

Consular Contingency Plan

Your step-by-step practical guide
to react to and mitigate the impacts
of crises on nationals abroad

Migrants in Countries in Crisis: Supporting an Evidence-based
Approach for Effective and Cooperative State Action

Project funded by the EU



Project implemented by ICMPD



In cooperation with CFO



Consular Contingency Plan: introduction

Contingency planning plays a crucial role in helping governments and other actors react to and mitigate the risks associated with crises. Consular contingency plans should be updated regularly and take into account nationals' presence in the country of destination, potential needs, and capacities. A good plan is flexible, actionable, clear, and adapted to relevant regional, national, and local dynamics. Maintaining regular exchanges of information with the government and embassies in the country of destination, and sharing contingency plans where relevant and possible, is important to ensure coherence and complementarity.

How to use this tool:

This interactive template can be navigated like a pdf with some additional built-in functionality. You can enter information into the text boxes to create your customised contingency plan to be saved and printed. As you continue through the template you will find icons offering guidance and providing best practices :



Need for clarification? This TIP icon will provide useful **INFORMATION**.



Click on this icon to see **KEY POINTS** for consideration.



Would you like **CONCRETE EXAMPLES** on the subject? This icon is the one you'll need.



Do you need extra info? This icon will lead you to **EXTERNAL LINKS AND RESOURCES**.

➔ **TIP!** Roll your mouse over the icons to get more information !

**EMBASSY
OF**

(Country of origin)

IN

(Country of destination)

CONTINGENCY PLAN

AS OF

(Date)



A non-interactive version of the template is available for consular staff to complete, print and use here:
www.icmpd.org/our-work/migrants-in-countries-in-crisis

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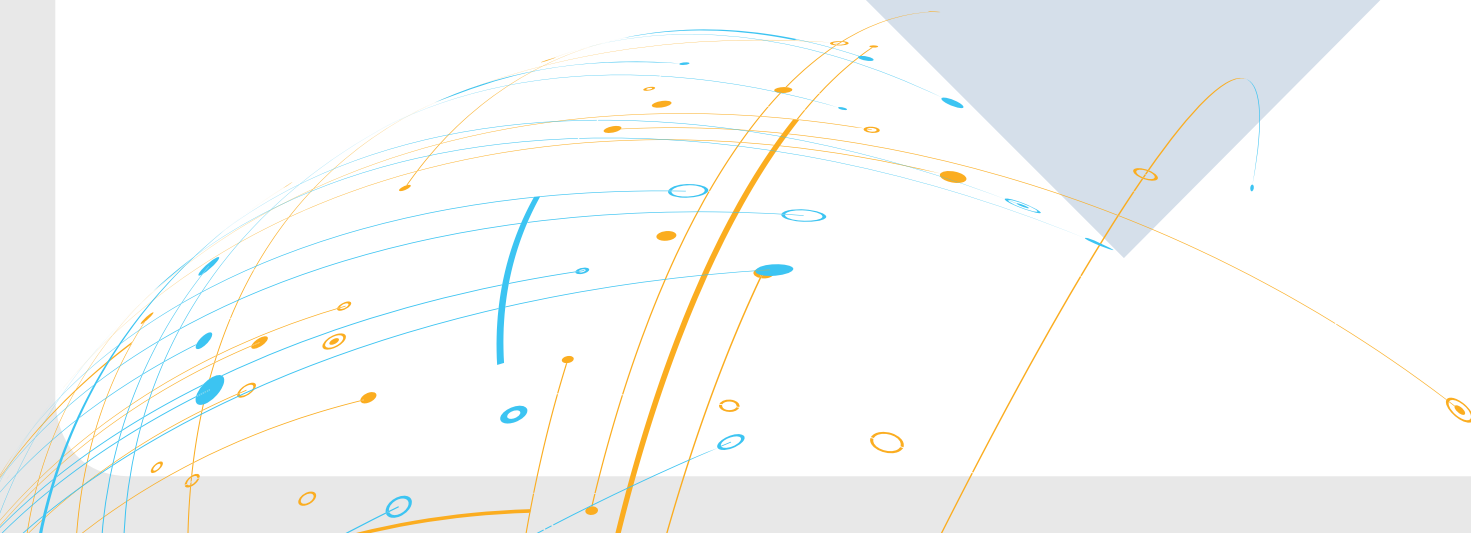


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Country Profile



A. Host Country Maps

Host country profiles include various types of maps of the country identifying points of interest. These maps give decision makers a large scale picture of the area of operations.

The most widely-used maps for operations are physical maps, political maps, transport maps, demographic maps, and hazard maps.



What maps of the country of destination are available?

- ➔ General geographic maps
- ➔ Road maps
- ➔ City maps
- ➔ Demographic maps

B. Host Country Profile

A general description of the political, security, social, economic or demographic situation of the country.



→ What is the official name of the country?

→ What is the population of the country?

→ What is its main form of government and names of key officials?

→ What are the recent political/security/economic/demographic developments that have an impact on the situation of migrants?

→ What is its capital and other key geographic spots?

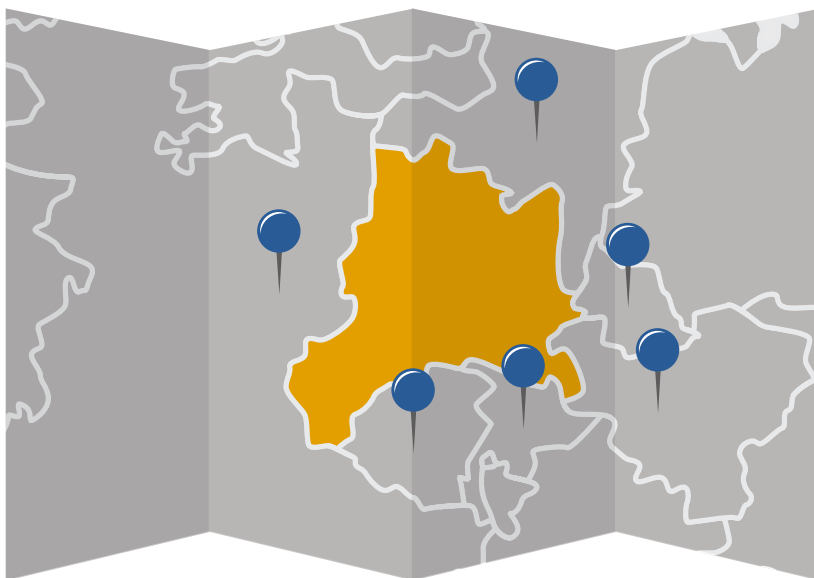
→ What are the bordering countries?

→ What are its geographic features that facilitate or hinder movement?

→ What are the seasons or the weather patterns that would affect movement?

C. Neighbouring Countries

A general description of the political, security, social, economic, or demographic situation of the neighbouring countries.



→ What is the official name of the bordering countries?

→ What are the recent political/security/economic/demographic developments that have an impact on the situation of migrants?

→ Where are the border crossings/point of debarkation to the main area of operations?

→ Is there an Embassy or consulate based in the neighbouring countries?




Migrant Community



A. Profile of Citizens in Country of Destination

A description of the most important subject of the contingency plan, the migrants.
People will always be the first and most important consideration of any contingency plan.


 Click on the icon to learn about
Migrant Registration.


➔ The total number of _____ citizens in _____ is _____
broken down as follows: (Nationality) (Country of destination)


 SEX	COUNT
Male	
Female	

 STATUS	COUNT
Regular	
Irregular	

 OCCUPATION	COUNT

 FAMILY STATUS	COUNT
Living alone	
Living with family (Married to Host Country Nationals and with family)	

 AGE	COUNT
0 to 5	
6 to 18	
18 to 55	
55+	

 SPECIAL CIRCUMSTANCES	COUNT
Prisoners	
Mental health concerns	
Physical health concerns	
Pregnant	



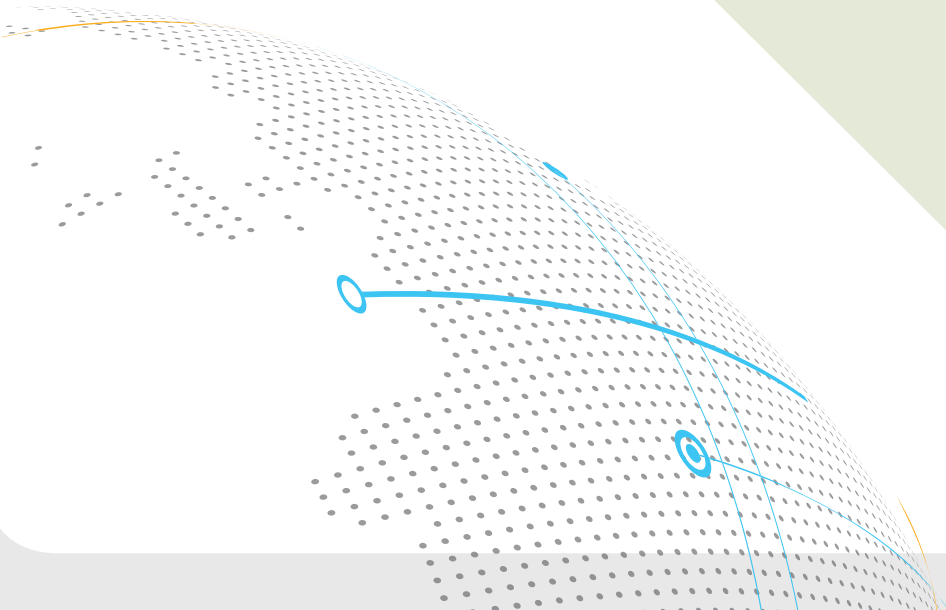
B. Zoning Plan

A description of the physical subdivision of the area of operations for the implementation of the contingency plan.

ZONE	AREA COVERED	PERSON IN CHARGE <i>(Name and contact details)</i>	NUMBER OF MIGRANTS



Situation Analysis



A. Risk Assessment and Threat Identification

A description of the various threats that might impact migrants in the country of destination.










Using the table, score each hazard on probability. This assessment is completely subjective. There is no right or wrong score; just use your judgment and previous experience to score each subject as you see fit.






Probability Rating : 5-Very High; 4-High; 3-Medium; 2-Low; 1-Very Low

INFORM is a global, open-source risk assessment for humanitarian crises and disasters. It can support decisions about prevention, preparedness and response. Country risk profiles for 191 countries are available here: www.inform-index.org



Click on the icon to check out the Pandemic Alert Levels.

TYPE OF HAZARD	PROBABILITY 1-5 Likelihood of event occurring
 Tornado	
 Hurricane / Typhoon	
 Flood	
 Landslide	
 Tsunami	
 Earthquake	
 Aviation, Maritime or Other Transportation Disaster	
 Drought	
 Other Environmental Disasters (Massive Fire, Oil Spill, Nuclear, etc.)	

TYPE OF HAZARD	PROBABILITY 1-5 Likelihood of event occurring
 Infectious Disease Outbreak or Pandemic	
 Act of Terrorism	
 Act of War	
 Civil Unrest	
 Chemical, biological, radiological and nuclear (CBRN) Incident	

















B. Vulnerability/Impact Assessment

A description of the effects to migrants should the identified threats materialize.

Using the table, score each hazard on potential impact. This assessment is completely subjective. There is no right or wrong score; just use your judgment and previous experience to score each subject as you see fit.

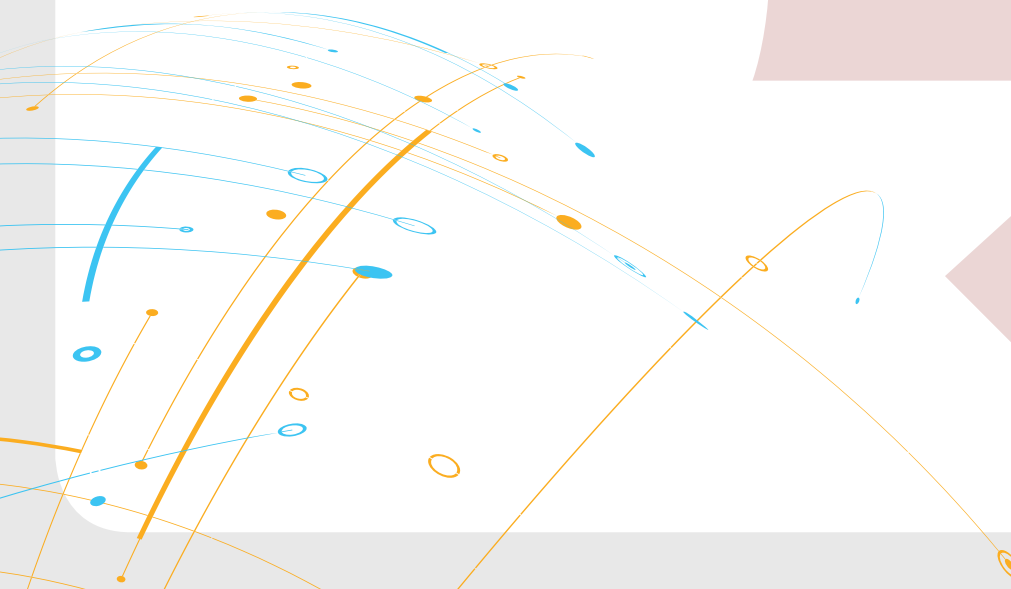
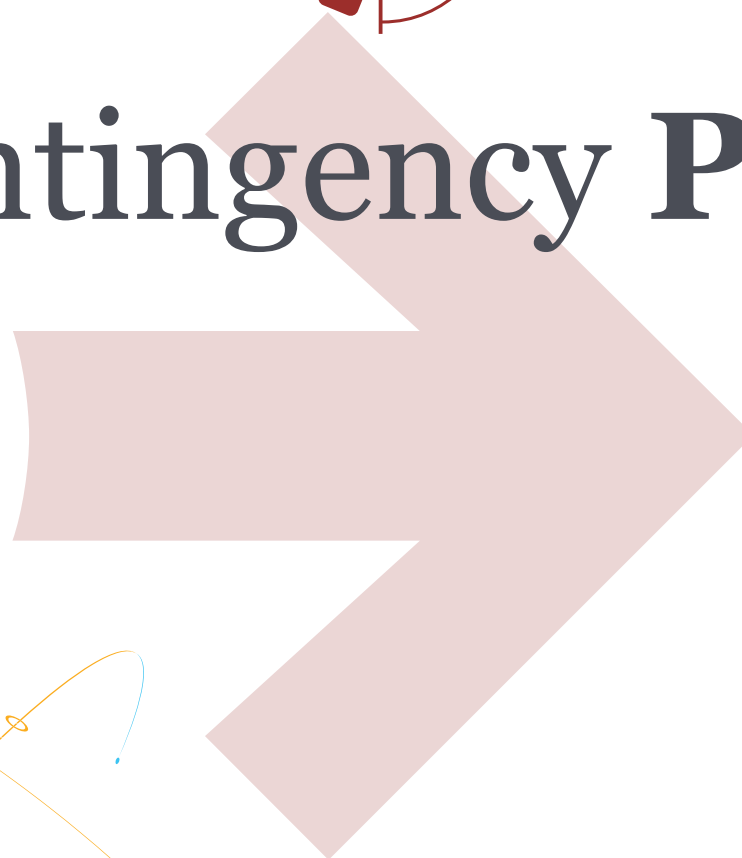
Impact Rating : 5 - Terminal; 4 - Devastating; 3 - Critical; 2 - Controllable; 1 - Irritating

TYPE OF HAZARD	IMPACT How serious is the event: 5 = maximum, 1 = minimum
 Tornado	
 Hurricane / Typhoon	
 Flood	
 Landslide	
 Tsunami	
 Earthquake	
 Aviation, Maritime or Other Transportation Disaster	
 Drought	
 Other Environmental Disasters (Massive Fire, Oil Spill, Nuclear, etc.)	

TYPE OF HAZARD	IMPACT How serious is the event: 5 = maximum, 1 = minimum
 Infectious Disease Outbreak or Pandemic	
 Act of Terrorism	
 Act of War	
 Civil Unrest	
 Chemical, biological, radiological and nuclear (CBRN) Incident	



Contingency Plan



A. Objectives

“DEFINE THE MISSION!”

Defining the mission is one of the most important, if not the most important, part of the contingency plan. Defining the mission changes the purpose, focuses the efforts, and guides the actions of the Embassy or the Consulate.

The regular mission of embassies and consulates is to enhance relationships between states by performance of such activities as political reporting, economic representation, and cultural outreach.

Activation of the contingency plan supersedes the regular work of the embassy or consulate with the new priorities dictated by the Plan.





A. Objectives / I. Primary & Secondary Objectives



PRIMARY OBJECTIVES

Statement of the primary objective.



SECONDARY OBJECTIVES

Statement of the secondary objectives.






B. Creation of the Crisis Management and Support Teams



CRISIS MANAGEMENT TEAM (CMT)

 Click to go to annex that will show CMT composition

Description of the Crisis Management Team, their composition, and functions.

- ➔ CMT Leader
- ➔ CMT Assistant Leader
- ➔ CMT Member – Administration
- ➔ CMT Member – Logistics
- ➔ CMT Member – Finance
- ➔ CMT Member – Communications

SUPPORT TEAMS

Description of the Support Teams, their composition, and functions.

- ➔ Neighbouring Posts
 - Team Leader:
 - Member:
 - Member:
- ➔ Supporting Posts
 - Team Leader:
 - Member:
 - Member:
- ➔ Home Office Teams
 - Team Leader:
 - Member:
 - Member:
- ➔ Rapid Response Teams



C. Implementation of the Plan

ALERT LEVEL SYSTEM

The Alert Level System is a primary tool a Government can utilise when handling a crisis concerning its migrants.

It is important that government staff understand how its own alert levels correspond to the alert levels of the country of destination.

An example of an Alert Level System, based on the Alert Level System of the Philippines:

 **Phase I – ALERT LEVEL 1 – Precautionary Stage**

When implicit signs of unrest or instability are perceived.

 **Phase II – ALERT LEVEL 2 – Restriction**

When threat of disturbance is imminent.

 **Phase III – ALERT LEVEL 3 – Relocation**

When the initial signs of disturbance are visible.

 **Phase IV – ALERT LEVEL 4 – Evacuation**


When danger to human life becomes unavoidable.





C. Implementation of the Plan

I ALERT LEVEL 1 / PRECAUTIONARY

 <div>ALERT LEVEL 4</div> <div>ALERT LEVEL 3</div> <div>ALERT LEVEL 2</div> <div>ALERT LEVEL 1 Precautionary</div>	INDICATORS
	1.
	2.
	3.
	ACTIONS TO BE TAKEN
	➔ By the Embassy

	➔ By the Neighbouring/Supporting Posts

	➔ By the Home Office

	➔ By the Migrant Community





C. Implementation of the Plan

II ALERT LEVEL 2 / RESTRICTION OF MOVEMENT

<div><div>ALERT LEVEL 4</div><div>ALERT LEVEL 3</div><div>ALERT LEVEL 2 Restriction of movement</div><div>ALERT LEVEL 1</div></div>	INDICATORS
	1.
	2.
	3.
<div></div>	ACTIONS TO BE TAKEN
	➔ By the Embassy

	➔ By the Neighbouring/Supporting Posts

	➔ By the Home Office

	➔ By the Migrant Community



C. Implementation of the Plan

III ALERT LEVEL 3 / RELOCATION / VOLUNTARY REPATRIATION

▶	ALERT LEVEL 4	:	INDICATORS																																																													
	ALERT LEVEL 3 Relocation / Voluntary repatriation		1.	2.		ALERT LEVEL 2		3.		ALERT LEVEL 1		ACTIONS TO BE TAKEN				➔ By the Embassy							➔ By the Neighbouring/Supporting Posts							➔ By the Home Office							➔ By the Migrant Community			
	1.																																																															
	2.																																																															
	ALERT LEVEL 2		3.																																																													
	ALERT LEVEL 1		ACTIONS TO BE TAKEN																																																													
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			➔ By the Migrant Community																																																													
																																																															
																																																															
																																																															





C. Implementation of the Plan

IV ALERT LEVEL 4 / MANDATORY EVACUATION

▶	ALERT LEVEL 4 Mandatory evacuation	INDICATORS
	ALERT LEVEL 3	1.
	ALERT LEVEL 2	2.
	ALERT LEVEL 1	3.
		ACTIONS TO BE TAKEN
		➔ By the Embassy
	
	
		➔ By the Neighbouring/Supporting Posts
	
	
		➔ By the Home Office
	
	
		➔ By the Migrant Community
	
	





D. Mobilisation Plan

Mobilisation Plan refers to the plan for the actual movement of people. This would include the Crisis Management Team, the Field Teams, Nearby Post Teams, Support Teams, Rapid Response Teams, and migrants.

I PRE-MOBILISATION

ZONE	RALLYING POINTS	POSSIBLE RELOCATION SITE	SAFE ROUTES	PROBABLE EXIT POINT <i>See Host Country Maps</i>	TYPE <i>Refers to mode of mobilisation (i.e. by bus from relocation shelter to airport, then by plane or ship)</i>	DISTANCE/ TIME FROM RELOCATION SITE	NOTES





D. Mobilisation Plan

Mobilisation Plan refers to the plan for the actual movement of people. This would include the Crisis Management Team, the Field Teams, Nearby Post Teams, Support Teams, Rapid Response Teams, and migrants.

II MOBILISATION

TEAM	MOVEMENT <i>(land, bus, plane, etc)</i>	MISSION <i>(Evacuation or repatriation)</i>



D. Mobilisation Plan

Mobilisation Plan refers to the plan for the actual movement of people. This would include the Crisis Management Team, the Field Teams, Nearby Post Teams, Support Teams, Rapid Response Teams, and migrants.

III RELOCATION

SUPPLY NEEDED	MINIMUM REQUIREMENTS	NO. OF RELOCATED MIGRANTS	TOTAL NEED
WATER	1,5 liters per person per day		
FOOD	2,100 kCal per person per day		
SHELTER	3.5 sq. m. per person		
SANITATION	1 toilet per 20 persons		



D. Mobilisation Plan

Mobilisation Plan refers to the plan for the actual movement of people. This would include the Crisis Management Team, the Field Teams, Nearby Post Teams, Support Teams, Rapid Response Teams, and migrants.

IV EVACUATION

MOVEMENT DATE	MODE OF TRANSPORT	FLIGHT/VOYAGE DETAILS	NUMBER OF MIGRANTS TO BE EVACUATED	NOTE





D. Mobilisation Plan

Mobilisation Plan refers to the plan for the actual movement of people. This would include the Crisis Management Team, the Field Teams, Nearby Post Teams, Support Teams, Rapid Response Teams, and migrants.

V TRANSIT

Team would assist in the transit of evacuated migrants through

Team would assist in the transit of evacuated migrants through

Team would assist in the transit of evacuated migrants through

VI ARRIVAL

Home Office Teams would assist evacuated migrants upon arrival.

VII POST-ARRIVAL

Post-arrival services would be provided by the pertinent Government Agencies





E. Communication Plan

Communication is crucial to the Crisis Management Team. It is through communication that information is received and disseminated, that orders are given and acknowledged. Consulates are a key conduit for information dissemination and communication with citizens abroad. Due to their presence in the country of destination, they have access to country-specific information. Measures that consulates can use to reach out to their citizens include familiarising them with emergency contacts, procedures, and contingency and evacuation plans. Special events at consular posts, such as national holidays can present a good opportunity to reach out and share information.

Consular websites can amplify social media and other methods for citizens to contact their family members to update them on their safety and needs.

Communication channels can take advantage of social media, places of worship, and migrants' connections with their families and communities in their country of origin. Involving migrants and civil society or faith-based organisations in establishing communication channels before a crisis strikes can facilitate communication with migrants, particularly those who are hard to reach, in times of crisis.



COMMUNICATION MODE	VULNERABILITY	ALTERNATIVE



F. Logistical Requirements

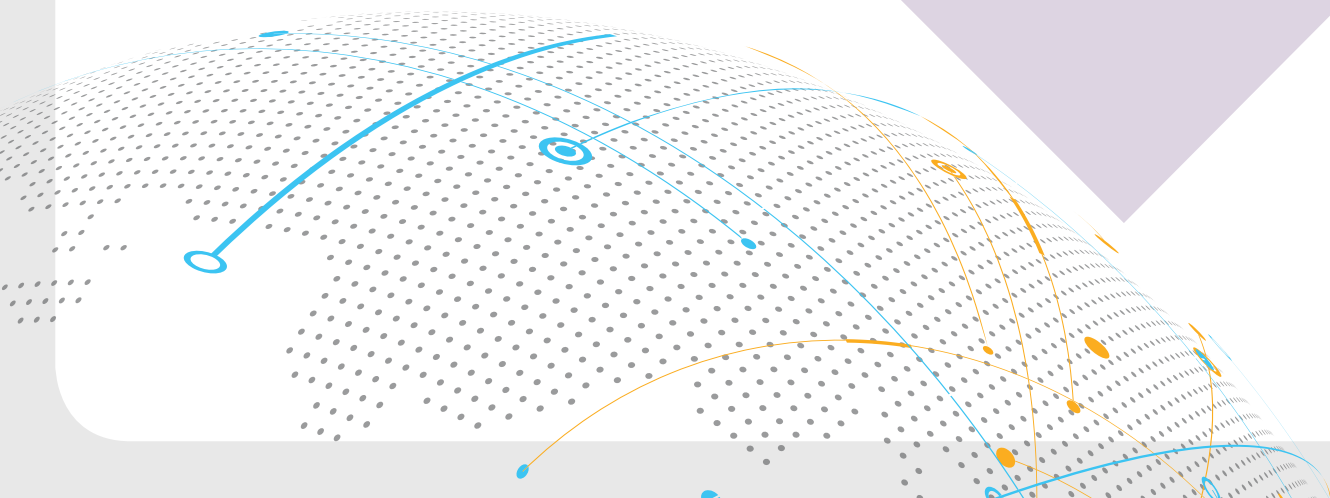
Logistics comprise the supplies, equipment, and funds that would be utilized in the mission. Each Team is responsible for detailing its needed logistics and should have it prepared beforehand. This Section of the contingency plan would only focus on the logistics required by the migrants during their relocation or evacuation.

ITEM	QUANTITY	ESTIMATED PRICE PER UNIT	TOTAL PRICE
TOTAL			





Annexes



[illegible]

[illegible]



[illegible]

[illegible]





B. Pandemic Alert Level System

CATEGORY: BLUE

-  **TRIGGER** Default status for known disease-prone areas or those who are known to have weak medical infrastructure to cope with an outbreak.
-  **ACTIONS**
- ➔ Gather Intelligence.
 - ➔ Number of citizens in a given country, preferably per region.
 - ➔ Geographic concentration of citizens.
 - ➔ Condition of citizens, especially those considered high-risk such as medical workers.
 - ➔ Health infrastructure of the host country.
 - ➔ Location of major hospitals and medical laboratories.
 - ➔ Presence of local and international aid agencies.
 - ➔ Previous pathogens and history of epidemics (refer to advisories from WHO and each country's Ministries of Health).
 - ➔ Liaise with pertinent host government agencies and international organisations.

CATEGORY: YELLOW

-  **TRIGGER** Reports of sporadic or isolated cases of disease with epidemic potential. A pathogen has caused sporadic cases or small clusters of disease in people, but has not resulted in widespread transmission (i.e. human-to-human, airborne, respiratory droplet, direct contact, foodborne, waterborne or other form of transmission) sufficient to sustain a community-level outbreak.
-  **ACTIONS**
- ➔ Activate Support Structures: Home Office, Neighbouring Posts, Migrant Communities, Host Government Agencies, especially the Ministry of Health, International Organisations, Health NGOs
 - ➔ Identify outbreak areas and possible infection vectors
 - ➔ Identify groups of citizens who are most vulnerable
 - ➔ Check the estimates and supplies
 - ➔ Distribute health advisories through Area Coordinators
 - ➔ Update projected financial needs based on number of citizens under area of jurisdiction.
 - ➔ Re-briefing of Consulate personnel on contingency plan
- FOR HOME OFFICE:**
- ➔ Forward the information to the Department of Health and request a coordination meeting with relevant stakeholders.

B. Pandemic Alert Level System

CATEGORY: ORANGE



TRIGGER

Reports of local transmission on community. Widespread transmission of pathogen able to sustain community-level outbreaks has been verified.



ACTIONS

- ➔ Disseminate latest health information among citizens and urge restriction of movement, stressing that limitation of contact can limit the spread of disease.
- ➔ Re-briefing of Consulate personnel on contingency plan
- ➔ Maintain close liaison with host government, especially the Ministry of Health, international health organisations and health NGOs.
- ➔ Maintain close liaison with employers and agencies employing citizens in country regarding their plans to safeguard the health and safety of workers.
- ➔ Inform the Home Office of developments.

FOR HOME OFFICE

- ➔ Forward information to the Department of Health and request convening a meeting with relevant stakeholders.
- ➔ Report regarding community-level outbreak of disease/ Report on the containment efforts of host government/travel restrictions
- ➔ Assessment of host country's medical capability and infrastructure

ACTIONS UNDERTAKEN BY POST

- ➔ Secretary of Foreign Affairs to decide raising Disease Outbreak Category Orange and inform the President
- ➔ Secretary of Foreign Affairs may decide to request the cessation of deployment of workers, both new hires and returning, into the infected country.



B. Pandemic Alert Level System

CATEGORY: RED



TRIGGER Reports of widespread transmission of disease between cities and provinces and/or across country borders. Widespread transmission of pathogen was not contained at community level and has spread to major population centres and provinces. Transmission of pathogen has not been contained within national borders and has spread to other countries.



ACTIONS

- Monitor the development of the spread of disease, especially the transmission vector.
- New and active cases, as well as deaths, aggregated by weeks and per geographic division
- New and active cases, as well as deaths, aggregated by population sector, especially those identified as high-risk

REPORT ON NATIONAL-LEVEL CAPABILITY TO RESPOND TO THE DISEASE

- Number and location of treatment centers
- Number of treatment beds
- Staff-to-bed ratios
- Health care workers affected
- Accessibility to laboratory facilities
- Proper triage/ investigation spaces designated
- Presence of safe transportation systems to treatment centers
- Diagnostic capacity
- Access to WHO-recognized laboratories
- Number of tests able to perform per week
- Surveillance and contact tracing
- Completeness of weekly active surveillance reports
- Number of contacts being traced
- Percentage of contacts followed for the whole incubation period
- Safe burial
- Number of trained and equipped burial teams
- Number of safe burials per week

SOCIAL MOBILISATION

- Presence of social mobilisation programs and capacity
- Secure transport for infected patients
- Report on the criteria used for exit screening for international airports, seaports and major land crossings

FOR HOME OFFICE

- Forward the information to the Department of Health and request convening a meeting with relevant stakeholders.
- Report regarding community-level and/ or international outbreak of disease/ Report on the containment efforts of host government
- Assessment of host country's medical capability and infrastructure
- Report on travel restrictions
- Mobilisation of the WHO and International Health NGOs

ACTIONS UNDERTAKEN BY POST

- Secretary of Foreign Affairs to decide raising Disease Outbreak Category Red and inform the President
- Secretary of Foreign Affairs may recommend to the Secretary of Labor for the cessation of deployment of workers, both newly-hired and returning, into the infected countries.
- Secretary of Foreign Affairs may recommend travel ban on countries affected.
- Secretary of Foreign Affairs may suspend visa regimes, ad interim, on affected countries.

Back to Risk
Assessment
and Threat
Identification



C. Alert levels “Cheat sheet”

CONTACTS	
NAME/AGENCY	CONTACT DETAILS (PHONE, EMAIL, SKYPE)

CONTINGENCY PLAN	
DATE	
Total Migrants	
Zone A	
Zone B	
Zone C	
Men / Women	
DH / LSW	
Physical / Men- tal LCap	
Pregnant	
Sick	
Airport 1	
Airport 2	
Seaport 1	
Seaport 2	
Crossing 1	
Crossing 2	
Alternate 1	
Alternate 2	





C. Alert levels “Cheat sheet”

ALERT LEVEL 1			ALERT LEVEL 2			ALERT LEVEL 3			ALERT LEVEL 4		
Trigger			Trigger			Trigger			Trigger		
CMT Tasks			CMT Tasks			CMT Tasks			CMT Tasks		
NPT Tasks			NPT Tasks			NPT Tasks			NPT Tasks		
ST Tasks			ST Tasks			ST Tasks			ST Tasks		
Migrants Task			Migrants Task			Migrants Task			Migrants Task		



D. Migrant Registration



Registration systems for citizens abroad enable States of origin to contact migrants in the event of a crisis and provide them with information on the crisis and available assistance. States can raise awareness of available registration systems and increase registration rates by:

- ➔ Designing user-friendly, simple to update, online registration systems rather than paper forms and in-person procedures;
- ➔ Limiting the extent to which personal information, including on immigration status, needs to be submitted;
- ➔ Providing information on the purposes for and importance of registration;
- ➔ Providing clear instructions (with accessible links to registration systems) on how and when to register;
- ➔ Providing clear guidance on how data and information will be protected and handled;
- ➔ Offering registered citizens benefits, including updates on risks and conditions in countries of destination;
- ➔ Disseminating information about registration systems through websites, social media, emails, traditional media, posters in airports, and travel centres;
- ➔ Providing information about systems during pre-departure training or post-arrival orientation.



1. Registration of nationals during actual emergency situation may follow the following guidelines:

- a) Register nationals on first come basis on a day to day basis.
- b) The registration list may be used as basis in boarding on buses, airplanes, ships on departure.
- c) List nationals individually seeing to it that family members are listed together.
- d) Advise nationals of objective of registration during the emergency, plans relating to accommodation, meals, movement (whether for relocation within the country or repatriation to country of origin).

Registration of nationals maybe categorised into groups such as professions or according to their locations/zones of residence.

Whenever possible names of nationals who have left the host country should be removed from the list or their registration form marked with notations like "Departed (name of country) and dates of departure".

Completed registration forms are filed according to the alphabetical order of their last names for ease of reference.



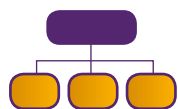
2. Other occasions/sources/means by which the Embassy may be able to contact nationals and secure their registration or during the following occasions/gatherings/meetings of nationals:

- Sports competition (ex. basketball)
- Social gatherings (ex. anniversaries)
- Association of nationals
- Religious groups and gatherings
- Other assorted occasions where nationals gather for variety of reasons

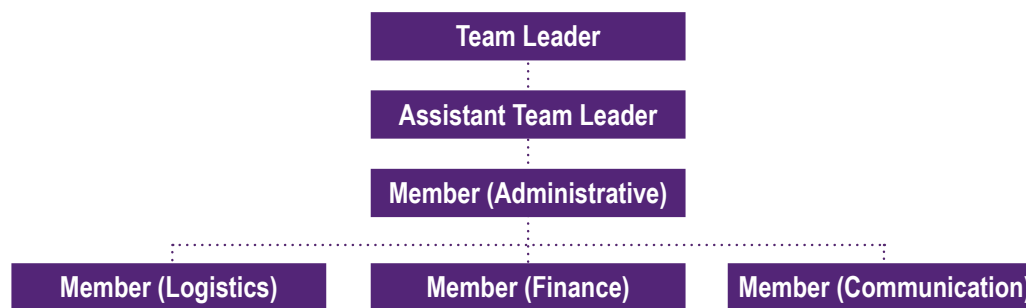
The Embassy should sustain the registration of nationals continuously, keep them updated all the time.



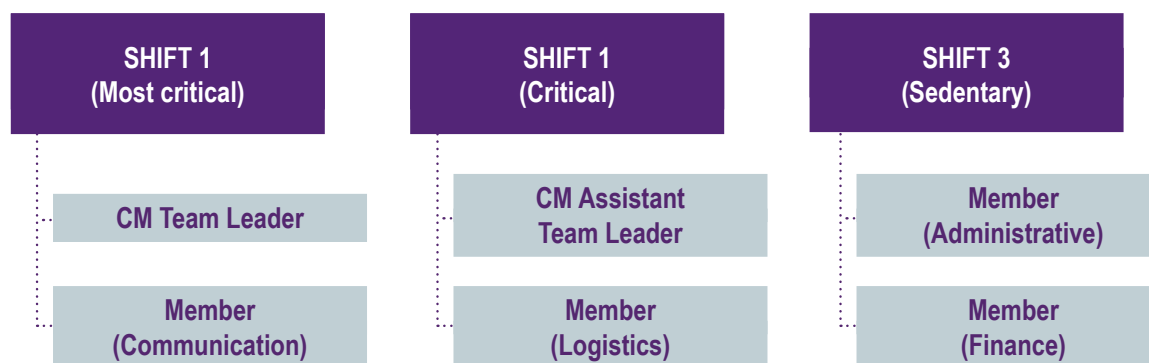
E. Organisational chart for CMT



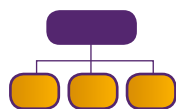
The top three leaders of the Embassy or Consulate should be appointed to the top three positions of the CMT. The three other supporting members are drawn among the remaining personnel, but usually Embassy officials performing the functions of finance, property management, and communications are appointed to fill the same roles in the CMT.



Additionally, the CMT should be organised into three 8-hour shifts so that there would be continuous manning of the Crisis Operations Centre. Likewise, it would prevent burnout of the members of the CMT.



E. Organisational chart for CMT



The first shift would handle the times considered critical during the operations cycle.

The second shift would take over from the first shift; while the third shift would usually handle the times with the least development or tempo.

Sample Schedule:

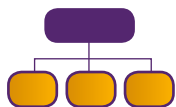
TIME	SHIFT 1	SHIFT 2	SHIFT 3
0000H – 0800H (Assumed quietest time)	<ul style="list-style-type: none">• Resting	<ul style="list-style-type: none">• Complete reports and administrative tasks• Assist Shift 3 if necessary	<ul style="list-style-type: none">• Man the COC• Monitor critical events
0800H – 1600H	<ul style="list-style-type: none">• Man the COC• Provide leadership and direction for the crisis management operation	<ul style="list-style-type: none">• Resting	<ul style="list-style-type: none">• Complete reports and administrative tasks• Assist Shift 1 if necessary
1600H – 0000H	<ul style="list-style-type: none">• Complete reports and administrative tasks• Assist Shift 2 if necessary	<ul style="list-style-type: none">• Man the COC• Provide leadership and direction for the crisis management operation	<ul style="list-style-type: none">• Resting

The shift schedule has the following advantages:

1. There is always personnel manning the COC.
2. There are at least two shifts awake which could support each other if needed.
3. Leadership is always present during the most critical times.
4. The schedule could be sustained even in crisis of long duration.

Back to Creation of
the Crisis Management and Support
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E. Organisational chart for CMT



Profile of CMT members:

Team Leader

- The Ambassador or the Consul General
- Leadership
- Maturity
- Coolness under pressure
- Decisiveness

CM Assistant Team Leader

- The Deputy Head of Mission
- Leadership
- Maturity
- Assertiveness
- Multi-tasking ability
- Organisational ability

CM Assistant Team Leader

- The Third-ranking official or Administrative Officer
- Maturity
- Attention to detail
- Organisational ability

Member (Finance)

- Finance Officer
- Knowledge of financial system
- Attention to detail

Member (Logistics)

- Property Officer
- Attention to detail
- Networking skills
- Assertiveness

Member (Communications)

- Intimate knowledge of ICT tools
- Ability to set up horizontal and lateral communications
- Coolness under pressure

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For more information, please contact the ICMPD-MICIC Team

Migrants in Countries in Crisis (MICIC)

Supporting an Evidence-based Approach for Effective and Cooperative State Action

International Centre for Migration Policy Development (ICMPD)

T: +32 2 233 1167

F: +32 2 231 1430

icmpd-micic@icmpd.org

www.icmpd.org/MICIC

