

## **United Nations Development Programme**

### **Global Risk Identification Program (GRIP): Core Management and Capacity Development Functions**

In June 2005 UNDP initiated a one-year preparatory assistance project to develop a Global Risk Identification Program (GRIP). GRIP preparation received additional support from the Pro Vention Consortium and Swiss Agency for Development and Cooperation. The main task of the preparatory project was to produce a program document defining the complete implementation modalities of a full-fledged, multi-year program.

All preparatory assistance project funds except those needed to cover program Coordinator costs through January 2007 have been expended. The program document that resulted from the preparatory assistance project is attached (annex one) and constitutes the basis for the current project described herein.

The GRIP is the principal programmatic vehicle for supporting core, on-going UNDP risk identification services in accordance with UNDP/BCPR's strategy. BCPR's strategy for disaster prevention Outcome 1 is "common understanding of crises established." The corresponding Output is "joint stakeholder risk assessment conducted."

The GRIP supports, and benefits from, other BCPR-led programs in: a) mainstreaming disaster risk management into development strategies, b) early recovery and the International Recovery Program, c) climate risk management, d) urban risk management, e) capacity development. The linkages were identified in detail through a portfolio analysis undertaken during the preparatory assistance phase accompanied by workshops and in-depth discussions with relevant BCPR staff and partners.

The GRIP's scope and scale are sufficient to make a major contribution to the Hyogo Framework for Action under Priority 2) identify, assess and monitor disaster risks. It is expected that the GRIP will be recognized as a major thematic component of the forthcoming integrated work program of the International Strategy for Disaster Reduction system.

The GRIP is a five-year, multi-stakeholder thematic program designed to support national-level initiatives and develop capacity to identify the factors that cause natural disasters in high risk countries. It has five outcome areas: 1) demonstrated use of risk information to manage risks, 2) capacity development, 3) enhanced global disaster loss data, 4) high-resolution disaster risk analyses in high risk areas, and 5) a global risk update.

The UNDP project described in detail in this document implements core GRIP management and capacity development functions over the five-year program period. These core functions support implementation of a larger set of planned activities spanning all five GRIP outcome areas. Specific activities to be implemented by the current project are identified, budgeted and incrementally funded annually. Additional activities, identified in annex one, will be implemented by partners with supplementary donor funding. Annual planning and budgeting allows the flexibility to accommodate anticipated additional donor/partner contributions. The current project described herein functions as a self-contained program in its own right, however, and achievement of the results described below do not depend on additional partners or support.

**SIGNATURE PAGE**

Country: Global

UNDAF Outcome(s)/Indicator(s):   
*(Link to UNDAF outcome., If no UNDAF, leave blank)*

Expected Outcome(s)/Indicator (s): UNDP MYFF Goal:  
Supporting crisis prevention and recovery  
UNDP Service Line:  
Natural disaster reduction  
UNDP/BCPR strategy for disaster prevention outcome:  
Common understanding of crises established  
*(CP outcomes linked to the SRF/MYFF goal and service line)*

Expected Output(s)/Annual Targets: UNDP/BCPR strategy for disaster prevention output:  
Joint stakeholder risk assessment conducted  
*(CP outputs linked to the above CP outcome)*

Implementing partner: UNDP  
*(designated institution/ executing entity)*

Responsible parties:   
*(implementing entities)*

Programme Period: \_\_\_\_\_  
 Programme Component: Crisis prevention and recovery  
 Project Title: Global Risk Identification Program (GRIP):  
Core Management and Capacity Development Functions  
 Project ID: \_\_\_\_\_  
 Project Duration: Oct. 2006-Sep. 2011  
 Management Arrangement: DEX

Budget	<u>\$1,958,600</u>
UNOPS GMS (1 <sup>st</sup> year)	<u>\$41,400</u>
Total budget:	<u>\$2,000,000</u>
Allocated resources:	_____
• Government	_____
• Regular	_____
• Other:	_____
○ Donor	_____
○ Donor	_____
○ Donor	_____
• In kind contributions	_____
Unfunded budget:	_____

Agreed by (UNOPS): \_\_\_\_\_

Agreed by (UNDP): \_\_\_\_\_

SIGNATURE PAGE

Country: Global

UNDAF Outcome(s)/Indicator(s):

[Redacted]

(Link to UNDAF outcome., If no UNDAF, leave blank)

Expected Outcome(s)/Indicator (s):

UNDP MYFF Goal:

Supporting crisis prevention and recovery

UNDP Service Line:

Natural disaster reduction

UNDP/BCPR strategy for disaster prevention outcome:

Common understanding of crises established

(CP outcomes linked to the SRF/MYFF goal and service line)

Expected Output(s)/Annual Targets:

UNDP/BCPR strategy for disaster prevention output:

Joint stakeholder risk assessment conducted

(CP-outputs-linked-to-the-above-CP-outcome)

Implementing partner:

UNDP

(designated institution/ executing entity)

Responsible parties:

[Redacted]

(implementing entities)

Programme Period: \_\_\_\_\_  
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○ Donor	_____
○ Donor	_____
• In kind contributions	_____
Unfunded budget:	_____

Agreed by (UNOPS): [Signature]

Agreed by (UNDP): [Signature]



## Section I— Elaboration of the narrative

### Part I. Situation Analysis

Accurate, comparable and appropriately scaled information on disaster losses, hazards, vulnerabilities and risks is fundamental for designing and implementing effective policies and programmes that reduce disaster risk. Risk identification provides the evidence base for disaster risk management applications and decision-making.

There has been significant progress in recent years in the quality and accuracy of global disaster data and in risk assessment methodologies, indicators and indexes. Recent disaster risk analyses have demonstrably affected how the relationship between disasters and development is understood and how resources are accordingly allocated. One example is *Natural Disaster Hotspots: A Global Risk Analysis* -- a collaboration between the World Bank, Columbia University and other partners. According to the World Bank's Independent Evaluation Group, "By determining the prevalence of natural disasters using a common geospatial unit of reference in all countries, and by ranking countries in terms of highest risk potential, this study is influencing risk mitigation investments and informing the Bank and other donors on how to better manage future emergency lending." Another example is *UNDP's Reducing Disaster Risk: A Challenge for Development*, the fourth most downloaded document on UNDP's website. The *Reducing Disaster Risk* report ranks countries according to their relative vulnerability to major hazards. It documents a) how development policies and practices affect disaster risk and b) the impacts of disaster losses on development. By revealing risk patterns and the causal factors that lead to disasters, these and other evidence-based advocacy tools are helping to persuade policy- and decision-makers, including the public, that disasters can be addressed preventively and that recurrent disaster losses need not continually undermine development.

Disaster losses globally are sharply rising, from US\$ 75.5 billion in the 1960s, US\$ 138.4 billion in the 1970s, US\$ 213.9 billion in the 1980s, to US\$ 659.9 billion in the 1990s. In 2004 alone, losses were estimated at US \$103 billion (*Reducing Disaster Risk: A Challenge for Development*, UNDP 2004). In disaster-prone countries, achieving the Millennium Development Goals (MDGs) will depend on managing risks and reducing losses. Achieving disaster-sensitive MDGs will require:

- Protection of infrastructure affecting achievement of goals 2 (education) and (4-6 health/mortality) e.g. schools and hospitals
- Protection of economically productive activities affecting achievement of goal 1 (poverty/hunger)
- Promotion of gender equality and women's empowerment during all phases of disaster risk management.

Pre-emptive risk management strategies that result in reduced losses are a necessary component of development in disaster-prone countries. Risk identification is one of three key components of disaster risk management and supports the other two: risk reduction and risk transfer. Risk reduction involves prevention and preparedness measures that mitigate the risks factors that lead to losses. Risk transfer involves the use of financial mechanisms to shift economic risks from at-risk populations. Risk identification provides a rational basis for prioritizing risk reduction measures and calibrating risk transfer schemes. Better assessment of risk levels and the specific risk factors that lead to disasters will allow high-risk countries to increasingly transition from managing emergencies involving widespread losses to reduced losses through risk management.

### Part II. Strategy

Thanks in part to the above and other advocacy efforts, understanding the causal factors of disasters and how the development process can reduce (or exacerbate) risks is beginning to be seen as a key tool for disaster loss reduction. The importance of risk identification is recognized in the UN-led International Strategy for Disaster Reduction's (ISDR) framework for international cooperation, the Hyogo Framework for Action (HFA). The HFA

was endorsed by governments at the 2005 World Conference on Disaster Reduction and provides a general framework for coordinated international action. Risk and loss information is important in the context of the HFA in two ways. Risk identification is included among five priority areas for action in the HFA. Information on disaster losses is needed to track progress towards the achievement of the HFA goal of reduced disaster losses.

Currently, the routine use of disaster risk information in international development program design and decision-making is still at an initial stage. There is potential for more effective use of the wealth of knowledge and information already available on disaster risk and loss patterns to improve development outcomes. The challenge now is to not only continue to improve evidence and knowledge about disaster risks and losses globally but also to translate that knowledge systematically into effective action in high-risk countries.

The BCPR strategy addresses these challenges through Prevention Outcome 1 of the BCPR strategy, "common understanding of crises established." Output A under this outcome is "joint stakeholder risk analysis and assessment conducted." Indicative activities include:

- Update, adapt and standardize crisis analysis methods
- Develop tools for damage and loss assessments
- Promote the development of global standards for assessing and reporting crisis risks
- Train national actors and institutions in crisis risk analysis
- Convene, facilitate and provide technical support to national crisis risk analysis exercises
- Support joint analysis of crisis risks among UN partners.

Over the past several years, major organizations involved in disaster risk and loss assessment have extensively consulted over the question of how best to increase the use of disaster risk and loss information to manage disaster risks in high risk countries in pursuit of sustainable development. In 2005 this consultative process was formalized with the launching of a UNDP project to prepare a Global Risk Identification Program (GRIP) jointly with the ProVention Consortium and with additional funding from the Swiss Agency for Development and Cooperation.

The GRIP is a multi-stakeholder effort to improve the evidence base for disaster risk management in high risk countries. Its anticipated implementation period is five years. The GRIP builds upon decades of institutional experience and formalizes collaboration among major actors in the area of risk and loss information. The program's goal is *reduced natural hazard-related losses in high risk areas to promote sustainable development*. Its objectives are *an improved evidence base for disaster risk management and the increased adoption of disaster risk management as an alternative to emergency management*.

The GRIP focuses on building demonstrated capacity at the national level to generate information about risks and losses for policy- and decision-making, leading to reduced losses. It seeks to develop and transfer knowledge about risks and experiences with evidence-based risk management systematically within and among high risk countries. Its scope and scale have been designed to be sufficient to support the HFA risk identification priorities for action on a global scale.

The UNDP project which is the subject of the current document (the "current project" hereinafter), implements core GRIP functions. The design of the current project, and of the GRIP overall, allows additional functions to be funded and implemented by partners within the overall program umbrella of the GRIP.

Putting the GRIP and the current project in context, therefore, risk identification work related to BCPR strategy disaster prevention Output A and Outcome 1 occurs in three domains:

1. a set of on-going UNDP-wide activities, products and services undertaken at headquarters, regionally and through country programs; this domain includes all risk identification projects within UNDP and exceeds the scope of any one particular program or project

2. the GRIP, a time-bounded programmatic vehicle for supporting UNDP's and partner's risk identification work in high risk countries over the next five years, and
3. the current project – the subject of this document – that implements core GRIP functions.

Achieving the goal of reduced natural hazard-related losses in high risk areas to promote sustainable development requires identifying and supporting specific types of risk management decisions with risk information, and creating links with other programs and initiatives that convert risk knowledge into action. The GRIP's scope does not include taking risk management decisions, but rather focuses on providing useful decision- and policy-support information. Opportunities for using risk information can be found in the areas of both pre-disaster prevention as well as post-disaster recovery. The following are some of the decision-contexts that have been identified as focuses for risk identification work.

One set of decision contexts focuses on promoting disaster reduction for disaster prevention:

- 1) *Incorporate disaster reduction into national development strategies* – Vehicles for this include Poverty Reduction Strategy Papers, Country Assistance Strategies, and United Nations Development Assistance Framework, Common Country Assessments, which set development priorities over multiple years by agreement with national governments. Development strategies too often do not acknowledge disaster risks, even in high-risk settings. And they are often set back when a disaster happens, leading to losses due to risk factors that were unforeseen and therefore unaddressed by the strategy. Development strategies in high risk countries should take account of disaster risks and ensure that risk reduction is part of development – not just for the sake of reducing losses but also for the sake of achieving development goals. The GRIP prioritizes protection of the Millennium Development Goals (MDGs).
- 2) *Evidence-based local risk management decision-making* – Many significant risk management decisions are made at local scales. Localized risk assessments target local planning processes, ranging in scale from urban planning to community-based risk management. The GRIP will employ scientifically-based (as opposed to perception-based) risk and loss assessment methodologies. The resulting evidence on risk levels and factors complements and informs local perceptions and knowledge. Localized risk assessments increase opportunities for participation across wider cross-sections of society, including by women and the poor. Such participation is key in the identification and implementation of local risk management solutions.
- 3) *Risk identification in support of specific development goals* – In many countries, specific development goals such as poverty reduction or food security are continually undermined by natural hazard events and disasters. Protecting particular desired development outcomes requires identifying the specific risk processes that can undermine them. Poverty reduction and protecting food security, for example, require identifying and reducing the vulnerabilities of livelihoods to natural and other hazards. In areas with frequent and recurrent disasters -- which include many areas exposed to climate variability and hydro-meteorological hazards -- recurrent losses drain away both assets and any incentive to assume additional risks in pursuit of livelihood gains. In high-risk areas, policies and programs are needed to protect livelihoods and provide the poor with both the means and the incentives to invest in their future with less risk that these investments will be lost. Risk assessments supporting the reduction and transfer of risks to livelihood strategies can help spring the poor out of the poverty trap in cases where part of the trap is due to recurrent hazard-related losses. Other MDGs concern the reduction of child mortality, improved maternal health and promotion of gender equality. Livelihoods need to be disintegrated to reflect the roles and priorities of men and women, since interventions of a general nature are not adequate to address gender based disparities. There is much research and discussion on this subject.
- 4) *Targeting of specific vulnerable sectors in hazard-prone areas* – Different hazards affect different sectors differently. Identifying the hazards that are present in a particular location and understanding their sectoral impacts provides a means of protecting affected sectors through sector-specific policies and projects. Sectoral analyses,

policies and projects are often the main means by which development strategies are implemented. Therefore sector analytical work should include an assessment of natural hazard-related risks in the sector. Incorporating measures to address sector-specific risk factors through sectoral policies and projects constitutes a major entry point for reducing those risks.

5) *Supporting specific risk management measures* – Example measures include early warning systems, appropriate building codes, land-use regulations, and risk transfer schemes. Risk assessments and loss data provide a basis for designing and implementing such measures. Risk transfer schemes transfer financial risks away from at-risk populations and areas as part of a comprehensive risk management strategy. Risk transfer is already well established in the developed world, for example through insurance and commodity hedge markets. Experiments by the World Bank, the World Food Program and others are currently on-going to determine if and how risk transfer mechanisms such as weather index insurance can be used to protect poor people from shouldering the entire disaster risk burden themselves. Risk transfer mechanisms offer a potential means of putting a floor under the bottom rung of the development ladder.

Risk information can also be used for planning and implementing disaster recovery:

1) *Risk reduction during disaster recovery* – Taking advantage of the window of opportunity for reducing risks during recovery following disasters is facilitated by having put in place measures ahead of time that can be rolled out during recovery and reconstruction. Otherwise, the imperative to rapidly restore essential systems may lead to reconstruction of the same patterns of exposure and vulnerability that led to the disaster in the first place. Risk management in the aftermath of disasters becomes more feasible if vulnerability-reducing measures can be pre-identified and prepared prior to disasters to facilitate their adoption from the very initial stages of recovery. This approach is similar to the preventive strategies above, except that the expectation is that implementation will be undertaken rapidly in the period following a major disaster. This strategy acknowledges that the demand for disaster prevention, and disaster prevention resources, are often greatest immediately after one occurs. This strategy, of using risk information for risk reduction during recovery, is part of a continuum of relief, recovery and reconstruction contingency planning. Analyses following recent major disasters such as the 2004 Indian Ocean tsunami and 2005 Kashmir earthquake have assessed the differentiated impacts of these events on men and women. This information can be used to prepare post-disaster risk reduction strategies that break down discriminatory socio-economic patterns.

2) *Contingency planning for improved disaster response* – One particular preparedness activity is contingency planning. Disaster scenarios based risk identification can be used to refine response roles and responsibilities, pre-allocate resources and work out logistics in advance. Contingency plans lead to more effective, quicker response. Risk information allows contingency planning and preparedness efforts to be more systematically prioritized and coordinated. The potential for such prioritization based on emerging evidence of disaster risk patterns has yet to be fully and systematically explored, neither at the national level in high risk countries nor within the international humanitarian assistance community.

BCPR has developed an Eight-Point Agenda for Gender Equality in Crisis Prevention and Recovery: Empowerment, Security, and Development. This agenda includes empowering women's participation and leadership, promoting gender equality in disaster risk reduction, ensuring gender-responsive recovery, and developing capacities for social change. Gender considerations in the area of risk identification include but are not limited to:

- Gender analysis as part of risk assessment –this includes the identification of risks of specific kinds of gender-differentiated disaster losses as the outcome of which risks are assessed. For example, the analysis could evaluate the risks of livelihood losses by women or women-headed households. A gender-sensitive



risk assessment is based on a gender analysis in the country (ideally off-the shelf) that establishes the roles of men and women in livelihoods and identifies equity differences in their economic status. This allows risks to be assessed in order to identify specific risks to women that could preserve or worsen a subordinate social or economic position. Such an assessment creates opportunities for addressing these risk factors and opening up avenues for addressing gender-based inequalities as an integral aspect of risk management.

- Gender-differentiated loss assessment and data – this includes breaking down aggregated loss data, such as mortality, into male and female sub-categories. Such sub-categorization provides systematic evidence as to whether men or women experience higher rates of losses and under what circumstances.
- Gender-sensitive methodologies – the GRIP will assemble and disseminate methodologies for various kinds of loss and risk assessments. The GRIP will seek to assemble risk and loss assessment methodologies that take into account how risks and disasters affect men and women differently.
- Involving women professionals in risk and loss assessments – GRIP projects will be implemented by project teams consisting of both men and women, with some projects lead by women.

The development of an integrated approach to gender as part of the BCPR strategy is currently underway. The above activities will be instrumental for identifying the key elements of a BCPR strategy for gender in the area of disaster risk identification that will complement BCPR's overall CPR gender strategy. Reporting on progress in the above areas, and others that may be identified, will be undertaken within the GRIP monitoring plan (see part IV of this section, below).

Related to the above areas, within UNDP, the GRIP supports and benefits from other BCPR-led programs in: a) mainstreaming disaster risk management into development strategies, b) early recovery and the International Recovery Program, c) climate risk management, d) urban risk management, e) capacity development. These linkages were identified through a portfolio analysis undertaken during the preparatory assistance phase accompanied by workshops and in-depth discussions with relevant BCPR staff and partners.

Supporting all of the above, the GRIP has five inter-related program outcome areas:

1. Demonstrations – In a few countries, the GRIP will demonstrate that information on disaster risks and losses can be applied to improve risk management decisions and development outcomes. The specific decision contexts to be supported, such as those identified above, will be identified based on international, national and local priorities. Demonstrations will be undertaken with the explicit understanding that a multi-stakeholder client base agrees to participate and intends to use the risk analyses to inform the identified priority policies, plans and decisions.
2. Capacity development – The GRIP will work to develop capacity by local partners to undertake risk assessments and apply the results. Consistent with the BCPR strategy, activities include the development and promotion of standards and the training of national actors and institutions in disaster risk analysis.
3. Enhanced global disaster loss data – The GRIP will expand and improve the evidence base on disaster-related losses. Historical loss data is an essential input for assessing risks and is necessary for measuring progress towards the expected outcome of the HFA – the substantial reduction of disaster losses. Work in this outcome area includes development and promotion of tools and standards for damage and loss assessment. It also promotes the systematic organization of loss data into databases for analysis and use.
4. Risk analyses for risk management decision-support in high-risk countries – These analyses are similar in nature and intent to the demonstrations described above. Although the degree of GRIP engagement in

linking risk assessment results to decision processes will be less than in the demonstration cases, these analyses create additional opportunities to convene, facilitate and provide technical support to national crisis risk analysis exercises.

5. Global risk update – Risk analyses generated through the GRIP will be compiled into a periodically-issued global risk update. This update, which will be widely distributed, will contribute to a common understanding of disaster risk patterns and their causes globally.

Goals and objectives for each outcome area, along with component projects and implementing partners, are summarized in annex one.

### **Part III. Management Arrangements**

UNDP is in charge of coordinating GRIP design and implementation and provides a Director and full-time Coordinator to lead the program. The full BCPR GRIP management team includes:

- Project Director (BCPR Policy Advisor for Disaster Reduction)
- Project Executive Group (Team Leader for Disaster Technical Advisory Services and BCPR Deputy Director, Geneva)
- Project Coordination (Risk Identification Coordinator)
- Project Assurance (Operations Coordinator, Geneva)
- Project Support (BCPR staff as necessary)

The GRIP is overseen by a Program Steering Committee (PSC), which serves as the Programme Advisory Committee for the current project, and two expert groups focusing on risks and losses, respectively. The TOR and membership of the PSC are described in annex two. During the preparation phase and prior to country selection, the PSC has consisted of representatives of United Nations agencies, bi-lateral donors, international finance institutions, international organizations, foundations. During implementation its composition will be adjusted to include representation by participating countries. The PSC advises the GRIP coordinating team. PSC institutions are also expected to collaborate on program and project implementation. The PSC's TORs include:

- evaluate the progress of preparatory activities towards producing a programme proposal and advise accordingly
- comment on programme proposal drafts
- suggest technical resources to the risk and loss expert groups
- provide guidance on the selection of initial high risk areas where programme activity will be concentrated during implementation
- provide guidance on strategies for integrating GRIP outputs into disaster risk management decision-making in high risk areas.

The PSC is backed by two expert groups, each chaired by a relevant expert. One group deals primarily with disaster risk assessment, the other with loss assessment and data. These groups serve two functions: 1) they form a core group of implementing partners for organizing work within the GRIP outcome areas related to risks and losses, and 2) they organize peer review to assure technical quality of GRIP outputs, drawing upon the membership of their respective communities of practice.

A year-long preparatory phase from 2005-2006, led by UNDP, focused on defining the GRIP governance arrangements and program structure and on establishing the partnerships needed to implement the program. Systematic consultations among the implementing partners throughout GRIP preparation have resulted in the formulation of an initial set of 35-45 GRIP projects, grouped into the outcome areas described above. Projects have been developed using a common format (annex three). This format allows the timeframe, activities, deliverables, implementing organizations and budget requirements to be specified for each project.

Project activities in each GRIP outcome area are summarized in annex one. Additional detail is available in the full project designs, which were prepared by implementing partners, coordinated during GRIP preparation. These project designs are perhaps the single most important GRIP management tool.

GRIP projects are designed by relevant experts working closely with the coordinating team. GRIP preparation involved extensive harmonization of the projects of contributing organizations. This harmonization allows the combined efforts of the implementing partners to contribute to the achievement of the overall GRIP objectives and the objectives for each outcome area described in annex one. Many of the GRIP implementing partners identified in annex one and in Section IV, below, have been active in their fields for years, even decades. The perceived and actual value of the GRIP lies in the value-added it provides through coordinating the efforts of these implementing partners such that they are able to achieve greater results through acting in partnership than what would be achieved by the various partners acting alone. The GRIP program description provided in annex one establishes a rationale for the various GRIP component activities and describes the linkages between constituent projects within and among the five outcome areas.

This decentralized program structure—of sets of harmonized project components, implemented in coordination by teams of partners to achieve common goals and objectives—has several advantages. It creates wide ownership, takes maximum advantage of the capacities and comparative advantages of the implementing partners, and allows for a diversified funding base with flexible administrative arrangements.

The current project implements the coordination and core capacity development functions needed to continue project harmonization and program management throughout implementation. The core funding provided by the current project provides a substantial financial foundation with which to leverage additional partner funding. This decentralized and flexible structure promotes broad ownership and a market-oriented and demand-driven balance among the outcome areas and component projects. At the same time, by embedding component projects in an overall structure with mutually reinforcing outcome areas, the GRIP assists with articulating and enhancing the value of individual activities to increase their attractiveness to donors and enhance their impacts.

The GRIP will be implemented in stages, described in annex one. Program documentation will be reviewed and revised annually. The core funding made available through the current project is intentionally programmed annually rather than for the duration of the project period. This allows adjustments to be made annually so that the UNDP funds can be used strategically to complement and leverage funds from other donors. The specific use of the UNDP funds is identified annually in an annual work plan and budget.

Annual core funding by the current project is intended to leverage additional, and substantially greater, project/country-specific funding. Preferably most, if not all, of the latter will go directly from donors to implementing partners. Funding for work at the country level would ideally come from the country level. A six-element strategy for mobilizing the necessary resources for the full set of planned activities across all five outcome areas includes:

a. *Consultations with PSC members and donors.* The PSC itself includes membership by representatives of multiple donor governments, as well as International Finance Institutions, UN agencies with access to resources plus at least one major foundation. The GRIP consults extensively with PSC members and other potential donors based on the concept paper in annex one complemented by detailed descriptions of specific projects. This process will allow the program to periodically reassess core and project-component funding prospects plan accordingly during implementation. Many PSC member organizations (annex two) are major donors. PSC members and other international donors will be asked for financial support for GRIP projects.

b. *Identification of existing project funds, especially at the national level.* Since the preparatory phase the GRIP has paid special attention to overlaps between the GRIP and related UNDP activities. These overlaps are substantial. There are clear cases where funds from the latter could support GRIP activities in return for GRIP support to the program or project in question. This has already occurred, for example, in the GRIP preparatory phase; the UNDP tsunami regional recovery project is co-sponsoring and hosting a summit on loss data, the results of which will also be used for GRIP proposal development. PSC members, other donors, and implementing partners will be approached to see where mutually supportive collaboration is possible.

c. *Government funding.* Increasingly, governments in high risk countries have shown a willingness to devote public funding to risk identification and reduction. In December 2005 the Government of Sri Lanka issued a \$28.5M "Road Map for Disaster Risk Management." The budget includes \$4.17M for hazard, vulnerability and risk assessment. This document does not discuss gender aspects adequately. All aspects of risk, vulnerability and capacity assessment need to include gender based factors. Also in December 2005, the Government of the Islamic Republic of Iran announced that it would contribute \$1.6M to a five-year, \$6M project to strengthen disaster risk management capacity. This project includes \$300,000 for a national disaster risk report and \$900,000 for knowledge management. For country-level work governments could, and should, be an important source of risk identification funding.

d. *Leveraging of new bi-lateral project-level funds.* As a complement to program-level funding, the GRIP will seek to promote and leverage bi-lateral support for specific project components. This will allow, for example, donor governments to fund the participation of their own national technical agencies. The vehicle for identifying these projects will be the GRIP proposal but funding for these projects does not have to pass directly through the GRIP program-level implementing institutions (e.g., UNDP or ProVention). The GRIP proposal is the vehicle for harmonizing these projects; projects outside the program proposal will not be considered formally part of the GRIP. Conversely, projects in the program proposal will be considered part of the GRIP even if they are funded bi-laterally.

e. *In-kind.* On-going activities that are already funded may be considered as "in-kind" contributions to GRIP implementation. In order for these to be considered formally part of the GRIP they will also need to be reflected as in-kind contributions in the GRIP proposal.

f. *Special appeals.* The GRIP may make special appeals for funding. For example, the global risk update is expected to be a flagship contribution to the reformed ISDR system. A special appeal for funding to implement the projects necessary to produce the global risk update could be launched at the inaugural meeting of the ISDR system governance bodies in June 2007.

#### **Part IV. Monitoring and Evaluation**

The GRIP will work in close collaboration with the BCPR Monitoring and Evaluation section, within the program framework of the Disaster unit within the BCPR Technical Advisory Services cluster, to elaborate the disaster risk identification component of an overall BCPR Performance Monitoring and Evaluation System. An overall multi-tiered monitoring and evaluation plan within the GRIP consists of seven elements:

1. A five-year logical framework for the current project (in this section, below)
2. A monitoring tool for each annual workplan of the current project (Section III [annex four])
3. Goals and objectives for the overall GRIP and each of its five outcome areas (included in annex one)
4. Project screening evaluation criteria used to prepare projects for entry into the program (in this section, below)
5. Evaluation criteria for risk assessments in high-risk countries (in this section, below)
6. Project-level evaluation criteria, contained in component project designs (included in annex three)
7. An overall program evaluation in year four.

These elements are integrated into an overall monitoring plan described below. The plan assigns responsibility for preparing and monitoring program and project level results in the seven areas. The table below summarizes each of these seven elements of the GRIP monitoring plan, identifying the reporting frequency, who is responsible for preparing the reports, who evaluates the reports, and when monitoring and evaluation reports are submitted.

#### A. Monitoring plan

Monitoring tool	Frequency	Preparation by	Evaluation by	Format
1) Current project overall log frame	Annual	UNDP/GRIP	BCPR	On submission of requests for annual funding increments
2) Current project annual workplan	Annual	UNDP/GRIP	BCPR, PSC	On submission of requests for annual funding increments
3) Overall GRIP and outcome areas	Annual/quarterly	UNDP/GRIP and implementing partners	PSC, ISDR system Program Advisory Committee (PAC)	Annual/quarterly reports
4) Project screening	On entry	UNDP/GRIP	UNDP/GRIP	Project evaluations
5) Risk assessment projects in high risk areas, design criteria	On entry and annual/quarterly	UNDP/GRIP	UNDP/GRIP, technical peer review committees TBD	Annual/quarterly reports
6) Project level	Annual/quarterly	Implementing partners	UNDP/GRIP, technical peer review committees TBD	Annual/quarterly reports
7) Year four evaluation	Year four	UNDP/GRIP, implementing partners, independent evaluator	PSC, ISDR PAC	Independent evaluation report

Item one in the above table, the overall logical framework for the current project over five years consists of only those results which can be obtained with the funding allocated to this particular project. Additional funding would increase the number of target countries to a maximum of 12.

#### B. Log Frame Matrix

##### Priority result

Multi-hazard risk assessment completed and linked to risk management and/or development plans and decisions to promote achievement of the MDGs

##### Target

3 high-risk low-capacity countries initiate/update and complete national/sub-national level risk assessments as an integral part of an overall risk management master plan that includes promotion of gender equality

##### Indicator

Risk assessment reports in context of overall risk management strategy and development planning

National/sub-national capacity established to assess, track and apply information on disaster losses

3 high-risk low-capacity countries establish and use national/sub-national loss assessment and tracking systems based on rigorous standards that include gender disaggregation

Applications of historical disaster loss data and trends for risk identification, recovery planning and operations, HFA goal tracking and impacts of disasters on development

Information on risk management decision-making processes and practices incorporated into adaptable, customizable and accessible risk assessment and loss database development learning templates incorporating gender awareness

3 high risk/low capacity countries have ongoing training programmes incorporating input on how they have used risk and loss data for risk management planning and decision-making in support of the MDGs.

# of countries where program is initiated  
# of curricula developed  
# of institutions that offer training  
# of countries that have budget for training  
# of regional institutions participating  
# of curricula including information on how to address gender in risk and loss assessment

Gender balance of the resource teams and trainees

2 regions have training and technical assistance initiatives to support national training processes

### C. Implementing Partner project evaluation criteria

Individual projects proposed for inclusion in the GRIP are screened by the GRIP management (monitoring plan item 4). Results of the screening process are made available to the implementing partners and the PSC. Evaluation criteria for screening candidate projects include:

Within project --

- 1) Compatibility with GRIP
- 2) Outputs in relation to GRIP objectives
- 3) Costs in relation to value
- 4) Duration in relation to GRIP timetable
- 5) Degree of duplication with other projects

Country selection and cross-project criteria --

- 1) Level of risk
- 2) PSC prioritization
- 3) Feasibility
- 4) Mix of regions
- 5) Mix of hazards

### D. Risk assessment project evaluation criteria

In addition, the GRIP has developed four additional evaluation criteria for GRIP risk assessment projects in specific high-risk country contexts (monitoring plan item 5). These criteria will be applied when identifying, designing, implementing and evaluating projects that focus on addressing risks in particular high-risk situations:

- 1) *The outcome of which the risks are being evaluated is specified*

Statements about risk are statements about potential outcomes. The particular outcome of which the risks are being evaluated should be explicitly stated. Examples include the risks of mortality, economic loss, structural damage, livelihood or income losses, agricultural losses and so on. The degree to which the outcome has been experienced should be observable and measurable in the real world.

- 2) *The analysis is theoretically sound and identifies causal factors*

Disaster risks are a function of two sets of causal factors. The first is the degree to which a set of identified socio-economically valuable assets are exposed to natural hazards. The second is the vulnerability of those assets to the hazards to which they are exposed. Example assets, or "elements at risk," include but are not limited to people, infrastructure, economic activities and economically important land uses. The analysis should be built on this theory of causality and allow attribution of causality to specific hazard exposure or vulnerability factors. The data and methodology should be adequate to support the conclusions, verified through a peer review process.

- 3) *There is a clear connection between the analysis and risk management decision-making*

Evidence on disaster risks and risk factors is fundamental for reducing disaster losses. Evidence on disaster risks will only contribute to reducing losses, however, if it is connected to risk management policy- and decision-making. Different decision contexts require different types of evidence. Sectoral policies and projects require evidence regarding potential hazard impacts within specific sectors. National-level development planning has different information requirements than local planning. Decision-makers and the decision alternatives to be informed by the

analysis constitute key stakeholders and should be explicitly acknowledged in the design of the analysis and its outputs.

*4) Risk analyses are done by local experts within an appropriate institutional context*

Risk assessments done by outside experts do not contribute to capacity development and the results are unsustainable. Risk identification should be led by local experts, supported with data, technical and financial assistance as appropriate. Ideally the lead actors will be from an appropriate institution or institutions with a mandate, capacity and credibility in the decision context the analysis seeks to inform.

Technical peer review mechanisms for monitoring plan elements 5 and 6 will be established by risk and loss expert networks that have already been identified by the program. The year four evaluation (monitoring plan item 7) will be undertaken by a contracted external evaluator.

**Part V. Legal Context**

N/A



Section II - Results and Resources Framework

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>  <i>Supporting crisis prevention and recovery: Common understanding of crises established</i></p>				
<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>  <i>Joint stakeholder risk assessment conducted</i></p>				
<p><b>Applicable MYFF Service Line:</b> <i>Natural Disaster Reduction</i></p>				
<p><b>Partnership Strategy (described in annex one)</b></p>				
<p><b>Project title and ID (ATLAS Award ID):</b>  <i>Global Risk Identification Program (GRIP): Core Management and Capacity Development Functions</i></p>				
Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
<p>1. Program initiation -- completion of the preparatory phase and transition into implementation</p>	<p>October-December, 2006</p>	<p>1.1 concept paper review and comment by PSC members                      1.2 focused discussions with PSC members and potential donors on program and outcome area components                      1.3 initial resource mobilization                      1.4 continued evaluation and refinement of projects supporting each outcome area</p>	<p>UNDP, GRIP PSC</p>	<p>GRIP Coordinator, communication costs, staff travel and per diem</p>
<p>2. Start-up of core activities -- puts in place the arrangements and financing for core program staff and selected components of the capacity development outcome area</p>	<p>November 2006-March 2007</p>	<p>2.1 resource acquisition for core activities                      2.2 focused discussions with implementing partners, PSC members and potential donors on specific outcome area components                      2.3 inter-agency funding and staffing</p>	<p>UNDP, GRIP PSC, implementing partners</p>	<p>GRIP Coordinator, communication costs, staff and partner travel and per diem, UNDP financial and administrative services</p>

<p><b>3. Phased start-up of other outcome area activities</b> -- coordinated start-up of activities within the major program outcome area blocks</p>	<p>April-December 2007</p>	<p>implementation agreements  2.4 resource mobilization for specific outcome area components.  3.1 resource acquisition for outcome areas components  3.2 initiation of:</p> <ul style="list-style-type: none"> <li>• demonstration projects</li> <li>• loss data capacity development activities</li> <li>• risk assessments in high-risk countries</li> <li>• global risk update</li> </ul>	<p>UNDP, GRIP PSC, implementing partners</p>	<p>GRIP Coordinator, communication costs staff and partner travel and per diem, consultancies, workshop facilities, UNDP financial and administrative services</p>
<p><b>4. Phase I deliverables</b> -- release of key deliverables and sharing of knowledge.</p>	<p>2008-2009</p>	<p>4.1 consolidation of all capacity development components within the supporting information architecture --</p> <ul style="list-style-type: none"> <li>• toolbox, community of practice support, training and learning materials</li> <li>• loss data portal</li> <li>• risk information platform</li> <li>• selected results from high-resolution analyses in high risk areas</li> </ul> <p>4.2 global risk update  4.3 program-wide knowledge-sharing event</p>		<p>GRIP Coordinator, communication costs staff and partner travel and per diem, consultancies, workshop facilities</p>

<p>5. Phase II deliverables – program assessment and wind-up of current program cycle</p>	<p>2010-September 2011</p>	<p>5.1 demonstration project results 5.2 full program evaluation 5.3 forward planning. publication</p>	<p>UNDP, GRIP PSC, implementing partners</p>	<p>GRIP Coordinator, communication costs staff and partner travel and per diem, consultancies, workshop facilities</p>
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### Section III — Annual Work Plan

[In annex four, below]

### Section IV—other agreements

GRIP implementation will involve a wide range of partners generating a wide range of products and services. Implementing partners include UN agencies and country offices, UN-led multi-stakeholder international programs, International Finance Institutions, government agencies, universities and research institutes, NGOs, IOs, foundations and the private sector. Most of these partners are involved in the GRIP for one or both of two reasons: 1) because of their key established roles and capabilities in the fields of disaster and loss assessment, and/or 2) because developing their capacity is critical to achieving risk identification and management results in high-risk situations targeted by the GRIP. Implementing partners join the GRIP because of: 1) their interest in contributing to a larger effort a particular product or service that they have a unique or pre-eminent capacity to provide, and/or, 2) their role and mandate within the government or institutional structure of a particular high risk country or region.

An illustrative list of implementing partners identified to date, classified into different types of institutions, is provided below. Agreements and modalities will be developed as necessary in collaboration with UNDP/BCPR Operations Support to allow each class of partners and specific partners in each class to participate, complying with UNDP regulations and according to the programmatic requirements of the GRIP.

In addition to specialized and technical products and services provided by implementing partners who have been identified for the reasons above and which are listed below, there are some products that, although they may be of a specialized nature, are generically available on the open market. These types of products and services include document editing, printing and binding, publication and distribution, graphic design, etc. These types of products and services can clearly be procured through competitive processes.

Illustrative partners identified to date include:

#### United Nations Agencies and Commissions

Economic Commission for Latin America and the Caribbean (ECLAC)

Economic and Social Commission for Asia and the Pacific (ESCAP)

Food and Agriculture Organization (FAO)

International Labor Organization (ILO)

International Strategy for Disaster Reduction Secretariat (ISDR Secretariat)

Office for the Coordination of Humanitarian Affairs (OCHA)

UN-HABITAT

United Nations Environment Program (UNEP)

World Food Program (WFP)

World Meteorological Organization (WMO)

#### UN-led multi-stakeholder international programs

Capacity for Disaster Reduction Initiative (CADRI)

## International Recovery Platform (IRP)

### International Finance Institutions

African Development Bank  
Asian Development Bank (ADB)  
Caribbean Development Bank (CDB)  
Inter-American Development Bank (IADB)  
The World Bank  
The World Bank Institute (WBI)

### Government agencies

Cabinet Office, Government of Japan  
Disaster Management Center of Sri Lanka (DMC)  
Disaster Recovery Center of Vietnam (DRC)  
Executive Secretariat of the National System for Disaster Prevention, Nicaragua (SINAPRED)  
Gesellschaft für Technische Zusammenarbeit (GTZ)  
National Meteorological Service of Mozambique (INAM)  
National Disaster Management Institute of Mozambique (INGC)  
Norwegian Geo-technical Institute (NGI)  
Norwegian Ministry for Foreign Affairs  
Swiss Agency for Development Cooperation (SDC)  
UK Department for International Development (DFID)  
U.S. Agency for International Development (USAID)  
U.S. Geological Survey (USGS)  
U.S. National Oceanic and Atmospheric Administration (NOAA)

### Universities and research institutes

Centro de Investigación Científica y de Educación Superior de Ensenada  
Center for International Earth Science Information Network, Columbia University (CIESIN)  
Center for Research on the Epidemiology of Disasters (CRED)  
Center for Hazard and Risk Research, Columbia University (CHRR)  
The Earth Institute at Columbia University  
Dartmouth Flood Observatory (DFO)  
International Research Institute for Climate and Society, Columbia University (IRI)  
National Society for Earthquake Technology in Nepal (NSET)  
Observatorio Sismológico del SurOccidente, Universidad del Valle, Colombia (OSSO)  
United Nations University  
Universidad de Alcalá  
Universidad Nacional de Colombia, Manizales

### NGOs/IOs

Asian Disaster Reduction Center (ADRC)  
Cooperación Peruano Alemana de Seguridad Alimentaria (COPASA)  
International Federation of Red Cross and Red Crescent Societies (IFRC)  
La Red  
ProVention Consortium

Foundations  
Munich Reinsurance Foundation



## Global Risk Identification Program (GRIP)

### Concept paper

#### Version 1

Recent disaster risk analyses have demonstrably affected how the relationship between disasters and development is understood and how resources are accordingly allocated. One example is *Natural Disaster Hotspots: A Global Risk Analysis* -- a collaboration between the World Bank, Columbia University and other partners. According to the World Bank's Independent Evaluation Group, "By determining the prevalence of natural disasters using a common geospatial unit of reference in all countries, and by ranking countries in terms of highest risk potential, this study is influencing risk mitigation investments and informing the Bank and other donors on how to better manage future emergency lending."<sup>1</sup> Another example is UNDP's *Reducing Disaster Risk: A Challenge for Development*, the fourth most downloaded document on UNDP's website. The *Reducing Disaster Risk* report ranks countries according to their relative vulnerability to major hazards. It documents how development policies and practices affect disaster risk as well as the impacts of disaster losses on development.

These and other evidence-based advocacy tools are helping to persuade policy- and decision-makers, including the public, that recurrent disaster losses need not continually undermine development. Understanding the causal factors of disasters and how the development process can reduce (or exacerbate) risks is beginning to be seen as a key tool for disaster loss reduction. Risk identification is included among five priority areas in the International Strategy for Disaster Reduction's framework for international cooperation, the *Hyogo Framework for Action*.

The challenge now is to not only continue to improve evidence and knowledge about disaster risks and losses globally but also to translate that knowledge systematically into effective action in high-risk countries. Towards this end, over the past several years major organizations involved in disaster risk and loss assessment have extensively consulted over the question of how best to increase the use of disaster risk and loss information to manage disaster risks in high risk countries in pursuit of sustainable development. In 2005 this consultative process was formalized with the launching of a UNDP project to prepare a Global Risk Identification Program (GRIP) jointly with the Provention Consortium and with additional funding from the Swiss Agency for Development and Cooperation.

The GRIP is a multi-stakeholder effort to improve the evidence base for disaster risk management in high risk countries. It builds upon decades of institutional experience and formalizes collaboration among major actors in the area of risk and loss information. The program's goal is reduced natural hazard-related losses in high risk areas to promote sustainable development. Its objectives are an improved evidence base for disaster risk management and the increased adoption of disaster risk management as an alternative to emergency management. The GRIP focuses on building demonstrated capacity at the national level to apply information about risks and losses to decision-making, leading to reduced losses. It seeks to systematically develop and transfer experience and knowledge about risks and evidence-based risk management within and among high risk countries. Its scope and scale have been designed to be sufficient to support the *Hyogo Framework for Action* priorities for action in the area of risk identification on a global scale.

<sup>1</sup> World Bank Independent Evaluation Group, Good Practice Awards: 2006 Winner (Natural Disaster Risk Hotspots) for "projects that are influential, involve innovation, and have demonstrated impact or results."



## Management arrangements

The GRIP is currently nearing the end of a 12-month preparatory phase. The preparatory phase has focused on defining the GRIP governance arrangements and program structure and on establishing the partnerships needed to implement the program. Systematic consultations among the implementing partners throughout GRIP preparation have resulted in the formulation of an initial set of GRIP projects, grouped into five outcome areas described below.

Work in each outcome area is undertaken by groups of leading organizations in their respective fields. These groups of implementing partners constitute communities of practice that can absorb practitioners from high-risk countries and assist with developing their capacity. The GRIP's decentralized structure permits wide ownership and takes maximum advantage of the capacities and comparative advantages of the implementing partners.

Participating organizations have prepared project descriptions in a common format. These descriptions summarize the project objectives, activities, deliverables, timeframe, implementing partners and budget requirements. The GRIP coordinating team reviews these projects and harmonizes the projects of contributing organizations so that their combined efforts contribute to the achievement of a common set of objectives.

UNDP is in charge of coordinating GRIP design and implementation and provides a Director and full-time Coordinator to lead the program. These core staff are augmented by a full-time equivalent risk expert from the United Nations Environment Program (UNEP).

The GRIP is overseen by a Program Steering Committee (PSC). During the preparation phase and prior to country selection, the PSC has consisted of representatives of United Nations agencies, bi-lateral donors, international finance institutions, international organizations, foundations. During implementation its composition will be adjusted to include representation by participating countries. The PSC advises the coordinating team and PSC institutions are also expected to collaborate on program and project implementation.

Management arrangements for specific project components are outlined in project descriptions provided by implementing partners. Project descriptions are reviewed first by the GRIP coordinating team, then by the PSC and finally by donors.

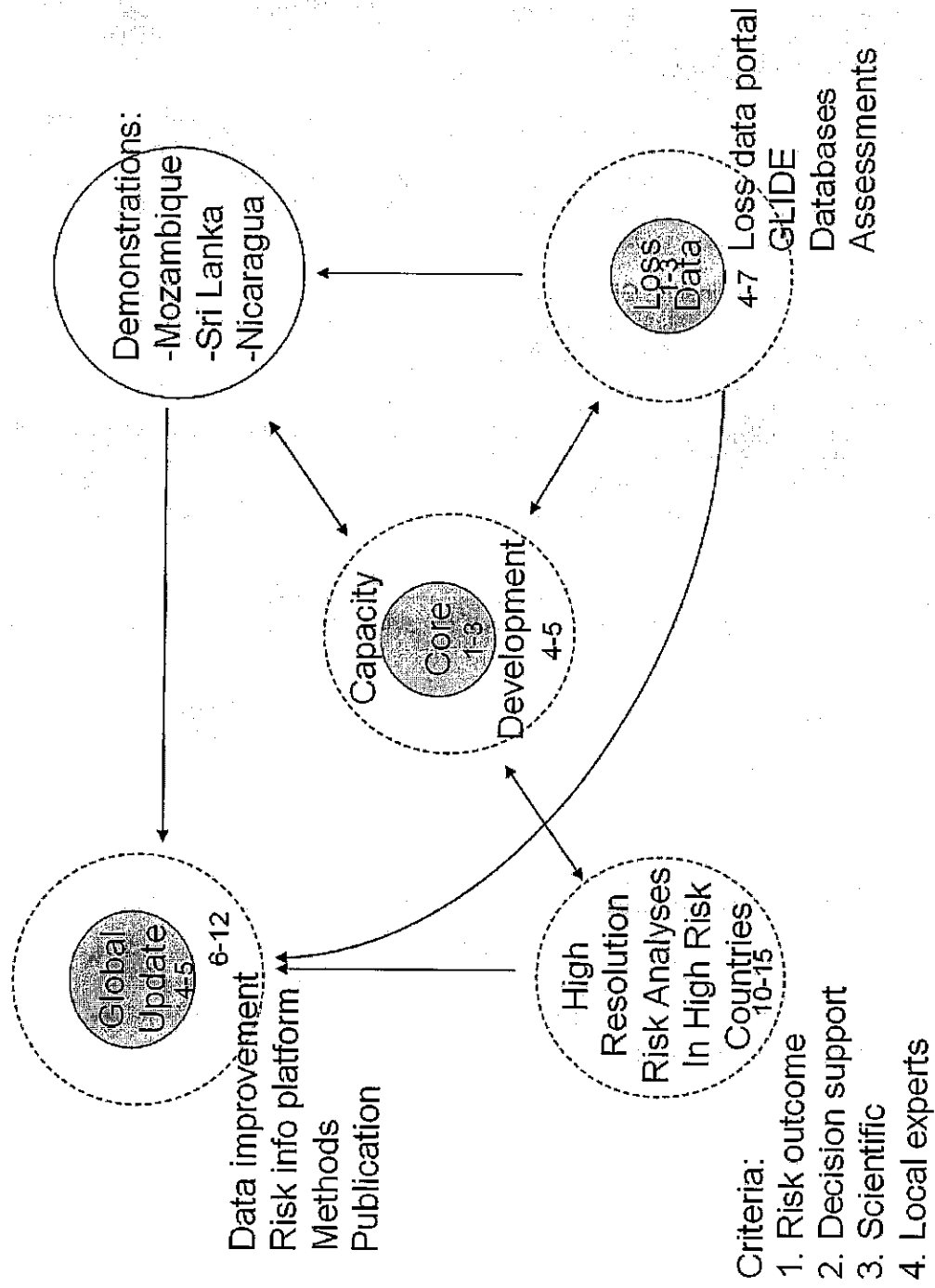
Monitoring and evaluation will be supported with regularly quarterly reporting based on project-level implementation. Program progress will be monitored by the PSC and evaluated in year four of the planned five-year implementation phase.

## GRIP outcome areas

GRIP projects are organized into five inter-related program outcome areas,:

1. demonstrations, linking risk and loss information to decision-making in selected high-risk countries
2. capacity development, supported by an underpinning information architecture
3. enhanced global disaster loss data, through capacity development activities
4. risk analyses for risk management decision-support in high-risk countries, and
5. a global risk update (figure 1).

Figure 1 GRIP outcome areas and approximate numbers of associated project activities



The GRIP core consists of the management functions described above plus a minimum set of capacity development activities intended to assist countries to analyze disaster risk and loss patterns and apply the results to improve risk management decision-making. These functions are funded and implemented by UNDP.

The core management capacity allows UNDP to also coordinate activities in the other four outcome areas funded and implemented by partners. Although they are highly inter-related, the outcome areas can be implemented in phases. The number of projects in each, and therefore their scale and scope, are expandable to varying degrees.

Typically, each outcome area comprises a minimum critical mass of activities that can be complemented with additional ones:

- Core capacity development activities needed to support the overall program can be augmented by additional ones develop required capacity in one or more of the four other outcome areas.
- The number of risk analyses in high risk areas is variable, and these can initiated in phases.
- Although a core set of projects to improve global loss data is needed to initiate this outcome area, these can be expanded and enhanced with additional planned complementary projects over time.
- A planned global risk update report requires a critical mass of required functions -- including establishment of the methodology, data set improvement, data integration, analysis, peer review and publication. Supplementary projects can be undertaken, however, to improve specific data and/or expand the global update's scope and improve internet access to data and results.
- The number of demonstration projects, which will explore the linkages between risk analysis and decision-making, is currently limited to three, due to their intensive nature.

A generalized planned timeline of major program initiation and implementation phases is provided further below. The actual tempo of implementation start-up, and the phasing of outcome areas and their constituent projects, will be dictated by a number of factors including:

- prioritization recommendations of the PSC
- the rate at which implementing partners finalize project designs
- the rate at which the GRIP team can execute required coordination functions
- availability of funding.

The following briefly describes each outcome area in more detail, summarizing the supporting projects and identifying key implementing partners.

### **1. Demonstrations**

Identifying the hazard exposure and vulnerabilities that cause disasters, and cost-effective means of reducing and transferring risks, are essential for reducing losses and the impacts of disasters on development. Risk and loss information permits stakeholders to move from over-reliance on ex-post relief and reconstruction to ex-ante prevention and preparedness strategies. Risk information can also be used for pre-disaster planning for implementing risk reduction as part of recovery and reconstruction following disasters. Information on actual and potential losses permits stakeholders to make informed decisions on how much risk is acceptable or unavoidable and how much risk to reduce or transfer.

In three high-risk countries – Mozambique, Nicaragua and Sri Lanka -- the GRIP will support local experts to identify the evidence base needed to support a comprehensive, multi-stakeholder effort to reduce and transfer risks, led by the government and backed by the international community.

While there may be a need to develop or enhance available risk and loss information, the emphasis will be on identifying and meeting risk management decision-support needs, as opposed to generating new analyses for their own sake.

The projects in this program area will demonstrate that risk information can be applied to improve risk management decisions and development outcomes. The methods, results and lessons learned will be key inputs for program-wide capacity development. Demonstration projects will be embedded in regional initiatives so that knowledge transfer within regions occurs during implementation.

The key distinguishing feature of the demonstration projects is that they are undertaken with the explicit understanding that a multi-stakeholder client base agrees to participate in the project and intends to use risk analyses that have been targeted to address their decision-making priorities, as appropriate, to support a comprehensive risk management strategy. This characteristic of the demonstration projects has three implications<sup>2</sup>:

First -- governments, the private sector, GRIP PSC member institutions and other partners will be expected to play an active role in identifying priority risk management strategies and measures. The risk analyses identified and/or supported by the GRIP will be targeted specifically at creating the evidence-based needed to identify and implement these strategies and associated measures.

Second -- capacity for risk identification, reduction and transfer will all affect the outcome of the demonstration. In the context of risk identification capacity, the GRIP will: 1) identify local institutions, resources and partners, 2) analyze the risk management context and broader stakeholder environment, 3) assess resource and capacity needs, 4) deliver focused capacity development support, and 5) promote systematic learning and sharing of experiences. These items are core functions of the GRIP capacity development component, described below. Assessment and development of capacity for risk reduction and transfer are outside the GRIP's scope, however. Cooperative agreements will be needed to assess and develop complementary risk management capacities in tandem with the risk identification capacity-related activities of the GRIP.

Third -- similarly, the GRIP will need to establish linkages with analysts for carrying out specialized decision support analyses – cost/benefit, economic and sector risk analysis, risk financing feasibility studies, etc. The GRIP will actively seek to identify and provide the information inputs for these analyses.

Goal: Documented use of risk analyses for risk management decision-making

Objectives:

1. Evidence on disaster risk factors and levels created or improved and made available
2. Evidence-based risk management decision options identified
3. Standard evidence-based risk management decision-support tools identified and tested, working with partners

Countries and primary partners:

1. Sri Lanka (DMC)

In December 2005 the government of Sri Lanka released *Towards a Safer Sri Lanka: A Roadmap for Disaster Risk Management*. The Roadmap includes policy and institutional development, risk identification, early warning systems, preparedness and response plans, risk reduction measures, community-based risk management, and public

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<sup>2</sup> also true, though perhaps to a lesser extent, in the cases of a larger number of similar high-resolution risk analyses that will be undertaken in high risk countries, described further below

awareness and training. The GRIP will support the risk identification component in the overall context of the Roadmap, targeting decision-support needs in each of the above areas.

## 2. Nicaragua

In November 2005, the Government of Nicaragua signed an agreement with the international-collaboration community through which it expressed its commitment to incorporate risk management as an integral component of development programs. Risk information, however, has not been systematically generated and/or collected in Nicaragua so far; most of the currently available studies have dealt with only hazards. In collaboration with the Executive Secretariat of the National System for Disaster Prevention (SINAPRED), and relevant institutions and authorities, the GRIP will assist Nicaraguan experts to integrate the existing risk studies, identify gaps, perform complementary analyses and prepare risk information that can be used, at all levels, in decision making processes. Through its implementation, the GRIP-Nicaragua project will seek to strengthen SINAPRED, too.

## 3. Mozambique (INGC, INAM)

Mozambique has recently prepared a national disaster management plan, signed by the Prime Minister. The plan contains a series of measures intended to reduce disaster risks. A structured process for conducting a multi-stakeholder review of the plan and resources and priorities for implementation is being planned as a cooperative effort between INGC, INAM and UNDP. The GRIP will participate in this process and support harmonization and enhancement of identified priority decision-support risk analyses.

### Who benefits?

1. At-risk populations – the demonstration projects are intended to support the linking together of all ingredients needed to reduce loss of life and property
2. Governments – through increased coherence and effectiveness of evidence-based risk management efforts
3. The ISDR system – a common understanding of risk and risk factors, combined with harmonization of efforts, will improve synergies among programs and leveraging of complementary efforts.

## **2. Capacity development and supporting information architecture**

Sustainable solutions to development problems posed by disasters very often require that capacity in various aspects of risk management be further developed in high risk countries. The GRIP will focus on two kinds of capacity. First, the GRIP will seek to ensure that there is adequate and durable capacity in high risk countries to sustainably generate high-quality information on disaster risks and losses in support of risk management decision-making. Second, the GRIP will promote capacity to use this information effectively to reduce and transfer risks through increased information access.

In the first area above, the GRIP will support development of capacity to generate information on risks and losses in three ways:

- 1) Risk and loss assessment methodologies, decision-support tools and selected results will be organized into a web-accessible toolbox. The toolbox will contain information on what is needed to do the work and how to do it.
- 2) The GRIP will also support communities of risk and loss identification practice, assisting them to generate and exchange knowledge on the basis of shared goals and

interests. This will help to create the conditions where technical interactions for achieving specific kinds of results can flourish and be sustained.

3) A third area of capacity development work will focus on training and learning for knowledge enhancement. In addition to training and learning activities undertaken within the program outcome areas described below, the capacity development information architecture will make training materials and curricula available to a wide audience over the internet.

The GRIP capacity development outcome area is supported by an information architecture. In addition to supporting the above risk and loss identification capacity development functions described above, the information architecture also promotes capacity to use risk and loss information through improved access.

The information architecture has five major components. One encompasses the toolbox, community of practice support and materials for training and learning described above. The information architecture also provides improved access to risk and loss information through two additional components: a global loss data portal and a risk information platform. Access to these resources is through the fourth component, a GRIP web portal, or outer interface. The final component is a private web-accessible work space for program and project implementing partners.

Goal: Improved risk management decisions

Objectives:

1. Enhanced capacity of risk identification professionals
2. Increased access to risk and loss data and information

Activities and primary implementing partners:

1. GRIP web interface (GRIP, ProVention, ISDR Secretariat Prevention Web)
2. Risk identification capacity development (UNDMTP)
  - a. Toolbox (GRIP, ProVention and UNHABITAT)
  - b. Communities of practice (UNDMTP)
  - c. Training and learning (UNDMTP)
3. Web-accessible program and project workspace (GRIP)
4. Loss data portal (CRED, described below)
5. Risk information platform (Columbia University, UNEP and the World Bank, described below)

Who benefits?

1. Risk and loss identification professionals – a principal capacity development focus group
2. Risk managers – through improved access to information and decision-support tools
3. International agencies – through an enhanced and continuously updated global characterization of disaster losses and risks

The latter features of the capacity development outcome area and information architecture – enhanced access to improved risk and loss data through the risk information platform and loss data portal – are further elaborated below.

### **3. Enhanced global loss data**

The expected outcome of the *Hyogo Framework for Action* is substantial reduction in disaster losses. Enhancement or establishment of disaster loss databases at the national and sub-national level will allow countries to monitor the extent to which this outcome is being realized. Loss data is also crucial for estimating risks and for calibrating risk management investments.

GRIP partners will cooperate to identify and enhance data and databases on disaster-related losses and make this data available to policy- and decision-makers. Work within this outcome area will establish and promulgate international standards for disaster loss data collection, compilation and analysis. Participating organizations will agree to share data and results.

Work in this area includes:

1. improved post-disaster assessments, especially of economic losses
2. more routine capture of loss data into national or sub-national-level databases
3. linking together of disaster and hazard event data across databases using the GLIDE (a unique disaster identifier number), and
4. the analysis of loss data to enhance understanding of disaster risk and the impacts of disasters on development in high risk countries and globally.

Improved data from loss assessments following disasters will contribute to improved disaster response and early recovery. Incorporation of loss data into databases over time will contribute to an improved understanding of the costs of disasters to development and provide an objective basis for risk management resource allocation. Training materials, results and lessons learned from project activities will be incorporated into program-wide capacity development.

Goals:

1. Improved disaster response and early recovery
2. Improved understanding of the impacts of disaster losses on development
3. Improved ability to assess disaster risks

Objectives:

1. A multi-tiered, decentralized, enhanced global loss database that provides an objective basis for risk management resource allocation and monitoring loss trends
2. Improved, more comprehensive primary loss data collection, reporting and analysis
3. Establishment and promulgation of international loss data-related standards

Activities and primary partners:

1. Global portal to create access to national and sub-national disaster loss databases (CRED)
2. Establishment or enhancement of loss databases in selected countries (UNDP, La Red, CRED and country-level universities and agencies)
3. GLIDE numbering system for cross-referencing disaster and hazard events across databases (ADRC, OCHA)
4. Tools and training for database development (CRED, La Red, UNDP)
5. Tools and training for damage and loss assessment (WBI, ESCAP, ECLAC, IRP, OCHA)
6. Database support projects in selected countries (UNDP, La Red)

Who benefits?

1. Local and international disaster response entities – from improved loss assessment data
2. Local and international loss and risk analysts – from improved loss databases
3. Governments – by being able to track progress towards achieving the expected outcome of the *Hyogo Framework for Action*
4. The ISDR system – through an enhanced global data set on the costs of disasters to development.

**4. High resolution risk analyses for risk management decision-support in high risk countries**

During the preparatory phase the GRIP has identified some two dozen countries that are exceptionally high risk, of direct concern to PSC members, and where there is potential to

significantly reduce and transfer risks through the creation or enhancement of evidence on risks and losses. The program can only engage in a limited number of countries to the degree required to demonstrate improved risk management outcomes (the goal of the demonstration projects described above). The GRIP structure includes, therefore, mechanisms to "upscale" results from a few demonstration countries more widely, and to lay a foundation for demonstrating positive impacts on risk management decision-making and disaster outcomes through risk and loss analyses in additional countries through work in this program outcome area.

In 10-15 countries, regions and/or associations of cities, the GRIP will collaborate on risk assessments to improve the evidence base for local risk management decision making. The selection of projects will be provide illustrative results for different combinations of regions, hazards and decision-contexts. These countries were selected on the basis of riskiness, PSC member priorities, the potential to positively affect risk management decisions and development outcomes, and achievement of a balance between regions, hazards and geographic scales.

This large-scale work will provide an opportunity to assess specific vulnerability factors and their contribution to disaster causality. Analyses will be targeted to address development and risk management priorities identified by national and sub-national level stakeholders. Standardized methodologies will be promulgated across projects through a training course during which it is expected that significant portions of the analytical work will be undertaken.

Four criteria have been developed for risk assessment projects in this outcome area to ensure that the projects have impact and contribute to achieving the GRIP goal and objectives:

1. the outcome of which the risks are being evaluated is specified
2. there is a clear connection between the analysis and risk management decision-making
3. the analysis is theoretically sound and identifies causal factors
4. the analysis is done by local experts within an appropriate institutional context.

The analyses in high risk countries contributing to this outcome area will target specific audiences that own and/or have the capacity and mandate to manage risk. Example decision contexts to be explored through these projects include the mainstreaming of disaster risk management into development strategies, recovery planning, sector- or site-specific risk reduction strategies and preparedness for early warning.

Participating partners will agree to share data and results internationally through a global disaster risk information platform and global risk update to improve understanding of risk patterns and causal factors globally. Methods, results and lessons learned will be incorporated into capacity development activities program-wide.

Goals:

1. Improved risk management decisions leading to reduced losses
2. Identification of risk management capacity needs

Objectives:

1. Improved evidence on disaster risks and risk factors for decision-making in high risk countries
2. A higher resolution depiction of risk for high risk areas globally, with improved identification of vulnerability factors

Initial illustrative project countries/areas and primary partners:

China (Beijing Normal University), Caribbean Region (UNDP), Dominican Republic (UNDP, World Bank), Iran (National Center for Climatology, UNDP), Vietnam (DRC), Baja California State, Mexico (CICESE), Andean capital cities (UNDP), Nepal and Pakistan (NSET), Chile (Catholic University of the North), Central America (UNDP, University of Alcalá, NGI), Peru (UNEP, COPASA, GTZ), Turkey (Bogazici University)



### Who benefits?

1. Risk managers in high risk countries – through tailored decision-support analysis
2. At risk populations – through increased availability of risk analysis inputs for risk management and loss reduction
3. Risk identification specialists – through access to tools and results from risk assessment projects shared through the GRIP capacity development facility
4. The ISDR system – through increasingly local-scale precision of identified risks (see global risk update, below).

### **5. Global risk update**

Increasing the visibility of risks and risk factors is key for making risks foreseeable and promoting risk management action. The GRIP will produce a successor global risk update to previous global risk reports. The state of the art work showcased in the global update is expected to make this publication a premiere advocacy flagship for evidence-based risk management. In addition to informing policy-makers, the release of the report will be used to promote the issue of risk reduction directly to the public through the media. The results contained in the report will both reflect and contribute to developing capacity to generate and use risk analyses for risk management decision-making.

Results from work in all of the program areas described above will be integrated into a global risk update to present a view of disaster risk at the global scale but with increasingly local precision. National and sub-national studies will be complemented by analysis of global data sets to achieve global coverage.

Data sets that underpinned previous global and regional analyses such as *Reducing Disaster Risk: A Challenge for Development* (UNDP, 2004), *Natural Disaster Hotspots: A Global Risk Analysis* (the World Bank and Columbia University, 2005) and *Indicators of Disaster Risk and Risk Management: A Program for Latin America and the Caribbean* (the Inter American Development Bank and National University of Columbia, Manizales, 2005) will be enhanced to address areas for improvement identified by hazard and risk experts. Input data sets and results will be accessible through an on-line global disaster risk information platform. The platform also provides the information infrastructure for regularly revisions of datasets and re-calculation of risk results.

The next global risk update, planned for 2009, will mark the serialization of the reporting process begun by the *Reducing Disaster Risk* and *Hotspots* reports. Each update will contain a geographic analysis and country risk benchmarks, with thematic focuses on featured decision contexts, based increasingly over time on work by national and sub-national analysts in appropriate institutional contexts.

Goal: Increased use of disaster risk information for risk management decision making

#### Objectives:

1. A consolidated, updated, and improved global evidence base for disaster risk management
2. Greater access to evidence on global disaster risk levels and risk factors
3. Increased capacity to analyze disaster risks in high risk countries
4. Increased visibility of risks and risk factors as an incentive for action

#### Projects and primary partners:

*Data preparation*

Drought (IRI, WMO)

Floods (USGS, DFO, UNEP, WMO)

Cyclones (WB, UNEP, WMO)  
Landslides (NGI)  
Volcanoes (Univ. Bristol)  
Earthquakes (USGS, CHRR)  
Tsunamis (NOAA, CHRR)  
Exposure data sets (CU, WB and partners)  
Economic losses (CRED, WB, Munich Reinsurance and Foundation)  
*Data integration, methods and results*  
Methods (UNDP, WB, CU, UNEP, Munich Reinsurance and Foundation)  
Peer review (CU, CODATA)  
Data integration (CU, WB, UNEP, UNDP)  
Platform (CU, UNEP, WB)  
Publication (WB, CU, UNDP)

Who benefits?

1. The ISDR system – through a highly visible advocacy tool with demonstrated potential to influence decision-making
2. GRIP partners – by having a vehicle for showcasing their results
3. Risk identification professionals – through increased visibility of their contributions and communities of practice
4. At risk populations – through a combined impact of all of the above.

## **Generalized timeline of major program initiation and implementation phases**

### **1) Program initiation (July-October, 2006)**

This phase includes the completion of the preparatory phase and transition into implementation. It includes:

- concept paper review and comment by PSC members
- focused discussions with PSC members and potential donors on program and outcome area components
- initial resource mobilization
- continued evaluation and refinement of projects.

### **2) Start-up of core activities (November 2006-March 2007)**

This phase puts in place the arrangements and financing for core program staff and selected components of the capacity development outcome area – the web interface, private program implementation web workspace, toolbox and community of practice support. It includes:

- resource acquisition for core activities
- inter-agency funding and staffing implementation agreements
- focused discussions with implementing partners, PSC members and potential donors on specific outcome area components
- resource mobilization for specific outcome area components.

### **3) Phased start-up of outcome area activities (April-December 2007)**

This phase includes the coordinated start-up of activities within the major program outcome area blocks. These include:

- resource acquisition for outcome areas components, and initiation of:
- demonstration projects
- loss data capacity development activities
- risk assessments in high-risk countries
- global risk update

### **4) Phase I deliverables (2008-2009)**

The end of the first phase of the program will be marked by the release of key deliverables and sharing of knowledge. Phase I deliverables include:

- consolidation of all capacity development components within the supporting information architecture –
  - toolbox, community of practice support, training and learning materials
  - loss data portal
  - risk information platform
- selected results from high-resolution analyses in high risk areas
- global risk update
- program-wide knowledge-sharing event

### **5) Phase II deliverables (2009-2010)**

- demonstration project results
- full program evaluation
- forward planning.

## **Budgeting and resource mobilization strategy**

The GRIP is a decentralized program, comprising the combined coordinated efforts of a broad base of international, regional, national and sub-national implementing partners. Although program funding will be needed to cover core operating costs, funding for many component projects is intended to be decentralized, including through:

1. identification of existing project funds, especially for work at the national level
2. government funding for portions of in-country work
3. mobilization of bi-lateral funding for specific projects
4. leveraging "in-kind" contributions from on-going or new activities being undertaken by implementing partners.

The program will also be set up to be able to receive funds directly, i.e. via contributions to UNDP, that can be disbursed through the program to individual projects as needed. Additional information about how these strategies will be employed to mobilize resources for the major program outcome areas is provided below.

The coordinated but decentralized implementation model is designed to promote maximum ownership of the GRIP, efficiently engage key partners, and mobilize a broad, diverse and sufficient resource base. The decentralized structure will allow critical core functions and projects to be initiated immediately once funding is available while additional resources are being sought for projects in particular outcome areas. The decentralized strategy means that no single donor will be required to bear the entire costs. On the other hand, each contribution leverages sum total of all contributions. A formalized governance structure, consisting of a PSC, a technical advisory body and program-funded staff, will ensure overall coordination and accountability.

Beyond the core program costs, which are relatively fixed, a general characteristic of the outcome areas described below is that they typically consist of a core "nut," or minimum set of activities needed for the outcome area to exist, within an expandable periphery of additional activities that would increase the scope or quality of the outcome. The eventual scope and quality (and therefore, to a certain extent, cost) of each outcome area will be market-driven, according to the perceived value to donors of expected results in relation to costs.

### Core program costs

These include the costs of the program coordinator and risk experts plus their travel and that of the program director. Program areas implemented by these staff, with selected assistance from consultants, include:

- overall program direction and coordination
- coordination of demonstration projects and high resolution risk assessments
- risk assessment training
- inputs into the global risk update
- inputs into the risk information platform and loss data portal
- coordination of the capacity development information architecture
- lead implementation of capacity development toolbox
- community of practice support
- coordination of program evaluations, knowledge sharing and forward planning.

A technical assistance travel line item will permit deployment of experts to assist with aspects of country-level work. Core funding will also be needed for outreach materials such as posters, flyers, and brochures.

The above costs will largely be incurred by UNDP. Risk assessment expertise is obtained from the University of Geneva through a Letter of Agreement with UNEP. Funding is expected to come from core program donors, including UNDP.

### Demonstration projects

Costs include:

- capacity and needs assessment
- decision context analysis
- coordination meetings among local analysts and decision-makers
- local data collection
- risk analysis preparation and implementation
- result production and publication costs
- costs of interfacing risk evidence with other decision support tools (cost benefit, economic and sector, risk financing, etc.).

Although the GRIP focuses on the risk identification aspects of the demonstration projects, their scope spans the full spectrum of risk identification, reduction and transfer. Core activities budgeted for by the GRIP, therefore, will be complemented by additional, non-budgeted costs for support activities borne by implementing partners.

These costs will be mostly incurred by local institutions. Funding is expected to come from in-country sources and projects and governments directly to implementing institutions.

### Capacity development and supporting information architecture

Some capacity development activities are considered core activities whereas others are associated with particular outcome areas. Core capacity development activities are identified under "core program costs," above. Most of these costs will be incurred by the core program and are expected to be funded by core program donors.

Additional cross-cutting components of the capacity development outcome area include compilation of training curricula program-wide and a program-wide knowledge sharing event at the end of program phase I. The majority of costs for the capacity development outcome area are distributed among the other program outcome areas below. The scope of these activities is expandable.

### Loss database enhancement

Costs will be incurred for:

- training and tools to improve disaster loss assessments
- incorporation of these data into databases
- linking data across databases, and
- creating a loss data portal.

The majority of these costs will be incurred by international and regional institutions, for development of methodologies and training materials. Country-specific database development costs will be incurred by local implementing partners. The scope of capacity development activities and the number of databases under development is expandable.

### High resolution risk analyses

Costs include:

- demand identification
- local data collection
- risk analysis preparation and implementation
- coordination meetings among local analysts and decision-makers, and
- results reporting and publication costs.

Additional costs related to these projects will be budgeted for in the preparation of the global risk update report and risk information platform. The number of risk analyses undertaken for decision-support in high risk countries is expandable.

The majority of these costs will be incurred by local institutions, except for a program-wide training course on risk assessment methodologies which is a core capacity development activity. Funding is expected to come from in-country sources and projects and governments directly to implementing institutions.

#### Global risk update

These costs relate to the preparation, integration and analysis of data to complete a global risk report, backed by an on-line global risk information platform. The majority will be incurred by regional and international scientific and technical institutions. Funding is expected to flow directly to the implementing partners. It is expected that these funds will leverage additional bi-lateral funding and in-kind effort, particularly for data preparation. The scope and quality of the inputs to the global risk update are expandable.

#### **Acronyms**

ADRC	Asian Disaster Reduction Center
CHRR	Center for Hazard and Risk Research, Columbia University
CICESE	Centro de Investigacion Cientifica y de Educacion Superior de Ensenada
CIESIN	Center for International Earth Science Information Network, Columbia University
COPASA	Cooperacion Peruano Aleman de Seguridad Alimentaria
CRED	Center for Research on the Epidemiology of Disasters
CU	(the Earth Institute at) Columbia University
DFO	Dartmouth Flood Observatory
DMC	Disaster Management Center of Sri Lanka
DRC	Disaster Recovery Center of Vietnam
ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
GTZ	Gesellschaft fur Technische Zusammenarbeit
INAM	National Meteorological Service of Mozambique
INGC	National Disaster Management Institute of Mozambique
IRI	International Research Institute for Climate and Society, Columbia University
IRP	International Recovery Platform
ISDR	International Strategy for Disaster Reduction
NGI	Norwegian Geo-technical Institute
NOAA	U.S. National Oceanic and Atmospheric Administration
NSET	National Society for Earthquake Technology in Nepal
OCHA	Office for the Coordination of Humanitarian Affairs
SINAPRED	Executive Secretariat of the National System for Disaster Prevention, Nicaragua
UNDMTP	United Nations Disaster Management Training Program
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
USGS	U.S. Geological Survey
WB	World Bank
WBI	World Bank Institute
WMO	World Meteorological Organization

**Programme Advisory Committee: Terms of Reference and current composition**



**Global Risk Identification Program (GRIP)  
Programme Steering Committee (PSC)**

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**Terms of Reference**

The PSC is the principal governance structure for the GRIP. It consists of approximately 11-12 members representing key stakeholder agencies and countries with an interest in guiding the development of the programme and its implementation. The GRIP and PSC are backed by two groups of technical experts on risk and loss estimation, respectively. These expert groups will ensure that the program outputs are of the highest scientific and technical quality.

The PSC's role is to ensure that the programme is designed and implemented in such a way that its goals and objectives will be met. These goals and objectives, and a description of the programme are provided in accompanying documents. Specific areas of PSC input are expected to include:

- evaluate the progress of preparatory activities towards producing a programme proposal and advise accordingly
- comment on programme proposal drafts
- suggest technical resources to the risk and loss expert groups
- provide guidance on the selection of initial high risk areas where programme activity will be concentrated during implementation
- provide guidance on strategies for integrating GRIP outputs into disaster risk management decision-making in high risk areas.

It is anticipated that the PSC will convene annually and as needed to discuss and review programme progress. Additional requests for input may also arise on an ad hoc basis. PSC members may be asked to provide support individually, in the form of telephone, email or face-to-face discussions.

Members of the PSC are expected to give their advice on a voluntary basis but some funds are available to cover travel and subsistence costs relating to the PSC meetings where members are self-employed or their employers are unable to fund their attendance.

## **Membership**

The following organizations have constituted the PSC membership through the GRIP preparatory phase. During year one of GRIP implementation membership will be reviewed and adjusted to add representation from key GRIP countries and new donors and to excuse any organizations that wish to withdraw following the conclusion of the initial preparatory period. Current member organizations:

- United Nations Development Program
- ProVention Consortium (Chair)
- Swiss Agency for Development Cooperation
- UK Department for International Development
- Norwegian Ministry for Foreign Affairs
- U.S. Agency for International Development
- Cabinet Office, Government of Japan
- World Bank
- Inter-American Development Bank
- Munich Reinsurance Foundation
- International Federation of Red Cross and Red Crescent Societies
- Secretariat of the International Strategy for Disaster Reduction



GRIP PROJECT DEVELOPMENT GUIDELINES

These guidelines are designed to help GRIP Project Investigators prepare GRIP projects. Please provide in brief the requested information.

1. Project title.
2. Time line of activities and budget (from #10 and 15 below).
3. Key personnel (among all partner institutions) responsible for defining and implementing the project.
4. Where the required funds will be raised for this project.
5. Lead institution which is responsible for implementation of the project and all other institutions involved, along with respective roles.
6. Area or areas of the GRIP to which the outputs of the project will contribute.
7. The problem the project will address and its relevance to the GRIP.

8. Goal and objectives.

The *goal* of a project is its effect on something bigger than the project itself. *Project objectives* are the results that will be achieved by the end of the project. They are limited in time and space. Most projects are designed to achieve their objectives between two to four years. If the objectives are likely to take longer to achieve, it is customary to divide the project into *phases* of between one to four years.

9. Inputs.

*Inputs* include expertise (disciplinary training, skill in utilizing a certain modeling technique, sectoral expertise, etc.), people (scientists, partner personnel, consultants, advisors.), equipment (computers, vehicles, etc.), supplies and communications (fax, paper, phones, email, etc.), and travel. The costs of the inputs of a project make up the *project budget*.

10. Activities required to achieve each objective. For each activity, indicate the time requirement (and whether they relate to other activities in a sequential or overlapping manner) and geographic focus (if applicable). Indicate kind of expertise required to undertake these activities.

11. Concrete deliverables that will be generated by each of the activities (i.e. decision tools, methodology, software, report, data set, training module, specific information product, scientific paper, etc.).

12. Who are likely to utilize the project outputs and/or benefit from their use? (for example, other researchers, projects in the region, specific vulnerable societal groups, etc.)

13. Indicators and targets: Provide between 1 to 3 measures by which you will demonstrate the extent to which each of the objectives is being achieved.

14. Critical factors outside the control of the project that would prevent the objectives from being achieved (for example, inability to engage key partner, inability to access critical data sets, adverse geopolitical events, etc.)

15. Exit strategy: All projects should come to an end, although sometimes there will be a need for additional, follow-up research. Issues to consider include under what circumstances the project should be discontinued; what would happen to the inputs (people, equipment,...) if it did; under what circumstances the project should be continued by partners without project inputs, and how this could be ensured.

Annual workplan: October 2006-September 2007

Outputs	Planned Activities	Indicators and targets	Timeframe				Responsible Party	Planned Budget				
			Q1	Q2	Q3	Q4		Funds Source	Budget Description	Amount		
1. GRIP coordination	1.1 General coordination and fund raising	Funding for Program projects	X				UNOPS UNDP/GRIP	UNDP TRAC	General management support	41,400		
							UNOPS UNDP/GRIP	UNDP TRAC	Program support	123,600		
	1.2 Coordination of implementing partner project preparation	All annex one project designs complete	X	X	X		UNOPS UNDP/GRIP	UNDP TRAC	Director and Coordinator travel	45,000		
				X	X		UNOPS Implementing partners per annex one	UNDP TRAC	Capacity development, loss data and global report meetings and workshops	30,000		
2. Program support	2.2 Website implementation	Two of the following four components launched (the other two will be launched with donor funding): 1) Interface, program workspace 2) Toolbox 3) Loss portal 4) Risk information platform	<i>Two of the following four components launched (the other two will be launched with donor funding):</i>				UNOPS UNDP/GRIP	UNDP TRAC, TBD	UNDP TRAC	Partial one-year cost of toolbox, loss portal, risk platform, interface	170,000	
			X									UNOPS UNEP/GRID
			X	X								UNOPS UNEP/GRID, ProVenton, UN-HABITAT
				X	X							UNOPS UNDP/GRIP, CRED, La Red
					X	X						UNOPS UNEP/GRID, Columbia University, the World Bank
2.3 Risk and loss analysis project seed funding	2.3 Risk and loss analysis project	Initialization of all 3 demonstration projects plus 4 risk analyses in high risk countries	X	X	X	X	UNOPS UNDP/GRIP, Implementing partners per annex one	UNDP TRAC	Travel and workshops for country level work	80,000		
				X			UNOPS	UNDP TRAC	Newsletter	10,000		
2.4 Outreach	2.4 Outreach	Poster and brochure produced and disseminated		X			UNOPS	UNDP TRAC	Newsletter	10,000		
									TOTAL	500,000		