

# **CREWS Operational Procedures Note N°1**

## **Programming and Project Development**

Adopted by the CREWS Steering Committee on 9 November 2016.

Revised by the CREWS Steering Committee on 6 September 2017 to accommodate for the CREWS Operational Procedures Note N°3 on Gender-Sensitive Programming.

The objective of the CREWS initiative is to significantly increase the capacity to generate and communicate effective, impact-based, multi-hazard, gender-informed, early warnings and risk information to protect lives, livelihoods, and assets in Least Developed Countries (LDCs) and Small Island Developing States (SIDS).

### CREWS Members



Australia



France (Chair)



Germany



Luxembourg



Netherlands

### CREWS Observers



Canada



Japan



New Zealand



Norway



Switzerland



USAID



ACP

### CREWS Implementing Partners



WORLD  
METEOROLOGICAL  
ORGANIZATION



WORLD BANK GROUP



GFDRR  
Global Facility for Disaster Reduction and Recovery



UNISDR  
The United Nations Office for Disaster Risk Reduction

## Contents

<b>1. Introduction</b>	4
<b>2. CREWS Programming Principles</b>	4
a. Country ownership	4
b. Targeting lifesaving needs	4
c. People-centered early warnings	4
d. Gender-sensitive	4
e. Leveraging resources	4
f. Integrated and inclusive programming	4
g. Coherence and coordination	4
<b>3. Roles and Responsibilities</b>	5
<b>4. Steps and Timelines for CREWS Project Development and Approval</b>	5
a. CREWS Project and Pipeline Countries	5
b. CREWS Investment Plan	5
c. CREWS Project Development Process	6
d. Project Submission and Decisions on Fund Allocations	6
<b>5. Schematic Presentation of CREWS Project Development</b>	7
<b>6. Project Template</b>	7
<b>7. Project Implementation</b>	7
<b>8. Partner Engagement</b>	7
<b>Annex 1: Criteria for Mapping of Early Warning Systems Status and Needs in SIDS and LDCs</b>	9
<b>Annex 2: Template for CREWS Project Presentation Note to the Steering Committee</b>	10

## 1. Introduction

1. The CREWS Steering Committee, at its first meeting on 12 September 2016, requested the Secretariat to develop draft operational procedures on programming and project development for review by the Steering Committee at its second meeting. The Operational Procedures for Programming and Project Development are based on the presentations made and related discussions at the first meeting. They also draw on the early practices in CREWS operations. They guide the programming and project development of the CREWS initiative.

## 2. CREWS Programming Principles

2. The following principles guide CREWS project development.

### a. Country ownership

CREWS responds to priority activities articulated by countries, based on established relationships of the three Implementing Partners, through their portfolio of ongoing projects and contacts with national institutions. National institutions are engaged from the early stages of programming and lead on implementation.

### b. Targeting lifesaving needs

CREWS projects address countries and programmes without the capacity and systems to issue timely warnings or to take remedial action. Priority countries to channel CREWS investments are identified based on ongoing mapping of LDCs' and SIDS' capacities and needs and the potential for leveraging additional resources.

### c. People-centered early warnings

CREWS prioritizes investments that support early warning systems developed with the participation of the people and communities that most require warnings, as well as vulnerable groups to disasters and to the impact of climate change.

### d. Gender-sensitive

CREWS recognizes that women's empowerment is fundamental for building resilience and that men and women access, process, interpret and respond to information and warnings in different ways.

### e. Leveraging resources

CREWS projects provide long-term investments targeting improvements in policies, institutions, and programme design in countries. The contributions of CREWS are expected to be relevant beyond the influence of its own portfolio of Country Projects. CREWS aims to increase investment levels and provide wider economic, environmental, and social including gender, co-benefits.

### f. Integrated and inclusive programming

CREWS promotes programmatic alignment between the Implementing Partners and their respective expertise, networks of partners and ongoing programmes and operations.

### g. Coherence and coordination

CREWS commits to ensuring coherence through its operations with other programmes on early warning and climate services and, in particular, to promote coordination between activities related to climate change, disaster risk reduction and sustainable development.

### 3. Roles and Responsibilities

3. The roles and responsibilities of, respectively, the Steering Committee, the Implementing Partners, the Secretariat and the Trustee, regarding programming and project development are found in the CREWS Governance Document adopted by the Steering Committee on 12 September 2016. Any modifications would need to be reflected in the CREWS Governance Document and approved by the Steering Committee.
4. The following summarizes the programming roles and responsibilities for CREWS, as set out in the CREWS Governance Document.

#### a. Steering Committee

- Ensures consistent operations;
- Approves operational guidelines (eligibility, process and a common format for projects);
- Reviews and approves projects and fund allocations.

#### b. Implementing Partners

- Lead and assist relevant stakeholders in the design of the projects and implementation;
- Consult with recipient countries and relevant stakeholders;
- Use CREWS funds in accordance with their own policies and procedures.

#### c. Secretariat

- Receives and reviews project proposals;
- Prepares operational guidelines (eligibility, process and format for projects);
- Maps the status of early warning systems in SIDS and LDCs;
- Keeps the Trustee informed to carry out its responsibilities.

#### d. Trustee

- Provides the Steering Committee with regular reports on the financial status;
- Collaborates with the Secretariat with information necessary to carry out its responsibilities.

### 4. Steps and Timelines for CREWS Project Development and Approval

#### a. CREWS Project and Pipeline Countries

5. The Steering Committee, at its regular meetings, will review the list of Project Countries for CREWS allocations and Pipeline Countries, for potential future allocations.
6. The ongoing mapping of LDCs and SIDS status and needs, by the Secretariat, as well as the report on fund availability in the Trust Fund by the Trustee, serve as the basis for identifying CREWS Project and Pipeline Countries. Criteria for the mapping are found in Annex 1 of this document.
7. The Steering Committee can request, from the Secretariat, a more specific mapping of status and needs for a given region, sub-region, or for a given early warning element or hazard in order to guide its investment decisions.

#### b. CREWS Investment Plan

8. The CREWS Investment Plan, approved by the Steering Committee, identifies funding flows, Project and Pipeline countries and programmatic areas for the development of CREWS projects.

9. The Investment Plan is guided by the CREWS Programming Framework. The CREWS Programming Framework identifies crucial programmatic areas for effective early warning systems and promotes better programme integration of CREWS projects with other initiatives. It guides the development of projects by Implementing Partners and assists the development of the monitoring and evaluation framework.

10. The Investment Plan and the Programming Framework will be revised on a biennial basis or at the request of the Steering Committee.

#### **c. CREWS Project Development Process**

11. Following a decision by the Steering Committee to approve a Project Country in its Investment Plan and/or at its regular meetings, the following steps and indicative timelines will guide the finalization of the Project proposal.

12. The Implementing Partners, in consultation with the Chair of the Steering Committee and the Secretariat, will identify one Implementing Partner to lead the consultations and project development. Timeline: 2 weeks.

13. The lead Implementing Partner will consult with national counterparts and relevant stakeholders, align with relevant ongoing initiatives and Regional and Global Support projects. If necessary will carry out multi-stakeholder consultations in the country or region. Timeline: 2 to 3 months.

14. The lead Implementing Partners will circulate the draft project proposal through the Secretariat to the other Implementing Partners for their review and comments. Timeline: 2 weeks.

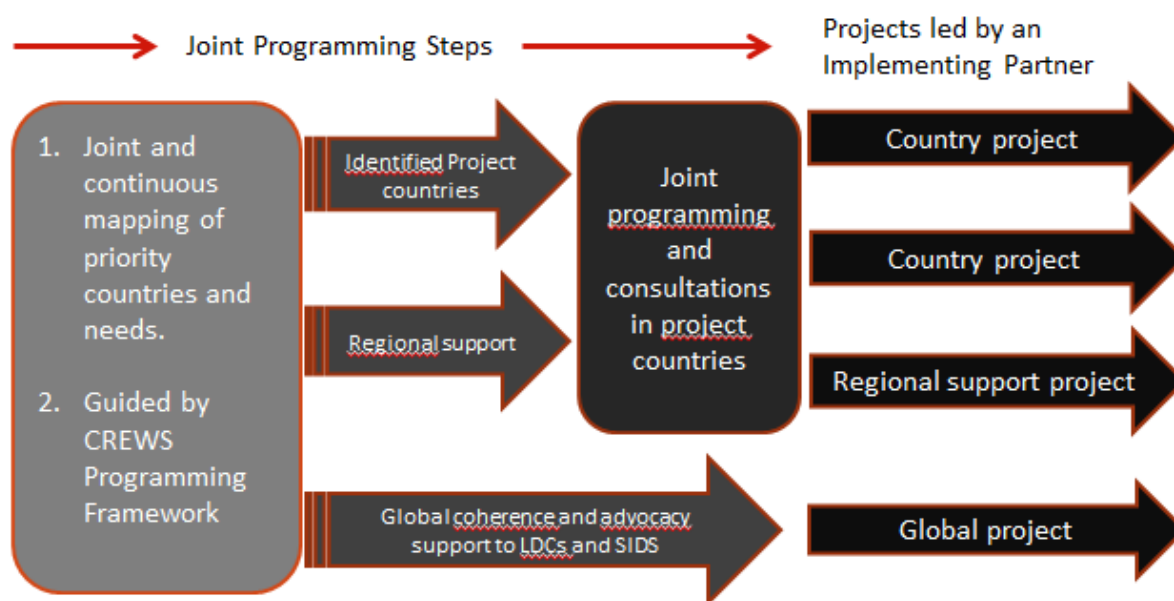
#### **d. Project Submission and Decisions on Fund Allocations**

15. The roles and responsibility for the submission of Projects and decisions on fund allocation are set out in the CREWS Governance Document.

16. The CREWS Secretariat provides quality control of the Projects received prior to their submission to the Steering Committee. The Secretariat will review Project proposals for consistency with the CREWS Governance Document, CREWS Operational Procedure Notes and related policies, and alignment with the geographic and programmatic priorities determined by the Steering Committee. Timeline: 2 weeks.

17. The lead Implementing Partner submits projects to the Steering Committee through the CREWS Secretariat for approval and allocation of funds, either at one of the regular Steering Committee meetings or through a virtual, no-objection, procedure. Timeline: 3 weeks.

## 5. Schematic Presentation of CREWS Project Development



## 6. Project Template

18. A standard template for CREWS Project presentation to the Steering Committee will be used. The Project template can be revised at any time by the Steering Committee. The Project template is included as Annex 2 to this document.

## 7. Project Implementation

19. CREWS Projects are implemented and administered in accordance with the guidelines of the Implementing Partners. Implementing Partners will apply their own approval procedures, procurement and financial management procedures, and project start-up support.

20. Activities supported by CREWS include (but are not limited to): (1) analytical and advisory services; (2) investments and technical assistance activities; (3) capacity building; and (4) operational support executed by the Implementing Partner.

21. Changes to an existing project will be communicated to the CREWS Secretariat by the Implementing Partner for approval by the Steering Committee. Changes include modifications of objectives, outcome targets, reallocation of inputs (more than a 10% change in a budget category), and/or extension of the completion date.

## 8. Partner Engagement

22. The effective implementation of early warning systems requires close partnerships between many and varied organizations involved in hazard monitoring, dissemination of predictions, issuance of warnings and disaster management.

23. National and regional stakeholders will engage in the different CREWS programming stages through the Implementing Partners and in accordance with the Implementing Partners' policies.

24. National and regional institutions, non-governmental organizations (NGOs), the private sector and CREWS contributing countries through their respective national institutions, such as National Meteorological and Hydrological Services (NMHSs), will be involved in CREWS, both in the design process for projects and their implementation.
25. CREWS will draw on existing networks of expert institutions and knowledge linked to the three Implementing Partners—the World Meteorological Organization (WMO), the World Bank Facility for Disaster Reduction and Recovery (WB/GFDRR) and the United Nations Office for Disaster Risk Reduction (UNISDR). Amongst the relevant networks with which CREWS will actively engage are the Global Framework for Climate Services (GFCS) and the International Network for Multi-Hazard Early Warning Systems (IN-MHEWS).



## ANNEX 1: Criteria for Mapping of Early Warning Systems Status and Needs in SIDS and LDCs<sup>1</sup>

The mapping of early warning status and needs by the CREWS Secretariat will guide early warning systems investments, both national and in Overseas Development Assistance (ODA). It will strengthen systems and capacity for SIDS and LDCs to measure their systems' effectiveness and prioritize their investments—building on the body of knowledge showing cost-return of investments in early warning systems.

The mapping addresses an identified need by Development Partners, for actors involved in strengthening hydrometeorological services to measure and share the impacts of coordination and investments. It will also contribute to ensuring investments are made against a constantly updated and transparent long-term planning process for early warning systems.

It is expected that the mapping will contribute to efforts by WMO to develop country profile databases and to the efforts by countries to measure the effectiveness of their early warning systems against the Sendai Framework for Disaster Risk Reduction, the Sustainable Development Goals (SDGs) and the Paris Agreement on Climate Change.

### Criteria mapped:

1. Exposure to risk and institutional capacity for early warning
  - a. Capacity of NMHSs and disaster management institutions (including staff gender distribution)
  - b. Projected average annual loss to disaster (projected cost of disasters for the country's economy per year)
  - c. Casualty loss risk (disaggregated by gender where available)
  - d. Access to information and communication technology
2. Level of priority given to early warning systems by countries
  - a. Requests for support by country
  - b. Identification of early warning systems as a priority in Intended Nationally Determined Contributions (INDCs), Nationally Determined Contributions (NDCs) and national development and poverty reduction plans
3. Potential for leveraging additional resources and aligning programmes
  - a. Potential to leverage investments from other mechanisms such as the Green Climate Fund (GCF), the World Bank Group's International Development Association (IDA) and the Global Environment Fund (GEF)
  - b. Ongoing or planned national and regional programmes related to the objectives of CREWS

---

<sup>1</sup> Revisions as per Operational Note N°3 on Gender-Sensitive Programming.

## Annex 2: Template for CREWS Project Presentation Note to the Steering Committee<sup>2</sup>

<b>Project title</b>	<i>[name of the project]</i>	
<b>Project reference</b>	<i>[to be provided by the secretariat]</i>	
<b>Geographic coverage</b>	<i>[sub-national, country or countries, regional or global]</i>	
<b>Timeframe</b>	<i>[projected duration, in months, of the project]</i>	
<b>Implementing Partner</b>	<i>[this is the Implementing Partner that will receive the funding allocation and cash transfer from the Trustee, and be accountable to the Steering Committee for the project]</i>	
<b>Summary of overall cost of the project</b>	a. Project/Programme Amount :	<i>[programme amount requested by Implementing Partner from CREWS FIF]</i>
	b. Implementing Partner fees :	<i>[Implementing Partner fees]</i>
	c. Total:	<i>[total amount requested by Implementing Partner from FIF]</i>
	d. Other resources	<i>[national resources, external funding (bi-multi lateral) apart from CREWS Funding and the leveraging effect of CREWS funds]</i>
<b>Additional Implementing Partners</b>	<i>[if there is more than one Implementing Partner, this should be reflected here along with the allocations (programme amount and fees) for each one]</i>	
<b>Allocations requested by additional Implementing Partners</b>	a. Project/Programme Amount :	<i>[programme amount requested by the additional Implementing Partner from CREWS FIF]</i>
	b. Implementing Partner fees :	<i>[additional Implementing Partner fees]</i>
	Total:	<i>[total amount requested by additional Implementing Partner from FIF]</i>
<b>Main objective</b>	<i>[the principle result or outcome that the project aims to achieve within the time frame – in case the CREWS project is contributing to other programmes, not directly funded by CREWS, the objectives should be aligned. Max. 150 words]</i>	
<b>Project sponsor</b>	<i>[required for country projects – national political authority in charge / owner of the project in the country]</i>	
<b>Other partners</b>	<i>[list of organizations, other than the Implementing Partners, that will be contributing to the project]</i>	
<b>Initial state of play - project rationale</b>	a. Vulnerability, exposure to risks, disasters impacts (on people and economy)	<i>[max. 200 words; include gender-disaggregated risk information (through qualitative info if quantitative data is not available), and by income, age and disability if available]</i>
	b. Status of the EWS, DRM agencies and NHMSs, actors / players present	<i>[max. 200 words; under status of EWS indicate whether men and women have equal access to early warning in the project's country or region]</i>
	c. Projects and programmes dealing with EWS and hydromet under implementation or preparation	<i>[max. 200 words]</i>
	d. Positioning of CREWS support:	<i>[max. 200 words]</i>

<sup>2</sup> Revisions as per Operational Note N°3 on Gender-Sensitive Programming.

	complementarity and synergies with existing programmes	
<b>Project design</b>	a. Project outputs	<p><i>[list project outputs. Outputs are the change in capacities of institutions, or the availability of new products and services that are expected to be achieved by the project.</i></p> <p><i>For each output, indicate: main activities and related activity/ies to promote gender equality / aggregate cost by activity but itemize separately costs for activities to promote gender equality / Implementing Partner responsible for the activity – this information can be provided in an annex. max. 1000 words.]</i></p> <p><i>Among planning activities, include gender analysis to identify a baseline and targets to increase women’s engagement. Activities to promote gender equality may include outreach to engage female experts and women’s groups in meetings, preparatory women-only meetings, support (e.g., transportation, childcare) to enable women’s participation in meetings and trainings, fellowships for women for trainings, among others. Note a minimum of 30% women’s participation is expected at CREWS-supported meetings and trainings.</i></p>
	b. Implementing time frame	<i>[indicate, if any, timeframe of each output, if outputs need to be concurrent and expected milestones]</i>
	c. Contribution to CREWS Programming Framework	<i>[list the outputs in the CREWS Programming Framework to which the project is expected to contributed to]</i>
	d. Logical framework with indicators	<i>[attach to the proposal a concise logframe . Indicators, baseline and targets are required for the main objective and the outputs only.]</i>
<b>Organization and operating procedure</b>	a. Institutional framework	<i>[briefly outline the steering mechanism at the national level, coordinating and monitoring bodies, indicating women’s participation in them, integration in public policies and implementing procedures and bodies – max. 200 words]</i>
	b. Monitoring and evaluation system	<i>[briefly outline the Implementing Partners’ monitoring and evaluation practices and timelines – max. 200 words. Note that the number of women and men participating in CREWS meetings and the proportion of CREWS funding spent on the inclusion of women in project activities are to be reported in the project results report.]</i>
<b>Project viability and sustainability</b>	a. Main identified risks	<i>[describe identified political, institutional and implementing level events that may (negatively) affect the achievement of the objective and outputs, including any gender concerns]</i>
	b. Critical assumptions	<i>[present the safeguard provision and response measures that need to be in place for the project objective to be achieved]</i>
	c. Judgement on the project’s sustainability	<i>[present brief perspective on both challenges and opportunities for ensuring sustainability of actions]</i>