

# **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.

Revised by the CREWS Steering Committee on 13 February 2026

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).

The CREWS Initiative gratefully acknowledges the support of:

#### CREWS Members



#### CREWS Observers



#### CREWS Implementing Partners



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## Contents

1. Introduction .....	4
2. CREWS Value Proposition.....	4
a. Unique .....	4
b. Solution-oriented .....	4
c. People-centered early warnings.....	4
d. Gender-responsiveness .....	4
e. Multiplier .....	4
f. Promotes coherence .....	5
3. Roles and Responsibilities .....	5
4. Steps and Timelines for CREWS Project Development and Approval .....	5
a. CREWS Pipeline .....	5
b. CREWS Strategy 2030 .....	7
c. CREWS Project Development Process .....	7
d. Project Submission and Decisions on Fund Allocations .....	7
e. Closing Date Extension .....	7
5. Project Template .....	8
6. Project Implementation .....	8
7. Partner Engagement .....	8
8. Roles and Responsibilities of the Lead Implementing Partner.....	8
ANNEX 1: Criteria for Mapping of Early Warning Systems Status and Needs in SIDS and LDCs .....	9
Annex 2: Project Proposal Document.....	10
ANNEX 3: Closing Date Extension Request.....	21

## 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. At the 11th meeting of the Steering Committee, the Secretariat was requested to update the CREWS Operational Procedures Note No. 1 Programming and Project Development to reflect current practices as well as address recommendations provided by the Internal Audit of the World Meteorological Organization (WMO) concluded on August 2020.
3. The updated Operational Procedures was approved by the Steering Committee on 13 February 2026. The updating is also in line with the new CREWS Strategy 2030.
4. These operational procedures are to be referred to in conjunction with the other existing Operational Procedures.

## 2. CREWS Value Proposition

5. The following value propositions guide CREWS project development.

### a. Unique

CREWS is a financing mechanism that builds sustained institutional capacity driven by countries and supported by the expertise and specialist networks of its partners.

### b. Solution-oriented

Good and innovative practices are aligned and shared continuously across national and regional projects.

### c. People-centered early warnings

CREWS prioritizes initiatives that support early warning systems developed with the participation of the people and communities that most require warnings, especially the vulnerable groups to disasters and to the impact of climate change. Local organizations are listened to and engaged so that investments are driven by the needs of end-users.

### d. Gender-responsiveness

CREWS actively seeks to address the root causes of gender inequality and promotes gender equality across its portfolio. It ensures that “gender-equitable participation” in programme activities and decision-making and “gender-equitable access” to early warning services and the resources required to take effected anticipatory action.

### e. Multiplier

CREWS projects provide long-term funding 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 and Regional Projects. CREWS aims to increase funding levels and provide wider economic, environmental, and social including gender, co-benefits. The portfolio promotes a favourable environment for, and leveraging of, effective additional financing.

**f. Promotes coherence**

CREWS commits to ensuring coherence through its operations with other programmes, frameworks and partnerships on early warning and climate services and, in particular, to promote coordination between activities related to climate change, disaster risk reduction and sustainable development. Programming considers existing projects and other international partner initiatives to ensure value-added to the national context and needs.

### **3. Roles and Responsibilities**

6. 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. Any modifications would need to be reflected in the CREWS Governance Document and approved by the Steering Committee.

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

**a. CREWS Pipeline**

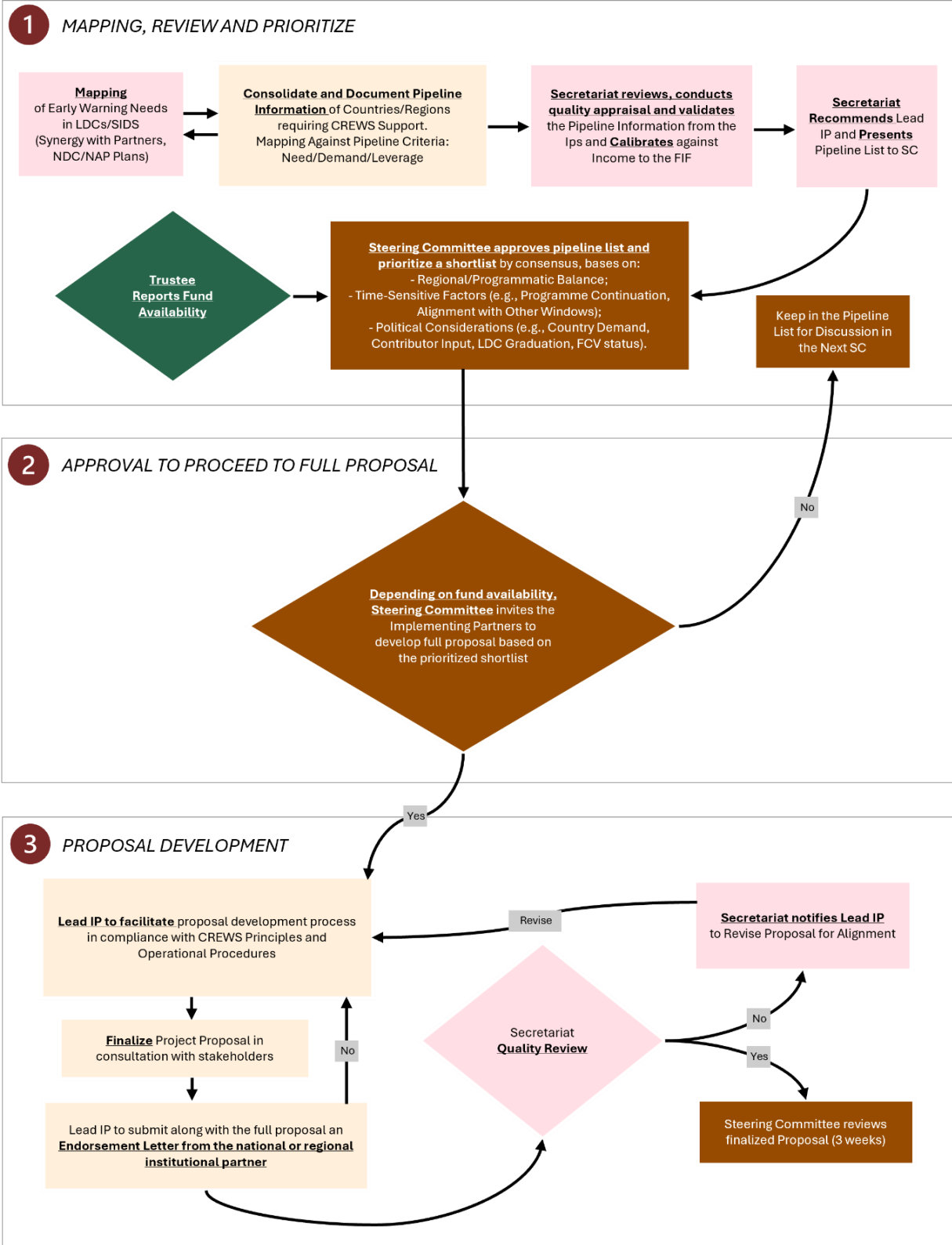
7. The commitment of CREWS on a programmatic view would depend on the needs, demands and leveraging potential in the countries. A mapping of these in the LDCs and SIDS is conducted at least every six months by the Secretariat. The Steering Committee can request from the Secretariat a more specific mapping of the status and needs for a given region, or for a given early warning element of hazard in order to guide its investment decisions. Details of the criteria for the mapping are found in Annex 1 of this document.
8. Based on the mapping and feedback received from the Implementing Partners, the Steering Committee regularly identifies countries and/or regions to be included in the pipeline list. Countries and regions are included in the pipeline list if they demonstrate a sufficient level of eligibility, ownership and readiness for the preparation of project proposals for potential future funding decisions. Country and regions proposed for additional funding need to also be included in the Pipeline List to be considered by the Steering Committee.
9. The Steering Committee, at its regular meetings will review the Pipeline List of countries and regions for financial decision, including its eligibility for Official Development Assistance (ODA). Pipeline briefs are to be prepared. The Implementing Partners will support the country or region selected by the Steering Committee in developing the pipeline briefs.

Diagram 1: CREWS Pipeline Process



# CREWS Pipelining Process

Legend	
	CREWS Secretariat
	Implementing Partner
	Steering Committee
	Trustee



## **b. CREWS Strategy 2030**

10. The CREWS Strategy, approved by the Steering Committee and launched at COP 30, sets out an ambitious pathway. The Strategy positions CREWS as a transformational enabler, with targeted support, building and strengthening foundational capacities and unlocking scaled, sustainable investments that reduce loss and damage and build long-term resilience.
11. The CREWS 2030 Strategy is built on three strategic priorities: (1) strengthening national foundations, (2) catalyzing transformation through scaled finance, and (3) driving next-generation systems. The priorities are supported by commitments to support gender-responsiveness, people-centered approach and innovation.

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

12. Following a decision by the Steering Committee, Implementing Partners are to work closely with national and regional stakeholders in the preparation of the project proposal and ensure that the national and regional partners are in the drivers' seat of setting priorities and scope of the proposal.
13. Project preparation team: Implementing Partners together with the national and/or regional stakeholders will convene a kick-off project preparation meeting. The kick-off meeting will define the workplan/timelines and working arrangements. Timeline: within one month of the Steering Committee decision.
14. Project development consultations: As soon as workplan/timelines and working arrangements have been agreed upon, the project preparation team will analyze needs and gaps, review relevant initiatives (past, ongoing and potential future financing), identify result areas, related risks and priority activities and budgets. Timeline: to be determined for each project, typically 6-8 weeks.
15. Secretariat review: The draft proposal is then submitted by the Lead Implementing Partner to the Secretariat, which provides quality control of the draft project proposal to ensure completeness and consistency with the Governance document and relevant operational guidelines. Timeline: 1-2 weeks.
16. Revisions/Amendments to draft proposal: If any amendments required, the draft project proposal will be sent back to the Lead IP to facilitate revisions. Timeline: 1-2 weeks.
17. Steering Committee Members review and approval: The Lead IP, after obtaining internal clearances following their respective agency's review process, submits the final draft project proposal along with the country endorsement letter(s) to the Steering Committee, through the Secretariat, for review. The final approval and allocation of funds is either done at a regular Steering Committee meeting or through a virtual, no-objection procedure. In practice, the Steering Committee Members are provided at least 3 weeks to review the proposal and provide a no-objection approval. Timeline: 3 weeks.

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

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

## **e. Closing Date Extension**

19. Requests for extension of closing date can be requested by the Lead Implementing Partner at least 2 months before the official completion date of the project. A template for the request is attached as Annex 3.

## 5. Project Template

20. 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 template is included as Annex 2 to this document.

## 6. Project Implementation

21. 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.
22. 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.
23. 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.

## 7. Partner Engagement

24. 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.
25. National and regional stakeholders will engage in the different CREWS programming stages through the Implementing Partners and in accordance with the Implementing Partners' policies.
26. 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.
27. CREWS will draw on existing networks of expert institutions and knowledge linked to the Implementing Partners.

## 8. Roles and Responsibilities of the Lead Implementing Partner

28. The Secretariat will recommend the Lead Implementing Partner for each project. Below are the roles and responsibilities of the Lead Implementing Partner.

- initiate the dialogue with relevant national and regional institutions for project preparation,
- use existing national and regional coordination mechanisms to serve as Project Steering Committees, and, if not available consider establishing one, to facilitate project development and implementation process,
- coordinate project progress reports and evaluations, as per the CREWS MEAL framework, collecting inputs from the partners and submit reports to the Steering Committee, the Secretariat and the Trustee, in a timely fashion,
- ensure that CREWS operational procedures and value propositions are adhered to in project design and implementation.

## 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

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

## Annex 2: Project Proposal Document

CREWS Project Proposal Document		
<b>Project Title</b>		
<b>Document Reference</b>	(to be provided by CREWS Secretariat)	
<b>Geographic coverage</b>		
<b>Timeframe</b>		
<b>Total CREWS Contribution</b>	(in US dollars)	
<b>Lead Implementing Partner</b>		
	a. Execution	US\$
	b. Fees	US\$
	c. Total	US\$
<b>Additional Implementing Partners</b>		
	a. Execution	US\$
	b. Fees	US\$
	c. Total	US\$
	a. Execution	US\$
	b. Fees	US\$
	c. Total	US\$
<b>Main objective(s)</b>		
<b>Project Recipient/ Beneficiary</b> ( <i>people and organisations at risk who are the intended beneficiaries of the project at impact level</i> )		
<b>Additional Operational Partners</b> ( <i>intended direct beneficiaries of the project in the form of increased capacity, products and services</i> )		

<b>the project will deliver)</b>		
<b>Initial state of play</b>	a. Vulnerability, exposure to risks, disasters impacts (on people and economy)	
	b. Status of the EWS, DRM institutions and NHMSs, actors / players present	
	c. Projects and programs dealing with EWS and hydromet under implementation or preparation	
	d. Describe the multiplier /leveraging potential of the CREWS investments	
	e. Describe measures to ensure coherence with existing initiatives	
<b>Project Rationale</b>	a. Who, where and in what ways and to what hazards people and ecosystems are exposed and vulnerable	
	b. Describe proposed partnerships and approach for stakeholder engagement in design and in implementation	
<b>Project design</b>	a. Project components and activities, including describing what and how people centered, risk informed, and gender responsive approaches will be applied and how people most-at-risk, local actors and organizations will be engaged	

Organization and operating procedures	a. Institutional framework (Describe the planned project management set up and how all the organisations involved in implementing the project will work together. Give a brief description of each partner/actors key roles by component)	
	b. Monitoring and evaluation system (ensure sufficient resources for monitoring and evaluation)	
<b>Project viability and sustainability</b>	a. Main identified risks	
	b. Critical assumptions	
	c. Judgment on the project sustainability	

**Attachment 1: Budget Breakdown (USD)**

Outcome/Output/Activities	Total amount CREWS (US\$)				Operational Partners
		Implementing Partner	Implementing Partner	Implementing Partner	
<b>Outcome</b>					
<b>Output</b>					
<b>Activities</b>					
<b>Subtotal</b>					
Monitoring and evaluation – i.e. Mid and end term evaluation of the project					
Implementing Partners’ Fees/Project Support Costs					
Staff Costs					
<b>Grand Total</b>					



**Attachment 3: Logical framework**

**Refer and Ensure alignment to the CREWS MEAL framework**

Expected result	Indicators	Baseline	Target	Data sources	Data collection method	Frequency	Responsible
<b>Impact</b>							
<b>Outcome</b>							
<b>Output</b>							

CREWS MEAL Outcomes		Outcome 1. National and local multi-hazard early warning systems prioritized and funded			Outcome 2. Improved early warning service delivery and accessibility by national and regional institutions			Outcome 3. Early warning programmes are driven by people-centered and gender responsive principles and promote private sector engagement		
CREWS MEAL Outputs	Project Outputs	Output 1.1. A country and/or region has developed or strengthened legislative and/or institutional frameworks to support and sustain multi-hazard early warning systems	Output 1.2. Multi-hazard needs, gaps and priority assessments, analyses and related investment plans for early warning systems in a country or region are driven by CREWS financing	Output 1.3. Partnerships and cooperation frameworks developed for financing and scaling up support to multi-hazard early warning systems	Output 2.1 Risk information and tools generated by countries to enable the delivery of impact-based early warnings	Output 2.2. Monitoring, analysis and forecasting of hazards that threaten the country/region are improved and sustained by the countries	Output 2.3 Warnings are communicated by the countries based on common alerting protocols under agreed standard operational procedures (SOPs)	Output 2.4 Warnings are received, understood and acted upon based on co-produced preparedness and response plans by the countries	Output 3.1 People of different backgrounds, gender, youth, older persons, persons with disability, poor, marginalized, displaced, and non-native, as well as related institutions have co-produced climate and weather information products tailored to their needs	Output 3.2 Private sector is engaged to foster innovation and sustainability in delivery of early warning services
		Output 1 (please tick as appropriate)	✓							
	Output2:									
	Output3:									
	Output4:									
	Output5:									

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	<b>Output 6:</b>									
	<b>Output 7:</b>									

## Attachment 4: Monitoring and Evaluation Plan

### 4.1 Theory of Change

This section will present the Theory of Change (and logic model) for the project, inclusive of key causal factors, assumptions and risks. Please ensure alignment with the CREWS MEAL framework Theory of Change.

### 4.2 Monitoring

This section describes how the project will monitor performance and track progress toward planned results in the results framework.

- **Roles and responsibilities for monitoring activities**

Responsible	Tasks

- **A baseline data report which is a tool that presents the initial magnitudes of indicators, i.e. their value at the start of an intervention:**

<b>1. Introduction</b>	<i>Briefly explain the purpose of the report and relevant information about the process of collecting the baseline data (period of collection, mention of methods used, locations where data was collected, total number of indicators in the report, team or individual who undertook the collection, and other elements that the manager finds important).</i>
<b>2. Summary of intervention (program, project or investment)</b>	<i>Briefly describe the intervention in question, including objective, approach, main components, partners, start-up, duration and any other elements considered relevant.</i>
<b>3. Baseline values for the indicators</b>	<p><i>Include the following information for each indicator:</i></p> <ul style="list-style-type: none"> <li>• <i>Indicator name and code</i></li> <li>• <i>Type of indicator</i></li> <li>• <i>Output or result measured by the indicator</i></li> <li>• <i>The immediate and/or intermediate outcomes (as appropriate) into which the immediate output or outcome fits (the results chain).</i></li> <li>• <i>Baseline data, including baseline data broken down by corresponding categories if applicable.</i></li> </ul>

	<ul style="list-style-type: none"> <li>Target, including annual targets and end-of-project targets, including targets broken down by corresponding categories if applicable.</li> </ul>
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### 4.3 Evaluation

This section describes all anticipated evaluations from performance to impact, relevant to the project, and can be used to track evaluations over the project's timeframe. It can include:

- An evaluation plan, which identifies the different types of internal and external evaluations to be carried out over the implementation period. It also includes the timetable for carrying out the evaluations, as well as the budget, i.e. the human and financial resources required.

Evaluation type	Evaluation management		When it will be performed			Resources	Budget
	Internal	External	Yr 1	Yr 2	Yr 3		
Formative evaluation (mid-term or process evaluation)	X	X					
Final evaluation		X					
Impact evaluation		X					

### 4.4 Learning

The learning section identifies how the project will use available information to learn and adaptively manage implementation. It can include:

- A learning plan which describes the learning activities to be carried out over a given period (annual, biannual, etc.), specifying objectives and expected results, participants and timetable.

Type of activity	Objective/ expected results	Methodology/ material needed	Target audience/participants	Execution calendar

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### Attachment 5: References

Acronyms

Reference Materials

## ANNEX 3: Closing Date Extension Request

### Project Closing Date Extension Request

**Note:** Extension requests should be submitted to the CREWS Secretariat at least 2 months prior to the closing date of the project. All fields are required.

1. **Project reference:**
2. **Project title:**
3. **Implementing Partner(s) making request:**
4. **Focal point(s) :**
5. **Original project closing date:**
6. **New project closing date:**
7. **Prior extension requests:**
8. **Current project closing date (in case prior extensions were approved):**
9. **Funding approved (USD):**
10. **Actual disbursement (USD):**
11. **Commitments (USD):**
12. **Projected disbursement during extension period (USD):**

13. **Project objective (indicate if any changes)**

14. **Summary of results and outputs to date**

15. **Justification for the amendment request**

16. **Revised work plan and budget**