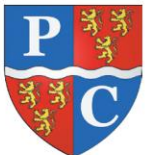


Pozières  
Consulting

# CASE STUDY



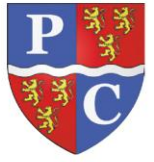
# AFGHANISTAN



Pozières Consulting Inc.

[www.pozieresconsulting.com](http://www.pozieresconsulting.com)

[info@pozieresconsulting.com](mailto:info@pozieresconsulting.com)



# CASE STUDY: A CHARITY IN AFGHANISTAN

## **Brief:**

Our client was a small Charity/NGO working in Northern Afghanistan to provide basic education programmes to children between the ages of 4 and 14. The charity had only been working in Afghanistan for two years and was conscious of the imminent withdrawal of coalition troops from Afghanistan and its potentially destabilizing consequences. Pozières Consulting was commissioned to analyse the readiness of the Charity to deal with sudden security crisis' and to develop a Crisis Management Plan.

## **Our Methodology:**

We undertook a number of qualitative research strategies over the course of two weeks to create a detailed picture of the current security situation, current procedures and practices of the client and potential future security risk levels. We developed and simulated a number of potential scenarios that reflected a heightened presence of Taliban and other terrorist groups in the area as well as ancillary scenarios relating to other potential crises. We were able to speak with numerous officials and elites at a local level as well as security personnel from the International Security Assistance Force (ISAF). We were also able to gain a number of critical intelligence insights from our in-country contacts.

## **Context:**

Our research was conducted towards the end of 2013 when Taliban activity in Northern Afghanistan was muted. The withdrawal of coalition forces in a years' time was driving much uncertainty in the area as locals worried both about an increase in Taliban activity but also about the movement of terrorists into Afghanistan from Tajikistan and Uzbekistan where the borders remained porous.

Much of Northern Afghanistan was still suffering heavily from years of violent warfare and infrastructure, sanitation and health care services were all but nonexistent. Outbreaks of Cholera were starting to appear and in areas around the Afghan-Tajik border there was a real danger of a full blown epidemic. This was a crisis risk of its own.

## Key Findings:

- The risk of increased Taliban activity in the area once the International Security Assistance Force (ISAF) left was ‘relatively high’. There were conflicting reports and assessments by a number of well-placed agencies that tempered our initial assessment of ‘extremely high’;
- The risk of increased cross-border instability, especially drug related crime between Tajikistan and Afghanistan once the International Security Assistance Force (ISAF) left was extremely high;
- Our clients international staff were particularly vulnerable and ill-prepared for adverse security events;
- Our client had no procedures in place to deal with crises’;
- There was a high risk of disease related crises’ in the area which would directly impact our client; this risk, especially in the short term actually outweighed security risks;
- There was also a high risk of climate related disasters which would directly impact our client;
- Our client did not have particularly strong buy-in from local community leaders who would be vital in a crisis scenario.

## Results:

Together with our client we created a comprehensive Crisis Management Plan that included:

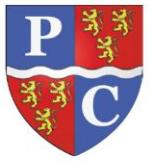
- A set of crisis scenarios to be used for on-going high fidelity simulation exercises with staff. This was accompanied by robust evaluation tools to ensure that simulations were being measured for effectiveness;
- A flexible set of responses modules were introduced to ensure that Crisis Managers had a number of response options available to them so as to allow them to deal with a wide variety of crises’.
- A core plan that linked each of the crisis scenarios to a response module was introduced to allow Crisis Managers to quickly choose an appropriate response module;
- A designated chain of command of implemented and was determined largely by the performance of individuals during high fidelity simulation exercises to identify members of staff who would lead under pressure;
- A command post, a reserve command post and evacuation procedures were put in place.

To support the Crisis Management Plan, a number of other initiatives were put in place. These included:

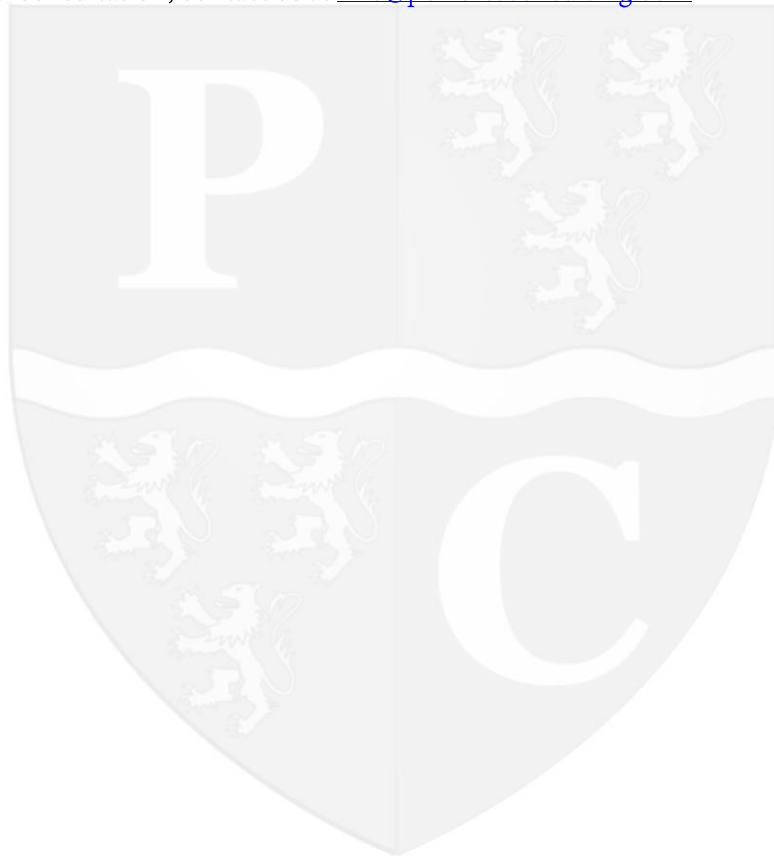
- International staff were provided with a bespoke training programme to raise awareness of security risks and to provide practical skills for working in hostile environments;
- This programme was integrated into the induction training for future staff;
- Communication protocols were put in place to be used in the event of a crisis;
- Connections with the ISAF and other charities were made to receive up to date intelligence on potential regional threats;
- A plan was put in place to develop stronger relations with local community leaders;
- A programme was put in place that added a module to existing educational programmes aimed at communicating behavioural change relating to the importance of hygiene and hand-washing. This was extended to a stand-alone course for adults who utilized the medical services of a partner charity in the area;
- Monthly seminars were held with key members of the community to discuss community level procedures for the safe disposal of waste.

## **Conclusion:**

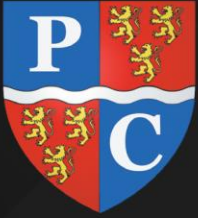
Good quality qualitative research led us to a number of unexpected conclusions in Northern Afghanistan. While we were commissioned to look at security as our prime remit, it became clear that from a crisis management point of view, Cholera and other diseases posed a far greater crisis risk than did security, at least in the short term. With this information we were able to develop a Crisis Management Plan and related programmes that addressed a wider variety of risks than we'd first anticipated. It also gave us an opportunity to undertake a variety of pre-emptive measures that actually contributed to minimizing the potential risks of a crisis occurring. Our experience also demonstrated that even small organisations can benefit from looking at how they deal with shocks and crises.



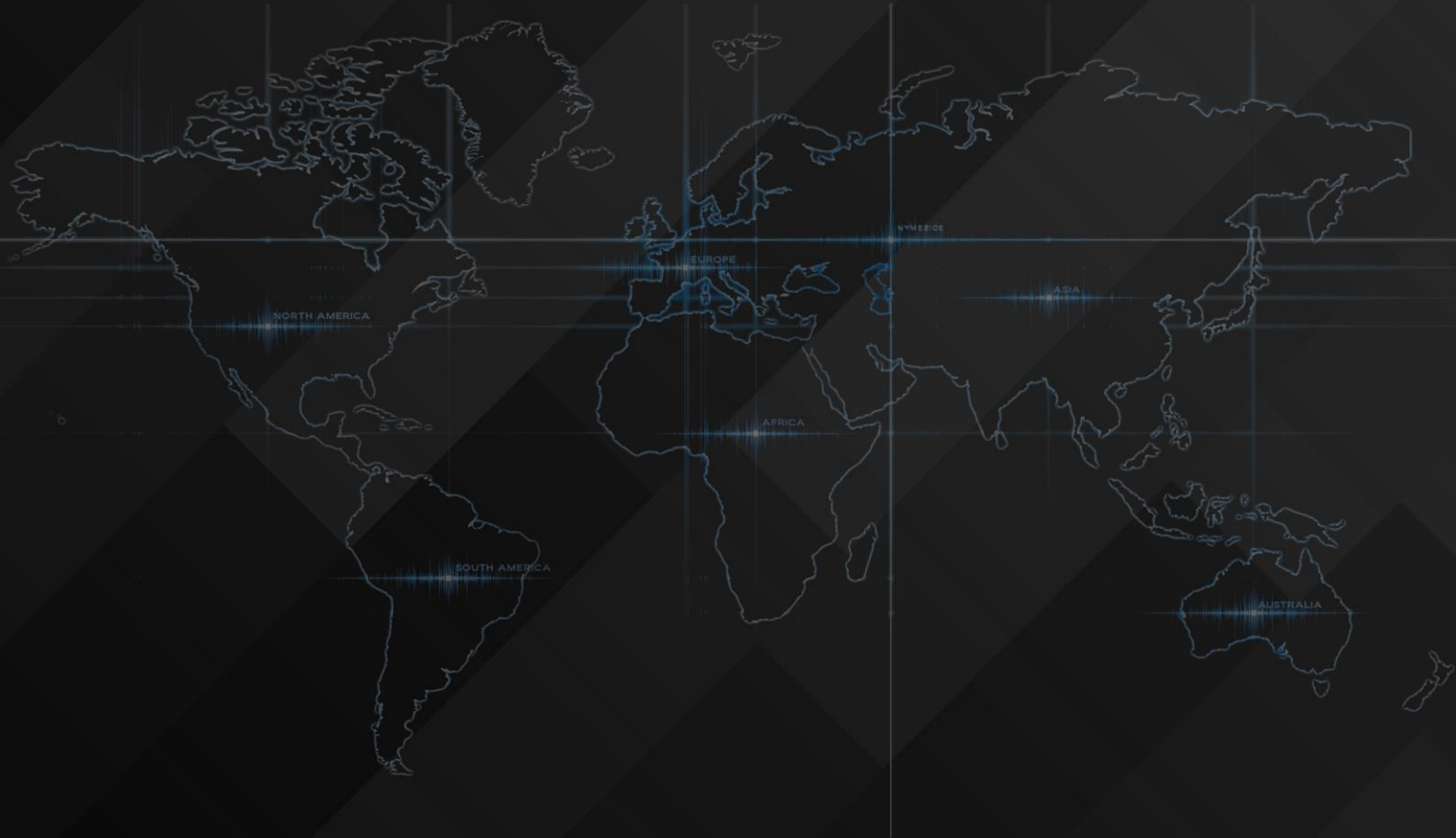
**Pozières Consulting Inc** is a Political Risk Advisory firm, providing bespoke analysis and business intelligence through our worldwide network of analysts and sources. We work with clients to identify, analyse and contextualise strategic Political Risks and turn them into tangible, actionable business insights. We utilise a combination of in-depth thematic research, innovative analytic tools and tailored business intelligence gathering to provide a bespoke service to clients. For comprehensive Political Risk advice and a confidential consultation, contact us at [info@pozieresconsulting.com](mailto:info@pozieresconsulting.com)



Copyright © Pozières Consulting Inc 2014



# Pozières Consulting



**Pozières Consulting Inc.**

[www.pozieresconsulting.com](http://www.pozieresconsulting.com)

[info@pozieresconsulting.com](mailto:info@pozieresconsulting.com)