

UNEP-ICCA Project “Promoting Chemical Safety in the African Region (CSMA)”

# Rapid Incident Reporting & Crisis Management

June 16-17, 2014,  
Port of Tema, Ghana



**C.Chaimongkol**  
Global Project Management  
& Coordinator of  
Emergency Response,  
BASF SE

# Examples of Crises

## ■ Fire and explosion:

### Four die in a fire outbreak

By Ghanaian Chronicle

Schnell noch Sommerurlaub!  
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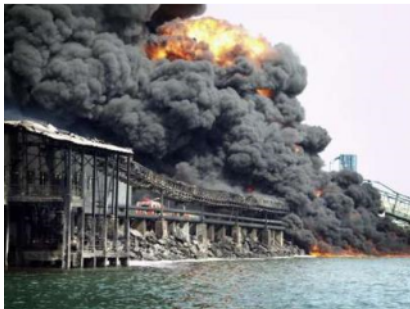


Four persons were last Saturday burnt beyond recognition, when fire swept through the storage facilities and offices of Midland International Ghana Limited at the Tema Port, outside the bonded area of the Ghana Ports & Harbours Authority (GPHA).

A tanker, with registration number GT 2109 W, a double cabin pick-up, and a fork-lift parked in the premises of the company, were also burnt in the blazing fire, which brought economic activities within the entire port area to an abrupt halt.

Hundreds of people, both workers at the port and passersby, including those who came to the port to transact one form of business or the other, swarmed the area to catch a glimpse of what was going on there.

### Another Fire Outbreak At Tema Harbour



### UPDATE 2-One dead after blast on Ghana oil refinery pipeline




Credit: Michael Abbey

# Examples of Crises

## ■ Hijack:

### Greek Tanker Missing, Feared Hijacked Off Ghana

BY GCAPTAIN ON JUNE 6, 2014

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MT Fair Artemis. Image (c) [MarineTraffic.com/Mgklingsick@aol.com](http://MarineTraffic.com/Mgklingsick@aol.com)



# Examples of Crises

## ■ Terrorism:



# Plateau of crisis

Stage II: Plateau of disorganization and maximum tension

Stage III: mobilization of resources

Stage IV (iii): major disorganization

Stage IV (ii): maladaptation or pseudoadaptation

Stage IV (i): adaptation and crisis resolution

Stage I: mounting tension

Degree of tension

Steady state

Equilibrium restored

# What Goes Wrong in a Crisis?

- Lack of pre-crisis planning:
  - ▶ Degenerates into unconnected, uncoordinated reactive measures
- Failure to recognize the potential for a situation to develop into a crisis
- Denial of a crisis once it has developed:
  - ▶ Cover-up, or *perception* of cover-up?
- Lack of appreciation of 'breadth' of a crisis:
  - ▶ Stakeholders omitted from solution

# Crisis Characteristics

*Time is compressed:*

- ▶ Decision making must keep pace with events

*Systems fail:*

- ▶ Technology
- ▶ Alert mechanisms
- ▶ Communication
- ▶ Information

*'People challenges' change:*

- ▶ The best planners don't necessarily make the best improvisers
- ▶ New leaders may emerge
- ▶ Established hierarchies may partially dissolve



# Negative Example

- “Malaysia Airlines and the Malaysian government have arguably given a master class in how not to deal with the aftermath of an incident.”
- “It began on day one, when it took five hours for the airline to admit that they had lost contact with flight MH370.”

## The Telegraph

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### Malaysian officials out of their depth in MH370 crisis management

Government inexperience could be to blame for mismanagement and misleading versions of events



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