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# UNDAC STRATEGY 2018 - 2021



# UNDAC STRATEGY

2018-2021



**UNDAC**

United Nations  
Disaster Assessment  
and Coordination

## EXECUTIVE SUMMARY

The aim of the 2018-2021 Strategy is to **ensure that the UNDAC system is fit for purpose to contribute to saving lives and alleviating suffering of people affected by new and escalating emergencies** by supporting on-site coordination, coordinated assessments, information management and situational analysis, in sudden onset and escalating emergencies. Through this, UNDAC contributes to OCHA's Vision of a "World that come together to help crisis-affected people rapidly get the humanitarian assistance they need". The Strategy presents a plan for optimizing the role of UNDAC, including the type of emergency support and services that it delivers on behalf of the humanitarian system. To meet its objectives, UNDAC will continue to work with Member States, Associated Members, Operational Partners, Resident / Humanitarian Coordinators (RC/HCs), Humanitarian Country Teams (HCTs) and Cluster Lead Agencies (CLAs) to prepare for and respond to new and escalating emergencies.

In 2018-2021 UNDAC will work toward its aim of contributing to saving lives and alleviating suffering of people affected by disasters through five **Strategic Objectives**<sup>1</sup>:

- I. **Optimized UNDAC membership:** UNDAC's membership support, diversity and expertise is fully utilized to prepare for and respond to emergencies.
- II. **Strengthened, more predictable operational partnerships and associated member capacities:** UNDAC leverages the significant support its partnerships and networks offer.

- III. **Updated methodology emphasizing a strengthened regional/localization approach:** Increased focus on interoperability.
- IV. **Strengthened training and readiness:** Updated training approach to maintain response capacity alongside increased emphasis on building capacities and supporting Governments and Regional Organizations.
- V. **Updated, streamlined UNDAC deployment processes:** Efficient and effective management systems in place to deploy UNDAC teams anywhere in the world within 48 hours.

To meet these objectives UNDAC will prioritize the following services and support:

- **Field coordination services** based on the On-Site Operations Coordination Center (OSCOCC) methodology, including Information Management (IM), Assessment & Analysis, Urban Search and Rescue (USAR) and Civil-Military coordination (CMCoord);
- **Coordination platforms** to provide "docking stations" in disaster affected areas to facilitate the work of response partners and networks;
- **Specialised emergency management advice and support services** to Government authorities, regional response mechanisms, Resident / Humanitarian Coordinators and OCHA.

<sup>1</sup> UNDAC's Strategic Objectives complement OCHA's Strategic Objective 1: Transformed coordination for a more efficient and tailored humanitarian response, which aims to help ensure global emergency response saves lives and protects people in crisis and Strategic Objective 2: A more credible, comprehensive and evidence-based situational analysis, seeking to ensure OCHA and the humanitarian system benefit from streamlined data and analysis to inform a rapid, effective and principled response. See also: <https://www.unocha.org/sites/unocha/files/OCHA%202018-21%20Strategic%20Plan.pdf>

The Strategy is informed by global humanitarian trends, including drivers of need and developments within the humanitarian sector and disaster management. It seeks to draw on UNDAC's comparative strengths, including 25 years of experience in coordinating emergency response across multiple, diverse sudden-onset disasters and protracted crisis. Humanitarian needs as well as the gap between needs and assistance are expected to remain high. Uneven population growth, urbanisation and climate change will exacerbate needs, with developing countries disproportionately affected. Against continued high levels of humanitarian need and increased vulnerability, the Strategy also considers the evolving nature of coordination in emergencies, including increased prominence and capacities of Regional Organizations and stronger national governments, exercising greater control over disaster responses.

UNDAC enjoys strong support from its Membership,<sup>2</sup> the United Nations and its operational partnership network. Through this support, UNDAC teams have responded to hundreds of disasters ranging from large scale events, requiring multiple teams, expertise and services packages; to medium sized disasters, where UNDAC assessment and coordination supports local efforts; to smaller emergencies requiring specialized technical expertise. Within these contexts, UNDAC's comparative advantage is its ability to rapidly deploy multi-functional, multi-organisational teams. This includes an extensive network of specialized partners with the range of expertise needed to support operational crisis coordination and situational analysis through dedicated information management (IM) as well as specialized technical and logistic support. The ability to deploy UNDAC teams to remote field locations also adds value by expanding the reach of humanitarian assistance where it is needed most, including by enabling

UNDAC teams can deploy within 48 hours anywhere in the world to address the needs of people affected

UNDAC teams are equipped to be self-sufficient.

Teams are comprised of experienced disaster managers nominated by over 120 governments, United Nations and other international organisations.

Since its inception 25 years ago, UNDAC teams have deployed almost 300 times.

The UNDAC system is managed by the Emergency Response Support Branch (ERSB) in OCHA Geneva.

other response networks to operate.

The UNDAC system is adjusting to changes in the humanitarian landscape, while maintaining capacity and flexibility to deploy specialised teams of professionals and equipment anywhere in the world where humanitarian needs exist. This requires UNDAC to fully leverage its membership and networks, evolve its methodology, and prioritize its interventions. To maintain operational relevance, UNDAC will continue to respond to sudden on-set emergencies where speed and established methodology provides essential capacity to reinforce coordination structures and needs analysis. In complex emergency settings, UNDAC will focus on specific technical expertise and support not readily available within established HCTs. Finally, UNDAC will increase its focus on preparedness and capacity strengthening initiatives to support Member States, Regional Organisations and HCTs in preparing for and managing disasters in their respective countries and regions. In both the response and preparedness spheres, UNDAC's

<sup>2</sup>UNDAC currently includes 86 member countries, 42 of which are self-financing.

diverse professional membership and strong partnership will build on its proven methodology.

Within the increasingly complex and demanding disaster response environment, the gap between humanitarian needs and high levels of exposure to risk and vulnerability will continue. This will require focused and prioritized support and services through professional, flexible and multi-functional approaches.

### UNDAC - 25 Years of crisis response

Created by a group of Member States in 1993, UNDAC provides the Emergency Relief Coordinator (ERC), through OCHA (then DHA<sup>3</sup>), capacity to support disaster-affected countries undertake immediate humanitarian assessments and coordinate international assistance. Initially focused on coordination of international Urban Search and Rescue (USAR) responses, the UNDAC concept was quickly adapted to fulfil a wider coordination role to rapidly respond to sudden onset emergencies requiring international assistance. UNDAC was built as a global mechanism, focused regionally, and has been providing critical capacity for emergency response coordination in sudden onset and escalating emergencies, supporting affected governments, local responders and the international humanitarian community rapidly respond to critical needs.



UNDAC's first team 1993

<sup>3</sup> UN Department of Humanitarian Affairs

During its 25 years of experience, UNDAC teams have deployed on almost 300 missions into a wide range of emergencies and operating contexts. Most UNDAC responses have been to establish and / or reinforce coordination in sudden onset disasters, but dozens have also been fielded to complex emergencies, technological disasters and protracted conflict situations. Outside of emergencies UNDAC - through its membership and wide network of disaster specialists - has provided a range of preparedness support, including to strengthen emergency management systems of Member States and regional bodies.

### The Evolving Humanitarian Landscape

In 1991, General Assembly Resolution 46/182 provided OCHA with the mandate to coordinate international humanitarian assistance. Since then, the humanitarian system has undergone profound changes. The growing number of protracted conflicts, increased exposure to disaster risk stemming from climate change, population growth and urbanization will increase needs and further stretch the capacities of national resources, international organisations, donors and the wider humanitarian community.

Increasing numbers of emergency responders, with general and specialized areas of focus, have generated the need for more complex coordination structures. Better, more systematic information management has supported deeper, more timely situational analysis, while advances in information, communication and technological have strengthened data analysis to inform needs and targeting of assistance. Standards, guidance and methodologies based on agreed international principles have contributed to more professional and accountable humanitarian responses.

The humanitarian reform process initiated in 2006 strengthened the predictability of international response leadership, programming and coordination. Investments in disaster risk

management (DRM) have resulted in stronger capacities of many local communities, national governments and regional organisations to manage risk and respond to crises when they occur. With stronger government capacities, national authorities are exercising greater control over responses, asking that international responders add value to the response by providing specialized, quality assistance.

The World Humanitarian Summit in 2015 and its Agenda for Humanity brought broad commitments from Governments, the United Nations, civil society, Non-governmental Organizations (NGOs) and the private sector to improve the way humanitarian assistance is provided, including reaching those most in need. Initiatives included increasing aid efficiencies by reinforcing support to local responders and better alignment between development and humanitarian actors. Work has begun to narrow the nexus between humanitarian and development assistance and is expected to be reinforced by the recently launched UN development system reform.

**UNDAC’s Comparative Strengths and Added Value**

For 25 years, UNDAC’s strength has been in its ability to rapidly deploy multi-functional, multi-organisational teams in support of local responders, national governments and HCTs. UNDAC can deploy specialized teams of professionals and equipment anywhere in the world, at any time. This includes methodology to coordinate time-sensitive, life-saving responses such as Urban Search and Rescue. More generally, UNDAC supports essential coordination structures including for Civil Military engagement, Emergency Medical Teams as well as for environmental and technological disasters.

UNDAC teams are comprised of emergency and disaster management experts, who are trained to provide operational crisis coordination, coordinated assessments, situational analysis, IM, and reporting. Specialized expertise and services

in environment, assessment and analysis complement core coordination tasks. With the ability to deploy as self-supporting teams, UNDAC provides critical infrastructure and coordination capacity for remote field locations to support targeted response efforts. Similarly, with its operational support partners, UNDAC teams can quickly mobilize the basic infrastructure (ICT, logistics, accommodation and working space) that are pre-requisite in a large-scale emergency response and provide the facilities and coordination platforms for other response organisations and networks (e.g. clusters, Red Cross/Red Crescent, etc.) to be immediately operational.



OCHA’s Mission Support Partners provide the enabling environment that allows UNDAC to carry out its essential coordination work. Partners prepare, train and respond together with UNDAC teams.

UNDAC associated partners and networks include governments, regional organizations, NGOs and the private sector providing support in infrastructure, logistics, assessment and analysis:




UNDAC also works with the European Union Civil Protection (EUCP) Mechanism to source experts with specific skills including coordination, data collection, disaster management, environment, structural engineering and volcanology.

## UNDAC's Strategic Objectives 2018-2021

To respond to the changing humanitarian landscape and evolving disaster and emergency management dynamics, deliberate adjustments are needed to move the UNDAC model from its initial focus on direct, rapid response to one that includes a greater emphasis on capacity strengthening and a stronger supportive response role. The UNDAC system has begun to respond to these changes by evolving its methodology, based on mission experiences and new developments in emergency response including on localization. Already built around regional teams, UNDAC is well placed to further strengthen work with regional bodies as well as with national disaster authorities to improve local readiness. The ability to form “ad hoc” response networks when regular emergency response structures and capacities are overwhelmed have been a key success factor in crisis response. This provides OCHA and the humanitarian system at large with a critical capacity in sudden onset emergencies. In addition, the increased regional and national focus will be supported by leveraging UNDAC’s diverse partnerships to support priority initiatives and generate buy-in before emergencies occur.



During the next four years, the following Strategic Objectives will guide UNDAC planning and prioritization to ensure it is fit for purpose and continues to add value in coordinating humanitarian assistance. The success of the strategy depends on continued buy-in and ownership from key stakeholders including Member States, Regional Organizations, RC/HCs, HCTs, partner organisations and OCHA offices. Successful implementation of the Strategy requires an increased focus on readiness efforts targeted at risk countries and regions, alongside increased interoperability between UNDAC and key partners, particularly Regional Organizations.

### **Strategic Objective 1: Optimized UNDAC membership**

A key strength of UNDAC is the strong support it enjoys from its membership and the leverage this provides in sourcing diverse capacities to prepare for and respond to emergencies. To maintain this essential support, UNDAC will renew its outreach to Member States, Regional Organizations and HCTs, including to identify geographic priorities as well as to generate country / regional-level advocates for UNDAC. An adjusted, more flexible approach to funding for response and capacity strengthening missions and more strategic management of mission accounts will also be pursued. Membership profiles, selection and renewal will be updated to match needs with professional capacities and relevant specializations.

### **Strategic Objective 2: Strengthened, more predictable operational partnerships and associated member capacities**

UNDAC leverages significant support through its partnerships and networks. To ensure the relevance and effectiveness of the broad range of partners, an engagement strategy will be developed. Capacities

and added value of partners will be reviewed to identify comparative capacity strengths, gaps and new opportunities. Partners' specialized support and services will be closely integrated into UNDAC methodology, trainings and deployments and a system put in place to better capture in-kind partner contributions.

### **Strategic Objective 3: Updated methodology to promote a strengthened regional / localization approach**

To support localization of responses, the composition of UNDAC teams will be adjusted to reinforce participation of regional members and promote interoperability with Regional Organizations. UNDAC members from developing / middle income countries will be given more opportunities to contribute to international responses to cross-fertilize expertise and experiences. The UNDAC methodology<sup>4</sup> will focus on ensuring Regional UNDAC teams are ready to respond to emergencies, as part of and/or in support of national and regional response networks. The methodology will also update the interface with specialised operational coordination mechanisms<sup>5</sup> to ensure complementarity of approaches. UNDAC will align its mechanisms more closely with IASC CLAs and OCHA's surge approaches, in particular with Regional Offices, as OCHA's first line of surge. This will also include an updating of support tools<sup>6</sup> appropriately integrated into the methodology. Finally, knowledge management will be strengthened, including regular assessments of UNDAC methodology and tools, lessons learned and sharing of good practices with its members and networks.

### **Strategic Objective 4: Strengthened training and readiness approach**

Given the increased emphasis on local / regional approaches, UNDAC will reinforce its focus capacity strengthening / readiness support for Governments and Regional Organizations, including preparation for seasonal emergencies. UNDAC will clarify capacity strengthening areas where it has a comparative / added value<sup>7</sup>, based on which a Training / Capacity Strengthening Plan will be developed to prioritize support. UNDAC training will be more closely aligned to OCHA / IASC emergency response and preparedness mechanisms. UNDAC will strengthen collaboration with OCHA Regional Offices and Regional surge mechanisms, to capitalize on best practice as well as for joint preparedness planning and initiatives. Updated training will be informed by adjusted competencies and will incorporate new knowledge and updated tools for a variety of mission scenarios.

### **Strategic Objective 5: Updated, streamlined UNDAC deployment processes**

The ability to deploy UNDAC teams within 48 hours anywhere in the world will be maintained and aligned more closely to OCHA's wider surge mechanisms, in particular rapid response capacity provided through OCHA's Regional Offices. Roster management will be streamlined to improve contract management, (de-)selection and performance evaluation as well as to track profiles, trainings, and mission deployments. Partnership Agreements will be reviewed and updated as required. A procurement plan will be put in place for mission, training and other equipment / resources, with the objective of maximizing funds.

<sup>4</sup> Including for field coordination, coordinated assessments, situation analysis and cross-cutting issues such as gender, protection, environment, community engagement, etc.

<sup>5</sup> USAR, Emergency Medical Teams, (Inter)Cluster / Section, Civil Military, Environmental Emergencies, etc.

<sup>6</sup> E.g. Virtual OSOCC, KoBo, UNDAC Mission Software

<sup>7</sup> For example: training / advice on Emergency Operations Centres (EOC); Standard Operating Procedures (SOPs); capacity assessments and advice in technical/operational areas of emergency management.

## UNDAC 2018-2021 Priority Services & Support

UNDAC's commitment to multi-faceted coordination, information management and strong assessment and analysis, relies both on adapting to, and continued scrutiny of the changing global and national response systems. A consistent, rapid and versatile response depends on the combined **capability of highly qualified UNDAC members, operational support partners, and associate experts**, who work in support of affected Governments, RC/HCs and the wider humanitarian community. UNDAC will strive for coordination excellence by providing the following services and support, tailored to the specific humanitarian needs in disaster-affected countries.

**Field coordination:** based on the OSOCC and associated services<sup>8</sup> that will continue to **draw on the expertise of its UNDAC members, operational support partners<sup>9</sup> and OCHA staff to establish coordination platforms and collaborate on quality situational analysis in sudden onset emergencies.**

The use of remote networks to support analysis will increase. Support to regional, country and local emergency management authorities will also increase, with the aim of improved assessments that integrate cross-cutting issues, such as gender, protection, and community engagement in all responses.

**Coordination platforms:** UNDAC's field coordination will continue to serve as **"docking stations" in disaster affected areas to also support the work of response partners and networks** including for specialized coordination including USAR teams, EMTs, Inter-cluster/sector, and humanitarian civil-military coordination.

**Specialised emergency management advice and support services:** Outside of emergencies, the UNDAC network will continue to work with Member States, regional bodies and partner organisations to **strengthen capacity for emergency management.** The diverse expertise and experience of UNDAC members and partners will be used to develop a menu of advisory services to support training and emergency management capacity assessments. UNDAC members will work together to strengthen national authorities and regional bodies to respond to and coordinate disasters, including for seasonal emergencies, for specific emergency services, sectors or in areas of high vulnerability.



*OCHA Philippines Mission 2013 / Gintare Eidimtaite*

<sup>8</sup> For example: Assessment and Analysis Cell, USAR Coordination Cell, Humanitarian-Military Operations Cell, Regional Coordination Cell.

<sup>9</sup> ACAPS, Atlas Logistique-HI, AST, Cascos Blancos, Deutsche Post DHL Group, EUCP Mechanism, FRF, IHP MapAction, REACH, UNOSAT and TSF.

See **Annex 1** for more details regarding the aim, strategic objectives and key deliverables.

To adapt UNDAC to the new realities and changes in the operating context, the Strategy considers four scenarios to inform the expectations and composition of UNDAC teams (see *Annex 2*). This in turn will support the management of the UNDAC network and help stakeholders prepare for their respective roles and functions for each scenario. The main factors considered for the scenarios are i) capacity of in-country authorities and response actors and ii) acceptance by these stakeholders of

UNDAC's support and services. The scenarios range from contexts where both in-country humanitarian or emergency management capacity and acceptance of UNDAC is low, to situations where both capacity and acceptance is high.

The scenarios are also intended to help communicate UNDAC's functionality to stakeholders, particularly for Governments and UN in at-risk / high vulnerable countries. The scenarios will be used to anticipate needs to increase predictability and relevance of UNDAC support as an integrated part of the humanitarian system.

#### Factors to successful implementation include:



- Key stakeholders, specifically affected governments, regional responders, RC/HCs, and OCHA Heads of Offices, are aware of UNDAC's services, capabilities and methodology relevant to the country's context, and are regularly informed of new developments.
- UNDAC has strong regional links and partnerships, which are aligned with OCHA's Regional Offices and surge approach.
- UNDAC increases its interaction with networks and stakeholders in at risk countries to achieve complementarity and interoperability;
- UNDAC is an integral part of OCHA's response readiness strategy in regions and countries

## Assumptions & Risks

The Strategy assumes that the international humanitarian system will continue to be aligned to IASC guidance and structures and will be guided by the Agenda for Humanity and the new ‘Scale up’ emergency protocols.<sup>10</sup> Continued UN reforms, such as the strengthened Development Operations Coordination Office (DOCO) and progress on the Humanitarian-Development Nexus are likely to impact humanitarian structures and processes, including the UNDAC system. OCHA’s internal change process will continue into 2019, which will

include adjustments to the organisational set up. Some posts will be decentralized to regional and country offices to support an increased field focus. OCHA will adjust its approach to surge, with more responsibilities given to Regional Offices as OCHA’s first line surge capacity. ERSB will strengthen linkages with global surge mechanisms, including UNDAC, Stand-by Partners, Operational Support Partners as well as key response networks, such as global clusters. There will be continued pressure on OCHA’s headquarters’ budget and allocation of resources.



<sup>10</sup> IASC reference document: “Protocol 1. Humanitarian System-Wide Scale-Up Activation: Definition and Procedures”, 13 November 2018. It guides system-wide mobilization in response to a sudden onset and/or rapidly deteriorating humanitarian situation in a given country and indicates the scale at which the humanitarian system needs to step-up its efforts and to activate internal procedures to better respond to the crisis.

Risk	Impact	Likelihood	Mitigation
OCHA's decentralised approach to surge for sudden onset emergencies marginalises the need for UNDAC.	High	Medium	Align UNDAC capabilities, methodology, procedures and training with OCHA's other surge policy and practice.
Failure to adapt to regional trends and ensure positive perceptions of UNDAC's relevance in the regions.	High	Low	Close collaboration between OCHA ERSB and Regional Offices as well as with regional organizations.
Resistance by countries, RC/HC's and HCT's to request the deployment of UNDAC teams in emergencies or for readiness and preparedness purposes.	Medium	Medium	UNDAC emphasis on stakeholder ownership, including as a part of a stronger communication strategy that presents the added value of UNDAC, (regional) preparedness activities and humanitarian response programming.
Lack of information sharing or reporting constraints during missions (e.g. because of constrained mission environments) that can limit UNDAC's impact.	Medium	Medium	Increase predictability; clear, agreed ToR on information sharing with the affected country and partners involved.
Lack of support and overly ambitious timeframes for trainings and events.	Low	Medium	Forward planning by OCHA ERSB with key partners and member countries.
Decentralization of UNDAC regional focal points from HQ to field results in reduced capacity or insufficient focus on UNDAC in sub-regions.	Low	Medium	Agreed TOR's and workplan for decentralized staff; close collaboration and communication with OCHA ROs, Regional Organisations and UNDAC Member State Focal Points; establishment of regional working groups.

**Annex 1:****UNDAC STRATEGY 2018-2021: AIM, STRATEGIC OBJECTIVES AND KEY DELIVERABLES**

The aim of the 2018-2021 Strategy is to ensure that the UNDAC system is fit for purpose to contribute to saving lives and alleviating suffering by enabling and supporting on-site coordination, information management and coordinated assessment and situational analysis, in sudden onset and escalating emergencies. By doing so, it contributes to OCHA's Strategic Plan 2018-2021<sup>11</sup>.

**1: Optimized UNDAC membership**

- UNDAC membership includes the range of required profiles and experience available to deploy to achieve mission objectives.
- Mission account strategy to optimize use of Members' contributions and funds in support of a flexible approach to response, capacity strengthening and partnership priorities.
- Outreach to Member States, Regional Organizations and RC/HCs to increase UNDAC awareness and buy-in as well as to serve as country / regional-level advocates for UNDAC.
- Plan in place to prioritize membership of countries with high vulnerability.
- Revised approach to membership profiles, selection and renewal, emphasizing professional capacities, relevant specialization and gender parity.
- UNDAC team compositions rebalanced to support greater member state contributions / ownership in responses.

**2: Strengthened, more predictable operational partnerships and associated member capacities**

- Partnerships mapped to detail capacities against needs, gaps, added value and investment areas
- Specialist support and services integrated into UNDAC methodology, trainings and deployments
- Outreach plan to existing and potential new partners and networks (e.g. IASC CLAs)
- Plan in place to prioritize interface and interoperability with Regional Organizations
- System developed to track in-kind partner contributions.

**3: Updated methodology emphasizing a strengthened regional / localization approach**

- Composition of UNDAC teams adjusted to better include regional membership
- UNDAC members from developing / middle income countries have increased opportunities to contribute to international responses to cross-fertilize expertise and experiences
- Review of UNDAC methodology for field coordination, coordinated assessment, situational analysis and priority cross-cutting issues (environment, protection, community engagement, gender, etc.) to update / adjust / strengthen coordination and collaboration with response partners and avoid duplication.

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<sup>11</sup> In particular, OCHA Strategic Objective 1 ("Transformed coordination for a more efficient and tailored humanitarian response, which aims to help ensure global emergency response saves lives and protects people in crisis") and OCHA Strategic Objective 2 ("A more credible, comprehensive and evidence-based situational analysis, seeking to ensure OCHA and the humanitarian system benefit from streamlined data and analysis to inform a rapid, effective and principled response"). See also: <https://www.unocha.org/sites/unocha/files/OCHA%202018-21%20Strategic%20Plan.pdf>

- Methodology integrates specialised operational coordination response partners and networks [USAR, EMT coordination, cluster/sector coordination, Humanitarian civil-military] at field level
- Review of profiles and competencies against needs to inform focus and development / adjustment of trainings
- Review of team composition / functions in line with regional contexts and needs
- Generic mission Terms of References developed (based on four scenarios)
- UNDAC mechanisms aligned (where possible) with OCHA surge methodology and IASC operating models.

#### **4. Strengthened training / readiness**

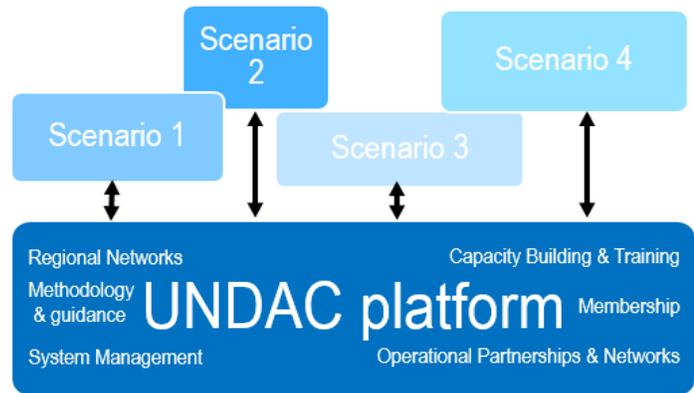
- Increased emphasis on UNDAC advisory support / capacity strengthening for Governments and Regional Organizations for response readiness, including for seasonal emergencies.
- Options for readiness support and services clarified (eg; Emergency Operation Centres, Standard Operating Procedures, Tailored Missions / Trainings)
- Training / Capacity Strengthening Plan with prioritized support for UNDAC methodology, specialized / thematic courses, refreshers, etc.
- UNDAC training and methodologies complement OCHA / IASC emergency response and preparedness mechanisms to Member States Regional Organisations and HCTs.
- Closer collaboration between UNDAC regional teams, OCHA surge mechanisms, OCHA Regional Offices, and Regional Support Teams to capitalize on best practice (methodology, training, OSOCC, etc.) as well as joint preparedness planning and initiatives.
- Updated guidance on UNDAC training expectation to ensure members are deployable with up-to-date knowledge and tools for variety of mission scenarios

#### **5. Updated, streamlined UNDAC deployment processes**

- Administrative processes in place to deploy UNDAC teams within 48 hours anywhere in the world.
- Administrative processes aligned to wider OCHA surge mechanisms.
- Streamlined roster and information management in place including contract management, (de-)selection, performance evaluation, training, etc.
- Partnership Agreements reviewed and updated.
- Mission account management to optimize use of funds.
- Procurement plan in place for mission, training and other equipment / resources.
- Support Tools (Virtual OSOCC, UNDAC Mission Software, KoBo) reviewed and updated.

**Annex 2: Scenarios: UNDAC readiness for operating in different environments**

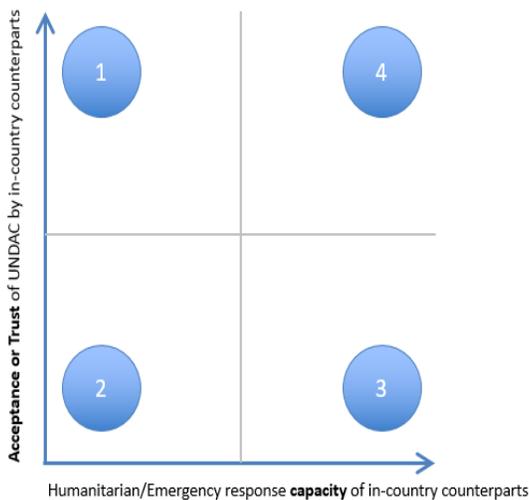
The increasingly complex emergency contexts in which UNDAC operates demand that its support and services are predictable and relevant. To support the UNDAC network in tailoring its response to the varying requirements following an emergency, four scenarios have been developed. The scenarios aim to increase UNDAC’s readiness and predictability to response to humanitarian needs by preparing UNDAC members and partners for context-specific roles and appropriately adjusting functions and skills based on the scenarios. It also aims to support better communication about UNDAC’s functionality to key stakeholders.



The scenarios are shaped by two key factors - in-country coordination capacity and acceptance of UNDAC - that influence both the type of support required and the likelihood of mission success.

1. **Capacity:** in-country capacity (Government and HCT) in humanitarian coordination and emergency management to effectively coordinate an emergency response, based on scale and speed.
2. **Acceptance:** based on awareness and trust of key in-country counterparts, particularly with national authorities, the Resident / Humanitarian Coordinator, HCT, influencing whether UNDAC support / services are requested and appropriately utilized.

**Four Generic Scenarios:**



- 1) Limited capacity / High acceptance
- 2) Limited capacity / Low acceptance
- 3) Strong capacity / Low acceptance
- 4) Strong capacity / High acceptance

The scenarios are generic and could occur in different contexts. In practice, situations are dynamic and in-country capacity within the Government and UN-systems may improve or deteriorate over time. Similarly, trust and acceptance can be rapidly gained or lost depending on stakeholders’ personalities, staff turnover, institutional dynamics and changes, etc.

Other secondary capacity considerations impacting success may include: accessibility to the affected area, security and national/regional politics impacting the operational environment.

The four scenarios include specific deliverables and required capacities.

In all scenarios, ‘Partners’ refers both to support partners (e.g.; IHP, APHP) and those embedded / working alongside UNDAC teams (e.g.; ACAPS, ASEAN ERAT, EU Civil Protection experts, MapAction, TSF, etc.). ‘In-country counterparts’ refers to national authorities (government ministries and

departments, the National Emergency Management Agency (NEMA), UN and IASC partner as well as the Red Cross/Red Crescent Societies and other relevant international humanitarian organisations).

**Scenario 1. Limited Capacity / High Acceptance**

Situations in which in-country capacities are focused on other priorities such as development or conflict recovery/prevention, usually in a low to middle income country affected by a significant disaster. This could include limited numbers of emergency practitioners with limited or no recent experience in humanitarian response.

UNDAC is requested by the RC/HC and Government to coordinate the initial international emergency response. The TORs in this scenario are likely to include the full range of UNDAC’s main tools including coordinating incoming assistance; supporting and/or setting up coordination structures (inter-cluster/sector forums at national and/or sub-national level(s), civil military coordination, etc.); liaison and support to NEMA and government authorities; information management, reporting, leading assessment and analysis; CMCoord as well as more specialized support in areas such as environment, community engagement, etc.

Deliverables	Required Capacities
<ul style="list-style-type: none"> <li>• Neutral coordination and operating space (OSOCC) in place</li> <li>• Coordination structures established</li> <li>• Support provided to clusters / inter-cluster forum</li> <li>• Assessment and analysis initiated</li> <li>• Communication / liaison between Government / and international community in place</li> <li>• Division of labour / communication channels established with regional response mechanisms</li> <li>• Technical needs identified and specialized capacity identified</li> <li>• Transition plan developed to sequence support to regular surge and staffing options.</li> <li>• Opportunities for on-the-job training and capacity strengthening during the mission.</li> </ul>	<ul style="list-style-type: none"> <li>• Self-sufficient to coordinate response</li> <li>• Strong leadership and diplomacy skills (Team Lead / Deputy Team Lead)</li> <li>• Full range of expertise, both generalists and specialists</li> <li>• Operational partners to support logistics, ICT, assessment and analysis in the field and remotely</li> <li>• OCHA capacity to support functional priorities and processes (Humanitarian Program Cycle / Appeals; Information Management, Humanitarian Financing; Advocacy, etc.)</li> <li>• Medium / large team to cover breadth of objectives and geographic spread</li> <li>• Remote support in specialised areas to achieve specific mission objectives</li> </ul>

**Scenario 2. Limited Capacity / Low Acceptance**

An emergency strikes a country with limited in-country capacity to respond and where in-country counterparts are either unaware or question the utility / added-value of UNDAC. The operating environment is likely to be constrained and complicated by authorities vying for control or independence, poor communication and information sharing, poor coordination, and / or unclear leadership. Humanitarian access may also be constrained.

UNDAC is reluctantly requested, with some supportive and others opposed. Request may come from the Resident / Humanitarian Coordinator or the OCHA Head of Office. In the case of slow-onset

emergencies, agreement to deploy a team could be delayed, which might mean that other actors (NGOs, Red Cross/Red Crescent, etc.) arrive earlier, and may have adopted ad hoc coordination arrangements. Relations within government; within the UN and / or between the government and UN may be strained.

In this scenario, UNDAC TORs are likely to be limited to specific services or technical advice (e.g. analysis, information management, technical assessment, coordination support). Team size is likely to be small / medium, but with contingencies for scaling up if requested.

Deliverables	Required Capacities
<ul style="list-style-type: none"> <li>• Quick wins to demonstrate added value and foster trust</li> <li>• Coordination, possibly in specific areas</li> <li>• Specific analysis and information products</li> <li>• Linkage with regional response mechanisms</li> <li>• Transition plan to sequence to regular surge and continued presence as indicated.</li> </ul>	<ul style="list-style-type: none"> <li>• Self-sufficient to coordinate response with little or no support</li> <li>• Strong leadership and diplomatic / trust building skills</li> <li>• Sufficiently senior members from region</li> <li>• Breadth of expertise may be required with readiness to expand if requested.</li> <li>• Strong OCHA leadership and capacity to support functional areas and processes (humanitarian financing and reporting).</li> <li>• Specialised expertise to demonstrate professionalism and achieve specific mission objectives.</li> <li>• Integrated partners supporting logistics, ICT, assessment and embedded or deployed independently</li> <li>• Remote support in specialised areas to achieve specific mission objectives</li> </ul>

**Scenario 3. High capacity / Low Acceptance**

UNDAC deploys to an environment in which the government, UNCT/HCT, or both have high (perceived) emergency response management and coordination capacities, but are not convinced that an UNDAC team would add value. The decision to request UNDAC is supported by some, but not others. Despite existing in-country capacities, underlying issues may inhibit coordination and needs-based assistance. Like in Scenario 2, relations within government, within the UN and/or between the government and UN could be strained, with poor communication and competition for control. Humanitarian access is likely constrained.

Clear, specific and realistic TORS need to be agreed by key stakeholders. Mission is likely to be limited to specific coordination or technical deliverables.

Deliverables	Capacities Required
<ul style="list-style-type: none"> <li>• Possible coordination support or advisory services, likely in specific areas of international assistance (e.g. technical advice)</li> </ul>	<ul style="list-style-type: none"> <li>• Strong leadership and diplomatic / trust building skills</li> <li>• Local/regional knowledge</li> </ul>

<ul style="list-style-type: none"> <li>• Specific analysis and information products</li> </ul>	<ul style="list-style-type: none"> <li>• Smaller deployment of personnel with specifically requested skills and technical expertise, including integrated partners</li> <li>• OCHA/HCT provides some administrative/logistic support to UNDAC</li> <li>• Can-do, flexible attitude with readiness to seize opportunities for expansion.</li> <li>• Remote support in specialised areas to achieve specific mission objectives</li> </ul>
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**Scenario 4. High Capacity / High Acceptance**

In-country capacity is sufficient to address the main requirements and is open to additional support. The Government and/or the Resident / Humanitarian Coordinator requests UNDAC to supplement or complement the response in specific areas. UNDAC deploys technical experts to undertake specific tasks or provide expert advice. Specific TORs detail deliverables.

<b>Deliverables</b>	<b>Capacities required</b>
<ul style="list-style-type: none"> <li>• Coordination support in specific areas</li> <li>• Technical assessment and analysis</li> <li>• Established communication channel between government – international community as requested</li> <li>• Possible support to specific clusters/inter-cluster coordination</li> <li>• Technical advice, training and capacity strengthening on mission</li> </ul>	<ul style="list-style-type: none"> <li>• Subject matter experts from roster and/or operational partners</li> <li>• Technical experts deployed as individuals or as a small team</li> <li>• On-the-job training/coaching</li> <li>• OCHA /UNCT provides administrative/logistic support to UNDAC members.</li> <li>• Remote support in specialised areas to achieve specific mission objectives</li> </ul>

The preferred scenario is Number Four (High Capacity / Positive Acceptance) in which in-country capacities to manage emergency operations are strong, alongside acceptance of specific UNDAC expertise to complement and increase the speed and efficiency of the response. In reality, most situations would be in Scenario 1 and to a lesser degree in scenarios 2 or 3. Therefore, in addition to working with country counterparts to strengthen their response capacity, building trust with key organisations is also required.