



Global Project Document

Project Title:	Crisis Response		
UNDP Strategic Plan Outcome(s):	Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings		
UNDP Strategic Plan Output(s)	Output 5.4: Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community	Output 6.2. National and local authorities /institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery efforts	Output 6.3: Innovative partnerships are used to inform national planning and identification of solutions for early recovery
Project outputs	Output 3: Increased organizational capacity for crisis response Output 4: Corporate early warning mechanisms strengthened	Output 1: SURGE planning and implementation, SURGE/ExpRes deployments and After Action Reviews are improved Output 2: Strengthened and improved corporate and CO rapid response systems Output 5: Corporate crisis response coordination enhanced	Output 6: Improved interface and inter-agency collaboration between development, humanitarian and transition stakeholders Output 7: Early recovery mainstreamed into humanitarian action, and strengthened transition to sustainable and resilience-based development
Executing Entity:	UNDP		

Brief Description

The world contended with an exceptionally volatile situation over the past few years – and the outlook is unlikely to be different for the years ahead. Protracted, sudden-onset, complex and multi-dimensional crises will continue to challenge UNDP's ability to help the growing number of countries and communities affected by crisis prepare, respond to and recover from these shocks.

UNDP's capacity to act with speed, effectiveness and predictability in crisis is critical to achieving results outlined in the Strategic Plan 2014-2017 in the area of resilience building. To do so, the organization has agreed mechanisms to bring together central and regional bureaus, regional hubs, and country offices to strengthen information and analysis for early warning, to quickly deliver early recovery programming and coordination, to effectively apply Fast Track Policies and Procedures, to deploy SURGE experts, to apply Standard Operating Procedures (SOPs) for Immediate Crisis Response, and to quickly contribute to fundraising efforts.

This global project enables implementation of, and strengthens the key principles and elements of UNDP's corporate crisis response strategy in order to ensure that the Organization's crisis response capacity is fit for purpose.

Programme Period:	2015-2017
Atlas Award ID:	_____
Start Date:	January 2015
End Date:	December 2017
PAC Meeting Date	27 October 2015

Total resources required	USD 49,708,000
Total allocated resources	USD 30,000,000
• Regular (<i>tbc</i>)	USD 30,000,000
• Other:	
◦ SIDA	USD 1,500,000
Unfunded budget	USD 18,208,000

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19 Jan 2016

Agreed by Izumi Nakamitsu

Date

(Assistant Secretary General and Director, Crisis Response Unit)

I. SITUATION ANALYSIS

Global Context: The world contended with an exceptionally volatile situation over the past few years – and the outlook is unlikely to be different for the years ahead. Disasters, violent conflict, economic and climate-related turbulence continue to claim lives, destroy economies and livelihoods, and undermine development progress for millions of people. As an indicator, worldwide displacement was at the highest level ever recorded in 2014 (a staggering 59.5 million compared to 51.2 million a year earlier and 37.5 million a decade ago).

Protracted, sudden-onset, complex and multi-dimensional crises response will continue to challenge UNDP's ability to help the growing number of countries and communities affected by crisis prepare, respond to and recover from these shocks. The UNDP Strategic Plan for UNDP (2014-2017) recognizes the importance of prevention, preparedness, response, early recovery and the management of the risk cycle as fundamental for development.

In parallel, UN-led global policy initiatives in 2015 and 2016 are setting a new agenda for international policy on crisis response. Multiple high-profile events such as the Third World Conference on Disaster Risk Reduction, the Special Summit on Sustainable Development, the World Humanitarian Summit, and the high-level reviews on peace operations, the peacebuilding architecture and resolution 1325, will provide an opportunity to take the crisis response and recovery work of the UN, including UNDP, to the next level.

This presents unique opportunities for UNDP to strengthen the speed and effectiveness of its response to crises and to influence the content of the global development agenda, including on issues related to how we deal with crisis – for example, how we improve early warning and preparedness, speed of response to crisis and institutional and operational flexibility and adaptability; and how we bridge the gaps in time and investment between humanitarian assistance and early recovery. The window of opportunity to rethink and adjust international policies is fairly short: the demand for and cost of response will continue to rise due to rising inequality, vulnerability and need over the next 25 years, “setting us on a trajectory that is clearly unsustainable.”¹ We must adapt our policies now in order to improve our ability to effectively respond to crisis.

UNDP's Structural Review aimed to produce a more functionally and geographically integrated organization and also envisioned a reframing of UNDP's crisis response and support to early recovery in crisis settings. In this context, the Crisis Response Unit (CRU) was created to focus on:

- i. the management of UNDP's crisis response mechanisms, tools and assets;
- ii. crisis coordination, rapid response and preparedness; and
- iii. the interface with crisis response and humanitarian actors, including through the UNDP-led IASC Cluster Working Group on Early Recovery.

Overall, the unit is responsible for UNDP's corporate crisis response strategy and capability. It develops and drives UNDP's vision and priorities for crisis response, coordinates and facilitates UNDP's crisis response with a whole-of-UNDP approach, provides oversight for all UNDP crisis response actions and ensures high quality crisis response. These responsibilities are embedded in the principle of interoperability between the Regional Bureaux, the Bureau for Policy and Programme Support (BPPS) and CRU, to ensure coherent and timely delivery of support in crisis contexts.

¹ Report of the UN Secretary-General: Strengthening of the Coordination of Emergency Humanitarian Assistance of the UN, New York, 2015.

The responsibility of the CRU focuses primarily upon and is confined to the two specific typologies of crisis listed below. CRU support for these crises is being provided for limited duration.

- Sudden onset crisis: This would include countries that have been affected by natural disasters or sudden outbreak of armed conflicts.
- Complex protracted crisis: Examples include countries that are impacted by protracted conflicts, often with regional implications. Current examples are Mali, Somalia and Syria.

II. STRATEGY

In light of the global context, UNDP's capacity to act with speed, effectiveness and predictability in crisis² is critical to achieving results outlined in the Strategic Plan 2014-2017 in the area of resilience building.³ This global project will help translate the key principles and elements of UNDP's corporate crisis response strategy into effective and efficient action, thus enabling the organization to ensure that its crisis response capacity is fit for purpose.

Improved crisis response tools will support UNDP in preparing for future shocks, better respond to people needs, and improve government ownership of the response. It will position UNDP as the leader of the early recovery response earlier and improve the inter-linkage between the emergency phase and the recovery agenda.

Rapid, effective and predictable crisis will only be made possible if all parts of UNDP work closely together, including on programme substance, operations, coordination, partnership, and communication. This global project aims to drive reflections at strategic level, while serving as a vehicle for developing and proposing critical processes to help the organization work together to deliver crisis response that sets and maintains high standards of predictability, timeliness effectiveness and efficiency.

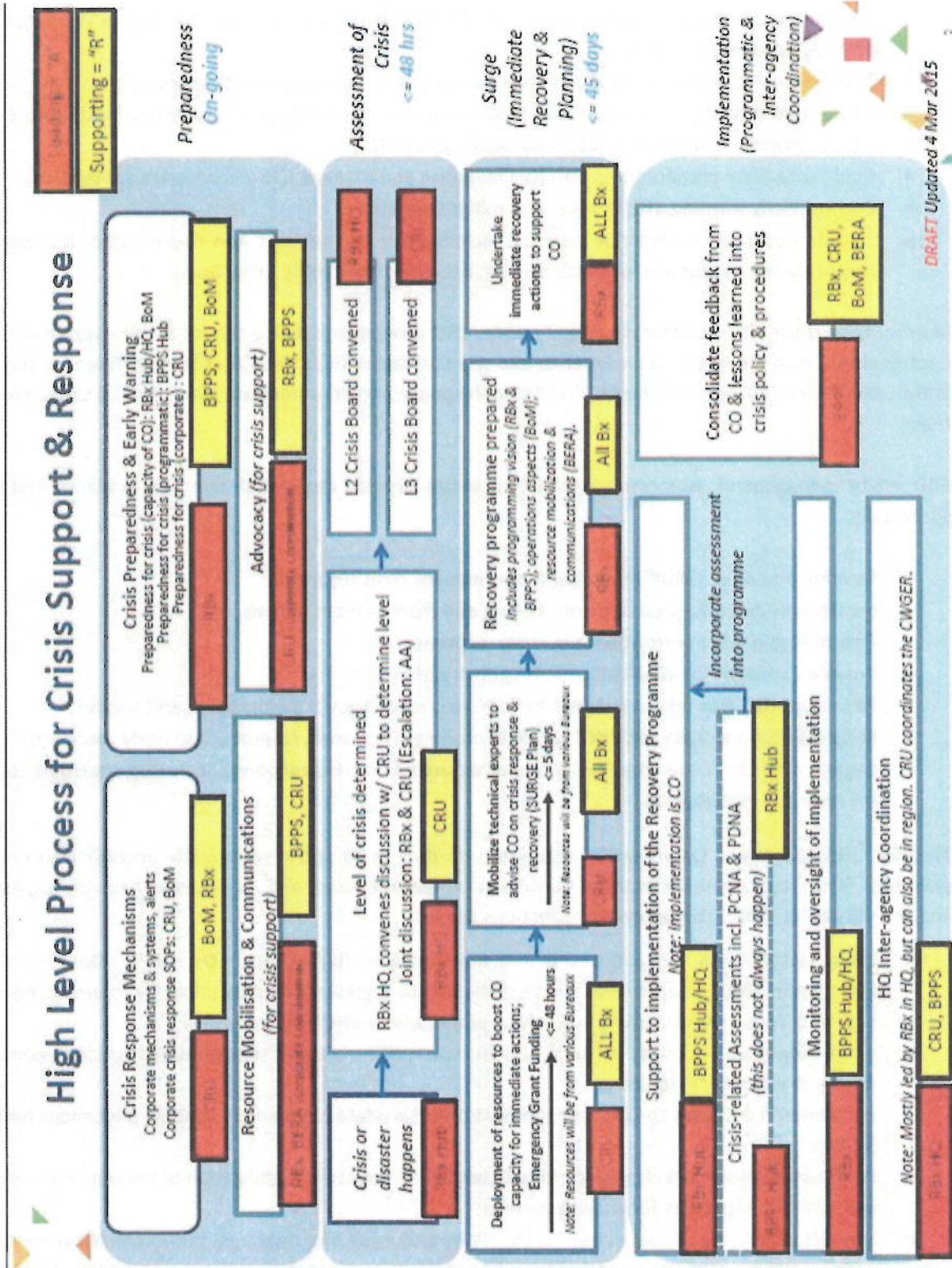
It should be noted that UNDP has helped governments and communities respond to crisis in disaster and conflict settings for many years. The organization has drawn important lessons from successes and missed opportunities in these contexts. It will be important to continue to capture these lessons as we move forward.

From a strategic point of view, for UNDP to be able to respond to a crisis rapidly, the organization must have clear mechanisms to bring together central and regional bureaus, regional hubs, and country offices to quickly deliver early recovery programming and coordination, to effectively apply Fast Track Policies and Procedures, to deploy SURGE experts, and to quickly contribute to fundraising efforts. This has been set out in the high level business process flows for crisis support and response arising from the Corporate Accountability Framework (Figure 1 below), which was approved by the Executive Group (EG) in March 2015 and will be reflected in the upcoming revision of UNDP's SOPs for Immediate Crisis Response.

² The term refers to disaster and conflict triggered crises.

³ On resilience building, the UNDP Strategic Plan makes explicit reference to "rapid and effective recovery from conflict-induced crises in those cases where prevention has fallen short; and a much stronger ability to prepare for and deal with the consequences of natural disasters" (Paragraph 21, page 10).

Figure 1: UNDP's Accountability Framework



The Structural Review defines the corporate responsibility of UNDP's Crisis Response Unit (CRU) as follows:

- Represent UNDP in global humanitarian and crisis response processes and inter-agency mechanisms such as the IASC;
- Coordinate UNDP's inter-agency role in Early Recovery (ER) and manage the Cluster Working Group on Early Recovery (CWGER);
- Coordinate and facilitate UNDP's crisis response with a whole-of-UNDP approach;
- Coordinate fast deployments, and mobilize capacity, expertise and emergency funding to ensure rapid, sufficient and efficient response across all of UNDP;
- Guide corporate preparedness for crisis response and manage UNDP's crisis response tools;
- Support early warning, risk analysis and mitigation; and
- Provide necessary secretariat services, including for the support and coordination functions for corporate crisis response mechanisms, e.g. Executive Team (ET), Crisis Board.

In order to perform the mandate described above, CRU is organized in five teams: (i) Directorate, (ii) Crisis Coordination Team for Africa, Latin America and the Caribbean, (iii) Crisis Coordination Team for the Arab States, Asia Pacific, Europe and the CIS, (iv) Rapid Response and Preparedness Team and (v) Crisis Interface team.

CRU senior management, supported by the Directorate provide the overall strategic guidance and more specifically:

- Develop and drive UNDP's vision and priorities for crisis response;
- Lead timely and informed decision-making and management actions;
- Ensure high quality performance in crisis response;
- Provide oversight for all UNDP crisis response actions;
- Represent UNDP in relevant humanitarian/crisis response UN mechanisms and forums;
- Ensure global advocacy for UNDP's role in crisis settings, crisis response and early recovery;
- Engage with the donor community and other actors on crisis response, including regarding support for resource mobilization.

The two **Crisis Response Coordination** teams are dividing tasks and responsibility according to regional priorities: Africa, Latin America and the Caribbean on the one hand, and Asia-Pacific, Arab States, Europe and the CIS on the other. The teams' key functions are to:

- Work closely with the concerned Regional Bureaus, RC/HC/RRs, COs, BPPS, BMS and BERA, coordinate UNDP's response to sudden onset and complex protracted crises by ensuring coherent, high quality and rapid support and advice and a 'whole-of-UNDP' approach;
- Work closely with relevant partners (UN and non-UN) on crisis response related issues, in particular on country specific responses;
- Recommend decisions to CRU management on crisis related immediate funding allocations for Level 3 crisis;
- Continuously liaise and closely coordinate with BPPS to ensure mobilization of the required technical and advisory capacities for crisis response;
- Support CRU's role as Secretariat to the ET by gathering and analyzing the information needed to address and manage issues arising from ET oversight; provide secretariat support to the ET in terms of monitoring and tracking of decisions, issues, and action points;
- Support/facilitate the systematic collation and dissemination of conflict-related Early Warning (EW) information and analysis from UN Partners and external sources;

- Provide analysis and make recommendations to the Director of CRU to support the Regional Bureau at corporate level on imminent regional and country crisis situations; and
- Support risk analysis and mitigation in the context of UNDP’s crisis response interventions, in coordination with BMS.

The key functions of the **Rapid Response and Preparedness** team are to:

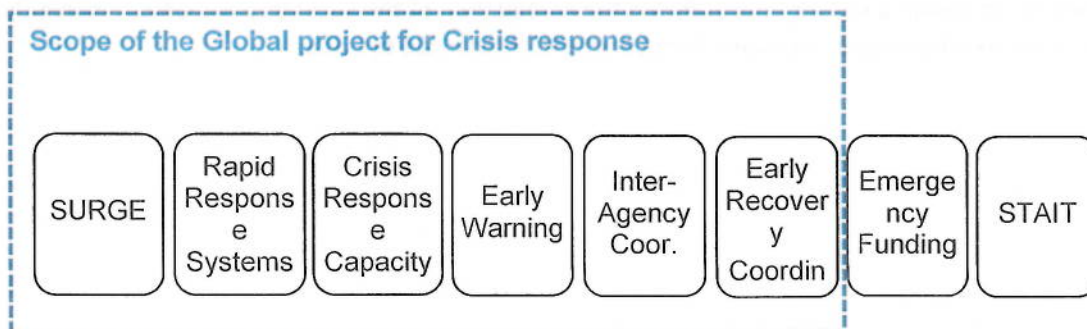
- Coordinate the provision of emergency support to COs facing a crisis through the immediate coordination, mobilization and deployment of needed human resources (technical, operational, managerial);
- Finance and implement of SURGE plans;
- Manage and continually adjust UNDP’s corporate crisis response systems and tools, by functioning as the custodian of UNDP’s corporate crisis response systems (e.g. emergency consultant roster; Fast Track Procedures; Standard Operating Procedures for crisis response);
- Liaise and establish operational partnerships with external emergency response actors (Standby partners) to strengthen UNDP’s crisis response effectiveness; and
- Oversee corporate crisis preparedness of COs and HQ by building up UNDP capacities, in particular through the organization and management of crisis response simulation exercises.

The key functions of the **Crisis Interface** team, which is based in Geneva and New York, are to:

- Coordinate UNDP’s inter-agency role in Early Recovery and manage the IASC Cluster Group on Early Recovery (CGER);
- Support CRU and UNDP Senior Managers on crisis response issues in their representation role in important crisis related mechanisms (e.g. the SG’s meetings on crisis; IASC; ECHA; the Emergency Directors’ Team);
- Contribute to and represent UNDP in humanitarian and crisis response interagency processes (e.g. Humanitarian transformative agenda) and advise Regional Bureaus and COs on interagency context and implications for cross-organizational cooperation and coherence; and
- Provide, within the limits of its capacity and in close cooperation with Regional Bureaus and BPPS, the operational support to COs to implement UN system-wide crisis response tools (e.g. programme criticality implementation, CAP/SRP humanitarian appeal planning).

This global project is put in place to enable CRU implement some of the activities agreed at the corporate level in the Integrated Work Plan (IWP). Plannable results and activities are captured in the project’s results and resources framework (for details, see section IV). The project will facilitate cross-bureau partnerships and enable CRU’s role of effectively managing the organization’s crisis response mechanisms, facilitating crisis coordination, ensuring rapid response and preparedness, and enabling UNDP to constructively interface with crisis response and humanitarian actors.

CRU main outputs can be organized in eight distinctive pillars:



In addition to the elements captured in the global project's results and resources framework, CRU is also responsible for emergency grant allocations in the context of immediate crisis response, as outlined in UNDP's accountability framework for crisis support and response.

The Global Project is complementing CRU's Management project that covers for core staffing costs as approved by the structural review (20 posts as of 2015) and operating expenditures. As a result, the Global Project for Crisis Response does not include the operating cost related to the staffing necessary to deliver the activities at HQ level (New-York and Geneva).

Finally, CRU is administrating a project in cooperation with OCHA to strengthen the effectiveness of collective humanitarian response through the roll out of the IASC Transformative agenda (STAIT). The STAIT project will ensure that IASC partners have a better understanding of the core pillars and tools of the transformative agenda, better assess their performance and make changes to improve the effectiveness and accountability of their humanitarian response.

III. PARTNERSHIP FOR CRISIS RESPONSE

UNDP positioning within the humanitarian community and the global development network is critical to attract resources, build capacity and ensure excellence through knowledge, innovation and impact.

The next two years will be crucial for the positioning of UNDP and the development agenda in the on-going humanitarian discussion. With the outcomes of the World Humanitarian Summit (May 2016) and the High-Level Panel on Humanitarian Financing (November 2015) there will be an urgency to remain engaged in the debate on the new humanitarian agenda. There is a new recognition from many humanitarian partner agencies (UN and beyond) that resilience building must be taken forward as a core means to reducing future humanitarian need and build back sustainably.

The World Bank has announced its intention to start engaging in the humanitarian sphere with potential flexibility in IDA and other financing facilities to consolidate support to MIC's supporting refugee populations. Furthermore, discussions around leveraging disaster and climate funds to support joint risk management across humanitarian and development actors have been heard throughout the discourse on humanitarian financing. There are strong calls for joint analysis, planning and programming to ensure that the system delivers in a more coherent and effective manner – particularly in protracted crisis situation. CRU's role in enhancing the dialogue with humanitarian partners during the next two years will remain crucial in order to facilitate robust connections of UNDP's agenda with humanitarian commitments that will emerge from the global processes.

CRU will also work closely with BERA to elaborate and implement a solid partnership strategy to deliver the outputs of the global project for Crisis Response. CRU will work with the different parts of UNDP and with external partners to ensure a holistic approach and the mobilization of the necessary resources – within the framework of the new funding architecture – to support UNDP response to Crisis.

IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome(s) as stated in UNDP's Strategic Plan 2014-2017:

Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change

Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings

Outcome Indicators as stated in UNDP's Strategic Plan 2014-2017:

Outcome 5: 1. Mortality risk from natural hazards (e.g. geo-physical and climate-induced hazards) for women and men; 2. Economic loss from natural hazards (e.g. geo-physical and climate-induced hazards) as a proportion of GDP; 3. Economic loss from conflicts as a proportion of GDP; 4. Percentage of countries with disaster and climate risk management plans fully funded through national, local and sectorial development budgets

Outcome 6: 1. Percentage of affected populations meeting critical benchmarks for social and economic recovery within 6 to 18 months after a crisis (disaggregated by sex and age); 2. Percentage of post disaster and post conflict countries having operational strategies to address the causes or triggers of crises; 3. Percentage of countries with national and sub-national institutions that are able to lead and coordinate the early recovery process 6 to 18 months after crises; 4. Percentage of (monetary equivalent) benefits from temporary employment/ productive livelihoods options in the context of early economic recovery programmes received by women and girls (UNSC 1325 – Led by UNDP & UN Women)

Intended Outputs as stated in UNDP's Strategic Plan 2014-2017:

Output 5.4: Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community

Output 6.2. National and local authorities /institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery efforts

Output 6.3: Innovative partnerships are used to inform national planning and identification of solutions for early recovery

Project Title and ID (ATLAS Award ID): Crisis Response

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: SURGE planning and implementation, SURGE/ExpRes deployments and After Action Reviews are improved</p> <p>Indicators:</p>	<p>2015 Targets:</p> <ul style="list-style-type: none"> ▪ 3 SURGE Plans developed and successfully implemented (depends on frequency of L2/L3 crises) ▪ At least 60 person months of deployments financed and facilitated for SURGE Plan implementation 	<p>Activity Result 1.1: SURGE/ExpRes experts deployed</p> <ul style="list-style-type: none"> ▪ Expert missions facilitated and implemented on request ▪ First responder deployments facilitated (for each region) ▪ Crisis response support to COs facilitated (for each region) 	<p>CRU (Rapid Response Team), in collaboration with BPPS, BMS, BERA and RBx/COs</p>	<p>Travel; salaries; consultants</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ul style="list-style-type: none"> ▪ Number of SURGE Plans developed and successfully implemented ▪ Number of deployments (in person months) of SURGE Advisors and experts deployed in response to a SURGE Plan and matching the needs of the country office ▪ Number of time critical missions to assist Country Offices in the response to crisis and the coordination of Early Recovery activities ▪ Number of deployments (in person months) of SURGE Advisors and experts deployed matching the required profile, outside a SURGE Plan ▪ % of positive performance reviews on SURGE and ExpRes deployments ▪ Number of L3/L2 After Action Reviews (AAR) conducted- <p><u>Baseline:</u></p> <ul style="list-style-type: none"> ▪ 6 SURGE Plans developed in 2014 (including 3 country Ebola SURGE Plan) ▪ 10 support missions accomplished in the last quarter of 2014 ▪ 84 SURGE Advisor and expert months deployed to enhance the capacity of COs after crises ▪ 197 expert months deployed, outside a SURGE Plan 	<ul style="list-style-type: none"> ▪ 30 missions/staff facilitated to support crisis response, crisis coordination ▪ At least 130 person months of crisis related deployments facilitated outside a SURGE Plan ▪ At least 90% of positive reviews ▪ At least 1 L3 and 1 L2 After Action Review (AAR) conducted <p><u>2016 Targets:</u></p> <ul style="list-style-type: none"> ▪ 4 SURGE Plans developed and implemented (depends on frequency of L2/L3 crises) ▪ 30 missions/staff facilitated to support crisis response, crisis coordination ▪ At least 80 person months of deployments financed for SURGE Plan implementation ▪ At least 170 person months of crisis related deployments facilitated outside a SURGE Plan ▪ At least 90% of positive reviews ▪ At least 1 L3 (if an L3 crisis happened) and 2 L2 After Action Reviews (AAR) conducted <p><u>2017 Targets:</u></p> <ul style="list-style-type: none"> ▪ 4 SURGE Plans developed and implemented (depends on frequency of L2/L3 crises) ▪ 30 missions/staff facilitated to support crisis response, crisis coordination 	<ul style="list-style-type: none"> ▪ Roster Team recruited and trained <p>Activity Result 1.2: SURGE plans developed and implemented</p> <ul style="list-style-type: none"> ▪ CB approved SURGE plans implemented ▪ Coordination of PCNA, PDNA and other crisis-related deployments not included in a SURGE plan <p>Activity Result 1.3: CO capacities on early recovery coordination increased, in the context of the humanitarian response</p> <ul style="list-style-type: none"> ▪ HCs, HCTs and COs supported by Early Recovery Advisors, Early Recovery Cluster Coordinators and Information Managers (all regions) <p>Activity Result 1.4: After Action Reviews conducted</p> <ul style="list-style-type: none"> ▪ After Action Reviews for L3 crisis conducted ▪ After Action Reviews / Lessons Learnt exercises for L2 responses conducted 		<p>2015: USD 11,923,052 2016: USD 14,038,474 2017: USD 14,038,474 Total: USD 40,000,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ul style="list-style-type: none"> ▪ 91% of positive performance reviews on SURGE and ExpRes deployments ▪ 1 After Action Review conducted in 2014 	<ul style="list-style-type: none"> ▪ At least 80 person months of crisis related deployments facilitated outside a SURGE Plan ▪ At least 170 person months of deployments facilitated ▪ At least 90% of positive reviews ▪ At least 1 L3 and 1 L2 After Action Review (AAR) conducted 			

<p>Output 2: Strengthened corporate and CO rapid response systems</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> ▪ Number of experts with the required profile added to the PDNA roster ▪ Number of experts with the required profile added to the PCNA roster ▪ Number of effective UNDP participation in PCNA and PDNA ▪ UNDP Standard Operating Procedures (SOPs) for crisis response revised and approved at corporate level ▪ Number of AARs that indicate effective use of SOPs and use of crisis response packages. ▪ Number of crisis response packages developed, finalized and endorsed. ▪ Number of success stories and positive feedback from COs on use of crisis response packages <p><u>Baseline:</u></p> <ul style="list-style-type: none"> ▪ No review of deployable capacity undertaken since the inception of CRU ▪ PDNA roster for consultants in place, but needed for UNDP staff (SURGE) ▪ PCNA roster dormant since completion of project with DOCO ▪ UNDP is participating in 4 PCNA/PDNAs ▪ Most recent revision of SOPs in 2012 applied to corporate 	<p><u>2015 Targets:</u></p> <ul style="list-style-type: none"> ▪ Deployable capacity mechanisms reviewed ▪ Implementation of review of deployment mechanisms 40% complete ▪ 5 UNDP SURGE advisors and 10 experts for PDNA exercises included on the SURGE/ExpRes rosters ▪ UNDP is effectively participating in at least 5 PCNA/PDNA. ▪ UNDP SOPs for crisis response revised, and approved by the OPG and EG ▪ One After Action review indicate compliance with the SOPs ▪ 1 crisis response package finalized and 2 packages significantly advanced by the end of 2015 <p><u>2016 Targets:</u></p> <ul style="list-style-type: none"> ▪ Implementation of 2015 review of deployable capacities 100% complete ▪ 10 UNDP SURGE advisors and 40 experts for PDNA/PCNA exercises recruited/included on the SURGE/ExpRes rosters ▪ Strong adherence to SOPs in crisis response. ▪ Two After Action review indicate effective use of the Crisis-Response package ▪ 4 crisis response packages finalized; new crisis response packages developed as required; effective implementation of CRPs in 13 crises <p><u>2017 Targets:</u></p>	<p>Activity Result 2.1: Review and enhancement of crisis response systems</p> <ul style="list-style-type: none"> ▪ Review of deployment mechanisms - Rosters ▪ Implementation of recommendation of the roster review ▪ Revision, approval and roll-out of the UNDP Standard Operating Procedures (SOPs) for crisis response. ▪ Implementation of recommendations of the Fast Track Audit ▪ Setup of monitoring indicators and data preparedness ▪ Strengthened expertise for Rapid Response Team <p>Activity Result 2.2: Coordinate the development and finalization of crisis response packages</p> <ul style="list-style-type: none"> ▪ Ensure a coordinated approach and coherence between the different workstreams: - Programming tools (led by BPPS); - Operations processes & tools (led by BMS); - Communication and advocacy tools (led by BERA); - Development of training modules (all bureaus). ▪ Lead the enhancement of UNDP capacities and partnerships in areas covered by the packages; ▪ Coordinate the development of an online portal with accessible information and tools from the crisis response packages; ▪ Support the roll out of the crisis response packages through workshops. <p>Activity Result 2.3: Coordinate UNDP effective participation in country level PCNA and PDNA:</p> <ul style="list-style-type: none"> ▪ Establishment/enhancement of PDNA/PCNA rosters ▪ Boost UNDP internal capacities for immediately deployable expertise for PDNA/PCNA through training of UNDP staff 	<p>CRU (Rapid Response Team), in collaboration with BPPS, BMS, BERA and RBx/COs</p>
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INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>structure and objectives of previous strategic plan. With new Strategic Plan 2014-2017 and subsequent corporate restructure there is a need to revise the SOPs to make them fit for purpose.</p> <ul style="list-style-type: none"> ▪ 1 After Action Review conducted in 2014 (Philippines) indicates effective use of the SOPs ▪ No crisis packages approved by the end of 2014 ▪ No success stories for the use of crisis package in 2014 (the modality was not yet approved) 	<ul style="list-style-type: none"> ▪ Deployable capacity mechanisms review 2.0 undertaken ▪ 10 UNDP SURGE advisors and 40 experts for PDNA/PCNA exercises recruited/included on the SURGE/ExpRes rosters ▪ Strong adherence to SOPs in crisis response ▪ Two After Action review indicate effective use of the Crisis Response package ▪ Effective implementation of CRPs in L3 crises 	<ul style="list-style-type: none"> ▪ Support the Coordination of country level PCNA and PDNA processes. 		<p>2015: USD 600,000 2016: USD 750,000 2017: USD 900,000 Total: USD 2,250,000</p>
<p>Output 3: Increased organizational capacity for crisis response</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> ▪ Number of regional workshops on Crisis Response ▪ Number of preparedness exercises ▪ Number of reviewed and strengthened partnerships ▪ Number of new partnerships signed ▪ Number of SURGE advisors trained with the right profiles ▪ Number of first responders trained with the right profile ▪ Number of missions to assist Country Offices in the preparation for Crisis response 	<p><u>2015 Targets:</u></p> <ul style="list-style-type: none"> ▪ At least 1 regional workshop on crisis response ▪ 1 preparedness exercise ▪ 1 new partnership ▪ At least 1 partnership reviewed and strengthened ▪ 30 SURGE Advisors trained ▪ 6 First Responders trained ▪ 20 missions facilitated to support preparedness <p><u>2016 Targets:</u></p> <ul style="list-style-type: none"> ▪ At least 2 regional workshops on crisis response conducted ▪ At least 1 preparedness exercise supported ▪ 1 new partnership developed ▪ At least 1 partnership reviewed and strengthened with a programmatic focus 	<p>Activity Result 3.1: Successful conduct of trainings and workshops for crisis response</p> <ul style="list-style-type: none"> ▪ Regional workshops for CO Crisis Response Teams conducted ▪ Preparedness for CO response to crisis supported (simulations, CO-specific training) ▪ Crisis response training for Regional Hubs organized ▪ SURGE Advisor and First Responders Workshops conducted ▪ Expertise for capacity development increased ▪ Development of on-line training tools for crisis response <p>Activity Result 3.2: Partnerships developed</p> <ul style="list-style-type: none"> ▪ Partnership with MSB strengthened ▪ Review of programme level partnerships with other standby partners ▪ New standby partnerships established, including with UNV and SSC/TRC 	<p>CRU (Rapid Response Team), in collaboration with BPPS, BMS, BERA and RBx/COs</p>	

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ul style="list-style-type: none"> ▪ % of positive feedback on the trainings <u>Baseline:</u> ▪ No regional workshop targeting country offices nor regional hubs training on crisis response conducted since the creation of CRU. Prior to the creation of CRU 3 regional workshops were conducted respectively in Africa, ECIS, and Asia and the Pacific in 2013. No regional hub training conducted on crisis response. ▪ 5 partnerships with Standby Partners, focusing on deployments only ▪ 270 SURGE Advisors trained ▪ No SURGE training in 2014 ▪ No first responders trained ▪ 3 support missions accomplished in the last quarter of 2014 (since the establishment of CRU) 	<ul style="list-style-type: none"> ▪ 40 SURGE Advisors trained conducted ▪ 12 First Responders trained ▪ 20 missions/staff facilitated to support preparedness <u>2017 Targets:</u> ▪ At least 2 regional workshops on crisis response conducted ▪ At least 1 preparedness exercise supported ▪ 40 SURGE Advisors trained conducted ▪ 12 First Responders trained ▪ 20 missions/staff facilitated to support preparedness 	<p>Activity Result 3.3: Region or country-specific crisis preparedness facilitated with the Regional Bureau</p> <ul style="list-style-type: none"> ▪ Support to COs facilitated to advise on Early Warning and preparedness <p>Activity Result 3.4: Region or country-specific crisis response facilitated with the Regional Bureau</p> <ul style="list-style-type: none"> ▪ Support to COs facilitated to advise on Early Warning, early recovery coordination, immediate crisis response and UNDP's role in the humanitarian response architecture at country level more broadly. 		<p>2015: USD 730,000 2016: USD 1,000,000 2017: USD 1,120,000 Total: USD 2,850,000</p>
<p>Output 4: Corporate early warning mechanisms strengthened</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> ▪ % of positive feedback on use of information monitoring tools (On watch, Recorded Future) ▪ Number of CO included in the crisis risk portal and using it ▪ Number of EW guidance tools developed and trainings held 	<p><u>2015 Targets:</u></p> <ul style="list-style-type: none"> ▪ Qualitative survey on information monitoring tools shows 75% positive feedback ▪ Crisis risk portal is set-up in beta version ▪ ET for EW meets at least once ▪ Direct support is provided to at least 2 Country Offices on EW <p><u>2016 Targets:</u></p>	<p>Activity Result 4.1: Strengthen information and analysis for early warning</p> <ul style="list-style-type: none"> ▪ Information monitoring: On watch e-mail and consolidation of the Recorded Future pilot ▪ Development of crisis risk preparedness tools, including information portal ▪ Expertise for early warning support increased <p>Activity Result 4.2: Support decision-making for early action</p>	<p>CRU (Rapid Response Team), in collaboration with BMS, BPPS and RBx/COs</p>	

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ul style="list-style-type: none"> ▪ Number of sessions held by the ET for EW ▪ Number of Country Offices directly supported on EW <p><u>Baseline:</u></p> <ul style="list-style-type: none"> ▪ No feedback on the On watch e-mail not received in ▪ Recorded Future tool not used as of May 2015 ▪ Crisis risk portal not yet set up ▪ No guidance tool available on EW/risk management and no trainings held ▪ ET for EW not launched ▪ No direct support to Country Offices 	<ul style="list-style-type: none"> ▪ Qualitative survey on information monitoring tools shows 75% positive feedback ▪ Crisis risk portal includes country-specific data for at least 3 Country offices ▪ Guidance tool on EW/risk management is developed ▪ At least 2 trainings are held on EW tools ▪ ET for EW meets at least twice ▪ Direct support is provided to at least 3 additional Country Offices on EW <p><u>2017 Targets:</u></p> <ul style="list-style-type: none"> ▪ Qualitative survey on information monitoring tools shows 75% positive feedback ▪ Crisis risk portal includes country-specific data for at least 5 additional Country offices ▪ At least 3 trainings on EW tools are held ▪ ET for EW meets at least twice ▪ Direct support is provided to at least 4 additional Country Offices on EW 	<ul style="list-style-type: none"> ▪ Support the Executive Team configuration for early warning <p>Activity Result 4.3: Support early warning at country office level</p> <ul style="list-style-type: none"> ▪ Support to selected pilot Country Offices 		<p>2015: USD 308,000 2016: USD 400,000 2017: USD 400,000 Total: USD 1,208,000</p>
<p>Output 5: Improved interface and inter-agency collaboration between development, humanitarian and transition stakeholders</p> <p><u>Indicators:</u></p>	<p><u>2015 Targets:</u></p> <ul style="list-style-type: none"> ▪ WHS: 4 regional/global consultations supported ▪ Humanitarian financing: 1 draft guidelines developed and consulted ▪ Programme Criticality: 5 assessments and 1 training successfully supported; leadership role 	<p>Activity Result 5.1: Support UNDP preparation for the World Humanitarian Summit (WHS)</p> <ul style="list-style-type: none"> ▪ Capacity support to the WHS Secretariat and regional and global consultations ▪ Research to support UNDP's substantive positioning on the Summit ▪ Participation in relevant consultations ▪ Advocacy around UNDP's position on the WHS 	<p>CRU (Crisis Interface Team – New York), in collaboration with BPPS, BMS, and BERA</p>	<p>Consultancies; workshops and conferences; travel</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ul style="list-style-type: none"> ▪ WHS: number of regional and global consultations supported with substantive inputs ▪ Humanitarian financing: number management agent guidelines for CHF developed ▪ Programme Criticality: number of assessments supported; number trainings administered; scope of UNDP's leadership in PC administration and oversight Baseline: <ul style="list-style-type: none"> ▪ WHS: 4 consultations ▪ Humanitarian financing: no comprehensive guideline in place ▪ Programme Criticality: 4 assessments, 1 training; minimal leadership role 	<p>expanded through co-chairmanship of PC mechanism</p> <ul style="list-style-type: none"> ▪ Early Recovery: TOR for Early Recovery evaluation developed <p><u>2016 Targets:</u></p> <ul style="list-style-type: none"> ▪ WHS: 1 summit successfully supported; WHS outcomes around humanitarian/development nexus supported; ▪ Humanitarian financing: guidelines validated and approved; implementation plan developed ▪ Programme Criticality: 6 assessments, 1 training successfully supported; oversight tools in place and framework revised with UNDP leadership <p><u>2017 Targets:</u></p> <ul style="list-style-type: none"> ▪ WHS: implementation of relevant UNDP outcomes supported ▪ Humanitarian financing: implementation of HF guidelines mainstreamed ▪ Programme Criticality: 10 assessments, 1 training successfully supported; strategy in place for integrating PC into strategic planning processes and UNDP staff development 	<p>Activity Result 5.2: Coherent humanitarian financing policy and programming across UNDP</p> <ul style="list-style-type: none"> ▪ Finalization of the CHF MA Guidelines, including validation ▪ Coordination with relevant partners and stakeholders <p>Activity Result 5.3: Effective coordination and partnership building for UNDP in crisis, early recovery and humanitarian transition contexts</p> <ul style="list-style-type: none"> ▪ Provide secretariat support to UNDP's Executive Team (ET) ▪ Substantive support to the IASC and UNDG Working Group on Transitions ▪ Substantive support to Humanitarian Development Action Group (HDAG) and similar fora through research and position papers ▪ Global communication and advocacy on UNDPs role in humanitarian/ crisis settings <p>Activity Result 5.4: Improved utilization of the programme criticality framework, methodology and tools</p> <ul style="list-style-type: none"> ▪ Support country level programme criticality exercises with the Regional bureau <p>Activity Result 5.5: External evaluation and lessons learned on UNDP's engagement in crisis response and early recovery coordination</p> <ul style="list-style-type: none"> ▪ Commission evaluation and ensure that recommendations and lessons learned are used to enhance UNDP's performance, also as Cluster lead on Early Recovery. 		
				<p>2015: USD 731,559 2016: USD 800,000 2017: USD 868,441 Total: USD 2,400,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 6: Early recovery mainstreamed into humanitarian action, and strengthened transition to sustainable and resilience-based development (Note: This Geneva-based output is managed for 2015 through a pre-existing project established to support the IASC Cluster Working Group on Early Recovery – ATLAS Award No. 00045411; In 2016 and onward, this project will be managed entirely through this project)</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> ▪ The standards for the integration of early recovery plans and activities in humanitarian strategy (Strategic/Humanitarian Response Plans - SRPs/HRPs) and degree of the SRPs/HRPs are approved ▪ Number of early recovery awareness workshops for country and regional actors ▪ Number of humanitarian and development experts trained in early recovery ▪ Early recovery monitoring and impact assessment tool is developed <p><u>Baseline:</u></p> <ul style="list-style-type: none"> ▪ No standard for the integration of early recovery plans 	<p><u>2016 Targets:</u></p> <ul style="list-style-type: none"> ▪ Standard for the integration of early recovery plans and activities in humanitarian strategy applied; and a minimum of 43% of all new SRPs/HRPs have early recovery integrated ▪ At least 1 early recovery awareness workshops conducted ▪ At least 40 humanitarian and development experts trained in early recovery and cluster coordination ▪ Early recovery monitoring and impact assessment tool is piloted in at least two additional countries <p><u>2017 Targets:</u></p> <ul style="list-style-type: none"> ▪ Standard for the integration of early recovery plans and activities in humanitarian strategy applied; and a minimum of 43% of all new SRPs/HRPs have early recovery integrated ▪ At least 1 early recovery awareness workshops conducted ▪ At least 40 humanitarian and development experts trained in early recovery and cluster coordination ▪ Early recovery monitoring and impact assessment tool is rolled out in at least two additional countries 	<p>Activity Result 6.1: Leadership of the Global Cluster for Early Recovery (GCER) and support provided to ER clusters at country level</p> <ul style="list-style-type: none"> ▪ Coordinate and manage the GCER ▪ Support and monitor ER clusters at country level <p>Activity Result 6.2: Inter-agency policy and processes on early recovery developed and/or strengthened</p> <ul style="list-style-type: none"> ▪ Support the implementation of the SG decision on Durable Solutions, and other inter-agency initiatives such as Solutions Alliance ▪ Integrate early recovery, resilience, gender and accountability to affected populations considerations into humanitarian policy and processes <p>Activity Result 6.3: Ensure a coordinated approach to Early Recovery</p> <ul style="list-style-type: none"> ▪ UNDP recovery policy ensures clarity between the different roles and complementarities <p>Activity Result 6.4: Enhanced inter-agency early recovery capacity for a smarter humanitarian response</p> <ul style="list-style-type: none"> ▪ The expertise and capacity for rapid early recovery support to country operations is enhanced ▪ An information management system is developed and maintained ▪ Early recovery capacity of international, national and local actors is strengthened at regional and country levels. ▪ Design an Early Recovery Monitoring and Impact Assessment tool ▪ Partnership agreement with partners on assessments, satellite imaging, etc. 	<p>CRU (Crisis Interface Team – Geneva), in collaboration with BPPS and RBx/COs</p>	<p>Consultancies; travel; workshops and conferences; IT equipment; professional contract – companies; communication and printing</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>and activities in humanitarian strategy was available in 2014 but 43% of SRPs/HRPs had early recovery integrated</p> <ul style="list-style-type: none"> ▪ No awareness workshops conducted in 2014 ▪ 90 humanitarian and development experts trained in 2014 ▪ No early recovery monitoring and impact assessment tool available 				<p>2016: USD 500,000 2017: USD 500,000 Total: USD 1,000,000</p>
				<p>Total inputs for the entire project: 49,708,000</p>

V. ANNUAL WORK PLAN

Year: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: SURGE planning and implementation, SURGE/ExpRes deployments and After Action Reviews are improved	1. Activity Result: SURGE/ExpRes experts deployed								1,242,000
	Expert missions facilitated and implemented on request (Non-SURGE Plan SURGE, CPR Consultants, Early Recovery Coordination)					CRU (Rapid Response Team), in collaboration with BPPS, BMS, BERA and RBx/COs	TRAC 3, SIDA	Travel, salaries, consultants	942,000
	Crisis Support to the Ukraine								200,000
	Roster Team recruited and trained								100,000
	2. Activity Result: Region or country-specific crisis response facilitated								250,000
	Crisis response missions facilitated to advise on immediate crisis response, on early recovery cluster coordination and UNDP's role in the humanitarian response architecture at country level more broadly					CRU (Crisis Response Coordination Teams), in collaboration with RBs and COs	TRAC 3, unfunded	Travel	250,000
	3. Activity Result: SURGE Plans developed and implemented								9,221,052
	SURGE Plans (for an estimated 3 L2/3 crises)					CRU (Rapid Response Team), in collaboration with BPPS, BMS, BERA and RBx/COs	TRAC 3, SIDA	Travel, salaries, consultants	5,000,000
	Continued implementation of the SURGE Plan for Iraq								821,052
	Continued implementation of the SURGE Plan for Ebola Response								3,400,000
3. Activity Result: CO capacities on early recovery coordination increased, in the context of a humanitarian response								1,400,000	
COs and HCTs supported in Africa					CRU (Rapid Response Team), in collaboration with BPPS and RBx/COs	TRAC 3	Salaries	300,000	
COs and HCTs supported in LAC								-	
COs and HCTs supported in Asia-Pacific								-	
COs and HCTs supported in the Arab States								1,000,000	
COs and HCTs supported in Europe/CIS								100,000	
5. Activity Result: After Action Reviews conducted								60,000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	After Action Review of Iraq SURGE					CRU (Rapid Response Team), in collaboration with BPPS, BMS, BERA and RBx/COs	TRAC 3	consultancies	30,000
	After Action Review of Ebola Response SURGE								30,000
		Output 1 Total							12,173,052
Output 2: Strengthened and improved corporate and CO rapid response systems	1. Activity Result: Review and enhancement of crisis response systems								
	Review of deployment mechanisms - Rosters					CRU (Rapid Response Team), in collaboration with BPPS, BMS, BERA and RBx/COs	SIDA, TRAC 3, unfunded	travel, consultancies	20,000
	Implementation of recommendation of the roster review								20,000
	Establishment/enhancement of PDNA/PCNA rosters								200,000
	Revision of SoPs								80,000
	Implementation of recommendations of Fast Track Audit								-
	Setup of monitoring indicators and data preparedness								-
	Expertise for Rapid Response Team								80,000
	2. Development and finalization of crisis response packages								
	Coordinate and support the development and finalization of crisis response packages (1 finalized and 3 advanced)						CRU (Rapid Response Team), in collaboration with BPPS, BMS, BERA and RBx/COs	TRAC 3	workshops, travel, consultancies
Support the development of operations tools									
Support the development of communications and advocacy tools									
Support the development of programming tools									
		Output 2 Total							600,000
Output 3: Increased organizational capacity for crisis response	1. Activity Result: Successful conduct of trainings and workshops for crisis response								
	Regional workshops for CO Crisis Response Teams (1)					CRU (Rapid Response Team), in collaboration with BPPS, BMS, BERA and RBx/COs	TRAC 3, SIDA, unfunded	workshops, travel, consultancy	150,000
	Preparedness for CO response to crisis (simulations, CO-specific training)								70,000
	Crisis Response Training for Regional Hubs (1)								-
	Call for ERA and Cluster Coordinators								-
	Call for SURGE Advisors/First Responders								-
SURGE Advisor and First Responders workshop(s) conducted								150,000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
	Expertise for Capacity Development							100,000
	2. Activity Result: Partnerships developed							10,000
	Partnership with MSB at programmatic level					CRU (Rapid Response Team), in collaboration with BPPS, BMS, BERA and RBx/COs	TRAC 3	10,000
	Revision of MoU with MSB						Communication, travel	-
	Review of programme level partnerships with other SBPs							-
	New stand by partnerships including with UNV and SSC/TRC							-
	Output 3 Total							480,000
Output 4: Corporate early warning mechanisms strengthened	1. Activity Result: Strengthen information and analysis for early warning							258,000
	Information monitoring: On watch e-mail and consolidation of the Recorded Future pilot					CRU (Rapid Response Team), in collaboration with BMS, BPPS and RBx/COs	SIDA, unfunded	100,000
	Development of crisis risk preparedness tools, including information portal						contractual services - companies consultancy	100,000
	Expertise for EW Support							58,000
	2. Activity Result: Support decision-making for early action							-
	Support the Executive Team configuration for early warning					CRU (Rapid Response Team), in collaboration with BMS, BPPS and RBx/COs		-
	3. Activity Result: Support early warning at country office level							50,000
	Support to selected pilot Country Offices					CRU (Rapid Response Team), in collaboration with BMS, BPPS and RBx/COs	SIDA	50,000
	Output 4 Total							308,000
Output 5: Improved interface and inter-agency collaboration	1. Activity Result: Preparation of the World Humanitarian Summit							271,559
	Capacity support to regional and global consultations					CRU (Crisis Interface Team – New York), in collaboration with BPPS, BMS, BERA and RBx/COs	TRAC 3	70,000
	Capacity support the WHS Secretariat						Travel, operational support to COs, comms,	71,559
	Research to support UNDP's substantive positioning on the Summit							100,000

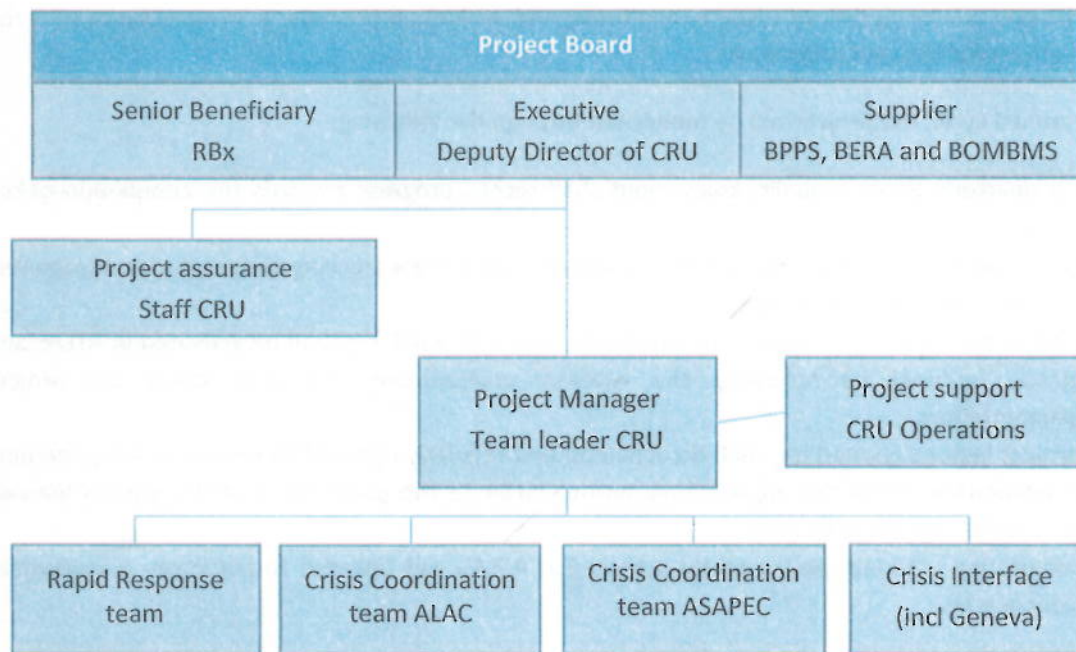
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
between development, humanitarian and security stakeholders	Participation in relevant consultations							salaries, consultants	20,000	
	Advocacy around UNDP's position on the WHS								10,000	
	2. Activity Result: Coherent humanitarian financing policy and programming across UNDP									80,000
	Finalization of CHF MA Guidelines, including validation					CRU (Crisis Interface Team – New York), in collaboration with BMS	TRAC 3	Consultancy; workshop; travel		60,000
	Coordination with relevant partners and stakeholders									20,000
3. Activity Result: Effective coordination and partnership building for UNDP in crisis, early recovery and humanitarian transition contexts									215,000	
	Substantive support to the IASC and UNDG Working Group on Transitions					CRU (Crisis Interface Team – New York), in collaboration with BPPS, BMS, and BERA; Center for International Cooperation; Danish Refugee Council	TRAC 3 TRAC 3	Workshops and conferences, travel, Consultancies, grants		25,000
	Support the work of the Solutions Alliance in seeking solutions for refugees and internally displaced persons in protracted situations and to prevent displacement from becoming protracted through innovative solutions									190,000
4. Improved utilization of the programme criticality framework, methodology and tools									85,000	
	Support country level programme criticality exercises					CRU (Crisis Interface Team – New York), in collaboration with BPPS, BMS, and BERA	TRAC 3	Travel		85,000
5. Evaluation and lessons learnt on UNDP's engagement in immediate crisis response and early recovery coordination									80,000	
	Commission evaluation on UNDP's crisis response and early recovery coordination					CRU (Crisis Interface Team – New York), in collaboration with BPPS, BMS, BERA and RBx/COS	TRAC 3	consultants		80,000
Output 5 Total										731,559
GRAND TOTAL										14,292,611

VI. MANAGEMENT ARRANGEMENTS

The global project on crisis response is managed by UNDP's Crisis Response Unit (CRU), in accordance with its mandate and in close partnership with UNDP's Regional Bureaux, Bureau for Policy and Programme Support, Bureau of Management, and Bureau for External Relations and Advocacy. CRU is composed of a Directorate, two Crisis Response Coordination teams, the Rapid Response and Preparedness Team and the Crisis Interface Team.

The global project for crisis response will be the main vehicle to implement CRU's Integrated Working Plan (IWP) and as such uses the CRU architecture to ensure swift implementation of the activities. In order to avoid double planning, coordination and reporting, the Annual Work plan of the Project will be aligned with CRU's IWP.

Figure 2: Project Organization Structure



The Project board is composed of representatives from each of the regional bureaus (the main beneficiaries), as well as BPPS, BERA and BMS (the main suppliers). Project board meetings will be held at the beginning of each year. Bureaus can decide not to be represented and to delegate authority to either another bureau or directly to the executive. The Regional Bureaus are expected to represent Country Offices that have been recipient of CRU support during the last programming cycle.

The key functions of the Project Board are to:

- Review the delivery of project outcomes during the previous year;
- Advise on revision to the risk log by reviewing the external environment that may affect project implementation;
- Provide recommendations on the project Annual Work Plan;
- Provide recommendations on priority countries and sub-regional initiatives;
- Formulate strategic recommendation to improve UNDP's performance in Crisis Response.

The Deputy Director of CRU will serve as the Executive for the Global Project for Crisis response. As such, he/she provides strategic leadership and oversight for the project implementation and chair the project board.

Within CRU the overall management of the implementation will rest with one of CRU's team leaders. The Project Manager is subject to change upon decision by the Executive with notification to the Project Board. The Project Manager is supported by CRU's Operations Specialist for operational management of the Global Project. Team Leaders of CRU are responsible to deliver outputs of the project. CRU may also partner with selected civil society organizations as responsible parties to implement activities and achieve deliverables set forth in the project document and/or project AWP. A staff not involved in day to day management of the outputs will be selected to ensure the quality assurance of the project.

VII. MONITORING FRAMEWORK AND EVALUATION

The global project will be subject to UNDP's monitoring and evaluation procedures in accordance with the UNDP Programme Policies and Procedures.

Within the annual cycle, the project will be monitored through the following:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results;
- An issue log shall be activated in ATLAS and updated to facilitate tracking and resolution of potential problems or requests for change;
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in ATLAS and regularly updated by reviewing the external environment that may affect the project implementation;
- A project lessons learned log shall be activated and regularly updated to ensure ongoing learning and adaptation within the organization, and to facilitate the preparation of the lessons learned report at the end of the project;
- A monitoring schedule plan shall be activated in ATLAS and updated to track key management actions/events.

CRU will reflect annual targets and indicators of the global project in its annual Integrated Work Plan, which is aligned with UNDP's Annual Business Plans throughout the implementation of the UNDP Strategic Plan 2014-2017. CRU will make use of UNDP's Corporate Strategic Planning System for this purpose, including for mid-year progress reports. The Results-Oriented Annual Report will serve to capture results at the end of each year.

Based on the above report, an annual project review will be conducted during the first quarter of the following year to assess the performance of the project and appraise the AWP for the following year that will be based on the IWP and the corporate ABP. The review will be driven by the Project board that will meet annually.

VIII. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the [Supplemental Provisions](#)

attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof.

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

To ensure its responsibility for the safety and security of the UNDP personnel and property, UNDP shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to UNDP's security, and the full implementation of the security plan.

The UNDP shall undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

IX. ANNEXES

Annex 1: Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner
1	Continuing economic and political turmoil place severe strain on the organisation	2015	Strategic	P = 3 I = 3	<ul style="list-style-type: none"> ▪ Focus on institutional preparedness and response to crises ▪ Regular horizon-scanning and simulation of responses to a wide spectrum of contingencies 	CRU Deputy Director
2	Pressure on core and non-core resources as a result of the on-going economic crisis and changes in policy in key contributing countries	2015	Financial	P = 4 I = 3	<ul style="list-style-type: none"> ▪ Improved corporate coordination on crisis response ▪ Advocacy and resource mobilization for UNDP's corporate crisis response 	CRU Director
3	Slowdown in the follow-through to the structural change diminishes gains in cost reductions and effectiveness	2015	Organizational	P = 3 I = 3	<ul style="list-style-type: none"> ▪ Monitoring and consolidation of gains achieved through structural change 	CRU Director
4	Simultaneous large-scale crisis testing the ability of the organization to respond adequately	2015	Organizational	P = 3 I = 3	<ul style="list-style-type: none"> ▪ Improved early warning and early action ▪ Focus on UNDP crisis response preparedness at all levels, HQ, regional, COs ▪ Continuous improvement of UNDP's response mechanisms and assets, in particular deployable capacity ▪ Clarity of roles and responsibilities, through the revised SOPs for Crisis Response. 	CRU Response and Preparedness team
5	Disconnect between the crisis response phase and the transition to recovery	2015	Organizational	P = 3 I = 3	<ul style="list-style-type: none"> ▪ Greater predictability and effectiveness of the Early Recovery Cluster ▪ Effective use of the crisis response packages as 'hooks' to recovery ▪ Strong articulation between the different phases of the crisis cycle ▪ Effective advocacy with donor partners to ensure support to the recovery phase 	CRU Interface team CRU Coordination teams

Annex 2: UNDP Crisis Response Strategy and Crisis Response Packages

(approved by UNDP's Executive Group on 1 April 2015)

Introduction

UNDP's capacity to act with speed, effectiveness and predictability in crisis⁴ is critical to achieving results outlined in the Strategic Plan 2014-2017 in the area of resilience building⁵. This submission paper proposes key principles and elements of a Crisis Response strategy that will enable the organization to ensure its crisis response capacity is fit for purpose.

Rapid, effective and predictable crisis response will only be made possible if all parts of UNDP work closely together, including on programme substance, operations, coordination, partnership, and communication. This paper aims to stay focused on the strategic level, while proposing a basic process for the organization to work together within high standards of speed and effectiveness.

It should be noted that UNDP has helped governments and communities respond to crisis in disaster and conflict settings for many years. The organization has drawn important lessons from successes and missed opportunities in these contexts. It will be important to capture these lessons as we move forward.

From a strategic point of view, for UNDP to be able to respond to a crisis rapidly, the organization must have an agreed mechanism to bring together central and regional bureaux, regional hubs, and country offices to quickly deliver early recovery programming and coordination, to effectively apply Fast Track Policies and Procedures, to deploy SURGE experts, to apply Standard Operating Procedures, and to quickly contribute to fundraising efforts. This has been set out in the business process flows arising from the Corporate Accountability framework and will be reflected in revised SOPs.

For a multidisciplinary organization like UNDP, it is also important to achieve predictability in crisis response. This submission paper proposes four immediate crisis response packages, developed according to UNDP's areas of comparative advantage in early recovery, which also constitute entry points for a return to sustainable development pathways.

Having these packages developed in modular form, would enable UNDP to more rapidly develop our early recovery proposals and would also enable us to more effectively engage with potential partners. The packages would provide clear guidance to country offices for activities to be delivered immediately after the onset of a crisis, when humanitarian life-saving and early recovery activities are conducted simultaneously.

1. Principles

- a. Predictable
- b. Fast
- c. Effective
- d. Whole-of-UNDP Approach
- e. Working with Others (Inter-agency coordination)
- f. Clear hook to UNDP Strategic Plan, Early Recovery and Humanitarian Policies and Actions, Recovery Planning, resilience building and effective transition toward sustainable development pathways

⁴ The term refers to disaster and conflict triggered crises.

⁵ On Area of Work 3 on Resilience-building, the UNDP Strategic Plan makes explicit reference to "rapid and effective recovery from conflict-induced crises in those cases where prevention has fallen short; and a much stronger ability to prepare for and deal with the consequences of natural disasters" (Paragraph 21, page 10).

- g. All this leading to stronger visibility and credibility with donors for more robust resource mobilization for crisis response and early recovery

2. Key Elements

- a. Partnerships
- b. Early Warning
- c. Crisis Preparedness
- d. Standard Operating Procedures for Crisis Response
- e. Immediate Crisis Response Packages
- f. Fast Track 2 – in line with 2014 audit recommendations, a new generation of Fast Track will focus solely on immediate crisis response (in line with its original purpose)
- g. Increased deployable capacity for Early Recovery
- h. UNDP's capacity to conduct accelerated recovery assessments, including faster PDNA/PCNA and Recovery Plans⁶, for early programming (and resource mobilization)
- i. Robust funding for crisis response, including a strong resource mobilization strategy (important to finalize the internal arrangements)
- j. Strong communication and advocacy strategy
- k. Strong leadership and support to the Early Recovery Cluster

3. Immediate Crisis Response Package

While crises vary greatly, and all immediate crisis response should be adapted to specific contexts, essential parameters for UNDP's interventions can be identified, particularly on timeframe. In UNDP's Standard Operating Procedures, the timeframe for crisis response is currently set at 90 days from the onset of a crisis. The new accountability framework business processes set a target of 45 days to develop the early recovery plan.

The immediate Crisis Response Packages are a tool to ensure delivery of effective and predictable action, starting within the very early part of the 90 day period.

What it is:

The Crisis Response Packages are a central piece of UNDP's capacity to respond efficiently and effectively to crises at country and regional level. These packages aim to ensure that UNDP is a credible, reliable and predictable partner at the onset of a crisis by delivering with speed and efficiency early recovery interventions.

The packages will focus on areas of UNDP's comparative advantage under an early recovery approach and will aim at providing, as early as possible, a clear 'hook' to recovery and rapid return to sustainable development pathways. They comprise:

- 1) Crisis response narrative and guidance notes;
- 2) Crisis response elements for programming including project document templates, assessment guidelines, TORs, best practices;
- 3) Crisis response Operations and Processes such as agreed fast-track processes (including operations and administrative procedures), pre-positioning of equipment and stand-by agreements where applicable;

⁶ In practice, faster PDNA/PCNA and recovery planning processes will likely involve strengthening UNDP's internal capacity to conduct quick recovery assessments in its areas of comparative advantage, especially where relationships with key partners carry high risks, complexity and challenges to rapid delivery.

- 4) Deployable capacity such as pre-determined human resource capacities for implementation (including rosters of trained staff and consultants and standby partners) and training modules;
- 5) Crisis response pre-identified partners including UN actors, standby partners and NGOs;
- 6) Readily available and rapidly allocated funding source for implementation; and
- 7) Crisis response communication and advocacy tools: communication tools tailored to each package to clearly present what UNDP can offer in crisis situations.

How it works:

- 1) These packages are intended as a tool for Regional Bureaus, Regional Hubs and Country Offices to ensure an effective and rapid response, but also to help UNDP to more quickly mobilize donor funds for recovery. As such, they will establish a clear hook to development in the immediate crisis response.
- 2) UNDP will be able to tailor the appropriate crisis response packages to the particular circumstances during the initial response period to ensure that early recovery interventions are on track as early as possible.
- 3) The crisis response packages will be adapted for the particular circumstances by the SURGE Planning Team.
- 4) The packages will be funded from emergency allocations managed by CRU from TRAC 3 and from other budgetary sources managed by CRU and BPPS to be further defined in the context of the overall funding window restructuring.
- 5) Once the early recovery plan is in place, and decisions have been made on which packages UNDP is proposing to seek partner funding for, responsibility for delivery of the packages will move to BPPS in conjunction with the relevant Regional Bureau and Country Office.
- 6) For the development and roll out of the modules, CRU will ensure overall coordination; BPPS will lead on substantive content, BMS will lead on the operational aspects and BERA will complement with the communication components.

Proposed Areas for Development of Packages:

To be developed and packaged by the end of 2015 (proposal):

- 1) Rehabilitation of Community Infrastructure, Debris & Solid Waste Management
- 2) Restoration of Local Governance Functions
- 3) Cash-based Interventions, Emergency Employment and Enterprise Recovery

To be developed and packaged by the end of 2016 (proposal):

- 4) National Post Disaster Recovery Planning and Coordination & Aid Management

