



# STANDARD OPERATING PROCEDURE

## Supplementary Protocols for Crisis Contexts

Version of November 2023





# Contents

Purpose .....	4
<b>1 Protocol for Anticipation and / or Prevention of Crisis.....</b>	<b>5</b>
1.1 Risk Identification.....	5
1.2 Risk levels and governance .....	6
1.3 Modalities of Engagement for Anticipation and Prevention of Crises .....	6
1.4 Toolbox for Risk Treatment.....	8
<b>2 Protocols for Protracted and/or Fragile Contexts .....</b>	<b>10</b>
2.1 Prioritization of Country Engagements.....	10
2.2 Modalities of Engagement for Protracted and/ or Fragile Contexts .....	10
<b>Annexes.....</b>	<b>12</b>
Annex 1: Overview Anticipation and / or Prevention.....	13
Annex 2: Crisis Board – Terms of Reference.....	14
Annex 3: Country Support Group – Terms of Reference .....	15
Annex 4: Acronyms.....	17

## Purpose

UNDP's Crisis Offer seeks to advance development solutions that invest in hope for people throughout the occurrence of crises, that prevent loss of development gains, and that find sustainable pathways from crisis and vulnerability. In addition, the Crisis Offer also seeks to contribute to a shift in culture from reaction to prevention, through boosting corporate prevention efforts and anticipatory investments, based on early warning, horizon scanning and foresight; and to support countries in protracted crisis to move out of fragility through multidimensional risk analysis and integrated systems approaches.

**The present Supplementary Protocols complement the existing SOPs for Immediate Crisis Response to address crisis more holistically at an organizational level**, as defined in the Crisis Offer, including through investing more in Anticipation & Prevention of crisis ("Getting ahead of the crisis curve"), and through providing more sustained and predictable corporate engagement in Protracted & Fragile contexts ("Breaking the cycle of fragility") – key aspects of the Crisis Offer that were premised strongly on feedback from UNDP Country Offices during its formulation. The protocols apply to country specific as well as to sub-regional engagements. In the latter, the relevant regional hub will ensure coordination between involved country offices.

The Crisis Bureau conducts annual, and as needed, prioritization consultations with the Regional Bureaus, in line with and as part of the new Crisis Offer, to corporately identify priority countries for attention. This prioritization was followed by testing of new modes of engagement aligned to the Crisis Offer, including roll-out of new approaches to multi-disciplinary and integrated country support, sustained engagement, and linked to funding whether through TRAC-3 or Funding Windows resources, and/or support for resource mobilization. **While Crisis Bureau technical and financial support, among others through its global programmes, will continuously extend to a wide range of countries, the supplementary protocols will specifically guide UNDP's engagement in these jointly selected priority countries.**

As anticipatory and preventive development actions are still actively in a space of innovation, **these Supplementary Protocols are recommended for approval for testing over a period of 18 months through to the end of 2024**, over which period additional innovation, testing and evidence-building will take place, together with active learning, adaptive adjustment and course correction.

As the Crisis Offer notes, UNDP's programmatic contexts can often include overlapping elements of all three sets of solutions in the same locales, so they are not mutually exclusive. Protracted fragile contexts can experience sudden onset crises that require application of the immediate response SOPs. This should not result in a duplication of support structures. Rather, structures should be flexibly and adaptably applied in the most efficient and common sensical way possible, based on the prevailing needs for engagement.

# 1 Protocol for Anticipation and / or Prevention of Crisis

UNDP supports policy and programme efforts to get ahead of the curve of future crises by mitigating risk to development progress, as well as addressing drivers and root causes of conflicts, disasters, and other types of crises. While prevention is at the heart of UNDP's development mandate, the focus here is on contexts where risks of conflict and other man-made or climatic shocks are increasing, or which are exposed to high levels of recurrent risk.

## 1.1 Risk Identification

Given the evolving policy landscape on risk-informing development planning and programming, and the integration of mid-to-long-term risks into the UN's and UNDP's assessment and planning cycles, the focus of these Supplementary Protocols is on more proximate risks and threats (immediate to near-term, 6-12 months), that require flexible and adaptive responses to prevent or mitigate the possible negative impact communities and preserve development gains.<sup>1</sup>

Priorities for anticipation and prevention will be informed by, amongst others:

- **Risk signals and warnings from Country Offices, Regional Hubs and/or Regional Bureaus**, which have the greatest finger on the pulse of local developments and dynamics.
- **Foresight analysis and sensemaking from the Risk Anticipation Hub** through products such as monthly heat maps, quarterly/annual horizon scans and trend analyses.
- **Foresight analysis** and sensemaking from other existing structures such as the futures/signals work of ExO, Regional Bureau based foresight work.
- Elevation within the **UN Prevention Architecture**, through the UN Regional Monthly Reviews (RMRs), to the UN Executive Committee / Deputies Committee (EC/DC).
- Collective calls for **anticipatory action through the Inter-Agency Standing Committee (IASC)** based on horizon scanning by the IASC Early Warning, Early Action, and Readiness group.

Supported by the newly established Risk Anticipation Hub, UNDP will analyze how heightened current and emerging risks will impact the organization's objectives across multiple timelines, including in the near-term (within 1 year), mid-term (2-4 years), and long-term (5 years and beyond). Different types and levels of early warning, horizon scanning & foresight will be used and translate into different types of policy and programme investments needed to address identified risks. This protocol guides corporate support to country offices in implementing immediate responses to heightened risk levels and to developing longer-term programmatic risk mitigation strategies that are aligned with the UNDP 2023 [Enterprise Risk Management policy](#).

### Box 1. UNDP's Risk Anticipation Hub.

In order to boost organizational capacities in this respect, UNDP has established a Risk Anticipation Hub (RAH). The overall objective of the RAH is to produce futures-informed decision intelligence to transform warnings about at-risk situations into anticipatory action, enabling the organization to respond with agility and course correct, to be more risk-informed and adaptive, and to shift from being reactive towards being preventive.

The RAH builds upon the information aggregation, analysis and visualization capacities already put in place through the Crisis Risk Dashboards (CRDs), as well as upon innovations already being delivered within the GPN, Regional Bureaus and Innovation Hubs on anticipation, foresight and futures.

<sup>1</sup> For more mid-term (2-4 years) to long-term (5 years and beyond) risks and threats to development trajectories, these are typically addressed through UN and UNDP development analysis and planning cycles, which are informed advised by processes such as UN Common Country Assessments, analysis and assessments of multidimensional and systemic risks and vulnerability, as entailed in UNDP's Approach to Risk-Informed Development, and analyses and strategic foresight produced by, in addition to the RAH, UNDP's Data Futures Platform and its Strategy and Futures Team.

## 1.2 Risk levels and governance

The Supplementary Protocols align with both UNDP’s crisis leveling system, as defined in the SOPs for Immediate Crisis Response, as well as with UNDP’s ERM Policy and Procedures. This includes new proposed leveling of Crisis Risk Anticipation and Prevention, and appropriate levels of escalation, risk ownership and risk governance within the organization, including incorporation within the corporate Risk Management Architecture, as follows:

SOPs for Crisis Response	Proposed Protocol for Crisis Preparedness & Prevention	ERM Policy (2023)
<p><b>No Crisis Response Level</b> CO may access assessment / coordination resources.</p>	<p><b>LOW level risks</b> Managed at CO / Country Programme level without need for extraordinary support.</p>	<p><b>LOW level risks</b> Do not require further analysis or treatment</p>
<p><b>Level 1:</b> 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. No mandatory Crisis Board.</p>	<p><b>Level 1 (MODERATE):</b> Risk management at CO / Country Programme level with one-off technical/programmatic support from RBx/GPN, agreed by the Deputy Directors of RB and CB, and supported at the Regional Hub level. <u>Example:</u> One-off financing and technical support on civic engagement and social media for Kenya CO in lead up to 2022 elections and risks of electoral-related violence.</p>	<p><b>MODERATE level risks</b> Require risk analysis scaled to the scope and nature of the risks, with risk treatment and monitoring measures in place and budgeted.</p>
<p><b>Level 2:</b> 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. Crisis Board chaired by Regional Director.</p>	<p><b>Level 2 (SUBSTANTIAL):</b> Escalation to the Crisis Board together with structured GPN / Regional Hub engagement, accompaniment, and support. <u>Example:</u> Engagement on Sri Lanka in 2020 amidst social-economic crisis led by Regional Director drawing in GPN, Bangkok Hub, Regional Economists Network, etc.</p>	<p><b>SUBSTANTIAL risks</b> As with “Moderate” level risks above but require more detailed risk analysis and risk management plans.</p>
<p><b>Level 3:</b> 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. Crisis Board chaired by Associate Administrator.</p>	<p><b>Level 3 (HIGH):</b> Identified high-risk situations will be elevated for top-tier risks of a corporate nature that need leadership attention. By consent of the ASGs of RBx and Crisis Bureau, escalation to the Risk Committee, chaired by the Associate Administrator. <u>Example:</u> Afghanistan escalated to Risk Committee in preparedness for troop withdrawal in July 2021. <u>Example:</u> UNDP corporate intervention and coordination with the UN system on the FSO Super Tanker in Yemen prevent a humanitarian and environmental catastrophe.</p>	<p><b>HIGH level risks</b> Require escalation and thorough risk analysis. Extra risk control mechanisms need to be put in place, and risk treatment measures clearly identified, budgeted, and implemented; frequent monitoring.</p>

## 1.3 Modalities of Engagement for Anticipation and Prevention of Crises

Engagements in crisis anticipation and response (preparedness or prevention) will be guided by the following steps:

**Triggers:** When risk signals and warnings from any of the above sources (Section 1.1.) indicate an imminent escalation of risk towards crisis, a possible deterioration in the context, including in a protracted crisis context, request for support to early action can be triggered by the CO, Regional Bureau or Crisis Bureau. Priority countries for Anticipation and Prevention can also be agreed in Annual Prioritization consultations undertaken between the CB and RBx.

**Level determination and needs assessment:** In liaison between the CO, RB and CB, coordinated through the CB Country Support Management Team (CSMT), a level is proposed based on an initial **joint risk assessment** considering likelihood of events and possible impact on programme contexts. The level is proposed to the relevant risk governance level (Level 1: Deputy Directors RB and CB; Level 2: Directors RB and CB; Level 3: Associate Administrator) for endorsement. At the same time, CB and RB country support focal points support the Country Office in a **rapid assessment of anticipated support needs**. If Surge deployments or financial resources are required, needs will be captured in an exigency memo<sup>2</sup> addressed to the RB and CB Deputy Directors.

**Temporary Support Structures:** Country Support Groups (CGS) (see TOR in Annex) will be established for L2 and L3 countries (in exceptional cases, also for L1 countries) to draw on multi-disciplinary capacity across the GPN (BPPS/CB/RB/Hub), as related to the nature of the risks or threats at issue. If the context has operational or partnerships/resource-related considerations, then relevant Central Bureaus (BMS and BERA) will participate as needed. The CSG should be co-chaired by the RBx and CB (for Level 2, delegated to Regional Hub; for Level 3, convened at HQ level). At CB level, CSG leadership will be provided by a senior colleague with adequate profile jointly designated between CB and relevant RB.

**Oversight and Accountability Structures:** The CSG reports and is accountable to the relevant risk governance level: Level 1: Deputy Directors of RB and CB; Level 2: Directors of RB and CB; Level 3: Associate Administrator. At L1-L2, these may choose optionally and if required to convene in the format of a Prevention or Preparedness Board. Level 3 situations will be referred by the ASGs of the RB and CB to the Associate Administrator via the corporate Risk Committee.

**Integrated Support Packages:** The CSG will convene to prepare an integrated support plan in a format relevant to the nature of the context and situation.<sup>3</sup> This may involve a Country Office self-assessment of current capacity and resources, remote technical support, integrated country support missions to the country, definition of Surge and/or Roster deployments to support in required technical and/or operational areas, development of preparedness measures or preventive programming approaches, as well as allocation of financial resources and preparation of programmatic proposals (see below section 1.4.4.). While the CSG provides technical support and inputs, the implementation of integrated support plans will be coordinated by an informal tripartite team composed of a representative of the Country Office (typically: DRR), the Regional Bureau (typically: Country Desk) and the Crisis Bureau (typically: regional CSMT lead), which will regularly report on progress to the CB/RB deputy directors.

**Stand-down or Transition:** The temporary Support and Oversight structures can be maintained as long as required during a total period of one year and will meet on a periodic schedule as necessitated by the context. Once the assessed risk or threats have been mitigated or abated, they will be stood down. If the risks or threats materialize as crisis, the structures can be transitioned to Crisis Response structures; if the context gradually shifts into longer-term risks exposure, the country (or territory, sub-region) can be considered for longer-term support through the protracted and fragile contexts protocol.

**Learning from corporate investments:** Once the prevention engagement has been completed, the CO will prepare a report which reports on the use of corporately allocated resources and includes main achievements, progress, best

#### Box 2. Selection Criteria for Priority Anticipation/Prevention Countries

**Likelihood:** Escalation will probably occur within the next 6-12 months, or is already escalating.

**Impact:** Significant probable impact on progress towards SDGs, on a significant proportion of the population, and/or the most vulnerable and most left behind.

**Mandate:** UNDP has mandate and comparative advantage to deliver a development solution for this to address early warning signals.

<sup>2</sup> The format of the [exigency memo for respond & recover contexts](#) can be used as a basis. It will be customized based on the specific context and needs.

<sup>3</sup> Formats in this respect exist for Anticipatory or Prevention Action Plans (PAPs) and Country Engagement Plans (CEP), which can be customized based on the needs of the specific context and environment.

examples, lessons learnt and recommendations for future prevention actions that might be applicable to other countries. This product will help feed the early action repository that can provide a reference or lessons learned for future exercises. In addition, the Regional Bureau and Crisis Bureau can decide to carry out an externally facilitated After-Action Review to capture critical lessons. Lessons and recommendations will feed into the CB Knowledge Management Action Plan.

## 1.4 Toolbox for Risk Treatment

**Policy and Programme Tools:** UNDP has a range of available Policy and Programme tools and options, to assist in proactively mitigating risks in the programming environment. These are more broadly defined in UNDP's Crisis Offer (2022), which outlines integrated approaches, including towards: multi-dimensional risk reduction; disaster and climate governance; governance, peacebuilding, and conflict prevention; amongst others. UNDP, through its Crisis Bureau, BPPS Strategic Innovation Team, and regional innovation labs, also supports a range of methodologies to address systems- and portfolio-based approaches that should be employed in formulating forward-looking strategies. The CSG, supported by Surge or deployments as needed, can provide short-term technical and advisory support to programme design and development, in line with approved prevention strategies above.

**Country Office Management:** On the management side of Country Office programmes and operations, UNDP likewise has a range of policies and procedures that are applicable in anticipation/prevention contexts that can assist Country Offices be prepared for and resilient to disruptive events or developments. These include support for UN or UNDP scenario planning and contingency planning exercises; update of Business Continuity Plans (BCPs), Programme Criticality frameworks, as well security plans and evacuation plans, among others.

**Advocacy and Communication support:** A critical first step in responding to an impending crisis often is an awareness-raising, advocacy, and communication effort to mobilize counterparts and partners. At the technical level this effort will be supported by the CSG, while the BERA communication office will be engaged in L2 and L3 risks contexts to guide more global communication efforts.

**Adaptive Management Pilots:** The CB is supporting adaptive management pilots intended to promote entrepreneurship and agility where rapidly changing circumstances require continuous adaptation. In these circumstances country offices can request to activate the adaptive management modus, with agreement of the RB and in consultation with CB. This modus allows country offices to experiment and operate with increased programmatic, procedural flexibility and speed and is accompanied by dedicated support through a temporary CB engagement team.

**Surge and deployments:** Surge and/or Roster deployments will be fielded to support in required technical and/or operational areas, as defined and agreed in Prevention Action Plans (PAPs).

**Prevention Action Planning:** Supported by the CSG, the CO will prepare a PAP and budget breakdown based on the recommendations by the joint assessment mission and related Funding Window Proposals (FWP) with an implementation period up to 12 months. The PAP and FWPs will be approved by the level-related governance structure. Actions will be prioritized based on their nature as specific risk mitigation actions and in view of related timelines.

**Available Financial Resources:** The Regional Bureau, the Crisis Bureau and Central Bureaus as adequate will agree on an integrated resources envelop in support of the PAP to mitigate the identified crisis risk. For the Crisis Bureau, this includes TRAC-3 allocations from dedicated preparedness and prevention budget lines to ensure the swift launch of preparedness and prevention actions. In addition, Funding Windows resources<sup>4</sup> will be prioritized as needed, within the limitations of existing donor commitments and earmarking. For Regional and Central Bureaus, it can include any available resources including TRAC2, Regional Emergency Reserve and other specific funds (Security Office funds, Communications Office funds, etc.).

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<sup>4</sup> Principally from the **Governance, Peacebuilding, Crisis, and Resilience (GPCR)** window, but also potentially through others such as the Nature, Climate, Energy (NCE) window.





## 2 Protocols for Protracted and/or Fragile Contexts

As a development actor present before and throughout protracted crisis and fragility, UNDP brings a long-term view towards the governance and socio-economic conditions necessary for countries to break the cycle, exit from fragility, and resume progress towards the SDGs and 2030 Agenda. UNDP's engagements aim to achieve the structural transformations needed to address the underlying and root causes of protracted crises and fragility, strengthen the social contract and promote risk-informed, resilient recovery for the furthest behind, leading to more sustainable pathways from fragility. In this context, this Supplementary Protocol is guiding the upscaling of sustained corporate support and technical accompaniment in priority protracted and fragile settings.

### 2.1 Prioritization of Country Engagements

Whilst UNDP is universally present on the ground in all 60 countries categorized by the OECD-DAC as fragile, roll out of integrated corporate country support and systems-approaches need to be phased and delivered in a progressive manner. Specific priority countries are agreed in Annual Prioritization consultations undertaken between the CB and RBx; analysis leading into the annual consultations will assess levels of fragility based in extant indices of fragility, as against the Human Development Index, and where progress towards the SDGs is most seriously at risk of being delayed or not progressed at all.

In addition, prioritization of countries will be influenced by the following criteria:

1. **New development planning cycle:** New integrated country support engagements can best be undertaken at the outset of assessment and planning for a new programme cycle, including as applicable during a Government's preparation of a new national development plan or similar framework, the UN's preparation of a new Common Country Assessment (CCA) and UN Sustainable Development Cooperation Framework (UNSDCF) or an Integrated Strategic Framework (ISF), and/or UNDP's preparation of a new Country Programme Document (CPD).
2. **New peace/political mandate** discussions, or mission renewals, are underway: The preparation or extension of mission mandates provides an opportunity for UNDP to strategically influence these mandates to ensure convergence with longer-term development priorities and approaches to exit fragility. Likewise, countries being on the Peacebuilding Commission (PBC) agenda is also a consideration.
3. **Opportunity to reduce humanitarian need:** Countries with recurrent or persistent high levels of humanitarian need and vulnerability, based on annual Humanitarian Needs Overviews (HNOs) and Humanitarian Response Plans (HRPs), and for which more strategic development investments would be essential to reduce need and reliance on humanitarian assistance, should be prioritized. DCO/OCHA headquarters have recommended to Resident/Humanitarian Coordinators that development programming in the UNSDCF (CCA and the CF) and /or ISF process (where relevant) highlight and tackle underlying drivers of risk and humanitarian need. Additionally, countries prioritized in other specific H-D-P nexus mandates, such as that of the Secretary General's Special Adviser on solutions to internal Displacement, should be positively considered.

### 2.2 Modalities of Engagement for Protracted and/ or Fragile Contexts

Engagements in protracted and fragile contexts will be guided by the following steps:

1. **Sustained accompaniment and integrated country support** (ICS): Immediately after selection of a priority country or context, a dedicated Country Support Group (CGS) (see TOR in Annex) will be established to draw together multi-disciplinary capacity across the GPN (BPPS/CB/RB/Hub) and CBx, as related to the nature of the priority programming in the country. If the context has significant operational or partnerships/resource-related considerations, then relevant Central Bureaus (BMS and BERA) will participate, whether continuously or on an ad hoc basis. The CSG will be led by a senior colleague with adequate profile jointly designated between CB and relevant RB, co-chaired by the CO and DRR level and convened as appropriate at regional Hub (L2) or HQ level (L3).

The CSG, which reports on a regular basis to the Deputy Directors of the Regional Bureau and Crisis Bureau, will meet on a more frequent basis during the conduct of risk analyses or strategy formulation processes. Given their medium-term duration, they may meet on a quarterly or otherwise periodic basis thereafter.

2. **Multidimensional analysis to develop systems-based 'out-of-fragility' strategies:** The CSG will support Country Offices in prioritized countries to undertake multidimensional risk and capacity analysis; to review Country Office portfolios; and to design systems-based, context-specific strategies addressing underlying drivers of vulnerability and fragility and offering integrated development solutions to build stability over the longer term. This includes strengthening the governance, rule of law and socio-economic foundations necessary for stable and inclusive societies, strengthening the social contract, and focusing on development benefits to the furthest left behind.
3. **Multi-year integrated country engagement plans:** multi-year integrated Country Engagement Plans (CEPs) will be developed with CSG support to guide corporate engagements from HQ and Regional Hubs over an agreed timeframe typically spanning 2-4 years, annually reviewed during RB/CB consultations. CEPs should be linked to Country Programming cycles and articulate policy, technical (Surge and deployments), and financial support needs of the Country Office from HQ and the Regional Hubs. The implementation of the CEP will be coordinated by an informal tripartite team composed of a representative of the Country Office (typically: DRR), the Regional Bureau (typically: Country Desk) and the Crisis Bureau (typically: regional CSMT lead). This team will regularly report on progress to the CB/RB deputy directors.
4. **Portfolio design and development:** The CSG, supported by Surge or deployments as needed, can provide short-term technical and advisory support to programme design and development, in line with proposed strategies above. This will be done in coordination with the BPPS Strategic Innovation Teams at HQ and Regional Hubs to ensure systems-based portfolio approaches are applied. These portfolios should provide cost-effective integrated development solutions that are ambitious, bespoke, principled and at-scale, addressing root causes of protracted fragility.
5. **Funding and Financing:** UNDP will prioritize provision of seed funding for new or scalable initiatives within these new portfolios. To that end, an integrated resource envelope accompanying the CEP will be defined including Regional Bureau, Country Office and Crisis Bureau resources. For the latter, priority will be given to funding through the Funding Windows, as well as through Global Programmes, on a predictable annual basis for the duration of the Country Engagement Plan. TRAC 3 will only be allocated in exceptional cases in protracted and fragile contexts to support missions and deployments. BERA will be engaged to provide support on donor outreach and resource mobilization. Given the significant development financing challenges of many protracted fragile contexts, and predominance of humanitarian funding, the Sustainable Finance Hub (SFH) will be engaged to support financing approaches in these prioritized contexts, including for instance Integrated National Financing Frameworks (INFFs) and through private sector engagement.
6. **Monitoring and evaluation of corporate investments:** Once a year, prior to the conduct of annual CB/RB consultations, the country office will prepare a report which reports on the use of corporately allocated resources and includes main achievements, progress, best examples, lessons learnt and recommendations for future actions in protracted and fragile contexts that might be applicable to other countries. To foster continuous learning and improvement of corporate support practices, the Regional Bureau and Crisis Bureau may also decide to conduct an externally facilitated After-Action Review (AAR) during, or at the end of the engagement period. Lessons and recommendations will feed into the CB Knowledge Management Action plan.

## Annexes

ANNEX 1: Overview Anticipation and / or Prevention

ANNEX 2: Overview Protracted and / or Fragile

ANNEX 3: Country Support Group – Terms of Reference

ANNEX 4: Acronyms

# Annex 1: Overview Anticipation and / or Prevention

Figure 1: Overview of Engagement in Anticipation and / or Prevention Contexts

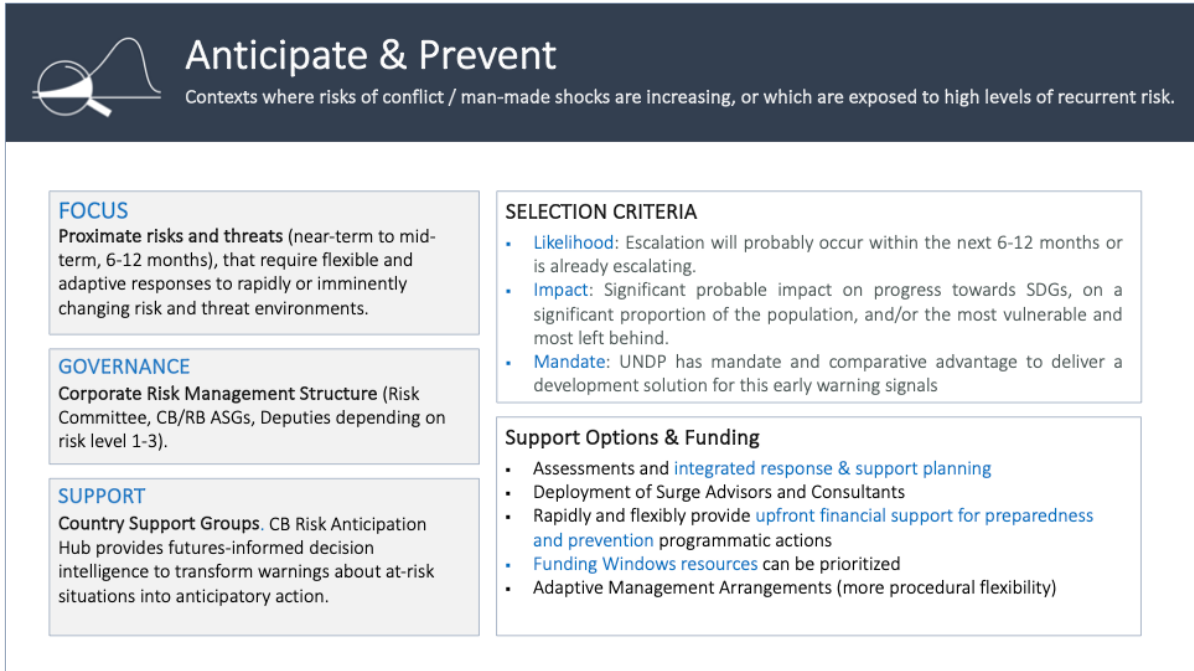
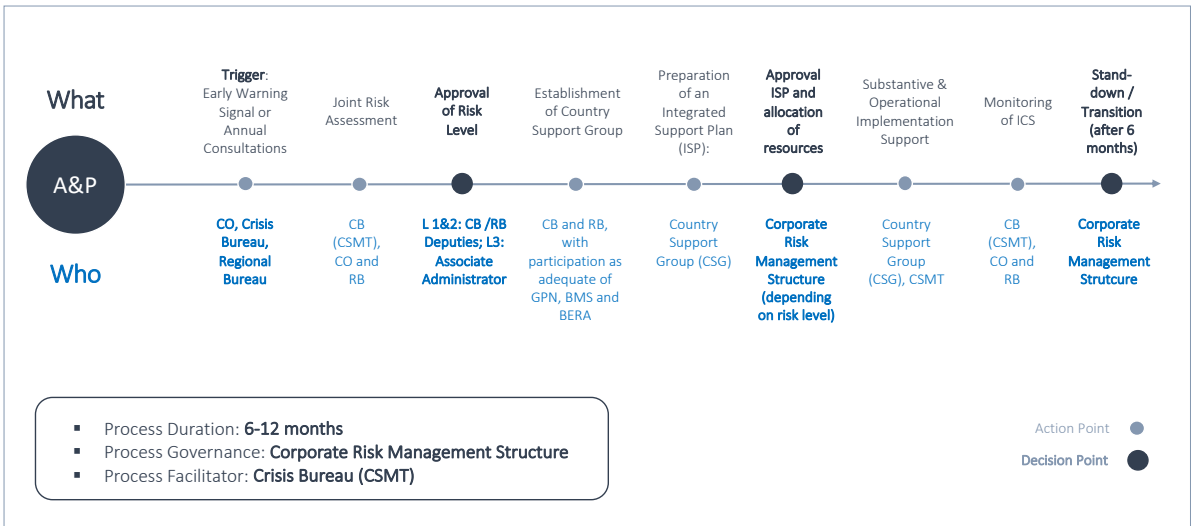


Figure 2: Process Flow Anticipation and / or Prevention



# Annex 2: Crisis Board – Terms of Reference

Figure 1: Overview of Engagement in Protracted and / or Fragile Contexts

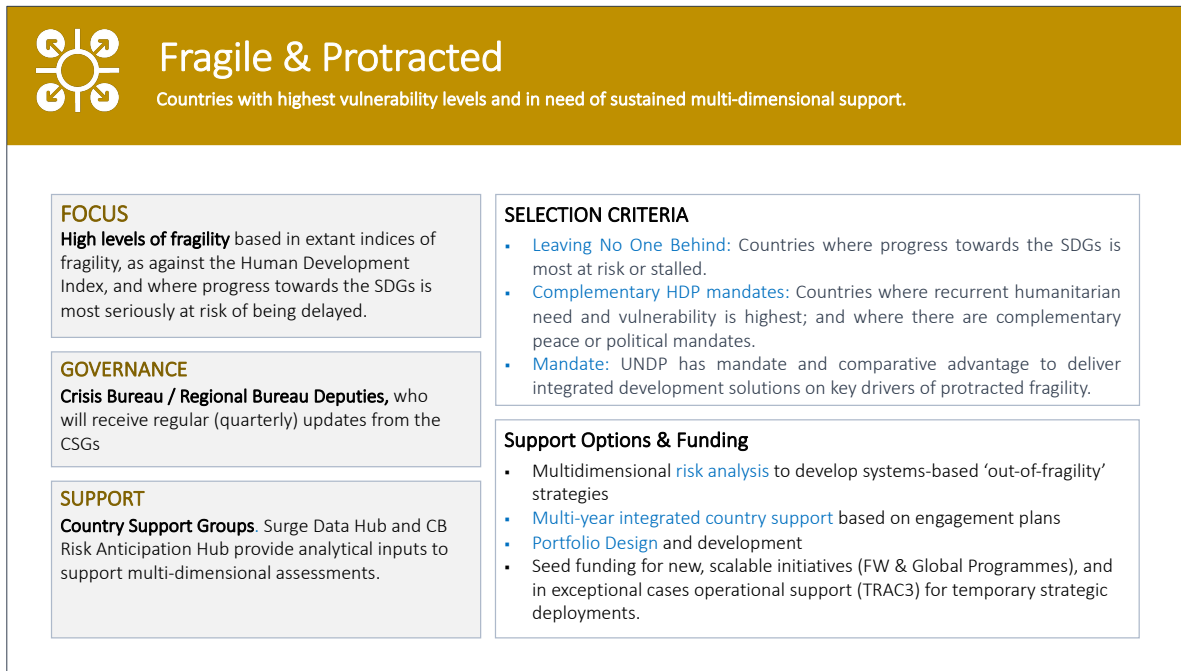
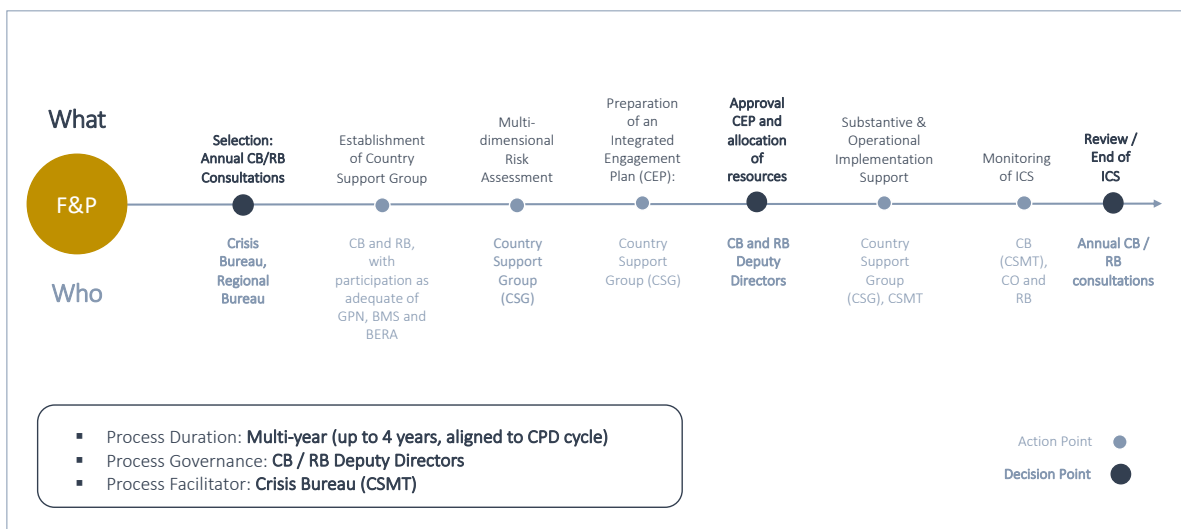


Figure 2: Process Flow Protracted and / or Fragile Contexts



# Annex 3: Country Support Group – Terms of Reference

## Background

In response to the growing number of countries in crisis and fragility, UNDP's Crisis Offer considers and links various dimensions of crisis and fragility to guide the Crisis Bureau's support package for protracted/fragile, anticipatory/prevention, and response actions.

A new approach to country support will focus on an integrated country support package derived from CB technical teams and other bureaus when and as required. Integrated Country Support (ICS) will be implemented through a multi-year engagement plan that articulates corporate including regional level priorities – in line with CO needs.

## Objectives

The mechanism by which technical advisory services will be coordinated and rendered will be the Country Support Group (CSG); the CSG is a temporary team leading the time-bound integrated support to a Country Office on behalf of CB and the RB, coordinating with the broader GPN, BMS and BERA as needed. The CSG will lead on the planning and operationalization of Integrated Country Support, reflected in an integrated Country Engagement Plan (ICEP) which articulates policy, technical, and financial support. The CSG will also, as appropriate, ensure consistency and alignment with the UNDP Strategic Plan and other strategic frameworks such as national development plans, the UNSDCF and the CPD.

The CSG is a temporary team leading the time-bound, integrated, predictable support to a Country Offices. The CSG is established as a mechanism to: (i) enhance the alignment of corporate support to a country context; ii) facilitate integrated technical expertise from UNDP; iii) support shifts in business models based on analysis of operational and programmatic bottlenecks; iv) foster innovative partnerships; and (v) document best practices and learnings including on utilization of existing policies, tools and advocacy platforms.

## Key functions/Tasks

Each CSG will determine its own key tasks. These could include:

- Conduct a multi-dimensional fragility and risk analysis and the overall assessment of the development context under CO leadership with the UNCT/HCT; support the development of an Out of Fragility Strategy and/ or and integrated Country Engagement Plan (CEP), bringing together all relevant units/teams.
- Facilitate the mobilization and coordination of technical expertise and, where needed, operational know-how to support the process.
- Foster intersection and collaboration with other GPN country-facing initiatives on portfolio approaches, strategic innovation deep demonstrations, SDG acceleration diagnostics, etc.
- Support the development of adequate programming frameworks and funding proposals (e.g. for Funding Windows, Global Programmes, among others) with a view toward impact, and in line with principles of Gender Responsive Budgeting.
- Create a platform for communication, sharing of documents and country results, best practices, and joint learning.
- Support external advocacy and resource mobilization efforts.
- Ensure measures of sustainability within the CO at the end of this time-bound commitment.

- Ensure that all above interventions are guided by innovation and transformative approaches to address underlying causes of crises and promulgate gender equality, aligned with the Gender Equality Strategy and 10 Point Action Agenda.

## Organizational arrangements

CSGs will comprise a core team with relevant focal points from CB/BPPS technical teams, the Regional Bureau, and other central bureaus; configured as required by the specific country context. The CSG will be small to allow for exchange, ownership and accountability, action, and focus. Duration of membership of the CSG will depend on the requirements of the country in question (i.e. whether medium-term to accompany protracted crises, or shorter-term to address specific prevention requirements).

The group will be led by a senior colleague with adequate profile jointly designated by CB and RB, and co-chaired by the CO represented by a senior manager (typically the Deputy RR). The CSMT Regional Team will undertake the coordination and secretariat functions of the CSG. The CSG may report, if and as necessary, to a Deputies' level Country Support Board, cochaired by the RB and CB Deputy Directors, as need be, to address critical bottlenecks and opportunities.

The CSG shall develop a work plan which will cover main tasks/activities, status, due/completion date, resources committed, responsible party. This will be reviewed regularly.

Possible deliverables (each CSG will adjust deliverables according to CO needs) include:

- Multi-dimensional fragility and risk analysis.
- Integrated Prevention Action Plans (PAP) or Country Engagement Plans (CEP).
- Program portfolio review and recommendations on existing/new programmatic initiatives.
- Strengthening of technical and operational expertise of CO staff.
- Partnerships and Resource Mobilization Strategy/Plan and Monitoring and Evaluation Plan complementing implementation of the PAP/CEP.
- Learning and identification of best practices.



## Annex 4: Acronyms

<b>AAR</b>	After Action Review
<b>BERA</b>	Bureau of External Relations and Advocacy
<b>BMS</b>	Bureau for Management Services
<b>BPPS</b>	Bureau for Policy and Programme Support
<b>CB</b>	Crisis Bureau
<b>RR / DRR</b>	Resident Representative / Deputy Resident Representative
<b>CEP</b>	Country Engagement Plan
<b>FWP</b>	Funding Window Proposal
<b>PAP</b>	Prevention Action Plan
<b>ISP</b>	Integrated Strategic Framework (Integrated UN Mission Contexts)
<b>CCA</b>	Common Country Assessment
<b>CO</b>	Country Office
<b>CSMT</b>	Crisis Bureau Country Support Management Team
<b>CSG</b>	Country Support Group
<b>BCP</b>	Business Continuity Plan
<b>RB(x)</b>	Regional Bureau
<b>HQ</b>	Headquarters
<b>ERM</b>	Enterprise Risk Management
<b>IASC</b>	Inter-Agency Standing Committee
<b>EC/DC</b>	UN Executive Committee / Deputies Committee
<b>ICT</b>	Information and Communications Technology
<b>ExO</b>	UNDP Executive Office
<b>UN</b>	United Nations
<b>SOP</b>	Standard Operating Procedure
<b>ToR</b>	Terms of Reference
<b>TRAC</b>	Target for Resource Assignment from the Core
<b>UNCT</b>	United Nations Country Team
<b>UNDP</b>	United Nations Development Programme



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