Operating Model

Global Risk Assessment Framework (GRAF)

27.06.2018
DRAFT FOR CONSULTATION
About this document

This document highlights and outlines the main components of the proposed GRAF operating model from governance and communication to resource mobilization and project management.

In particular, the document:
- breaks down each operating model component into its sub components
- defines the principles and their implication by operating model component
- defines roles and responsibilities of the different stakeholders
- where applicable provides guidance on the templates and documents to be maintained

This documentation is primarily for the GRAF Secretariat and GRAF Expert Group to understand how GRAF will function going forward and also serves as the baseline for future iterations of the operating model.

This document is not intended to provide detailed standard operating procedures (SOP), but could be the basis on which SOPs could be developed.

This document does not include a detailed implementation schedule or analysis and costing of resource requirements for implementation.
GRAF operating model components

1. GRAF governance

Identify and on-board resources
2. Resource mobilization
3. Events management

Deploy and manage resources
4. Project selection
5. Project management

6. Communication

7. Collaboration platform (internal & external)

8. Contract management (contributions & grants)
GRAF operating model components

1. GRAF governance

Identify and on-board resources
- Resource mobilization
- Events management

Deploy and manage resources
- Project selection
- Program management

Communication

Collaboration platform (internal & external)

Contract management (contributions & grants)
1. GRAF governance: Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Governance structure should facilitate and not impede collaboration</td>
<td>• A lean &amp; flat structure with a coordination layer that ensures better collaboration between all GRAF contributors</td>
</tr>
<tr>
<td>• Empower GRAF contributors to achieve objectives with requisite oversight but minimal intervention</td>
<td>• Accountability for GRAF activity, outputs and objectives allocated to the relevant level and type of GRAF contributors</td>
</tr>
<tr>
<td></td>
<td>• A robust but simple reporting framework to facilitate oversight and intervention on an exception basis</td>
</tr>
</tbody>
</table>
1. GRAF governance: Structure

- GRAF Expert Group
- GRAF Working Group Leaders
- GRAF Project Leaders
- GRAF Secretariat
1. GRAF governance: Responsibility framework

**Overall GRAF**
- **GRAF Objectives**
  - GRAF Expert Group
  - GRAF Secretariat

**Individual GRAF Working Groups**
- **GRAF Outcomes**
  - GRAF Working Group Leaders

**Individual GRAF Projects**
- **GRAF Activities**
  - GRAF Project Leaders

<table>
<thead>
<tr>
<th>Accountable for…</th>
<th>Role</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRAF Objectives</td>
<td>GRAF Expert Group</td>
<td>• Strategic vision and management of the GRAF</td>
</tr>
<tr>
<td></td>
<td>GRAF Secretariat</td>
<td>• Working Group and Project selection and approval</td>
</tr>
<tr>
<td>GRAF Outcomes</td>
<td>GRAF Working Group Leaders</td>
<td>• Resource mobilization</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Program coordination</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Internal &amp; external communication</td>
</tr>
<tr>
<td>GRAF Activities</td>
<td>GRAF Project Leaders</td>
<td>• Working Group coordination (including communication within the Working Group, with other Working Groups and with the relevant Project Leaders)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Project coordination (including communication within the Project Team)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Project implementation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Project reporting to Working Group Leader</td>
</tr>
</tbody>
</table>
1. GRAF governance: Organisational framework

Accountable for...

**Overall GRAF**
- GRAF Objectives
- GRAF Secretariat
- GRAF Expert Group
- Working Group Leaders
- Resource Mobilization Coordinator
- Communications Coordinator

**Individual GRAF Working Groups**
- GRAF Outcomes
- Working Group Leaders
- Project Leaders
- Communications Coordinator

**Individual GRAF Projects**
- GRAF Activities
- Project Leaders
- Project Managers
- Project delivery teams
# 1. GRAF governance: Reporting framework

<table>
<thead>
<tr>
<th>Report type</th>
<th>Description of report</th>
<th>Responsibility</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRAF Annual Update</td>
<td>• A two–three page document that would form part of UNISDR’s Annual Report</td>
<td>• GRAF Secretariat with support of Working Group Leaders</td>
<td>Annual (May)</td>
</tr>
<tr>
<td></td>
<td>• The report will highlight key GRAF achievements and each of the Working Groups over the past year including any significant challenges / opportunities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Plan of action proposed for the next phase (1 to 3 years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Funds spent and expenditure forecasted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working Group progress reports</td>
<td>• A one page excel based reporting tool which serves as a snapshot of the status of all projects in each of the Working Groups</td>
<td>Working Group Leaders with support from the GRAF Secretariat &amp; input from Project Leaders</td>
<td>Bi-annual (April &amp; October)</td>
</tr>
<tr>
<td></td>
<td>• The report will form the basis of discussion during the bi-annual GRAF Expert Group meetings (explained in section 3 – Events)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project progress reports</td>
<td>• A one page excel based reporting tool which serves as a snapshot of the status, activities completed, activities forecasted, outcomes and impacts, and major risks and the mitigation strategy</td>
<td>Project Leader</td>
<td>Periodic and to be defined based on duration of project</td>
</tr>
<tr>
<td></td>
<td>• The report will form the basis of discussion during Working Group (explained in section 5 – Project management)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project milestone report</td>
<td>• A one page document issued when a major milestone in the project is achieved, e.g. design specifications completed, project implementation completed etc.</td>
<td>Project Leader with support from GRAF Secretariat</td>
<td>Based on project milestone plan and its achievement</td>
</tr>
<tr>
<td></td>
<td>• The document will detail, why the milestone was important (including outcomes and impact), how it was achieved, what the implications are for the future and the next steps and resources needs are for the project</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
GRAF operating model components

1. GRAF governance

Identify and on-board resources

2. Resource mobilization

3. Events management

Deploy and manage resources

4. Project selection

5. Project management

Communication

6. 

Collaboration platform (internal & external)

7. 

Contract management (contributions & grants)

8. 

GRAF
## 2. Resource mobilization: Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource mobilization will be centrally coordinated but not centrally driven</td>
<td>Central resource mobilization team managing and assuring the process, not necessarily executing the same</td>
</tr>
<tr>
<td>The right people will need to be involved at the right time in the process</td>
<td>Transparent mechanism of maintaining and communicating status of prospective GRAF contributors (“prospects”) and contributions</td>
</tr>
<tr>
<td>Coordinated approach towards each prospect to maximise probability of success</td>
<td>Designated contact points to manage prospects through different stages of the resource mobilization lifecycle</td>
</tr>
<tr>
<td>The overall process needs to be cost effective, i.e. it shouldn’t be resource heavy</td>
<td>The resource mobilization process needs to be supported by the GRAF IT platform</td>
</tr>
</tbody>
</table>
## 2. Resource mobilization: End-to-end process

<table>
<thead>
<tr>
<th>An organization can be...</th>
<th>Unqualified prospect</th>
<th>Qualified prospect</th>
<th>Priority prospect</th>
<th>Member of GRAF Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualifiers...</td>
<td>Organizations which GRAF would want and/ or need as a contributor</td>
<td>Organizations which have expressed an interest in knowing more about GRAF*</td>
<td>Organizations which have expressed clear interest to contribute to either a Working Group or Project</td>
<td>Organizations which are part of the GRAF Community</td>
</tr>
<tr>
<td>Relationship management</td>
<td>Any contact point within the extended GRAF Community who is best suited to connect with the organization</td>
<td>GRAF Secretariat will appoint a Contact Point within the GRAF Community to work with the initial contact point to better inform and understand organization’s interest and needs</td>
<td>GRAF Secretariat to be involved along wit Working Group Leaders (as required) and Contact Point to manage the organization’s potential resource commitment. Supported by Resource Mobilization team</td>
<td>Managed by GRAF Secretariat and directly by the relevant Working Group Leaders</td>
</tr>
<tr>
<td>Additional comments</td>
<td>Subset of unqualified prospects will be routinely shortlisted for targeting based on priorities</td>
<td>Designated GRAF Contact Point is responsible to drive engagement at the qualified organization</td>
<td>Priority for resources - Financial contribution** - In-kind - IP</td>
<td>GRAF Expert Group GRAF Working Groups Project Leaders</td>
</tr>
</tbody>
</table>

*A relevant representative of an organization, i.e. a person with the required seniority and who is authorized to commit on behalf of the organization, has expressed the interest to know more about GRAF.

**Some potential contributors will require additional focus given the funds that they could contribute to GRAF and will be monitored by the Fundraising Team.
## 2. Resource mobilization: Roles & responsibility

<table>
<thead>
<tr>
<th>Prospect lifecycle</th>
<th>GRAF Contact Point</th>
<th>GRAF Secretariat</th>
<th>GRAF Resource Mobilization Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unqualified prospect</td>
<td>• Establishes contact with the organization (if not already established)</td>
<td></td>
<td>• Maintain contact details in master list</td>
</tr>
</tbody>
</table>
| Targeted | • Identifies potential areas of interest for the organization in consultation with GRAF Secretariat  
• Initiates discussion with prospect | • Supports GRAF Contact Point with approach to introduce concept of GRAF to prospect  
• Maintain contact details in master list |  |
| Qualified prospect | • Supports GRAF Secretariat by providing continuity in terms of relationship management and organizational insights | • Takes a leading role in managing conversations and discussions with prospect with regards to GRAF  
• Serves as the repository of all interactions and discussions with prospects  
• Maintain contact details in master list |  |
| Priority prospect | • Supports GRAF Secretariat by providing continuity in terms of relationship management and organizational insights | • Drives discussions related to finalising the type and extent of contribution  
• Supports contracting discussion (as required)  
• Proactively maintain details of interactions between GRAF Secretariat with prospects  
• Support in pulling together relevant documentation to support meeting outcomes  
• Coordinate and track GRAF meetings with prospects |  |
| GRAF |  | • Coordinate GRAF activities between all contributing organizations (with Working Group Leaders)  
• Onboard and manage relationship with organization through their lifecycle of interaction with GRAF |  |

**Main responsibility**

**Support mode**
2. Resource mobilization: Documents to be maintained

<table>
<thead>
<tr>
<th>Document type</th>
<th>Description of document</th>
<th>To be referred by..</th>
<th>To be maintained by..</th>
</tr>
</thead>
</table>
| Prospect Master List          | • Master list of all prospects including a master list of all individual contacts within the prospects  
• Designated GRAF Contact Points best positioned to manage the prospects  
• Status of the prospect through the resource mobilization lifecycle                                                                                           | GRAF Secretariat    | GRAF Resource Mobilization team |
| Priority Prospects            | • Details of interactions between GRAF Secretariat and GRAF Contact Point with the priority prospect  
• List of key stakeholders within the prospect organization that need to be managed  
• Details of potential contributions                                                                                                                         | GRAF Secretariat    | GRAF Resource Mobilization team |
| Interactions                  |                                                                                                                                                                                                                         |                     |                       |
| Priority Prospects            | • One-to-two page document summarizing the potential contribution by prospect, key stakeholder within prospect organization, GRAF Contact Point and potential timeline of contribution to be tabled bi-annually at the GRAF Expert Group meeting | GRAF Secretariat    | GRAF Resource Mobilization team |
| Summary Tracking              |                                                                                                                                                                                                                         |                     |                       |

The above documentation to be converted into forms / reports within the GRAF IT platform
GRAF operating model components

1. GRAF governance

2. Identify and on-board resources
   - Resource mobilization
   - Events management

3. Deploy and manage resources
   - Project selection
   - Project management

4. Communication

5. Collaboration platform (internal & external)

6. Contract management (contribution & grant)
### 3. Events: Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>• All external GRAF events/ participation should be aligned to resource mobilization objectives</td>
<td>• GRAF Secretariat needs to be informed of all participation in external events by GRAF Community members, alternatively takes the lead when organising a GRAF branded event</td>
</tr>
<tr>
<td>• Messaging during external events need to be consistent</td>
<td>• A common repository of presentation material and key messages to be made available to GRAF Expert Group and Working Group Leaders (and Project Leaders as appropriate)</td>
</tr>
<tr>
<td>• Internal GRAF events must encourage high levels of participation</td>
<td>• Recurring meetings to be set up well in advance and communicated to all relevant participants with appropriate materials</td>
</tr>
<tr>
<td>• The overall process needs to be cost effective, i.e. it’s shouldn’t be resource heavy</td>
<td>• Events management needs to be supported by the GRAF IT platform</td>
</tr>
</tbody>
</table>
3. Events management: Types of events

- External events
  - GRAF participation in external events
  - GRAF branded external events
- Internal events
  - Expert Group meetings
  - Working Group Leader meetings
  - GRAF Community meets
3. Events management: External events

**GRAF participation in external events**

<table>
<thead>
<tr>
<th>Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>• GRAF Secretariat to be informed at least 4 weeks (where possible) before expected participation in the external event</td>
</tr>
<tr>
<td>• When presenting on GRAF all relevant aspects of GRAF to be presented (e.g. Vision, Objectives, Principles, Working Groups, etc)</td>
</tr>
<tr>
<td>• Pre approval of UNISDR required before any use of UN logo(s)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>High level process to be followed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. GRAF Community member informs GRAF Secretariat about intent of participating in an external event (including details about the event)</td>
</tr>
<tr>
<td>2. GRAF Community member leverages standard presentation material as much as possible to describe GRAF</td>
</tr>
<tr>
<td>3. GRAF Community member presents at event</td>
</tr>
<tr>
<td>4. GRAF Community member enters contact information of people networked with at event in central contact database</td>
</tr>
<tr>
<td>5. GRAF Community member sends a brief synopsis of the outcomes to GRAF Secretariat</td>
</tr>
</tbody>
</table>

**GRAF branded external events**

<table>
<thead>
<tr>
<th>Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>• GRAF Secretariat to be informed at least 8 weeks prior to potential event date</td>
</tr>
<tr>
<td>• Event to be treated as a mini project with designated Event Project Manager being appointed by GRAF Secretariat</td>
</tr>
<tr>
<td>• All principles of good project management practices (Section 5) to be followed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>High level process to be followed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Inform GRAF Secretariat about intent of organising event (including details about the objectives and scope of event)</td>
</tr>
<tr>
<td>2. GRAF Secretariat approves the event and designates Event Project Manager to drive event logistics and objectives</td>
</tr>
<tr>
<td>3. Event Project Manager manages all stakeholders, plan and organises events in line with project management principles &amp; process (explained in Section 5)</td>
</tr>
<tr>
<td>4. Event Project Manager enters contact information of all participants at event in central contact database</td>
</tr>
</tbody>
</table>

The above guidelines and process to be supported by the GRAF IT platform
## 3. Events management: Internal events

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Guidelines</th>
<th>High level process to be followed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expert Group meetings</strong></td>
<td>• GRAF Secretariat to organise the event</td>
<td>1. GRAF Secretariat annually will send out meeting invite schedule to all GRAF Expert Group members</td>
</tr>
<tr>
<td></td>
<td>• This will be a recurring event (bi-annually)</td>
<td>2. The agenda, guidance for moderators, objectives for the meeting and any presentations required for the meeting will be uploaded onto the shared working space a minimum of 1 week before the meeting</td>
</tr>
<tr>
<td></td>
<td>• The format will be in person discussion, recommendations and approval of key actions</td>
<td>3. The meeting will follow the specified agenda and be completed within the specified duration with synthesised meeting report to be distributed within 1 month of the meeting</td>
</tr>
<tr>
<td></td>
<td>• The meeting will be held in location to be specified and will be 2-3 days in duration; every 2 years (2019, 2021, 2023, 2025, 2027, 2029) the Expert Group meeting will be held immediately in advance of the Global Platform on Disaster Risk Reduction</td>
<td></td>
</tr>
<tr>
<td><strong>Working Group meetings</strong></td>
<td>• Working Group Leaders to organise the event and set the agenda</td>
<td>1. Working Group Leaders will send out meeting invite schedule to all Working Group members and GRAF Secretariat a minimum of 1 week in advance of the scheduled meeting</td>
</tr>
<tr>
<td></td>
<td>• This will be a recurring event (frequency dependent on needs of each Working Group)</td>
<td>2. The agenda and any presentation required for the meeting will be uploaded onto the shared folder a day before the call</td>
</tr>
<tr>
<td></td>
<td>• The format will be interactive via a facilitated discussion led by the Working Group Leader</td>
<td>3. All questions are to be addressed during meeting or noted for clarification via email to the group, with follow up managed by designated person from within the Working Group</td>
</tr>
<tr>
<td></td>
<td>• The meeting will be either in person or virtual (with in person attendance encouraged where possible to coincide with the Expert Group meetings)</td>
<td></td>
</tr>
<tr>
<td><strong>GRAF Community meets</strong></td>
<td>• GRAF Secretariat to organise the event</td>
<td>1. GRAF Secretariat designates Meets Project Manager to drive event logistics and objectives</td>
</tr>
<tr>
<td></td>
<td>• This will be a recurring event – at least annually</td>
<td>2. Meets Project Manager manages all stakeholders, plan and organises events in line with project management principles &amp; process (explained in Section 5)</td>
</tr>
<tr>
<td></td>
<td>• All principles of good project management practices (Section 5) to be followed</td>
<td></td>
</tr>
</tbody>
</table>

The above guidelines and process to be supported by the GRAF IT platform
GRAF operating model components

1. GRAF governance

2. Identify and on-board resources
   - Resource mobilization

3. Events management

4. Deploy and manage resources
   - Project selection

5. Project management

6. Communication

7. Collaboration platform (internal & external)

8. Contract management (contribution & grant)
# 4. Project selection: Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>• GRAF projects must be aligned with overall GRAF vision, objectives and principles</td>
<td>• A screening mechanism to be in place to assess, evaluate and (if required) modify projects to maximise relevance to GRAF</td>
</tr>
<tr>
<td>• Selection of GRAF projects will follow a transparent process</td>
<td>• Criteria for assessing projects must be clearly identified and publically communicated before assessment</td>
</tr>
<tr>
<td>• The overall process needs to be cost effective, i.e. it shouldn’t be resource heavy</td>
<td>• The project selection process needs to be supported by the GRAF IT platform</td>
</tr>
</tbody>
</table>
## 4. Project selection: End to end process

<table>
<thead>
<tr>
<th>Objective</th>
<th>Organization/ individuals to receive feedback on GRAF’s perspective on the feasibility of their proposed projects</th>
<th>Formally evaluate the project proposal against set GRAF principles and objectives and select / reject application</th>
<th>Provide selected organization with access to GRAF infrastructure, project management principles and grants (if required)</th>
</tr>
</thead>
</table>
| Process description | - Organization/ individual prepares a very brief synopsis of their project proposal for consideration by Working Group Leader  
  - GRAF Secretariat could (but is not obligated to) internally review the high level synopsis and get back to the organization with comments to improve the proposal or concerns regarding the same | - Organization prepares a detailed project proposal (via a Project Submission Form) and submits the same to GRAF Secretariat for a formal Project Feasibility Assessment  
  - The assessment is carried out via a publicly available Project Selection criteria  
  - A decision regarding the project proposal is taken (including requests for grants, if any) by the GRAF Secretariat and communicated to the organization | - The Organization finalises the Grant Support Agreement (if required) with the GRAF Secretariat  
  - The designated Project Leader and Project Team are briefed about the use of GRAF infrastructure (IT platform etc.), GRAF project management principles (including expectations of GRAF contributors, project oversight, reporting etc.) |
| Additional comments | This process node will be crucial during the initial phase of GRAF as an “evolutionary, emergent process” (where this could be quite collaborative with the organization and can be phased out as GRAF achieves a critical mass of projects) | Project Selection Criteria need to be public information to ensure transparency. The criteria to be based on a combination of GRAF principles and objectives | The on-boarding must be quick and efficient to ensure that the project can be initiated within the signed off timelines |
### 4. Project selection: Roles & responsibility

<table>
<thead>
<tr>
<th>Project selection process</th>
<th>Proposing Organization(s)</th>
<th>GRAF Secretariat</th>
</tr>
</thead>
</table>
| **Expression of interest** | • Submits a brief synopsis of the proposed project, e.g. scope, benefits and high level approach  
• Discusses the project with GRAF Contact Point and Working Group Leader/ GRAF Secretariat (if invited for a discussion)  
• Decides whether to go ahead and submit the proposal for a formal Project Feasibility Assessment by the GRAF Secretariat | • Reviews an expression of interest (however not obligated to do so, and potentially delegates or co-reviews with the relevant Working Group Leader) in order to respond to the applying organization with comments/ concerns for their consideration prior to submission of a formal application |
| **Project Feasibility Assessment** | • The Organization submits their project proposal using the Project Submission Form  
• The form is submitted online | • Assesses, together with relevant Working Group Leader, the proposal against publicly available Project Selection Criteria  
• Finalise and validate the final Project Feasibility Assessment  
• Communicate GRAF Secretariat/ Working Group Leader decision to the applying Organization(s)  
• Finalise any grant requirements |
| **On-board into GRAF Community** | • Designates Project Leader and Project Team  
• Discusses and signs Grant Support Agreement (if required) with the GRAF Secretariat | • Communicate the GRAF Onboarding Kit to the Project Leader and clarifies any queries regarding GRAF  
• Discusses and signs Grant Support Agreement with Organization(s) (if required) |

**Main responsibility**
### 4. Project selection: Documents to be maintained

<table>
<thead>
<tr>
<th>Document type</th>
<th>Description of document</th>
<th>Applicable for..</th>
<th>To be maintained by..</th>
</tr>
</thead>
</table>
| Project Submission Form       | • A detailed form capturing the objectives, scope, team, funding mechanism, approach to implementation, outcomes and impacts, and benefits of the proposed project  
• The form has specific questions that the applying organization needs to answer that would facilitate the future assessment of the proposal | To be used by external organization(s) to create their specific proposal         | GRAF Secretariat      |
| Project Selection Criteria    | • This is an excel spreadsheet that allows for individual scoring and then facilitates the consolidation of the scores to calculate an overall evaluation of the proposed project  
• The scoring ideally has two components, fit of the project to GRAF objectives and principles, and fit of project to other GRAF projects and outputs | To be used by the GRAF Secretariat/ Working Group Leaders to assess and select projects | GRAF Secretariat      |
| GRAF Onboarding Kit           | • This is a consolidated folder of documents and forms that could be given to the Project Leader following approval of their project  
• Sample documents could include GRAF IT access forms, principles and guidelines of project management practised by GRAF Community, reports to be issued etc. | The Project team of the selected project when they are being on boarded in to GRAF | GRAF Secretariat      |

The above documentation to be converted into forms / reports within the GRAF IT platform
GRAF operating model components

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6. Collaboration platform (internal & external)

Contract management (contribution & grant)
### 5. Project management: Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Project Management Principles must cuts across cultures, languages, scales and geographies</td>
<td>• Adoption of global project management standards (e.g. Prince 2) would allow for the use of common project management terminology and external certification/training across locations</td>
</tr>
<tr>
<td>• Project management must not become cumbersome and a resource heavy activity, so as to allow for focus on actual GRAF process and outputs</td>
<td>• Tailor global project management standards for GRAF use by focussing on key steps/processes and strategies alone</td>
</tr>
<tr>
<td>• The overall process needs to be cost effective</td>
<td>• GRAF project management must be supported by the GRAF IT platform</td>
</tr>
</tbody>
</table>
5. Project management: End-to-end process

<table>
<thead>
<tr>
<th>Objective</th>
<th>Set up the Project Steering Group* to ensure project level governance</th>
<th>Finalise the budget for the project and all relevant project management components</th>
<th>Track progress of project against budget and report on the same</th>
<th>Review the project and learnings, including any deviations from budget and/or planned outcomes/impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process description</td>
<td>• A Project Team is constituted and ratified by the GRAF Secretariat and the Working Group Leader to govern and ensure that the project activities are in line with the vision, objectives and principles of GRAF</td>
<td>• Define the project budget, i.e. schedule, finances, resources and measures of success.</td>
<td>• Manage project in line with the agreed project management strategy</td>
<td>• Complete Project Close Report highlighting project achievements, deviations from scope (if any), performance metrics and key learning for future GRAF projects</td>
</tr>
<tr>
<td></td>
<td>• Define the project management strategy, i.e. risk/issue management, communication and change strategy, monitoring mechanism</td>
<td>• Issue progress reports on a periodic basis and milestone reports as required</td>
<td>• Organise Project Steering Group meetings at specific important stages of the project (pre-defined as per plan)</td>
<td>• Plan the Project Team phase out and knowledge transition (if required)</td>
</tr>
<tr>
<td></td>
<td>• Validate all elements of project budget and management strategy with the Project Steering Group</td>
<td>• Monitor project performance indicators through the duration of the project</td>
<td>• Project Steering Group (with the GRAF Secretariat, as required) validates project close out</td>
<td></td>
</tr>
</tbody>
</table>

*Potential composition of the Project Steering Group: Working Group Leader (or delegate), Project Team Leader, Expert Group member, GRAF Secretariat member
## 5. Project management: Roles & responsibility

<table>
<thead>
<tr>
<th>Project management process</th>
<th>Project Leader</th>
<th>Working Group Leader</th>
<th>Project Steering Group</th>
<th>GRAF Secretariat</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Set up project governance</strong></td>
<td>• Proposes the composition of Project Steering Group, who will govern the project and report to the Working Group Leader and the GRAF Secretariat</td>
<td>• Supports Project Leader in creating the Project Steering Group</td>
<td></td>
<td>• Validates the composition of the Project Steering Group after seeking clarifications (if any) • Agrees on tolerance levels within which Project Steering Group can take decisions</td>
</tr>
<tr>
<td><strong>Initiate project</strong></td>
<td>• Define the Project Plan, i.e. schedule, finances, resources, measures of success, risk/issue management, communication and change strategy and monitoring mechanism</td>
<td>• Support the Project Leader with the relevant leading practices, learning from from previous projects, approved templates etc.</td>
<td>• Validates all elements of Project Plan after seeking clarifications (if any) • Provides clearance to Project Leader to initiate the project • Informs the GRAF Secretariat about key aspects of the project</td>
<td>• Takes note of project initiation and milestone plan</td>
</tr>
<tr>
<td><strong>Implement and monitor project</strong></td>
<td>• Manages project in line with the agreed project management strategy • Issues progress reports on a periodic basis and milestone reports as required</td>
<td>• Reviews progress reports on an intermediate basis • Intervenes into project only if requested by the Project Leader</td>
<td>• Reviews progress reports • Meets to review project at specific and important stages of the project • Monitor project performance indicators through the duration of the project • Meets on an ad hoc basis or on an exceptions basis</td>
<td>• Reviews progress reports on an intermediate basis • Intervenes into the project to take decisions only if agreed tolerances for the project working group are crossed</td>
</tr>
<tr>
<td><strong>Close out project</strong></td>
<td>• Complete Project Close Report highlighting project achievements, deviations from scope (if any), performance metrics and key learning for future GRAF projects</td>
<td>• Takes note of the project close out documentation and the GRAF Secretariat on learnings for future GRAF projects</td>
<td>• Plan Project Team phase out and knowledge transition (if required) • Validates the project close out, i.e. that project objectives were met</td>
<td>• Takes note of project close out and disbands the Project Steering Group working with the Working Group Leader</td>
</tr>
</tbody>
</table>
5. Project management: Documents to be maintained

<table>
<thead>
<tr>
<th>Document type</th>
<th>Description of document</th>
<th>To be referred by...</th>
<th>To be maintained by..</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Plan</td>
<td>• A document detailing the following,</td>
<td>GRAF Secretariat, Working Group Leader and Project</td>
<td>Project Leader</td>
</tr>
<tr>
<td></td>
<td>• Project objectives and scope</td>
<td>Steering Group</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Benefits and performance measures</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Project approach</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Project task plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Project organisation &amp; resource plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Assumptions &amp; dependencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Stakeholder engagement &amp; communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Risk &amp; issue management plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Project controls – QA, version control &amp; change control</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk and Issue Register</td>
<td>• An excel document which captures,</td>
<td>Project Steering Group</td>
<td>Project Leader</td>
</tr>
<tr>
<td></td>
<td>• All risks in the project, an assessment of their impact and probability of occurrence</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>and the mitigation strategy in place</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• All the issues that have happened in the project, an assessment of their impact and</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>how they were addressed/ remediated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Progress &amp;</td>
<td>• Please refer Section 1 (GRAF governance – reporting framework)</td>
<td>GRAF Secretariat, Working Group Leader and Project</td>
<td>Project Leader</td>
</tr>
<tr>
<td>Milestone Report</td>
<td></td>
<td>Steering Group</td>
<td></td>
</tr>
<tr>
<td>Project Close Report</td>
<td>• A document detailing the achievements of the project against the Project Plan and the</td>
<td>GRAF Secretariat, Working Group Leader and Project</td>
<td>Project Leader</td>
</tr>
<tr>
<td></td>
<td>key learnings</td>
<td>Steering Group</td>
<td></td>
</tr>
</tbody>
</table>

The above documentation to be converted into forms / reports within the GRAF IT platform
GRAF operating model components

1. GRAF governance

Identify and on-board resources

2. Resource mobilization
3. Events management

Deploy and manage resources

4. Project selection
5. Project management

Communication

6. Collaboration platform (internal & external)

7. Contract management (contribution & grant)
6. Communication: sub components

- 6.1 Communication Principles
- 6.2 Stakeholder Mapping
- 6.3 Communication Channels
- 6.4 Communication Plan & Schedule
## 6.1 Communication Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access &amp; availability</td>
<td>Provide GRAF Community with complete access to available information to underpin transparency and build trust</td>
</tr>
<tr>
<td>Equality and Interaction</td>
<td>Foster two-way discussion by minimizing imbalance between those who create content and those who read/ use content</td>
</tr>
<tr>
<td>Timely and planned</td>
<td>Information should be prioritised and planned to avoid overload, duplication of messages and long periods of non-communication</td>
</tr>
<tr>
<td>Alignment internally/ externally</td>
<td>Internal and external communications should always be aligned to the GRAF objectives and principles so as to avoid any confusion</td>
</tr>
<tr>
<td>Tailored to the audience</td>
<td>Communications should be developed with the audience in mind and channel, language and style should be adapted accordingly to the extent possible</td>
</tr>
<tr>
<td>Key messages</td>
<td>Key messages about GRAF should be developed and maintained so that our communication and vocabulary are consistent</td>
</tr>
</tbody>
</table>
## 6.2 Stakeholder mapping

<table>
<thead>
<tr>
<th>Stakeholder groups</th>
<th>What is their role in GRAF and for communication?</th>
<th>What will they be most interested in – what’s in it for them?</th>
<th>What will they need?</th>
<th>What channels could we use to reach them and when?</th>
</tr>
</thead>
</table>
| **GRAF Secretariat = UNISDR under oversight of the SRSG** | • Accountable and responsible for the strategic direction and overall management of GRAF as well as to inspire, involve, inform  
• Hold GRAF Expert Group and Working Group Leaders accountable for overall development | • Having a regular high level overview of GRAF developments and how they can support | • High level progress update on GRAF developments  
• Help in crafting messages  
• Challenge and advice | • Bi-annual brief on GRAF developments (oral and/or written)  
• 1-to-1 meetings if and when necessary |
| **GRAF donors and funders** | • Advised by the SRSG and UNISDR on the strategic direction of the Working Groups and provide counsel on future opportunities and relevant opportunities to contribute | • Understanding the strategic direction of GRAF and its developments | • High level progress update on GRAF developments | • Bi-annual brief on GRAF developments (oral and/or written)  
• 1-to-1 meetings if necessary |
| **GRAF Expert Group** | • Responsible strategic and operational management oversight | • Timely information about upcoming contributors and projects  
• Timely information about grant disbursement requests | • Update on contributors and project costs  
• Interaction with GRAF Secretariat | • Bi-annual Expert Group meeting  
• 1-to-1 meetings as required |
| **GRAF Working Group Leaders and Project Leaders** | • Responsible for coordinating daily activities under the oversight of the GRAF Secretariat - implementation of project plans, monitors progress of activities and ensures regular reporting  
• To inspire, involve, inform  
• Responsible for coordination of direct relationships with Contributors/ Community members | • Update on resource mobilization, events, fundraising, GRAF platform  
• Update and coordination on and with other Working Groups and Projects  
• Progress of GRAF against delivery plan milestones  
• Opportunities to showcase | • Regular updates and communication on resource mobilization, events, fundraising, GRAF platform  
• Opportunities to showcase  
• Coordination with Contributors and other Working Group Leaders and Project Leaders | • Ad hoc meetings if and when necessary  
• Monthly/ regular status update calls  
• Project progress meetings (frequency as per the Project Plan) |
| **GRAF Contributors** | • Responsible to contribute resources (funds, people & skills, knowledge & IP) to GRAF and / or on project(s)  
• Accountable to deliver on agreed milestones and outcomes | • Overall progress on the Working Group that they are contributing to  
• Progress of other Working Groups and Projects  
• Opportunities to showcase | • Regular updates and communication on resource mobilization, events, fundraising, GRAF platform  
• Opportunities to showcase  
• Coordination with other Contributors, Working Group Leaders & Project Leaders | • Meetings if & when necessary  
• Regular status update calls  
• Project progress meetings (frequency as per the Project Plan)  
• Project forums |
| **Priority Prospect** | • Jointly identifying opportunities together with Working Group Leaders on how to contribute and create value  
• Develop a clear understanding of the incremental benefit | • Who else has joined GRAF and what are other projects  
• What are the benefits of joining | • Regular interaction  
• Clear understanding of GRAF benefits  
• How they can contribute | • Project forums  
• 1-to-1 meetings as required |
| **Qualified prospect** | • Jointly identifying opportunities together with Working Group Leaders on how to contribute and create value  
• Develop a clear understanding of the incremental benefit | • Who else has joined GRAF and what are other projects  
• What are the benefits of joining | • Clear understanding of GRAF benefits  
• How they can contribute | • Project forums  
• 1-to-1 meetings if and when necessary |
## 6.3 Communication Channels

<table>
<thead>
<tr>
<th>Communication Channels</th>
<th>Owned by</th>
<th>To be used for...</th>
<th>Inform and/or seek approval &amp; support from the Expert Group or GRAF Secretariat?</th>
<th>Good practice and brand guidelines to adhere to</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRAF Platform — <em>instant messaging, working groups, newsletters</em></td>
<td>GRAF Secretariat</td>
<td>• Collaboration, coordination, knowledge management tool and repository</td>
<td>• No</td>
<td>• The use of UN, UNISDR, GRAF logos needs approval from UNISDR unless used in the context of an already approved, official GRAF publication/ material</td>
</tr>
<tr>
<td>GRAF publications</td>
<td>GRAF Secretariat</td>
<td>• Update to all GRAF Community members and external audience</td>
<td>• Yes – seek approval and support from the GRAF Secretariat</td>
<td></td>
</tr>
<tr>
<td>UN, UNISDR, Public Relations</td>
<td>UNISDR</td>
<td>• Official presentations about GRAF</td>
<td>• Yes – seek approval and support from the GRAF Secretariat</td>
<td></td>
</tr>
<tr>
<td>GRAF events</td>
<td>GRAF Secretariat, GRAF Expert Group</td>
<td>• Official presentations about GRAF</td>
<td>• Yes – seek approval and support from the GRAF Secretariat</td>
<td></td>
</tr>
<tr>
<td>Social Media</td>
<td>GRAF Secretariat, Working Group Leaders</td>
<td>• Collaboration, interaction, discussions and debate</td>
<td>• Yes – seek support from Working Group Leaders</td>
<td></td>
</tr>
<tr>
<td>Expert Group/ Working Group Leader presentations / publications / websites</td>
<td>Working Group Leaders</td>
<td>• Targeted audience</td>
<td>• Yes – inform GRAF Secretariat to ensure tracking</td>
<td></td>
</tr>
<tr>
<td>Contributors’ internal presentation</td>
<td>GRAF Secretariat</td>
<td>• Targeted audience</td>
<td>• No</td>
<td></td>
</tr>
<tr>
<td>Contributors’ external presentation</td>
<td>Contributors</td>
<td>• Targeted audience</td>
<td>• Yes – inform GRAF Secretariat to ensure tracking</td>
<td></td>
</tr>
<tr>
<td>Press publications (news, articles online and offline)</td>
<td>Contributors</td>
<td>• Targeted audience</td>
<td>• Yes – inform GRAF Secretariat to ensure tracking</td>
<td></td>
</tr>
<tr>
<td>Public events</td>
<td>Contributors</td>
<td>• Targeted audience</td>
<td>• No</td>
<td></td>
</tr>
</tbody>
</table>
## 6.4 Communication Plan & Schedule

The communication plan & schedule is indicative and should be viewed as good practice guideline in terms of the frequency of key communication in any given year of the development of GRAF.

<table>
<thead>
<tr>
<th>Communication Activity</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GRAF status update</strong></td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>At least monthly communications</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td><strong>Working Group meetings</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>At least quarterly meetings</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
<td>✔</td>
<td></td>
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<tr>
<td><strong>GRAF platform/ website</strong></td>
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</tr>
<tr>
<td>As required but a monthly update at a</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>minimum</td>
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<td></td>
<td></td>
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<tr>
<td><strong>Social media (Twitter,...)</strong></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>As required but a weekly update at a</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>minimum</td>
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</tr>
<tr>
<td>**Official GRAF publication/ press</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>release</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<td>✔</td>
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</tr>
<tr>
<td>As required, but 2 per year minimum</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Working Group collaboration</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular and as required</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<td>✔</td>
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<td>✔</td>
</tr>
</tbody>
</table>

DRAFT ONLY
GRAF operating model components

1. GRAF governance

2. Identify and on-board resources
   - Resource mobilization

3. Events management

4. Deploy and manage resources
   - Project selection

5. Project management

6. Communication

7. Collaboration platform (internal & external)

8. Contract management (contribution & grant)
# 7. Collaboration platform: Principles

<table>
<thead>
<tr>
<th>Should be ..</th>
<th>Description</th>
<th>GRAF will:</th>
</tr>
</thead>
</table>
| “Fit for purpose” Keep It Simple | • Solution should cover all the capabilities required by GRAF to operate efficiently  
• Solution should be ‘business’ driven and meet today’s demand and be scalable to future stream needs | • Prefer **out-of-the-box** functions. Focus on key features (vs. nice to have) and limit customization |
| Cost effective | • Solution should be cost effective in terms of implementation costs and as well as ongoing costs  
• Solution should maximize productivity and agility within streams | • Use **cloud based** solutions to minimize cost, reduce implementation time and ensure technical scalability |
| Robust and Performant | • Solution should ensure satisfactory performance for users from various geographic locations  
• Solution should be available anywhere at anytime | • Prefer **complete and integrated** platforms and ecosystems |
| Secured and compliant to regulations | • Solution should ensure protection of sensible GRAF IP content  
• Solution should be resistant to cyber attacks  
• Solution should comply –when needed- with UN privileges and immunities rules | • Prefer **innovative** platforms to benefit from most recent features |
| Quick to implement | • Solution should be rapidly deployed and easily adopted by users for quick start-up  
• Solution should by easy to maintain and update to ensure reduced “time-to-market” | • Leverage **sponsors facilities** |
| Supported and maintained | • The platform should require a sufficient yet minimum level of support from GRAF team (management, coordination, collaborators) | • Prefer **centralized** platform and components instead of multiple distributed local instances |
|  |  | • Use **redundant components** to ensure disaster recovery and business continuity |
|  |  | • Consider Application maintenance and support to be **outsourced** and largely off-shored. |
|  |  | • Implement **IT governance** discipline to ensure principles are adhered to |
|  |  | • Streams will define their own specific needs however efforts and governance will be made to make sure capabilities can be leveraged by other streams |

**Notes:**
- **Cost effective**  
- **Secured and compliant to regulations**  
- **Robust and Performant**  
- **Quick to implement**  
- **Supported and maintained**
7. Collaboration platform: Common capabilities

STREAM SPECIFIC BUSINESS CAPABILITIES

CORE CONTENT MANAGEMENT CAPABILITIES

Web content management (intranet,internet,extranet)
- Versionning, check in/out
- Indexing & searching
- Metadata and taxonomy
- Workflow
- Tagging
- Convert / export

Document management
- Versionning, check in/out
- Indexing & searching
- Metadata and taxonomy
- (Co)authoring
- Tagging, following
- Convert / export

Financials
- Release mgt.
- Monitoring & Reporting

Security
- Authentication & identity mgt.
- Intrusion mgt.
- Access control & permissions
- Data protection & localization
- Data encryption
- UN privileges and immunities
- Auditability, traceability
- Vulnerability management

IT operations
- Release mgt.
- Configuration mgt.
- Monitoring & Reporting
- IT asset
- Storage & backup service
- User mgt.

CRM & EVENT MGT CAPABILITIES

PROJECT MGT CAPABILITIES

COLLABORATION CAPABILITIES

SUPPORTING INFRASTRUCTURE CAPABILITIES

Platforms
- Structured data storage
- Middleware, runtime
- Operating systems
- Servers, virtual machines

Unstructured data storage
- Unstructured data storage

Voice network
- Voice network

Data network
- Data network

Middleware, runtime
- Middleware, runtime

Operating systems
- Operating systems

Servers, virtual machines
- Servers, virtual machines

filesystem
- filesystem

Data management Services
- Data extraction, transformation
- Web service
- Data conversion
- Data processing
- Data cleansing
- Data archiving
- Data synchronization, replication
- Master data

Security
- Authentication & identity mgt.
- Intrusion mgt.
- Access control & permissions
- Data protection & localization
- Data encryption
- UN privileges and immunities
- Auditability, traceability
- Vulnerability management

IT operations
- Release mgt.
- Configuration mgt.
- Monitoring & Reporting
- IT asset
- Storage & backup service
- User mgt.

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7. Collaboration platform: Application architecture

User interfaces

Applications

Platform

External general audience

GRAF participants (management, participants, projects, contributors)

Public website interface

Secured website (Intranet, Team sites, Extranet)

Webmail interface

CRM interface

Project Management interface

Document & Content Management

Unstructured data storage, file systems

Structured data storage, databases

Platform, network

Social Network, newsfeed

Team sites, blogs

Email

Calendar

Tasks

Contacts

Instant Messaging, online presence

Audio/video Conferencing

Unified interface

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7. Collaboration platform: Operating model

**Customer support**
- Troubleshooting
- Answer how-to questions
- Change requests

**Technical support**
- Root cause analysis
- Enhancements, patches
- Release Management

**Operations support**
- System administration
- Database administration
- Network administration

------

**Software as a Service (SaaS)**
- Automated, Self service
- Customer support
- Applications
- Middleware, runtime
- Operating Systems
- Servers, virtual machines
- Storage, file systems
- Network

**Platform as a Service (PaaS)**
- Automated, Self service
- Customer support
- Applications
- Middleware, runtime
- Operating Systems
- Servers, virtual machines
- Storage, file systems
- Network

**Infrastructure as a Service (IaaS)**
- Automated, Self service
- Customer support
- Applications
- Middleware, runtime
- Operating Systems
- Servers, virtual machines
- Storage, file systems
- Network

**Hosting on premise**
- Automated, Self service
- Customer support
- Applications
- Middleware, runtime
- Operating Systems
- Servers, virtual machines
- Storage, file systems
- Network

Recommended option

- Maintained by cloud user / GRAF
- Maintained by cloud operator

- Outsourced, generic & standard features, Cost effective, Agile
- Controlled, customizable, Expensive, longer implementation period

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7. Collaboration platform: Roles & responsibilities

<table>
<thead>
<tr>
<th>Activities</th>
<th>GRAF Secretariat</th>
<th>SaaS vendor, outsourced</th>
<th>Working Group Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Planning &amp; Architecture</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic IT decisions, alignment with key</td>
<td>A, R</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td>Architecture principles &amp; governance, manage</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>relationship with IT vendors</td>
<td></td>
<td></td>
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<tr>
<td>Assess and confirm IT budget and planning</td>
<td>A, R</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>User training, coordination and support</td>
<td>A, R</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td>Initial configuration and setup of GRAF IT</td>
<td>A</td>
<td>R</td>
<td>C</td>
</tr>
<tr>
<td>platform</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>IT Operations on Applications (Manage users and</td>
<td>A</td>
<td>R</td>
<td>C</td>
</tr>
<tr>
<td>permissions, configure sites, Active directory)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Operations on Platform and infrastructure</td>
<td>A</td>
<td>R</td>
<td>I</td>
</tr>
<tr>
<td>(servers, network, bandwidth)</td>
<td></td>
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<tr>
<td><strong>Stream/project specific solutions</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Develop and deploy solutions to meet specific</td>
<td>C</td>
<td>C, I</td>
<td>A, R</td>
</tr>
<tr>
<td>needs. Define specific IT budget and planning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manage relationships with local vendors</td>
<td>A, R</td>
<td>-</td>
<td>C</td>
</tr>
</tbody>
</table>

R = Responsible: Those who do the work to achieve the task
A = Accountable: The one ultimately answerable for the correct and thorough completion of the deliverable or task
C = Consulted: Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication.
I = Informed: Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.
GRAF operating model components

1. GRAF governance
2. Identify and on-board resources
   2.1 Resource mobilization
3. Events management
4. Deploy and manage resources
   4.1 Project selection
5. Project management
6. Communication
7. Collaboration platform (internal & external)
8. Contract management (contribution & grant)

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## 8. Contract management: Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Should cover the three main types of contribution, i.e. funds, IP and resources</td>
<td>• Contractual templates that allow for all three type of contribution, but have inbuilt safeguards specific to the characteristics of the contribution, i.e. IP vs person-day contribution etc.</td>
</tr>
<tr>
<td>• Contracting to be simple and via a “single window”</td>
<td>• Only one organizational entity (GRAF Secretariat) to contract on behalf of GRAF with instructions/inputs from GRAF Expert Group and Working Group Leaders as appropriate</td>
</tr>
</tbody>
</table>

- GRAF Expert Group/ Working Group Leaders
  - Reports
  - Instructs

- GRAF Secretariat
  - Contribution Agreement
  - Memorandum of Understanding

- Contribute
  - Funds
  - Intellectual Property
  - Resources

- Grant
  - Grant Support Agreement
  - Funds

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### 8. Contract management: Documents to be maintained

<table>
<thead>
<tr>
<th>Document type</th>
<th>Description of document</th>
<th>Applicable for..</th>
<th>To be maintained by..</th>
</tr>
</thead>
</table>
| Contribution Agreement        | • The agreement signed between the contributor and the GRAF Secretariat  
• The document will consist of terms and provisions that would cover the level of contribution, duration, responsibility & rights of both parties, limitation of liabilities, intellectual property protection, arbitration procedures etc. in addition to other clauses | Funds             | GRAF Secretariat      |
| Memorial of Understanding (MoU)| • The MoU is signed between the contributor and the GRAF Secretariat  
• The MoU primarily covers assets that are being deputed to GRAF to help realise the overall aim of GRAF or for selected projects  
• The assets are to be returned to the primary owner (the contributor) after their use in GRAF as applicable | Resources (other than fund & IP), e.g. personnel, office space, IT hardware etc. | GRAF Secretariat     |
| Grant Support Agreement       | • The agreement is signed between the GRAF Secretariat and an organization who has applied for and qualified for a grant via the project selection process (explained in section 4- Project selection)  
• The agreement defines the terms of the grant, including defining the expectations from the grantee | Grant of funds towards GRAF project delivery and coordination | GRAF Secretariat     |

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The above documentation to be converted into forms / reports within the GRAF IT platform