TECHNICAL GUIDANCE & STANDARDS

PREPAREDNESS, DRR & INCIDENT RESPONSE

This section covers:

- **Emergency preparedness planning at response level**
- **Developing contingency & preparedness plans**
- **Disaster Risk Reduction**
- **Incidents that can occur in sites including:** Fire safety, hazards, e.g. flooding, risk mapping and modelling, incident tracking, community risk assessments & planning, mass evacuation in national disasters, and public health emergencies, including cholera

EMERGENCY RESPONSE PREPAREDNESS

Supporting preparedness and contingency planning is one of the **core functions of a cluster** (see Toolkit Section 1.2 Core Functions of a Cluster). You might need to contribute to or lead on this at three levels:

- **Response-wide / inter-cluster** – contribute to ERP planning
- **Cluster level** – develop CCCM Cluster preparedness and contingency plans and/or guidance
- **Site level** – support CCCM partners to put contingency and response plans in place

See Toolkit Section 8.5 Capacity-Building for guidance on supporting national government capacity-building for preparedness planning.

RESPONSE-WIDE ERP PLANNING FOR NEW CRISES

Response-wide **Emergency Response Preparedness (ERP) plans** are developed to plan for initial emergency response to a new crisis or escalation of an existing crisis, based on available in-country capacity. There are specific Inter-Agency Standing Committee (IASC) guidelines for this.

An ERP process is led by the Humanitarian/Resident Coordinator with the Humanitarian Country Team, supported by the inter-cluster coordination group. It should include a broad range of actors and be in support of the government, who have primary responsibility for the population. Plans usually include funding required for response or preparedness actions.

> **FIND OUT MORE**
>
> The IASC Emergency Response Preparedness Guidelines give guidance on development of response-wide ERP planning

The IASC guidelines identify three elements of ERP:

1. **Risk analysis and monitoring** – a risk analysis to identify hazards that could trigger a crisis significant enough to require a coordinated humanitarian response. Risks are ranked (high, medium, low). Indicators are identified and then monitored.
1. **Minimum preparedness actions** – to be prepared for emergencies, including: risk monitoring, coordination arrangements establishment, preparing for joint needs assessments, response monitoring, information management, establishing operational capacity to deliver critical assistance and protection.
2. **Advanced preparedness actions & contingency planning** – activities to prepare for identified moderate and high risks. Includes essential preparedness actions, and a contingency plan setting out the initial *response strategy and operational plan to meet humanitarian needs during the first weeks of an* emergency. This lays the ground for a Flash Appeal, if needed (see: Toolkit Section 5.2 Flash Appeals).

In some contexts, ERP plans might be always in place and periodically updated – for example, for known hazards such as risk of natural disaster. In others, they might be developed in response to specific triggers – for example, following early warning indicators for escalation of conflict.

CCCM Cluster contribution

If an ERP plan is being developed, you:

- ✓ Will likely need to contribute to inter-cluster analysis and planning
- ✓ Might be required to develop a Cluster-specific plan for CCCM preparedness and response

CCCM PREPAREDNESS AND CONTINGENCY PLANNING

You might need to develop preparedness and response plans:

- As part of a response-wide ERP process, to plan response to a new emergency and new displacement
- If risks being planned for might impact existing displacement sites supported by the CCCM Cluster
- For specific hazards and risks that might **affect existing individual or multiple sites** (for example natural hazards or fire preparedness)

You might need to put in place or guide the following:

- ✓ Drafting a **CCCM Cluster plan** to guide CCCM partners' response to an incident or new emergency
- ✓ At site level, CCCM partners should ensure **site-level multi-sectoral preparedness/contingency plans** are in place, if needed. These should engage humanitarian service providers, government counterparts, and the community in their development.
- ✓ You might need **Cluster guidance to support site-level planning**. For example, guidelines, minimum requirements, common tools or standard templates for CCCM partners to develop site-level plans. You might need to develop guidance for these alongside other clusters, to ensure all partners working at site level have the necessary guidance for their own sectoral planning.

When developing preparedness plans for CCCM response, and for partners at site level, bear in mind that humanitarian organizations will likely have their own **internal contingency and emergency preparedness plans**, setting out how they will continue to operate during, and respond to, a new emergency.

> **FIND OUT MORE**
>
> Read about a camp management agency's contingency planning and preparedness responsibilities in the Camp Management Toolkit, and about risks in a camp including from natural hazards and fire in Camp Management Toolkit Chapter 15 Shelter

DEVELOPING PREPAREDNESS & CONTINGENCY PLANS

> **KEY PRINCIPLES OF CONTINGENCY PLANNING**
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> - ✓ Contingency planning should be simple and easy to carry out.
> - ✓ All staff should participate: ownership and understanding are essential to operationalize a response.
> - ✓ The contingency plan must be specific, not generic.
> - ✓ The *process* of contingency planning is vital. A contingency plan document is important but should be a written record of decisions on what actions will be taken, and who is responsible for what.
>
> *IASC Emergency Response Preparedness Guidelines, 2015*

Keep in mind:

- **Partner capacity:** Individual organizations will have their own emergency procedures, security considerations, and planned operational capacity and staffing levels in a crisis.
- Documents should be concise and practical, and a useful reference for partners and other actors.

- **Planning must be collaborative**, between all relevant stakeholders:
  - To develop a Cluster plan, consider holding workshops.
  - For site-level plans, the CCCM actor should convene all relevant partners and government actors as well as engaging with the community.

Inclusion in government response systems

National authorities have primary responsibility for both their population and crisis response. As far as is possible, displacement sites should be incorporated into existing government emergency response and civil defence systems, under the responsibility of the local authorities. This can include:

- Extending civil defence services to camps – e.g. fire services
- Incorporation of site populations into existing government emergency response plans and systems – e.g. for natural disaster response

Ensure to familiarize yourself with **existing government emergency response plans and systems**, before undertaking emergency preparedness and incident response planning, and ensure to include local government representatives in the planning process. If sites cannot yet be included in existing systems, consider how to align interim emergency and incident response mechanisms to enable their eventual inclusion.

Example steps for developing preparedness and response plans, at Cluster and site level

Stakeholder analysis	Identify: **who will be affected** and **who might respond** to the emergency – and therefore who needs to be involved in planning (humanitarian actors, government, community)
Risk analysis	Identify potential risks the population might face: ▪ For response-wide plans, usually risks are ranked (low/medium/high) on likelihood of occurrence and impact, with medium- and high- risks then monitored ▪ At site-level, consider running **community risk assessments**
Scenario planning	Developing and then planning for different scenarios can be very helpful. For example: *Scenario 1: localized fighting triggers new displacement with 1,000 new arrivals to camp A; Scenario 2: widespread resurgence of conflict triggers mass displacement with 10,000 new arrivals to camps A, B, C, exceeding existing camp capacity*
Response planning	Define (collectively): ▪ How response is triggered ▪ What actions will be taken by who (be specific: assign responsibilities & focal points) ▪ What emergency stocks are needed, if they will be 'pre-positioned' if risk level is high ▪ What community capacity there is for response, and if training is needed ▪ How communication and coordination will be done (humanitarian-govt-community) ▪ What CwC and AAP mechanisms can be put in place during emergency response ▪ What awareness-raising or education is needed, for all groups ▪ Staff safety and security, and evacuation or hibernation, plans, if needed
Funding	Identify any financial requirements for preparedness actions including for pre-positioning
Simulation [optional]	For incidents such as natural hazards, where risks and response plan need to be communicated, consider running simulation exercises at site level, involving humanitarian, government, and community members
Dissemination	Disseminate to all relevant actors, through appropriate mechanisms. E.g. share document with humanitarian actors; translate key points to communicate verbally to the community
Keep it updated!	

TIPS FOR SITE-LEVEL PLANNING
- ✓ Contingency planning is a *process*, resulting in agreement on actions and responsibilities
- ✓ **Plan WITH the community**
  - ▪ Involve community representatives in planning and decision-making

- Plan community consultations for wider input
✓ Include **community capacity** for response: community members are likely to be first responders
✓ Consider **local and community-based organization capacity for response**, and include these organizations in planning processes
✓ Are the planned emergency actions and communication methods **appropriate & accessible for all groups**? Consider:
  - Age & disability inclusion
  - Gender differences
  - Inclusion of other marginalized groups
  - Mitigating heightened risk to specific groups, e.g. risk of GBV
✓ What **CwC and AAP** mechanisms can be put in place in an emergency to rapidly disseminate information, and allow people to ask questions & give feedback?
✓ **Disseminate information on the plan**
  - Disseminate information widely on what community members should expect if there is an emergency – e.g. what communication mechanisms and response there will be

HAZARDS AND DISASTER RISK REDUCTION

Hazards are events or situations that have the potential to disrupt or damage people, infrastructure, services, and the environment. Hazards can be natural or human-induced, or a combination of both. Examples of hazards include earthquakes, landslides, flooding, drought, tropical cyclones[1]. Due to climate change, the risks of some hazards are increasing, and disasters are likely to increase in frequency and intensity.

Disaster risk is the combination of hazards, vulnerability of people and places, and exposure (including people's location) to hazards. Disaster risk reduction (DRR) measures include minimizing incidence of hazards, reducing vulnerabilities, and reducing exposure to hazards – that is, building resilience.

Hazards in displacement settings can lead to increased disaster risks for displaced people due to **existing level of vulnerability** (including access to services and protection), **reduced coping capacities** (knowledge, skills and resources, including access to information, communication, and participation), and **level of exposure** (including physical location and infrastructure of displacement sites).

Disaster risk reduction and resilience-building is therefore key in displacement settings.

Disaster risk reduction can be divided into four main activities[2]:

1. **Prevention:** activities to avoid existing and new disaster risks. For example, assessing disaster risks in or around displacement sites, raising awareness and developing knowledge about risks, supporting the authorities to relocate exposed people away from hazard areas
2. **Mitigation:** lessening or limitation of impacts of hazards and related disasters. For example, construction of flood defences, planting trees to stabilize slopes, incorporating DRR into site planning, strengthening capacities of displaced communities
3. **Transfer:** shifting the financial consequences of risk, including through insurance
4. **Preparedness:** knowledge and capacities of government authorities, civil defence, communities, and individuals to anticipate, respond to, and recover from hazard events. For example, installing early warning systems in displacement sites, identifying evacuation routes, preparing emergency supplies, and multi-sectoral and multi-stakeholder DRR strategies and action planning

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[1] See UNDRR/Prevention Web, https://www.preventionweb.net/understanding-disaster-risk/component-risk/hazard and https://www.youtube.com/watch?v=MeCw010x8H8&t=6s
[2] UNDRR and Prevention Web on disaster risk reduction and disaster risk management, available at: https://www.preventionweb.net/understanding-disaster-risk/key-concepts/disaster-risk-reduction-disaster-risk-management

Depending on the context you work in, government authorities, communities, and DRR actors might already be working in the country, with concepts, national frameworks, and activities extended to displacement sites.

You can also apply the principles of disaster risk reduction work to help address specific hazards and risks in displacement sites.

As a Cluster coordination team you might need to support and work with CCCM partners, government authorities, community members, and other stakeholders to:

- Identify hazards in camps and camp-like settings
- Implement or advocate for prevention measures
- Put in place mitigation measures to reduce risk
- Develop preparedness and response plans

CCCM Case Studies

- [Case Studies 2021-2022](#) Chapter C.3 – Site improvement works, Bangladesh
- [Case Studies 2021-2022](#) Chapter C.5 – Site safety & preparedness, Sudan

TYPES OF INCIDENT

The following are some examples of guidance and examples for:

- Types of incident that might require Cluster and/or site-level plans to be put in place
- Good practices relating to site-level incidents and CCCM response planning

FIRE SAFETY

Fire is one of the major risks in a displacement site, particularly if constructed of temporary shelter and the density of the population is quite high. As a Cluster coordination team, you might need to put in place, or support development of, any or some of:

- ✓ Minimum standards for fire prevention and response
- ✓ Site-level fire incident preparedness and response plans
- ✓ Advocacy for actions or funding, e.g. for site improvements, funding for fire response materials
- ✓ Awareness and training for staff and community members – e.g. developing key messages or common materials that can be adapted and used by CCCM partners
- ✓ Incident tracking
- ✓ Support collaboration between humanitarian actors, government, civil defence (e.g. fire service)

The following technical guidance complements the example tools in Toolkit resources below:

- *Camp Management Toolkit Chapter 15 Shelter* – outlines potential fire risks in a camp
- *Framework for Fire Safety in Informal Settlements*, **Arup, 2018** framework for understanding fire risk and engaging in risk reduction in different types of settlements, including displacement sites
- *Fire Safety Strategy Cox's Bazar Bangladesh*, **Union Civil Protection Mechanism, 2018** – lists fire risks and recommendations for risk mitigation and preparedness in densely-populated camps
- Consult site planning guidelines for standards on fire risk mitigation, including *Sphere Handbook*, 2018, **Shelter and Settlement** section & Site Planning Guidance to Reduce the Risk of GBV, **2016**

HAZARDS E.G. FLOODING

Sites that are at risk of hazards, for example: flooding, landslide, tropical storms, wind events, should have **site-level preparedness and contingency plans in place**. These site-level plans should be supported as needed by **Cluster and inter-cluster guidance**.

As a Cluster coordination team you might need to develop, support, or collaborate on the following:

- ✓ Risk modelling to identify location and scale of risk (see example in Related Resources below)
- ✓ Timeline of the seasons and the risks related with adequate preparedness activities.
- ✓ Guidelines for risk mitigation and response
- ✓ Ensuring site-level incident preparedness and response plans are in place in at-risk sites
- ✓ Advocacy for activities or funding, e.g. for site improvements and maintenance, funding for pre-positioning for response, funding for anticipatory action plan.
- ✓ Awareness and training for staff and community members – e.g. developing key messages or common materials that can be adapted and used by CCCM partners
- ✓ If possible, supporting early warning systems, such as flood weather forecasts.
- ✓ Incident tracking
- ✓ Response tracking

RISK MAPPING & MODELLING

Using data to model and map hazards and risks can help with understanding hazards and their potential impact. If natural hazards affect the country, there might already be specialized actors working on this mapping and modelling. In some responses, IM actors can undertake modelling that focuses on displacement sites. Modelling is done using primary or secondary data about hazard-prone areas, using historical data as well if available. It is best undertaken under the leadership of, or in collaboration with, local authorities and with input from local host community as well as displaced community members.

This modelling can then be used to support prioritization of disaster risk reduction activities and locations

See Related Resources below for an example of flood risk modelling conducted in Yemen by REACH in collaboration with the CCCM Cluster. See examples available online for examples of hazard modelling for the Rohingya refugee camps in Cox's Bazar, Bangladesh.

COMMUNITY RISK ASSESSMENTS & ACTION PLANNING

Engaging the community in preparedness planning is particularly important for natural hazard and fire risk in camps and camp-like settings. Community members are best placed to identify risks to themselves and will most likely be the first responders to an incident. As with all community engagement processes, different groups should be engaged.

See above for basic guidance on engaging the community in preparedness and contingency planning.

The following guidance on **facilitating participatory community risk assessments and community planning processes**, can be adapted for use in camp settings:

- **Catholic Relief Services (2015)** *Guide to Facilitating Community-Led Disaster Risk Management* – manual on facilitating community risk assessments and community plans of action

EVACUATION PLANNING

When a natural hazard occurs, a large number of people may need to move within a very short period of time from a dangerous area. The ways evacuations are carried out have a significant impact on the ability to provide assistance and protection to populations. Evacuation requires good knowledge about hazards, establishment of early warning systems, and multi-stakeholder collaboration in planning and preparedness to act (including government authorities and communities).

The *Mass Evacuation National Disaster (MEND) Guide* (CCCM Cluster, 2014) is a guidance for planning mass evacuations in natural disasters [see Related Resources, below]. It provides key background considerations as well as a template to assist relevant national authorities with the development of evacuation plans in accordance with emergency management principles.[3]

INCIDENT MONITORING

Monitoring of how many incidents occur and what their impacts are is an important part of emergency response – allowing communication on the scale of incidents, and supporting preparedness actions for future incidents.

Reporting can be made by CCCM partners to the Cluster, and data and analysis should be shared by the Cluster with relevant stakeholders – with data visualized as possible. Reporting might include data on: type of incident, number of persons affected, shelter/infrastructure damage, and other relevant impacts.

Incidents should be monitored by the Cluster to inform advocacy efforts through communication of the scale and impact of incidents, and to inform mitigation efforts and future preparedness planning.

PUBLIC HEALTH EMERGENCIES & INFECTIOUS DISEASE

If **cholera** is a risk in the response context, strategies for cholera prevention and response are led by the Health and WASH Clusters in coordination with government authorities. At site level, CCCM actors may need to support the planning and implementation of prevention and response activities by Health and WASH actors and local authorities, including any Risk Communication and Community Engagement activities. The CCCM Cluster may be required to input to overall planning as relates to displacement sites.

Examples of strategies for COVID-19 prevention and response for CCCM actors and in displacement sites might be useful references for other major public health emergencies.

COUNTRY EXAMPLES

FIRE RESPONSE MINIMUM STANDARDS & TASKFORCE – IRAQ

In Iraq, the CCCM Cluster with CCCM actors and government authorities including Civil Defence developed **Fire Prevention and Response Minimum Standards** (see: Related Resources below) which outlined practical fire awareness, prevention and preparedness actions and minimum standards to be applied in each camp. As part of this, governorate-level **Fire Prevention/Response Taskforces** were established, bringing together CCCM actors, government camp management & administration, and civil defence. Fire **incidents were tracked** by CCCM actors and the Cluster, with the data used by the Taskforces to take practical action at camp level, and for advocacy including with government authorities for upgrading of shelters from tents. **Community awareness and training materials** were developed and shared by individual CCCM partners, with sessions run regularly in the camps.

MULTI-HAZARD PREPAREDNESS & RESPONSE – COX'S BAZAR, BANGLADESH

Risks and hazards in the camps hosting Rohingya refugees in Cox's Bazar include flooding, landslides, tropical cyclones/storms, and large-scale fires. Response in the camps includes Disaster Risk Reduction (DRR) activities, as well as humanitarian service delivery. Bangladesh has strong natural disaster response systems in place, including a Cyclone Preparedness Program run by the government and the Bangladesh Red Crescent Society, which was extended to the camps.

A [Multi-Hazard Response Plan](#) summarizes the humanitarian emergency preparedness approach, including risk prioritization, planning scenarios, and response strategy. Early in the response, the Site Management

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[3] Camp Management Toolkit, 2015

Sector provided guidance for the development of **Site-Level Preparedness Plans** [Related Resources, below] for each camp, led by site management, and **community volunteer groups** were trained on first response. Later, a [Disaster Management Committee](#) was established in each camp, comprising representatives from government camp management, local authorities, humanitarian actors, fire service/civil defence, and the community. Camp-level [incident reporting](#) (fire, flood, landslide) has been tracked by the Site Management Sector over several years, supported by [IOM-NPM](#), used for emergency planning, site planning and maintenance, and advocacy purposes.

At camp level, **community risk assessments & analysis** have been conducted [Related resources, below], using participatory methodologies to work with community members to identify risks, hazards, preparedness actions at community and household level, and to inform site-level response plans. **Camp-level simulation exercises** [Related Resources, below] have been run by site management and community volunteer groups.

FLOOD PREPAREDNESS – YEMEN

Yemen has two flood seasons in a year. The location of many displacement sites hosting IDPs means they are at risk from flooding. The Yemen CCCM Cluster has worked with the Inter-Cluster Coordination Mechanism (ICCM) and CCCM partners on several initiatives, which together form a Flood Response Plan. The Cluster also is working with government authorities to improve coordination and aligned planning.

1. **Risk modelling for IDP sites:** conducted by REACH for the CCCM Cluster, the risk modelling uses historical data and the HEC-RAS (Hydrologic Engineering Center's River Analysis System) to identify IDP sites at risk of flooding.
2. **Flood preparedness matrix:** Site Management Teams are requested to update the Flood Preparedness Matrix with information on which preparedness activities are in place, by site. This matrix is used to identify gaps and needs and to inform donors for funding support to mitigate the level of the risk. The activities related to flood preparedness were agreed by the Yemen CCCM Cluster Strategic Advisory Group (SAG) in 2021. They are split between soft and hard activities.
3. **Anticipatory Action Plan (AAP):** this activity is related to ICCM result action based on the information the CCCM has shared since 2020. This plan has been implemented in 2023 by the ICCM to better coordinate action to mitigate flood incidents. The AAP sets out activities to be conducted 24 to 96 hours before a potential flood, after early warning for it is received.
4. **Early warning:** only a few areas in Yemen are equipped with flood measurement stations, meaning that early warning capacity is limited. Therefore, thanks to negotiation with MET, the CCCM Cluster receives a weekly weather forecast. The Cluster shares this information and area at risk, and Sub-National Cluster Coordinators coordinate immediate preparedness actions with Cluster partners.
5. **Incident tracking:** all incidents related to flood are reported by Site Management partners to the Cluster through a data collection system. The Cluster coordination team compiles data and uses and shares the information for response, advocacy, coordination, and risk management.
6. **Response tracking:** using reporting from Site Management partners, the CCCM Cluster is tracking the response on sites affected by floods.

RESOURCES

Toolkit resources

Title	Type	Language	Date
The MEND Guide: Comprehensive Guidance for Planning Mass Evacuations in Natural Disasters, Global CCCM Cluster	Guidance	English	2014
Example - Community Risk Assessment - Guidance - CXB SM Sector	Example	English	2018
Example - Fire safety - fire points - NW Syria CCCM Cluster	Example	English	2021
Example - Fire safety - Guidance - Nigeria CCCM Cluster	Example	English	2018
Example - Fire safety - Guidance - NW Syria CCCM Cluster	Example	English Arabic	2020

Example - Fire safety - Guidance - Yemen CCCM Cluster	Example	English	2021
Example - Fire safety - Minimum Standards - Iraq CCCM Cluster	Example	English	2018
Example - Fire safety - ToR Safety Warden - Somalia CCCM Cluster	Example	English	2020
Example - Fire safety - ToR Taskforce - NW Syria CCCM Cluster	Example	English	2021
Example - Fire safety - Training - NW Syria CCCM Cluster	Example	English	2022
Example - Fire safety - Training - Somalia CCCM Cluster	Example	English	2020
Example - Preparedness - Emergency community shelters - CXB SM Sector	Example	English	2019
Example - Preparedness - Flood planning - Nigeria CCCM Cluster	Example	English	2018
Example - Preparedness - SM Sector Plan - CXB SM Sector	Example	English	2019
Example - Preparedness - Simulation Exercise SOP - CXB SM Sector	Example	English	2019
Example - Preparedness - Site-level plans - CXB SM Sector	Example	English	2018
Example - Preparedness - Status - Yemen CCCM Cluster	Example	English	2023
Example - Public health - COVID-19 site guidance - Iraq CCCM Cluster	Example	English	2020
Example - Public health - COVID-19 site guidance - Somalia CCCM Cluster	Example	English	2020
Example - Risk analysis - REACH flood risk methodology - CAR CCCM Cluster	Example	English	2020
Example - Risk analysis - REACH flood risk methodology - Yemen CCCM Cluster	Example	English	2022
Example - Risk mapping - flooding - Nigeria CCCM Cluster	Example	English	2021
Example - Risk mapping - flooding - Somalia CCCM Cluster	Example	English	2022
Exemple - Préparatifs contre incendies et inondations - RCA CCCM Cluster	Example	French	2022
Exemple - Message d'incendies - RCA CCCM Cluster	Example	French	2022

CCCM Case Studies:

- Case Studies 2014 Case 2 – Temporary shelter coordination with national authorities, Colombia
- Case Studies 2014 Case 6 – Capacity-building for natural disaster response & DRM, Namibia
- Case Studies 2014 Case 9 – Identifying vulnerability during recurring natural disasters, Philippines
- Case Studies 2016-19 D1. – Preparedness project, Nepal
- Case Studies 2016-19 D2. – Disaster preparedness project, Philippines
- Case Studies 2016-19 D3. – Preparedness, Vanuatu

References & further reading

- IASC (2015) *Emergency Response Preparedness Guidelines*
- *Camp Management Toolkit*, 2015
- *Minimum Standards for Camp Management*, 2021
- Arup (2018) *Framework for Fire Safety in Informal Settlements*
- Union Civil Protection Mechanism (2018) *Fire Safety Strategy Cox's Bazar Bangladesh*
- CCCM Cluster (2023) *Introduction to CCCM Training – Module 14 Disaster Risk Reduction and Resilience Building*, 2023 [forthcoming]
- UNDRR and Prevention Web, Disaster risk reduction and disaster risk management
- UN Office for Disaster Risk Reduction (UNDRR)/Prevention Web, information about Understanding Disaster Risk and Five types of hazards
- UN Office for Disaster Risk Reduction (UNDRR), Information video about the Sendai Framework for Disaster Risk Reduction

- UNDP lessons learned reports from disaster risk reduction programme in Cox Bazar
  - UNDP (2018) First lessons learned report from Cox Bazar: Monsoon risk reduction
  - UNDP (2019) Second lessons learned report from Cox Bazar: Cyclone preparedness
  - UNDP & BDRCS (2021) Lessons learned report from Cox Bazar: Cyclone early warning and preparedness