

#### CRISIS MANAGEMENT & COMMUNICATION DR. JON-HANS COETZER







## **CRISIS MANAGEMENT**





## **A VERY VALUABLE ASSET!**















## **CRISIS MANAGEMENT**

Case study...Air India IC 814: The perfect storm





## **ICRC FIELD OPERATIONS**



## **ICRC SECURITY RULES**



Danger and risk is the norm – it is part of the working environment – be alert and prepared. Establish contact with all parties to a conflict. Preserve the neutrality, indenpendence and impartiality of ICRC's actions. To promote compliance with International Humanitarian Law (IHL).



### ICRC SECURITY RULES – NOT NEGOTIABLE!



#### ROUTE OF AIR INDIA FLIGHT IC-814





## **PARTIES INVOLVED**





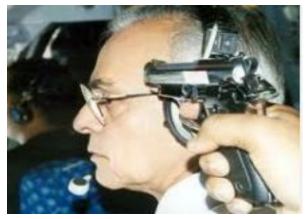
## FLIGHT IC-814





Rupin Katyal







#### CRISIS MANAGEMENT: A PARADIGM OF FAILURE?

Inability to establish a single and unique centre of command within a reasonable time

Reasonable time, in a crisis, is to be measured in minutes not hours nor days.

Emergency response systems in place at various levels but no central command leading to inaction and delay.

Undignified jockying for centre position and for media projection.

Institutional failure.

Inability to install or activate a clear line of communication with and between the various actors.

No co-ordinated media response – government and officials spoke in a hundred conflicting voices.





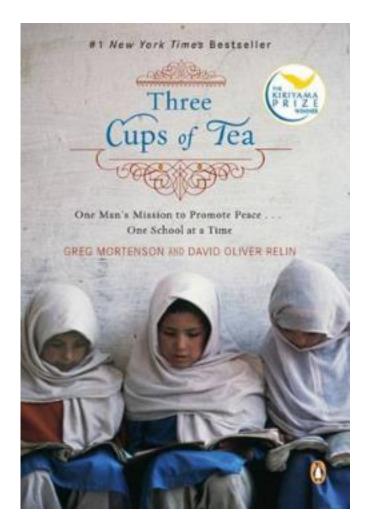
#### THE REALITY ON THE GROUND





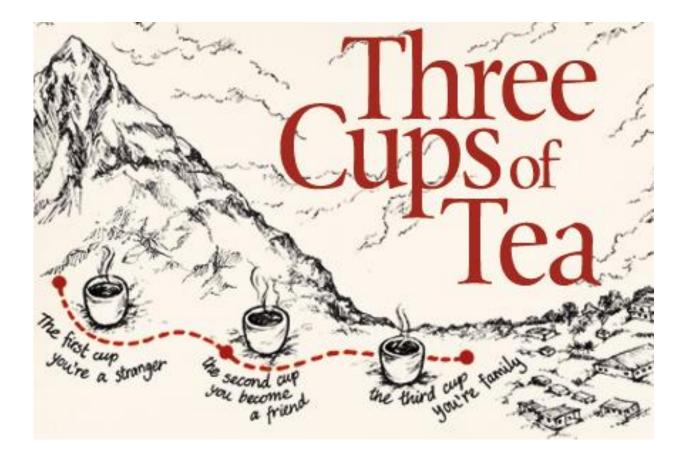


#### KNOW YOUR 'CLIENTS' - CUSTOMS & CULTURE





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"If anyone slays a person - unless it be for murder or for spreading mischief in the land - it would be as if he slew all people. And if anyone saves a life, it would be as if he saved the life of all people." Quran 5:32



#### KNOW YOUR 'CLIENTS' - CUSTOMS & CULTURE

## **HOSTAGE SWAPS**

On Dec 8, 1989, Rubaiya Sayeed, daughter of then home minister of India Mufti Mohammad Sayeed, was kidnapped by four JKLF militants. She was freed on Dec 13 after then V.P. Singh govt released five militants





 On Dec 24, 1999, New Delhi bound
Indian Airlines flight IC-814 was hijacked after taking off from Kathmandu. It was forced to land in Kandahar. The crisis ended seven days later after India released Mushtaq Ahmed Zargar, Ahmed Omar Saeed & Maulana
Masood Azhar

Collector of Orissa's Malkangiri district, R. Vineel Krishna, was abducted by Maoists in Chitrakonda on Feb 16, 2011. He was released nine days later after state govt accepted all 14 demands of Maoists, including release of some rebel leaders



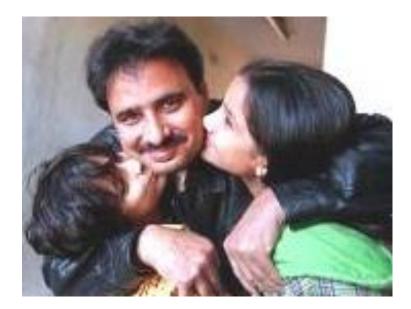


On March 14, 2012, Maoists kidnapped Italian tourists Bosusco Paolo & Claudio Colangelo from Kandhamal in Orissa. State govt facilitated release of Subhrashee, wife of Maoist leader Sabyasachi Panda, in exchange for their release



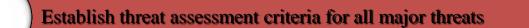
#### HOSTAGES RELEASED ON 31 DECEMBER 1999







#### FINAL THOUGHTS



Create standard crisis response protocols for all threats

Establish a crisis command and a clear chain of

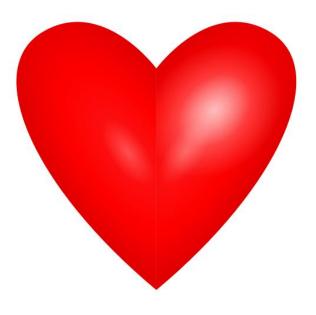
accountability.

Establish crisis communication systems.

Establish training standards and provide curricula for all emergency response agencies.

#### ANOTHER GOLDEN RULE: COOL HEAD + WARM HEART









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