



2022

Crisis Response & Deployments

Country Support Management Team



The UNDP 2022 Annual Report of Crisis Response and Deployments provides an overview of key 2022 activities executed by the Crisis Bureau's Country Support Management Team.

Table of Contents

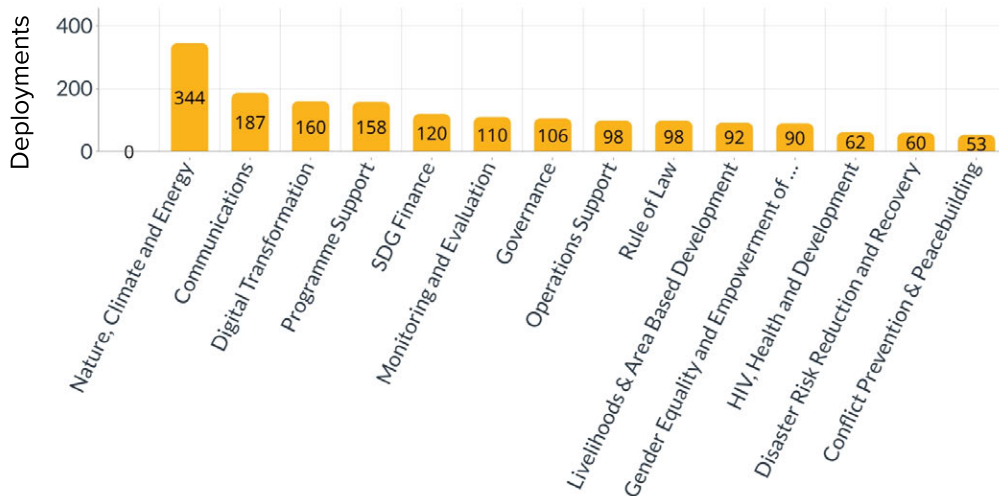
DEPLOYMENTS BY THE NUMBERS	03
DEPLOYMENTS BY REGION	04
Africa	05
Arab States	05
Asia & The Pacific	06
Europe & CIS	06
Latin America & the Caribbean.....	07
Head Quarters.....	07
DEPLOYMENTS BY MODALITY	08
SURGE Roster	09
UNDP ExpRes Roster	10
Consolidation of Rosters.....	11
Stand-by Partners	12
United Nations Volunteers	13
UNDP CAPACITY MAPPING.....	14
SURGE INITIATIVES.....	16
SURGE Academy	17
SURGE Data Hub	18
Adaptive Management.....	19
SURGE Delivery Lab	20
SURGE Support Plans	21
COMMUNICATIONS & OUTREACH	23

Deployments by the Numbers

2,205
Total Deployments

150+
UNDP Offices
Supported Globally

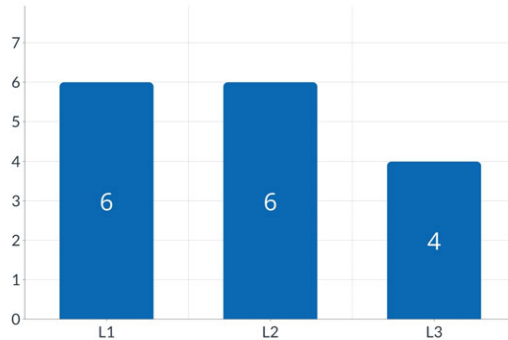
Top Profiles



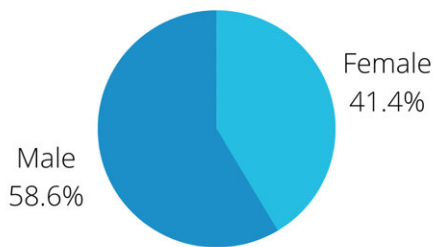
Modality

Modality	Count
SURGE/DA	93
ExpRes - IC/IPSA	1882
SBP	30
Temporary Appointment	3
UNV	17
Grand Total	2025

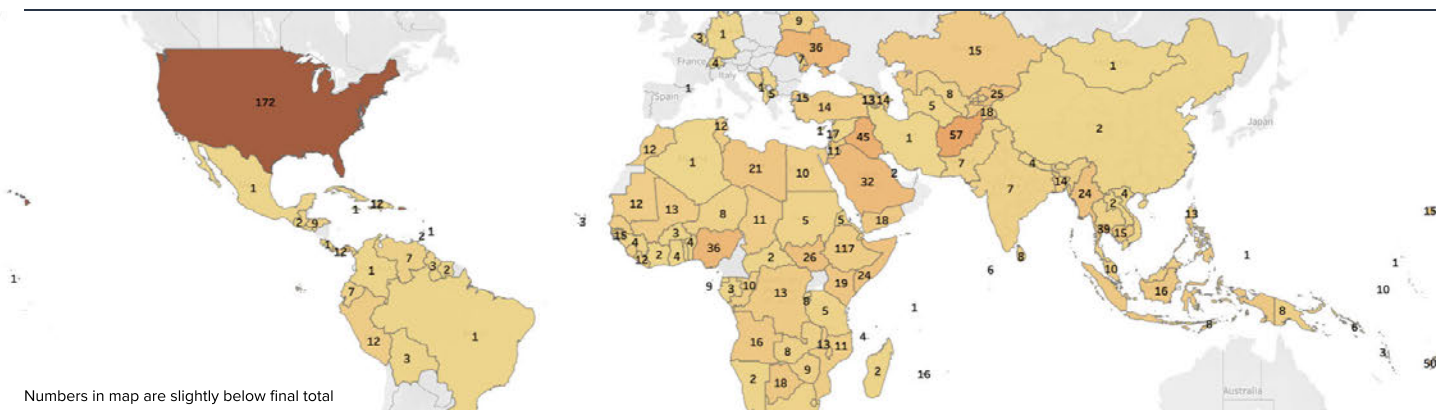
Declared Crisis Levels



Gender



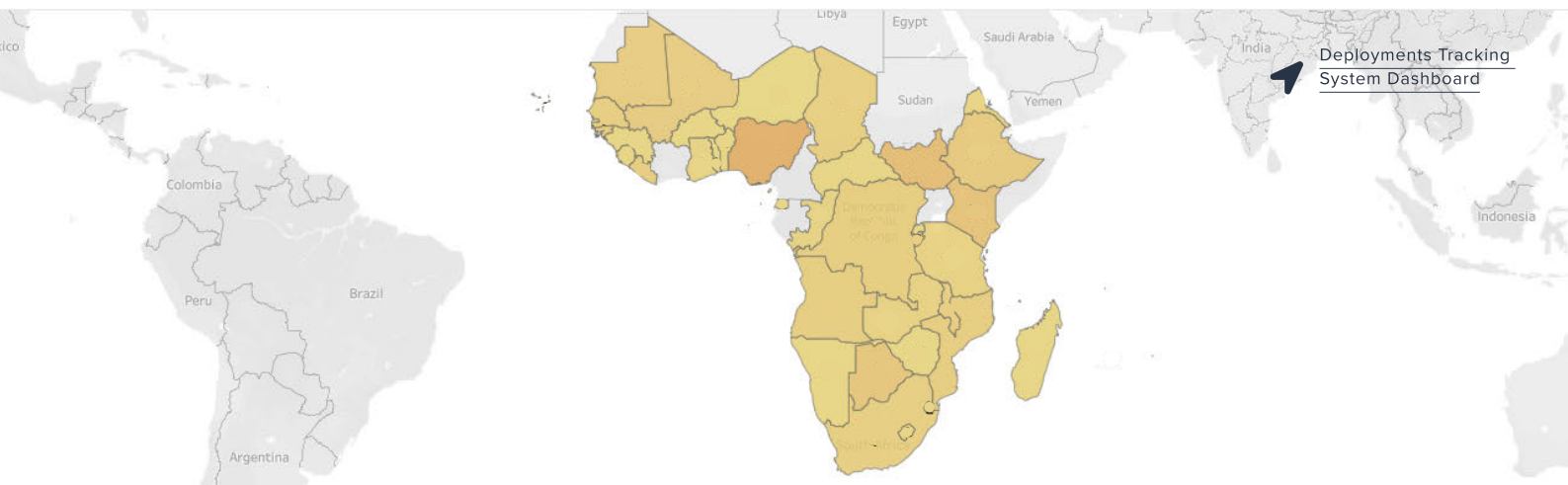
Global Map



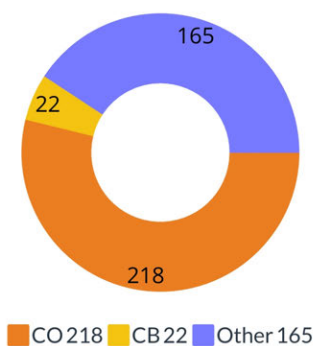
Deployments by Region



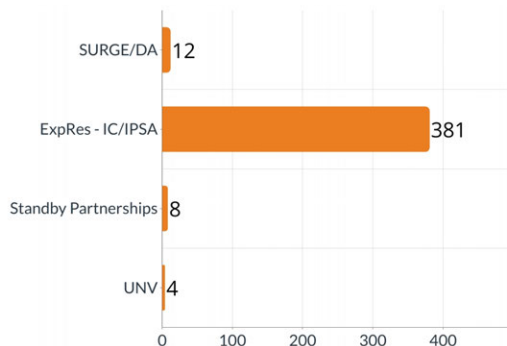
Africa



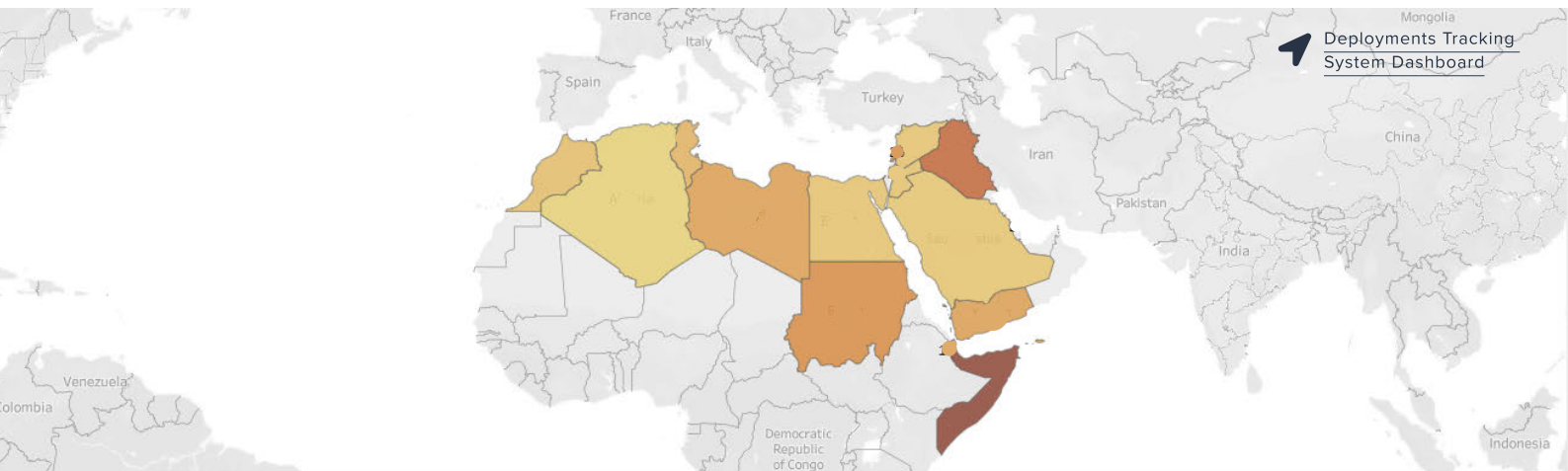
DEPLOYMENTS BY SOURCE OF FUNDS



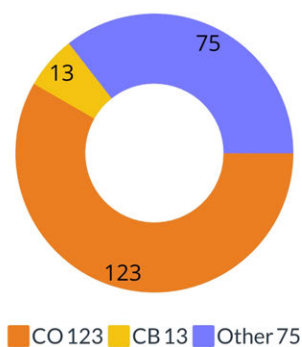
MODALITY



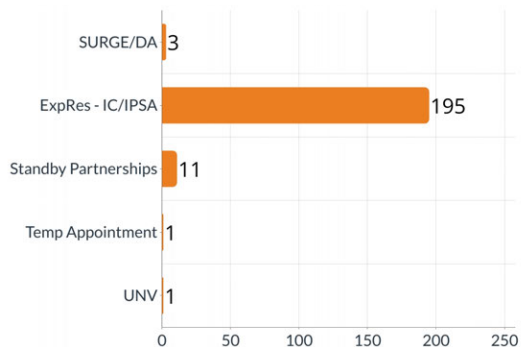
Arab States



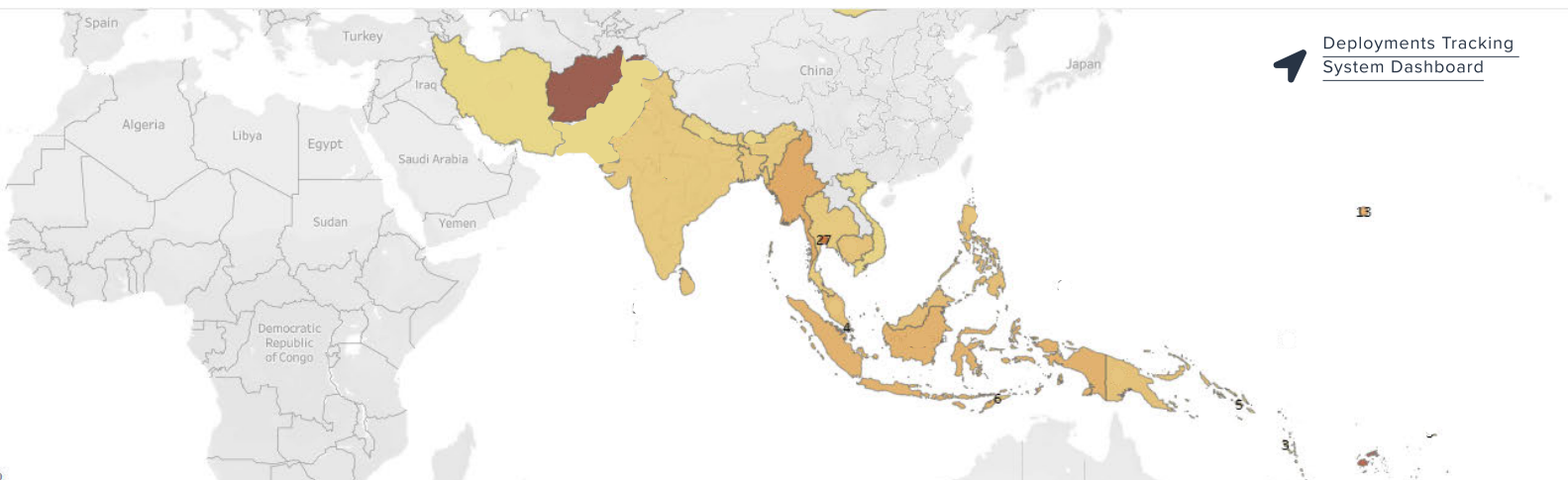
DEPLOYMENTS BY SOURCE OF FUNDS



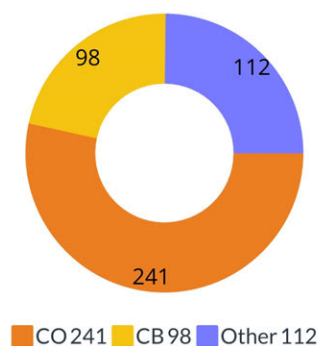
MODALITY



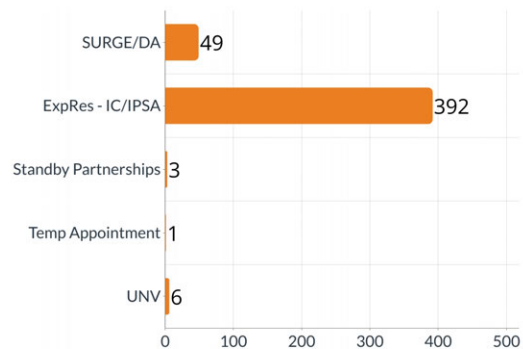
Asia & The Pacific



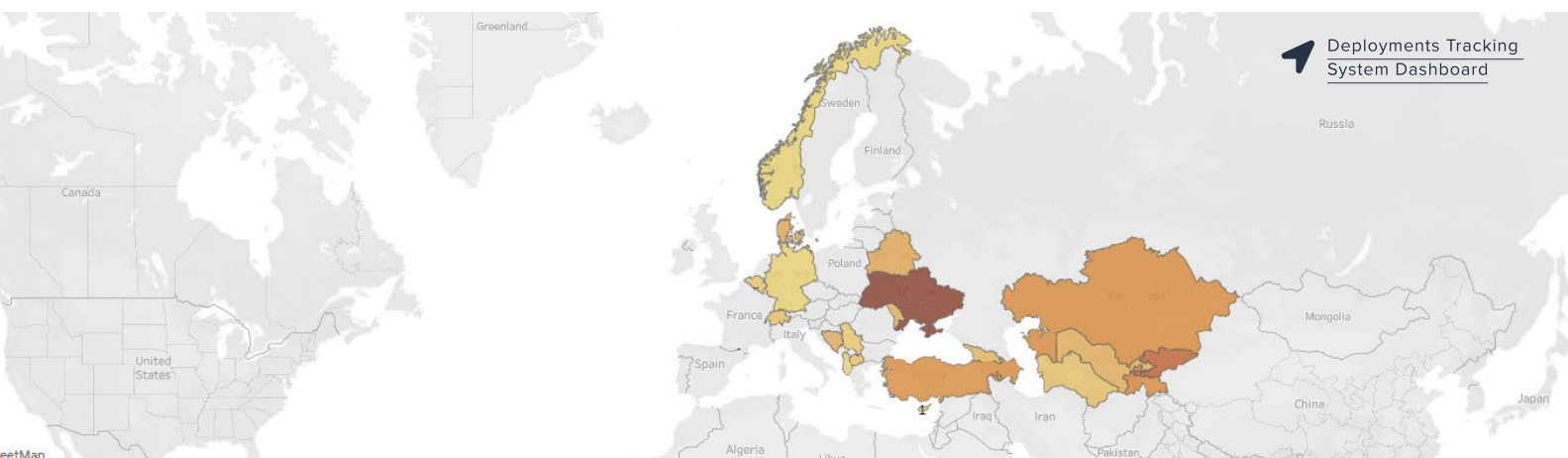
DEPLOYMENTS BY SOURCE OF FUNDS



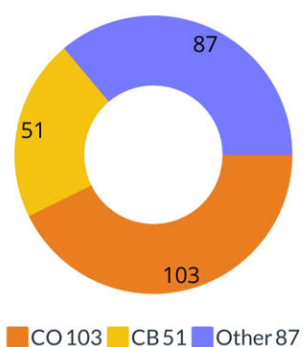
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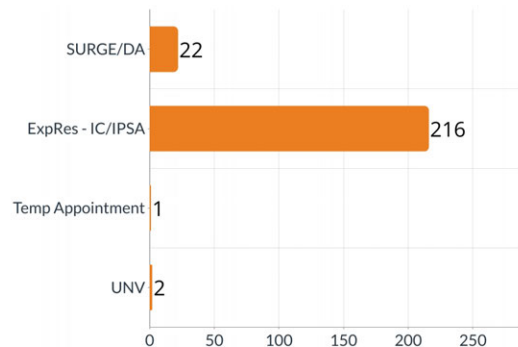
Europe & CIS



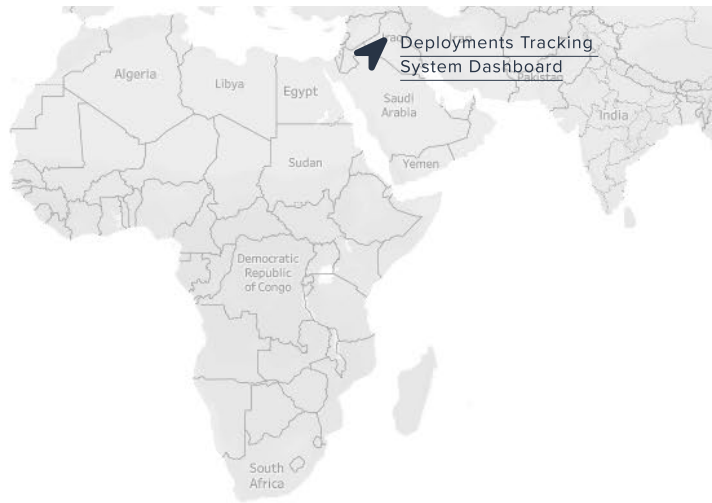
DEPLOYMENTS BY SOURCE OF FUNDS



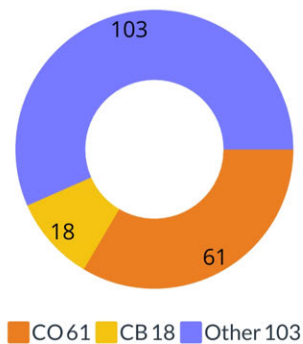
MODALITY



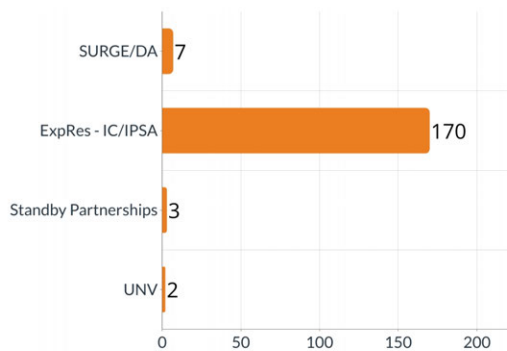
Latin America & The Caribbean



DEPLOYMENTS BY SOURCE OF FUNDS

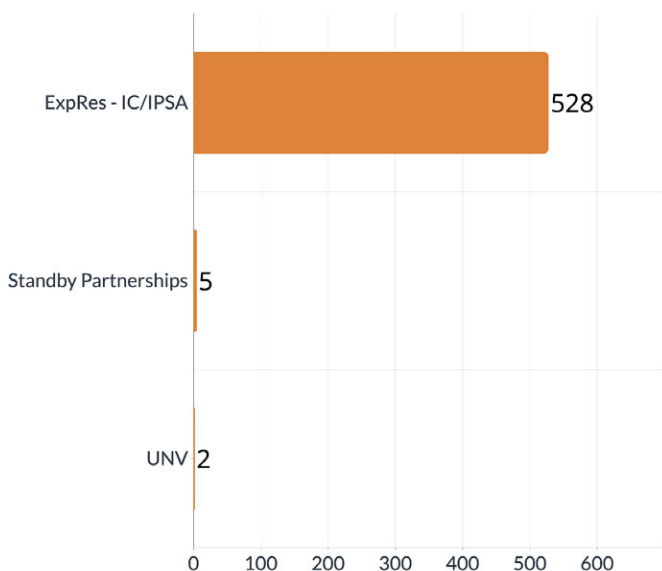


MODALITY

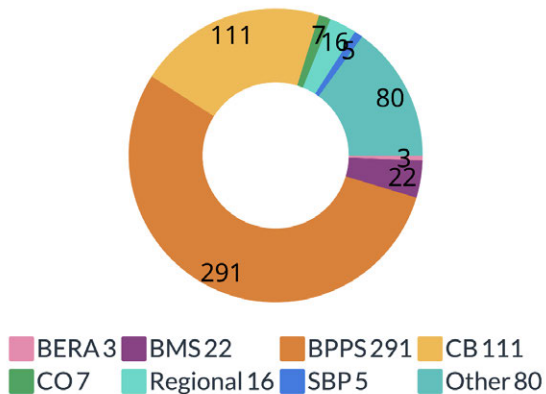


Head Quarters

MODALITY



DEPLOYMENTS BY SOURCE OF FUNDS



Deployments by Modality



SURGE Roster

The **SURGE Personnel** is a pool of trained, deployable, crisis-ready UNDP staff.

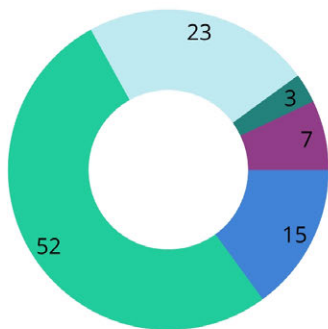
Trusted UNDP staff trained and ready for rapid deployment within days. **SURGE Advisors** are selected for their extensive field experience in crisis, knowledge of immediate crisis response situations, and technical expertise. Deployments are generally from one week to three months.

100
SURGE
DEPLOYMENTS
IN 2022

415+
ACTIVE
SURGE
ADVISORS

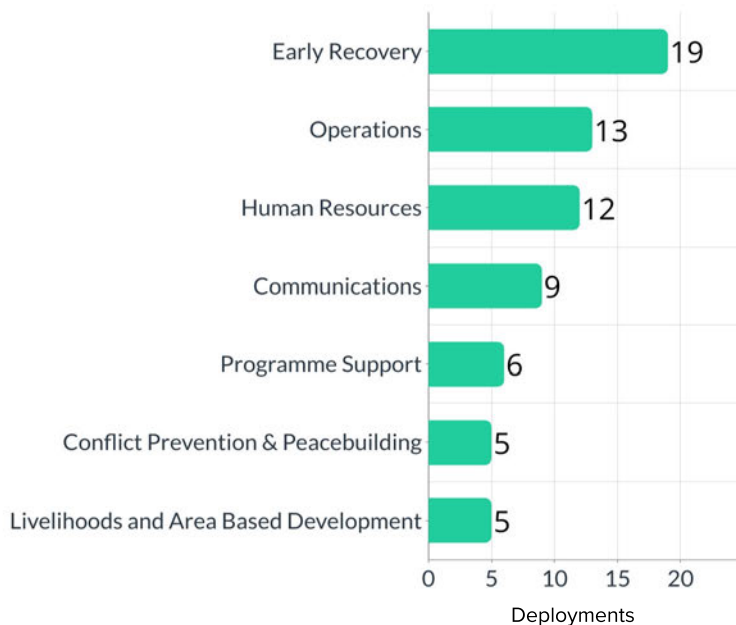
29
PROFILES

SURGE Deployments by Region



■ AFR 15 ■ APT 52 ■ EUR 23 ■ ARB 3 ■ LAC 7

Top SURGE Job Profiles

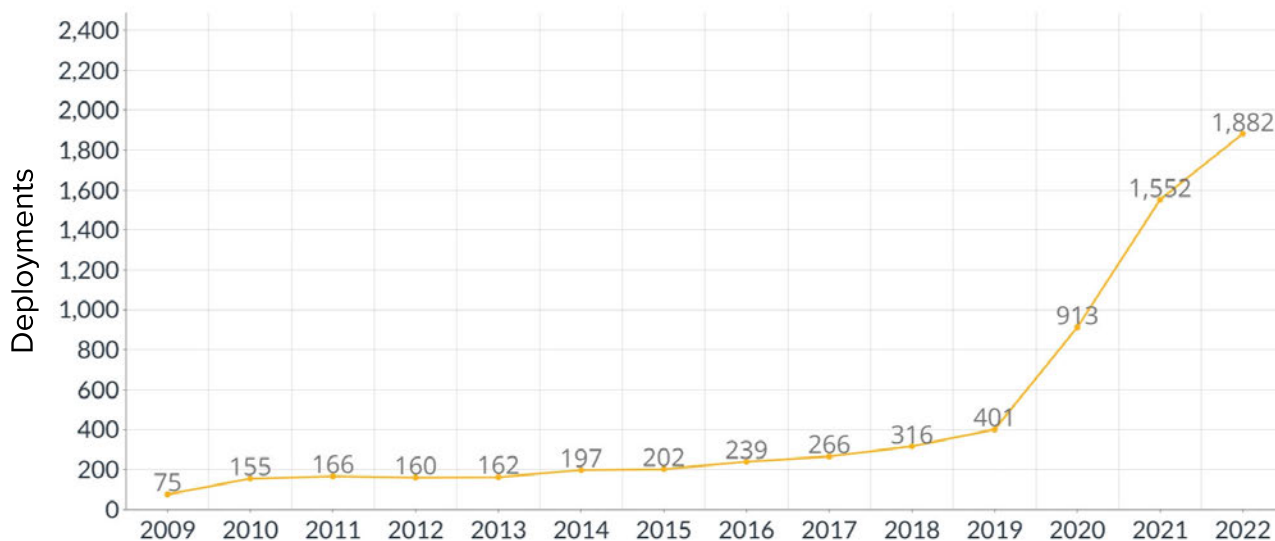


ExpRes Roster

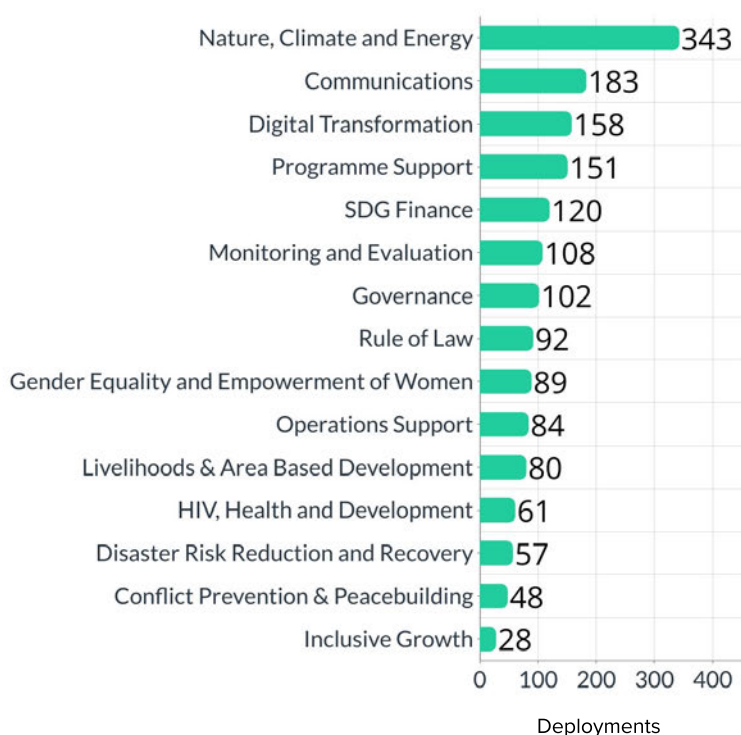
The **ExpRes Roster** is a consultant deployment mechanism maintaining pre-vetted consultants for quick support to UNDP Country Offices.

The number of deployed ExpRes experts has been increasing every year since 2013. 2022 was an all-time high, with 1,882 deployments. The **ExpRes Roster** is also expanding to meet the needs of hiring units. One profile (Mental Health and Psychosocial Support in Peacebuilding) and two sub-profiles under the Communications profile were added to the Roster during 2022.

Number of ExpRes Deployments (2009-2022)



Top 15 ExpRes Deployments Profiles in 2022



1,882
EXPRES
DEPLOYMENTS
IN 2022

6,000+
EXPERTS ON
THE ROSTER

35
PROFILES
207
SUB-PROFILES

Consolidation of Rosters

The **GPN/ExpRes Deployment Mechanism** consolidates UNDP rosters from BPPS, Crisis Bureau, and Regional Hubs under one platform to ensure greater consistency, quality, and accessibility for crisis and non-crisis deployment support. So far, the CSMT Deployments Team has **consolidated over 15 rosters** into the GPN/ExpRes Deployment Mechanism.

The Consolidation of Rosters consists of 3 phases:

Digital Lighthouse Initiative

1

COMPLETE - A comprehensive UNDP-wide roster mapping
COMPLETE - GPN taxonomy & business processes put in place
COMPLETE - Market research to identify software
COMPLETE - Procurement of platform (EVA.ai) and customization
COMPLETE - Roster migration and development of the platform

2

IN-PROGRESS - Continued optimization of the EVA.ai platform
IN-PROGRESS - Further consolidation of UNDP rosters
IN-PROGRESS - Consolidation outreach and communications support
UPCOMING - Worldwide call for expertise for the roster
UPCOMING - Development of mobile application (funding dependent)

3

UPCOMING - Worldwide Call for experts - recurring
UPCOMING - Cost recovery model for operating the mechanism
UPCOMING - Consolidation with other UNDP systems

UNDP Deployments Platform

The **UNDP Deployment Platform**, powered by EVA.ai, ensures that the deployment process across UNDP will boast more efficiency than ever before. With all deployment-related functions and analytics running through this innovative AI software, external and internal deployments will take place in a single streamlined platform.

In 2022, the entire UNDP workforce, including consultants, country office staff, and vetting committee members, were introduced to the platform. Customized engagement campaigns for each user type, complete with tutorial videos, were executed. By the end of 2022, 13,768 individuals engaged with the platform.

"The UNDP Deployments Platform is so easy to use and looks so timely with the AI technology of these times."

- Hari Mohan, ExpRes Consultant



Stand-by Partners

UNDP has agreements with 12 partners to deploy capacity on a pro bono basis for crisis response and to strengthen the capacity of COs for crisis preparedness and recovery.

The 12 Stand-by Partners are RedR Australia, Norwegian Refugee Council, Folke Bernadotte Academy, Swedish Civil Contingencies Agency, Danish Refugee Council, CANADEM, Information Management and Mine Action Programs, Dutch SURGE Support, Federal Department of Foreign Affairs of the Swiss Confederation, Centre for Peace Operations, Department of International Development, and Justice Rapid Response.

12

STAND-BY PARTNERS

30

DEPLOYMENTS IN 2022



RedR Australia serves as the sole Standby Partner organization to the UNDP in the southern hemisphere, providing skilled personnel to strengthen the capacities of local communities to plan, prepare, respond and recover from disasters.

Total Stand-by Deployments in 2022: 2



Norwegian Refugee Council is a global provider of expertise to the humanitarian, development and peacebuilding sectors.

Total Stand-by Deployments in 2022: 8



Folke Bernadotte Academy is the Swedish government agency for peace, security and development.

Total Stand-by Deployments in 2022: 2



Swedish Civil Contingencies Agency (MSB) is a Swedish organization, responsible for issues concerning civil protection, public safety, emergency management and civil defense.

Total Stand-by Deployments in 2022: 4



Danish Refugee Council is a private Danish refugee humanitarian nonprofit organization.

Total Stand-by Deployments in 2022: 8



Centre for Peace Operations (ZIF) an organization out of Berlin focused on supporting Peace Operations Globally.

Total Stand-by Deployments in 2022: 2



Federal Department of Foreign Affairs of the Swiss Confederation is responsible for the overall coordination of Swiss international development activities and cooperation with Eastern Europe, as well as humanitarian aid.

Total Stand-by Deployments in 2022: 4

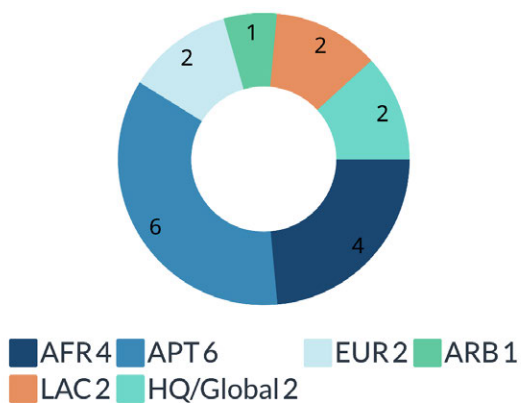
United Nations Volunteers



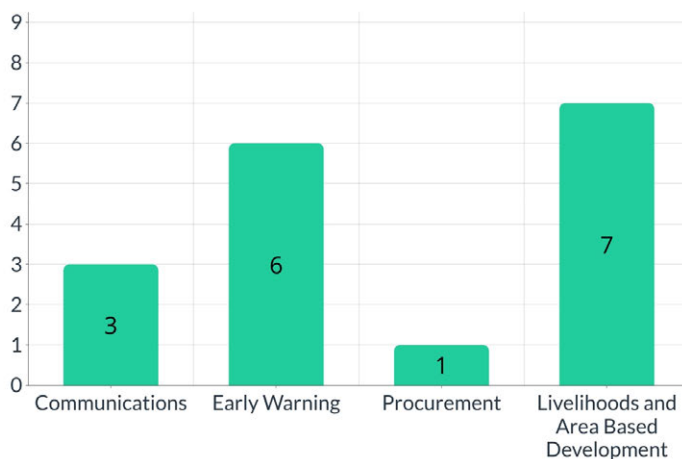
UNV - UNDP Tandem Teams Blog published in 2022

17 UNV DEPLOYMENTS IN 2022

UNV Deployments by Region

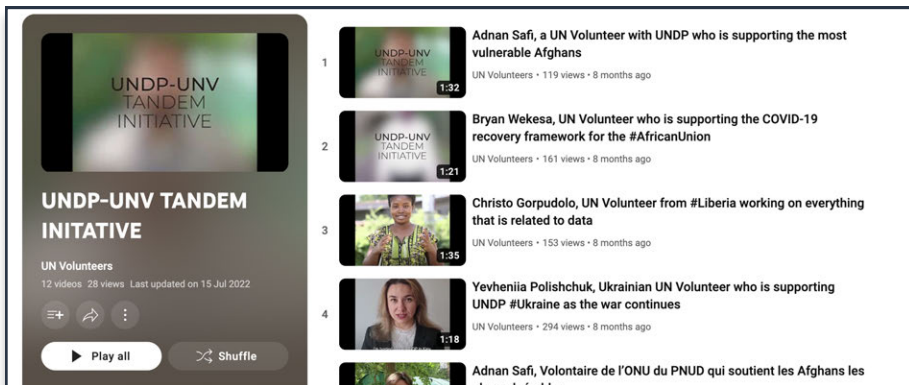


UNV Deployments by Profile



UNDP & UNV Tandem Teams

UNDP & UNV Tandem Teams is a global initiative introduced together with United Nations Volunteers. This initiative combines the international expertise of the ExpRes Roster with the national and local knowledge and networks of UNV at country level. UNDP Crisis Bureau is committed to integrating volunteerism in its processes and tools for crisis prevention, response and recovery. The latest UNDP Crisis Offer, provides a framework for development solutions to crisis and fragility and highlights the needs for agile and adaptive capacity to deliver the crisis offer and refers to the value of UNV as a mechanism to support COs in such contexts.



A **YouTube playlist** featuring the stories of 12 UN Volunteers engaged through the UNDP - UNV Tandem Teams Initiative was published in 2022.

UNDP Capacity Mapping & UNDP Deployments Platform



UNDP Capacity Mapping



A Comprehensive Snapshot of UNDP's Internal Capacities

Following the successful **mapping of UNDP internal expertise for COVID-19 response and recovery** in 2020, the **Administrator launched a UNDP-wide capacity mapping effort** in September 2021. This was facilitated by both Crisis Bureau and OHR and was closely linked to the People for 2030 strategy. The **UNDP Capacity Mapping exercise**, powered by EVA.ai, takes a **comprehensive snapshot of UNDP's internal capacities**. More specifically, taking stock of each individual's experience, skills, knowledge, and demographics.

Strategic Management of UNDP Capacities and Workforce Planning

The Capacity Mapping initiative provides us with a unique opportunity to deliver on a range of human resource aspirations for the organization:

1. Strategic Workforce Planning
2. Support to the implementation of the GPN and BMS Service Offers and the Crisis Offer
3. Support to the management of Leadership Pools and Succession Management
4. Support to reorganization processes in COs, those in fragile contexts, & those undergoing change management
5. Support to the design and roll out of mechanisms & related policies and SOPs to enable greater talent mobility
6. Setting-up a mechanism – methodology & technology – to continuously support capacity mapping & analysis

Capacity Mapping Dashboard



UNDP personnel interacted with the campaign

15,000+

UNDP personnel fully mapped through the campaign

11,000+

Capacity Mapping Dashboard Data

- Demographics
- Languages
- Technical Competencies
- Cross-functional Competencies
- Competency Levels (1-4)
- Capacity Mapping Collection Numbers

UNDP Capacities for the Implementation of the GPN's Service Offers & Crisis Offer

The technical competencies mapped through the UNDP-wide Capacity Mapping exercise were used to measure the organization's capacities that can be used to support the implementation of the GPN's Service offers. Each of the **16 Service Offers** were analyzed and **5,866 UNDP Personnel** were found to have one or more technical competency that aligns with one or more of the GPN's Service Offers.

Service Offers with the Largest Capacity (all levels)

1. Innovation (3,104 Personnel)
2. Digitalization (2,361 Personnel)
3. Prevention Offer (1,556 Personnel)

Service Offers with the Smallest Capacity (all levels)

1. Public Finance (138 Personnel)
2. Disability Inclusion (229 Personnel)
3. Social Protection (241 Personnel)



SURGE Initiatives





HOME / NEWS CENTRE /
UNDP LAUNCHES INNOVATIVE CRISIS ACADEMY FOR NEXT GENERATION OF CRISIS LEADERS

UNDP launches innovative Crisis Academy for next generation of crisis leaders

Virtual gamified launch displays signature learning experience, features 6 learning pathways

NOVEMBER 15, 2022

UNDP Crisis Academy

UNDP Photo



Achim Steiner and Asako Okai (virtually) cut the ribbon to launch the Crisis Academy during a ceremony in which 2,000 crisis professionals joined. Giun Kim (UNDP Nepal) and Lilian Dawha (UNDP Nigeria) won the Crisis Academy Launch Scholarship and will visit New York to learn more about the Academy.



"This is #FutureSmartUNDP at work!"
— Achim Steiner, Administrator of the United Nations Development Programme

2,700+
community members across 6 campuses from UNDP and beyond

85+
learning opportunities including live trainings, self-paced courses, open houses, crossover events and more

1,000+
crisis professionals trained from UNDP and partners

A QUICK ROUND-UP OF THE SIX CAMPUSES THAT MAKE THE CRISIS ACADEMY:



SURGE ACADEMY

Prepares expert UNDP staff for rapid response deployments to country offices in the immediate aftermath of disaster, conflict or shock.

450 members in the Campus
20 learning opportunities
120 staff and partners trained

CSMT



STABILIZATION ACADEMY

Strives to develop a mutual understanding of UNDP's stabilization model centered around three proven guiding principles: speed, scale and social contract.

200 members in the Campus
2 learning opportunities
100 staff and partners trained

RSHM + RBM



INFRASTRUCTURE ACADEMY

Develops technical talent to support country offices through response and recovery with infrastructure programs that build forward better and greener.

345 members in the Campus
22 learning opportunities
120 staff and partners trained

RSHM



NEXUS ACADEMY

A DAC-UN Dialogue initiative powered by the Crisis Academy that brings together humanitarian, development and peace actors to accelerate nexus approaches.

350 members in the Campus
9 learning opportunities
250 staff and partners trained

CFPET



PREVENTION ACADEMY

Empowers UNDP country office staff to act early and at scale for conflict prevention and peacebuilding through a development lens.

340 members in the Campus
15 learning opportunities
300 staff and partners trained

CPPRI



SURGE DATA HUB

Leverage emerging technologies and innovative solutions for data-informed crisis response that leaves no one behind.

1200 members in the Campus
20 learning opportunities
400 staff and partners trained

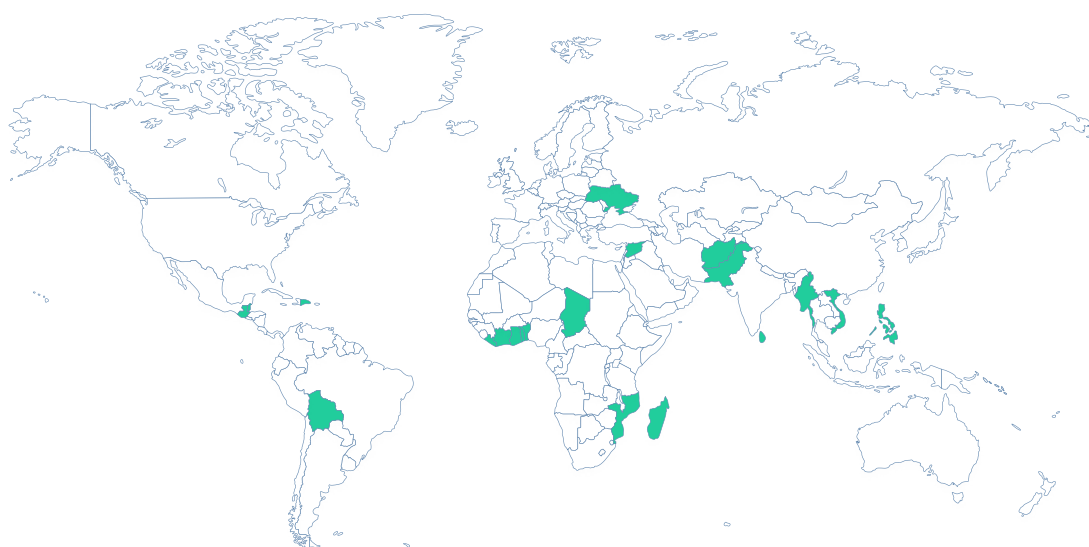
CSMT + CDO

SURGE Data Hub (SDH) has been a driving force in how UNDP supports digital assessment and analysis in Country Offices (COs) experiencing crisis over the past three years, through digital assessments, training, and knowledge sharing events. **In 2022:**

Supported 28 digital assessments

- 11 Socio-economic Impact Assessments (SEIA)
- 6 Household Building Damage Assessments (HBDA)
- 11 advanced analysis projects

- **Published 12 reports** about crisis impact to communities
- **Grown the SDH campus to 1.2k learners and practitioners**, a 25% increase over last year
- **Hosted 7 training events with 436 participants**, including Global, LMS-based, and live training sessions and ad-hoc support for COs and partners



21

COs supported in 2022

11

SEIA

6

HBDA

11

Advance analysis and other studies

- Afghanistan
- Bolivia
- Dominican Republic
- Ivory Coast
- Mozambique
- Philippines
- Togo
- Belize
- Chad
- Ghana
- Liberia
- Myanmar
- Sri Lanka
- Ukraine
- Benin
- Comoros
- Guatemala
- Madagascar
- Pakistan
- Syria
- Vietnam



25

Tweets

10K+

Impressions

There were 25 tweets about the work of SDH

from the official SURGE account, in addition to tweets by SDH members and partners.



8

Data Talks since 2021

We also started a Data Talks series to share lessons and highlights around SDH's assessments from across the world.

[Check the playlist here.](#)

M

10

Blogs since 2021

3

Blogs in the pipeline

[Read here.](#)

SDH's assessment in Equatorial Guinea was also featured in the Executive Office's Newsletter:

Using data to assess and recover from crises

In December, colleagues at UNDP SURGE published a recap of how data helped [assess and recover from](#) four explosions at military barracks in Equatorial Guinea. The SURGE Data Hub proved an invaluable resource in taking stock of the damage to infrastructure and livelihoods the blasts caused.



SURGE Data Hub Explainer (UPDATED)

The [SURGE Data Hub explainer](#) outlines key service offers and details on our support! Read on to discover the digital support available to Country Offices experiencing crisis. [→](#)

In 2022:

100+
SURGE
ADVISORS
TRAINED

90+
SURGE ADVISORS
DEPLOYED TO
CRISIS ZONES

20
LEARNING
OPPORTUNITIES
FOR SURGE
ADVISORS

10
CHECK-IN CALLS
WITH SURGE
ADVISORS:

100+ SURGE Advisors trained:

- Three SURGE Induction Workshops took place in 2022 where 103 SURGE Advisors from across all five regions and HQ were trained.
- 54% of the newly trained SURGE Advisors are women.
- The eight-day induction course covers the main themes pertaining to UNDP's mandate in crisis, key programming and operations guidance and culminates with a crisis simulation in Someland.

20+ learning opportunities for SURGE Advisors

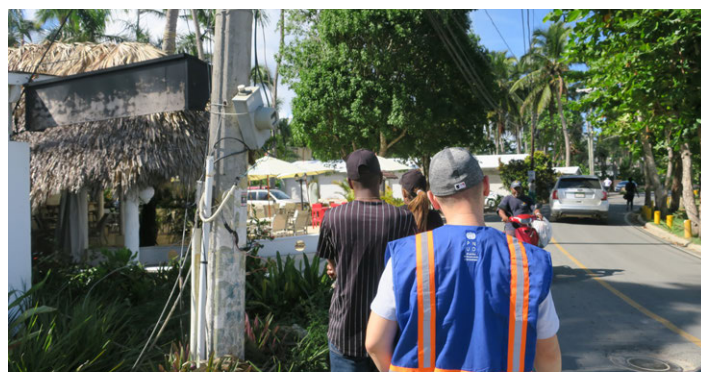
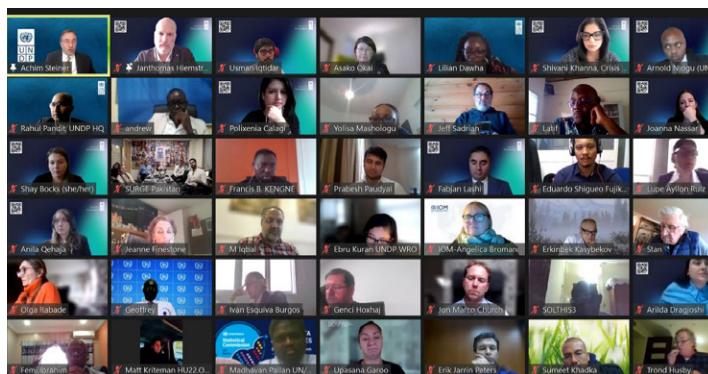
- Over 20 learning and exchange activities took place in the SURGE Campus, including open-houses, tailored webinars, hangouts and check-in calls with SURGE Advisors in the field.
- The month-long Communications Elective, a key activity of this year, featured external speakers and in-house experts and was attended by hundreds of SURGE Advisors.

90+ SURGE Advisors deployed to crisis zones:

- From Ukraine to Pakistan and Ethiopia, SURGE Advisors continued to support UNDP country office facing shocks.
- In all 90 SURGE Advisors were deployed to 18 countries in 2022.
- Here's a SURGE blog from Pakistan, which was hit by unprecedented floods, and another one from Moldova, which is experiencing a massive influx of displaced people, mostly women, from Ukraine.

10 Check-In calls with SURGE Advisors:

- Check-In calls are a great way for SURGE Advisors to share highlights and learnings from their missions. SURGE Academy hosted 8 check-in calls last year. Watch here.
- The SURGE Academy also organized the highly successful 'Stay and Deliver' series with the CoP Resilience on what it takes to deliver in crisis settings. Two sessions on Afghanistan and Myanmar had a combined participation of more than 200.



Conversations you missed in the campus:

- SURGE Spotlight: Pakistan
- Stay and Deliver: With UNDP Myanmar and UNDP Afghanistan
- Adaptive management for SURGE Advisors
- Performance Breathing session

Adaptive Management Initiative

The **Adaptive Management Initiative (AMI)** supports UNDP country offices to confront complex challenges in their environments through a mindset, culture and programmatic shift towards agility, experimentation, learning and adapting. For the last year, the AMI team has worked with several pilot country offices to design and test more agile, adaptable approaches to program implementation based on local requirements.

Highlights from 2022:

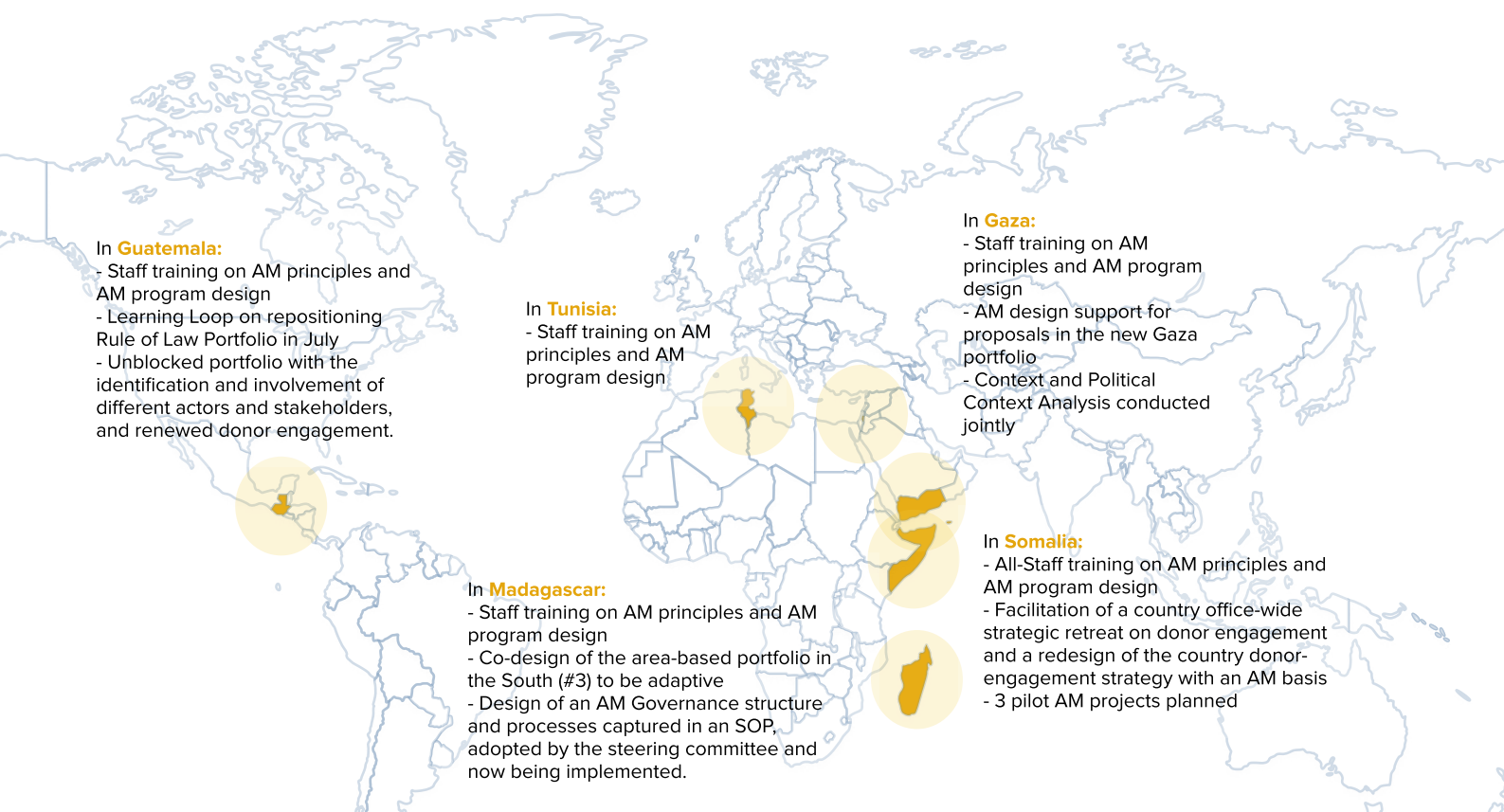


The successful delivery of training on Adaptive Management theory and practice in all our pilot countries, as well as to Surge Advisors, and as part of the Nexus/Nexus UNDP community. AMI also developed and delivered a 6-session Induction Course for Practitioners

Methodological Guidance on conducting Context Scans and Learning Loops in Country Offices developed, as well as a growing number of practical examples and tools in the areas of adaptive program design, adaptive governance structures, actor analysis and learning session facilitation

A community channel that serves as a learning and practitioner support space to explore AM - this included community knowledge exchanges to learn about the realities of implementing adaptive management practices within UNDP from one another.

Adaptive Management Initiative Country Support in 2022



SURGE Delivery Lab

The **SURGE Delivery Lab** provides short-term delivery and operations support to Country Offices in fragile contexts. The SURGE Delivery Lab consists of global solutions and support networks working together to codify cross-regional practices and meet the individual needs of each Country Office through innovative steps. You can find a full look at the Lab's 2022 work in the [2022 Annual Review](#).

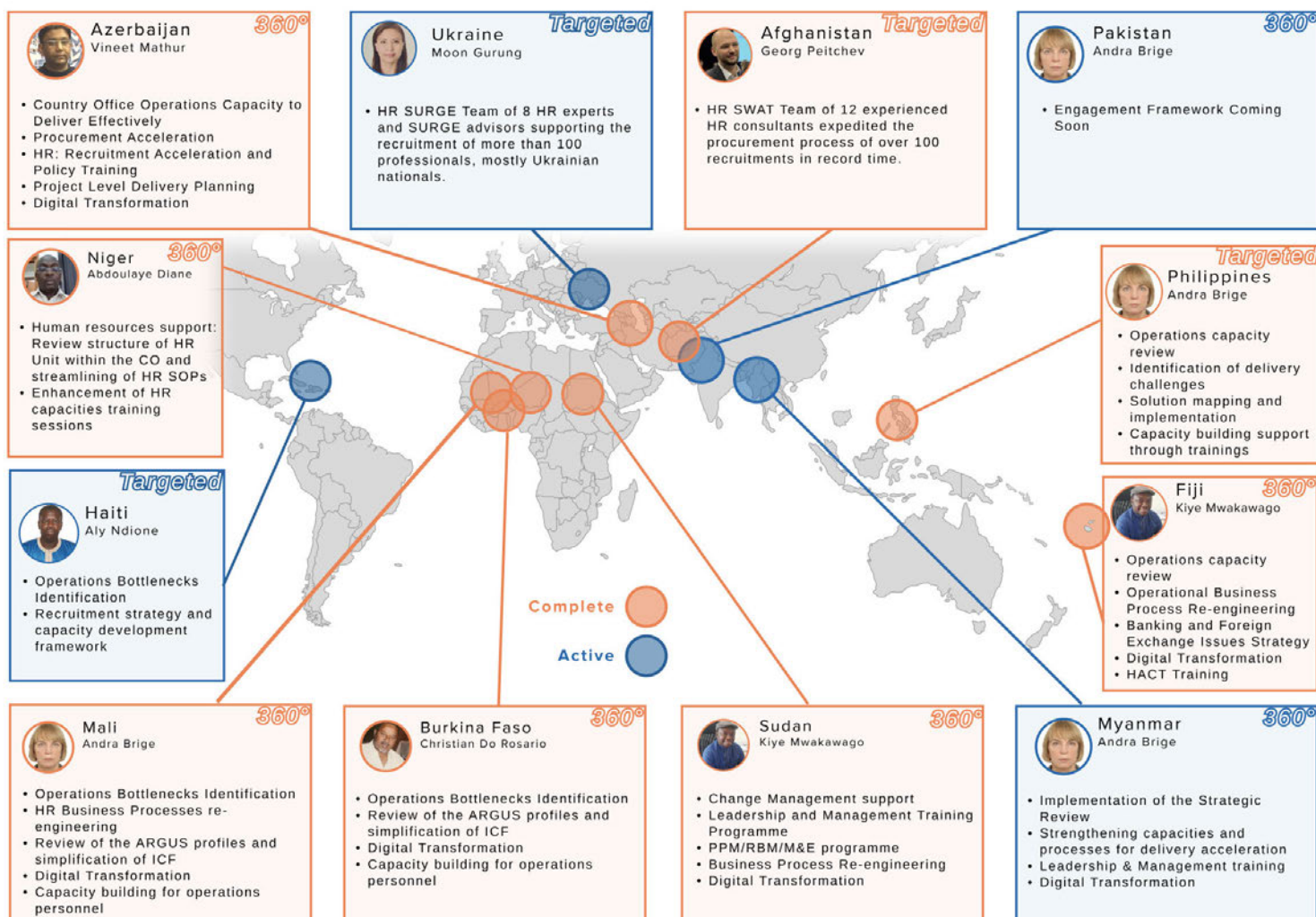
Support Highlights in 2022:

- **Operations Capacity Review** - Fiji, Philippines
- **Business Process Re-engineering** - Fiji, Myanmar, Philippines
- **Leadership & Management Training** - Myanmar
- **Salary Scales Review** - Fiji
- **Digital Literacy Strengthening** - Fiji, Myanmar
- **Human Resources Support** - Afghanistan, Fiji
- **HACT Training** - Fiji

Throughout 2022, the SURGE Delivery Lab achieved:



Map of SURGE Delivery Lab support from 2020 - 2022



SURGE Support Highlights

Afghanistan Power Transition



Crisis Type: Conflict

Crisis Level: L3

Number of Deployments in 2022: 40 deployments in 2022; 29 deployments in 2021 (Total 69)

Senior Crisis Manager for RBAP; Economic Analysis Advisor for RBAP; SURGE Coordinators; SURGE Coordination Analysts; Resource Mobilization and Partnerships Specialists; Communications specialists; Partnerships Advisor; Resource Mobilisation Specialist / Proposal Writer; LOTFA Risk Assessment consultant; Advisor on Islamic Finance; Area-Based Programme (ABP) Implementation Advisor; ABP Senior Expert; Programme Support Analyst; ABP Regional Implementation Experts; Gender Advisors; Risk Assessment Advisors; Cash Based and community based Interventions Experts; Area Project Managers (IUNVs); Economic Development and Livelihoods Advisor; MSME specialist; Programme Support – JSB; WB / IFI Partnership Advisor; Advisor on WB Project Implementation; Finance Specialist for GFATM; Programme and Operations Advisor; Senior Operations Advisor; Programme Finance Specialist; Procurement Specialists; HR Specialists; Human Resources SWAT team Managers; SWAT Team HR Support specialists; SWAT Team HR Support - Interview Facilitators; Website developer; Graphic designer; SharePoint/Application Developer; Health Specialist; Human Rights Specialist

Northern Ethiopia Crisis & Tigray Crisis



Crisis Type: Conflict

Crisis Level: L3

Number of Deployments in 2022: 13

- In Country, Full time: Team Leader (DDR, resilience, stabilization); IDPs and human mobility Advisor; Operations Advisor
- In-country, intermittent: Security Advisor; Human Rights Advisor (through regional Hub)
- Remote, intermittent: Resource Mobilization; Stabilization/DDR; MPTF; Communications; Gender; Security; BMS; UNV

Pakistan Floods



Crisis Type: Disaster

Crisis Level: L2

Number of Deployments in 2022: 33

Recovery Advisors, Crisis Coordinators, Communications Advisors; PDNA coordinators; Team Leader, Operations Advisors, Procurement Advisors; Gender Advisors; Project formulation specialists; M&E Advisors, Programme Support Officers; Livelihoods, Specialists, Governance Specialists; Environment and DRR specialists; Infrastructure & housing Expert/Engineer; Project Monitoring and Reporting Specialist; Policy Analyst; Project Analyst; Contract Management Specialist; HDP Nexus Analyst; Donor Conference preparation support; Partnerships Specialists

SURGE Support Highlights

Somalia Drought



Crisis Type: Disaster

Crisis Level: L3

Number of Deployments in 2022: 14

Senior Crisis Coordinator and HDP Nexus Advisor, Adaptive Management Coordinator, DRM/Climate Change Adaptation Advisor, Water Resource Management Specialist, Durable Solutions and Livelihoods Specialist, Marine Resources Specialist, Area Based Development Specialist, Field Coordination Specialists, Area Based Project Implementation support, Gender and Inclusion Specialist, Data and Digital Solutions Specialist, Behavioral Science Specialist, Anthropologist, Communications Specialist, Operational Support Specialist

Ukraine Conflict



Crisis Type: Conflict

Crisis Level: L3

Number of Deployments in 2022: 40

Field Security Advisors, Human Resources Advisors, HR SWAT Team-Recruitment Officers, HR SWAT Team Coordinator, HR SWAT Team Liaison Coordinator, Senior Reporting Advisor, Senior Crisis Communications Advisor, Media monitoring- analysis and horizon scanning, Procurement Specialist, Early Recovery/ Resilience Building Programme Advisor, Crisis response financing, SURGE Coordinator, Spokesperson for the SG Special Coordinator, Team Lead – Energy and Environment, Mine Action Experts, Debris Management Advisors, Livelihoods Advisor, Information Management Officer, Stress counsellor, Humanitarian Liaison/ interagency Advisor

Philippines Typhoon



Crisis Type: Disaster

Crisis Level: L2

Number of Deployments in 2022: 6

Team Leader - SURGE Planning Team; Gender Specialist; Operations Advisor; Debris Management Specialist; Digital Specialist; PDNA Advisor

Outreach & Communications

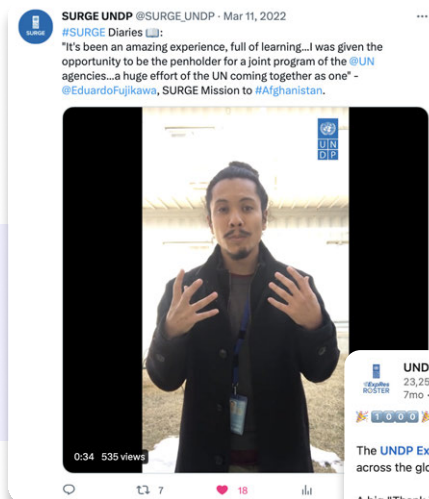


Social Media

@SURGE_UNDP



1,720
Followers



@EXPRESROSTER



3,106
Followers



23,190
Followers

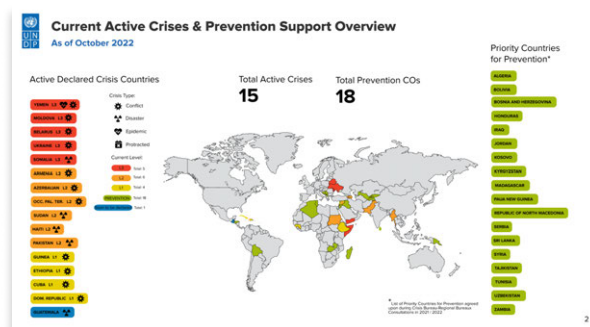
Crisis Portal

In 2022, CSMT launched Crisis Bureau's **internal Crisis Portal**. The Crisis Portal is a 'one-stop shop' for all things related to the Crisis Bureau's country office support. Replacing the previous SURGE Portal and various other CMST Intranet pages, the Crisis portal is structured to reflect the 3 pillars of SURGE: People, Initiatives, and Guidance.

CB Crisis & Prevention Updates

This monthly report maps out an overview of the current active crisis & prevention work happening within the Crisis Bureau. The Assistant Secretary General used this report to brief the Associate Administrator on the current crisis and prevention work.

- Current Active Crises & Prevention Support
- Current Active Crises - Details of Response
- CB-Funded Deployments
- Current Prevention Support - Details of Support
- Global Risk Heatmap
- Priority Countries - Financial Allocations



SURGE Medium Blogs

10 blogs were published on the **SURGE Medium Account**. SURGE Communications collaborated with BERA, Regional Bureaus and Country Offices, internally, and external partners like UN Volunteers, on several highly successful products like UNV Multimedia piece and International Humanitarian Day blog.

