



STANDARD OPERATING PROCEDURES

United Nations Communications Group: How to communicate in a crisis

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**STANDARD OPERATING PROCEDURE
UNCG: HOW TO COMMUNICATE IN A CRISIS**

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A. PURPOSE

1. This Standard Operating Procedure (SOP) provides direction to United Nations Communication Groups on actions to take during developing and ongoing crisis situations.
 2. It details both the procedures to follow, and the organizational structures that should be in place for effective coordination across the UN system both in countries and at UN Headquarters dealing with crises in the field and at HQ.
 3. It sets standards and clarifies roles and responsibilities to facilitate a cohesive and complimentary approach to communications across the UN system.
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B. SCOPE

4. A crisis is defined as an incident or situation, whether natural or human-made, that due to its magnitude, complexity or gravity of potential consequence, requires a UN-wide coordinated multi-disciplinary response¹. Examples include natural disasters, inter/ intra-state conflicts, acts of terrorism, or reputational issues, such as multiple cases of sexual exploitation and abuse.
5. This SOP applies to all crises that require an integrated UN response, including for example where there may be a peace operation, humanitarian response and UN Country Team

¹ United Nations Crisis Management Policy (paragraph 3)

involvement. It is acknowledged that individual Departments, Offices, Agencies, Funds and Programmes may have their own crisis communications procedures for discreet crises that fall solely within their mandates.

6. This SOP applies to all UN Communications Group (UNCG) member entities involved in a response to a crisis, and to internal and external communications.
 7. It applies to communications procedures at:
 - UN Headquarters where the Department of Public Information (DPI) convenes the global UNCG.
 - Agency, Fund or Programme headquarters or regional offices where they coordinate with the Department of Public Information (DPI) to convene the global UNCG.
 - UN Country Teams where many have established a local UNCG.
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C. RATIONALE

8. Effective communications and public information, especially in times of crisis, are both a practical tool and an operational necessity. Strategic communications and public information can play a vital role in helping to manage a fragile or deteriorating situation both at UNHQ and in the field.
 9. There are two crucial aspects to crisis communications: external communications (including reputation management) with Member States, affected communities, the media, the private sector, donors and wider civil society; and internal communications with staff, personnel and their dependents.
 10. In times of crisis, the UN system, at the global, regional and country level, must respond with a coordinated and disciplined approach to communications. In situations where more than one UN entity speaks out, the internal and external messaging must be consistent and complementary. This will reinforce the credibility of the Organisation and its response with stakeholders, including the public.
 11. This SOP was created to clarify the role, purpose and objectives of UNCGs during a crisis. It will strengthen the ability of communications staff to coordinate and carry out the UN's work during a crisis. It represents a major revision to the 2008 SOP 'United Nations Communications Group: Communicating together in times of crisis'.
 12. This SOP supports the implementation of the UN system-wide Crisis Management Policy and the Organizational Resilience Management System recognizing the essential role crisis communication has in professionally managing crises.
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D. ROLES AND RESPONSIBILITIES

Leadership role at the country level²

13. The senior-most UN official in a country, such as the Head of Mission/Special Representative of the Secretary-General (SRSG) or the Resident Coordinator (RC) (and/or Humanitarian Coordinator (HC) if distinct), is responsible and accountable for coordinating UN crisis management efforts in-country. Typically, this person is also the Designated

² United Nations Crisis Management Policy (paragraphs 9-13)

Official (DO) responsible for the security of UN personnel, premises and assets and is the principal voice of the UN.

14. In exceptional circumstances, such as incapacitation of the field leadership or when the scope of the crisis extends beyond the capacity of the UN presence in the field, Headquarters may assume greater crisis management responsibilities until such time as field leadership capacity can be strengthened or re-established.

Leadership role at the headquarters level ³

15. The Secretary-General is responsible for ensuring that the UN system responds appropriately to crisis situations and for ensuring the effective coordination of UN crisis response at Headquarters and the field. The Secretary-General typically delegates the responsibility for ensuring an effective coordinated UN crisis response to a lead coordinating entity or entities at Headquarters and to senior individuals in leadership roles in the field. ⁴
16. In exceptional circumstances, the Secretary-General may directly oversee or delegate the authority to the Deputy Secretary-General, or an appointed EOSG representative to oversee the coordination of the UN response, including on reputational risk issues (such as sexual exploitation and abuse or fraud).
17. The lead entities for coordinating at UNHQ are determined by the nature of the UN field presence in country:
 - In mission settings, DPKO is the lead for countries/areas with peacekeeping operations, and DPA the lead for countries/areas with special political missions.
 - In non-mission settings, DPA and the relevant regional UN Development Group (UNDG) Chair oversee crisis response coordination efforts as co-leads.
18. Additional UN entities may also have coordinating responsibilities for specific aspects of a crisis response:
 - The Office of the Spokesperson for the Secretary-General (OSSG) is responsible for providing guidance relating to the Secretary-General's position.
 - The UN Department of Safety and Security (UNDSS) retains the lead responsibility in all instances involving a major safety and security event and/or hostage incident.
 - The Emergency Relief Coordinator (ERC), through OCHA, communicates and coordinates relevant decisions and actions by Inter-Agency Standing Committee (IASC) members and the broader humanitarian community in humanitarian crisis situations.
 - WHO coordinates the UN response to serious health emergencies including those rising to the level of a Public Health Emergency of International Concern (PHEIC).
 - OHCHR leads in the event of grave violations of human rights law.
19. When a crisis response is activated, the lead coordinating entities will establish joint crisis management at two levels:
 - A leadership level, cross-pillar decision-making body to serve as a Crisis Management Team (CMT), chaired by a Crisis Manager. This body should include DPI as the chair of the global UNCG.
 - A working level, cross-pillar operations coordination body led by a Crisis Coordinator, which should include a representative from the global UNCG.

³ United Nations Crisis Management Policy (paragraphs 14-19)

⁴ United Nations Crisis Management Policy (paragraphs 5-6)

- The United Nations Operations and Crisis Centre (UNOCC) supports the crisis coordination structures, the Crisis Managers and Crisis Coordinator by providing situational awareness, maintaining a crisis venue and information management platforms, providing secretariat services for relevant meetings, ensuring secure communications, and tracking actions points.⁵

UNCG role at the country level

20. A country-level UNCG should be established in-country. During a crisis, the UNCG provides strengthened inter-agency cooperation and leadership, ensuring communications on behalf of the UN applies a 'One UN' approach with consistent messaging towards staff and personnel.
21. The UNCG chairperson has a specific role in a crisis to establish the UNCG crisis team, and to oversee the quality of UN system communications during a crisis. The chairperson reports to the crisis management lead in-country (typically the SRSG, Resident Coordinator (RC) or Humanitarian Coordinator (HC)). The UN crisis management lead must ensure that the UNCG chairperson is invited to attend all relevant senior management meetings, including interagency meetings. Spokespeople at the country level should speak in the name of the UN or their entity but not in the name of the Secretary-General, unless specifically authorized to do so.
22. The Designated Official (DO) is responsible for the dissemination of security-related and internal communications to all UN staff and personnel.

DPI / UNCG role at the headquarters level

23. DPI is the chairperson and convener of the UNCG at the global level.
24. During a crisis, DPI and the lead coordination entity will jointly co-chair a UNCG crisis team.
25. DPI shall also provide support and guidance to the CMT on crisis communications issues and supports the production and dissemination of relevant internal and external crisis communications products. DPI shall ensure that its broadcast platforms and channels (web, social media, TV and radio), multilingual capacity and monitoring and evaluation resources are made available during a crisis.
26. DM and DSS and DPI are responsible for the dissemination of internal information to UN staff and personnel. Security related information is approved by the Safety and Security Services, while all non-security-related messages are approved by the Department of Management.
27. For a crisis that take places at UNHQ different channels of communication (E-mail Broadcast, text messages, iSeek, Emergency Notification System) are used for dissemination of this information by the Emergency Management bodies at UNHQ: the Senior Emergency Policy Team (SEPT), Crisis Operations Group (COG) and Emergency Operations Centre (EOC). Depending on the crisis, messages are prepared by OUSG DM, OHRM or OCSS with the help of DPI and approved by the Office of the USG DM; messages on security-related incidents are drafted and approved by the Chief of SSS New York.

⁵ United Nations Crisis Management Policy (paragraph 23)

E. PROCEDURES DURING A CRISIS: COUNTRY LEVEL

28. In the event of an emerging crisis, the UNCG chairperson shall establish a UNCG crisis team composed of focal points from the key entities relevant to the crisis.
29. If no UNCG exists, the UN crisis management lead in-country (typically SRSG, RC or HC) must ensure that an ad hoc UNCG crisis team is immediately convened and should designate a chairperson.
30. The UNCG crisis team should meet daily in person or via teleconference during the onset and height of the crisis.
31. Under the guidance of the UNCG chairperson, who attends the meetings of the local crisis or security management team, the UNCG crisis team shall determine the immediate communication needs and develop an implementation plan with clear responsibilities. The UNCG chairperson should clear this plan with the UN crisis management lead in-country.
32. The UNCG chairperson shall alert all members of the UNCG about the establishment of the crisis team. All UNCG members shall continue to be copied on updates to the crisis and relevant communications messaging and plans.
33. The UNCG chairperson provides advice and guidance to the local crisis or security management team on all issues regarding internal communication. The responsibility to continuously inform staff and personnel remains with the Crisis Manager, or with the Designated Official (DO) on all issues regarding security situations.

Security incidents

34. The UNCG chairperson shall remind all members of the UNCG that the Designated Official (DO) in the country must be consulted before releasing security-related information.
35. In the event of a hostage incident, the UNCG chairperson shall work directly with the DO and follows the DSS 'Hostage taking incident management guidelines' (2006). Peace operations can also make use of the 'Guidelines for dealing with the media during hostage-taking incidents' (2005). No entity should communicate about a hostage-taking without first obtaining permission from the DO.
36. Members of the UNCG shall report any security threats, including those received on social media, to the DO. For personnel in peacekeeping operations they can also alert their Joint Operations Centre (JOC).

Messaging

37. The UNCG chairperson shall assign focal points from within the crisis team to develop a set of common overarching country-level core messages, in relevant languages, reflecting any guidance received from the local crisis or security management team and headquarter offices. The messaging must be supported by consistent data and /or facts (refer to para 45). Messaging shall be cleared by the UN crisis management lead in-country. For humanitarian crises, HCs are expected to support the development of core messages in consultation with the agencies present and responding to the crisis.
38. The UNCG chairperson shall share the country-level core messages with all UNCG members (who should circulate them among their respective organizations), with DPI's UNCG Secretariat (UNCGsecretariat@un.org), the Office of the Spokesperson of the Secretary-General (OSSG) at UNHQ, and relevant offices and departments (for example DPKO-DFS Public Affairs Section, DPI Peace and Security Section, and OCHA Strategic

Communications Branch). The UN crisis management lead shall also disseminate the messaging to the Heads of UN Agencies, Funds and Programmes in-country through the local crisis or security management team. For humanitarian crises, OCHA will share the core messages with IASC members.

39. Individual entities may issue their own advocacy messages as per their respective mandates; however, this messaging must build on the set of common country-level core messages and be shared with the UNCG crisis team.

Content production

40. The UNCG crisis team should assess the visibility of the crisis on UN channels and platforms (website, social media channels, radio, television, print) in country, and the accuracy and quality of crisis content (text, photo, audio, video).
41. Immediate steps must be taken by each UN entity to assess and calibrate content on its channels (social media, website, radio, print, etc.) to ensure appropriate visibility for the crisis (e.g. minimising crisis content during an incident of hostage-taking, but maximizing such content during a natural disaster). If necessary, planned content such as for International Days and campaigns should be suspended.
42. Each UNCG entity must ensure that its platforms support the country-level core messages. Any contradictory content should be corrected immediately to avoid external perceptions of a disjointed UN response. If there is a genuine case for non-alignment, this should be raised with the UNCG chairperson, who can seek a resolution through the UN crisis management lead.
43. The UNCG crisis team, in consultation with UNHQ colleagues, shall develop a list of the most needed visual products, including videos, photographs, and infographics. If a logo or visual identity is created, it must be used by all entities of the UNCG.
44. During a crisis, UN entities must continue to follow existing practices on sharing their content with DPI's various photo, website, radio, television and social media platforms including UN Photo, UN News, www.un.org, UNifeed, UNTV and UN social media.
45. The UN must relay consistent and coherent information and data during a crisis. The UNCG crisis team shall work in collaboration with the information management lead to agree (i) a means for clearing and releasing information (such as humanitarian or epidemiology data) in a routine and predictable manner for the media (ii) when sensitive information can be released publicly, and (iii) how to archive a surge of content during a crisis.

Media relations

46. The UNCG should maintain a contact and distribution list of relevant media (local, national, international) that can then be used by the UNCG crisis team for the dissemination of press releases, media advisories and invitations to briefings and interviews.
47. The UNCG crisis team shall keep a list of focal points and spokespeople from each UN entity relevant to the crisis who can take the lead in their areas of expertise and give interviews and briefings as needed. The list shall include which languages each focal point can brief on.
48. The UNCG crisis team shall prepare and agree in advance on 'if asked' media lines for potential questions. The UNCG chairperson should share these media lines with DPI's UNCG Secretariat (UNCGsecretariat@un.org), with OSSG at UNHQ and relevant offices and departments (for example DPKO-DFS Public Affairs Section, DPI Peace and Security Section and OCHA Strategic Communications Branch).

49. The UNCG crisis team shall organize media briefings, interviews and background briefings, with the participation of spokespeople relevant to the crisis. It is preferable to have routine briefings to the media (daily, twice weekly), however, the frequency of briefings will be determined by the gravity of the situation and the availability of information.
50. Media briefings shall take place at a UN office or a neutral public place easily accessible to the media. Official UN branding should be visible including for example backdrops, banners, podium signs and logos. If there is more than one agency, fund or programme involved, the UNCG Chairperson should agree on whether it is practical for all logos to be displayed or just the UN logo or designated crisis logo.
51. In advance of any media briefings, the UNCG crisis team will review and share their respective statements to ensure commonality of purpose and to avoid duplication and contradiction.
52. The media briefing shall be broadcast, recorded and/or transcribed and the content shared with relevant UNHQ partners, including DPI and OSSG. Salient points from the local briefing should be shared with OSSG for amplification at the UNHQ daily press briefing.
53. UNCG members must use the country-level core messages and 'if asked' media lines when briefing the media. Numbers and facts need to be checked before being released publicly. UN spokespeople must avoid opinions, speculation and alarmist or emotional language in all communications materials. The UN must also be open and willing to respond publicly to criticism.
54. The UNCG crisis team can invite any UN entity, Headquarters special guest or non-UN entity heading a cluster (e.g. IFRC, IOM, Save the Children) to brief the media.
55. The UNCG crisis team shall monitor relevant local, regional and international media reports. The UNCG chairperson should ensure media reporting and analysis is shared with the UN crisis management lead on a regular basis (most likely daily). The chairperson should be advised when an inaccuracy is found in a media report. All inaccuracies and factual errors must be rebutted either at the regular press briefings or through a spokesperson of the specific agency, fund or programme concerned.
56. The UNCG crisis team shall, where necessary, develop a 'Guide for journalists visiting crisis country' to offer information and guidance on issues such as securing visas, media accreditation, transport and logistics, protection issues, security and threats, and other considerations.

Social media

57. The content of institutional UN accounts shall be consistent with the aims, activities and purposes of the United Nations. Any content issued on institutional accounts is considered official UN communication. The accuracy and sensitivity of content must be considered before posting, especially during a crisis.
58. The UNCG crisis team shall ensure that UN social media accounts managed within the country are consistent with the country-level core messages. They shall also coordinate with the main DPI-led UN social media accounts across the official UN languages. No entity will post information during a crisis that has not been verified by the relevant lead entity for that piece of information.
59. When applicable, the UNCG crisis team, in consultation with DPI's UNCG Secretariat, will decide on a coordinated hashtag to be used in conjunction with individual entity hashtags.

60. At the onset of a crisis, the UN crisis management lead should disseminate any relevant policy and guidance relating to the use of social media to all UN personnel in country as a reminder to staff to ensure that their personal content does not adversely affect their official duties or the interests of the United Nations.

External partners

61. The UNCG crisis team shall consider the value on a case-by-case basis of including external partners, who can support the UN with insight on the public's perception of the response, such as civil society or private sector donors, in their distribution lists and meetings.
62. For humanitarian crises the HC may request the UNCG to include non-UN members such as the Red Cross/Red Crescent movement and other international and local NGOs.

Deactivation and after action review

63. The UNCG chairperson, in consultation with the UN crisis management lead, shall deactivate the UNCG crisis team if the situation has abated and no longer requires sustained and urgent attention.
 64. The UNCG chairperson shall notify DPI's UNCG Secretariat (UNCGsecretariat@un.org) at UNHQ of the de-activation of the crisis team.
 65. For major crises the UNCG Chairperson is encouraged to initiate a formal or informal After Action Review (AAR) or Lessons Learned on the UNCG crisis response for future reference. The AAR or Lessons Learned report will be shared with the CMT, the DO and DPI's UNCG Secretariat.
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F. PROCEDURES DURING A CRISIS: HEADQUARTERS LEVEL

66. In the event of an emerging crisis, with the response being led by UNHQ, DPI and the lead entities for coordinating at UNHQ shall make an initial assessment on whether to establish a global UNCG crisis team composed of focal points from the key entities relevant to the crisis, including OSSG and EOSG. This decision will depend on the nature of the crisis and the communications capacity that exists within the lead entity.
67. DPI as the chairperson of the global UNCG shall alert all members of the UNCG to the nature of the crisis and the decision taken.
68. If established, DPI and the communications focal point for the lead entity will act as the joint co-chairs of the global UNCG crisis team. The UNCG crisis team shall report to the CMT (or designated Special Representative if there is one) and the USG DPI.
69. The global UNCG crisis team shall determine the immediate communication needs and develop an implementation plan with clear responsibilities.
70. The global UNCG crisis team shall establish links with, and where appropriate, the relevant local UNCG(s).
71. If a global UNCG crisis team is not established, then the lead entity shall be responsible for coordinating communications across the system.

Security incidents

72. The chairperson of the UNCG crisis team shall remind all relevant members of the global UNCG that the Department of Safety and Security (DSS) must be consulted before releasing security-related information.

73. In the event of a hostage incident, the chairperson shall work directly with DSS and follow the DSS 'Hostage taking incident management guidelines' (2006). Peace operations can also make use of the also 'Guidelines for dealing with the media during hostage-taking incidents' (2005) No entity should communicate about a hostage-taking without first obtaining permission from DSS.
74. Members of the global UNCG shall report any security threats, including those received on social media, to DSS.

Messaging

75. The global UNCG crisis team chair(s) shall assign focal points from relevant agencies to develop principal-level core messages in relevant languages. Principal-level core messages should aim to be no longer than one page, containing high-level macro information. Operational detail should be reserved for the country-level core messages produced by the local UNCG (s). The UNCG crisis team should ensure that the principal-level, regional-level and country-level messages are complementary. The messaging must be supported by consistent data and facts (refer to para 83).
76. The principal-level core messaging shall be cleared by the senior-most UN Official leading the response and shared by them with the Heads of UN Departments, Offices, Agencies, Funds and Programmes.
77. DPI shall share the messaging with all UNCG members (who should circulate among their respective organizations) and the local UNCG(s). For humanitarian crises, the OCHA Strategic Communications Branch will share the core messages with IASC members.
78. Individual entities may issue their own advocacy messages as per their respective mandates; however, this messaging must build on the Principal-level core messages and be shared with the UNCG crisis team.

Content production

79. The global UNCG crisis team shall assess the visibility of the crisis) on UNHQ channels and platforms (website, social media channels, radio, television, print) and the accuracy and quality of crisis content (text, photo, audio, video). It shall work with the local UNCG local to escalate any issues arising from local platforms.
80. Immediate steps must be taken by each UN entity to assess and calibrate content on its channels (social media, website, radio, print etc.) to ensure appropriate visibility for the crisis (e.g. minimizing crisis content during an incident of hostage taking, but maximizing such content during a natural disaster). If necessary, planned content such as for International Days and campaigns should be suspended.
81. Each UNCG entity must ensure that its platforms reflect the core messaging. Any contradictory content should be corrected. If there is a genuine case for non-alignment, this should be raised with the UNCG crisis team chair(s) who can seek a resolution through the CMT.
82. The global UNCG crisis team, in consultation with the UNCG local, shall develop a list of the most needed visual products, including videos, photographs, infographics. If a logo or visual identity is created, it must be used by all entities of the UNCG.
83. During a crisis, UN entities must continue to following existing practices on sharing their content with DPI's various photo, website, radio, television and social media platforms including UN Photo, UN News, www.un.org, UNifeed, UNTV and UN social media

84. The UN must relay consistent and coherent information and data during a crisis. The global UNCG Crisis team shall work in collaboration with the CMT information management lead to agree (i) a means for clearing and releasing information (such as humanitarian or epidemiology data) in a routine and predictable manner for the media (ii) when sensitive information can be released publicly and (iii) how to archive a surge of content during a crisis.

Media relations

85. The global UNCG crisis team should use OSSG media contacts to ensure quick dissemination of press releases, media advisories and invitations to briefings and interviews and build a distribution list of relevant media. OSSG will also disseminate information through the global press corps.
86. The global UNCG crisis team shall keep a list of focal points and spokespeople from each UN entity relevant to the crisis at the HQ level who can take the lead in its area of expertise and give interviews and briefings as needed. The list shall include which languages each focal point can brief in.
87. The global UNCG crisis team, working with OSSG, shall prepare and agree in advance on 'if asked' media lines for potential questions from the media. OSSG will draft language directly that involves or refers to the Secretary-General. DPI should share these media lines with local UNCG(s).
88. The global UNCG crisis team shall work with OSSG to organize media briefings, interviews and background briefings, with the participation of spokespersons/focal points relevant to the crisis. The frequency of briefings will be determined by the gravity of the situation and the availability of information.
89. Relevant senior UN system officials will brief the press as necessary in the UNHQ Press Briefing Room. When necessary UN system officials will be video-conferenced in to the briefing room from the field. The contents of the briefing will be shared with field offices as necessary.
90. In advance of any media briefings, the global UNCG crisis team will review and share their respective statements to ensure commonality of purpose and to avoid duplication and contradiction.
91. UNCG members must use the approved core messages and 'if asked' media lines when briefing the media. UN spokespeople must avoid opinions, speculation and alarmist or emotional language in all communications materials. The UN must also be open and willing to respond publicly to criticism.
92. The media briefing shall be broadcast, recorded and/or transcribed and the content shared with relevant UNHQ partners including DPI including OSSG.
93. The global UNCG crisis team shall monitor relevant regional and international media reports. The chair(s) should ensure media reporting and analysis is shared with both the CMT and the local UNCG on a regularly basis (most likely daily).
94. All UNCG entities should alert the crisis team chair(s) when an inaccuracy is found in a media report. All inaccuracies and factual errors must always be rebutted either at the regular OSSG press briefing or through the spokesperson of the specific agency, fund or programme concerned.

Use of social media

95. The content of institutional UN accounts shall be consistent with the aims, activities and purposes of the United Nations. Any content issued on institutional accounts is considered official UN communication. The accuracy and sensitivity of content must be considered before posting.
96. The global UNCG crisis team shall ensure that UN social media accounts are consistent with the core messages. No entity will post information during a crisis that has not been verified by the relevant lead entity for that piece of information.
97. DPI shall determine which DPI-led UN social media accounts shall be used and in which languages.
98. When applicable, the global UNCG crisis team will decide, in collaboration with the local UNCG (s), on a coordinated hashtag to be used in conjunction with individual entity hashtags.
99. At the onset of a crisis, the Crisis Manager should disseminate any relevant policy and guidance relating to the use of social media to all UN personnel as reminder to staff to ensure that their personal content does not adversely affect their official duties or the interests of the United Nations.

External partners

100. The global UNCG crisis team shall consider the value on a case-by-case basis of including external partners, such as civil society or private sector donors, in their distribution lists and meetings.

Deactivation and after action review

101. The UNCG chairperson, in consultation with either the Crisis Manager or the senior-most UN official in charge of the response, shall de-activate the global UNCG crisis team if the situation has abated and no longer requires sustained and urgent attention.
102. The UNCG chairperson shall notify all members of the UNCG of the de-activation of the crisis team.
103. DPI shall continue to work with UNOCC to monitor the crisis and be prepared for any escalation in the situation.
104. For major crises, the UNCG Chairperson is encouraged to initiate a formal or informal After Action Review (AAR) or Lessons Learned on the UNCG crisis response for future reference. The AAR or Lessons Learned report will be shared with DPI's UNCG Secretariat and the USG DPI.

G. TERMS AND DEFINITIONS

Crisis: Defined as an incident or situation, whether natural or human-made, that due to its magnitude, complexity or gravity of potential consequence, requires a UN wide coordinated multi-disciplinary response.

UN Communications Group: A body of communicators that shares best practice, guidance and policy between all members of the UN system. UN Communications Groups serve as the UN system's common communications platform, and as a practical tool for bringing the UN system's communications resources and skills under a common umbrella.

UNCG Global: At the global level the UNCG is located in the Department of Public Information at UN Headquarters in New York and is chaired by the Under-Secretary-General for Global Communications. The Strategic Communications Division serves as the Secretariat for the global-level UNCG.

UNCG Local: At the country level the UNCG (to be known as UNCG-name of the country - e.g. UNCG-Kenya), is a mechanism for coordinating national communications outreach through coordination of agencies, funds and programmes, which are connected at the headquarters-level through the UNCG Global. The UNCG Local seeks to strengthen inter-Agency cooperation in the field of communications and to increase the media profile of United Nations activities at the national and/or regional level by providing leadership in communications for the UN Country Team, identifying new and creative ways to show how UN programmes are delivering results, and promoting a coherent image of the United Nations.

DPI UNCG Secretariat: DPI staff from Office of the Director for Strategic Communications Division that provide management and administrative support to the UNCG global. (UNCGsecretariat@un.org)

UNCG crisis team: Team of UN system communications focal points whose organizations are most relevant to the crisis.

UNOCC: The United Nations Operations and Crisis Centre (UNOCC) supports the crisis coordination structures, the Crisis Managers and Crisis Coordinator by providing situational awareness, maintaining a crisis venue and information management platforms, providing secretariat services for relevant meetings, ensuring secure communications, and tracking actions points.

H. REFERENCES

- United Nations Crisis Management Policy
- Media guidelines for United Nations Officials (https://iseek.un.org/system/files/05.2001_media_guidelines.pdf)
- 2016 Policy Strategic Communications and Public Information Policy for Peacekeeping Operations (<http://dag.un.org/handle/11176/400563>)
- SOP: Headquarters Response in Support of Crisis in Peacekeeping Operations (NB: not approved yet)
- Organizational Resilience Management System (ORMS) (<https://www.unsceb.org/content/organizational-resilience-management-system-orms>)

I. MONITORING AND COMPLIANCE

Compliance with this SOP is mandatory. Compliance shall be monitored and maintained by the DPI UNCG Secretariat. Non-compliance will impact on the ability of the reputation of the United Nations brand and the safety and security of its personnel.

This SOP will be reviewed no later than June 2019.

J. CONTACT

The point of contact for this SOP is the United Nations Communications Group Secretariat, Strategic Communications Division, DPI (UNCGsecretariat@un.org).