

UNISDR
2009 Evaluation
Management Response

14 April 2010

Acronyms

ADPC	Asian Disaster Preparedness Centre
ASEAN	Association of South East Asian Nations
BWP	Biennial Work Programme
CADRI	Capacity for Disaster Reduction Initiative
CAPRADE	Comité Andino para la Prevención y Atención de Desastres
CCA/UNDAF	Common Country Assessment and United Nations Development Assistance Framework
CDEMA	Caribbean Disaster Emergency Management Agency
CEPREDENAC	Centro de Coordinación para Prevención de los Desastres Naturales
CRID	Regional Disaster Information Center Latin America and the Caribbean
DipECHO	Disaster Preparedness European Commission's humanitarian aid department
DPPI	South Eastern Europe Disaster Preparedness and Prevention Initiative
ECLAC	Economic Commission for Latin America and the Caribbean
GAR	Global Assessment Report
GFDRR	Global Facility for Disaster Reduction and Recovery
GP	Global Platform for Disaster Risk Reduction
GROOTS	Grassroots organizations operating together in sisterhood
HFA	Hyogo Framework for Action
IAG	ISDR Inter-Agency Group
ICLEI	Local Governments for Sustainability
IFRC	International Federation of the Red Cross and Red Crescent Societies
IGO	Inter-Governmental Organization
IMU	Information Management Unit
IPCC	Intergovernmental Panel on Climate Change
IRP	International Recovery Platform
ISDR	United Nations International Strategy for Disaster Reduction
MAP	Monitoring Assessment and Practices Section
MDG	Millennium Development Goals
MoU	Memorandum of Understanding
MOB	Management Oversight Board
MTR	Mid-Term Review
OCHA	Office for the Coordination of Humanitarian Affairs
OECD DAC	Organization for Economic Cooperation Development Assistance Committee
PDN	Pacific Disaster Net
PAN	Partnerships and Networks Unit
PPEW	Platform for the Promotion of Early Warning
RC	UN Resident Coordinator
REHU	Civil Protection and Humanitarian Assistance
RMU	Resource Management Unit
ROSCU	Regional Office Support Coordination Section
RO	Regional Office
SAARC	South East Asian Association for Regional Cooperation
STC	Scientific and Technical Committee
SOPAC	Pacific Islands Applied Geosciences Commission
SRSG	Special Representative of the UN Secretary-General for Disaster Risk Reduction
UNCT	UN Country Team
UNDG	United Nations Development Group
UNDG/DOCO	UN Development Operations Coordination Office
UNDP/BCPR	United Nations Development Programme/Bureau for Crisis Prevention and Recovery
UNFCCC	United Nations Framework Convention for Climate Change
UNISDR	Secretariat for the United Nations International Strategy for Disaster Reduction
UN OIOS	United Nations Office of Internal Oversight Services
USG	United Nations Under-Secretary-General

FOREWORD

This evaluation had as one of its objectives to provide some guidance for UNISDR's strategic decisions for the next five years. While the report has offered valuable technical feedback into most areas of our work, the overall strategic discussion and placement of the ISDR into the larger context of the cost and impact of disasters on countries' economies and welfare has not been fully carried through.

The UNISDR management will meet in May to start its planning for 2015. The objective of this exercise will be the determination of a plan of action to 2015 focusing on how the UNISDR can best fulfill its mandate and contribute to advancing global goals for reducing disaster risk. The exercise will be informed by all available resources, including the evaluation report, the draft UN Office of Internal Oversight Services (OIOS) management study, the results emerging from the Mid-Term Review of the HFA and, eventually, wide consultations with stakeholders. This first meeting will be followed during the summer by a wider UNISDR staff meeting of two days to engage a broad experience of risk reduction knowledge. This will provide the input to a first draft plan to be used for consultation and development during the autumn as the Mid-Term Review of the Hyogo Framework for Action yields more input. The recommendations by the external evaluation, as well as the OIOS draft report for strengthening the UNISDR support systems and mechanisms for cooperation, are both important to the success of the 2015 plan.

In this context, there are two particular recommendations of the external evaluation that require further consideration. The first is the engagement with and of the private sector. As the economies of most countries worldwide, as well as trade mechanisms, are largely private sector driven, engaging with the private sector is indispensable. In so doing, we not only learn from business planning practices and risk analysis but also recruit private sector concerns in developing the solutions to major challenges of our time, such as adaptation to energy efficient development. Hence the engagement of the ISDR with private sector will be developed along these lines and in particular through and with its partners.

The question raised with regard to ISDR system platforms also requires further discussion. Representing varied partnerships and performing different functions, the platforms have been designed as forums for cooperation and consultation. In so doing, they perform fundamental functions in raising awareness and knowledge for promotion and action. How UNISDR can support and to what degree assume responsibility for the platforms will be the subject of both an external review and an internal process of analysis and learning from the experience. The outcomes from both will provide guidance to both the UNISDR as well as existing and aspiring platforms seeking to play a role in the larger system.

By the end of 2010, along with the 2015 Plan, these elements will be ready for implementation.

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2009 UNISDR Evaluation Management Response

1. Introduction

The 2009 Evaluation is particularly timely for UNISDR and the ISDR system. Clear priorities were set forth in the Chair's Summary at the Second Session of the Global Platform for Disaster Reduction (GP) in June 2009. A new organizational structure and results-based planning and management approach under the leadership of the Special Representative of the UN Secretary-General (SRSG) was established for the 2010-2011 biennium. It is based on preliminary results of the evaluation and further analysis. Management and staff of the UNISDR are fully engaged in implementing the response to the recommendations of the evaluation based on an ambitious and responsive Biennial Work Programme (BWP).

The 2009 evaluation, initiated by the SRSG, Ms. Margareta Wahlström, and some of the main donors of UNISDR, was undertaken between October 2009 and February 2010 by Dalberg Global Development Advisers. The purpose was two-fold: to assess UNISDR's performance over the past four years and to provide guidance for the future direction of the Secretariat. Specific recommendations were identified in the core areas of UNISDR's mandate.

The management response to the recommendation is based on a review by the Senior Management Team and with substantial inputs from staff at all levels. At the same time, UNISDR considered the implications of recent evaluations of key partners including of the World Bank's Global Facility for Disaster Reduction and Recovery (GFDRR) and UN Development Programme's Bureau for Crisis Prevention and Recovery (UNDP BCPR) review of disaster risk reduction related activities. Internally, the evaluation has stimulated focused reflection on opportunities for advancing the goals of disaster risk reduction and leading the implementation of the Chair's Summary through improved performance of the Secretariat. Most notably, UNISDR has initiated additional strengthening of internal monitoring and reporting mechanisms.

Many of the evaluators' recommendations are already included in the UNISDR 2010-2011 Biennial Work Programme (BWP) which was consulted with partners; others will be addressed through adjustment of implementation plans. Some of the responses can be carried out through modification of work processes; others carry resource or stakeholder implications and others can only be achieved with the commitment of partners.

The following summary highlights some of the key responses and identifies actions that require additional follow-up and investment.

2. Principal areas of response action

UNISDR has grouped its response to the evaluation's forty-two recommendations under the five clusters used by the evaluators to structure recommendations: Leadership; Effective Partnerships; Strategic Information; Advocacy; and More Effective Secretariat. A comprehensive internal response plan with action points and timeline has been developed for each recommendation. The matrix below summarizes major action points and timelines. For a comprehensive matrix of all UNISDR follow-up actions, please consult Annex 1.

UNISDR Management Action	Timeline
Leadership	
High-Level targeted advocacy with ISDR system partners (MOB, UNDG-DOCO, UN Resident Coordinators)	2010/11
Revise and strengthen existing bodies and mechanisms for more strategic dialogue and action including stronger involvement of civil society	In progress. June 2010
Strengthen bottom-up/top-down exchanges in preparation for ISDR key events and decision-making on ISDR system direction	In progress. 2010/11

Effective Partnerships	
Expand country-level facilitation for effective mainstreaming of DRR	2010/11
Formalize approaches to partner engagement at all levels	By June 2010
Strengthen focus on regional and sub-regional cooperation and engagement	2010
Strategic Information	
Revise PreventionWeb interface including in the regions	End 2010
With partners, launch a revised HFA monitor and develop of GAR 2011	In progress. June 2011
Revise publication policy in line with demand and focus on knowledge gaps	In progress. July 2010
Advocacy	
Expand promotion of DRR as a tool for climate change adaptation in line with implementation of the first strategic objective of BWP 2010/11	2010/11
Continue and extend engagement of parliamentarians	2010/11
Launch and implement 2010/11 World Disaster Reduction Campaign on Making Cities Resilient including initiatives on safer schools and hospitals ¹	May 2010
More effective Secretariat	
Implement a strategic planning process, including resources mobilization strategy and cost planning, monitoring, evaluation and reporting, in close consultation with partners and donors	In progress. 2010/11
Develop and implement a Management Information System	In progress. End 2010
Revise internal structures and capacities	In progress. 2010

2.1. Leadership

The evaluators recommended stronger strategic leadership, greater use of the Global Platform Chair's Summary, restructuring of the ISDR Management Oversight Board (MOB), better inclusion of civil society in the ISDR system and its processes, and more structured processes for donor consultations².

Many of the recommendations related to leadership are readily actionable and are already embedded within the BWP which was designed to respond directly to the Chair's summary. The SRSG has developed an active calendar of advocacy that is reviewed and revised regularly to better achieve strategic goals of the Global Platform for disaster risk reduction. Targeted advocacy with ISDR system partners is on-going and will encourage a more substantial application of political, technical and financial resources to achieve the Global Platform recommendations.

Civil Society networks such as the Global Network of Civil Society Organizations for Disaster Risk Reduction and GROOTS/Huairou Commission have been officially invited by UNISDR and MOB members to join the Inter Agency Group (IAG) and have participated actively in its meetings and retreats since. They are also active drivers of the 2010/2011 World Disaster Reduction Campaign and form part of the HFA mid-term-review advisory board. This is already showing increased bottom-up planning and helps create citizen demand for disaster risk reduction. An internal policy paper is being developed to provide options to achieve a more significant NGO involvement in the ISDR system.

The ISDR Support Group continued to meet regularly during the evaluation period and, inter alia, has played an important role in providing strategic direction for development of the UNISDR BWP

¹ The Campaign approach (Resilient cities, safe schools and hospitals) incorporates strengthened leadership, effective partnerships, advocacy and strategic information.

² Leadership: Summary of Evaluation Recommendations 1.1.1-1.1.6, 8.1.1²

2010-2011. Future agenda items will include more strategic dialogue including discussions of the future of the ISDR system. The ISDR Management Oversight Board convened in February 2010 and agreed to embark on its restructuring and strengthening of linkages to other ISDR mechanisms. A proposal for greater involvement of contributing Governments and increased accountability of the ISDR system to member states in advancing the implementation of the HFA is under consideration at the next MOB meeting, which will take place later in 2010.

Efforts are well underway to strengthen systematic bottom-up/ top-down exchange in decisions taken through ISDR system mechanisms. For example, a proposal for establishing a new Community Practitioners Platform as proposed and launched by the Huairou Commission/GROOTS following the first session of the Global Platform in 2007 is currently being consulted with partners and, pending the availability of resources, could be operational by the end of 2010.

2.2 Effective Partnerships

The recommendations concern the effectiveness of diverse partner engagements. Reflecting the importance of overall coordination, UNISDR already provides secretariat support to the Management Oversight Board, ISDR Support Group, ISDR Inter-Agency Group and Regional Platforms. These processes have been strengthened with more systematic attention to documenting and monitoring follow-up on decisions taken.

In continuing the efforts to mainstream DRR with donors, International Financial Institutions and in Common Country Assessments/ United Nations Development Action Frameworks (CCA/UNDAFs), UNISDR will focus on bilateral advocacy for mainstreaming at the highest levels. As part of these efforts, UNISDR will follow-up specifically with the World Bank and Swedish International Development Cooperation Agency (Sida) who committed to leadership within their organizations through a joint communication with UNISDR issued in December 2009 to mainstream climate change adaptation and disaster risk reduction at policy and programme levels. In addition, UNISDR is working closely with the United Nations Development Group (UNDG), the Resident Coordinators system and system partners to support the integration of DRR and climate change adaptation in the highly vulnerable countries that are rolling out their CCA-UNDAF plans in 2010-2011.

UNISDR provided strategic guidance in developing the training module for the training of trainers for CCA/UNDAF at country-level and through this process has already co-facilitated country level trainings in mainstreaming with UN Country Teams in Maldives, Tanzania, Mozambique, Egypt and at regional level in East Africa and the Middle East in close partnership with UNDG / DOCO / UN Staff College and UNDP. The need to maintain an active roster of trained experts within the UNISDR other UN system partners and facilitate deployment, however, requires allocation of sufficient staff time and resources to support UNISDR participation in this initiative.

Revised guidelines for developing and sustaining National Platforms for Disaster Risk Reduction are currently being finalized and are linked to the development of a strategic action plan for support to National Platforms involving main ISDR partners. The strategy for providing technical assistance to National Platforms was discussed with representatives of 9 African National Platforms in Potschroom, South Africa at the African Center for Disaster Studies, as well as in the Regional Forum of European National Platforms. Measures are under way to strengthen support by UN Country Teams and other relevant partners to National Platforms through systematic formal communications with, and engagement of Resident Coordinators. In addition, as reflected in its revised strategy of February 2010, the Capacity for Disaster Reduction Initiative (CADRI) has developed capacity development programs for National Platforms which were delivered in Bosnia and Herzegovina, Croatia, Jamaica, Kenya and Namibia. These programmes are being further strengthened with a view to ensuring that the National Platforms are technically self-sustaining.

UNISDR is also advocating for a more formalized approach to engaging in the UNDG mechanisms including Regional Directors Teams while advocacy with United Nations Development Group/ Development Operations Coordination Office (UNDG/DOCO) will be strengthened through the work of the UNISDR Director in New York. UNISDR Regional Offices have established a niche for providing disaster reduction advisory services to the UN Regional Directors Teams – RDTs (Regional UNDG Teams), and have been called upon by UNDG and UNSSC to deliver technical advice on disaster risk reduction to RDTs in Cairo for the Arab States and in Nairobi for Eastern Africa.

Following the related recommendations of the UNDP and GFDRR evaluations, formal agreements with partners are being revised as part of efforts to strengthen cooperation at national, regional and global level. The evaluation of the GFDRR highlighted the added value of UNISDR's role in harmonizing global and regional work in implementing DRR and HFA. The evaluation notes, 'The design of the GFDRR's role in Track I, namely a collaboration on global and regional capacity building on DRR and climate change adaptation is an example of effective harmonisation; the potential for overplay and duplication has been eliminated by this allocation of roles and responsibilities. At the global and regional level, harmonisation has been enhanced by collaboration through Track I.' Furthermore, 'The UN ISDR-GFDRR partnership is viewed by many as nothing less than groundbreaking within the international community, and a needed partnership for success to occur.'

The partnership of the ISDR system and the World Bank has been further strengthened through an intensive dialogue between the regional Disaster Risk Management coordinators of the World Bank and Regional Offices of the UNISDR. This has resulted in the development of common regional work plans to advance knowledge management and technical capacity to tackle disaster risk at the regional level. The GFDRR evaluation notes 'Track I activities have not only indirectly contributed to the mainstreaming activities of Track II, they have also contributed to identifying a particular niche for the GFDRR, especially in relation to national level capacity building. Technical advice and technically focused capacity building (e.g. planning tools, risk mapping, development of standards, modelling, research, etc.) shared and disseminated through regional and international fora have increased the awareness of DRR and furthered the acceptance of DRR as an element in sustainable development.'

In addition the UNISDR has put in place mechanisms for screening activities of UNISDR Regional Offices and national requests for support with a view to influencing other ISDR system partners to respond appropriately.

An internal support team is being developed within the UNISDR to better service thematic platforms and partnerships. The first task of the team will be to undertake a review of existing and emerging platforms to identify service needs and internal resources to support. This review will include a strategy for implementing the Thematic Platform guidelines drafted in 2008 and identify opportunities to harness these platforms in support of other ISDR system mechanisms and to national and sub-national action.

Efforts to strengthen the strategic role of the ISDR Support Group are planned with an initial focus on financial tracking and progress of UN member states in mainstreaming DRR. Success in this regard is contingent on the continued support and commitment of countries to engage through the Support Group.

UNISDR in collaboration with the World Bank and the GFDRR is already providing support to a number of regional inter-governmental organizations and other international organizations, including through provision of staff and consultants. In seeking stronger engagement and joint planning with sub-regional organizations through cooperation agreements, UNISDR aims to

support capacity development. Elements of this goal are included in the BWP but these should be substantially strengthened with appropriate resources in order to have a full impact.

2.3 Strategic Information

The evaluation considered that PreventionWeb, the Global Assessment Report and the HFA Monitor were good tools for increasing awareness, policy decision-making and capacities at country level. This appraisal was triangulated with the evaluation of the GFDRR, which noted:

‘GFDRR support for Track I collaboration with ISDR network and knowledge transfer has been similarly recognised. A few examples below elucidate the contributions made by the Track I interventions that were reviewed during this evaluation:

- Over 30 disaster risk reduction networks and communities have been initiated to promote professional collaboration with PreventionWeb. tools and information management guidance;
- Online workspaces on PreventionWeb are facilitating opportunities for disaster risk reduction professionals to connect and exchange experiences;
- Web-based monitoring and reporting for risk updates and progress indicators were developed for national, regional, and global needs;
- A report was developed on regional disaster risk mapping and on progress in implementing DRR and HFA;
- Regional knowledge networks were established in Africa on 3 selected thematic areas;
- An Asian Report was developed on trends in disaster risks and progress in implementing HFA.

In terms of how the UNISDR designs its business process, consistent with the recommendations of the report, the secretariat is limiting its role to collection and dissemination of publications rather than production of new knowledge³.

UNISDR’s Biennial Work Programme 2010/11 is consistent with these recommendations. PreventionWeb’s user interface will be improved including through better multi-lingual reach by involving local partners and enhanced links with regional websites; an internal content management system and tools to help networks evaluate content are being designed. The HFA monitoring tool has been updated and roll-out has already commenced. Preparation of the Global Assessment Report (GAR) 2011 is proceeding with increasing engagement of partners. While there remains a mandated need to identify and generate selected guidance products, the secretariat’s internal publications policies have been revised and include a more robust system for the development and dissemination of publications, which is linked to the strategic objectives and the Campaign. Through close interaction and subsequent contribution by partners, UNISDR will put a particular focus on addressing remaining knowledge gaps.

2.4 Advocacy

To further strengthen UNISDR’s advocacy role, the evaluation, recommended better efforts to communicate the comparative advantages of the secretariat in the climate change adaptation debate and to support the UNISDR Global Campaign as a tool for sector-specific advocacy with buy-in from leading partners and clear exit strategies, and more emphasis on GAR as an advocacy tool⁴. The UNISDR has been mobilizing global cutting edge expertise, e.g. the team of Sir Nicholas Stern at the London School of Economics to review the Study on the Economics of Disaster Reduction, to ensure that it provides effective economic rationale for promoting DRR as a means of climate change adaptation.

³ Strategic information: Summary of Evaluation Recommendations 9.1.1, 10.1.2, 11.1.1, 11.1.2, 11.1.3, 12.1.1, 12.1.2, 12.1.3.

⁴ Summary of Evaluation Recommendations 7.1.1, 7.1.2, 7.2.2, 9.1.1, 10.1.1, 11.1.3

A continuing focus on mainstreaming DRR into climate change is reflected by the first strategic objective of the BWP 2010/11 which recognizes the comparative advantages of the UNISDR in the field of provision of DRR expertise for climate change adaptation. Partners will be fully engaged in implementing these objectives and in related advocacy work. An ambitious, high-impact program of continued engagement of parliamentarians has already been initiated as part of the BWP. A strategy for the 2010-2011 UNISDR World Disaster Reduction Campaign: Making Cities Resilient “My city is getting ready” has been approved through consultation with partners. A substantive number of partners and mechanisms have committed to support the campaign, and activities are well underway in advance of a formal launch scheduled for May 2010 at ICLEI’s First Congress for Climate Resilient Cities in Bonn, followed by regional and national launches. Complementary sector specific initiatives addressing schools and hospitals are currently being finalized.

2.5 More effective secretariat

The evaluation identified further activities to enhance the efficiency and effectiveness of the Secretariat, while noting that UNISDR has already started to address this area in its Biennial Work Programme 2010/11⁵.

In line with the evaluators’ recommendations, the process for strategic planning of UNISDR activities has been established and is already being implemented. A resource mobilization strategy has been developed including advocacy for multi-annual and un-earmarked funding and the development of an e-resource management system for monitoring work programme outputs and expenditures.

Additional recommendations concerning a more effective secretariat are reflected in the draft management study of UNISDR’s governance and organizational structure conducted by the UN Office for Internal Oversight Services (OIOS). Among the areas highlighted by the management study was the need to request funding from the UN regular budget to be followed by an analysis of financial and administrative management processes.

Concerns about realistic cost planning have already been reflected in a budget request of 67.9 million for 2010/2011, which foresees 88 posts (compared to 64.8 million and 62 posts in 2008/2009). To reinforce effective delivery at the regional level in support of DRR technical assistance at national level, existing human resources are being employed as efficiently as possible - for example, 1 P5 and two P4 posts have been / are being transferred from HQ to the regions with no replacement planned. Moreover, UNISDR has embarked on a strict cost planning process connected to regular monitoring and reporting on activities and expenditures which was started in 2009. In order to improve human resources processes, the SRSG set up an internal Human Resources Task Team in 2009, which has already prepared a Human Resources Development Plan that includes improved staff training, steps to ensure best use of in-house knowledge and capacities through team approaches and a revision of standard recruitment and induction procedures.

It has to be noted that some of the recommendations in this cluster, such as the call for less earmarked funding, have been made several times before, including in all recent reports from the Secretary-General to the General Assembly, and are beyond the direct control of UNISDR. Nevertheless, funding issues will continue to be stressed as part of a new consultation process with donors.

⁵ More effective secretariat: Summary of Evaluation Recommendations 4.1.1.2, 6.1.1, 6.1.2, 13.1.1, 13.1.2, 13.1.3, 13.2.1, 13.2.2, 14.1.1, 15.1.1.

3 Conclusion and next steps

The recommendations provided in the UNISDR evaluation and other related evaluation reports provide valuable support to UNISDR senior management's planning and future strengthening of the organization as global leader for disaster risk reduction. They have already contributed to assisting the secretariat in its further prioritization of activities to improve the performance of both the secretariat and the ISDR system. Many of them will further be addressed through activities included in the work plans for the next two years. Some others are complementary; others, in contrast, will require longer-term attention to 2012 and beyond.

UNISDR will provide more strategic leadership in two areas of the recommendations where the secretariat differs in opinion with the evaluators (pursue involvement of private sector for disaster risk reduction and enhanced work with Thematic Platforms).

UNISDR Senior Management will monitor progress in the implementation of recommendations. For this, UNISDR will rely on its new internal monitoring system, which will additionally integrate the recommendations and serve as a basis for informing partners of progress. Additional discussions will take place on an on-going basis with ISDR partners especially for those actions, which require commitment and buy-in.

It is hoped that partners, in particular donor partners, will acknowledge the value of the proposed management responses and contribute to their implementation through continued and expanded financial support to UNISDR as such support is a pre-requisite for achieving the results expected from the UNISDR Secretariat led by the SRSG for disaster risk reduction.

ANNEX 1
Follow-up UNISDR response matrix DRAFT for DISCUSSION by SMT in MAY 2010

1. Leadership

UNISDR Action	Who	Time line
Recommendation: Stronger Strategic Leadership		
Discuss future of the ISDR system with ISDR support group	Office of the SRSG	April 2010
Contribute to MDG Mid-term review	UNISDR Director	September 2010
Prepare the UN SG Report on the ISDR	UNISDR New York	July 2010
Prepare the HFA Mid-term review with ISDR partners	MTR Adviser	June 2010
Recommendation: Use of the Global Platform Chair's Summary		
Explore ways for systematic bottom-up/ top-down exchange and preparation of future ISDR meeting outcome documents including the next GP Chair's Summary	GP 2011 Organizing Team	On-going, as part of contribution to shape global, regional and national ISDR meetings in 2010/11
Recommendation: Restructuring of the Management Oversight Board		
Conduct consultations and propose a new mechanism for a restructured MOB with strategic linkages to other ISDR mechanisms	Office of the SRSG	July 2010
Recommendation: Better inclusion of Civil Society in ISDR system and processes		
Draft an internal policy paper providing options to achieve a more significant NGO involvement in the ISDR system	PAN	Ongoing. April 2010

2. Effective Partnerships

UNISDR Action	Who	Time line
Recommendation: Continue mainstreaming DRR with donors, IFIs and in CCA/UNDAFs		
Support the UNDG, the RC system and system partners to integrate DRR and climate change adaptation into CCA-UNDAF plans.	ROSCU	2010/2011
Recommendation: Strategic mapping of DRR actors, activities and programmes		
Finalize on-going regional mapping exercise in Africa, Asia/ Pacific and Europe and undertake global mapping as part of strengthened HFA monitor	MAP	Until July 2011
Recommendation: National coordination: Mobilize UNCTs and other relevant partners to support and sustain National Platforms, support National Platforms if they are supported		
Develop an ISDR support package for National Platforms for ISDR partners	ROSCU	By September 2010
Finalize revision of National Platform guidelines and Guidance document on key National Platform activities	ROSCU	By May 2010
Recommendation: Refrain from operational work outside UNISDR's mandated role at country level and request UNCT or relevant partners to respond instead		
Develop agreed mechanisms with partners to support DRR activities at country level for responding to national requests that build on the principle of influencing others to respond appropriately.	ROSCU	By June 2010
Define and communicate with ISDR partners and through UNISDR websites UNISDR action at country level. Develop ISDR country contacts database on PreventionWeb.	IMU	Ongoing/ASAP
Recommendation: Continue to play a role in coordinating and setting up Thematic platforms, if they respond to identified needs, while refraining from leadership in them		
Establish a UNISDR Thematic Platform support team and link to focal points at regional office level	MAP	By mid-2010

Promote the establishment of regional thematic platforms mirroring global ones and link their activities to ensure cross-fertilization and south-south cooperation.	PAN	2011
Recommendation: Continue to cooperate and coordinate capacity building activities led by UNDP, while exploring options to go beyond the current CADRI as well		
Expand relationships with CADRI to support National Platforms based on revised strategic directions for CADRI finalized in February 2010.	CADRI	2010-2011 May 2010
Recommendation: Build relationships with and capacity of regional organizations		
Seek stronger engagement and joint planning with sub-regional organizations and negotiate cooperation agreements.	ROSCU	By end of 2010
Analyze whether current approach to develop capacity of regional organizations should be pursued and replicated with all Intergovernmental Organizations. Consider CADRI as a potential partner in developing a human resource capacity development plan for each of the target regional organizations	ROSCU	In progress. By July 2011
Recommendation: Ensure key partners, especially UNDP, support to the Global Assessment Report		
Integrate Resident Coordinators and UNDP into the HFA multi-stakeholder reporting process	MAP	May 2010.
Recommendation: Refrain from engaging with the private sector		
Develop a global and regional strategy to facilitate engagement with the private sector as relevant to specific areas included in the work plan.	RMU	Deadline: April 2010.
Continue Europe Regional Office engagement in Private Public partnerships as part of the SEDRMAP Programme developed with the WB promoting insurance and reinsurance services for mitigating risks.	RO Europe	End of 2010: Regional Catastrophe Risk Insurance Facility for SEE.

3. Strategic Information

UNISDR Action	Who	Timeline
Recommendation: Improvement of PreventionWeb user interface, including platform interfaces and improvement of quality control		
Revise PreventionWeb user interface through user needs assessments and consultations with regions.	IMU	New user interface set up by end 2010
Establish information management network to improve information exchange, reduce duplication and improve multi-lingual reach through local partners	IMU	Network by end 2010
Enhance regional websites in line with corporate policy	IMU	By August 2010
Develop internal content management system and tools to help networks evaluate content	IMU	Further testing through July 2010.
Recommendation: Further improvement of the GAR as a main information tool, including increased HFA reporting supported by partners.		
Develop inter-agency communication groups at the regional level	Communications	First groups established by December 2010
Second GAR reporting cycle starting in March 2010 with reports expected by end 2010/beginning 2011 for analysis and inclusion in GAR 2011. GAR website will be revised for facilitation of input and discussions. Consultative meetings will be held throughout 2010 and an advisory board set up	MAP	GAR launch June 2011
Recommendations: Identification of knowledge gaps and engaging agencies to take the lead in producing publications. - Demand-driven publications management and dissemination through institutionalized process. Focus on best practices publications.		
In cooperation with regional offices and ISDR system partners, revise and implement internal publications policy s,	Communications	In progress. Final expected by July 2010
Develop Guidance Notes to support DRR and CCA and ensure strategic dissemination of key publications	MAP	Final developed by June 2011

In line with revised publications policy, implement 2009 Knowledge Management audit and demand survey.	RO Asia	Implementation by December 2010
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4. Advocacy

UNISDR action	Who	Timeline
Recommendations: Continued focus on advocacy role including in CC discussions and better communication of comparative advantages in the climate change adaptation debate.		
Target IPCC, UNFCCC, Global Campaign, GAR11 to mainstream DRR into climate change	PAN	Ongoing over 2001/11.
Engage parliamentarians through extended UNISDR parliamentary network with different regional and sub-regional parliamentary groups. Organize high level meetings and consultation rounds. Develop tool kit.	Office of the SRSG	Ongoing.
Commission Institutional and policy analysis of DRR and CCA in select Pacific island countries	RO Asia	By mid 2010. Follow-up process 2010/11.
Recommendations: Strong support to the Global Campaign as a tool for sector specific advocacy, through increased resources and a systematic, clear campaign strategy with buy-in from lead partners and clear exit strategy and use of campaigns to support general advocacy work.		
Campaign strategy finalized and endorsed. Buy-in and strong commitment by growing number of key partners and their networks. Nomination of cities. Several meetings already held in 2009 and 2010, further meetings planned.	Communications,	In progress. Launch of Campaign in May 2010 at the ICLEI First World Congress on Cities and Adaptation to Climate Change, and Mayors Adaptation Forum in Bonn.
Recommendation: Emphasis on GAR as an advocacy tool.		
Produce GAR 2011 with explicit regional and national dissemination strategy	MAP	Final product June 2011. (See Category 3 above)

5. More effective Secretariat

UNISDR Action	Who	Timeline
Recommendation: Improvement of the strategic planning of UNISDR activities, including selection and implementation.		
Increase engagement and implementation of donors and stakeholders in work planning	RMU	Regular donor and stakeholder meetings with update on work programme implementation status
Recommendation: Revision of funding set up, including advocacy for less earmarked funding. No focus on resource mobilization for the broader ISDR system. Development of financial tracking system for DRR.		
Regular Support Group and other key UNISDR partner meetings. Proactive donor engagement.	Office of the SRSG	2-monthly support group meetings, last held in February, next in April 2010. Formalize the establishment of a group of core donors to increase the effectiveness of UNISDR.

Consultations between SRSG and USG concerning regular funding from UN budget	Office of the SRSG	Ongoing.
Commissioning of internal audit on governance and organizational structures	Office of the SRSG	Concluded. Audit available April 2010.
Develop resource mobilization plan	RMU	Plan presented to SMT in March 2010.
Develop and pilot test financial tracking tool	RMU	Study commissioned to begin 15 April 2010. Follow-up action by end December 2010. Pilot foreseen for 2011.
Recommendations: Further improvement of the work and cost planning process and Strengthening of the monitoring and reporting system.		
Train staff on work and cost planning	RMU	Ongoing (First training sessions held August and October 2009)
Develop and implement Management Information System	RMU	Ongoing. Fully functional MIS system in place by December 2010.
Establishment of extended RMU and Administrative Units	RMU	Ongoing. RMU team increased to eight staff. Vacant positions to be filled by December 2010.
Develop new internal monitoring and reporting system	RMU	Ongoing. RO Asia pilot in testing. First monitoring cycle completed February 2010
Recommendation: Improved coordination and information sharing between HQ and ROs.		
Hold bi-monthly SMT and regional meetings	Office of the SRSG,	Ongoing. The first regional Virtual Call meeting was held on 08/03/10. SMT meetings including regions have been held on a 2-weekly basis since August 2009.
Share 2-monthly monitoring reports with all staff	RMU	First monitoring cycle completed and reports shared in March 2010
Fill vacancies in HQ and ROs	RMU	Depending on available resources all vacant posts filled by December 2010