

Global Project Initiation Plan



Project Title: Rapid Response Facility **REVIVE**¹
Expected SP Outcome: Resilience built to respond to systemic uncertainty and risk.
Expected SP Output: 3.3 Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels
Initiation Plan Start/End Dates: June 2025 -December 2026
Implementing Partner: UNDP

Brief Description

With the support of the Republic of Korea, UNDP intends to develop a full-fledged REVIVE Global Programme in response to the unprecedented surge in humanitarian needs—305 million people projected to require urgent assistance in 2025 due to escalating conflicts, forced displacement, and climate-related disasters. To be developed as a flagship global initiative, REVIVE will aim to bridge the gap between emergency relief and long-term development by accelerating the transition to recovery for approximately 5 million people across 10 crisis-affected countries. As humanitarian appeals increasingly extend beyond a decade, and weather-related disasters alone displaced 26.4 million people in 2023, there is a pressing need for scalable, community-driven solutions. REVIVE will address this by focusing on three key pillars: restoring essential infrastructure and services, revitalizing local economies and livelihoods, and strengthening local governance and social cohesion. Country-tailored early recovery packages will include mine action, debris management, cash-for-work schemes, renewable energy access, healthcare support, and gender-responsive programming. The initial rollout will aim to directly benefit 2.5 million people and indirectly support another 3.34 million through job creation, service restoration, infrastructure rehabilitation, and support to micro and small enterprises. Results will be tracked through tangible metrics, such as volume of debris cleared, number of jobs created, improved access to services, and rehabilitated socio-economic infrastructure. Aligned with UNDP’s Strategic Plan Development Outcome 3 on resilience to systemic risks, the programme’s three outputs—restored services, strengthened livelihoods, and enhanced community resilience—will work together to reduce humanitarian caseloads and foster sustainable recovery. Backed by Korea’s strategic partnership and financial support, REVIVE will demonstrate UNDP’s comparative advantage in early recovery: deep operational capacity, integrated gender perspective, global technical networks, and proven ability to respond quickly in complex emergencies. By empowering local actors and aligning with the Humanitarian-Development-Peace Nexus, REVIVE will position crisis-affected countries to emerge stronger, more stable, and better equipped to withstand future shocks.

SP Programme Period: 2022-2025 & 2026-2029 Quantum Project Number: Quantum Output Number: Gender Marker: GEN 2	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="border: none;">Total Resources Required:</td> <td style="text-align: right;">USD 64,025,000</td> </tr> <tr> <td style="border: none;">Total Allocated Resources:</td> <td></td> </tr> <tr> <td style="border: none;"> <ul style="list-style-type: none"> ▪ Regular: US\$ 25,000 ▪ Other: <ul style="list-style-type: none"> ○ Donor: ○ Government: </td> <td></td> </tr> <tr> <td style="border: none;">Unfunded budget (ROK) Hard pipeline:</td> <td style="text-align: right;">US\$ 64,000,000</td> </tr> <tr> <td style="border: none;">In-Kind Contributions:</td> <td></td> </tr> </table>	Total Resources Required:	USD 64,025,000	Total Allocated Resources:		<ul style="list-style-type: none"> ▪ Regular: US\$ 25,000 ▪ Other: <ul style="list-style-type: none"> ○ Donor: ○ Government: 		Unfunded budget (ROK) Hard pipeline:	US\$ 64,000,000	In-Kind Contributions:	
Total Resources Required:	USD 64,025,000										
Total Allocated Resources:											
<ul style="list-style-type: none"> ▪ Regular: US\$ 25,000 ▪ Other: <ul style="list-style-type: none"> ○ Donor: ○ Government: 											
Unfunded budget (ROK) Hard pipeline:	US\$ 64,000,000										
In-Kind Contributions:											

Agreed by UNDP:

DocuSigned by:

46B034308D02426...

19-May-2025

¹ REVIVE = Relief, Employment and Vital Infrastructure for the Vulnerable in Emergencies

1. CONTEXT / HUMANITARIAN AND DEVELOPMENT CHALLENGES

There has been an exponential growth in humanitarian needs year on year, due to increasing number and intensity of conflicts and natural disasters. In 2025, 305 million people globally will require urgent humanitarian assistance and protection due to escalating crises with catastrophic impacts on affected populations. The humanitarian needs are budgeted at USD 46.6 billion. This has increased from 299.4 million people in need in 2024 with a budget of USD 46.4 billion. Civilians continue to bear the brunt of an unprecedented number of armed conflicts, marked by a blatant disregard for international humanitarian and human rights laws. In 2024 alone, nearly 123 million people were forcibly displaced due to violence and conflict, marking the twelfth consecutive annual increase.

Simultaneously, the world is nearing the critical threshold of 1.5°C warming, leading to more frequent and severe disasters. In 2023, 363 weather-related disasters impacted at least 93.1 million people and caused approximately 74,000 fatalities. Disasters triggered 26.4 million internal displacements and had a direct economic loss of USD 250 billion.

The intersection of prolonged crises—both conflict-driven and climate-induced—has dire consequences. Humanitarian plans and appeals now have an average duration of 10 years, with some ongoing for over 20 years. Prolonged crises severely diminish prospects for affected populations, underscoring the urgent need for innovative, scalable, and community-driven solutions¹.

To address the exponential rise in humanitarian caseloads, duration and costs, an updated strategy is essential: investing in more effective and timely humanitarian assistance that improves outcomes for crisis-impacted populations whilst accelerating the transition from relief to recovery. This strategy also addresses a key gap witnessed widely in crisis responses, between short-term measures and medium-term to long-term solutions. As the agency at the forefront of the HDP nexus, UNDP focuses on this strategy through its work in conflict prevention, peacebuilding, disaster risk reduction, climate mitigation and adaptation, and early recovery.

The global programme *REVIVE* will specifically focus on addressing immediate relief and early recovery, thereby ensuring that humanitarian interventions contribute to resilience and development.

Early recovery efforts, encompassing community infrastructure repairs, livelihoods restoration, mine action, debris removal, and the reinstatement of public services address immediate needs while laying the groundwork for sustainable recovery. Restoring livelihoods and local services not only provides affected populations with the means to regain independence but also revitalizes local economies, creating a ripple effect of stability. Simultaneously, mine action ensures safety and mobility, while debris removal accelerates rebuilding efforts and facilitates the return to normalcy. Together, these interventions bridge the gap between emergency relief and long-term development, reinforcing resilience and empowering communities to recover and thrive in the aftermath of crises.

2. STRATEGY

REVIVE is a Global Early Recovery umbrella programme that will prioritize three key initiatives:

- 1) Rehabilitating infrastructure

- 2) Reviving the local economy and livelihoods
- 3) Restoring local services

Together, these efforts will promote cohesive, forward-looking, and resilient recovery. By bridging immediate crisis response with sustainable development goals, the approach aims to help communities emerge stronger and more self-reliant.

Early Recovery initiatives will be delivered through tailored Early Recovery Packages at country level—including mine action, debris and waste management, livelihoods and economic recovery, cash-based interventions, restoration of government functions, gender-responsive programming, health, and energy solutions. Implementation will emphasize a rapid start, scalability, and alignment with medium- and long-term recovery objectives.

Across these three areas, Crisis Bureau will deploy flexible tools and services that include crisis experts, digital monitoring systems, community feedback mechanisms, and dedicated support for vulnerable groups, especially women, children, and persons with disabilities. Gender considerations will be embedded from the design to the implementation stage, ensuring equal access to recovery support and leadership roles for women in community recovery planning.

The three key initiatives will be complemented by set of key enablers that are essential for delivering impact and results. These include the following:

- **Assessments:** UNDP has developed digital-enabled and community-driven tools including RAPIDA (Rapid Assessment and Analysis tool) to conduct rapid assessments to better identify and assess impacts on populations, infrastructure and services and identify catalytic early recovery needs. This tool will be utilized to roll out the interventions of the global programme.
- **Special Measures for Crisis Response and Programming:** A set of pre-approved operations and programmatic Special Measures that allow for flexibility of corporate policies and procedures in crisis contexts to expedite programme implementation. These measures will be key during implementation of the programme.
- **Quick Deployment of Expertise (AI-enabled):** Access to a vast range of external and internal expertise to enhance the quality of implementation. Deployments are facilitated through A.I. powered cutting-edge human capital management platform, allowing for fast and high-quality deployment support to ensure programmatic objectives are met. This will enable high quality technical and operational support for programme implementation.
- **Dedicated Crisis Operations and Troubleshooting:** Quick solutions to operations bottlenecks in complex operating and security environment. This will consist of both remote and deployable capacities and 24/7 advisory services to support operational needs at the country office.
- **Risk Management:** A comprehensive risk management strategy will be implemented for this programme. While most COs have existing risk management tools, given the scale and speed of these interventions, in consultation with each Country Office, CB will develop and implement an appropriate risk management plan focused on this initiative.

Principles for Action

This project will apply the following six principles of action:

- **Impact:** deliver concrete, measurable results at-scale.
- **Speed:** ensure rapid implementation.

- **Agility:** adapt to evolving needs.
- **Inclusivity:** leave no one behind, with emphasis on women and youth.
- **Cost-effectiveness:** manage costs and coordinate with partners to maximise benefits for crisis-impacted populations.
- **Sustainability:** address immediate needs whilst laying the foundation for resilience.

Theory of Change

By exemplifying value for money through the 4Es (Economy, Efficiency, Effectiveness, and Equity), the flagship project will foster innovation, inclusivity, adaptability, scalability, and replicability, ensuring a more resilient future for crisis-affected communities.

WHAT: This project aims to reduce the number of people in dire humanitarian need while preventing further regression of development gains by accelerating their transition to recovery.

HOW: The project will focus on 10 countries experiencing acute humanitarian crises, leveraging the Humanitarian-Development-Peace (HDP) nexus approach. It will strengthen local and national capacities to manage and respond to crises by rehabilitating infrastructure, revitalizing local economies and livelihoods, and restoring essential services. This will be achieved through collaborative efforts that emphasize partnerships, local ownership, and people-centered solutions.

THEN: The project will accelerate the transition from relief to recovery of approximately 5 million affected people, leading to a reduction in humanitarian needs. Countries will be better equipped to mitigate risks fostering long-term resilience and stability.

Comparative Advantage of a Global Approach

- Specialized capacities and a clear mandate for delivering crisis readiness, response, and recovery.
- Proven expertise and established tools for rapid, high-impact crisis response and early recovery support in humanitarian emergencies.
- Strong ability to integrate a gender perspective across all early recovery initiatives, including a dedicated % for Generation 3 activities.
- Active engagement in global humanitarian reform discussions, with the ability to contribute meaningfully through a strong presence at headquarters in New York and Geneva.
- Robust project management, oversight, and early recovery technical capabilities across all UNDP regions and headquarters, ensuring agile response and effective problem-solving.
- Availability of operational expertise and deployable capacities to enable faster implementation and effective risk management.
- Ability to strategically align TRAC 3 and Funding Windows resources for greater impact and cost-effectiveness.




Early Recovery Operational Strategy

The REVIVE Global Programme will work with UNDP Country Offices and regional hubs, UN and non-UN partners to design and implement early recovery interventions that accelerates transition from relief to recovery. This will be done by providing support to COs to develop projects and

facilitating funding channelled via the global programme to accelerate country level projects to deliver impact.

3. RESULTS AND PARTNERSHIPS

The REVIVE Global Programme has one overarching outcome and three interconnected programme outputs reflecting country focused nature of the programme. The programme outcome and outputs contribute to UNDP Strategic Plan Development Outcome 3: Resilience built to respond to systemic uncertainty and risk.

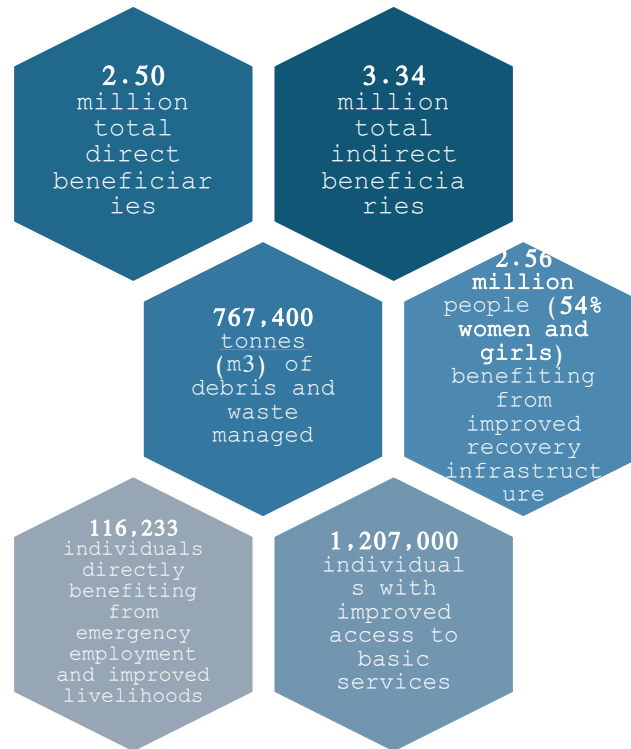
 Rehabilitate infrastructure	 Revive local economy and livelihoods	 Restore local services
<p>Rebuilding crisis-affected communities requires targeted efforts to address immediate hazards and restore essential infrastructure.</p> <p>Environmentally safe removal and disposal of debris and solid waste through mine action and debris management are critical steps to clear pathways for lifesaving support and enable reconstruction.</p> <p>Simultaneously, repairing and reinforcing community infrastructure, productive assets, including irrigation canals, local roads, markets, hospitals, and school buildings, ensures these vital facilities are functional and resilient, laying a strong foundation for recovery and long-term sustainability.</p>	<p>Sustainable recovery in crisis-affected areas requires a comprehensive approach that supports livelihoods, community security, and gender equality.</p> <p>Revitalizing businesses and employment is key to restoring productive assets and enabling recovery. At the same time, ensuring basic safety and security fosters a stable environment for progress.</p> <p>Gender-responsive programming is essential to address the unique needs of women and girls, promoting inclusivity and empowering them as central actors in recovery and long-term resilience.</p>	<p>Restoring stability and resilience in crisis-affected areas requires a comprehensive focus on local governance, energy, and health. Reestablishing governance structures, including police and city administrations, is vital for service delivery and rebuilding trust.</p> <p>Expanding energy infrastructure with immediate, sustainable solutions addresses urgent needs while supporting long-term recovery. Ensuring access to essential healthcare services and medical supplies is equally critical to meet pressing health challenges and promote the well-being of affected populations during the recovery process.</p>

4. OUTCOME AND OUTPUTS

Outcome: The project will accelerate transition from relief to recovery by providing life-sustaining early recovery support to approximately crisis-affected people, while enhancing long-term resilience and stability.

- **Output 1:** Crisis-affected people have restored access to critical infrastructure and basic services.

- **Output 2:** Crisis-affected populations have enhanced livelihoods and income opportunities.
- **Output 3:** Crisis-affected communities have improved access to basic services.



In the initial period of the PIP is anticipated to support **5.84 million crisis-affected people** and reduce the **humanitarian caseload within 12 months**. This includes 2.50 million direct beneficiaries and 3.34 million indirect beneficiaries. The accumulated results of the project will be measured as follows:

- Number of people benefitting from jobs and improved livelihoods:
- Number of displaced or vulnerable individuals with improved shelter
- Number of individuals with improved access to basic services (e.g., water supply, sanitation, electricity, healthcare, SGBV response, education):
- Volume (m³) of debris and waste cleared
- Number of people benefitting from improved infrastructure for recovery in crisis or post-crisis setting
- Number of basic socio-economic infrastructures rehabilitated

5. MANAGEMENT ARRANGEMENTS

The C3RT Team, based within the UNDP Crisis Bureau, will be responsible for management and implementation of the REVIVE Global Programme, which includes all technical aspects of project planning, implementation, and reporting—ensuring quality, managing risks, and upholding UNDP’s ethics, accountability standards, and operational principles. Financial contributions will be allocated based on the budgets set out in each country’s concept note, in line with UNDP’s Financial Rules and Regulations.

C3RT will support the design and delivery of high-quality early recovery assistance in crisis contexts, working in close coordination with UNDP Regional Bureaux, Regional Hubs, and Country Offices. The C3RT team maintains a presence at UNDP headquarters in New York and Geneva, as well as across Regional Hubs in Addis Ababa, Amman, Bangkok, Istanbul, Dakar, and Panama, which enables faster implementation.

Through the GCER (Global Cluster for Early Recovery) arrangement globally, and as the ER Cluster Coordinator in relevant humanitarian contexts, the project will work with other UN agencies to support joint planning and assessments on behalf of the broader humanitarian system.

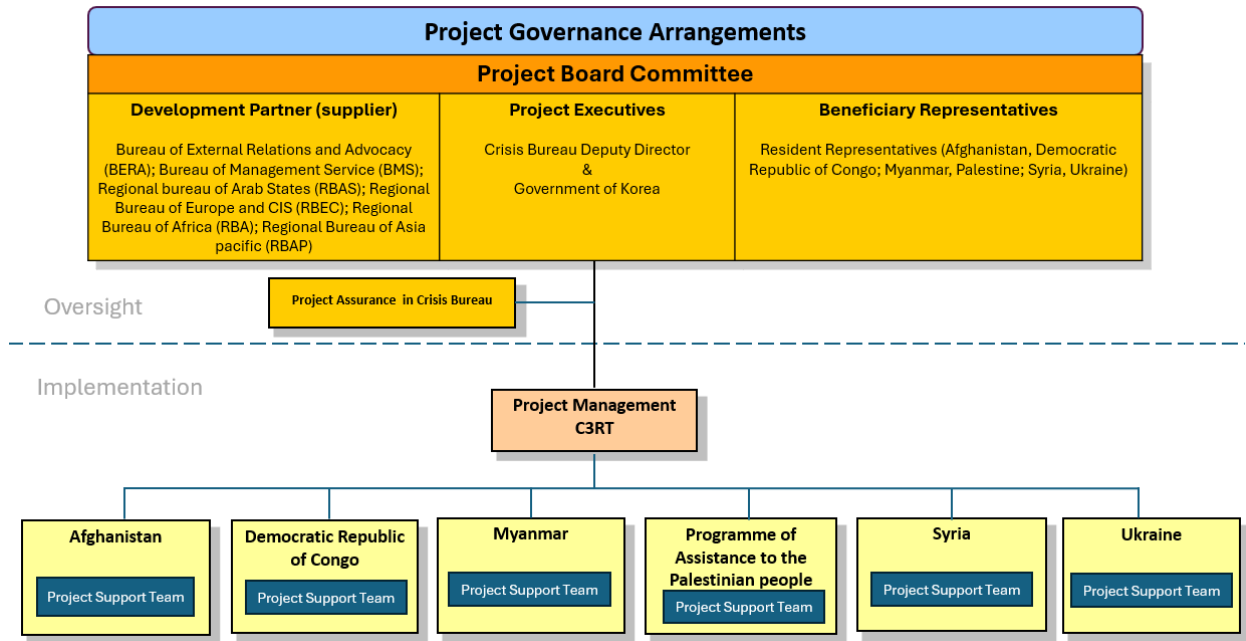
Project oversight will be led by the Crisis Bureau in collaboration with the Bureau for External Relations and Advocacy (BERA), relevant Regional Bureaux, and Resident Representatives in target countries.

A global Project Board will be established to support decision-making and oversight. The Project Board will comprise of CB, BERA, BMS, Regional Bureaux (RBAS, RBAP, RBA, RBEC) and Resident Representatives in target countries. The Republic of Korea will be part of the project advisory committee. The board structure, including roles and responsibilities, will follow the standard diagram and guidance provided in the full project document template.

As noted in the diagram below, every Project Board in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal Project Board member must correspond to one of these three roles and be identified accordingly in the project documentation.

1. **Project Director/Executive(s):** These are individuals who represent ownership of the project and chairs (or co-chairs) the Project Board. The Project Executives are co-chaired by: UNDP Crisis Bureau Deputy Director and Government of Korea.
2. **Beneficiary Representative(s):** This refers to the individual(s) representing the interests of the groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Beneficiary Representative(s) are: Resident representatives of 6 countries - Afghanistan, Democratic Republic of Congo; Myanmar, Palestine; Syria, Ukraine
3. **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. The Development Partner(s) representative(s) are: BERA, BMS and Regional Bureaux – RBA, RBAP, RBEC, RBAS.

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions - *'High-level oversight of the project'* and *'Approval of key project execution decisions'* is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.



6. MONITORING

Project will adhere to the monitoring standard and policies of UNDP which includes (a) tracking performance through the collection of appropriate and credible data and other evidence; (b) analysing evidence to inform management decision-making, improve effectiveness and efficiency, and adjust programming as necessary; and (c) reporting on performance and lessons to facilitate learning and support accountability. Outcomes will be monitored annually through annual report whereas outputs will be monitored through project specific output monitoring and workplans.

UNDP has a robust risk management architecture, based on the UNDP Enterprise Risk Management (ERM) and Internal Control Framework (ICF), which provides a structured approach to risk management, oversight, and accountability. It clarifies the segregation of roles and the overall governance of the risk management framework. The political and operational complexity of crisis contexts often necessitate an additional layer of risk management that complements and augments UNDP's corporate risk management and governance architecture.

Some standalone Risk Management Unit (RMU), under the purview of UNDP or under the auspices of the Resident Coordinator's Office (RCO) serving the whole system, exists in Myanmar, and PAPP which are complex protracted crisis settings. CB, in consultation with each Country Office, will develop and implement an appropriate risk management plan focused on this initiative. CB will also create a project risk register (Annex 1), maintaining and updating as needed in Quantum for the duration of the project.

Reporting requirements:

- To ensure quality and responsiveness, conduct quarterly check-ins during the implementation period.

- Submit brief progress updates aligned with their Annual Work Plan to the Crisis Bureau one week prior to each check-in.
- Submit six-month interim narrative and financial report that specifically highlights results/impact, challenges, lessons and successes
- Provide inputs into the Annual Report.

7. **VISIBILITY STRATEGY** (see annex 2 for details)

Generating visibility for Korea's contributions will enable public recognition, reinforce Korea's leadership in multilateralism, and enhance donor engagement. The visibility strategy covers multiple channels (global, country, and domestic levels):

- **Global-Level Visibility Initiatives** to maximize recognition of Korea's contribution to UNDP's crisis and fragile contexts through applicable global platforms and international development discussions.
- **Country-Level Visibility Initiatives** to strengthen visibility in recipient countries by directly linking Korea's funding to on-the-ground impact.
- **Domestic (Korean) Audience Visibility Initiatives** to strengthen joint impact among Korean policymakers, media, and the general public.
- **Monitoring and Reporting** to provide regular updates and submit a final report.

8. WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSI BLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1: Crisis-affected communities have restored access to critical infrastructure and basic service.</p> <p><i>Indicators:</i> Number of individuals benefiting from improved infrastructure for recovery in crisis or post-crisis setting. Baseline: 0; Target: 1,066,860</p> <p>Volume (m³/tonnes) of debris safely managed. Baseline: 0; Target: 588,750</p> <p>Number of basic socio-economic infrastructures rehabilitated Baseline: 0; Target: 2230</p> <p>Number of displaced or vulnerable individuals with improved shelter Baseline: 0; Target: 26.970</p> <p>Related SP Output indicator: 3.3.2</p>	1.1 Rehabilitate essential community infrastructure, including water infrastructure, roads, hospitals, schools, and housing. (Afghanistan, Gaza, Syria, Ukraine)	x	x	x	x	UNDP	ROK	Contractual work	32,298,123
	1.2 Safely and efficiently manage debris to enable safe returns. (Myanmar, Syria, Ukraine)	x	x	x	x	UNDP	ROK	Contractual work	
	1.3 Develop and implement dignified transitional housing and temporary shelter solutions for internally displaced persons. (DRC, Myanmar, Gaza)	x	x	x	x	UNDP	ROK	Contractual work	
<p>Output 2: Crisis-affected communities have enhanced livelihoods and income opportunities.</p> <p><i>Indicators:</i> Number of individuals benefiting from jobs and improved livelihoods.</p>	2.1 Provide emergency employment through cash-for-work and income-generating schemes. (DRC, Afghanistan, Myanmar, Syria)	x	x	x	x	UNDP	ROK	Grants and Transfers	11,144,122
	2.2 Support agricultural production, food security systems, and business revival. (DRC, Afghanistan, Myanmar)	x	x	x	x	UNDP	ROK	Grants and Transfers	

<p><i>Baseline: 0; Target: 230,400</i></p> <p><i>Related SP Output indicator: 3.3.1</i></p>	<p>2.3 Promote local economic recovery through job creation, skills development, and MSME support. (DRC, Afghanistan, Myanmar, Syria,</p>	x	x	x	x	UNDP	ROK	Grants and Transfers	
<p>Output 3: Crisis-affected people have restored access to critical infrastructure and basic services .</p> <p><i>Indicators:</i> <i>Number of individuals with improved access to basic services (e.g., water supply, sanitation, electricity, healthcare, SGBV response, education).</i> <i>Baseline: 0; Target: 1,193,240</i></p> <p><i>Related SP Output indicator: 1.3.1</i></p>	<p>3.1 Support social cohesion, community self-organization, and inclusive planning processes. (Gaza, Ukraine)</p>	x	x	x	x	UNDP	ROK	Personnel	7,295,778
	<p>3.2 Restore access to basic services including WASH, education, electricity, health, and psychosocial support. (DRC, Gaza, Syria, Ukraine)</p>	x	x	x	x	UNDP	ROK	Contractual work	
	<p>3.3 Expand awareness-raising and risk mitigation measures for landmine contamination and debris. (Syria, Ukraine)</p>	x	x	x	x	UNDP	ROK	Personnel	
<p>Output 4: Development of a full-fledged global project REVIVE</p>	<p>4.1. Consultations, drafting and finalization</p>	x	x	x	x	UNDP	UNDP	Personnel	25,000
<p>Set-aside Funding</p>		x	x	x	x	UNDP	ROK	N/A	4,629,630
<p>Operational Support, Visibility and Risk Management</p>		x	x	x	x	UNDP	ROK	Personnel Travel	2,234,607
<p>Management Cost</p>		x	x	x	x	UNDP	ROK	Travel, Equipment and Supplies	1,656,999
<p>GMS (8%)</p>		x	x	x	x	UNDP	ROK		4,740.741
TOTAL									64,025,000

Annex 1: Risk Register

Risks	Level	Likelihood of occurrence	Mitigation measure
Escalation in crisis and deterioration of security in project areas	Medium to high	High	<p>Readiness to make quick adjustments as the situation may require. Use of adaptive management and implementation tools.</p> <p>Close work with UNDP/UNDSS security advisors to support operations at the local level. CO will follow UNDSS guidance and increase decentralized decision making.</p>
Lack of coordination in the overall response despite the declared intention of national actors/institutions	Medium	Medium	<p>Support to national ownership of the response, existing humanitarian coordination mechanisms, aid management, and advisory support to key institutions.</p> <p>Strong advocacy for a nationally led response.</p>
Lack of implementing partners in the field and delays in delivery/procurement of materials projects	Medium	Low-medium	<p>Scanning and engaging in partnerships with communities and UN agencies to ensure liaison/representation with local partners, implementation support and coordination of early recovery.</p> <p>Crisis Bureau SURGE support on operations to ensure all necessary information for an effective procurement process and conduct market assessments.</p>
Environmental hazards to people and ecosystems linked to construction and infrastructure rehabilitation	High	Medium-High	<p>UNDP, in its quality assurance and risk management mechanisms (Social and Environmental Standards), verifies compliance with national standards (where existing) for environmental risk management and health, security and safety of workers. Where standards are non-existent, UNDP will assess the most appropriate and highest standard applicable, based on the context and region.</p>
Insufficient fiduciary management of payments to Civil Society organizations for payment	High	Medium	<p>By conducting oversight through regular reviews, milestone-based payments, and field-level monitoring. UNDP assesses progress before fund disbursement, with dual authorization for third-party transfers. Monitoring by UNDP staff or independent agents ensures transparency, proper payments, and grievance handling, fostering accountability and collaboration with municipalities and community organizations.</p>

Annex 2. Visibility Strategy for Republic of Korea's Humanitarian Assistance

a. Global-Level Visibility

Objective: Maximize recognition of Korea's contribution through global platforms and international development discussions.

1. Branding: Explore the development of a distinctive theme or brand for ROK humanitarian assistance contributions, particularly Flagship projects
2. High-Level Engagement:
 - a. Highlight impacts and achievements in leadership speeches and remarks (e.g. high-level meetings executive board meetings and other relevant occasions)
 - b. Integrate ROK&UN Organization leadership remarks in global publications
3. Reporting:
 - a. Publish annual fact sheets and infographics, that also includes narratives on exemplary stories of impacts and success stories
 - b. Feature ROK contributions and their impacts in global and thematic reports, newsletters
4. Media and Digital Platforms
 - a. Publish posts about ROK-funded projects with impacts on global platforms (X, Instagram, Facebook) on a regular basis
 - b. Create multimedia contents (videos, infographics) highlighting success stories and achievements

b. Country-Level Visibility

Objective: Strengthen visibility in recipient countries by directly linking Korea's funding to on-the-ground impact.

1. Logo use: Consistently apply the ROK ODA logo and national flag on project sites, reports, and materials (including in-kind products)
2. Ensure the logo is prominently and properly displayed on all communication materials, event banners, and project sites.
3. Impact Stories: Gather human-centered stories from beneficiaries or local staff, emphasizing tangible impacts and success stories, and produce public contents
4. Engage local media with press releases and interviews: Feature impacts and achievements in country-level leadership remarks, publications, and key events (e.g. development partners' meeting)
5. Joint Activities (Field Visits, Media Engagement):
 - a. Host project launching, granting, and closing ceremonies
 - b. Conduct joint field visits with ROK embassy, KOICA and local representatives
 - c. Coordinate with local officials and media to ensure comprehensive coverage

c. Domestic (Korean) Audience Visibility

Objective: Strengthen recognition joint impact among Korean policymakers, media, and the public.

1. Public Awareness and Media Engagement:
 - a. Engage Korean media, in connection with high-level visits to Korea
 - b. Create video testimonials from staff (preferably Korean nationals) and beneficiaries on narratives of Korea's role and impact
 - c. Translate communications contents into Korean language for use, particularly on thematic and impact reporting, stated in 1-3
 - d. Leverage meetings (e.g. campus lectures) with youth to garner support for and foster high recognition of ROK ODA
2. Parliamentary Engagement:
 - a. Engage the National Assembly in connection with high-level visits
 - b. Demonstrate increased awareness and recognition of ROK's role in global humanitarian support and multilateral aid

d. Strategic Framework for Flagship Project

1. Conduct events (e.g. launch and closing ceremonies) to mark project initiation and completion, with media coverage
2. Joint Field Visits/Involve ROK ambassadors and officials from partner organizations and recipient countries
3. Outcome Documentation: Create visual comparisons, such as before-and-after photos and videos, showcasing progress and impact in regions or countries with limited access (e.g. Syria, Afghanistan), remote communication strategies or the use of local staff for the implementation or content collection should be considered to ensure project continuity.

Visibility Activities

Stage	Activity	Frequency	Remarks
Initiation	Branding and Reporting	Annually	<ul style="list-style-type: none"> • Initial report on the project background, targeted beneficiaries, activity objectives and allocation of funding.
	Ceremonies	Event-based	<ul style="list-style-type: none"> • Launch or grant ceremony, with leadership participation. • Local media coverage during key events.
Implementation	Media and Digital Platforms	Year-round	<ul style="list-style-type: none"> • SNS uploads and press releases on key events of the project.

		Biannual	<ul style="list-style-type: none"> • Media engagement in the format of interviews, op-eds, or special articles. • Social media content (photos, videos) showcasing project progress and impacts. • Human-centered stories and testimonials from beneficiaries.
	Field Visits	Biannual	<ul style="list-style-type: none"> • Joint visits with ROK embassy and partners • Media engagement for coverage.
	Risk Management	Year-round	<ul style="list-style-type: none"> • Monitoring of the project • (If necessary) Adopt remote communication and use local staff
Closing	Ceremonies	Event-based	<ul style="list-style-type: none"> • Closing ceremony with leadership participation
	Reporting	Annually	<ul style="list-style-type: none"> • Narrative and financial reporting • Annual fact sheets, infographics, and reports • Comparative visuals (before-and-after photos, videos)
Annually			