

How to Support Crisis Management in Developing Countries in a time of Complex Threats and Disasters?

Nicolas G. Mueller

Former Head, Federal Crisis Management Training (2007-2016)
Swiss Federal Chancellery

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A World full of Crises?



Climate Change amplifies Natural Disasters



- Broad range of increasing natural risks
- Bigger impact: more people, more infrastructure, bigger disasters
- Developing Countries need \$ support, but also **Best Practices**

Global Risks (WEF Global Risk Report 2018)



Top 5 Global Risks (Likelihood)
Extreme Weather Events
Natural Disasters
Cyberattacks
Data Fraud or Theft
Failure of Climate Change Mitigation and Adaptation

Top 5 Global Risks (Impact)
Weapons of Mass Destruction
Extreme Weather Events
Natural Disasters
Failure of Climate Change Mitigation and Adaptation
Water Crisis

→ Developing Countries suffer most!
→ How can we help them reduce suffering?

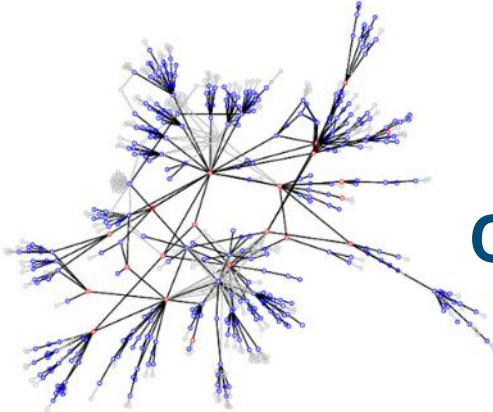


Agenda

- 1. What are the Challenges of Complex Crises?**
2. What are the Solutions?
3. How can we help Developing Countries improve their National Risk- and Crisis Management?

Challenges in National Crisis Management

Growing Complexity



Actors & Stakeholders



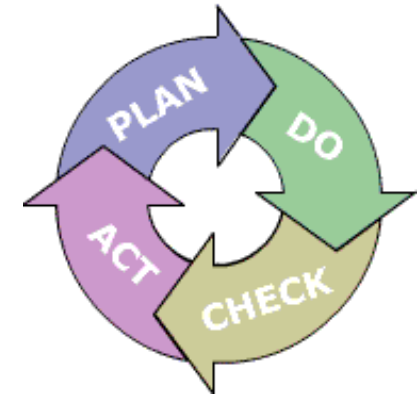
Critical Infrastructure



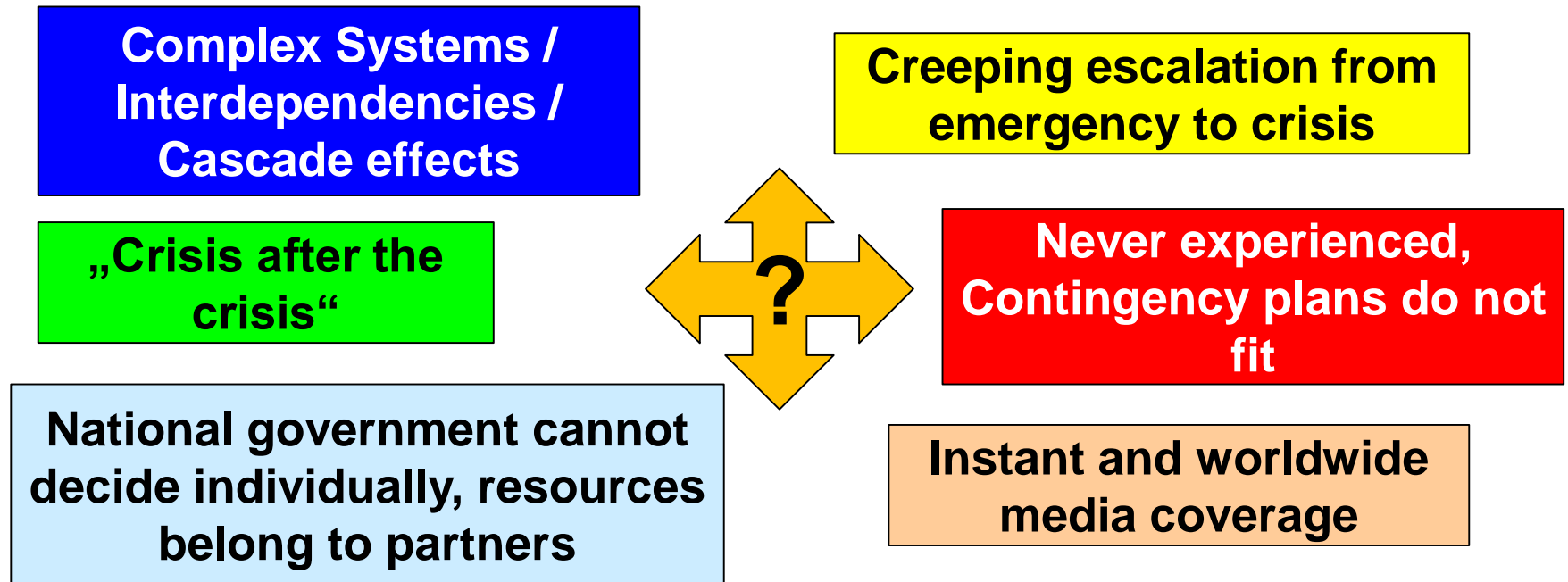
Experts & Methods



Long-term Approach



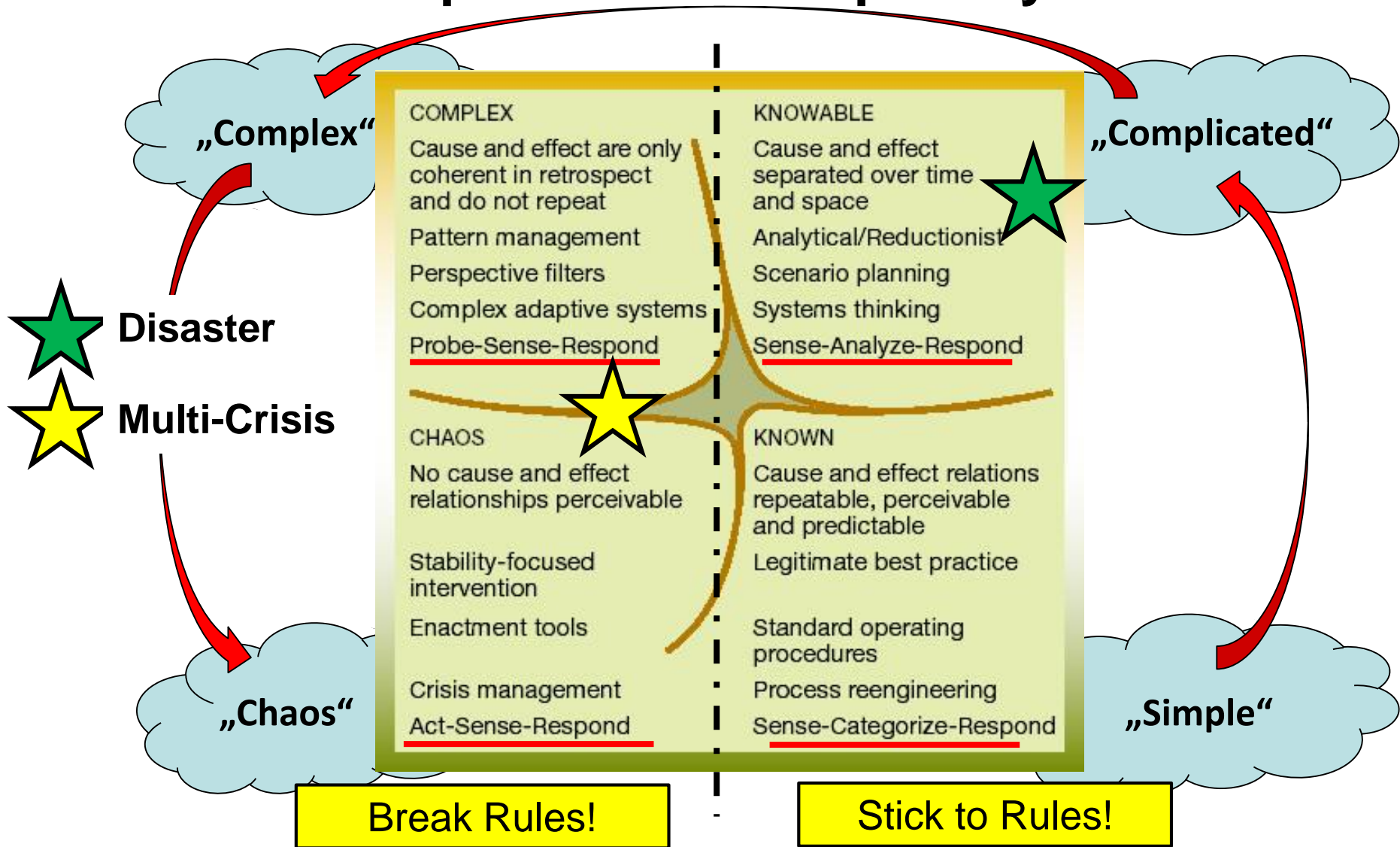
Problem Nr. 1: New kinds of crises



Operational crisis management and coordination is not enough! People are needed who can do strategic, Out-of-the-Box reflections.

Plan vs. reality: identify the difference rapidly!

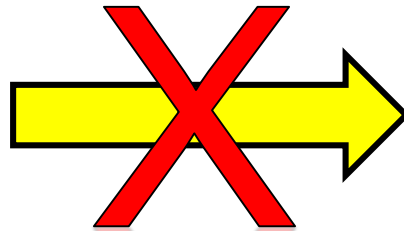
Trend: complicated → complex Systems



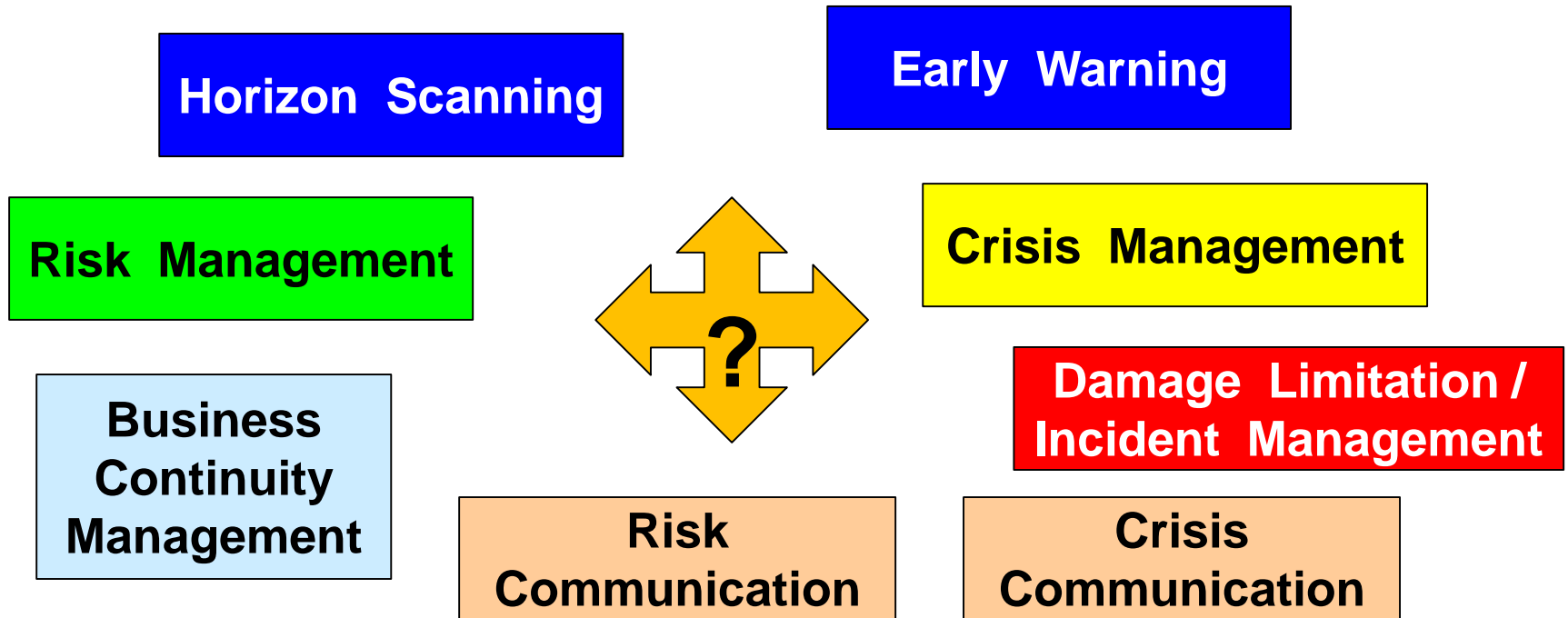
Problems of complex crises...

Models and tools from the “complicated” world are applied to “complex” or even “chaotic” problems...

→ Wrong “toolbox”:



Problem Nr 2: Lack of Coordination in CM



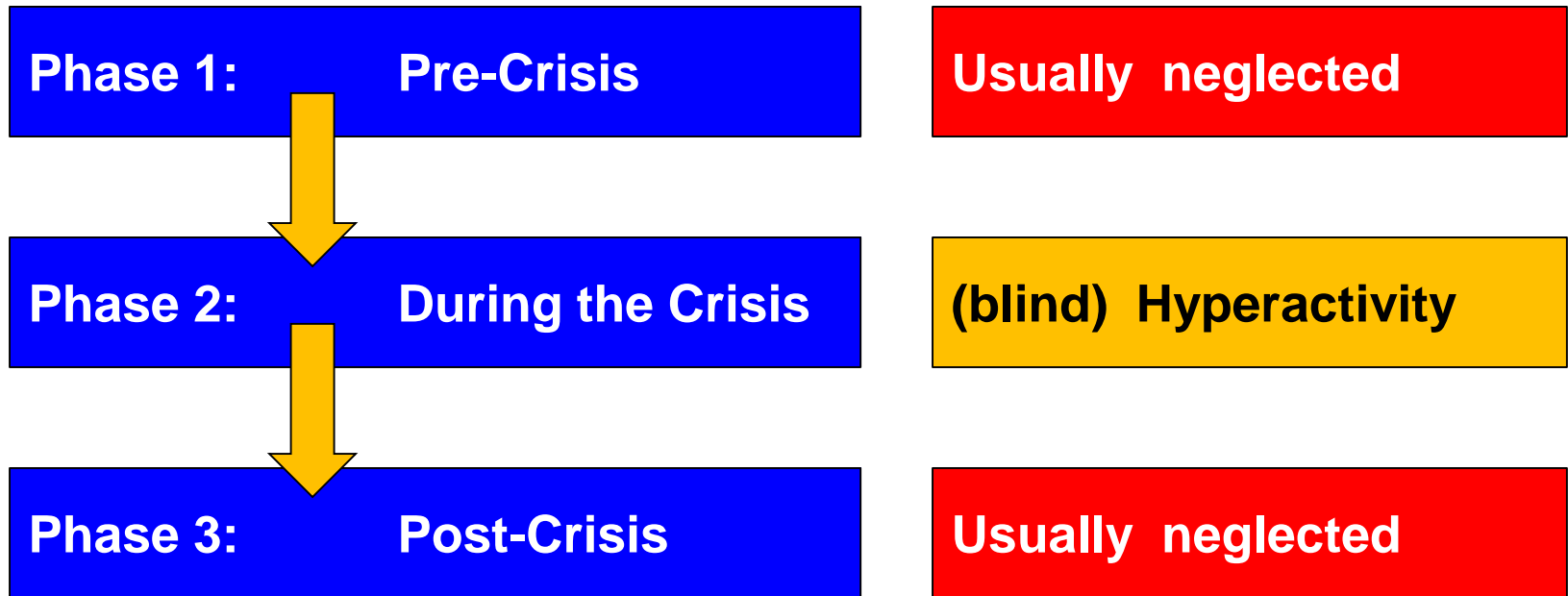
Actors have usually either:

Expertise, Resources or Mandate - But rarely all of them!

Lacking: the whole picture, clear interfaces, CM standards

Who is in charge? Every Office is a small «Kingdom»...

Problem Nr 3: Only Focus on Response



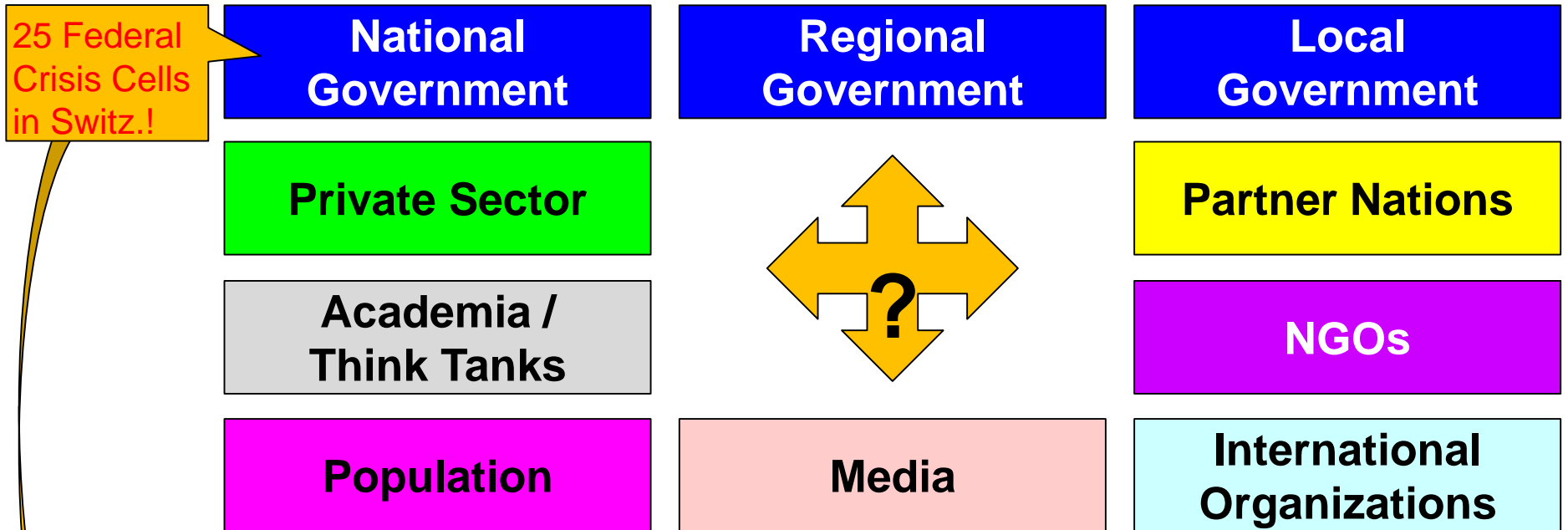
Before a Crisis → Improve Detection, Prevention, Resilience...

During a Crisis → Preparation, Training... saves you Time

After a Crisis → Lessons learned, Implement Measures...

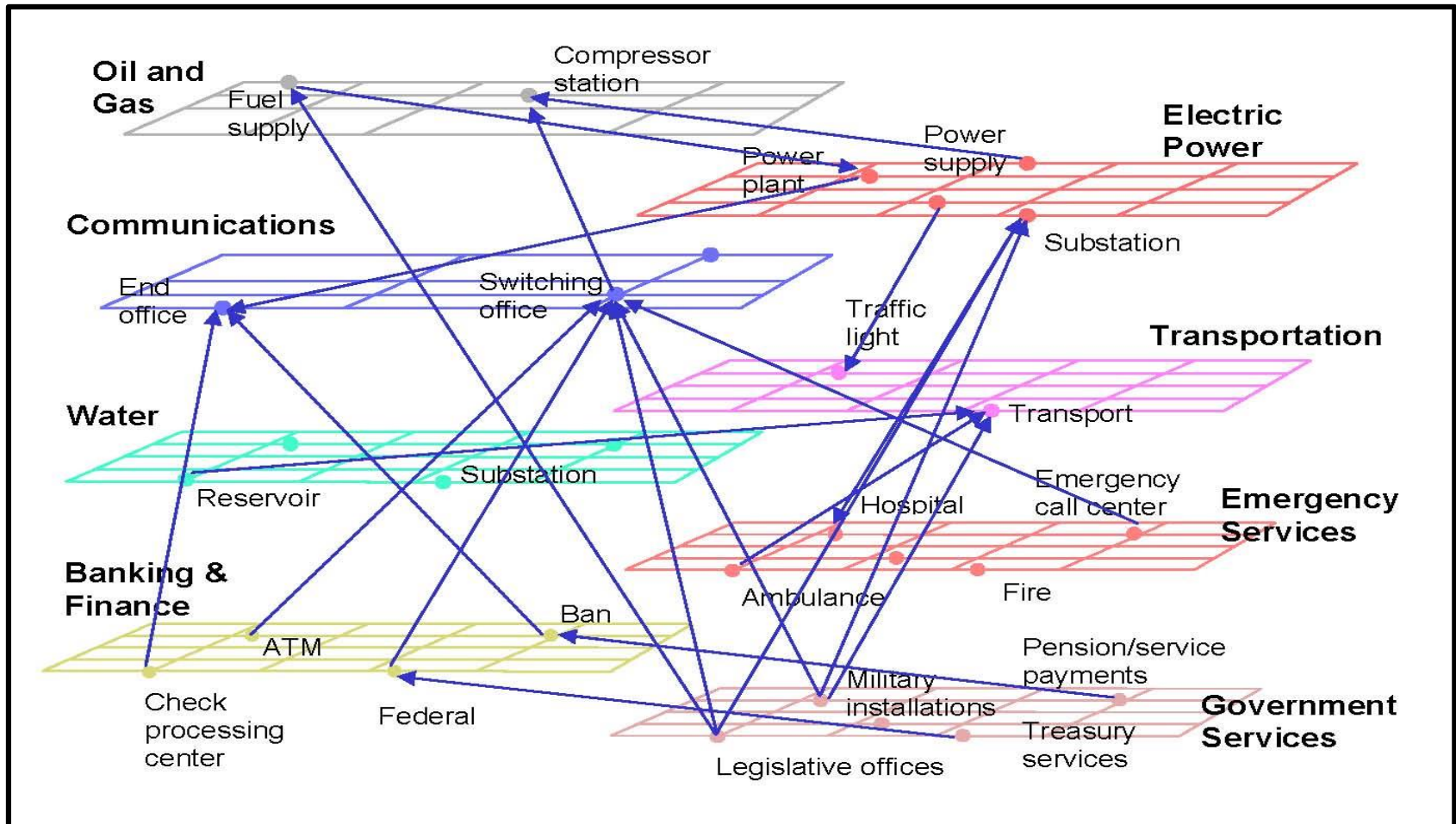
Problem Nr 4: Increasing Number of Actors

(also inside a Government)



- Create Networks, know your Partners, generate mutual Trust
- Plan, Exercises and take Decisions together
- **Specialized crisis cells are silos → wrong approach for complex crises: put key staff of all concerned crisis cells in 1 room!**

Problem Nr 5: Critical Infrastructures



**Growing Interdependencies → Cascading Effects
(E.G.: Blackout, Pandemic, Earthquake)! Understand whole System!**

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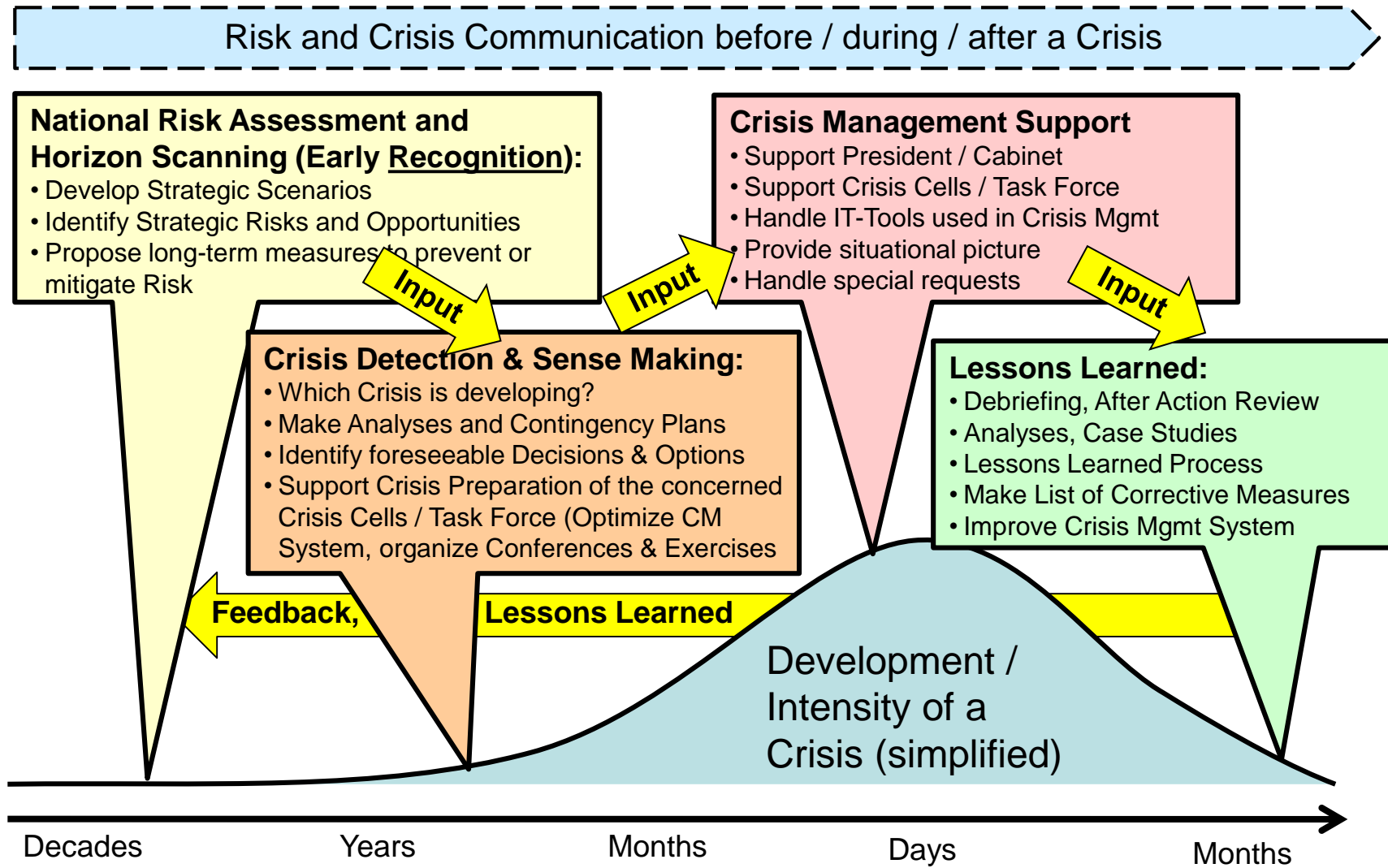
New Approaches to face Challenges in CM

Developed for the Swiss Government 2007 – 2016:

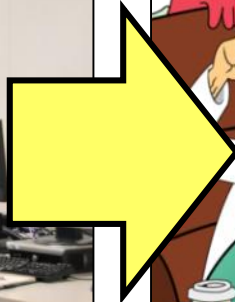
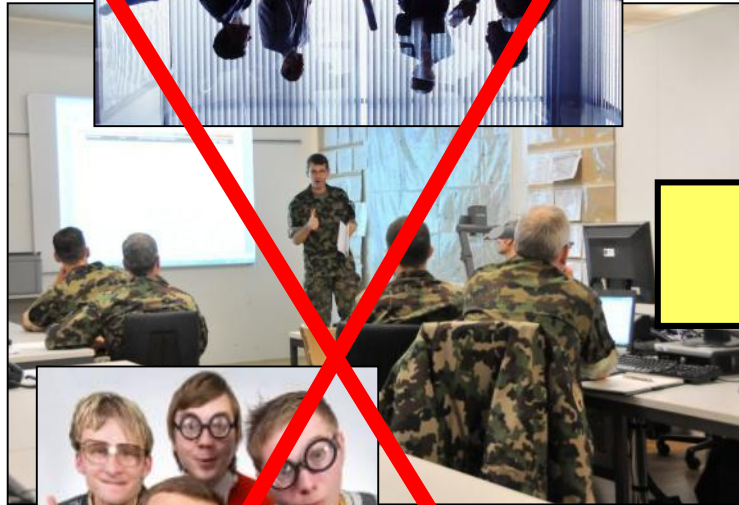


- ❖ **Understanding the essence of Complex Crises**
 - over 1000 pages of research
- ❖ **Comprehensive Crisis Management Model**
 - Links foresight, risk management and crisis management
- ❖ **Crisis Early Detection und Understanding**
 - Service developed, set up and operated for the Swiss Cabinet
- ❖ **“Rapid Reflection Team”**
 - Set up and trained to support federal crisis cells
- ❖ **Scientific Crisis Advisory Group**
 - Concept developed and support unit established
- ❖ **Crisis Cell of the President**
 - Concept developed, established and tested in the strategic crisis exercises, with the President as head of the Crisis Cell (2013, 2017)

Tasks in Crisis Management (simplified)



Crisis cell vs. Rapid Reflection Team



Rapid Reflection Team:

- Group of 5 – 10 people
- Integration of diverse perspectives and backgrounds
- Creativity, Out-of-the-Box thinking, no taboos

Rapid Reflection Team – Lead Questions

1. What is the crisis all about? Political, ethical aspects? «Hidden crisis»?
2. Who are the actors, stakeholders; hidden agendas?
3. Key uncertainties, strategic challenges (short / medium / long term); How could the crisis develop (scenarios?)
4. Desired outcome, strategic options (short / medium / long term); Which mistakes should be prevented?
5. Key messages and vectors (internal, external, stakeholders with special needs)?

Patrick Lagadec et al: Implementing rapid reflection forces, Crisis Response, Vol. 3 Issue 2, 2007 / www.patricklagadec.net
Updated together with Arjen Boin, Eric Stern, Bengt Sundelius in 2014 in the framework of the OECD HLRF



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OECD High Level Risk Forum: Strategic Crisis Management Workshop



- **6 Conferences in Geneva since 2012 on different topics in Strategic Crisis Management**
- **50 participants: Government (20+ countries), Academia, International Organizations, Multinational Companies**
- **Reports: <http://www.oecd.org/gov/risk/crisis-management.htm>**

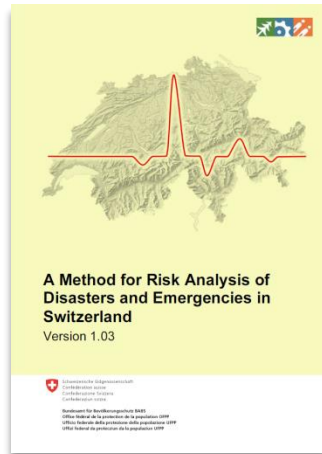
OECD Recommendations on Critical Risks



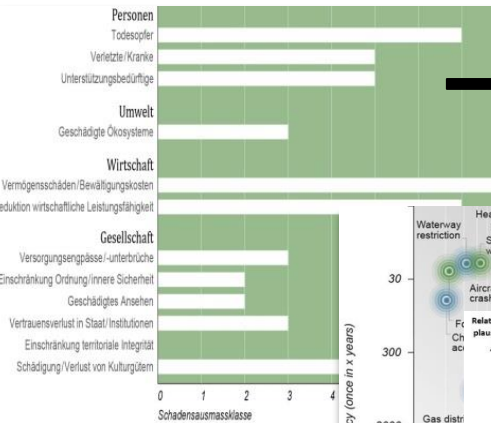
Chapter 4: Crisis Management

- Establish strategic crisis management capacities to **prepare for unknown and unexpected crises**;
- Strengthen crisis leadership, early detection and sense making capacity, and **conduct exercises** to support inter-agency and international co-operation;
- Establish the competence and **capacities to scale up** emergency response capabilities to contend with crises that result from critical risks.

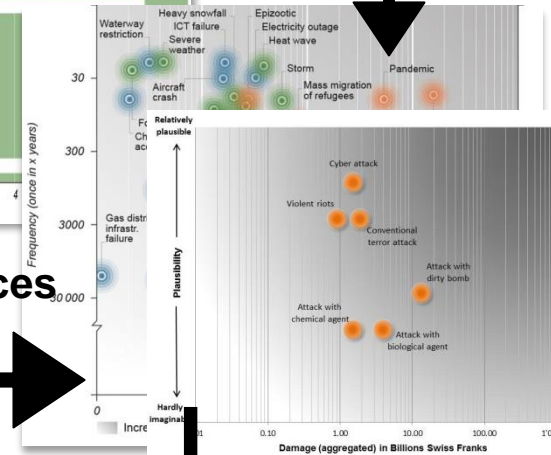
Example for Know-How Transfer: Nat'l Risk Report



Methodology



Consequences



Risk diagrams



Hazard



www.risk-ch.ch

$P(\text{Scenario})$

Risk reports

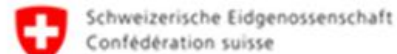


33 Hazard files incl scenario

WCF Global Summit 2018, Geneva

Nicolas G. Mueller, 22 March 2018

NATO PfP Course: National Risk- & Crisis Mgmt



Federal Chancellery
Federal Crisis Management Training

Federal Department of Defense, Civil Protection and Sport
Federal Office of Civil Protection



- Need established with Margareta Wahlström, Director UNISDR in 2012
- Developed and set up 2012 – 2015, by the Federal Chancellery
- First 5-day course organized in **2016** with GCSP and IRGC
Is now offered on a yearly basis by the Swiss Government
- Participants are senior staff in national risk- and crisis management. Only about 50% are from NATO PfP countries, **participants from developing countries** are also welcome



Pro-bono Consulting for Developing Countries

- Since 2007: pro bono consulting for several developing countries and NGOs
- Focus on national risk- and crisis management and strategic foresight
- Sharing of best practices and examples, counselling concerning specific risks, helping to improve methodology

Lesson:

- **Developing countries have brilliant (young) people in their National Crisis Management**
 - **Sharing best practices can have a huge impact to improve their National Crisis Mgmt**
- Lives can be saved and Suffering is reduced**



Lectures at the Geneva School of Diplomacy



- Since 2012: lectures, seminars and DIR thesis supervision
- Focus on national risk- and crisis management and strategic foresight
- Executive students are **diplomats, UN senior staff or NGO managers** → direct know-how transfer to governments or projects in developing countries

Questions?



*Thank you for
your Attention*

Nicolas Mueller

❖ Education:

- PhD Physicist / MBA Toronto & GEMBA St. Gallen
- Doctorate in Int'l Relations (GSD / Harvard Kennedy School - ongoing)

❖ Experience:

- 6 years **Research** in Laserengineering / Nanoscience
- 3 years **ICRC Delegate** (Afghanistan, Pakistan, Central Asia, Geneva)
- 4 years International Strategy- und Risk Management **Consulting**
- 3 years Project Manager in **Information Operations Force**
- **Head Federal Crisis Management Training Center 2007-2016**
- Member: **WEF Advisory Board, OECD Steering Committee**

❖ Lecturing:

- Adjunct **Professor in international Relations** at the Geneva School of Diplomacy
- **Dr. h.c.** in international Relations (2013, UBIS)

❖ **Colonel (General Staff)** (Former Battalion Commander and Deputy Head of Operations, Swiss Land Forces)

❖ 49, married, 1 son (5 years), 1 daughter (4 years)