisis reporting and meeting support, shall be discontinued. The UNOCC shall, however, continue to provide updates through its regular situational awareness mechanisms, as needed.
 49. The UNOCC, on behalf of the Crisis Manager and in coordination with the DPKO and DFS Division of Policy, Evaluation and Training (DPET), may initiate an After Action Review on the crisis response arrangements, drawing on experiences from relevant CMT members.
 50. Following the review, any proposals for amending this SOP or other related guidance documents shall be submitted to the UNOCC.
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E. ROLES AND RESPONSIBILITIES

51. **Under-Secretary-General for Peacekeeping Operations (USG/DPKO)** - Retains overall responsibility for and executive direction of peacekeeping operations, including in times of crisis, and decides on actions to be taken with respect to keeping the Secretary-General informed of the situation. The USG/DPKO, or the designated person responsible, decides on the activation of any stage beyond day-to-day preparedness in a country/area with the deployment of peacekeeping operations and acts as the Crisis Manager.
52. **Under-Secretary-General for Field Support (USG/DFS)** – Retains overall responsibility on all support issues for providing all crisis-specific logistical, personnel and administrative assistance to the affected mission, in accordance with the overall crisis response strategy and, if necessary, for undertaking standing administrative measures. The USG/DFS provides guidance to the crisis response strategy in light of the possible support requirements/implications.
53. **Assistant Secretary-General for Operations (ASG/OO)** – Oversees the provision of all strategic and operational guidance and political advice to the affected mission, as well as all interaction with the Security Council and troop- and police- contributing countries (T/PCCs). With advice from relevant staff in the context of crisis response and in consultation with the mission leadership, s/he takes necessary crisis response decisions and, at all times, keeps the USG/DPKO, the USG/DFS and other relevant United Nations senior managers informed of important developments. In the absence of the ASG/OO, the Director of the affected OO regional division (Regional Director) will take on his/her crisis-related function.
54. **Assistant Secretary-General for Rule of Law and Security Institutions (ASG/OROLSI)** – Advises the USG/DPKO on issues of the affected mission concerning the areas within his/her overall responsibility, including those related to police; criminal law and justice; disarmament, demobilization and reintegration; security sector reform; and mine action, in accordance with the overall crisis response strategy. The ASG/OROLSI, in consultation with relevant staff, ensures that this information flows into the UNOCC.

55. **Assistant Secretary-General for Field Support (ASG/DFS)** – Oversees the provision of advice on logistical, administrative and technological issues to the affected mission. In the absence of the USG/DFS, the ASG/DFS will take on his/her crisis-related functions.
56. **Military Adviser** – Advises the USG/DPKO on issues and requirements concerning the military component of the affected mission and for ensuring that all military information flows into the UNOCC for the crisis response effort. The Military Adviser or designated person shall maintain the TCCs informed.¹⁵
57. **Police Adviser** – Advises the USG/DPKO on issues and requirements concerning the police component of the affected mission and for ensuring that all police information flows into the UNOCC for the crisis response effort. The Police Adviser or designated person shall maintain the PCCs informed.¹⁶
58. **Director of the regional divisions (Regional Director), Office of Operations** – Directs the peacekeeping crisis response, based on advice provided by the relevant IOT Team Leader. S/he recommends through the ASG/OO to the USG/DPKO to activate the crisis response mechanism in rapidly deteriorating situations and brief other key staff as soon as feasible. In consultation with the mission leadership and in coordination with relevant components of DPKO and DFS, concerned entities within the United Nations system, and external partners, s/he maintains situational awareness at all times and formulates the development of options and recommendations for the ASG/OO and the USG/DPKO.
59. **Team Leader of Integrated Operational Team (IOT)** – Directs the crisis response efforts as the Crisis Coordinator unless authority is retained by the hierarchy. Should the situation require it, the Team Leader is responsible for recommending to the Regional Director/OO the activation of the crisis response mechanism. The Team Leader is responsible for providing timely updates and advice to the senior leadership.
60. **Chief of Staff (CoS)** – Provides direction and leadership to ensure that DPKO and DFS work in an integrated manner at all levels.
61. **Chief, Peacekeeping Public Affairs Section (PAS)** – Coordinates with relevant departmental sections and United Nations entities at UNHQ and components in the field, under the CoS, to ensure internal and external crisis communications protocols are implemented at the various stages of a situation and its potential to evolve into a crisis.
62. **Chief, Peacekeeping Operations Support Section (POSS), Department of Safety and Security (DSS)** – Ensures close contact with DPKO and DFS in support of peacekeeping operations, with respect to the security of all United Nations civilian personnel.
63. **Director of the United Nations Operations and Crisis Centre (UNOCC)** – Ensures that the UNOCC discharges its designated functions around the clock in terms of day-to-day preparedness and beyond. Working as the information and crisis hub, the UNOCC provides immediate notification of developing and ongoing crisis situations to all senior managers and desk officers concerned; management and, if needed, reinforcement of communication links with missions' CMT and provision of communication and secretariat services for any crisis response requirement, as determined by the Regional Director/OO. If the crisis response mechanism is activated, the Director/UNOCC shall ensure that all

¹⁵ See also paragraph 43.

¹⁶ See also paragraph 43.

relevant procedures and systems are functioning effectively and facilitate all information flows between missions and Headquarters.

64. **Head of Mission (HoM)** – Ensures the security of United Nations personnel under the United Nations Security Management System, as well as related premises and assets throughout the country or designated area of operation, as the highest ranked official in a peacekeeping operation. S/he shall lead the crisis management team (CMT) and security management team (SMT) meetings in his/her respective mission.
65. **Chief, Joint Operations Centre (JOC)** – Acts as the primary 24/7 link between UNHQ via the UNOCC and the mission during crisis activation. In coordination with the UNOCC, the Chief JOC is responsible for providing integrated information to UNHQ in a timely manner. The Chief JOC supports the Head of Mission in conducting the CMT and facilitates integrated operations coordination within the mission.
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F. TERMS AND DEFINITIONS

66. For the purposes of this policy, the following terms and definitions shall apply:
- **Crisis:** An incident or situation, whether natural or human-made, that due to its magnitude, complexity or gravity of potential consequence, requires a United Nations-wide coordinated multi-dimensional response. Such situations include two or more of the following: a) presents an exceptional risk to the safety and security of United Nations personnel, premises and assets, b) presents an exceptional threat to the effective functioning of a United Nations mission or other field presence, c) presents an exceptional threat to the effective implementation of the mandate of a United Nations mission or other field presence, d) may have a significantly negative humanitarian impact, or e) may give rise to serious violations of international human rights or humanitarian law.
 - **Crisis communications:** Internal communications (to UN staff and other UN offices/duty stations) and external communications (to member States, donors, cooperating partners, the media and the public at large) during a crisis.
 - **Crisis Coordinator:** Responsible for the day-to-day management of the response to the crisis situation and usually chairs the operations coordination body. The Crisis Coordinator will be appointed by the Crisis Manager. The person in-charge may differ depending on the nature of the crisis, but will be a person of sufficient seniority and capability as well as provided with adequate resources to fully perform the tasks as Crisis Coordinator.
 - **Crisis Manager:** Holds overall responsibility for the crisis management and response effort and usually chairs the CMT. The Crisis Manager will usually be the USG/DPKO at UNHQ and the Head of Mission in the field. In the absence of the USG or HoM, existing succession arrangements for delegation of authority are retained. In exceptional circumstances the Secretary-General, Deputy Secretary-General or a representative appointed by them may assume this role at UNHQ.
 - **Crisis Management Team (CMT):** A strategic body established at the leadership-level to ensure accelerated and coordinated decision-making in crisis response, both at UNHQ and in the field.

- **Crisis response mechanism:** A mechanism activated upon the significant deterioration of a situation or in the event of a sudden onset crisis in the field that requires centralized response coordination among multiple pillars of the United Nations for accelerated and streamlined decision-making, operational coordination, information flow and communications. The mechanism shall be de-activated once the situation has abated, has evolved into a more protracted scenario, or additional capacities have been established to replace the dedicated crisis response architecture.
- **Integrated Task Force (ITF):** The main forum for joint assessments, planning, coordination, sharing of information and analysis, consultations and decision-making support. The group should consider all issues that have strategic significance or programmatic impact in integrated settings, including entity-specific planning and reporting processes that may have implications on other entities. DPKO leads the ITFs in countries/areas with a deployed peacekeeping operation.
- **Lead coordinating entity:** A United Nations entity responsible for the development and implementation of a United Nations-wide strategy in response to a crisis in the field. At Headquarters, this will be determined based on the type of United Nations field presence. For the purpose of this SOP, DPKO is the lead coordinating entity unless otherwise specified.
- **Operations coordination body:** A working-level, cross-pillar body established upon activation of the crisis response mechanism to ensure accelerated support to day-to-day operations of the crisis response, develop policy recommendations, manage messaging and other tasks deemed necessary by the CMT.
- **Organizational Resilience Management System (ORMS):** A comprehensive emergency management system, linking actors and activities across preparedness, prevention, response and recovery, to enhance resilience in order to improve the capacity of the Organization to effectively manage the risks of disruptive events.

G. REFERENCES

Normative or superior references

- A. UN Crisis Management Policy (Policy Committee Decision No. 2016/3, 18 July 2016)

Related procedures or guidelines

- B. UNOCC Directive (16 September 2015)
- C. UNOCC Guidelines on Operational Reporting (5 May 2016)
- D. UNOCC Guidelines on Situational Analysis (forthcoming)
- E. UNOCC Guidelines on Executive Communications (5 May 2016)
- F. DPKO: SOP on Notification of Peacekeeping Operations and Political and Peace-Building Missions Casualties (NOTICAS) (3 January 2006)
- G. DPKO-DFS: SOP on Integrated Reporting from DPKO-led Field Missions to UNHQ (Ref. 2012.01, 1 April 2012)
- H. DPKO-DFS: Policy on Joint Operations Centres (JOC) (Ref. 2014.10, 1 May 2014)
- I. DPKO-DFS: Guidelines on Joint Operations Centres (JOC) (Ref. 2014.11, 1 May 2014)

- J. DPKO-DFS: Policy on Joint Mission Analysis Centres (JMAC) (Ref. 2015.03, 1 March 2015)
- K. DPKO-DFS: Guidelines on Joint Mission Analysis Centres (JMAC) (Ref. 2015.04, 1 March 2015)
- L. DPI: Policy on Strategic Communications and Public Information (forthcoming)
- M. DPI: Guidelines on Strategic Communications and Public Information for Peacekeeping Operations (forthcoming)
- N. DSS: DSS Headquarters Coordination of Crisis Management and Response in Support of UN Duty Stations (26 July 2012)
- O. EOSG: Policy on Integrated Assessment and Planning (9 April 2013)
- P. EOSG: Standing Administrative Measure for Crisis Response and Mission Start-Up (Interoffice Memorandum from Chef de Cabinet to USGs DM, DPKO, DFS, DPA, OCHA, OLA, OHCHR, 10 March 2016)
- Q. CEB: Policy on the Organizational Resilience Management System (20 November 2014)

H. MONITORING AND COMPLIANCE

- 67. The UNOCC Director is responsible for monitoring compliance of this SOP.
- 68. Each entity is responsible for informing and training their staff on the contents of this SOP and for ensuring its implementation. The UNOCC shall support joint efforts in developing training exercises and materials upon request.

I. CONTACT

- 69. The point of contact for this SOP is the UNOCC Director.

J. HISTORY

- 70. This SOP supersedes the 2008 SOP on Headquarters Crisis Response in Support of DPKO-led Field Missions (Ref. 2006.17).

APPROVAL SIGNATURE:
Hervé Ladsous, USG, DPKO

DATE OF APPROVAL:

22/12/2015

APPROVAL SIGNATURE:
Atul Khare, USG, DFS

DATE OF APPROVAL:

22/12/2015