



STANDARD OPERATING PROCEDURE

CRISIS RESPONSE & RECOVERY

Updated version of November 2023



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1 Overview

1.1 Scope

UNDP engages in the midst of and throughout crisis to sustain development engagement. UNDP supports local authorities, communities and people affected by crisis, and initiates early recovery processes, bridging towards longer-term structural transformation, resilience-building and sustainable development, with a focus on green and equitable recovery pathways. This often applies following a sudden-onset-crisis triggered by either disasters or man-made shocks. Well-planned crisis response can provide an opportunity to transform the development road map of a given country and overcome even pre-existing development gaps and vulnerabilities.

Crisis response is broadly defined as a response to sudden-onset and escalating protracted crises, conflict and disasters. UNDP's engagement in Anticipation & Prevention as well as in Fragile and/or Protracted contexts is defined in two supplementary protocols.

The purpose of the Standard Operating Procedure (SOP) is to provide a robust institutional and operational framework so that critical decisions and actions can be taken quickly in **response to crisis situations at country, regional or global level**. The SOP also aims to ensure a transparent and fast process for Country Offices (CO) to request and receive critical corporate assistance to respond to a crisis and initiate early recovery activities. The SOP focuses on the relatively brief period between the onset or identification of an imminent crisis and the point when the organization has in place the resources to implement recovery and resilience initiatives. This period is context-specific, but on average lasts six months.¹ When responding to crises, UNDP does not operate under a 'business as usual' model; instead, it scales up its corporate support to COs and then scales down crisis response mechanisms as soon as the COs have the capacity to sustainably support recovery.

The Regional Bureaux, at Headquarters (HQ) and in the Regional Hub, lead the coordination of the UNDP corporate crisis response, with support from the Crisis Bureau (CB) and in close consultation with the Bureau for Programme and Policy Support (BPPS), as part of the Global Policy Network (GPN) the Bureau for External Relations and Advocacy (BERA) and the Bureau for Management Services (BMS). The SOP outlines the relationships, responsibilities and communication between the CO, Regional Bureau, Central Bureaux and CB during the crisis response, noting that the role of the Regional Hub might differ from one region to the other.

1.2 UNDP response goals

UNDP's overall purpose in responding to crisis is to prevent loss of development gains and support the earliest possible recovery trajectory, strengthening government systems and capacities required to effectively respond to crisis and allowing affected communities to safeguard or swiftly re-establish their livelihoods. To that end, the organization's response to a crisis is guided by five goals (listed below). These goals help define the objectives of the UNDP response to each crisis and then facilitate monitoring the effectiveness of the response. The response goals can also ensure sustained focus on UNDP's and support towards coordination functions in the United Nations system, including on the advancement of HDP Nexus approaches and principles, and at the same time implement recovery programming.

1. **Provide effective coordination and leadership** in spearheading HDP Nexus approaches and principles and (early) recovery coordination and programming through support to the national government, the United Nations system and more broadly to humanitarian clusters and other partners.
2. **Fully engage in needs assessments** at distinct stages of the response, including inter-agency humanitarian assessments, such as the Multi-Cluster Initial Rapid Assessment (MIRA) or the Multi-Sectoral Needs Assessment (MSNA), and multisectoral and thematic assessments (Post Disaster Needs Assessment, Recovery and Peace Building Assessment, Gender Assessment).

¹ In protracted crises, the SOP also applies following a significant change (i.e., escalation) of the crisis.

3. **Implement timely, sequenced and appropriate UNDP response and recovery activities** that apply development principles to crisis response actions as early as possible and accelerate both recovery and a return to sustainable development pathways, while being guided by the 2030 Agenda principle to [leave no one behind](#).
4. **Ensure safe and sustainable response actions** take place throughout the crisis, including proactive and current risk assessments and programme criticality assessments, when relevant, and business continuity planning.
5. **Develop suitable resource mobilization plans and financial instruments** that lead to strong advocacy for recovery, including preparing resource mobilization action plans, communication action plans and crisis advocacy messaging.

1.3 UNDP levels of crisis response

UNDP has **three levels of support to crisis response**, which define the organization's level of commitment to engage in crisis response at corporate and country level. While the magnitude of an event is instructive, it is not the sole deciding factor. The crisis response level is ultimately determined by the amount of support required based on an analysis of five criteria:² scale, urgency, capacity³, complexity and reputational risk. These response levels can be guided by, but are not directly linked to IASC processes such as the launch of a [SCALE-UP protocol](#) (see below section 3).

	<p>Definition: The UNDP CO and/or the national government have adequate capacity to respond to the crisis but require only a one-time injection of additional support without any need for exceptional temporary measures at regional or corporate levels.</p>
	<p>Definition: The capacity of the UNDP CO and/or affected national government is inadequate without a significant scale-up of capacity to respond to the crisis. Any crisis that severely affects UNDP personnel or facilities will automatically be designated at least a Level 2 crisis.</p>
	<p>Definition: The crisis significantly outstrips the capacity of the CO and/or the national government, requiring an exceptional level of corporate support, given the scale, complexity or urgency that may pose a serious reputational risk to the organization.</p>

The Crisis Response Level is determined by the Crisis Board for Level 2 and Level 3 crises and by the Regional Bureau and the Crisis Bureau for Level 1 crises based on information from the Country Office, Central Bureaux and other sources.

1.4 UNDP crisis leadership and temporary support structures

UNDP CO management leads on setting crisis response objectives and implementing the recovery initiatives. Accountability for coordination of corporate support to the CO rests with the Regional Bureau Director. The rest of the organization is accountable for providing support to the CO and Regional Bureau for areas within their mandate.

² See Annex 1: Crisis response criteria definitions (source: IASC, Humanitarian System-Wide Emergency Activation: definition and procedures).

³ 'Capacity' refers to both the capacity of the UNDP CO and that of the national government to respond to the crisis.

This SOP and its governance structures also apply to regional or global crisis. In the former, the Regional Director leads on setting response objectives, whereas the Administrator or the Associate Administrator delegated by the Administrator is the lead in the case of a global and L3 level crises.

UNDP has three decision-making and support structures which are in place for the duration of the crisis. These temporary structures strengthen existing mechanisms, ensuring expedited and coordinated corporate support to crises.

TEXTBOX 1: Declaring a crisis response level 1

After consultation and agreement with the CB and BPPS, the Regional Bureau-ASG (or delegate) issues an Exigency Memo with a proposed allocation of resources and other corporate support to the CO. The Crisis Bureau and Regional Bureau may exceptionally agree to hold an ad hoc Crisis Board meeting to make decisions on the above.

The Regional Bureau and CB coordinate the support to the CO with the option of activating the CMST.

The Regional Bureau and CB will keep regular contact with the CO to ensure oversight of support received, progress on crisis response and flag any required changes to any other relevant bureau.

Corporate support for Level 1 crisis response should not be longer than 6 months from the crisis declaration. 6 months from the crisis declaration, the crisis response will be closed without a formal board decision, and the Crisis Bureau will issue a notification to the CO and the RB.

Headquarters

The Crisis Board

The Crisis Board⁴ is an action and decision-oriented temporary senior-level decision-making body that provides strategic direction to UNDP support for crisis response and recovery programming for all Level 2 and 3 crises and, exceptionally, for Level 1 crises. The Crisis Board executes temporary authority in all aspects of UNDP corporate response to crisis, including response objectives and key messages, response level, funding allocation decisions, deployments, SURGE plan endorsement, recovery programme endorsement and gender considerations.⁵ It also oversees adequate crisis-related risk management in line with the UNDP [Enterprise Risk Management Policy](#), and can escalate significant institutional risks to the corporate risk management committee.

For Level 3 crises and in the case of global emergencies, the Crisis Board is chaired by the Administrator or the Associate Administrator (with the CB ASG as alternate chair). For Level 2 crises, the Regional Bureau Director and the Crisis Bureau Director co-chair the Crisis Board (with the Regional Bureau Deputy Director and the Crisis Bureau Deputy Director as alternate chairs). For Level 1 crises, the Crisis Board meeting is not mandatory, but should one exceptionally be called, the Regional Bureau Director (or Deputy) may serve as the chair (see textbox 1 on the process to declare crisis response Level 1).

The CB provides services as the Crisis Board Secretariat for Level 3 and Level 2 crises. The Regional Bureau can request to act as the Crisis Board Secretariat for Level 2 crises (Refer to Annex 3 for the Crisis Board Secretariat TOR).

In exceptional cases, the Crisis Board may decide to appoint a Senior Response Coordinator (SRC) in large scale and complex crises.⁵

⁴ See Annex 2: Crisis Board TOR.

⁵ A Senior Response Coordinator supports the crisis response leadership at HQ and/or CO-level, following up on strategic decisions from the Crisis Board, advising the Crisis Board Chair and members on balancing crisis response actions and clarifying crisis response goals and key messages, both internally and externally to UNDP. (Refer to Annex 6 for the SRC TOR).

Crisis Management Support Team

The Crisis Management Support Team (CMST) is a temporary, working-level forum that implements the Crisis Board decisions and provides dedicated programme, operations and advocacy support to COs responding to Level 2 and 3 crises and, exceptionally, for Level 1 crises. The CMST engages Central and Regional Bureaux personnel in HQ and the Regional Hubs, with a standing membership from each Bureau. The CMST is co-led by the head of the Regional Bureau Country Support team or her/his designee and the head of the Crisis Bureau Country Support Management Team or her/his designee. The CMST Co-Chairs manage the technical inputs of the team while coordinating cross-cutting issues. ⁶ In the case of a global crisis, the Crisis Board will designate a CMST coordinator with adequate profile.

Country Office

The CO may form a **Crisis Response Team (CRT)** that is responsible for day-to-day support to the CO senior management in implementing all aspects of UNDP crisis response. CO personnel are often temporarily supplemented with Surge Advisors and experts, depending on the nature of the crisis. The CRT works in close collaboration with the CMST. The CRT is led by a CRT Coordinator, who is recommended by the CO senior management.⁷

2 Corporate support to crisis preparedness

With support from the regional bureaux, UNDP COs lead on crisis preparedness, including updating business continuity and security plans and, when relevant, CO preparedness plans. The CB establishes and maintains systems and tools for corporate preparedness and response⁸ in close collaboration with central and regional bureaux. The Bureau for Policy and Programme Support (BPPS) and Crisis Bureau (CB) as part of the GPN provide programmatic guidelines on preparedness for recovery to initiate recovery activities as early as possible after a crisis.

When early warning data and analysis indicate an imminent crisis or a possible escalation in a protracted crisis, early action can be triggered by the CO, Regional Bureau or CB. Details of such event are defined in the **Supplementary Protocol for Crisis Anticipation & Prevention**. In addition, a Crisis Board can be called in the case of a rapid deterioration to make time-critical decisions to support the CO in preparing for a possible response. These may include contingency planning, empowered leadership measures and evacuation plans, among others.

3 Supporting UNDP crisis response

The launch of an organisation-wide immediate crisis response can be **triggered** by any one of the following events:

- a request for support from a national government, Country Office or Regional Bureau is communicated to the Regional Bureau and Crisis Bureau Assistant Secretary-Generals (ASG);
- a request from the Administrator, Regional Bureau-ASG or CB-ASG for a Crisis Board to convene. This would primarily be used in cases in which a crisis severely impacts the CO or there is a failure in normal CO communication.

A crisis response can also be prompted or influenced by activation of the IASC humanitarian system processes, typically by the IASC calling an ad hoc Emergency Directors Group Meeting or the launch of a [systemwide SCALE-UP protocol](#).

⁶ See Annex 4: Crisis Management Support Team TOR.

⁷ See Annex 5: Country Office Crisis Response Team TOR.

⁸ UNDP Crisis Portal with all relevant tools: <https://undp.sharepoint.com/teams/CB-Portal/SitePages/Respond-and.aspx>

Following a trigger event, the Regional Bureau will contact the Crisis Bureau and request to carry out a **rapid crisis response level assessment** (see annex 1 for criteria) in consultation with the CO, informing BERA, BPPS and BMS [within 1 day after the trigger event, if possible].⁹ Based on the rapid assessment, the CB and the Regional Bureau will recommend one of the following:

1. **Potential crisis response Level 2 or Level 3:** Convene a Crisis Board meeting, activate the Crisis Board Secretariat and undertake readiness actions [within 2 days after the assessment]; or
2. Potential crisis response Level 1: Identify and agree on required resources and support to the CO detailed in an [Exigency Memo](#) [within 2 days after the assessment]; or
3. No crisis response level: The CO may be eligible to apply for immediate action funding [see below section 3.2].

3.1 Immediate crisis readiness actions

Following the trigger event, and as required based on the outcome of the initial assessment, the **CO and Headquarters should undertake readiness actions** which include:

- activating the Country Office's Business Continuity Plan (CO);
- organizing the CO response structure, forming the CRT and appointing a CRT Coordinator (CO);
- activating the members of the CMST (CB /Regional Bureau);
- sharing corporate response procedures, guidance and tools, including information on how to access Stand-By agreements and Long-term Agreements (LTAs) (CB);
- nominating staff to deploy as surge advisors (Central and Regional Bureaux)
- alerting the BMS Global Procurement Services Division of a possible need to dispatch prepositioned equipment (CO and CB); and
- providing proposed initial messages to the Country Office senior management (BERA and Regional Bureau).

3.2 Crisis declaration and immediate crisis response support

Following a rapid crisis level assessment for Level 2 and 3 crises (for Level 1, see box on page 4) and within 24 hours, the RB and CB (typically the RB Country Support team leader and CB Regional team leader) will jointly prepare a draft [Exigency Memo](#), in consultation with the Country Office, to propose the level of crisis response and outline the support required by the CO to kick start the response. Support may include immediate Surge Advisor deployments, emergency grants for coordination and assessment and for immediate programmatic activities, deployment of a Surge Planning Team to the CO and Special Measures activation. The Exigency Memo will also identify key personnel required, including spokespeople and Coordinators of the CMST and CRT.

The **first mandatory Crisis Board meeting (CB#1)**¹⁰ – to be organized within 2 days after the crisis level assessment unless circumstances require / warrant more time – will discuss and endorse the proposed crisis response level and further provisions of the Exigency Memo, activate the CMST and trigger the release of resources (see Table 1). TRAC 1.1.3 funding for most critical actions is immediately released based on the signed crisis board minutes and an allocation letter, while emergency allocations to kick-start programme activities and funded through all applicable sources (including TRAC1.1.3 if appropriate) additionally requires a short concept note, which can be approved by the CMST or CB#2.

The first Crisis Board may also discuss and decide upon:

- staff **security and business continuity**;
- UNDP value added and **positioning** in response and recovery phases;

⁹ The crisis level assessment is led by the Crisis Bureau CSMT regional team leader, in close collaboration with the RB and CO focal points.

¹⁰ In the case of a proposed crisis support Level 1, the Crisis Board meeting is not mandatory, and the Exigency Memo can be issued by the Regional Bureau (see crisis response Level 1 box in section 1.4).

- immediate **resource mobilization** actions, including preferred mechanisms for channelling donor contributions;
- activation of an **Early Recovery or Nexus coordination** structure, and UNDP engagement in inter-agency assessments and activities.
- immediate **operational support** actions, as needed.

TABLE 1: Initial crisis response provisions¹¹

CRISIS RESPONSE PROVISION	LEVEL 1	LEVEL 2	LEVEL 3
Immediate action funding , including for coordination and assessments (category 1).	Up to \$100,000	Up to \$150,000	Up to \$200,000
Programme emergency funding¹² to start immediate programme activities and to prepare the ground for the Recovery Programme (category 2).	Up to \$200,000	Up to \$500,000	Up to \$1,000,00
Deployment of first wave of Surge Advisors ¹³	If and as needed		
Deployment of SURGE Planning Team and development of a SURGE Plan (See section 3.4)	Not applicable	Granted for both levels, as needed	
Activation of special measures to fast-track processes. ¹⁴	Not applicable	Granted for both levels	

3.3 Assessment of country office capacities

Within two weeks of the start of a Level 2 or 3 response, the Regional Bureau may issue a confidential report to the Associate Administrator assessing the **capacities of the CO management team**, highlighting any proposed changes. The Associate Administrator will hold confidential consultations (closed-door meetings) with the directors of the Regional Bureau, CB and BMS, prior to taking decisions. These decisions could include reinforcing existing management capacities in the CO, reorganizing responsibilities within the CO or making changes to the CO management team. Because of their sensitive and confidential nature, such discussions will not take place in the Crisis Board.

Based on these consultations, the Associate Administrator may use strategic placement or other measures to ensure the right leadership, crisis coordination and management capacities are in place. In case serious gaps are anticipated or observed, a quick transition of managers is a workable option. UNDP will make its best efforts to ensure that any managers who are redeployed from the affected CO can transition quickly and smoothly to another function at their current level or higher.

In parallel, it is recommended for level 2 and 3 responses that the Regional Bureau conducts a rapid country office capacity review to confirm existing capacities and identify possible capacity gaps in view of implementing the anticipated response. This review can be part of the surge planning process and will be supported as needed by the BMS Operational Performance Team.

¹¹ All suggested funding levels are conditional on Crisis Board approval and fund availability. The Crisis Board can decide, in exceptional cases, to change (increase) the allocation ceilings in view of specific needs and opportunities.

¹² Programme emergency funding may be sourced from TRAC 1.1.3, the Funding Windows, and all other sources as adequate and available.

¹³ Includes UNDP SURGE Advisors, pre-vetted consultants, United Nations Volunteers and Standby Partners.

¹⁴ Other than the mainstreamed fast-track policies, special measures must be requested and approved by the Crisis Board, or the Regional Bureau and BMS thereafter.

3.4 Planning and programming

Immediately following the crisis declaration, the CO and HQ Bureaux will undertake **critical actions to kick start the recovery process**. The CO will assess its programme portfolio and identify programmes which can be reoriented towards or combined with recovery initiatives. The CO will then begin recovery programming for time-critical response activities, including the use of emergency programme funds.¹⁵ The CO can also participate in critical actions in the humanitarian programming cycle, such as different types of needs assessments and a Flash Appeal, particularly from an Early Recovery perspective.

Based on a decision of the Crisis Board, the CB, in collaboration with the CMST and CRT, will convene and deploy (in-situ or virtually) a **SURGE Planning Team** comprised of SURGE Advisors. The team will work closely with the CO senior management and the CRT to review the CO programmatic and operational capacity and define a realistic recovery vision. The SURGE Plan will outline the CO recovery framework and propose additional capacity to scale up the CO capability to implement recovery activities. The SURGE Plan will also include key tools like a Communications and Advocacy Plan and a Staff Safety and Security Plan.

Alternatively, the first Crisis Board can decide to immediately deploy a surge team, typically in several subsequent waves, which addresses capacity gaps stated in the Exigency Memo and/or identified thereafter, and to support the CO in-situ to develop, launch and implement the response programme. The team leader of the surge team will support the CO in assessing and defining capacity and resources needs and capture these in a short Needs Overview and Action Plan (NOAP).

The second mandatory Crisis Board meeting (CB#2) will endorse the SURGE Plan or NOAP presented by the CO. This Crisis Board will also discuss findings from needs assessments, change management options, work with partners, adjustment of the allocation, as well as resource mobilization and key messages.

3.5 Implementation

With the approval of the SURGE Plan / NOAP, the CO will carry out key programme, operations and advocacy actions, with the support of SURGE Advisors from UNDP and partner organizations.¹⁶ Throughout this period, the Regional Bureau in collaboration with the Crisis Bureau will provide strategic guidance. The CMST will ensure the rapid deployment of the SURGE team and the GPN will provide technical support (outlined below). The CMST and the CRT will monitor the implementation of the SURGE Plan/NOAP and support recovery framework development and preparation for the post-crisis period. The CRT and CMST will also adjust SURGE deployments and resources, as required.

Programme actions will focus on assessments, programming and implementation of recovery interventions. The CO immediately begins recovery programming based on the initial recovery vision, identified in the crisis assessments conducted.¹⁷ If requested, the CO will provide support to the government and/or local authorities for developing recovery plans and technical assistance for setting up institutional frameworks for recovery. As appropriate, a (Senior) Recovery or Nexus Advisor should be included in the Surge Plan / NOAP to support the CO towards these critical activities.¹⁸

In addition to its support to the government, the CO will also identify its recovery interventions through the relevant **Early Recovery, Nexus and other coordination structures**. The CO will continue implementation of the time-critical response activities initiated immediately following crisis declaration and will plan for medium- and long-term recovery and resilience-building activities. During this period, the CO will develop proposals for its own recovery programmes and seek to raise resources for their implementation with support from the Regional Bureau and Crisis Board. In response to large crises, the CB/GPN might set up a **Country Support Group (CSG)** to support the CO in the development of specific

¹⁵ 15 percent of resources in support of recovery activities should be allocated to projects activities whose principal objective is to address women's specific needs, advance gender equality or empower women.

¹⁶ United Nations Volunteers, Stand-by Partner organizations, among others.

¹⁷ The assessments can be joint Post-Disaster Needs Assessment, Recovery and Peacebuilding Assessments, humanitarian assessments. UNDP can also conduct its own, specific assessment (often a socio-economic crisis impact assessment, "SEIA", supported by the Surge Data Hub and the Risk Anticipation Hub).

¹⁸ The Recovery Advisor or Nexus Advisor may also be deployed earlier in the response as part of the first wave of deployments (see annex 7).

technical deliverables. The CO will develop a framework for monitoring its own recovery programme.

Operations actions will support CO implementation of response and recovery activities, including logistics, procurement, finance, human resources and general administration.¹⁹ The dispatch of pre-positioned items to kick start recovery programme implementation, is also a critical operations action for crisis response.

Advocacy actions will include the development of key resource mobilization and communications products that will position UNDP as a critical actor in sustaining national and international partners to undertake recovery.²⁰ BERA will support the Regional Bureau and CO on advocacy and outreach with international media, development partners (including international financial institutions and the private sector) and donors in New York, Geneva or other capitals and support resource mobilization efforts for the Recovery Programme.

3.6 Transition/closure of the crisis period

In preparation for the closure of the crisis period, the CO will define post-Surge Plan needs, including the fixed costs for ongoing recovery activities of UNDP and the transition from emergency deployments to more stable staffing arrangements.

The **third mandatory and final Crisis Board meeting (CB#3)** will take place at the end of the crisis response period of typically six months.²¹ This period can be extended once in exceptional circumstances, based on Crisis Board decision. During its third meeting, the Crisis Board will review the progress of implementation of the response programme and remaining response needs. It considers a possible allocation of “bridging” resources in case there is a financial gap between the SURGE period and mobilizing other resources.

This final Crisis Board meeting will mark the completion of the crisis response period unless the Crisis Board extends the original crisis response duration, recommends a new crisis response level or agrees to transition the country to the Fragile and/or Protracted priority country category (see separate, supplementary protocol). The Crisis Board will also determine the modality and timing for the [After-Action Review \(AAR\)](#)²² to document lessons for improving UNDP crisis response policy and practice.

Based on the circumstances, the Crisis Board may instruct specific or additional actions for recovery and/or resilience initiatives including:

- regular or enhanced **support from the Regional Hub** (Regional Bureau, with support from BPPS, BERA and BMS);
- regular updates and continue **crisis trends analysis** (Regional Bureau, CO, with support from the CB Risk Anticipation Hub);
- transfer the country to the **Fragile and/or Protracted support category**, activating this supplementary support protocol; and
- continuation of the **CSG** for ongoing support to the CO Recovery Programme (CB/GPN).

¹⁹ Section 6 provides more detail on operations provisions and support for the crisis response.

²⁰ Section 5 provides more detail on communications and resource mobilization for crisis response.

²¹ The Crisis Bureau and the Regional Bureau can jointly decide to convene the third and final Crisis Board on a virtual basis (e.g., via video conference or email), if circumstances favor this modality.

²² Gender and the environment are always included as cross cutting themes in the After-Action Review and response evaluation processes.

4 Support to inter-agency crisis response

4.1 Participation in inter-agency mechanisms

UNDP participates in relevant inter-agency mechanisms at headquarters and country level with a view to enabling coherent system-wide responses. The mechanisms through which UNDP engages may include, but are not limited to, those described below.

At country level

- **United Nations security system processes**, including and evacuation plans, programme criticality assessment as well as emergency response preparedness processes, including the Inter-Agency Contingency Plan. These plans should be regularly reviewed within the established inter-agency coordination forums. The Programme Criticality Framework is a common UN system policy for decision making that puts in place guiding principles and a systematic structured approach to using Programme Criticality and the UN Security Risk Management (SRM) process to ensure the continued delivery of UN activities are balanced against security risks.
- **Recovery assessments, including PDNA and RPBA.** Following a large-scale disaster, the government may request a Post-Disaster Needs Assessment (PDNA). A formal request for a PDNA will normally be based on discussions between the government and the Resident Coordinator with counterparts from the World Bank²³ and the European Union. The Resident Coordinator, with strong engagement from the UNDP CO and the United Nations Country Team (UNCT), will work with the government to ensure coordination of the assessment and its translation into a recovery strategy. Following a conflict, a tripartite United Nations-European Union-World Bank partnership might be triggered to support the government in conducting a Recovery and Peacebuilding Assessment (RPBA). HQ supports the CO with PDNAs and RPBAs through the deployment of assessment coordination and technical experts as well as direct support through the Surge Data Hub and the Risk Anticipation Hub.²⁴ In addition, UNDP can support digital housing and building damage assessments (HBDA) and socio-economic impact assessments (SEIA) for response and recovery planning and policy; these assessments can be complemented by Advance Analysis, using multi-dimensional vulnerability index and social cohesion index, to identify the most vulnerable and measure the varied impact of a crisis.
- **Humanitarian needs assessments.** When a specific request from the government is received, the Humanitarian Country Team will conduct a Rapid Multi-Sector Needs Assessment (MSNA). In the case of a disaster, a needs assessment will be conducted immediately by a United Nations Disaster Assessment and Coordination (UNDAC) team. In conflict situations, a Joint Assessment Mission (JAM) may be conducted if humanitarian assistance is required by internally-displaced persons, refugees, and host communities. UNDP can decide to participate in inter-agency assessments to identify early recovery needs from the beginning of the response if the Resident Representative deems this to be strategic.
- **Humanitarian cluster / sector system.** Within the first few days of a sudden-onset crisis, following a recommendation from the United Nations Resident Coordinator/Humanitarian Coordinator and the in-country United Nations Country/Humanitarian Team, the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator may activate the cluster system. If the clusters are activated, UNDP will participate in relevant mandate-related clusters (Early Recovery and Livelihoods, Protection Clusters etc). UNDP can also deploy experts and personnel to strengthen early recovery across the clusters and through the overall system.
- **Humanitarian appeals process.** Common inter-agency appeals issued in crisis situations include the Flash Appeal

²³ Other Multilateral Development Banks, such as ADB, IADB, CDB, IDBG or AfDB may also join the assessment.

²⁴ Experts from Stand-by Partner organizations and United Nations Volunteers, consultants, among others.

and the Humanitarian Response Plan. In sudden-onset crises, COs can decide, within the overall UNDP mandate, to participate in the preparation of an emergency Flash Appeal in coordination with other United Nations agencies when this is deemed necessary or strategic. The Flash Appeal is generally issued between the third and fifth day of the onset of an emergency and covers needs for the first 3-6 months. If an emergency continues beyond this timeframe, or in a protracted crisis, the Humanitarian Coordinator and the Humanitarian Country Team, will normally develop a Humanitarian Response Plan generally for one year (some HCs opt for an extended Flash Appeal).

At headquarters

The relevant Regional Bureau:

- in close coordination with the Crisis Bureau, leads UNDP's participation on the Regional Monthly Review (RMR), an inter-agency mechanism co-chaired by DPPA/DPO and UNDP with a substantive focus on prevention. The RMR drives the UN system-wide prevention agenda and therefore enables UNDP to perform its integrator function by working with the UN system as a substantive lead on cross-pillar prevention. The Crisis Bureau is responsible for the development of an analytical and conceptual package prior to the RMR meeting (see section 3.4.2).
- leads UNDP's representation in any country-specific inter-agency mechanisms, like the Integrated Task Force and Integrated Mission Task Force. Given the fast-moving nature of media attention and high reputational risk at corporate level, for any communication-specific inter-agency mechanism, BERA will coordinate in close collaboration with the Regional Bureau UNDP representation for Level 3 crises; the Regional Bureau will lead with BERA support for Level 1 and Level 2 crises.
- ensures UNDP's role as the United Nations Sustainable Development Group (UNSDG) Vice Chair and, therefore, is also co-chair of the inter-agency crisis management mechanisms, alongside the Departments of Political and Peacebuilding Affairs and Peace Operations (DPPA/DPO) in non-mission settings.
- follows up on decisions taken by the United Nations-wide Crisis Management Team and the inter-agency Crisis Management Team.²⁵

The Crisis Bureau:

- is the overall UNDP focal point for the Inter-Agency Standing Committee, representing the organization in the IASC Emergency Directors Group and supporting the Administrator for IASC Principals meeting. The CB coordinates closely with the Regional Bureau on country-specific issues.
- coordinates between the Regional Bureau, BPPS and the CO on required steps for implementation of a PDNA. CB also deploys assessment coordination and technical experts. The GPN/BPPS provides technical input and support throughout the process.

The Director of the UNDP Security Office:

- is the focal point for coordination of UNDP's security response and collaboration with the United Nations Department for Safety and Security (UNDSS). S/he will provide advisory and technical guidance including to establish and maintain effective crisis-specific communication channels for the discussion / coordination of safety and security-related issues.

4.2 UNDP strategic support on Early Recovery / Nexus coordination

Where a crisis requires dedicated coordination support between humanitarian, peace and early development efforts including stabilization interventions, UNDP in collaboration with relevant actors will take the lead in supporting the

²⁵ As per the United Nations Crisis Management Policy (para 21), a Crisis Management Team (CMT) is established when a crisis response is activated. The CMT is the leadership-level decision-making body at headquarters. Its composition is defined by the lead coordinating entity/entities and should include wide representation of the different pillars.

Resident Coordinator/Humanitarian Coordinator at the strategic level and/or the establishment of an **in-country Early Recovery or Nexus coordination structure**. The structure promotes effective collaboration among the government, humanitarian, development and peacebuilding actors and, where relevant, promotes sustainability in crisis recovery, particularly national ownership of the recovery process and building local and national capacities.

Depending on the scale and complexity of the situation, the following specialized support to coordination can be deployed:

- An **Early Recovery / Nexus Advisor** to support the UNDP Resident Representative and/or the Resident Coordinator/Humanitarian Coordinator with coordination and strategic planning and in forging inter-agency linkages on nexus-related issues;
- and/or an **Early Recovery / Nexus Group Coordinator**, to support the facilitation of the group covering the areas of early recovery not covered by the other clusters; and
- an **Information Management Officer** to support UNDP and the NCG in gathering, analysing and disseminating information to assist informed decision-making.

5 Communications, partner engagement & resources mobilization

5.1 External communications

Timing

UNDP must be vocal and visible in the immediate aftermath of a crisis (or even beforehand in line with the Crisis Offer's Anticipate and Prevent pillar), for example in the case of a cyclone/hurricane or if electoral cycles or other situations demand to be recognized as a relevant actor, and to support advocacy and fundraising. In particular, the first 24-72 hours are critical for communications.²⁶

Spokespeople

The UNDP Resident Representative is the spokesperson for UNDP at country level. If the Resident Representative is unavailable or unable to reply to media inquiries within 2-4 hours, the Deputy RR or an alternate at country level needs to be designated as the spokesperson, and responsible for sign off for UNDP-related issues instead. Along with the spokesperson, a Country Office Communication Specialist/focal point/team leader must be designated and serve as the focal point for all communications activities.

Due to the demands of the 24/7 news coverage following a crisis, an additional spokesperson at HQ will be appointed who has the relevant knowledge, experience and seniority to speak to international media. Based on internal consultations, they may be selected from ExO, Crisis Bureau, BERA, GPN, or the Regional Bureau. The HQ spokesperson will fulfil interview requests when the RR or DRR are unavailable, particularly during the initial 24-72 hours and utilizing pre-approved crisis messaging.

²⁶ See annex 9 for key communication actions and messages.

Sign Off

The UNDP Resident Representative, or their designated alternate, should be the lead for sign-off for UNDP-related communications issues and approvals on key documents regarding the crisis. Within the first 24-72 hours, and depending on the scale of the crisis, these will include key messages²⁷, a UNDP Statement, social media posts and a Press Release/Media Advisory to be shared with journalists.

The Key Messages, once signed off by the RR, should be shared with the relevant RB, CB and BERA on a “no-objection” basis, and then sent to ExO for clearance by BERA. These will also be shared by BERA with the UNCG Crisis Cell hosted by UN’s Department of Global Communications, and shared by them to the RC, DCO and UNICs networks.

Communications materials will be context-specific, with additional pre-cleared messages on crisis response and UNDP’s role added in. Information during a crisis develops rapidly over the first few days, and key messages and statements are iterative and updated often, sometimes daily. Sign off is not needed on pre-approved material and where no new information has been added. As time is of the essence during a crisis, amendments must be based on factual accuracy and political sensitivities only – stylistic edits are unnecessary.

Corporate arrangements

As soon as a crisis hits, communications and partnerships needs must be addressed, and this must happen even before a Crisis Board is instituted. Active global news cycles mean, like all other UN Agencies, UNDP must advocate for the dire needs resulting from the crisis and position itself as a key player in addressing the crisis right from the onset. To enable this strategic direction, BERA must be in close contact with the CO from the start.

These guidelines focus on BERA communications responsibilities in L2 and L3 crises, when the BERA Director of Advocacy, Marketing and Communications Group (AMCG) will assign a focal point to provide overall coordination of BERA support on external communication activities at the global level. This will also be coordinated with, the CO, RBx, GPN Communications Unit (GPN CU) and the Crisis Bureau Communications Specialist within it.

For L1, the responsibilities for HQ will shift to the RB, which will coordinate support for the CO in close collaboration with the BERA Communications Group, GPN Communications Unit and the Crisis Bureau Communications Specialist.

At a minimum, BERA and GPN Communications Unit colleagues should be kept informed of the communications actions and responses being taken by Regional and CO colleagues for L1 crisis. Given the potential for reputational risks, an increased need for advocacy for those countries as well as heightened media interest, BERA HQ may also prioritize communication material coming in from L1 and L2 countries as well.

Please refer to annex 9 for an overview of key communication actions, timelines and messages.

5.2 Organization-wide internal communications

As with external communications, it is similarly vital that UNDP is vocal and visible internally in the aftermath of a crisis. The priorities for organization-wide communications in the initial hours and days are: to clearly communicate roles and responsibilities in the crisis response; to reassure personnel of the support and business continuity activities being implemented for affected Country Office programmes and personnel; and to establish the communication channels and frequency that will be used to allow personnel to ask questions and stay up-to-date as UNDP’s response to the crisis unfolds.

The first communication to personnel should occur no later than our first external communication on the crisis. Even where details and messaging are limited, early communications should demonstrate awareness and relevance of the crisis and establish the initial channels and frequency that will be used to communicate with personnel (noting that these may evolve as the crisis does).

Corporate arrangements for internal communications are as detailed for external communications in 5.1, above.

²⁷ See annex 9 for sample key messages.

5.3 Partner engagement and resource mobilization

BERA, in close coordination with the Regional Bureau and the CMST, will provide support to country offices during a crisis response, including:

- Country-specific partner and donor intelligence
- Guidance on the development of the resource mobilization and donor engagement strategy and/or action plan.
- Training of key CO resource mobilization staff for resources mobilization and partner engagement.
- Outreach to, and facilitation of engagement with, donor representatives in NY and Geneva (permanent representatives) as well as in donor capitals.
- Coordination of donor engagement across HQ units and with the RBx and CO.

Partner engagement and resources mobilization **efforts will be intensified immediately after a crisis is declared**. As fast as possible, ideally within the first 48 hours, resource mobilization efforts should include a description of needs, with indicative budget and milestones. The CMST, and possibly a Country Support Group (CSG) that includes resources mobilization and partnership capacities, will be responsible for coordinating support to the Country Office resource mobilization efforts, and increase UNDP visibility as well as the understanding of its response and offer (within the broader UN response) by all stakeholders, including funding partners.

It will be imperative that the CO, accompanied by the CMST / CSG, develops a **UNDP recovery vision** and programme options as early as possible to anchor communications and resource mobilization actions. The CO will also develop a crisis-specific overview of critical response, recovery and resilience building initiatives that will create resource mobilization opportunities. The CO, with support from BERA, will discuss with donors possible reprogramming of resources towards the crisis response and prepare specific proposals to bilateral and multilateral donors as well as international financial institutions and emergency funds. Where appropriate, the CO can include recovery activities into a Flash Appeal and prepare a grant proposal for the Central Emergency Response Fund (CERF).

BERA will support the Regional Bureau and the CO on advocacy and **outreach with development partners** (including international financial institutions and the private sector), humanitarian partners as relevant, and representatives in New York, Geneva and other relevant capitals. BERA will also support the Regional Bureau and the CO with resource mobilization efforts for the Recovery Programme.

The Crisis Board may establish a **Resource Mobilization Task Force**, co-led by the Regional Bureau and BERA, to ensure a reinforced and coordinated engagement with funding partners.

Progress in terms of resources mobilization will be continuously reviewed by the CMST during the crisis response period, with regular briefings to the Crisis Board. Particularly for a Level 2 and Level 3 crisis, the Country Office supported by the Regional Bureau and BERA will conduct the resource mobilization (internal and external) and donor engagement actions below:

- Reprogramme existing resources.
- Access UNDP's crisis funding as per approved Exigency Memo and Surge Plan.
- Access funds from the UNDP Funding Windows, as appropriate.
- Request United Nations Volunteer pre-financing.
- Approach bilateral donors (ODA/non-ODA) for funding for the recovery programme, including fast tracking of development resources available to the CO.
- Approach International Financial Institutions for bilateral or trilateral (government-IFI-UNDP) partnerships at a national or sub-national level. As required, the CO should involve the Multi-Partner Trust Fund Office (MPTFO) early for advice on Multi-Donor Trust Fund (MDTF) design, especially when assessments such as the RPBA or PDNA point to the need for coordinated United Nations-World Bank financing architecture.
- Launch a general appeal for funding, also targeting private sector donations.
- Help raise direct crowd-sourced resources to CO and/or HQ (UNDP Digital Good).

- Dedicate at least 15 percent of funds in support of recovery activities to projects whose principal objective (consistent with existing mandates) is to address women’s specific needs, advance gender equality or empower women.
- In close coordination with BERA, convene partners (existing and prospective donors), or reach out bilaterally, to share information on UNDP’s positioning and response to the crisis, convey key messages, as relevant, covering programming, operations, and resource needs.

6 Operations

While the CO must have a Business Continuity Plan to prepare and respond to potential crises and risks (these usually have been identified when conducting relevant Security Risk Management processes), crises can still seriously disrupt a Country Office’s operations and stretch their capacity. Disruptions include (but are not limited to): 1) injuries and/or casualties of staff and dependents; 2) damages to basic infrastructure (e.g., communication and power, transportation); and 3) expansion of programme and requirement to support UNDP crisis response, including emergency response and early recovery activities.

6.1 Support to business continuity

Following a crisis, a Country Office needs to ensure the continuity of UNDP operations on the ground. This can be done through a proper assessment of damages, including key operational functions. The UNDP [Business Continuity Management Policy](#) requires Country Offices to plan for a crisis in advance so that the office can continue its business operations. Yet, after a crisis occurs, the Country Office might need additional support and may need to use corporate mechanisms to implement its business continuity strategy. If required, this additional support needs to be identified at the earliest stage and presented during the first Crisis Board.

Staff safety and security

Staff safety and security is of utmost importance for UNDP. It is also the most essential factor in ensuring the continuity of operations on the ground. In the event of a crisis, the first priority of the Resident Representative and Crisis Board is to ensure the safety and security of UNDP personnel.

UNDP shall ensure safety and security considerations are embedded as core components of all programmes and activities including the assessment of security risks and ensuring appropriate safeguards are incorporated early on, during design, implementation and throughout the programme cycle. Managers should also monitor programmes and projects for adherence to standards intended to ensure safety and security of UNDP personnel, assets and operations.

The [United Nations Programme Criticality Framework](#) is a common UN system policy for decision making that puts in place guiding principles and a systematic structured approach to using Programme Criticality and the [UN Security Risk Management \(SRM\)](#) processes to ensure the continued delivery of UN activities are balanced against security risks. In countries with a high or very high security risk, the UNCT regularly carries out a Programme Criticality Assessment which produces ratings for all UNCT activities. The UNDP Resident Representative will apply the results of the Programme Criticality assessment within the relevant SRM process and determine which activities, based on their programme criticality rating, will continue within acceptable levels of security risk. UNDP’s delegated authority will sign off on implementation activities in accordance with the UN Security Management System (UNSMS) Acceptable Risk Policy.

The Security Office (BMS/SO) must be involved throughout the planning and implementation of the response and recovery programme to advise on United Nations Security Management System (UNSMS) security policy and other crisis-specific security, operational and logistical considerations. The UNDP Security Office is on standby to provide support related to staff safety and security. This includes:

- Developing and implementing risk avoidance measures such as family restrictions, relocations and evacuation;
- deployment of security equipment (e.g., armoured vehicles, satellite phones, solar panels); and
- deployment of security advisors via the SURGE mechanism.

Staff health and well-being

Depending on the nature and magnitude of the crisis, staff might require medical attention. For basic and emergency health services, staff may contact [United Nations clinics](#). In addition to the United Nations clinics, the United Nations Medical Service appoints [United Nations Examining Physicians worldwide](#) in consultation with United Nations Resident Coordinators and WHO Country Representatives of duty stations.

A health crisis (for example, Ebola) will require the office to put in place additional measures to ensure staff health and well-being. These will be determined in close collaboration between the CO, the Regional Bureau and BMS.

As any crisis often induces psychological trauma to personnel, the Office of Human Resources (BMS/OHR) will coordinate psychosocial support to individual staff members, in close coordination with the Resident Representative.²⁸

Business impact analysis and business continuity planning

BMS can support the Country Office if a crisis creates the need to redefine the day-to-day operational arrangements and/or business model. An evacuation, for example, might require management to work remotely while maintaining the adherence to an internal control framework, or a localized crisis in part of a country might require the Country Office to establish field or local offices.

Financial sustainability

The financial sustainability of the Country Office needs to be properly assessed following a crisis. The Regional Bureau will support the CO to respond to a crisis in a manner that addresses current and future office capacities and resources, identifies gaps and targets efficiencies. As time allows and in respect to other priorities, a financial sustainability exercise may be conducted to avoid any unnecessary depletion of resources. The Office of Financial Management (BMS/OFM) and the Organizational Performance Group, in close collaboration with the Regional Bureau, are prepared to support Country Offices in conducting this exercise and can provide advice on how to best ensure sustainability.

Global shared services

In the event the capacity of a Country Office is stretched due to high staff absence or an increased volume of transactions, some of the financial and Human Resources processes can be temporarily devolved to the office of Global Shared Services Center (BMS/GSSC), supported as required by additional resources. This allows the Country Office to prioritize tasks that require a physical presence in the country.

Information and communications technology support

Information and communications technology (ICT) is one of the most essential requirements to ensure continuity of operations in a Country Office. The Office of Information & Technology Management (BMS/ITM) is prepared to support the Country Offices in re-establishing ICT infrastructure in the country office.²⁹

²⁸ For more information, contact the UNDP Office of Human Resources Management (OHRM) Occupational Safety, Health and Well-being Focal Point at oshw.focalpoint@undp.org.

²⁹ The OneICTbox can be rapidly dispatched to the CO based on a request from the CO to the CB.

Human Resources

The Office of Human Resources (BMS/OHR) must also be involved throughout the planning and implementation of the response and recovery programme to advise the Crisis Board and United Nations SMT on safety- and security-related human resources-specific elements.

BMS/OHR is on standby to lead and coordinate the United Nations common system human resources response, as well as to provide UNDP-specific policy and operational support and advice on human resources-related issues. These include staff entitlements, security evacuation, relocation, rest and recuperation (R&R), medical evacuations, staff counselling and guidance, necessary special measures, administration of SURGE deployments, usage of United Nations Volunteers, flexible and / or alternate working arrangements, host government agreements relating staff and personnel data.

6.2 Operational support to programme implementation

Once a Country Office assures the continuity of its operations, it must implement recovery programming, even during the emergency response period. Based on the crisis context and declared level, a Country Office can draw on several corporate mechanisms to support the operationalization of their programme, as described below.

Measures to fast-track implementation

UNDP has introduced and gradually mainstreamed into relevant policies and processes a number of specific procedures (often referred to as “fast-track procedures”) intended to enable Country Offices to work quickly to implement crisis response programming. This has allowed Country Offices to accelerate response activities and implement programmes more efficiently. The country office can request additional special measures/provisions depending on needs and circumstances also including CO capacities, to be approved by the Regional Bureau Director following BMS consultation, including but not limited to:

- Increasing the delegation of procurement authority, up to US\$ 1 million.
- Increasing the micro-purchasing threshold up to US\$ 10,000.
- Direct review of procurement cases through the R/ACP chairperson instead of convening a committee.
- Waiver of competitive recruitment for up to 10 temporary appointment (TA) and 20 (SC) positions.

Further exceptions/special measures

Country Offices can request additional flexibilities to better suit the nature and context of a specific emergency. These flexibilities can be granted in the form of an exception to the policies and procedures. The Country Office needs to establish a business case for these exceptions and present it to the BMS offices, through the Regional Bureau, for approval (e.g., petty cash (PCF, PPCF), cash advances (PCH, PCA)).

Centralized procurement service

Crisis recovery programme implementation often requires special goods as project inputs (e.g., debris clearing equipment, heavy machinery). Procurement of such a highly specialized nature might not be within the purview of the Country Office. The UNDP global procurement unit in Copenhagen has a dedicated team to support Country Offices with crisis response procurement. UNDP also has prepositioned items at the United Nations Humanitarian Response Depots (UNHRD) in different regions. Country Offices may request these goods as project inputs. In coordination with the Crisis Bureau, BMS members of the CMST can support the Country Office in arranging the dispatch of goods from the United Nations Humanitarian Response Depots through the global procurement unit.

Annexes

- ANNEX 1: Crisis response criteria definitions
- ANNEX 2: Crisis Board – Terms of Reference
- ANNEX 3: Crisis Board Secretariat – Terms of Reference
- ANNEX 4: Crisis Management Support Team – Terms of Reference
- ANNEX 5: Country Office Crisis Response Team – Terms of Reference
- ANNEX 6: Senior Response Coordinator – Terms of Reference
- ANNEX 7: Surge First Wave profiles
- ANNEX 8: Crisis Response & Recovery Process
- ANNEX 9: Key Communication Actions
- ANNEX 10: Acronyms

Annex 1: Crisis response criteria definitions

SCALE

Size of the affected area, number of affected or potentially affected persons and number of countries involved.

URGENCY

Time criticality for live-saving interventions, magnitude of population displacement and/or intensity of armed conflict.

COMPLEXITY

Multi-layered emergency, multiple countries affected, multitude of actors, humanitarian access or lack thereof and security risks to staff.

RESPONSE CAPACITY

National response capacity (weak or fragile state) and UNDP office capacity to respond.

REPUTATIONAL RISK

Media and public attention and visibility, Member States expectations, donor expectations, perception of UNDP's role by the public, national stakeholders and partners.

Source: IASC, *Humanitarians System-Wide Emergency Activation: definition and procedures*.

Annex 2: Crisis Board – Terms of Reference

The Crisis Board (CB) is a temporary, senior-level, action-oriented decision-making body activated to direct and coordinate UNDP engagement in crisis response at country and global levels.

In close collaboration with the CO management, the CB is responsible for all decisions to support UNDP crisis response at country level and ensures that communications are fast, reliable and unencumbered by extended clearance procedures.

Following a crisis trigger and a rapid crisis level assessment, the CB is convened within 48 hours after the crisis level assessment for proposed crisis response Level 2 and Level 3 and, exceptionally, for crisis response Level 1.

Key tasks

The CB holds three mandatory meetings with these pre-determined deliverables:

- **CB#1:** Define the crisis response level, crisis response objectives and immediate support to the CO through an Exigency Memo;
- **CB#2:** Endorse the SURGE Plan and dedicate required resources for its implementation; and
- **CB#3:**³⁰ Close the crisis period, endorse transition arrangements³¹ and recovery initiatives.

The CB is entitled to take required decisions in the presence of the 2 co-chairs, irrespective of attendance or absence of other members. While situation updates and implementation status reports are intended for meetings of the Crisis Management Support Team (CMST), the chair may decide to convene ad-hoc CB meetings to discuss bottlenecks and additional support requirements.³²

Each mandatory CB will have a standing agenda item addressing gender:

- **CB#1:** gender dimensions of the crisis are included in the first situation report (sitrep) by the RR/RC;
- **CB#2:** gender considerations are well integrated into the Surge Plan; and
- **CB#3:** gender implications of the crisis are included in the briefing and gender is well integrated into the Recovery Programme.

The Crisis Bureau provides CB Secretariat services for all Level 3 and Level 2 crises and, exceptionally, for Level 1 crises.³³

Other objectives of the Crisis Board may include:

- define and oversee corporate support to the CO;
- oversee the CO recovery programme development;
- approve allocations of financial resources and SURGE capacity, including the deployment of a Senior Recovery Coordinator, if required;
- act as a high-level forum for HQ and CO discussions on resource mobilization, UNDP's contribution to the humanitarian cluster system and interagency needs assessments;

³⁰ This CB meeting can be convened virtually or in person.

³¹ Includes setting roles and responsibilities at country, regional and central levels and defining follow-up actions with a timeline.

³² Ad-hoc CBs do not count as mandatory CB meetings and can be held on a virtual basis (e.g., through videoconference or email).

³³ Preparing and circulating the agenda and other relevant documents for the meeting, keeping the CB members up to date, circulating CB decisions and other action points, updating information on the Crisis Response Portal, etc.

- undertake reviews of crisis response objectives;
- ensure positioning of UNDP in key national recovery processes with national government and actions based on analysis of crisis-related trends other international actors;
- approve key messages and appoint spokespeople for the crisis response; and
- appoint a Senior Response Coordinator³⁴ in large scale and complex crises.

TABLE 2: Crisis Board chairing and attendance

FUNCTION / BUREAU	LEVEL 3	LEVEL 2	LEVEL 1
Chair	AA	RB Director	RB Deputy Director
CO-Chair	n/a	CB Director	CB Deputy Director
RB	Director (ASG)	Deputy Director	Deputy Director
CO	RR	RR	DRR
BMS	Director (ASG), supported by Director BMS/SO and any other requested profiles	Director (ASG), unless delegated to Deputy Director, supported by Director BMS/SO and any other requested profiles	Deputy Director, supported by Director BMS/SO, where determined
BPPS	Director (ASG)	Deputy Director	
BERA	ASG, supported by Director Communications and / or Director of Public Partnerships as relevant	Deputy Director, supported by Director Communications and / or Director of Public Partnerships as relevant	Deputy Director, supported by Director Communications and / or Director of Public Partnerships as relevant
CB	Director (ASG)	Deputy Director	CSMT Team Leader
UNV	UNV Executive Director	Deputy Director	Deputy Director
Others at the invitation of the Chair	SRC, if appointed, CB Deputy Director	CMST Chairs	CMST Chairs and Standing Members of the CMST
	UNDCO representative as required ³⁵	DOCO representative as required	MPTFO
	Multi-Partner Trust Fund Office (MPTFO)	MPTFO	
	CMST Chairs and Standing Members of the CMST	Standing Members of the CMST	

Accountability

Ultimate accountability for fulfilling CB commitments remains with the Associate Administrator in a Level 3 response, or with the Regional Bureau Director in a Level 2 and Level 1 response. CB members assist with problem solving and commit technical and other resources within their functional areas of responsibility to support response objectives.

³⁴ See Annex 6: Senior Response Coordinator TOR.

³⁵ The DOCO is only invited if there are specific issues related to RC commitments.

Annex 3: Crisis Board Secretariat– Terms of Reference

The **Crisis Board (CB) Secretariat** is a support service for crisis response Level 3, Level 2 and, exceptionally, Level 1 provided by the UNDP Crisis Bureau.⁴⁸ Its permanent members are designated Crisis Bureau staff from the Country Support Management Team, typically the relevant regional team.

Objectives

When the crisis response level is declared for a specific emergency, the CB Secretariat will assist with the day-to-day administrative and logistics support and coordination services to CB and Crisis Management Support Team (CMST) members. In this role, the CB Secretariat will perform the below tasks.

Key tasks

1. Act as a permanent repository of documents on declared crises (i.e., Situation Reports (SitRep), Exigency Memo, SURGE Plan, CB minutes and other relevant documents) and upload them and other information about declared crises on the Crisis Response Portal.
2. Schedule sessions and meeting venues at the request of Crisis Bureau Senior Management after consultations with the relevant Regional Bureau.
3. Ensure the presence of the HQ Central Bureaux and CO Senior Management (through the Regional Bureau). In this regard, a quorum at Director/ASG level across the Bureaux is necessary for effective organization-wide decision-making and follow-up.
4. Organize the CB meeting agenda and coordinate the distribution of preparatory documents, for example the draft Exigency Memo, the SURGE Plan, etc. The CB Secretariat also ensures that the relevant documentation is distributed to CB members at least two hours prior to the first CB meeting and at least 24 hours prior to the subsequent CB meetings.
5. Ensure that gender is included on the agenda of at least the three mandatory CB meetings.
6. Participate in the CB and produce the minutes of the meeting. The CB Secretariat ensures that the minutes are circulated no later than 24 hours after the end of the meeting.
7. The CB Secretariat requests crisis response deactivation once the approved crisis response period is over, as per the deliberation of the third mandatory CB meeting.
8. The CB Secretariat also supports (as appropriate) the CMST in their day-to-day activities in preparing and following up from CB meetings.

Annex 4: Crisis Management Support Team - Terms of Reference

The Crisis Management Support Team (CMST) is a temporary, working-level forum which implements the Crisis Board (CB) decisions and provides dedicated programme, operation, advocacy and RM support to the Country Office (CO) responding to Level 2 and Level 3 crises and, exceptionally, for Level 1 crises. The CMST engages Central and Regional Bureaux (RB) personnel in HQ and the Regional Hubs, with a standing membership from each bureau. The CMST is co-led by designated Regional Bureau and Crisis Bureau staff.

Objectives

The CMST functions shall include:

- Monitor and expedite implementation of CB decisions and CO requests.
- Guarantee a maximum 24-hour turnaround (or less in situations such as a no-objections Exigency Memo) on any crisis-related communication or update on a request for the duration of the crisis response level declaration.
- Meet to ensure coordination before each of the mandatory CB#1-3 meetings. The CMST Coordinator may also convene ad hoc conference calls.
- Proactively contribute and archive relevant information on the Crisis Portal.
- Communicate and facilitate handover of responsibilities at the closure of the crisis period.
- Support, when appointed by the CB, the Senior Response Coordinator (SRC).
- Establish GPN and Central Bureau supported Country Support Groups (CSGs) to support the country office in the development of technical products.

Leadership and membership

The CMST meetings will be chaired by the CMST co-chairs, typically the RB head of country support and the Crisis Bureau regional team leader. When appointed by the CB, the SRC heads the CMST (see Annex 6: SRC Terms of Reference).

- The CMST Co-chairs ensure that each bureau nominates a standing member who will be available for 24-hour turnaround response on information requests leading up to CB#1 as per the following list:
 - Bureau of External Relations and Advocacy (BERA): one RM or partnerships advisor/specialist; one communication advisor/specialist
 - Bureau for Management Services (BMS): one Security Office advisor/specialist; one management advisor/specialist
 - Bureau for Policy and Programme Support (BPPS): one Policy Advisor/Programme Advisor; when agreed by the CMST Coordinator, any additional Policy or Programme Advisor/Specialist
 - Crisis Bureau: one Country Support Management Team member; members of Crisis Bureau technical teams as agreed upon
 - Regional Bureaux: Country Desk (programme advisor) or Crisis Response Advisor
 - UNV (if relevant): Country Desk.
- Each standing member will ensure that relevant colleagues from their bureau who may need to support the response, are adequately informed and able to engage promptly. Additional bureau representatives may be copied in CMST communication. In exceptional circumstances, the standing member of the bureau may request the CMST Coordinator to allow additional bureau colleagues to join the CMST.

- The CRT Coordinator (or delegate) will represent the CO at CMST meetings and be the main point of communication between the CMST and the CO.
- The contact information of the standing members of the CMST and alternates are to be maintained by the CB Secretariat and uploaded on the Crisis Response Portal.
- The CMST is supported in its day-to-day operation on any tasks deemed necessary by the CB Secretariat.

CMST Co-chair key tasks

- The CMST Co-chairs should ensure frequent and seamless communication: within the CMST members and with the CRT Coordinator.
- The CMST Co-chairs and CRT Coordinator will be the main channels of communication between the CO, RH and HQ, conveying requests for support, information, guidance, and clearance for missions.
- The CMST Co-chairs, in close consultation with the CRT Coordinator, coordinates the following actions: preparation of CB agenda for all CB meetings:
 - drafting of the Exigency Memo;
 - preparing inputs and/or feedback to the CRT programme, operations and advocacy actions and products (e.g., Flash Appeal, CERF proposals, key messages, recovery programme);
 - any other HQ-led support to the CO Management and CRT, as per the CB decisions; and
 - ensuring that CB Secretariat upload all relevant information on the crisis response on the Crisis Response Portal.

Accountability

The CMST is ultimately accountable to the CMST Co-chairs, reporting to the CB Chair or, when appointed, the SRC. The CMST Coordinator may escalate any issue not resolved by the CMST, with a 12-hour courtesy notice to CMST members, to the CB Chair for resolution by the CB.

Annex 5: Country Office Crisis Response Team – TOR

Definition

The Crisis Response Team (CRT) is the Country Office (CO) mechanism to perform day-to-day crisis response activities, supporting the UNDP Senior Management to achieve the response objectives. The size and composition of the CRT are flexible to allow rapid scale-up and scale-down and any further adjustment based on changing response needs. While surge advisors deployed as part of the crisis response are integrated into CO teams and / or the response programme, they might also be part of the CRT depending on their role and profile.

The CRT is led by a CRT Coordinator (either a CO staff or a surge advisor, depending on capacities and requirements) and operates within the CO with personnel dedicated to support crisis response activities along three main pillars: programme, operations, and advocacy.

The CRT interfaces with the HQ Crisis Management Support Team to receive support on crisis response actions at country level. The two teams have open two-way communication throughout the crisis response period with regular contact between the respective coordinators and, as required, between the members of the teams.

Key tasks

The overall task of the CRT is to ensure the effective development and implementation of the response programme. It immediately begins Recovery Programming based on an initial recovery vision. These are further elaborated over time, in line with UNDP's role in response, recovery and resilience building, as needs and feasibility assessments are completed. In the crisis response period, programming activities will typically consist of time-critical response activities supported by the CRP and emergency funding, followed by development of the SURGE Plan and, finally, the full Recovery Programme.³⁶

CRT representatives will also participate in country-level coordination groups led by the national government or in the cluster system, as well as participate in relevant humanitarian assessments, other thematic assessments and begin the discussions and planning for a Post-Disaster Needs Assessment (PDNA)/Recovery and Peacebuilding Assessment (RPBA) as soon as possible.

Finally, the CRT will ensure timely and seamless collaboration between CRT members of the programme and advocacy pillars, particularly on resource mobilization initiatives and the development of resource mobilization documents.

The CRT will ensure that a gender perspective is included in all assessment and programming activities. Specific tasks include:

- supports the CO implementation of response and recovery activities, including logistics, procurement, finance, human resources and general administration.
- Implement the CO Business Continuity, security and other contingency plans;
- The dispatch of pre-positioned items to kick-start the CRPs is a critical operations action for crisis response.³⁷
- supports UNDP Senior Management in delivering key communications messages about the crisis and the UNDP response actions that resonate with partners.
- The CRT plays a critical role in supporting the CO resource mobilization efforts as it develops, in collaboration with the CMST, a UNDP resource mobilization document, Resource Mobilization Action and Communication Action

³⁶ Regional Hub and BPPS staff provide technical input and oversight to the CO with operational support (in the form of deployments) from CB.

³⁷ The CRT also liaises with Logistics and ICT common services Clusters, see <http://www.logcluster.org/>, <http://ictemergency.wfp.org/web/ictcpr/4>.

Plans.

- Communications products will focus on resource mobilization and appropriate financing mechanisms for Recovery Programme priorities and will endeavour to position UNDP to support mid- and long-term recovery efforts.
- The CRT also manages reputational risks, increases UNDP's visibility and disseminates UNDP key messages.

Membership

Select CO personnel including relevant programme and operations staff, the CO Gender Advisor, Peace and Development Advisors (PDA), United Nations Volunteers if present in the CO, UNDP Surge Advisors and any other deployed personnel (e.g., stand-by partners) can be CRT members.

A Surge Coordinator / Senior Recovery Advisor may be deployed, usually from the RH or HQ, for any Level 3 Crisis Response and as required for Level 2 Crisis Response, to support the CRT and facilitate the work of the Surge Planning Team.

CRT Coordinator responsibilities

- In charge of the day-to-day actions to achieve the response objectives set by the UNDP CO Senior Management, and for scaling-up of CO capacity through the implementation of the Surge Plan.
- Ensures frequent and seamless communication within the CRT as well as with the CMST Coordinator (preferably daily in the early phase of crisis response).
 - In close consultation with the CMST Coordinator and the SRC (when appointed), coordinates the following actions: inputs to the CB agenda for all CB meetings;
 - inputs and/or feedback to the CRT's programme, operations and advocacy actions and products (e.g., Flash Appeal,
 - CERF proposals, key messages, recovery programme, etc.); and
 - any other HQ-led support to the CO (CO Senior Management and CRT) as per CB decisions.

Accountability

- The CRT is accountable to the CRT Coordinator and, ultimately, to the UNDP CO Senior Management. The
- CRT Coordinator is usually the UNDP Country Director (CD) or the Deputy Resident Representative (DRR) or delegate.
- Any deployed personnel from HQ, RH or other COs should have a ToR that reflects their specific relation to the CRT with a clear line of accountability, limited to the duration of the deployment, to the CRT coordinator and, ultimately, to the UNDP CO Senior Management.
- The CRT and CRT Coordinator may continue to manage recovery programming after the termination of the support by the CB and CMST as per the specifications of the final mandatory CB meeting (CB#3).

Annex 6: Senior Response Coordinator – Terms of Reference

The Senior Response Coordinator (SRC) supports the crisis response leadership at Headquarters (HQ) and Country Office (CO) levels, following up on strategic decisions from the Crisis Board (CB), advising the CB Chair and members on balancing crisis response actions and clarifying crisis response goals and key messages, both internally and externally to UNDP. When multiple countries are affected by the same crisis or simultaneous crises, the SRC will play a crucial liaison and coordination role for COs and Bureaux affected by the crisis. Although most likely based in New York or the Regional Hub (RH), deployment to an alternative temporary duty station or missions to the Operations Hub might be possible.

Appointment

The CB appoints the SRC at the first Crisis Board meeting (CB#1) (strongly recommended for Level 3 crises response and recommended for large scale Level 2 crises), on the basis of a recommendation from the Regional Bureau (RB) and Crisis Bureau, and after determining the level of corporate coordination and support required for the response.

RB (including RH) and Crisis Bureau staff should be considered for this role and if selected be released of duties for potential full dedication to the crisis response for a minimum of six weeks.

The CB may also appoint the SRC to supervise the Crisis Management Support Team (CMST) Coordinator and oversee the work of the CMST for the period of the appointment.

Responsibilities

- Communicate regularly to CB members in HQ and other relevant UNDP managers about the importance of response activities and their duty to release staff for response-related duties and deployments.
- Work with the CB to ensure that the best candidates are released for appropriate periods to complete ToRs and that personnel at Regional Hubs are appropriately included.
- Reinforce the corporate nature and prioritization of response-related actions to achieve response goals.
- Coordinate the communication between the Crisis Response Team (CRT) and CMST Coordinators on strategic and priority response actions.
- Regularly communicate with the CRT Coordinator to monitor: progress towards response objectives;
- security and well-being of staff; and
- strategic resource mobilization, programme direction or other potential strategic-level operational or management challenges.
- Supervise, when appointed to do so by the CB, the CMST Coordinator and regularly communicate with the CMST Coordinator to anticipate any bottlenecks in corporate support and proactively engage CMST members as necessary.
- Ensure that gender is taken into consideration throughout the crisis response and that 15 percent of resources for recovery are directed to activities that address women's specific needs, advance gender equality or empower women.
- In close collaboration with the Bureau of External Relations and Advocacy (BERA) and the RB, actively engage a broad range of stakeholders and partners in the design, completion and promotion of the Resource Mobilization and Communication Action Plans.
- Reinforce key messages, prioritization of response activities and progress on recovery programming to internal and

external audiences through the use of media (traditional and social).

- When multiple countries are affected by the same crisis or simultaneous crises, the SRC will play a crucial liaison and coordination role for COs and bureaux affected by the crises.
- Ensure appropriate coordination with humanitarian partners (national and international) as well as national authorities. Organize UNDP coordination with and assistance to the United Nations Country Team.
- Attend and convene key meetings and forums, as necessary.

Accountability

The SRC reports directly to the CO-chairs of the CB at HQ and the Resident Coordinator at the CO level.

Profile

The SRC is a senior UNDP staff member with extensive operational experience in crisis response—a strategic thinker with gravitas in the organization.

- The SRC will have excellent coordination, communication and negotiation skills.
- Leadership skills are of essence as well as capability to act quickly in the face of multiple and pressing deadlines.
- Strong knowledge of UNDP programme and operations procedures is required.
- Extensive knowledge of current humanitarian issues is required.
- Knowledge of UNDP resource mobilization tools and donor priorities in both humanitarian and recovery framework is an asset.
- Excellent knowledge of English. Good command of the language spoken in the country facing the crisis is a plus.

Annex 7: Surge First Wave Profiles³⁸

Surge Coordinator – Coordinates the team of deployed surge advisors and supports CO Senior Management in the development of the Response Programme and the definition of all required tasks in preparation of / during the response. May serve CRT coordinator.

(Senior) HDP Nexus or Early Recovery Advisor – Ensures the HDP Nexus and / or early recovery approach is integrated into the humanitarian response and prepares the ground for the recovery phase, engaging with all clusters across the humanitarian community as well as with relevant development and peace actors. HDP Nexus and Early Recovery Advisors will be selected from their respective rosters. (CB)

(Senior) Programme Advisor – Provides initial support to COs in terms of assessment, programmatic and strategic guidance and coordination in the immediate aftermath of a crisis. (BPPS)

Communications Advisor – Responds to the immediate communications needs of the CO following a crisis, ensuring that UNDP's work in crisis recovery situations is well positioned and highlighted. (BERA, Regional Bureau)

Field Security Specialists – Advise and support on matters relating to the immediate crisis response, contingency planning and emergency activities relative to the security and safety of UNDP premises, personnel and assets. (BMS)

Resource Mobilization Advisor - Advisors will be identified and deployed in consultation with BERA.

Programme Specialist – Advisors may provide specific technical support and/or overall programme specialist support to the COs. Duties will include preparation for the SURGE Planning Team, advising on crisis response tools, planning for assessments, advising on interagency planning and funding and liaising with humanitarian actors. (BPPS, CB, Regional Bureau)

Crisis Response Specialist – Advises on the implementation of existing CRPs (Community Infrastructure, Debris Management and Solid Waste Management, Emergency Livelihoods, Core Governance Functions, National Recovery Planning and Coordination) and also possible future CRPs in the areas of Rule of Law and Crisis Governance. (BPPS)

Gender Advisor – Responds to the immediate gender needs of the country office after a crisis. (BPPS)

Operations Advisor – Provides immediate operations support for immediate crisis response. (BMS, Regional Bureau).

³⁸ For all profiles and details, please see: <https://undp.sharepoint.com/teams/crr/SitePages/SURGE-Advisors.aspx>

Annex 8: Crisis Response & Recovery Process



Annex 9: Key communication actions and messages

* For more guidance on crisis communications please visit the [BERA Communications Toolkit](#) on the UNDP Intranet site.

First 24-72 hours

Action	Lead Responsibility
<p>Confirm RR to serve as Spokesperson and to clear communication -related material, or if not a designate, usually the UNDP Deputy Resident Representative.</p>	CO
<p>Identify a HQ Spokesperson to respond to the demands of the 24/7 news coverage</p>	BERA
<p>Prepare key messages on the UNDP crisis response, using pre-cleared key messages and adding context specific information.</p> <p>CO communications, supported by the RB comms advisor, provides the first draft (in bullet points) to RBx, BERA and CB. BERA/CB communications specialist will edit to make more media friendly.</p> <p>In certain circumstances BERA may draft initial key messages, particularly if the CO is overwhelmed with demands and these will then go through the normal clearance process.</p>	<p>CO communications will provide first draft.</p> <p>BERA to support in coordination of sign off as messages will be cleared by CO/RBx/CB/BERA/ExO.</p>
<p>Set up communications coordination meeting including CO, RBx, GPN Comms Unit and ExO</p>	BERA
<p>Send out an initial crisis email to the designated spokespeople and communication focal points; providing the adapted pre-cleared messages as well as interview guidance and offer communication support to the Country Office.</p>	BERA
<p>Digital media within the first 24 hours:</p> <ul style="list-style-type: none"> • One message on global channels. • One message on UNDP Administrator’s accounts. • One message on regional channels. • One or more messages on CO channels. • RT UNDP Administrator’s tweet, plus UN, Secretary-General, CO and RBx accounts on any messages or new developments. • Promote UNDP Administrator’s statement. <p>Digital media within the first 48 hours:</p> <ul style="list-style-type: none"> • UNDP Administrator’s statement. • RT the UN, Secretary-General, CO and RBx accounts on any messages or new developments. 	BERA with ExO, RBx, CO, GPN CU.
<p>A media advisory or press release; to be disseminated to selected journalists outlining the dire needs resulting from the crisis, UNDP presence and readiness to respond. This must include the names of UNDP spokespeople who are available for interviews and should be disseminated to media as soon as possible.</p> <p>Press Briefing in Geneva or New York can be explored in the days and weeks following the crisis, similar to the briefings undertaken by other UN Agencies.</p>	BERA, working with the CO, RB, ExO and the GPN CU.

A local press briefing can also be arranged in country.	
Attend and feed into the UNCG Crisis Cell meetings and messages	BERA and RBx
<p>Identification and deployment of SURGE Communications Advisors; support the CO and Crisis Bureau’s CSMT and provide guidance during their deployment.³⁹</p> <p><i>*This deployment is often done a few weeks/months into the crisis, even though the discussion and identification of Surge support starts sometimes at the onset.* The timing of the communications surge deployment should be optimized to deliver on UNDP’s needs. For maximum impact this deployment must be in consultation with BERA AMCG Director and GPN Strategic Communications Advisor, to ensure that the communication professional will be able to deliver on their TORs and not hindered by political sensitivities and other concerns.</i></p>	CB’s CSMT in consultation with BERA AMCG Director, GPN Strategic Communications Advisor, RBx and CO
Determine the level of COMS-related reputational risk of the crisis and begin work on an ‘if asked’ Q&A; to support spokespeople on difficult questions.	BERA AMGC Director, in coordination with CB, CO, RBx and GPN CU
Share information with the CB (CSMT) Focal Point for the crisis; including the approved key messages, names of spokespeople and communications and media focal points.	BERA, GPN CU
Develop communications collaterals to spotlight the crisis, the impact on people, the work being done to address the crisis. For example, through blogs and short video posts for social media, support UNDP colleagues in affected areas to provide firsthand accounts of what they are seeing and what the needs are, and UNDP’s role in assessment, working with inter-agency partners, rebuilding, and response.	CO, supported by BERA, RBx and the GPN CU

Following days and weeks

Action	Lead Responsibility
Ensure external communications incorporates Partners at Core ; AMCG to work with PPG to ensure Partners at Core outreach is integrated into crisis communications, utilizing crisis offer messaging.	BERA with GPN CU
Update key messages and “if asked” regularly and share with spokespeople, outlining country-specific sensitivities and providing them with interview guidelines.	Communications focal point (often the CO Communications focal point/Team Leader)

³⁹ The timing of the communications surge deployment should be optimized to deliver on UNDP’s needs. For maximum impact this deployment must be in consultation with BERA AMCG Director and GPN Strategic Communications Advisor, to ensure that the communication professional will be able to deliver on their TORs and not hindered by political sensitivities and other concerns.

Example Communications Content Schedule

All content is to be developed by the CO with the support from BERA, RBx, and the GPN Communications Unit.

Timing	Action
Website	
Week 1	<ul style="list-style-type: none"> Descriptive blog posts with first photos, videos, impressions, atmosphere and narration of the situation on the ground submitted by the CO.
Week 2	<ul style="list-style-type: none"> Web story with first photos, videos, impressions, description of the situation. Example here. Drafted by CO or raw material (key messages, quotes, visuals) sent to UNDP HQ for production. Descriptive blog posts with first photos, videos, impressions, atmosphere and narration of the situation on the ground submitted by the CO.
Week 3	<ul style="list-style-type: none"> Web story or press release with photos, videos, quotes and testimonies available, including mention of UNDP's work and approach. Drafted by CO or raw material (key messages, quotes, visuals) sent to UNDP HQ for production. Q&A with the RR drafted by the CO and sent to UNDP HQ for production. Blogs: From multiple perspectives including CO staff, global leadership and CB thought leaders. Videos from the ground produced by CO or raw material sent to UNDP HQ for production.
Social Media	
Week 1	<ul style="list-style-type: none"> Video from the ground and/or situation description by CO team. Photos and quotes, example here. Graphics to be produced by CO or raw material sent to UNDP HQ for production. RT UN, SG, CO and RBx accounts on any messages or new developments. Address the creation of a standalone Trello board, or add material to the UNDP Social Media Trello board.
Week 2	<ul style="list-style-type: none"> Promote web story and/or blog. Videos of UNDP staff and/or affected people with impressions, atmosphere and narration of the situation on the ground. Examples here (preferably videos) and here. To be produced by CO or raw material sent to UNDP HQ for production. RT CO, RBx, UN and SG accounts on any messages or new developments.
Week 3	<ul style="list-style-type: none"> Promotion of new content. Videos from the ground including mention of UNDP's work and approach. Examples here and here. RT UNDP Administrator's tweet, plus UN, SG, CO and RBx accounts on any messages or new developments.
One-month mark	<ul style="list-style-type: none"> One-month messages across all channels. Recap video, example here, produced by UNDP HQ. RT UNDP Administrator's tweet, plus UN, SG, CO and RBx accounts on any messages or new developments.

Sample key messages

Sample messages for crisis which can be adapted for each specific crisis:

- UNDP stands ready to assist affected communities and national authorities (as relevant) with immediate critical needs as they begin to recover in the aftermath of this crisis.
- UNDP has xxx years of experience of working with government and partners in xxx (country) and stands ready to support the people and government in the face of this tragedy.
- UNDP will draw on our vast experience in crisis situations to help (country) recover now and develop in the long term.
- UNDP offices around the globe are also on alert to support the crisis response and we have staff on standby for potential rapid deployment to begin the process of early recovery as soon as possible.
- UNDP is shocked and saddened by the devastating loss of life and suffering caused by this tragedy.
- The full scale of this tragedy is not yet known. In the meantime, UNDP's first efforts will be to work with and coordinate with other UN agencies and humanitarian actors to respond to the immediate needs of the survivors.
- It is being reported that as many as XXX people have been killed/injured/affected by this crisis. We fear the final figures may be higher.
- (Media are most often interested in the numbers of people affected in the aftermath of a crisis. This can be difficult to answer, but feel free to give as much information as you can, prefacing your answer with a qualifier such as 'the government/media is reporting that as many as XXX are affected'.
- It is clear from the sheer scale of what has happened here that the people of XXX (country) will need assistance in the days, weeks, months and perhaps even years to come. UNDP will be in XXX (country) for the long-term to help with crisis response, recovery and the return to the path of development.
- Already vulnerable before disaster strikes, women and children frequently pay the highest price in crises like this. But we will work with the authorities to help the country build back better and ensure that no one is left behind.
- (Country) is already vulnerable, sitting at xx on the Human Development Index. XX% of the population is below the poverty line, and the country will need all our support to ensure that precious development isn't reversed.
- First and foremost, we must address immediate humanitarian needs, but it is already clear that XXX (country) will require ongoing support to recover and rebuild in the wake of this catastrophe.
- Whatever the final outcome, the people here will need the international community's support to recover their dignity and their livelihoods. We stand ready to help in the short term and the long term.
- All our staff are accounted for/we are working to account for all our staff.

Annex 10: Acronyms

AAR	After Action Review
ASG	Assistant Secretary-General
BERA	Bureau of External Relations and Advocacy
BMS	Bureau for Management Services
BPPS	Bureau for Policy and Programme Support
CB	Crisis Bureau
CERF	Central Emergency Response Fund
CMST	Crisis Management Support Team
CO	Country Office
CRT	Crisis Response Team
CSG	Country Support Group
CB-ASG	Crisis Response Unit Assistant Secretary-General
GCER	Global Cluster for Early Recovery
HQ	Headquarters
HRP	Humanitarian Response Plan
IARRM	Inter-Agency Rapid Response Mechanism
IASC	Inter-Agency Standing Committee
ICT	Information and Communications Technology
MIRA	Multiple Indicator Rapid Assessment
PDNA	Post-Disaster Needs Assessment
SOP	Standard Operating Procedure
ToR	Terms of Reference
TRAC	Target for Resource Assignment from the Core
UNCT	United Nations Country Team
UNDP	United Nations Development Programme



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