



STANDARD OPERATING PROCEDURE FOR IMMEDIATE CRISIS RESPONSE



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Overview

1.1. Scope

Crisis response is broadly defined by UNDP as a response to sudden-onset and escalating protracted crises, conflict and disasters. 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. The SOP 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 a CO has in place the resources to implement recovery and resilience initiatives. This period is context-specific, but on average lasts six months, or longer in protracted crises.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 CO has the capacity to 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 Response Unit (CRU) and in close consultation with the Bureau for Programme and Policy Support (BPPS), 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 CRU during the crisis response, noting that the role of the Regional Hub might differ from one region to the other.

The SOP applies to the:

1. UNDP role in crisis response; and
2. UNDP role in supporting inter-agency crisis response.

1.2. UNDP response goals

UNDP has five goals that guide the organization's response to a crisis (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 the UNDP dual mandate to lead and/or support coordination functions in the United Nations system and at the same time implement recovery programming.

1. **Provide effective coordination and leadership** in (early) recovery coordination and programming through support to the CO, to the United Nations system and more broadly to humanitarian clusters, national governments and other partners.
2. **Fully engage in needs assessments** at distinct stages of the response, including inter-agency humanitarian assessments (Multi-Cluster Initial Rapid Assessment – MIRA) and multisectoral and thematic assessments (Post Disaster Needs Assessment, Recovery and Peace Building Assessment, Gender Assessment).
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.
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 In protracted crises, the SOP also applies following a significant change in the crisis.

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, capacity,³ complexity and reputational risk.

1 LEVEL

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.

2 LEVEL

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.

3 LEVEL

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.

UNDP does not automatically mirror the crisis levels set by the Inter-Agency Standing Committee (IASC). However, any declaration of a United Nations system-wide Level 3 Crisis Response will activate the UNDP IASC coordination commitments.

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

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.

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.

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.

Headquarters

The Crisis Board

The Crisis Board⁴ is a 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,⁵ deployments, SURGE plan endorsement, recovery programme endorsement and gender considerations.⁶

For Level 3 crises, the Crisis Board is chaired by the Associate Administrator (with the CRU ASG as alternate chair). For Level 2 crises, the Regional Bureau Director chairs the Crisis Board (with the Regional Bureau Deputy Director as alternate chair). 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 the box in this page for information on the process to declare crisis response Level 1)

In exceptional cases, the Crisis Board may decide to appoint a Senior Response Coordinator (SRC) in large scale and complex crises.⁷

DECLARING A CRISIS RESPONSE LEVEL 1

After consultation and agreement with the CRU 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 CRU and Regional Bureau may exceptionally agree to hold an ad hoc Crisis Board meeting to make decisions on the above.

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

The Regional Bureau and CRU 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 90 days from the crisis declaration unless a decision is made to upgrade the response to a higher level. After 90 days from the crisis declaration, the CRU issues an automatic notification to formally close the crisis response period.

⁴ See Annex 2: Crisis Board TOR.

⁵ The Crisis Board performs different functions from the Executive Team Mechanism for Protracted Crises, Complex Emergencies and for Early Warning. While the Crisis Board is mainly a temporary and strategic decision-making body for crisis response, the Executive Team is a proactive corporate mechanism that allows for consultation and direct dialogue at senior level to enable UNDP to anticipate, react and adapt quickly and effectively to crises and complex emergencies and to discuss strategic issues affecting UNDP in these contexts.

⁶ The CRU 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).

⁷ A Senior Response Coordinator supports the crisis response leadership at HQ and 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)

The 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 led by a **CMST Coordinator**, who is named by the Crisis Board. The CMST Coordinator manages the technical inputs of the team while coordinating cross-cutting issues.⁸

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 First Responders, 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.⁹

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 CRU establishes and maintains systems and tools for corporate preparedness and response¹⁰ in close collaboration with central and regional bureaux. The Bureau for Policy and Programme Support (BPPS) provides 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 change in a protracted crisis, early action can be triggered by the CO, Regional Bureau or CRU. This includes calling for a Crisis Board in the case of a rapid deterioration or a Preparedness Crisis Board to make time-critical decisions to support the CO in preparing for a possible deterioration. These may include contingency planning, empowered leadership measures and evacuation plans, among others.

3

Supporting UNDP crisis response

UNDP crisis response can be triggered by any one of the following events:

- a request for support from a national government, CO or Regional Bureau is communicated to the Regional Bureau-Assistant Secretary-General (ASG); an alert based on an early warning from the Regional Bureau, the CRU or from the outcome of a preparedness Crisis Board; and/or
- a request from the Associate Administrator, Regional Bureau-ASG or CRU-ASG for a Crisis Board to convene and determine the level of a crisis. This would primarily be used in cases in which a crisis severely impacts the CO or there is a failure in normal CO communication.

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.

⁸ See Annex 4: Crisis Management Support Team TOR.

⁹ See Annex 5: Country Office Crisis Response Team TOR.

¹⁰ List of UNDP COs with a declared crisis: https://intranet.undp.org/unit/cru/cty_pages/SitePages/surge_operations_by_country.aspx.

Following a trigger event, the Regional Bureau will contact the CRU and request their teams to carry out a rapid crisis response level assessment in consultation with the CO and BPPS. Based on the rapid assessment, the CRU 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; or
2. **Potential crisis response Level 1:** Identify and agree on required resources and support to the CO detailed in an Exigency Memo; or
3. **No crisis response level:** The CO may be eligible to apply for emergency funding for coordination and assessment.

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 (CRU/Regional Bureau);
- sharing corporate response procedures, guidance and tools, including information on how to access Stand-By agreements and Long-term Agreements (LTAs) (CRU);
- alerting First Responders and their Bureaux of possible deployment (Regional Bureau and CRU);
- nominating staff to deploy as First Responders (Central and Regional Bureaux)
- alerting the Procurement Support Unit of a possible need to dispatch prepositioned equipment (CO and CRU); 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), the Regional Bureau and CRU will prepare a draft **Exigency Memo**, in consultation with the Regional Bureau, to propose the level of crisis response and outline the support required by the CO to kick start the response. Support may include First Responder deployments, emergency grants for coordination and assessment and for immediate programmatic activities,¹¹ 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**¹² (CB#1) will discuss and endorse the provisions of the Exigency Memo to declare the Crisis Response Level and trigger the release of resources (see Table 1). The Crisis Board may also discuss:

- staff security;
- business continuity;
- UNDP value added and positioning in response and recovery phases;
- immediate resource mobilization actions, including preferred mechanisms for channelling donor contributions;
- activation of the early recovery cluster; and
- UNDP engagement in inter-agency assessments.

¹¹ All suggested funding levels are conditional on Crisis Board approval and fund availability. Actual funds allocated by the Crisis Board may vary depending on circumstances and context.

¹² 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 on page 4).

TABLE 1: Initial crisis response provisions

CRISIS RESPONSE PROVISION ¹³	LEVEL 1	LEVEL 2	LEVEL 3
TRAC 1.1.3 funding for coordination and assessment	Up to \$100,000	Up to \$150,000	Up to \$200,000
Emergency funding ¹⁴ to start immediate programme activities, including the use of Crisis Response Packages (CRPs) and to prepare the ground for the Recovery Programme	Up to \$200,000	Up to \$500,000	Up to \$1,000,000
Deployment of First Responders within 24-72 hours and Surge Advisors ¹⁵	If and as needed	Granted for both levels	
Deployment of SURGE Planning Team and development of a SURGE Plan (See section 3.4)	Not applicable	Granted for both levels	
Activation of Fast Track Policies and/or Special Measures ¹⁶	Not applicable	Granted for both levels	

3.3 Assessment of management and coordination capacities

Within two weeks of the start of a Level 2 response, the Regional Bureau issues a confidential report to the Associate Administrator assessing the **coordination and management capacities** of the CO management team, highlighting any proposed changes. In a Level 3 response, the Regional Bureau, with support from the Director of the Office of Human Resources Management, issues a confidential report assessing the coordination and management capacities of the CO management team and submits it to the Associate Administrator. The Associate Administrator will hold confidential consultations (closed-door meetings) with the directors of the Regional Bureau, CRU and BMS, prior to taking decisions. These decisions could include reinforcing existing capacities in the CO, reorganizing responsibilities within the CO or making changes to the CO 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.

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 funds¹⁷ and the UNDP Crisis Response Packages. The CO will also participate in critical actions in the humanitarian programming cycle, such as needs assessments (MIRA) and a Flash Appeal, particularly from an early recovery perspective.

¹³ The CRU tracks the deployment of resources for crisis response and will regularly evaluate trends to assess if adjustments to suggested levels need to be reconsidered.

¹⁴ Emergency Funding may be sourced from TRAC 1.1.3 Category III and Emergency Development Response to Crisis and Recovery (EDRCR) Funding Window.

¹⁵ Includes UNDP staff as First Responders and SURGE Advisors, pre-vetted consultants, United Nations Volunteers and Standby Partners.

¹⁶ Any additional special measures must be approved by the Regional Bureau and BMS. The Fast Track policy will undergo a revision during 2017-2018.

¹⁷ 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.

Based on a decision of the Crisis Board, the CRU, in collaboration with the CMST and CRT, will convene and deploy 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.

The second mandatory Crisis Board meeting (CB#2) will endorse the SURGE Plan presented by the CO and dedicate resources required for its implementation. 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, the CO will carry out **key programme, operations and advocacy actions**, with the support of SURGE Advisors from UNDP and partner organizations.¹⁸ Throughout this period, the Regional Bureau will provide strategic guidance, the CRU will ensure the rapid deployment of the SURGE team and Central Bureaux will provide technical support (outlined below). The CMST and the CRT will monitor the implementation of the SURGE Plan to ensure 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.¹⁹ 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 Advisor should be included in the Surge Plan to support the CO towards these critical activities.²⁰

In addition to its support to the government, the CO will also identify its recovery interventions through the Early Recovery Cluster, for which UNDP is the lead agency (see section 4 for additional information). 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, BPPS may also set up a Development Solution Team (DST), in coordination and agreement with the CMST, for CO programme support. 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.²¹ The dispatch of pre-positioned items to kick start recovery programme implementation, including through the Crisis Response Packages, 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.²² 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.

¹⁸ United Nations Volunteers, Stand-by Partner organizations, among others.

¹⁹ Post-Disaster Needs Assessment, Recovery and Peacebuilding Assessments, humanitarian assessments or other needs assessments.

²⁰ The Senior Recovery Advisor may also be deployed earlier in the response as a First Responder.

²¹ Section 6 provides more detail on operations provisions and support for the crisis response.

²² Section 5 provides more detail on communications and resource mobilization for crisis response.

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 and final Crisis Board meeting (CB#3) will take place after the CO approves the programme initiatives for recovery and/or resilience-building based on the CO reprogramming exercise, the Surge Plan and any agreed change management action.²³ The Crisis Board will review resources in case there is a financial gap between the SURGE period and mobilizing other resources.

The final Crisis Board meeting will mark the completion of the crisis response period unless the Crisis Board extends the original crisis response duration or recommends a new crisis response level. The Crisis Board will also determine the modality and timing for the After-Action Review (AAR)²⁴ 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 CRU);
- transfer monitoring of the crisis recovery to the Executive Team, including a timeline for periodical meetings (Regional Bureau, with support from CRU); and
- continuation of the Development Solutions Team for ongoing support to the CO Recovery Programme (BPPS).

4

Support inter-agency crisis response

The following section outlines UNDP support for inter-agency mechanisms and processes in the crisis response.

4.1 Participation in inter-agency mechanisms

The Sustainable Development Goals and Agenda 2030, as well as the World Humanitarian Summit and Grand Bargain process, have galvanized efforts to adjust United Nations response approaches to the diverse and rapidly changing landscape in which humanitarian, development and peace actors operate. UNDP and its partners are taking concrete steps to advance this, through the New Way of Working initiative.²⁵ The New Way of Working provides a framework to better mitigate risk, respond to and reduce needs and address vulnerability through coherent action aimed at achieving collective outcomes. For the UNDP CO, this entails promoting and advancing partnerships with other development actors, humanitarian actors and, when appropriate, peace actors based on joint analysis, joint planning and programming, effective leadership and enabling financing instruments.

It is a responsibility of the UNDP CO to enable and fully participate in the different inter-agency mechanisms and to work in a manner that promotes and enables coherent system-wide responses. The mechanisms, through which the CO engages may include, but are not limited to, those described below.

At country level

- **United Nations security and evacuation plans, programme criticality assessment, emergency response preparedness processes, including the Inter-Agency Contingency Plan.** These critical plans need to be kept up to date so they can be immediately activated. They should be regularly reviewed within the established inter-agency coordination forums. The Programme Criticality Framework provides guidance to ensure that informed and legitimate decisions are made about the safety and security of United Nations personnel in the delivery of mandated activities.

²³ The Crisis Management Support Team can advise the Regional Bureau to convene the third and final Crisis Board on a virtual basis (e.g., via email).

²⁴ Gender and the environment are always included as cross cutting themes in the After-Action Review and response evaluation processes.

²⁵ <https://agendaforhumanity.org/initiatives/5358>.

- **Cluster 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 may take the lead in establishing an Early Recovery Cluster when specific early recovery needs are not covered by the other clusters (e.g., Community Restoration cluster, Social Cohesion and Livelihoods cluster, Early Recovery and Livelihoods cluster). UNDP can also deploy experts²⁶ and personnel to strengthen early recovery across the clusters and through the overall system.
- **United Nations Communication Group, or a similar mechanism for the Humanitarian Country Team.** Actively contribute to joint messaging and advocate for inclusion of early recovery related information in joint communication products of response agencies, such as the Office for the Coordination of Humanitarian Affairs (OCHA) Situation Report, talking points, Q&As and “if asked” for the Humanitarian Coordinator.
- **Needs assessments**
 - *Humanitarian assessments:* When a specific request from the government is received, the Humanitarian Country Team will conduct a Rapid Multi-Sector Needs Assessment. 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 should take part in inter-agency assessments to identify early recovery needs from the beginning of the response. Early recovery coordination experts and mechanisms may also follow up with an in-depth assessment. In protracted crises, COs will engage in a Humanitarian Needs Overview based on information derived from secondary/existing data, multi-cluster and sectoral assessments, monitoring information and expert knowledge.
 - *Recovery assessments:* 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 Bank²⁷ and the European Union. The Resident Coordinator, with strong engagement from the UNDP CO²⁸ 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 RPBA through the deployment of assessment coordination and technical experts.²⁹
- **Appeals process.** Common inter-agency appeals issued in crisis situations include the Flash Appeal and the Humanitarian Response Plan. In sudden-onset crises, COs should participate in the preparation of an emergency Flash Appeal in coordination with other United Nations agencies and of proposals geared to specific donors. 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). Several humanitarian country teams have opted for a multi-year planning process, especially in protracted crises. When possible, linkages should be made to existing development plans and the United Nations Development Assistance Framework (UNDAF).

²⁶ Experts from Stand-by Partner organizations and United Nations Volunteers, consultants, among others.

²⁷ Other Multilateral Development Banks, such as ADB, IADB, CDB, IDBG or AfDB may also join the assessment.

²⁸ The UNDP will support the overall coordination of the assessment and often lead/co-lead several sectors.

²⁹ CRU coordinates between the Regional Bureau, BPPS and the CO on required steps for implementation of the PDNA. CRU also deploys assessment coordination and technical experts. BPPS provides technical input and support throughout the process.

At headquarters

Responsibility for UNDP participation in HQ-level inter-agency mechanisms is shared as below.

- The Regional Bureau will lead the UNDP 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.
- CRU is the overall UNDP focal point for the IASC, representing the organization in the IASC Emergency Directors Group and supporting the Administrator for IASC Principals meeting. The CRU coordinates closely with the Regional Bureau on country-specific issues.

Responsibility for UNDP participation in HQ corporate crisis management is shared as below.

- The Regional Bureau is the lead in the UNDP role as the United Nations Development Group (UNDG) Regional Chair and, therefore, is also co-chair of the inter-agency crisis management mechanisms, alongside the Department of Political Affairs (DPA) in non-mission settings.
- The Regional Bureau will follow up on decisions taken by the United Nations-wide Crisis Management Team and the inter-agency Crisis Management Team.³⁰

4.2 UNDP strategic support on early recovery (inter-agency and cluster coordination)

The IASC established the Global Cluster for Early Recovery (GCER) in 2005 with the aim of enhancing the global capacity for integrating recovery-related interventions into a humanitarian response, accelerating the impact of development interventions and integrating risk reduction and preparedness measures at the very early stages of emergencies and beyond. The GCER is chaired by UNDP and comprises over thirty United Nations and non-United Nations active global partners from the humanitarian and development communities, including representatives of NGO consortia and cross-cutting issue Focal Points.

If the global cluster system is activated, UNDP will take the lead in supporting the Resident Coordinator/Humanitarian Coordinator at the strategic level and/or the establishment of the in-country cluster for Early Recovery. The GCER provides guidance on cluster membership to ensure effective collaboration among the government, humanitarian and development actors. The GCER also promotes sustainability in crisis recovery, particularly national ownership of the recovery process and building local and national capacities. UNDP Crisis Response Packages offer practical tools that the UNDP CO may use to carry out early recovery initiatives.

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

- an **Early Recovery Advisor** to support the Resident Coordinator/Humanitarian Coordinator with early recovery strategic planning and in forging inter-cluster linkages on early recovery-related issues;
- and/or an **Early Recovery Cluster Coordinator**, to support the facilitation of a cluster covering the areas of early recovery not covered by the other clusters; and
- an **Information Management Officer** to support the clusters in gathering, analysing and disseminating information to assist informed decision-making.

³⁰ 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.

5

External communication and resource mobilization

5.1 External communication

The United Nations Resident Coordinator/Resident Representative or the highest-ranking UNDP official, as designated primary spokesperson at the country office level, is responsible for engaging with the national government and other partners at the in-country level on behalf of UNDP during a crisis response, in addition to providing timely response to media inquiries and contributing to the development and use of key messages.³¹

As the Resident Coordinator/Resident Representative can hold multiple roles during a crisis, it is important to designate alternates and additional spokespeople at the country level (usually the Country Director as well as the Deputy Country Director of Programme) and at HQ level (Regional Bureau Director, Regional Bureau Deputy Director and/or Regional Bureau Desk Officer). The UNDP alternate at country level should act as designated spokesperson and sign off on UNDP-related communication issues.

The CO management, led by the highest-ranking UNDP official, has the main responsibility to implement communication efforts during crises to support resource mobilization, manage reputational risks and increase UNDP visibility and the understanding of its work by stakeholders, including the national population, partners and donors. In some cases, such as ahead of expected cyclones, media outreach and communication planning should begin before the disaster hits.

In case of a Level 1 or Level 2 crisis, the Regional Bureau coordinates support for the CO in close collaboration with BERA. For a Level 3 crisis, given the fast-moving nature of media attention and high reputational risk at corporate level, BERA is responsible for coordinating the overall crisis communication response in close collaboration with the Regional Bureau. If the crisis level is yet to be established, the Regional Bureau, with BERA, will determine who leads the support on communication outreach. The CO will fulfil the key communication-related responsibilities during a crisis, supported by the Regional Bureau (in Level 1 and Level 2) and by BERA (in Level 3).

Key communications actions

- Prepare key messages on the UNDP crisis response, using pre-cleared key messages and adding context specific information.
- Determine the level of reputation risk of the crisis and share the key messages, names of spokespeople as well as media focal points with the CMST/Crisis Board Secretariat ahead of CB#1. Identify one focal point (and one alternate) that has the authority to clear communication-related material (usually the Country Director and Regional Bureau Desk Officer).
- Support the CO and CRU with identification and deployment of Communication First Responders and SURGE Advisors, as well as provide guidance during their deployment.
- 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; promote crisis response packages; and offer communication support to the Country Office.
- Prepare a media advisory or press release to be disseminated to selected journalists outlining the UNDP presence and readiness to respond, including the names of UNDP spokespeople, as soon as possible and at latest within the first 24 hours after the CB#1.

³¹ Communication officers are encouraged to follow the [UNDP Guidelines for Communicating in Crises](#). The guidelines include relevant templates and a full list of communication actions in emergencies.

- Prepare a factsheet or infographic featuring key information on the Country Office, including such information as an overview of activities/results, list of partners, a map featuring presence of relevant programmes in the country. Include contact details of communications staff and focal points. This is to be updated regularly with facts on UNDP response activities and results and to be shared with media and other partners.
- Prepare a Communication Action Plan (CAP) with support from the Regional Bureau and BERA and approved by the Crisis Board. This action plan should be closely coordinated with resource mobilization colleagues and should outline a sequence of actions to meet immediate recovery priorities and to position UNDP to support mid-term and long-term recovery programming needs. It should identify stakeholders, key communication objectives, guidance on media outreach and content gathering, as well as a detailed communication work plan.

5.2 Resource mobilization

Resource mobilization starts immediately after a crisis is declared. Within the first 48 hours, resource mobilization efforts should include a description of needs, with indicative budget and milestones. The Regional Bureau will be responsible for supporting the Country Office resource mobilization efforts. In addition, BERA, CRU and BPPS will provide guidance and input to support resource mobilization and increase UNDP visibility and the understanding of its work by all stakeholders, including funding partners.

It will be imperative that the CO, Regional Bureau and BPPS develop a UNDP recovery vision and programme options as early as possible to anchor communications and resource mobilization actions.

The CO will also develop a chapeau resource mobilization document identifying critical response, recovery and resilience building initiatives that will create resource mobilization opportunities. This will include adding early recovery activities into a Flash Appeal and preparing grant proposals for the Central Emergency Response Fund (CERF),³² donor and/or international financial institutions emergency funds. The CO will also discuss with donors reprogramming of resources towards the crisis response.

The BERA will support the Regional Bureau and the 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 relevant capitals. BERA will also support the Regional Bureau and the CO with resource mobilization efforts for the Recovery Programme.

For Level 2 and 3 crises, resource mobilization efforts will be guided by a Resource Mobilization Action Plan (RMAP), developed by the Regional Bureau/CO with support from BERA and CRU. The Crisis Board may appoint a Resource Mobilization Task Force, co-led by the Regional Bureau and BERA, to ensure a reinforced and coordinated engagement with funding partners. The RMAP outlines a sequence of actions to meet immediate recovery priorities and to position UNDP to support mid-term and long-term recovery programming needs. The action plan should:

- ensure UNDP capacity to engage external partners by supplying the responsible staff with a continuously updated and targeted UNDP offer (products and services) and key messages aligned with UNDP core commitments and informed by previous programme achievements;
- provide guidance and mapping on engagement with a variety of partners including traditional (OECD/DAC) and emerging donors, international financial institutions, the private sector, the national authorities of the affected country and others ; and
- provide a strategically sequenced and layered set of actions for the resource mobilization components with various funding partners, including international financial institutions and the private sector.

³² <https://cerf.un.org/about-us/who-we-are>.

Progress on the UNDP offer and the RMAP will be reviewed by the Crisis Board on a regular basis during the crisis response period and will be linked to the recovery framework. Particularly for a Level 2 and Level 3 crisis, UNDP will conduct the resource mobilization (internal and external) actions below.

- Reprogramme existing resources.
- Access a revolving fund mechanism (to be developed) to immediately start implementation of projects, that may include the Crisis Response Packages and other recovery projects.
- Apply for CERF and Flash Appeal resources.
- Access UNDP's TRAC 3 funding linked to the Surge Plan.
- Access funds from the UNDP Funding Windows other than the Emergency Development Response to Crisis and Recovery Funding Window.
- 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 an appeal for private sector donations.
- Help raise direct crowd-sourced resources to CO and/or HQ (UNDP Digital Good).

At least 15 percent of United Nations-managed funds in support of recovery activities should be dedicated to projects whose principal objective (consistent with existing mandates) is to address women's specific needs, advance gender equality or empower women (United Nations Secretary General's 7-Point Action Plan).

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 a country Security Risk Assessment) 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 **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/Resident Coordinator and Crisis Board is to ensure the safety and security of UNDP personnel.

UNDP personnel shall assess risks and include appropriate safeguards in programme design. They should also monitor programmes and projects for adherence to standards intended to ensure safety, as well as social and environmental sustainability.

The United Nations Programme Criticality Framework³³ provides guidance to ensure that informed and legitimate decisions are made about acceptable risk in the delivery of mandated activities. 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 CO Country Director with The UNDP CO Senior Management strategies based on the acceptable risk and will sign off on implementation activities in accordance with their Programme Criticality rating.

The UNDP Security Office 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:

- staff evacuation;
- deployment of security equipment (e.g., armoured vehicles, satellite phones, solar panels); and
- deployment of security advisors via the SURGE mechanism.

³³ www.unsceb.org/content/programme-criticality-framework.

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.³⁴ 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.³⁵

A health crisis (for example, Ebola) would require the office to put in place additional measures to ensure staff health and well-being.

As any crisis often induces psychological trauma to personnel, the Office of Human Resources Management is available to coordinate psychosocial support to individual staff members.³⁶

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 UNDP Office of Financial Resources Management, in close collaboration with the Regional Bureau, is prepared to support Country Offices in conducting this exercise and can provide advice on how to best ensure sustainability.

Global financial 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 processes can be devolved to the UNDP Global Shared Services Center (GSSC).³⁷ 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 UNDP Office of Information Management and Technology is prepared to support the Country Offices in re-establishing ICT infrastructure in the country office.³⁸

Human Resources

The UNDP Office of Human Resources Management (OHRM) 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.

³⁴ Specific locations of the United Nations Clinics worldwide can be located [here](#).

³⁵ United Nations Examining Physicians worldwide and their contact details can be found [here](#).

³⁶ 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.

³⁷ www.undpglobalsharingservicescenter.org.

³⁸ The OnelCTbox can be rapidly dispatched to the CO.

The Office of Human Resources Management 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 working arrangements, host government agreements relating staff and personnel data.

6.2 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.

Mainstreaming of Fast Track measures

As most Fast Track measures have been mainstreamed into relevant policies and streamlined into the required processes, this should enable Country Offices to work quickly to implement crisis response programming. Mainstreaming of the Fast Track measures has allowed Country Offices to avail certain flexibilities in policies and procedures. However, some provisions were delegated to the Regional Bureau level and, therefore, the CO will still need to seek approval for these.

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 Dubai (United Arab Emirates) and Subang (Malaysia). As a part of the Crisis Response Packages, Country Offices may request these goods as project inputs. In coordination with the CRU, 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

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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: First Responder profiles

ANNEX 8: 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, 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 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:**³⁹ Close the crisis period, endorse transition arrangements⁴⁰ and recovery initiatives.

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.⁴¹

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 CRU provides CB Secretariat services⁴² for all Level 3 and Level 2⁴³ crises and, exceptionally, for Level 1 crises.

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;
- 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 Coordinator⁴⁴ in large scale and complex crises.

³⁹ This CB meeting can be convened virtually or in person.

⁴⁰ Includes setting roles and responsibilities at country, regional and central levels and defining follow-up actions with a timeline (i.e., in protracted crises the timeline for an Executive Team meeting).

⁴¹ Ad-hoc CBs do not count as mandatory CB meetings and can be held on a virtual basis (e.g. email).

⁴² 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.

⁴³ In case of Level 2 and Level 1, upon written request from the Regional Bureau, the CRU is to delegate the CB Secretariat role to the Regional Bureau, on the condition that the standard tools for the Secretariat will be used.

⁴⁴ See Annex 6: Senior Response Coordinator TOR.

Chairing and attendance

	LEVEL 3	LEVEL 2	LEVEL 1
Chair	AA	RB Director	RB Deputy Director
Alternate	CRU Director (ASG)	RB Deputy Director	CRU Deputy Director
RB	Director (ASG)	Deputy Director	Deputy Director
CO	RR/RC and CD ⁴⁵	RR/RC and CD ⁴⁶	CD
Bureau for Management Services	Director (ASG), supported by Director of Security Office and any other requested profiles	Director (ASG), unless delegated to Deputy Director, supported by Director of Security Office and any other requested profiles	Deputy Director
BPPS	Director (ASG)	Deputy Director	
BERA	ASG, supported by Director Communications	Deputy Director, supported by Director Communications	Deputy Director, supported by Director Communications
CRU	Director (ASG)	Deputy Director	Deputy Director
Others at the invitation of the Chair	SRC, if appointed CRU Deputy Director	CMST Coordinator	CMST Coordinator and Standing Members of the CMST
	DOCO representative as required ⁴⁷	DOCO representative as required	MPTFO
	Multi-Partner Trust Fund Office (MPTFO)	MPTFO	
	CMST Coordinator 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.

⁴⁵ In some COs, the CD may not be appointed, if that is the case, the Deputy Resident Representative (DRR) would accompany the Resident Representative.

⁴⁶ Same as above.

⁴⁷ 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 Response Unit (CRU).⁴⁸ Its permanent members are CRU staff from the Country Coordination and Rapid Response Teams.

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.

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 CRU 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.
9. The CB Secretariat supports the CRU to track all declared crises (i.e., all levels) and analyses crisis response data (from both internal and external resources).

⁴⁸ In case of Level 2 and Level 1 crises, upon written request from the RB, the CRU may delegate the CB Secretariat role to the RB, with the condition that the standard tools for the Secretariat will be used.

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 and advocacy 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 led by a CMST Coordinator, who is appointed by the CB.

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).

Leadership and membership

- The CMST meetings will be chaired by a CMST Coordinator. For Level 2 and Level 1 crises response, the CMST Coordinator is the Adviser from the RB with the Crisis Response Unit (CRU) Crisis Coordinator as alternate. For Level 3 crises the CMST Coordinator post is filled by the CRU Crisis Coordinator with the Adviser from the RB as alternate. When appointed by the CB, the SRC heads the CMST (see Annex 6: SRC Terms of Reference).
- The CMST Coordinator ensures 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 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
 - CRU: one Crisis Coordination Team member; when agreed by the CMST Coordinator, one Rapid Response Team member
 - Regional Bureaux: Country Desk (programme advisor) or Crisis Response Advisor
- 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 Coordinator key tasks

- The CMST Coordinator should ensure frequent and seamless communication:
 - within the CMST; and
 - with the CRT Coordinator.
- The CMST Coordinator 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 Coordinator, 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 Coordinator, 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 – Terms of Reference

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. The CRT is led by a CRT Coordinator 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

Response Programme Pillar of the CRT: leads assessment and programming activities.

- The CRT immediately begins Recovery Programming based on an initial recovery vision which may include Crisis Response Packages (CRP). 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.⁴⁹
- The CRT 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 related to the Flash Appeal, preparing proposals for a CERF Rapid Response Grant, developing resource mobilization documents (see more below).

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

Operations Pillar of the CRT:⁵⁰ supports the CO implementation of response and recovery activities, including logistics, procurement, finance, human resources and general administration.

- Implement the CO Business Continuity Plan;
- The dispatch of pre-positioned items to kick-start the CRPs is a critical operations action for crisis response.

Crisis Response Advocacy Pillar of the CRT: 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 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.

⁴⁹ Regional Hub and BPPS staff provide technical input and oversight to the CO with operational support (in the form of deployments) from the CRU.

⁵⁰ This pillar may liaise with Logistics and ICT common services Clusters, see <http://www.logcluster.org/>, <http://ictemergency.wfp.org/web/ictrepr/4>.

Membership

CO personnel including Peace and Development Advisors (PDA), United Nations Volunteers if present in the CO, UNDP First Responders, UNDP Surge Advisors and any other deployed personnel (e.g., stand-by partners) can be CRT members.

A 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 on a daily basis 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 Response Unit (CRU), and after determining the level of corporate coordination and support required for the response.
- RB (including RH) and CRU 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 CRU 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 Chair 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: First Responder profiles

- Early Recovery Advisor – Ensures the early recovery approach is integrated into the humanitarian response, engaging with all clusters across the humanitarian community. ERAs will be selected from the Early Recovery Coordination roster. (CRU)
- Senior Recovery 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, CRU, Regional Bureau)
- Crisis Response Packages 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)

Annex 8: 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
CERF	Central Emergency Response Fund
CMST	Crisis Management Support Team
CO	Country Office
CRP	Crisis Response Package
CRT	Crisis Response Team
CRU	Crisis Response Unit
CRU-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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