

Deloitte.



Crisis and Resilience

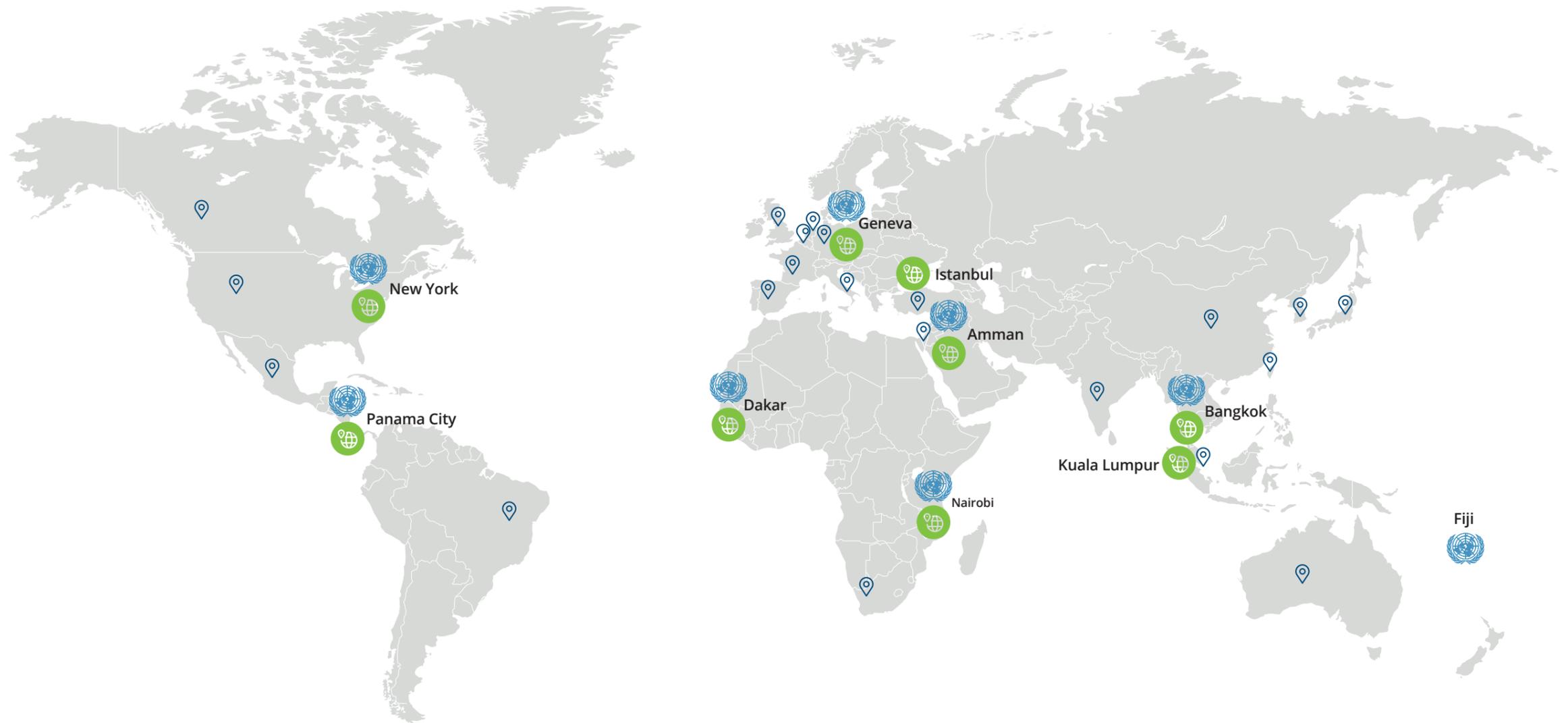
Inspiring clarity and confidence for organisations in critical times

Deloitte Global Centre for Crisis Management

The Global Centre for Crisis Management brings together Deloitte's entire network of crisis experts.

The rich experience of our professionals as former diplomats, government, military and intelligence officials, security experts, doctors and healthcare experts, scientists, cyber experts, and financial advisors has powered the realisation of a plethora of high-impact Crisis and Resilience projects.

Our global, regional, and national expertise, industry knowledge, and capabilities represent assets we leverage to support the United Nations agencies across the globe. The map on the right shows Deloitte's distribution of crisis management expertise that can meet the UN's demands at the headquarters level as well as in the field.



-  United Nations Regional Head Offices
-  Deloitte Regional Hub Head Office
-  Deloitte Centres for Crisis Management

Crises are threatening sustainable development

Deloitte's Crisis and Resilience services span the entire crisis life cycle, helping organisations anticipate, prepare for, respond to, and recover from crises.

The set of solutions developed and delivered by our crisis experts allows us to support organisations in becoming more resilient in the face of an increasingly complex crisis landscape.

Ushering in a decade that presents great challenges to driving sustainable development, Deloitte is at the disposal of the United Nations and its partners to support them in withstanding crises and help them realise the Sustainable Development Goals (SDGs).

Overview

From Climate Change to global pandemics, natural disasters to political upheavals, the United Nations and organisations supporting its mission are faced with crises that threaten the very realisation of the United Nations Sustainable Development Goals (SDG). These challenges have in recent years grown in intensity and brought about further disruption. In creating both uncertainties and a lack of clarity, crises present serious concerns for organisations aiming to provide and support their communities amidst difficult times.

To pursue their mission to maintain international peace and security, protect human rights, deliver humanitarian aid, promote sustainable development, and uphold international law, the United Nations and its network of partners must strengthen their resilience. Through more effective crisis management, they could meet their strategic and operational objectives while mitigating the impacts of crises on their reputation, people, and assets.

Crisis trends, a global reality

Recent Deloitte research¹ shows that the magnitude and number of crises is on the rise.



Nearly **60%** of the surveyed organisations believe they face more crises today than ten years ago.



80% of organisations worldwide have had to mobilise their crisis management teams at least once in the past two years.



Cyber and safety incidents top the list of crises requiring management intervention.

Global distribution of crises is uneven. Asia Pacific, The Middle East, and Africa reported more crises in the past three years than other regions². Furthermore, interconnections between regions, societies, and economies make crisis-related consequences far more protracted and stretched than could be expected. As observed with the 2019-2020 Coronavirus pandemic, the 2019 Australian Summer bushfires, and the Hong Kong protests, crises have the potential to quickly scale up and to reach global heights.

Confidence gap

While organisations may be aware of the crises that could affect them, most of them still feel that they are vulnerable. Our survey has demonstrated that while many organisations possess Crisis Management plans, very few feel confident about being able to fully handle serious events and crises.

This gap between Crisis Planning and Crisis Management is the reflection of a lack of preparedness. While planning is an important aspect of Crisis Management, it must be translated into concrete measures to best address crises.

While preventing all threats from materialising is simply impossible, organisations would benefit from being more resilient and prepared. Higher levels of resilience and preparedness would indeed prove crucial in better mitigating crises consequences and reducing costs.

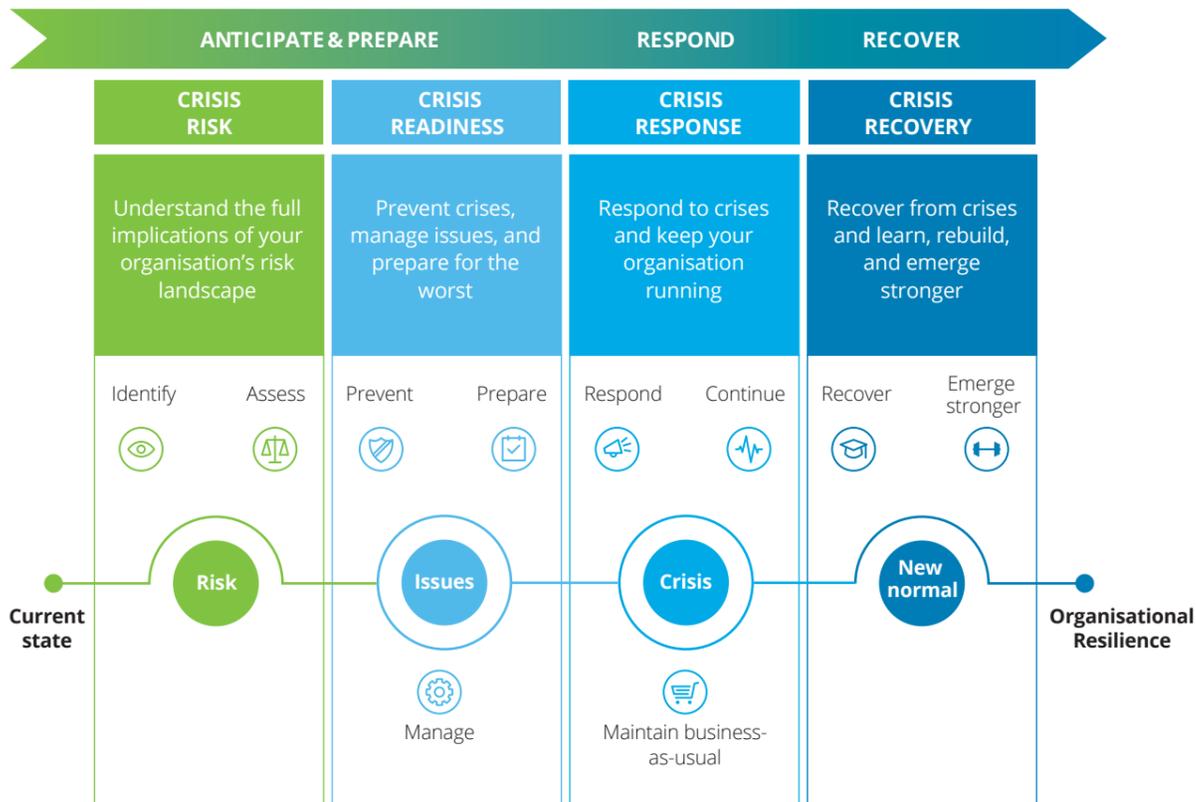
¹ Deloitte Insight (2018), "Stronger, fitter, better: Crisis management for the resilient enterprise", from <https://www2.deloitte.com/insights/us/en/topics/risk-management/crisis-management-plan-resilient-enterprise.html>.

² See report above

Our solutions

In line with and tailored to United Nations Crisis Management and Response frameworks, our Crisis and Resilience set of solutions provides answers to the crisis and resilience needs of the United Nations its partners.

From anticipating and preparing for, responding to and recovering from crises, our solutions present concrete approaches to enhancing the level of resilience of your ecosystem of entities and partners as well as mitigate the adverse fallouts of the crises that would normally endanger the realisation of the SDGs and the Agenda 2030.



Anticipate



Risk sensing and Intelligence

Powered by 800,000 data sources, leading-edge cognitive analytics and experts, our risk intelligence sensing platform provides insights, foresights and helps identify trends, anticipate risks and predict future performance.

In combination with an Operations Centre, an Issue and Crisis Management cell and a 24/7 Quick Reaction Force, effective response measures can be initiated based on actionable intelligence, reducing response times and minimising potential consequences.

Risk sensing and intelligence enables businesses to:

- Effectively monitor signals that indicate upcoming adverse events;
- Understand response strategies used by industry peers to deal with crisis events and incorporate related best practices;
- Prepare for realistic disaster/crisis management scenarios to ensure minimal impact in case of a catastrophe;
- Conduct activities and provide response in areas with high disruption probability or during events and disasters.



Resilience and crisis readiness assessments

The Deloitte crisis assessment methodology is based on frameworks applied in internationally leading standards. In combination with our proven audit approach and hands-on practical crisis management experience, this methodology helps determine whether your crisis management function has the appropriate direction, people, and infrastructure in place not only to help identify and prepare for potential disruption risks, but also to respond and recover effectively from crises.

Our crisis assessment methodology includes a maturity model aligned to leading practices and industry standards and is supported by a comprehensive assessment questionnaire and audit programme. Our toolkit also includes a "comparative analysis benchmarking" inventory, which enables a comparison of assessment results against peers. This provides further context to the relative maturity and current "baseline" of Crisis Management capabilities.

Overall, the crisis assessment framework can help organisations gain a comprehensive understanding of their crisis management capability and relative resilience. In other words, it can inform them of how effective response to and recovery from a crisis is likely to be.

Prepare



Resilience and crisis management planning and implementation

Single-issue plans may be ineffective when addressing crises, as they are often designed for routine emergencies and predictable scenarios. Detached from other plans, they are difficult to contemplate and implement once a live crisis occurs. Therefore, it is crucial to design plans upon which organisations can act when faced with an emergency situation.

In this vein, Deloitte supports through helping design plans that:

- Take into consideration risk landscapes;
- Address the consequences of a crisis regardless of its nature;
- Meet strategic and operational needs, maturity and risk appetite.

Second, we can help organisations integrate these plans within their structure, communicate them to stakeholders and raise awareness, and implement concrete change through resilience capability investments and development advisory.

Our plans and implementation advisory includes:

- Business Continuity and Crisis Management Planning/Incident Management/Disaster Recovery;
- Corporate/Physical Security;
- Emergency Response Plans;
- Organisational Resilience.



Crisis management training and simulations

Organisations must test their crisis and resilience plans regularly if they are to be confident about their ability to respond effectively to threats, disruptions or crises.

The Deloitte trainings and simulations portfolio of services creates an environment for organisations to simulate crises, allowing them to develop coordinated responses and identify areas that need improvement in order to prepare for real crises.

These exercises are particularly relevant for issues and threats that have the potential to turn into a crisis, requiring a coordinated response between different departments and hierarchy strata.

Deloitte's capability has been built through years of practical experience, delivering hundreds of simulations. We use scenario-specific subject matter experts in order to tailor highly realistic scenarios in specific operating environments.

We use effective techniques to engage and challenge senior participants to reflect upon their organisations' ability to withstand crises.

Overall, trainings and simulations are opportunities for organisations to boost their preparedness efforts.

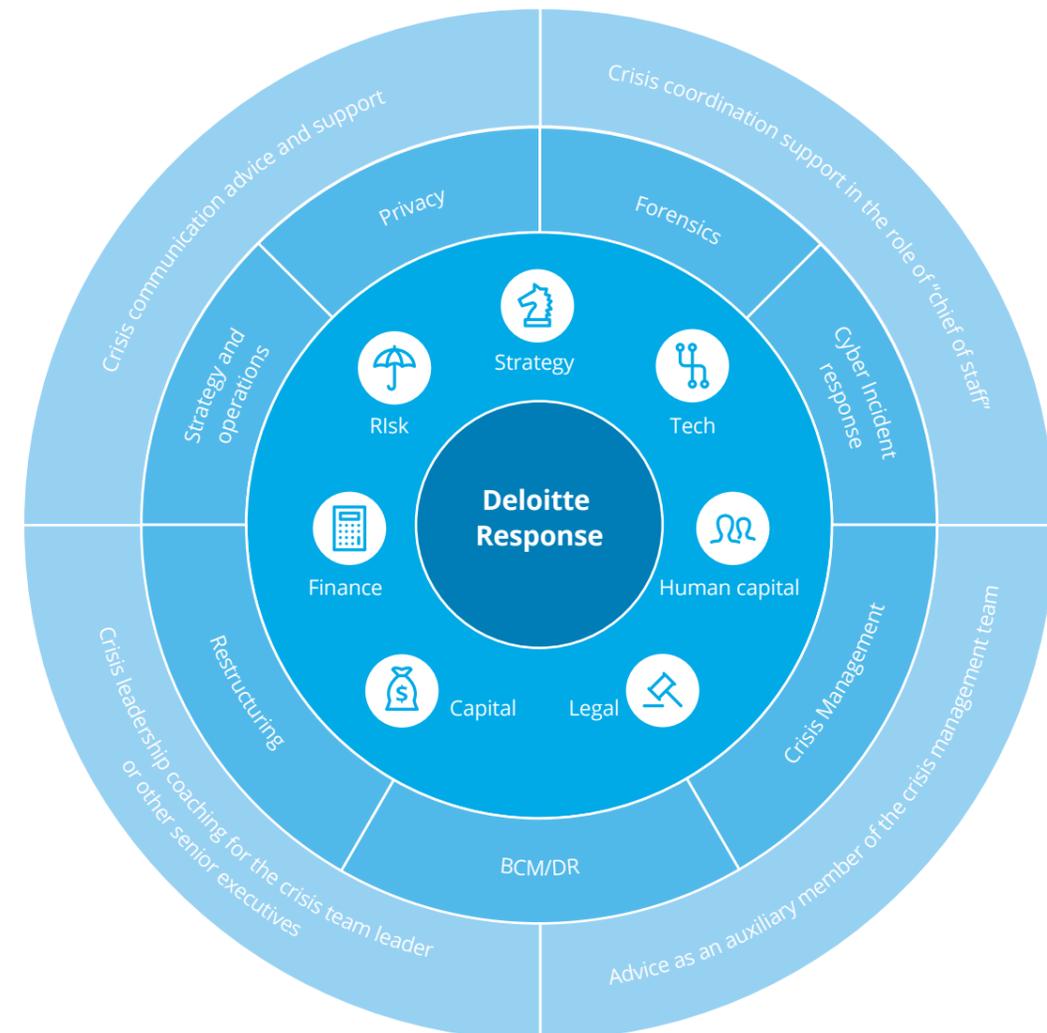
Respond



24/7 Real-time Response services

Deloitte's 24/7 Real-time Response services are designed to provide the immediate support needed to manage a crisis. Our assistance may be requested due to a lack of resource, technology, or expertise to resolve a crisis effectively. Our goal is to limit the impact of a crisis so that operations can resume as soon as possible.

Our experienced responders in the areas of cybercrime, terrorism, natural disasters, restructuring, crisis and communications, coupled with specialists in operations, technology, finance, and regulatory can help resolve issues before they escalate and spiral out of control. We can deploy within hours of a forensic investigation, incident, or crisis. If required, Deloitte can "surge resources" in project management, technology, forensics, risk, finance, operations, and other areas where minutes count.



Recover



Recover Project Management Office

We can help organisations identify and learn lessons from a crisis in order to help improve and build-up crisis preparedness and response capabilities.

In this respect, we work with those involved in response efforts and the wider stakeholder community, carrying out a crisis review to assess the impact the crisis had on organisations and their ability to operate.

We also help understand what went wrong in the first place, make organisational improvements, and seek to make good on the promise that such crises would be better prevented in the future.

Moreover, we provide advice and implementation support as organisations may look to win back trust and restore their reputation in given territories and among communities. While a crisis can represent a turning point, it also provides leaders with the opportunity to fundamentally change and improve their organisations' direction, purpose, values and strategy.

Overall, Deloitte possesses the Project Management Office structure and experience necessary to coordinate and manage these activities.



Crisis and Resilience strategy transformation

Following a crisis, we can help organisations transform their resilience strategy in order to drive the build-up of their capabilities. To do that, Deloitte adopts a three-steps approach: (i) Analyse and mobilise; (ii) Design; and (iii) Implement.

Analyse and mobilise

- Define scope of Crisis and Resilience operating model;
- Assess current operating model and related available models to identify dependencies;
- Assess operating mode for key entities and identify key stakeholders/change agents;
- Collect operating model requirements and design principles from stakeholders.

Design

- Determine services to be provided by Crisis and Resilience teams;
- Determine requirements for Technology, Data, Processes, Organisation, and Governance to provide these services;
- Design model for Technology, Data, Processes, Organisation, and Governance for these services.

Implement

- Develop implementation roadmap outlining the activities required to transition to business as usual.

Our integrated solutions

The Deloitte Crisis and Resilience brochure is part of a series of brochures Deloitte has developed to offer targeted solutions to United Nations agencies and programmes as well as their partners across Asia Pacific. The other complementary offerings are:



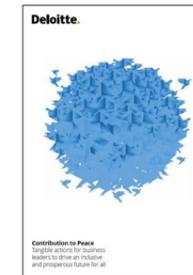
NPO and International Organisations:
Help to drive transparency, efficiency and accountability



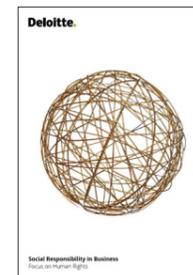
Partnership Mobilisation:
Discovering and leveraging synergies for mutual value creation



Sustainability Risk Management:
Powering performance for responsible growth



Contribution to Peace:
Tangible actions for organisation leaders to drive an inclusive and prosperous future for all



Social Responsibility in Business:
Focus on Human Rights



Harmonised Approach to Cash Transfers (HACT):
Strengthening capacities for management and accountability

Contact

Cheryl Khor

Partner, Risk Advisory
APAC Operational Risk Leader
ckhor@deloitte.com

Rui Figueiredo

Director, Risk Advisory
Deloitte United Nations Team Leader
rfigrdo@deloitte.com

Masahiko Sugiyama

Partner, Risk Advisory
Global Crisis Management Leader
masahiko.sugiyama@tohmatu.co.jp

Theodorus Niemeijer

Director, Risk Advisory
Crisis Management Team
niemeijer.theodorus@tohmatu.co.jp

He Lin Goh

Manager, Risk Advisory
Crisis Management Team
hgoh@deloitte.com

Deloitte.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax & legal and related services. Our global network of member firms and related entities in more than 150 countries and territories (collectively, the "Deloitte organisation") serves four out of five Fortune Global 500® companies. Learn how Deloitte's approximately 312,000 people make an impact that matters at www.deloitte.com.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which are separate and independent legal entities, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Hanoi, Ho Chi Minh City, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Osaka, Shanghai, Singapore, Sydney, Taipei, Tokyo and Yangon.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms or their related entities (collectively, the "Deloitte organisation") is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.