United Nations International Strategy for Disaster Reduction (UNISDR) Secretariat Evaluation

Final report

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Acronyms

ASEAN	Association of South East Asian Nations
ASG	Assistant Secretary-General
AU	African Union
CEPREDENAC	Centro de Coordinacion para la Prevencion de los Desastres Naturales en America Central
CADRI	Capacity for Disaster Reduction Initiative
COE	Council of Europe
DAC	Development Assistance Committee
DANIDA	Danish International Development Agency
DFID	UK Department for International Development
DRR	Disaster Risk Reduction
ECCAS	Economic Community of Central African States
ECLAC	Economic Commission for Latin America and the Caribbean
ECO	Economic Cooperation Organization
ECOWAS	Economic Community of West African States
EU	European Union
GA	General Assembly
HFA	Hyogo Framework for Action
IFRC	International Federation of the Red Cross and Red Crescent Societies
IGAD-ICPAC	Inter Governmental Authority on Development Climate Prediction and Application Centre
IGO	Inter-governmental Organization
IRP	International Recovery Platform
ISDR	International Strategy for Disaster Reduction
MOFA	Ministry of Foreign Affairs
MOB	Management Oversight Board
MoU	Memorandum of Understanding
NP	National Platform
OAS	Organization of American States
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PAHO	Pan American Health Organization
PPEW	Platform for the Promotion of Early Warning
SAARC	South Asian Association for Regional Cooperation
SIDA	Swedish International Development Cooperation Agency
SOPAC	Pacific Islands Applied Geosciences Commission
SRSG	Special Representative of the Secretary-General
STC	ISDR Scientific and Technical Committee
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economic Commission for Asia and the Pacific
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations International Children's Fund
UNISDR	United Nations International Strategy for Disaster Reduction
WHO	World Health Organization
WMO	World Meteorological Organization

Definitions

Evaluation criteria	DAC definition	UNISDR specific definition
Relevance	The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor	• Degree to which UNISDR's roles and activities are aligned with the needs of the ISDR system partners • Degree to which UNISDR's roles and activities are complimentary to the work of other organizations
Effectiveness	A measure of the extent to which an aid activity attains its objectives	• Degree to which the deliverables as defined in the work plans have been fulfilled • Quality of deliverables
Impact	The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.	• Degree to which the outcomes as defined in the work plans have been reached • Degree to which these outcomes will help to build the resilience of nations and communities to disasters
Sustainability	Likelihood of whether the benefits of an activity continue after donor funding has been withdrawn	• Extent to which activities created a sustainable structure that will remain after international support has ceased
Efficiency	Efficiency measures the outputs in relation to the inputs. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results	• Degree to which activities were efficiently planned, coordinated, implemented and monitored • Degree to which UNISDR has been set up to work efficiently • Degree to which costs have been allocated relative to the results realized

Executive summary

Key messages from the evaluation

1. The majority of stakeholders interviewed viewed UNISDR as particularly relevant in coordination, advocacy and strategic information and as the right organization to globally champion disaster risk reduction in support of the Hyogo Framework for Action (HFA). At the same time, to ensure added value within the ISDR partnership, UNISDR should be clear as to its role, and strategic in its support of key focus areas.

2. The role of the newly-created SRSG function is key to accelerating the momentum and creating political space for disaster risk reduction. Based on the functional authority of the SRSG UNISDR can give increased focus to the implementation of the HFA, and foster a higher degree of coherence and commitment to risk reduction globally, nationally, locally and within the UN system. This could be best achieved by fully exploring the potential of the role of the SRSG, the Chair's Summary issuing from the Global Platform, and the role of the Management Oversight Board (MOB) in supporting the development of a truly multi-stakeholder system that supports achievements and addresses challenges in disaster risk reduction.

3. Effective partnerships play a central role in ensuring that disaster risk reduction is mainstreamed to support coherence in the targeting of disaster risk reduction initiatives in development sectors. Though UNISDR is viewed as a good convener, stakeholders maintained that it has not taken a strong enough role in setting the agenda and ensuring appropriate follow-up to the multi-stakeholder meetings it has organized and facilitated. In regards to thematic platforms, a number of thematic platforms have been set up or recognized by UNISDR, but have only to a limited extent served their defined purposes and UNISDR's role has varied. To ensure shared responsibility and ownership, UNISDR should encourage and assist partners to drive initiatives and processes through well-supported and effective global and regional presence.

4. The establishment of the Global Platform has been instrumental for increasing awareness and the understanding of disaster risk reduction. UNISDR has also provided strong support to regional platforms and organizations, which is seen as an effective way for UNISDR to influence and inform national governments. UNISDR's performance at national level has, however, been mixed. UNISDR has been effective at increasing the number of national platforms, but the effectiveness, impact and sustainability vary. Effective coordination with UN Country Teams, the World Bank and other relevant partners at country level was emphasized as essential for ensuring sustainability of national platforms.

5. Advocacy and general awareness building are seen as key achievements across all stakeholder groups. The Global Platform sessions, climate change related activities and the Global Assessment Report (GAR) are among others highlighted as having made important contributions in raising the general awareness of disaster risk reduction. Furthermore, the Global Campaigns are seen as effective tools to increase sector specific awareness and make disaster risk reduction more concrete. UNISDR should continue to provide practical and concrete guidance material and standards for the implementation of the HFA but should limit its involvement in publication development and ensure that its publications are demand and not supply driven.

Context

At the 2005 World Conference on Disaster Reduction, 168 Governments adopted a ten-year strategy to make the world safer from natural disasters. The Hyogo Framework for Action (HFA) is a global blueprint for disaster risk reduction efforts to substantially reduce disaster losses by 2015. The United Nations International Strategy for Disaster Reduction (UNISDR) secretariat was established by General Assembly Resolution A/RES/54/219 in 2000. Its mission, as determined by the General Assembly Resolution A/RES/56/195, is to serve as the focal point in the United Nations system for the coordination of disaster reduction and to ensure synergies among the disaster-reduction activities of the United Nations system and regional organizations and activities in socio-economic and humanitarian fields. Since the adoption of the HFA, the UNISDR role has included facilitating and monitoring the implementation of the HFA by the ISDR system partners.

In 2008, the UN Secretary-General proposed, and the Advisory Committee on Administrative & Budgetary Questions (ACABQ) concurred with, the creation of the post of UN Special Representative of the Secretary-General for Disaster Risk Reduction (SRSG for DRR). With the arrival of the SRSG for DRR UNISDR has been undergoing significant changes, including a refinement of the organizational set-up and internal responsibilities and strengthening of the work planning and monitoring processes. She has also created leverage for UNISDR in its focus on DRR in a changing climate.

Objectives and scope of the evaluation

Ahead of the mid-term evaluation of the HFA, the UN Special Representative of the Secretary-General for Disaster Risk Reduction and the main donors requested an independent evaluation of the performance of the secretariat. This independent evaluation of the UNISDR secretariat is the second evaluation since its inception in 2000.
The first evaluation, conducted in 2005, assessed the effectiveness of UNISDR in the performance of its functions and responsibilities. Key recommendations from this assessment indicated a need for structural and governance reform in order to narrow down and more clearly define strategic tasks and priorities. This was to facilitate more effective use of available resources along with improved transparency and accountability. Added value to member states was emphasized, particularly in relation to policy analysis, communication, and information support in order to facilitate enhanced intra-and inter-regional networking.

The 2005 evaluation resulted in a consultative reform process in 2006. A number of different mechanisms were created or endorsed in order to strengthen the ISDR system. Figure 1 provides an overview of the ISDR system and its mechanism in its current form. The Management Oversight Board, the Scientific and Technical Committee, a revised Inter-Agency Group, a number of thematic, regional and national platforms as well as the Global Platform were created as new mechanisms within the system. The Global Platform is the main forum for the ISDR system and meets biennially, to date in 2007 and 2009. In addition, the creation of the high-level post of Special Representative of the Secretary-General on Disaster Risk Reduction to lead UNISDR in January 2009 presented another major step for UNISDR.

Figure 1 - Overview of ISDR system and mechanisms[1]
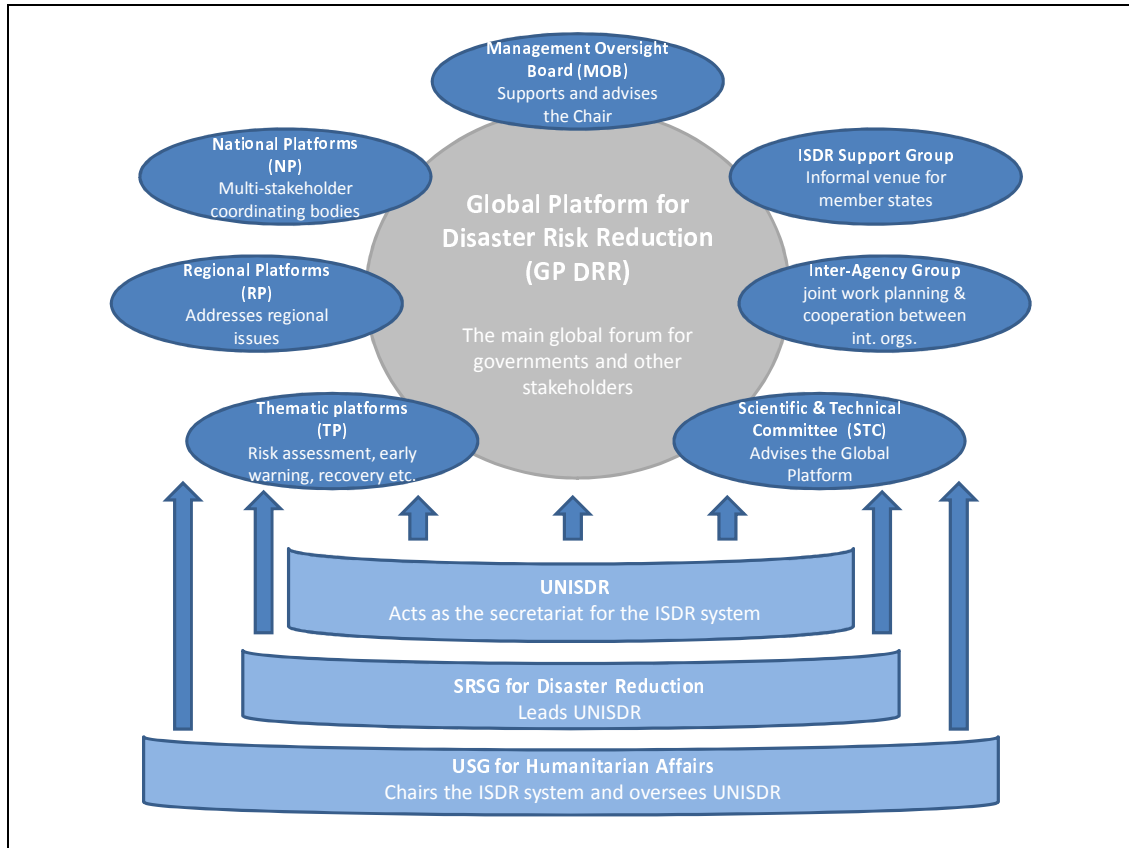
The objectives of the 2009 independent evaluation of the UNISDR secretariat are to assess UNISDR's performance over the past four years and provide guidance for the future direction of the organization. The results of this evaluation will support UNISDR senior management in strategic planning and positioning of the organization. The evaluation will also assist the members of the evaluation Steering Committee and the wider donor community to take informed decisions on technical cooperation initiatives and financing for disaster reduction.

The biennial work plans 2006-07 and 2008-2009 are the primary point of reference for the evaluation in terms of goals, outputs and activities. The 2008-2009 work plan presented a logical framework for the activities of the organization, along several focus areas. The evaluation framework follows a similar logical framework. Other key reference points are the mandate and core responsibilities as set out in the General Assembly resolutions and the reports of the Secretary-General. The figure 2 below provides an overview of the focus areas and outcomes, which define the specific results that the secretariat aims to achieve, as articulated in the biennial work plan 2008-09.

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[1] Based on http://www.preventionweb.net/english/hyogo/isdr/introduction/

Figure 2 - 2008-09 Biennial Work Plan

Focus Area	Outcome
1 - ISDR System Coordination and Resource Mobilization	**1.1 -** ISDR system coordinated and supported at the global level and thematic levels, providing guidance to all stakeholders
	1.2 - Regional Facilitation capacities strengthened to guide and report on implementation of HFA
	1.3 - Action coordinated to guide and support national actors, building on regional and international ISDR system capacities
	1.4 - Increased resources available for DRR and implementation of the HFA
2 - Advocacy and Partnership Building	**2.1 -** DRR recognized more widely as a development issue, across all sectors and with a gender sensitive approach
	2.2 - DRR and HFA recognized as core feature of policies and programmes for CC adaptation
	2.3 - Expanded understanding of and commitment to HFA by key actors
3 - Strategic Information and Policy Guidance	**3.1 -** Monitoring and assessment systems in place for risk status and progress in implementing the HFA
	3.2 - Information and knowledge on DRR generated and documented
	3.3 - Existing knowledge on DRR made more widely available
4 – Effective ISDR secretariat	**4.1 -** ISDR secretariat, both headquarters and regional offices, managed for more effective and efficient delivery and services

Conclusions

The general importance of a body to champion disaster risk reduction is recognized across all stakeholder groups, and UNISDR is increasingly seen as the right organization for this task. UNISDR is considered to be relevant for all stakeholder groups engaged in disaster risk reduction, in particular for coordination, advocacy and strategic information.

At the same time, there remains a lack of clarity regarding UNISDR's roles and responsibilities among stakeholders. The identified reasons for this are that UNISDR's mandate is broad and work plans and other relevant documents have not sufficiently specified UNISDR's roles and responsibilities, in particular towards some stakeholder groups, at the national level and between key ISDR system partners. UNISDR sometimes strays outside of its core mandate, in particular with regards to its operational role at country level.

UNISDR has been effective in setting up new initiatives, but has not been sufficiently strategic about choosing priorities to ensure effectiveness and sustainability in the allocation of resources and implementation of activities. UNISDR needs to move towards a clearer and narrower strategy that is more realistic in terms of how it can respond to growing demands with sustainable capacity, and at the same time use its available resources more effectively. A more focused strategy will also enable UNISDR to more clearly communicate its roles and responsibilities towards different stakeholder groups and at different levels. The new Biennium Work Programme for 2010-2011 goes some distance in taking UNISDR forward towards results-based resource management especially as an example of consultation with ISDR donors and partners.

In terms of its role with ISDR system partnerships, UNISDR needs to develop a strategy that is grounded in a strategic mapping, including a gap and needs analysis of the current activities and

programmes of the ISDR system partners. UNISDR needs to ensure that its strategic focus is on the areas in which it is viewed as most relevant and in which it is best positioned to add value. In order to free up capacity so that it can better focus on key areas and increase its overall effectiveness, UNISDR should align its activities with its strategic objectives and consultation with its partners

UNISDR is still a young organization. While dealing with increasing demand on its services, it has, with limited resources and guidance, tried to find its position and added value for the ISDR system. As described above it has succeeded in some areas, such as advocacy and awareness raising, while it still needs to improve performance in others like coordination in line with its mandated role. The creation of the post of Special Representative for Disaster risk reduction gives UNISDR the possibility to take a stronger lead and provide strategic guidance to the ISDR system. If UNISDR manages to define and implement a focused strategy, it will be able to more effectively serve the ISDR system and facilitate the implementation of the Hyogo Framework for Action.

1 Summary of evaluation findings

Relevance

The UNISDR secretariat is seen as relevant for all stakeholder groups engaged in DRR, in particular for coordination, advocacy and strategic information. The general importance of a body to champion DRR is recognized, and UNISDR is increasingly seen as the right organization for this task.

At the same time, there remains a lack of clarity regarding UNISDR's roles and responsibilities among stakeholders. The identified reasons for this are: (1) UNISDR's mandate is broad and work plans and other relevant documents have not sufficiently specified UNISDR's roles and responsibilities, in particular towards some stakeholder groups, at the national level and between key ISDR system partners (2) there is no internal consensus on what UNISDR's roles and responsibilities are in key areas, and (3) UNISDR has engaged in activities outside of its core mandate, in particular with regards to its operational role at country level, its activities as fund and project manager and in recovery, contributing to the confusion about UNISDR's roles and responsibilities

Since the evaluation in 2005, UNISDR has maintained its role as "honest broker" within and beyond the UN system and has increased its relevance in key areas, but has made little progress in clarifying roles and responsibilities.

Effectiveness, impact and sustainability

Coordination and Resource Mobilization

There is an overall perceived lack of strategic guidance for the ISDR system. A number of entities such as the General Assembly, the Under Secretary General (USG) for Humanitarian Affairs, the Management Oversight Board (MOB) and the Global Platform (GP) have been instituted to provide oversight and guidance to the system. These have however not managed to effectively lead the system. The creation of the Special Representative to the Secretary-General for Disaster Risk Reduction (SRSG for DRR) position in January 2009 and the associated direct link to the Secretary-General has strengthened UNISDR's capacities in DRR and its opportunities in taking a stronger leadership role. Even though UNISDR is not explicitly mandated to lead the ISDR system, the SRSG for DRR position has raised expectations from the system partners for UNISDR to take a stronger guidance role for the ISDR system.

UNISDR's overall performance to coordinate the different system partners has been mixed. In general, UNISDR is a good convenor and is given credit for bringing key stakeholders regularly together at global and regional levels, but has not taken a strong enough role in setting the agenda for the meetings and in ensuring appropriate follow up. This prevents UNISDR from more strongly coordinating the system partners and from stimulating concrete actions. The work at the thematic level, with the Inter-agency group and in resource coordination has also not been sufficiently effective and the work at the national level shows mixed results. The creation of the different ISDR mechanisms after the last evaluation, in particular the Global Platform and the regional platforms, is, however, overall seen as having improved the coordination between the different actors. It should be acknowledged that it is difficult for UNISDR to coordinate the system partners since the system is very broadly defined and UNISDR is also not fully equipped with compliance mechanisms and has limited resources to provide to ISDR system partners.

Advocacy and Partnership Raising

Advocacy and general awareness raising for the HFA are seen as UNISDR's key achievements across all stakeholder groups. The Global Platform sessions, climate change related activities and the Global Assessment Report (GAR) are among others highlighted as having made important contributions to general awareness of DRR.

Some concerns were raised by interviewees that UNISDR's activities in awareness raising remain at a general level and do not penetrate specific sectors. The Global Campaigns are however seen as effective tools to make DRR more concrete and to raise sector specific awareness.

UNISDR is also given credit for involving stakeholders outside the UN and being more open than some of the other UN agencies in involving NGOs and civil society. UNISDR has supported NGOs in setting up the Global Network of Civil Society organizations in DRR and NGOs and civil society are represented in the MOB through IFRC and on the Global Platform. There is however a need to clarify how UNISDR best engages with civil society going forward. UNISDR has engaged very little with the private sector, despite UNISDR's mandate to create linkages between different actors including the private sector.

UNISDR has strongly contributed to mainstreaming DRR into the climate change debate, however, a clear positioning of UNISDR vis-a-vis the different actors has yet to emerge and UNISDR could also become better at communicating its contributions in this area.

Strategic Information and Policy

The Global Assessment Report and the HFA monitoring tool are seen as good tools to increase awareness at all levels and increase capacities at the country level through support from the UNCTs in the reporting. The number of reporting countries has significantly increased from 27 to 76 between 2007 and 2009 and the development of the HFA monitor, an online tool, has increased standardization.

UNISDR has produced a large number and broad range of publications over the past four years. While in general guidance materials and standards are considered useful, the practical application and quality of other publications vary and is often supply driven. There is no structured process to evaluating demand, target audience, dissemination, practical application and mapping of internal skills and expertise. In addition, almost all interviewees from UN agencies and other international organizations have questioned the technical expertise of UNISDR to develop sectorial publications. They see UNISDR's role to be collecting and distributing information rather than developing it itself as UNISDR often do not have the necessary competencies in-house and should rather have other organizations which are better equipped and mandated develop these reports. UNISDR's role in information dissemination is considered to be highly relevant for all stakeholder groups and PreventionWeb seen as a very good tool for such dissemination.

The 2005 evaluation recommended that UNISDR "need not engage itself in a wide variety of publications", but rather support in the identification of needs and supporting partners to meet this demand. UNISDR has, given the above, not yet implemented this recommendation.

Efficiency

Overall, UNISDR is responsive to requests and very active in initiating and setting up new initiatives. However, too little attention is given to strategic considerations, meaning clearly choosing priorities in line with an overall strategy and allocating resource accordingly. This limits the effectiveness and sustainability of many activities and UNISDR overall. The 2005 evaluation noted that UNISDR

needed to choose a narrow and clearly defined and realistic range of strategic tasks and priorities. UNISDR has shown some improvements in this area in particular during 2009, however stronger improvements in this area are required.

The work planning process and implementation have not been efficient, partially driven by the issue of funding predictability and earmarked funding. Global and unit work plans have not been sufficiently linked and responsibilities have not been clearly ascribed. In addition, an effective implementation of the work plans is limited by the fact that the costs plans are not closely enough linked to resource mobilization efforts, i.e. cost plans strongly exceed the expenditures of previous years and are therefore little realistic. It needs to be noted however that a high degree of funding unpredictability and earmarked funding make an efficient implementation of work plans difficult. The 2005 evaluation recommended a stronger focus on better linking cost plans and real commitments. Progress has been made in this regard with the biennial work plan 2010-11, but room for improvements remains.

A monitoring system has been introduced but is not fully in place yet. UNISDR has not linked its resources with the strategic objectives, outcomes and deliverables in the work plans, and therefore has not been able to monitor cost effectiveness. Its reporting to donors has also not been sufficiently efficient. The monitoring off and reporting from the regional offices have previously not been very systematic and irregular and the regional offices have been able to operate quite independently from headquarters. UNISDR has, however, made significant improvements in information sharing and reporting during the last year.

2   Summary of evaluation recommendations

Despite the positive signals on the overall relevance and good performance in some of its key areas, UNISDR roles and responsibilities are still perceived to be unclear and the strategy unfocused, resulting in its human and financial resources being spread too thin.

Against the background of the findings, the evaluation team sees a need for UNISDR to move towards a clearer and narrower strategy that is more realistic in terms of what UNISDR can achieve with its capacities and at the same time use its available resources more effectively. A more focused strategy will also enable UNISDR to more clearly communicate its roles and responsibilities towards different stakeholder groups and at the different levels. UNISDR needs to develop a strategy that is grounded in a strategic mapping, including a gap analysis, of the current activities and programmes by the ISDR system partners and a needs assessment of the ISDR system partners it serves. UNISDR needs to ensure that its strategy focus on the areas in which UNISDR is seen as most relevant and in which it is best positioned to add value with its capacities. As outlined in detail in the recommendations, UNISDR therefore needs to halt or limit its involvement in some areas, in order to free up capacity to focus on these key areas and thereby increase its overall effectiveness.

Just as the findings, the recommendations resulting from the evaluation follow the biennial work plan 2008-09 and have been categorized in 15 groups. Section 2 of this report provides a summary table of the findings and recommendations and prioritizes the recommendations to facilitate practical implementation for the UNISDR secretariat. The recommendations from the evaluation team are the following:

Governance
- While there is little scope for stronger leadership and strategic guidance for the ISDR system from the GA and the USG, the creation of the SRSG for DRR post should make it possible for UNISDR to take a stronger lead and provide strategic guidance to the system. The SRSG for DRR should focus on the policy agenda (although with the ultimate accountability for UNSIDR's work) complemented by a strong management team for the day to day management of the secretariat
- The SRSG for DRR and UNISDR should use the Chair's summary of the Global Platform as a basis for providing this strategic guidance to the system and not only to guide its own work plan. The Chair's Summary should be used as input to the Inter-Agency Group for discussion and agreement on follow-ups by each of the partners. The outcome of these discussions should also be shared with the MOB for them to agree upon concrete next steps
- The MOB should be renamed to align with its actual function, e.g., Steering Committee on DRR. The MOB should: (1) Strengthen its advocacy role to support the efforts of the secretariat, (2) discuss and agree on follow up activities coming out of the Global Platforms for the participating organizations and the UNISDR secretariat, and (3) informal checks and balances on progress on follow up activities of the participating organizations and UNISDR secretariat as input to the SRSG for DRR and the SG
- The MOB needs to represent key global organizations of the ISDR system. The representation could be either through permanent participation or through invitation of relevant organizations in connection with specific activities, e.g., WHO in relation to the Safe Hospital Campaign or relevant NGOs
- UNISDR should facilitate the MOB meetings, but each of the participants has the responsibility to follow up on the outcomes of the MOB meetings with its respective organizations and support the secretariat advancing DRR on the political agenda. UNISDR could also support the compilation of the information required for the informal checks and balances process

- The key donors need to be consulted through a more structured process, for example through a Donor Support Group (smaller group than the very broadly defined Support Group) which meets one to four times a year dependent upon need

Overall coordination
- UNISDR should place more emphasis on its role as a coordinator, i.e. it needs to provide sufficient support for the different mechanisms and other conferences/meetings it is involved with, including proactive, dedicated and accountable focal points for each mechanism to follow up and ensure effective coordination
- UNISDR should do a thorough strategic mapping of the different actors, activities and programmes globally, regionally and nationally (through, e.g., RCs at national level). This would make it possible for UNISDR to identify gaps and opportunities for cooperation which is essential for being able to provide strategic guidance to the system. In order to demonstrate that UNISDR can add value in this respect, it could start on a pilot basis by carrying out the exercise in, e.g., one region. If this exercise succeeds, the plans could be powerful resource mobilization tools (for each organization or jointly).The MoU between UNISDR and UNDP is outdated (from 2002) and should be revised to ensure clear roles and responsibilities and thereby improve cooperation and coordination
- Unless immediate steps are taken to clarify the concrete needs and objectives, develop a work plan for the next biennium and define a sustainable set up, the STC should be dissolved
- UNISDR should continue its activities in mainstreaming DRR and make more targeted efforts to mainstream DRR with donors and IFIs (i.e. reach out to IFIs and donors to get buy-in and provide necessary guidance and tools for their programming process if needed). UNISDR should regularly review CCA/UNDAFs to ensure that DRR is adequately represented vis-à-vis existing guidance. UNISDR should regularly review RC Annual Reports to ensure that there is adequate reporting on DRR

Coordination – Thematic platforms
- In order for the thematic platforms to be seen as relevant to the ISDR system partners, only those with identified needs and sustainable set-ups should be recognized and supported by UNISDR. UNISDR should, therefore, adhere to the criteria developed in its policy note for the engagement with thematic platform, i.e. UNISDR should only engage with a thematic platform if it fulfils the following criteria: (a) it is truly a multi-partner expert platform (2-3 committed and relevant partners or a strong lead partner which requires multi-stakeholder participation and input) (b) it clearly fits within the strategic focus areas of UNISDR (c) it serves a need in the ISDR system.
- UNISDR should not take the lead on any thematic platform, i.e. the platforms should be "self-sustained", meaning that they in the long run do not require support from UNISDR for their "day-today" functioning. UNISDR should continue to play a role in coordinating and setting-up the platforms, in particular identifying needs, bringing the stakeholders together and advocating in the relevant organizations for the platforms, and provide them with the necessary recognition and visibility to be considered important mechanisms of the system
- UNISDR should end its engagement with the Early Warning Platform. If the platform cannot be renewed more in line with the initial intention as defined before the Indian Ocean Tsunami with a clear strategy and multi-stakeholder representation, it should be dissolved
- The need for cooperation and coordination of capacity building activities and which mechanisms would be the best to ensure such cooperation should be discussed between the relevant partners and driven by UNDP, but should not be limited or bound to CADRI as it works today and could admit of a sound review of a future entity
- UNISDR should consider ending its involvement with the International Recovery Platform. If the platform cannot be renewed with a clear strategy and multi-stakeholder representation, it should be dissolved

Regional coordination

- UNISDR should further strengthen its activities at the regional level to build relations with and capacity of regional organizations, which should be the preferred way for UNISDR to influence and inform national governments. This requires that the regional offices work effectively, e.g., fill vacancies for key positions in the regions

National coordination

- Due to UNISDR's limited possibilities to support and sustain NPs, it needs to mobilize UNCTs and other relevant partners. UNISDR should, therefore, only support in setting up NPs if the following criteria hold: (a) the UNCT and RC are committed to support the NP, and (b) senior level government officials with decision-making power support the NP. For the NPs which are currently set-up but not active, UNISDR should explore how to engage the UNCTs and mobilize interest and support from government officials to make the NPs effective and sustainable
- UNISDR should not engage in operational work outside its mandated role at country level. When individual governments request support from UNISDR, it should request UNCTs to either respond themselves or ask the relevant partner to respond

Resource mobilization

- UNISDR should currently not focus on resource mobilization for the broader ISDR system via the Trust Fund for DRR. UNISDR should therefore focus on the strategic mapping as set-out in recommendation 6.1 and development of a financial tracking system for investments in DRR as agreed in Chair's summary of the GP 2007
- UNISDR should review the current financial support to ISDR system partners. UNISDR should be strategic and transparent about the initiatives it supports by clearly articulating who is eligible and why

Advocacy and awareness raising

- UNISDR should continue its focus on awareness raising, including as part of climate change discussions
- UNISDR should strengthen its support to the global campaigns, e.g., dedicate more UNISDR staff for the communication, advocacy and outreach. Furthermore, UNISDR should use them more systematically to underpin its general advocacy work
- UNISDR needs to be clearer on how it is going to support the campaigns and the (lead) partners. UNISDR should also ensure it has a clear exit strategy. If no organization is willing to commit to take a strong lead before the launch of the campaign, the campaign should not be started

Partnership building

- NGOs and civil society are essential for the implementation of the HFA in particular at the national and local level. UNISDR should therefore ensure engagement by the NGOs and civil society at Global Platform's main sessions and potentially, as mentioned in recommendation 3.4, representation at relevant MOB meetings. At the country level, UNISDR has very limited capacities to directly engage with NGOs. Therefore UNISDR should continue to promote the engagement of NGOs and civil society though national platforms and with relevant partners
- In order to use its limited resources as efficient as possible, UNISDR should refrain from engaging with the private sector for now. In the future there might be scope for a stronger engagement, but only if UNISDR can clearly state objectives, a strategy and support from key ISDR system partners on the approach

Climate change

- UNISDR should continue its efforts to mainstream DRR into the climate change debate and support the negotiations of the UNFCCC, the development of the IPCC reports and other relevant actors, such as the parliamentarians. With the climate change landscape in flux, UNISDR will need to be opportunistic, but the activities as defined along UNISDR's key strategic objectives, coordination, advocacy and strategic information, in the 2010-2011 biannual plan provide a good framework for further action. UNISDR, however, also needs to balance the focus and resources spent on DRR in climate change versus the broader DRR concept

Global Assessment Report (GAR)

- UNISDR should put increased emphasis on using the GAR as an advocacy tool at global and regional levels for general awareness raising of the HFA and at regional and national level to encourage governments to increase efforts for the implementation of the HFA
- UNISDR should continue to improve the GAR and the reporting on the HFA implementation. It should ensure that its key partners, especially UNDP, are on board for the support at country level to the reporting and collection of data and best practices for the GAR

Information generation and dissemination

- In order to ensure an effective use of UNISDR's capacities, UNISDR should institutionalize a process that specifies and analyzes the actual demand, target audience and the dissemination process prior to engaging in the development of publications. A process along these lines has already been started and UNISDR needs to ensure internal buy-in and adherence to it
- UNISDR should continue its efforts and focus on collecting best practices and key learnings on DRR at national, regional and global levels which have a high practical application. It should ensure that the developed materials are strategically disseminated with relevant stakeholders
- Instead of developing a multitude of publications itself, UNISDR should play a stronger role in identifying knowledge gaps, e.g., in the adaptation literature and around the economics of DRR, and ensure that the appropriate specialized agency engages in the topic

Availability of information on DRR

- UNISDR should continue with its work on PreventionWeb with an emphasis on improving the user interface
- UNISDR should increase its efforts to harmonize the interface of already existing platforms such as CRID rather than developing a multilingual portal. In the light that many documents are only available in English, the development of a new platform would not be cost-effective
- The different ISDR mechanisms could be involved more strongly in providing quality control, e.g. if thematic platforms were strengthened as suggested in previous recommendation the thematic platforms could take the responsibility for the quality control in specific areas

Strategic planning

- In order to be more strategic, UNISDR needs to select its activities and the initiatives it supports based on a clear fit into the overall strategic direction of UNISDR as set out in its work plans
- UNISDR needs to have a clear implementation plan for each initiative that identifies the need, outcomes and partners and how to make the initiative sustainable
- UNISDR needs to identify which activities are best handled globally and regionally and also develop a competency framework to ensure there is a match between skill requirements and capacity
- UNISDR should further improve its work planning process by making the global work plans more concrete, ascribe clear responsibilities for the identified activities and align unit and regional work plans with the global plan

- To allow for an effective implementation of the work plans: (1) UNISDR needs to be more realistic in the development of the work plans and align the cost plans better with the resource mobilization efforts, and (2) donors should limit project specific funding outside the developed work plan activities as much as possible

Monitoring

- UNISDR should continue to strengthen its monitoring system based on an improved work planning process. Clear indicators and responsibilities will allow UNISDR to establish on an annual base which activities have been implemented and which indicators have been fulfilled. This should be one of the focus areas for UNISDR in the next biennial plan

Internal information sharing and coordination

- UNISDR needs to ensure a more structured and well-functioning way for coordinating and sharing information between HQ and the regional offices and continue its implementation of current initiatives

3   Overview of findings and recommendations

The recommendations resulting from the evaluation are categorized in 15 groups which follow the structure of the 2008-09 biennial work plan and the five key criteria for the evaluation: Relevance, effectiveness, impact, sustainability and efficiency. The numbering of the recommendations is directly linked to the findings, e.g. recommendation 4.1.1 is in response to finding 4.1. See figure 3 below for an overview of all the findings and recommendations.

Figure 3 - Overview of findings and recommendations

Groups	Findings	Recommendations
Relevance		
Overall: The degree to which UNISDR's roles and responsibilities are aligned with the needs of the ISDR system partners and complimentary to the work of other organizations	0.1 UNISDR is considered to be relevant for all stakeholder groups engaged in DRR, in particular for coordination, advocacy and strategic information 0.2 There remains a lack of clarity regarding UNISDR's roles and responsibilities among stakeholders because: (1) UNISDR's mandate is broad and work plans and other relevant documents have not sufficiently specified UNISDR's roles and responsibilities, in particular towards some stakeholder groups, at the national level and between key ISDR system partners (2) There is not an internal consensus on what UNISDR's roles and responsibilities are in key areas (3) UNISDR has engaged in activities outside of its core mandate, in particular with regards to its operational role at country level, its activities as fund and project manager and in recovery, contributing to the confusion about UNISDR's roles and responsibilities	
Effectiveness, impact and sustainability		
1. Governance	1.1 A number of entities such as the GA, the USG, the MOB and the Global Platform have been instituted to provide oversight and guidance for the ISDR system. However, these have not managed to effectively lead the system	1.1.1 While there is little scope for stronger leadership and strategic guidance for the ISDR system from the GA and the USG, the creation of the SRSG for DRR post should make it possible for UNISDR to take a stronger lead and provide strategic guidance to the system. The SRSG for DRR should focus on the policy agenda (although with the ultimate accountability for UNSIDR's work) complemented by a strong management team for the day to day management of the secretariat

Groups	Findings	Recommendations
		1.1.2 The SRSG for DRR and UNISDR should use the Chair's summary of the Global Platform as a basis for providing this strategic guidance to the system and not only to guide its own work plan. The Chair's Summary should be used as input to the Inter-Agency Group for discussion and agreement on follow-ups by each of the partners. The outcome of these discussions should also be shared with the MOB for them to agree upon concrete next steps
		1.1.3 The MOB should be renamed to align with its actual function, e.g., Steering Committee on DRR. The MOB should: (1) Strengthen its advocacy role to support the efforts of the secretariat, (2) discuss and agree on follow up activities coming out of the Global Platforms for the participating organizations and the UNISDR secretariat, and (3) informal checks and balances on progress on follow up activities of the participating organizations and UNISDR secretariat as input to the SRSG for DRR and the SG
		1.1.4 The MOB needs to represent key global organizations of the ISDR system. The representation could be either through permanent participation or through invitation of relevant organizations in connection with specific activities, e.g., WHO in relation to the Safe Hospital Campaign or relevant NGOs
		1.1.5 UNISDR should facilitate the MOB meetings, but each of the participants has the responsibility to follow up on the outcomes of the MOB meetings with its respective organizations and support the secretariat in advancing DRR on the political agenda. UNISDR could also support the compilation of the information required for the informal checks and balances process
		1.1.6 The key donors need to be consulted through a more

Groups	Findings	Recommendations
		structured process, for example through a Donor Support Group (smaller group than the very broadly defined Support Group) which meets one to four times a year dependent upon need
2. **Overall coordination**	2.1 UNISDR is a good convenor and is given credit for bringing key stakeholders regularly together at global and regional levels, but has not taken a strong enough role in setting the agenda for the meetings and in ensuring appropriate follow up and thereby more strongly coordinate the system partners and stimulate concrete actions	2.1.1 UNISDR should place more emphasis on its role as a coordinator, i.e. it needs to provide sufficient support for the different mechanisms and other conferences/meetings it is involved with, including proactive, dedicated and accountable focal points for each mechanism to follow up and ensure effective coordination
	2.2 The establishment of the Global Platform has been a very important development and the GP has gained recognition between its two sessions. It is seen as instrumental for increasing awareness and the understanding of DRR as well as networking among partners	[See recommendation 1.1.2 for better follow up on the outcomes of the Global Platforms]
	2.3 UNISDR's work with the Inter-agency group and the joint work programme has been little effective in increasing coordination between the different system partners	2.3.1 UNISDR should do a thorough strategic mapping of the different actors, activities and programmes globally, regionally and nationally (through, e.g., RCs at national level). This would make it possible for UNISDR to identify gaps and opportunities for cooperation which is essential for being able to provide strategic guidance to the system. In order to demonstrate that UNISDR can add value in this respect, it could start on a pilot basis by carrying out the exercise in, e.g., one region. If this exercise succeeds, the plans could be powerful resource mobilization tools (for each organization or jointly). 2.3.2 The MoU between UNISDR and UNDP is outdated (from 2002) and should be revised to ensure clear roles and

Groups	Findings	Recommendations
		responsibilities and thereby improve cooperation and coordination
	2.4 The Scientific and Technical Committee (STC) has recently been set up, but concrete objectives and way forward are unclear	2.4.1 Unless immediate steps are taken to clarify the concrete needs and objectives, develop a work plan for the next biennium and define a sustainable set up, the STC should be dissolved
	2.5 UNISDR has made good progress in mainstreaming DRR within the UN, IGOs, IFIs and amongst donors, but there is still space to better systematize its efforts	2.5.1 UNISDR should continue its activities in mainstreaming DRR and make more targeted efforts to mainstream DRR with donors and IFIs (i.e. reach out to IFIs and donors to get buy-in and provide necessary guidance and tools for their programming process if needed). UNISDR should regularly review CCA/UNDAFs to ensure that DRR is adequately represented vis-à-vis existing guidance. UNISDR should regularly review RC Annual Reports to ensure that there is adequate reporting on DRR.
3. Coordination – Thematic platforms	3.1 A number of thematic platforms have been set up or recognized by UNISDR, but they have only to a limited extent served their defined purposes and UNISDR's role varies	3.1.1 In order for the thematic platforms to be seen as relevant to the ISDR system partners, only those with identified needs and sustainable set-ups should be recognized and supported by UNISDR. UNISDR should, therefore, adhere to the criteria developed in its policy note for the engagement with thematic platform, i.e. UNISDR should only engage with a thematic platform if it fulfils the following criteria: (a) it is truly a multi-partner expert platform (2-3 committed and relevant partners or a strong lead partner which requires multi-stakeholder participation and input) (b) it clearly fits within the strategic focus areas of UNISDR (c) it serves a need in the ISDR system.
3.1.2 UNISDR should not take the lead on any thematic platform, i.e. the platforms should be "self-sustained", meaning that they in the long run do not require support from UNISDR

Groups	Findings	Recommendations
		for their "day-today" functioning. UNISDR should continue to play a role in coordinating and setting-up the platforms, in particular identifying needs, bringing the stakeholders together and advocating in the relevant organizations for the platforms, and provide them with the necessary recognition and visibility to be considered important mechanisms of the system
	3.2 UNISDR has been strongly engaged in the Platform for the Promotion of Early Warning (PPEW), Capacity for Disaster Reduction Initiative (CADRI) and the International Recovery Platform (IRP), but the involvement has not been sufficiently effective	3.2.1 UNISDR should end its engagement with the Early Warning Platform. If the platform cannot be renewed more in line with the initial intention as defined before the Indian Ocean Tsunami with a clear strategy and multi-stakeholder representation, it should be dissolved 3.2.2 The need for cooperation and coordination of capacity building activities and which mechanisms would be the best to ensure such cooperation should be discussed between the relevant partners and driven by UNDP, but should not be limited or bound to CADRI as it works today and could admit of a sound review of a future entity 3.2.3 UNISDR should consider ending its involvement with the International Recovery Platform. If the platform cannot be renewed with a clear strategy and multi-stakeholder representation, it should be dissolved
4. **Regional coordination**	4.1 UNISDR has identified and supported effective regional platforms and organizations, the impact has mainly been reflected as increased political commitments towards DRR	4.1.1 UNISDR should further strengthen its activities at the regional level to build relations with and capacity of regional organizations, which should be the preferred way for UNISDR to influence and inform national governments. This requires that the regional offices work effectively, e.g., fill vacancies for key positions in the regions
5. **National coordination**	5.1 UNISDR has been effective at increasing the number of national platforms (NPs), but the effectiveness, impact and sustainability of NPs vary. Due to a lack of country	5.1.1 Due to UNISDR's limited possibilities to support and sustain NPs, it needs to mobilize UNCTs and other relevant partners. UNISDR should, therefore, only support

Groups	Findings	Recommendations
	presence, UNISDR has only limited possibilities to directly influence these factors	in setting up NPs if the following criteria hold: (a) the UNCT and RC are committed to support the NP, and (b) senior level government officials with decision-making power support the NP. For the NPs which are currently set-up but not active, UNISDR should explore how to engage the UNCTs and mobilize interest and support from government officials to make the NPs effective and sustainable 5.1.2 UNISDR should not engage in operational work outside its mandated role at country level. When individual governments request support from UNISDR, it should request UNCTs to either respond themselves or ask the relevant partner to respond
6. **Resource mobilization**	6.1 UNISDR's resource mobilization efforts for the ISDR system have been less ambitious and different from what had been set out initially and the role in this area remains unclear for both UNISDR and partners	6.1.1 UNISDR should currently not focus on resource mobilization for the broader ISDR system via the Trust Fund for DRR. UNISDR should therefore focus on the strategic mapping as set-out in recommendation 6.1 and development of a financial tracking system for investments in DRR as agreed in Chair's summary of the GP 2007 6.1.2 UNISDR should review the current financial support to ISDR system partners. UNISDR should be strategic and transparent about the initiatives it supports by clearly articulating who is eligible and why
7. **Advocacy and awareness raising**	7.1 Raising awareness about DRR and the HFA are perceived to be UNISDR's key achievements 7.2 UNISDR has initiated and supported the Global Campaigns which are seen as effective tools to increase sector specific awareness and make DRR more concrete	7.1.1 UNISDR should continue its focus on awareness raising, including as part of climate change discussions 7.2.1 UNISDR should strengthen its support to the global campaigns, e.g., dedicate more UNISDR staff for the communication, advocacy and outreach. Furthermore, UNISDR should use them more systematically to underpin its general advocacy work 7.2.2 UNISDR needs to be clearer on how it is going to support the campaigns and the (lead) partners. UNISDR should

Groups	Findings	Recommendations
		also ensure it has a clear exit strategy. If no organization is willing to commit to take a strong lead before the launch of the campaign, the campaign should not be started
8. **Partnership building**	8.1 UNISDR has effectively involved NGOs and civil society, but needs more clarity in how it best can and should support and engage with the NGOS and civil society going forward	8.1.1 NGOs and civil society are essential for the implementation of the HFA in particular at the national and local level. UNISDR should therefore ensure engagement by the NGOs and civil society at Global Platform's main sessions and potentially, as mentioned in recommendation 3.4, representation at relevant MOB meetings. At the country level, UNISDR has very limited capacities to directly engage with NGOs. Therefore UNISDR should continue to promote the engagement of NGOs and civil society though national platforms and with relevant partners
	8.2 UNISDR has only to a very limited extent engaged with the private sector despite its mandate to increase linkages between different actors including the private sector and including the private sector as one of the target audience for policy dialogue and networking in the work plans	8.2.1 In order to use its limited resources as efficient as possible, UNISDR should refrain from engaging with the private sector for now. In the future there might be scope for a stronger engagement, but only if UNISDR can clearly state objectives, a strategy and support from key ISDR system partners on the approach
9. **Climate change**	9.1 UNISDR has strongly contributed to mainstreaming DRR into the climate change debate. However, UNISDR has still to establish its specific comparative advantages within the vast domain of climate change adaptation and better communicate its contributions	9.1.1 UNISDR should continue its efforts to mainstream DRR into the climate change debate and support the negotiations of the UNFCCC, the development of the IPCC reports and other relevant actors, such as the parliamentarians. With the climate change landscape in flux, UNISDR will need to be opportunistic, but the activities as defined along UNISDR's key strategic objectives, coordination, advocacy and strategic information, in the 2010-2011 biannual plan provide a good framework for further action. UNISDR, however, also needs to balance the focus and resources spent on DRR in climate change versus the broader DRR concept

Groups	Findings	Recommendations
10. Global Assessment Report (GAR)	10.1 The GAR and the associated development of a monitoring tool for the implementation of the HFA are effective tools for advocacy and have helped to strengthen capacities to monitor and assess risk status at the country level	10.1.1 UNISDR should put increased emphasis on using the GAR as an advocacy tool at global and regional levels for general awareness raising of the HFA and at regional and national level to encourage governments to increase efforts for the implementation of the HFA 10.1.2 UNISDR should continue to improve the GAR and the reporting on the HFA implementation. It should ensure that its key partners, especially UNDP, are on board for the support at country level to the reporting and collection of data and best practices for the GAR
11. Information generation and dissemination	11.1 UNISDR has produced a large number and broad range of publications over the past 4 years. While in general guidance materials and standards are considered useful, the practical application and quality of other publications vary and is often supply driven	11.1.1 In order to ensure an effective use of UNISDR's capacities, UNISDR should institutionalize a process that specifies and analyzes the actual demand, target audience and the dissemination process prior to engaging in the development of publications. A process along these lines has already been started and UNISDR needs to ensure internal buy-in and adherence to it 11.1.2 UNISDR should continue its efforts and focus on collecting best practices and key learnings on DRR at national, regional and global levels which have a high practical application. It should ensure that the developed materials are strategically disseminated with relevant stakeholders 11.1.3 Instead of developing a multitude of publications itself, UNISDR should play a stronger role in identifying knowledge gaps, e.g., in the adaptation literature and around the economics of DRR, and ensure that the appropriate specialized agency engages in the topic
12. Availability of information on DRR	12.1 PreventionWeb has made DRR material more widely available	12.1.1 UNISDR should continue with its work on PreventionWeb with an emphasis on improving the user interface 12.1.2 UNISDR should increase its efforts to harmonize the interface of already existing platforms such as CRID

Groups	Findings	Recommendations
		rather than developing a multilingual portal. In the light that many documents are only available in English, the development of a new platform would not be cost-effective 12.1.3 The different ISDR mechanisms could be involved more strongly in providing quality control, e.g. if thematic platforms were strengthened as suggested in previous recommendation the thematic platforms could take the responsibility for the quality control in specific areas
Efficiency		
13. Strategic planning	13.1 UNISDR has been effective in setting up new initiatives, but has not been sufficiently strategic about choosing priorities, the allocation of resource and the implementation of the initiatives, thereby limiting their effectiveness and sustainability	13.1.1 In order to be more strategic, UNISDR needs to select its activities and the initiatives it supports based on a clear fit into the overall strategic direction of UNISDR as set out in its work plans 13.1.2 UNISDR needs to have a clear implementation plan for each initiative that identifies the need, outcomes and partners and how to make the initiative sustainable 13.1.3 UNISDR needs to identify which activities are best handled globally and regionally and also develop a competency framework to ensure there is a match between skill requirements and capacity
	13.2 The work planning process and implementation have not been efficient, partially driven by the issue of funding predictability and earmarked funding	13.2.1 UNISDR should further improve its work planning process by making the global work plans more concrete, ascribe clear responsibilities for the identified activities and align unit and regional work plans with the global plan 13.2.2 To allow for an effective implementation of the work plans: (1) UNISDR needs to be more realistic in the development of the work plans and align the cost plans better with the resource mobilization efforts, and (2) donors should limit project specific funding outside the developed work plan activities as much as possible

Groups	Findings	Recommendations
14. Monitoring	14.1 A monitoring system has been introduced, but is not fully in place yet	14.1.1 UNISDR should continue to strengthen its monitoring system based on an improved work planning process. Clear indicators and responsibilities will allow UNISDR to establish on an annual base which activities have been implemented and which indicators have been fulfilled. This should be one of the focus areas for UNISDR in the next biennial plan
15. Internal information sharing and coordination	15.1 There has been limited coordination and information sharing between Headquarters and regional offices	15.1.1 UNISDR needs to ensure a more structured and well-functioning way for coordinating and sharing information between HQ and the regional offices and continue its implementation of current initiatives

4 Prioritization of the recommendations

Overall, UNISDR has shown good performance in some of its key areas of work and there have been positive signals on the relevance of its work. However, UNISDR's roles and responsibilities are still perceived to be unclear and the strategy unfocused, resulting in its human and financial resources being spread too thin.

Against the background of the findings, the evaluation team sees a need for UNISDR to move towards a clearer and narrower strategy that is more realistic in terms of what UNISDR can achieve with its capacities and at the same time use its available resources more effectively. A more focused strategy will also enable UNISDR to more clearly communicate its roles and responsibilities towards different stakeholder groups and at the different levels. UNISDR needs to develop a strategy that is grounded in a strategic mapping, including a gap analysis, of the current activities and programmes by the ISDR system partners and a needs assessment of the ISDR system partners it serves. UNISDR needs to ensure that its strategy focus on the areas in which UNISDR is seen as most relevant and in which it is best positioned to add value with its capacities. As outlined in detail in the recommendations, UNISDR therefore needs to halt or limit its involvement in some areas, in order to free up capacity to focus on these key areas and thereby increase its overall effectiveness.

The recommendations have been categorized in three priorities that should be done sequentially to achieve the above:
(1) High improvement potential - Recommendations which cover key focus areas for UNISDR with particularly high improvement potential.
(2) Focus and free up resources - Recommendations which will help UNISDR free up resources.
(3) Adjustments - Recommendations which cover the key focus areas where UNISDR perform well today and that UNISDR either needs to scale up or further improve.

While the priority should be on the first category, some of the recommendations of the second category will need to be implemented to free up the necessary resources for the implementation of the recommendations with high improvement potential. Each of the 15 groups falls in under these three key priorities as shown in figure 4 below.

Figure 4 - Overview of the three priorities and the 15 groups of recommendations

Priorities	Groups
Priority 1: High improvement potential	1. Governance
	2. Overall coordination
	5. National coordination
	13. Strategic planning
	14. Monitoring
	15. Internal information sharing and coordination
Priority 2: Focus and free up resources	3. Coordination – Thematic platforms
	6. Resource mobilization
	8. Partnership building
	11. Information generation and dissemination
Priority 3: Adjustments	4. Regional coordination
	7. Advocacy and awareness raising
	9. Climate change
	10. Global Assessment Report
	12. Availability of information on DRR

Priority 1 - High improvement potential:

There is a great potential in improving the governance system of UNISDR and the ISDR system. However, while UNISDR can drive the process to define the governance structure, the successful implementation of the governance recommendation is to a large extent dependent on the buy-in and efforts by all the existing and potential new MOB members and the members of the Inter-Agency Group.

UNISDR especially needs to demonstrate to the ISDR system partners that it puts emphasis and focus on its coordination role and that UNISDR in the execution of this role add value to its partners. In order to be able to serve the system systematically and effectively, UNISDR needs to undertake an elaborate strategic mapping which will involve a gap analysis of the current activities and programmes and a needs assessment of the ISDR system partners. It should be possible for UNISDR to allocate sufficient resources behind this effort by freeing up resources from other areas, e.g., more strategic in deciding in which reports UNISDR should be involved. UNISDR will also need to focus on improving its coordination at national level with particular emphasis on engaging with the UNCTs. Through effective coordination at country level, UNISDR should be able to improve the sustainability of the current national platforms and help set up new sustainable platforms. The sustainability, however, ultimately depends on the UNCTs together with the relevant partners in each country.

Another area which has been identified as having strong improvement potential is internal efficiency of the secretariat. Of particular importance, UNISDR has not had efficient strategic planning and monitoring processes and processes for internal information sharing and coordination in place. If the recommendations are successfully implemented, UNISDR will strongly improve performance and effectiveness of the organization. It is important to note, however, that some processes to improve the work planning and the internal information sharing have already been initiated by UNISDR.

Priority 2: Focus and free up resources

As mentioned above, UNISDR needs to focus its resources on the areas where it is considered most relevant and in which it is best positioned to add value with its capacities. In order to have a focused strategy and to be able to implement the recommendations in priority 1, UNISDR will need to halt or limit its involvement in some areas. The evaluation team sees potential for improved resource usage in four areas: Coordination of thematic platforms, resource mobilization, partnership building and information generation and dissemination.

Improvement in coordination of thematic platforms will involve changes in resource allocation and internal processes, but will also require that the relevant ISDR partners are on-board. If successfully implemented, some resources will be freed up and corporation with the lead organizations and the other partners improved due to clearer role and responsibilities and management of expectations.

The area of resource mobilization will only require some process improvements as UNISDR is currently involved in external resource mobilization to a very limited degree. The same applies to the area of partnership building which will require follow-up with the NGO and civil society community, but for now no further inclusion of other ISDR stakeholder groups, such as the private sector, in order to focus its resources.

The area of information generation and dissemination has significant potential to free up resources as UNISDR has been strongly involved in report development. A successful implementation will require clearly defined processes, including a more strategic decision making process.

Priority 3: Adjustments

Continuation and scaling up of activities in the areas of regional coordination, advocacy and awareness raising, climate change, Global Assessment Report and availability of information require strong continued focus. However, the evaluation team has identified UNISDR to perform well in these areas, and the implementation of the recommendations therefore constitute more of a continuation and further improvements in the work UNISDR already is performing.

In relation to available resources and comparative advantages versus that of other UN agencies and partners, UNISDR should continue supporting its regional DRR capacities through Inter-Governmental organizations. The areas of advocacy and awareness raising and climate change have been areas where UNISDR has performed strongly, but effort and focus will be required to be able to scale up these efforts. The Global Assessment Report also involves a continuation of UNISDR's already good work, but a successful continuation is reliant on good coordination and strong engagement by ISDR system partners. Lastly, PreventionWeb has received very positive feedback and could be able to increase usage by improving its usability, which is seen as the only but at the same time important drawback. A successful implementation of the recommendation, however, requires ongoing support from partners (i.e. the thematic platforms).

Timeline and responsibilities

The evaluation team suggests that the timeline of the follow up to and implementation of the recommendations from the evaluation should be by the next Global Platform with variations in timing between the categories and sub-groups. The responsibility to follow up on the recommendations will be with UNISDR in co-operation with the relevant partners as suggested in figure 5. It is important that UNISDR in its management response clearly outlines an implementation plan that is realistic and can easily be tracked to demonstrate that it will follow up with concrete actions on the evaluation.

Figure 5 - Responsibilities

Priority	Group	Responsibility
1 – High improvement potential	Governance	SRSG for DRR, the Inter-Agency Group & the MOB existing and potential new members
	Overall coordination	SRSG for DRR /UNISDR, Inter-Agency Group and UNDP for the recommendation on MOU with UNDP and STC members for the recommendation on the STC
	National coordination	SRSG for DRR /UNISDR & UNCTs and RCs
	Availability of information on DRR	SRSG for DRR /UNISDR & lead organizations of the thematic platforms
	Strategic planning	SRSG for DRR /UNISDR & donors
	Monitoring	SRSG for DRR /UNISDR & donors
Priority 2 – Focus and free up resources	Coordination – Thematic platforms	SRSG for DRR /UNISDR
		SRSG for DRR /UNISDR & lead organizations of thematic platforms
	Resource mobilization	SRSG for DRR /UNISDR
	Partnership building	SRSG for DRR /UNISDR (& Network of NGOs and Civil Society)
	Information generation and dissemination	SRSG for DRR /UNISDR

	Internal information sharing and dissemination	SRSG for DRR /UNISDR
Priority 3 - Adjustments	Regional coordination	SRSG for DRR /UNISDR
	Advocacy and awareness raising	SRSG for DRR /UNISDR & lead organizations of the current and upcoming campaigns
	Climate change	SRSG for DRR /UNISDR & Inter-Agency Group
	Global assessment report	SRSG for DRR /UNISDR & UNDP

Appendix A - Substantive findings and performance indicators

This section presents a comprehensive overview of the findings of the evaluation. The findings are structured around the key criteria for the evaluation as set out in the terms of reference: relevance, effectiveness, impact, sustainability and efficiency. The findings on the effectiveness, impact and sustainability are structured along the outcomes as articulated in the biennial work plan 2008-09 and are presented together due to the need to assess each of them for each outcome and to facilitate cross referencing. See figure 6 below for overview of the 2008-09 biennial work plan.

Figure 6 - 2008-09 Biennial Work Plan

Focus Area	Outcome
1 - ISDR System Coordination and Resource Mobilization	**1.1 -** ISDR system coordinated and supported at the global level and thematic levels, providing guidance to all stakeholders
	1.2 - Regional Facilitation capacities strengthened to guide and report on implementation of HFA
	1.3 - Action coordinated to guide and support national actors, building on regional and international ISDR system capacities
	1.4 - Increased resources available for DRR and implementation of the HFA
2 - Advocacy and Partnership Building	**2.1 -** DRR recognized more widely as a development issue, across all sectors and with a gender sensitive approach
	2.2 - DRR and HFA recognized as core feature of policies and programmes for CC adaptation
	2.3 - Expanded understanding of and commitment to HFA by key actors
3 - Strategic Information and Policy Guidance	**3.1 -** Monitoring and assessment systems in place for risk status and progress in implementing the HFA
	3.2 - Information and knowledge on DRR generated and documented
	3.3 - Existing knowledge on DRR made more widely available
4 – Effective ISDR secretariat	**4.1 -** ISDR secretariat, both headquarters and regional offices, managed for more effective and efficient delivery and services

The findings include an overall assessment of the performance and the trend. This overall qualitative assessment is based on the findings of the evaluation team and can be one of four values: strong, good, moderate and poor. In addition to the overall assessment, the evaluation team has included a qualitative assessment of trend in performance based on the progress seen since the evaluation in 2005. The trend has been rated with the use of six trend symbols:

↗↗ = very strong improvement in performance

↗ = moderate improvement in performance

←→ = constant performance

↘ = moderate decrease in performance

↘↘ = very strong decrease in performance

↘↗ = variable performance

Relevance

Finding 0.1: UNISDR is considered to be relevant for all stakeholder groups engaged in DRR, in particular for coordination, advocacy and strategic information

Performance: Good, Trend: ↗

The general importance of a body to champion DRR is recognized across all stakeholders interviewed and surveyed, and UNISDR is increasingly seen as the right organization for this task.

- Across all interviewees, UNISDR is seen as relevant for the DRR space.
    - UNISDR's key achievement is seen to be the support to the development of the HFA and UNISDR's advocacy work. Across all stakeholder groups and at all levels, UNISDR's relevance for general advocacy is emphasized, i.e. to put DRR on the political agenda and mobilize support for it.
    - Furthermore, UNISDR's role as facilitator and convenor of key partners in DRR, such as through the Global Platform and the regional platforms, has been highlighted by stakeholders as important to advance the agenda. UNISDR is also seen as having had a role in mainstreaming DRR in line with the HFA into UN agencies as well as getting donors more involved in DRR issues. However, all stakeholders emphasized that UNISDR still can significantly improve coordination among partners, including better overview of activities and programmes in DRR and setting of agenda and follow up on meetings to spur action.
    - UNISDR is also seen as highly relevant for strategic information. National partners have highlighted in particular its role to disseminate best practices, lessons learnt and guidelines. As one interviewee said: "UNISDR like a shopping mall where everyone can get the same standardized and quality tools". Furthermore, more general dissemination of information through different channels and in particular through PreventionWeb is regarded as highly relevant.
- Even though the survey results need to be interpreted with some caution since respondents might have chosen to answer the survey based on UNISDR's relevance for them, thereby biasing the results, the survey results strongly support the interviews: 90%[2] of respondents agree or strongly agree that UNISDR is relevant for their organization. There are only slight variations between the stakeholder groups with NGOs and civil society giving the highest scores, 95% strongly agree or agree[3], compared to 88% of national government[4] and UN agency[5] respondents. Furthermore, 89%[6] agree or strongly agree that UNISDR's work fills a gap in the DRR space. Even though the scores are high across all stakeholder groups, variations between stakeholder groups are stronger: 100% of NGOs and civil society respondents[7] strongly agree or agree, compared to 82% of national government respondents[8] and 78% of UN agency respondents[9].

Since the last evaluation in 2005, UNISDR has been able to maintain the role as" honest broker" within and beyond the UN system. In addition, its good performance in the above key areas has increased its recognition and relevance over the past years.

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[2] N=193

[3] N=44

[4] N=59

[5] N=42

[6] N=187

[7] N=43

[8] N=58

[9] N=40

Finding 0.2: There remains a lack of clarity regarding UNISDR's roles and responsibilities among stakeholders because: (1) UNISDR's mandate is broad and work plans and other relevant documents have not sufficiently specified UNISDR's roles and responsibilities, in particular towards some stakeholder groups, at the national level and between key ISDR system partners (2) there is not internal consensus on what UNISDR's roles and responsibilities are in key areas, and (3) UNISDR has engaged in activities outside of its core mandate, in particular with regards to its operational role at country level, its activities as fund and project manager and in recovery, contributing to the confusion about UNISDR's roles and responsibilities

Performance: Moderate, Trend: ⬅ ➡

(1) Key documents for UNISDR, i.e. GA resolutions in particular resolution 56/295, the HFA and other relevant documents such as the Secretary General Reports to the GA and UNISDR work plans, put emphasis on the need for a multi stakeholder system for the implementation of the HFA, encompassing states, UN agencies, regional organizations, civil society, the scientific community and the private sector. They however articulate UNISDR's roles and responsibilities towards these stakeholder groups to a varying degree of clarity:

- GA resolution 56/295 describes UNISDR's role as the focal point within the UN system for the coordination of disaster reduction and to ensure synergies among the disaster-reduction activities of the United Nations system and regional organizations and activities in socio-economic and humanitarian fields. The GA further calls upon UNISDR to facilitate the development of better linkages with all relevant actors, including the private sector and financial institutions, in the development of disaster management strategies

- UNISDR's mandate as further elaborated on by the Report of the SG (A/60/180) further specifies UNISDR's roles and responsibilities towards the UN system ("serving as the focal point within the UN system for the coordination and harmonization of policies and strategies for DRR") and national platforms ("supporting NPs with information and policy advice, acting as a broker for the provision of technical expertise and resources"), but remains vague on the roles and responsibilities towards other stakeholder groups such as NGOs and the private sector

- The biennial work plans 2006-07 and 2008-09 also remain vague on activities involving NGOs and the private sector (e.g. work plan 2008-09: "Outcome 2.1 Policy dialogues with high-level government officials, parliamentarian and CEOs of private and public sector [...]"; "Outcome 2.3 Foster networks. Target groups: private sector, parliamentarians, local authorities and NGOs")

Agreements between UNISDR and key partners helps to define the overall roles and responsibilities in the ISDR system to some extent, but uncertainty remains in particular at the country level:

- The MOU with GFDRR for Track-I helps to limit duplication at the global and regional level between the two actors. It does however not make reference to the country level.

- The MOU between UNISDR and UNDP from the year 2002 describes the roles and functions of both organizations as well as areas of complementarities and modalities for cooperation. It has not been updated since then and thus has not been adjusted to developments in the DRR space. The HFA enhanced UNISDR's role towards countries, which has created confusion regarding the distribution of roles at the country level.

The 2005 evaluation recommended that UNISDR should narrow down its focus, so that all stakeholders could better understand what to expect. Given the above, little progress has been made in this regard.

(2) UNISDR staff have differing views about what they consider to be UNISDR's roles and responsibilities in key areas, e.g. in resource mobilization (solely for UNISDR or for the ISDR system), knowledge management (development of technical reports vs. information sharing) or the operational role (pure facilitator and catalyst vs. implementation at the country level). As a result, external communication of roles and responsibilities has left room for interpretation and most stakeholders state that UNISDR has not communicated clearly enough about what its roles and responsibilities are and how these have changed over the past four years.

(3) UNISDR has created confusion about its role and responsibilities by taking part in activities and projects that they perceive to be outside of UNISDR's mandate, especially with regards to:
   - The operational role UNISDR has had in some instances at country level, e.g. capacity building including delivery of training programmes at national level.
   - Specific projects where UNISDR had the role as a fund manager such as AIDCO, the Flood and Landslide Early Warning System in the city of La Paz Bolivia or the Central America Small Valleys Flood Alert & Vulnerability Reduction Programme.
   - UNISDR's activities in recovery, e.g. Nargis and the Philippines.

A large number of UN agency stakeholders and country missions in Geneva and New York interviewed maintain that UNISDR is duplicating the work of other organizations in some instances. This is also supported by the survey. While overall[10] 33% of respondents disagree or strongly disagree on the statement that UNISDR does not duplicate the work of other organizations, the disagreement is somewhat higher for UN agency respondents[11] with 40% of respondents strongly disagreeing or disagreeing. For NGOs and civil society[12] the disagreement is with its 26% strongly disagreeing or disagreeing somewhat lower than the overall average. However, while the above mentioned activities and other examples can be viewed as duplicative to some organizations, it is not sure whether these activities would have been performed by other organizations had it not been for UNISDR.

The 2005 evaluation pointed out that UNISDR should analyze each activity to determine whether it could also be undertaken by other organizations and in particular refrain from operational activities. UNISDR has not such analyses and in general not made major improvements in this regard.

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[10] N=182

[11] N=39

[12] N=42

Effectiveness, impact and sustainability

Focus area 1: ISDR System Coordination and Resource Mobilization

Outcome 1.1: ISDR System coordination and support at the global level, providing guidance to stakeholders

Performance: Moderate, Trend: ↗

1. Governance

Finding 1.1: A number of entities such as the GA, the USG, the MOB and the Global Platform have been instituted to provide oversight and guidance for the ISDR system. However, these have not managed to effectively lead the system

- The UN General Assembly, through its Second Committee, is the principal decision-making body for intergovernmental governance of the ISDR system, including endorsement of policies related to DRR. However, the General Assembly is not well suited to providing focused and strategic guidance for the multi-stakeholder system.

- The Under Secretary General (USG) for Humanitarian Affairs chairs the ISDR system as well as the Management Oversight Board and the Global Platform. As such, the USG is supposed to provide leadership for the system and ensures coherence and coordination of the support provided to the partners under the authority of the Secretary General. The interviews showed that stakeholders do not perceive the USG to provide this leadership due to his primary responsibilities in the humanitarian space. It is important to note that this has been recognized and addressed with the creation of the post of the SRSG for DRR.

- The Management Oversight Board (MOB) was set up in 2006 in order to advise and support the USG for Humanitarian Affairs and provide strategic and programmatic leadership for the ISDR system (SG report to GA A/60/180). It has met regularly since then and has in some instances increased coordination and collaboration between the involved agencies, e.g., development of a guidance note for UNCTs on integration of DRR into CCA/UNDAF. The MOB is, however, not perceived so much as an oversight board, but rather as an advocacy tool within the UN system.

- The ISDR support group is a Geneva based group open to all interested governments, represented by the respective governments' missions in Geneva and a mix of donors and recipient countries. It is the primary interface for UNISDR with national governments between Global Platform meetings. Its stated aim is to mobilize the necessary political and financial support for the effective functioning of the ISDR System. It has met regularly over the past years with a good participation of different countries and is perceived as having increased political support to some extent, while not in regards to resource mobilization. Concerns were raised by participants that meetings have tended to be too focused on simply sharing information rather than being "action-oriented".

- The Global Platform and the Chair's summary of the Global Platform were initially envisioned to provide guidance for the system for the biennium that follows each meeting (ISDR/GP/2007/Inf.2). UNISDR has based its biennial work plans (to some degree for the 2008/2009 work plan and fully for the 2010-2011 work plan) on this guidance; however the guidance from the Chair's summary has not been internalized by ISDR system partners due to a lack of systematic follow up on it for the wider ISDR system. It is difficult for UNISDR to play this role since it does not have the mandate to enforce policies and programmes on ISDR system partners nor the funding needed to incentivize the implementation of these policies and programmes. A Programme Advisory Committee was planned to be set up as a subsidiary body of the Global Platform with the mandate to identify gaps and opportunities, and provide advice to GP/DRR on policy, planning and reporting matters, but the Committee was not set up.

- The creation of the SRSG for DRR position in January 2009 and the associated direct link to the Secretary-General has strengthened UNISDR's capacities in DRR and its opportunities in taking a stronger leadership role. Even though UNISDR is not explicitly mandated to lead the ISDR system, the SRSG for DRR position has raised expectations from the system partners that UNISDR can to a larger extent move the agenda forward and guide the system.

2. Overall coordination

Finding 2.1: UNISDR is a good convenor and is given credit for bringing key stakeholders regularly together at global and regional levels, but has not taken a strong enough role in setting the agenda for the meetings and in ensuring appropriate follow up and thereby more strongly coordinate the system partners and stimulate concrete actions

- Across all stakeholder groups interviewed, UNISDR is given credit for bringing key DRR players together and to facilitate multi-stakeholder meetings, such as the Global Platform, Regional Platforms and Inter-Agency Group meetings.
- The SG report to the GA A/60/180 elaborates on UNISDR's role as serving and facilitating the different mechanisms of the IDSR system. However, UNISDR has not fully take on this role as facilitator and service provider for the mechanisms, as also admitted by a number of UNISDR staff. As one internal stakeholder said in a representative statement: "There is no real internal buy in for such a role". This is also reflected in the fact that UNISDR focal points for the different mechanisms have often not been clearly ascribed to one person nor have the responsibilities of the focal points been clearly defined.
- UNISDR is in general not perceived by interviewed stakeholders to focus enough on their coordination role. Participants across the different ISDR mechanisms and at the different levels would like UNISDR to take a stronger role in proactively preparing meetings, formulating expected outcomes, pushing forward the agenda and follow up on the outcome of the meetings.

Finding 2.2: The establishment of the Global Platform has been a very important development and the GP has gained recognition between its two sessions. It is seen as instrumental for increasing awareness and the understanding of DRR as well as networking among partners

- Virtually all interviewees maintain that the Global Platform meetings serve a useful purpose in raising awareness and providing opportunities for networking. Interviewees highlight the importance of the Global Platform to conceptualize DRR and create a common understanding among all participants. It has also been highlighted as having a catalyst effect by provoking actions around the meeting, e.g. setting up of national platforms. As one stakeholder said: "It is a like a milestone people get ready for".
- The survey results also confirm the strong support of the Global Platform: 77% of survey respondents[13] rate UNISDR's support to the Global Platform as good or excellent. UN agencies[14] and national governments[15] scored UNISDR's support slightly higher with 80% and 82% giving a good or excellent rating, while 69% of NGO and civil society respondents[16] give a good or excellent rating.
- The Global Platform is also continually increasing its recognition as indicated by:
  - Positive references to the Global Platform are increasingly being made in GA statements and resolutions (e.g. A/RES/63/216).

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[13] N=158

[14] N=36

[15] N=45

[16] N=38

- More senior people attended the meeting in 2009 than the first meeting in 2007 (e.g. 45 minister in 2009 as opposed to 19 in 2007), indicating increased recognition for DRR and the meeting.
- Some concerns were raised by NGOs and civil society interviewees that the main events were too strongly dominated by government representatives and large UN agencies, World Bank and other international organizations, thus limiting to some extent the networking and information sharing between the different stakeholder groups. This might be the driver for the slightly less positive scores given by civil society and NGO respondents in the survey with regards to the Global Platform (see above).

Finding 2.3: UNISDR's work with the Inter-Agency Group and the Joint Work Programme (JWP) has been little effective in increasing coordination between the system partners

The Inter-Agency Group has mainly been active in connection with the planning of the Global Platform and the JWP. Its key task, the JWP, was however not implemented.

- The Inter-Agency Group (IAG) was set up to act as a venue for joint work programming among the participating organizations and to improve coherence and coordination. The ISDR secretariat was tasked to convene the Group on behalf of the USG.
- The IAG developed the ISDR system JWP for 2008-2009 with the overarching purpose to promote system wide coherence and coordinated action to implement the HFA. UNISDR was tasked to lead and facilitate the process.
- The JWP has remained unfunded and has not been implemented at large. Interviewed participants of the IAG state that the main reason for this has been the diverging expectations from UNISDR and the participating organizations with regards to the purpose of the work programme. Partners primarily expected to raise funds through the work plan, while UNISDR saw it as coordination tool. Furthermore, a clear common understanding among the participating organizations of what should be included in the JWP was missing, e.g. it should cover only activities at the global level or also regional and country activities.
- Initial intensions to further develop the work plan in the coming years have been stopped. In the IAG meeting in November 2009, it was agreed that UNISDR would do a strategic mapping exercise, but without the ambition of joint resource mobilization.
- Despite not achieving its key purpose, the JWP, some interviewed participants of the IAG maintain that the IAG provided them with a forum to connect with the different organizations in DRR.
- The survey results show a similar picture. While overall, the results indicate dissatisfaction with UNISDR's support to the Inter-agency group (17 UN agency respondents answered this question, of which 6 rate UNISDR's support as poor, 8 as satisfactory and only 3 as good or excellent), the results are slightly more positive with regards to the positive influence of the IAG on coordination (9 UN agency respondents rate the IAG's influence on coordination and coherence as average or significant, while 8 rate it as little or no influence at all).

Finding 2.4: The Scientific and Technical Committee (STC) has recently been set up, but concrete objectives and way forward are unclear

As the objectives of the STC are very broad and vague, the set up unclear and the support to be provided by UNISDR not defined, the STC has so far not been working effectively.

- The STC was set up in 2008 with the broad objectives to advocate and guide the necessary actions related to scientific and technical issues within the ISDR system, including related matters of innovation, such as setting agendas and priority questions, initiating studies and reports, and proposing the establishment of panels, working groups or other means to carry out those actions, subject to the consent or authorisation of the GP/DRR (described in the proposal of the USG to the GP 2007). The Terms of Reference developed in response to this proposal did not make the objectives much more concrete: (a) to identify and address important questions of

a scientific and technical nature (b) to provide scientific and technical advice to the Global Platform and (c) to assist in the coordination of scientific and technical activities within the ISDR system.

- The STC has met three times since its inception and prepared a report on "Reducing Disaster Risks through Science" presented at the Global Platform 2009. However, STC participants have diverging views on the purpose of the STC, the expected concrete outcomes and the organizational set up. System partners look to UNISDR to support them to clearly articulate objectives, expectations and outcomes.

Finding 2.5: UNISDR has made good progress in mainstreaming DRR within the UN, IGOs, IFIs and amongst donors, but there is still space to better systematize its efforts

UN agencies, IGOs, IFIs and donors are increasingly incorporating DRR into their policies.

- Positive references on DRR and in particular to the Global Platform are increasingly being made in General Assembly statements and resolutions (e.g. A/RES/63/216).
- The Secretary General has taken leadership in pushing the DRR agenda since April 2007. He has championed DRR in various occasions, including at the launch of the Global Assessment Report in Bahrain, at the Ministerial Conference on Climate Change and at the GP 2007.
- In the annual overview reports of 2007/08 of the Chief Executives Board (CEB), DRR was included for the first time and in 2008/09 the CEB agreed to consider DRR as a cross cutting issue. The MOB has been instrumental to this achievement.
- A UNDG-ISDR Task Team developed a guidance note for UNCTs on integrating DRR into CCA/UNDAF and DRR was integrated into Resident Coordinator TORs.
- Even though the focus still remains on preparedness and response, UN agencies are increasingly aligning their DRR policies with the HFA, e.g.,
  - The UNDP Strategic Plan (2008-2011) urges UNDP to continue to extend its support to programme countries within the context of the HFA
  - The UNEP Governing Council approved a Medium Term Strategy which identifies disasters and conflicts as one of six core priorities for the organization through 2013
  - WHO developed a six-year strategy on risk reduction
  - UNESCO has adopted a distinct Strategic Programme Objective on disaster preparedness and mitigation among its 15 objectives of its six-year Medium-Term Strategy (2008-2013).
- Despite these advances, interviewed UN agency stakeholders state that there is still considerable space for stronger mainstreaming of DRR into UN agencies. This is also reflected by the survey results: 37% of UN survey respondents rate the usefulness of UNISDR's activities in this area as poor and 33% as satisfactory while 30% rate it as good or excellent.[17]

A number of IGOs have engaged in DRR, e.g.,

- The European Union is increasingly shifting focus from disaster response to disaster prevention, e.g., the communication on a Community approach on the prevention of natural and man-made disasters and its strategy on DRR in developing countries
- The African Union's Programme of Action for the implementation of the Africa Regional Strategy for DRR, endorsed by a decision of the eighth ordinary session of the Executive Council of the AU in 2006
- Presentations on the HFA implementation during the Global Platform 2009 by the AU, ASEAN, OAS, the Council of Arab Ministers.

Donors and IFIs have become more engaged with DRR:

- UNISDR has worked with donors, e.g., EC, Swiss Agency for Development and Cooperation (SDC) and Norway, and to a lesser degree with regional development banks on mainstreaming DRR into their policies. Some donors are increasingly integrating DRR into their policies, e.g.

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[17] N=30

SDC, SIDA, DFID and the European Commission. UNISDR's collaboration with GFDRR has been a positive development in this area. Stakeholders credit UNISDR for this progress, but also recognized that there is space for UNISDR's to be more systematic in its efforts.

Outcome 1.1: ISDR System coordination and support at the thematic level, providing guidance to stakeholders

Performance: Poor, Trend: ← →

3. Coordination – Thematic platforms

Finding 3.1: A number of thematic platforms have been set up or recognized by UNISDR, but they have only to a limited extent served their defined purposes and UNISDR's role varies

Around 16 thematic platforms and knowledge networks have been set up or recognized as ISDR thematic platforms (e.g., CADRI, Urban Risk Forum, Environment and DRR), but activity levels vary greatly and the usefulness of many of them is questioned.

- The thematic platforms vary strongly in their level of activity and set up:
    - Activity levels span from some active platforms such as the Global Risk Identification Programme (GRIP) to a relatively large number of platforms with little or varied activity such as CADRI and the Education and Knowledge Platform.
    - Some platforms have a formal institutional set up such as the Programme on Preparedness and Early Warning (PPEW) and the International Recovery Platform (IRP) while other platforms have a very informal set up such as the Environment and DRR platform.
- It is unclear how the work of the thematic platforms at the global level is connected to the work of the involved organizations at regional and national levels. In particular the UN agencies in the regions and countries have raised concerns that there is a disconnect between the global and regional and national offices with limited information sharing. Most of them are not even aware that the various thematic platforms exist.
- UNISDR's support to the thematic platforms also varies and has taken different forms from pure information sharing and consultations over provision of funding in the set up phase to UNISDR staff working full-time for the thematic platform (e.g. CADRI, PPEW, IRP). The survey results reflect this variation: 14% of respondents involved in thematic platforms rate UNISDR's support to the thematic platform as poor, 37% as satisfactory, 20% as good and 29% as excellent.[18]
- No clear criteria were developed to define what constitutes a thematic platform or when and how UNISDR should support them. A UNISDR policy note was developed in June 2008 attempting to describe the process and criteria to formally establish a thematic platform as well as lay out UNISDR's support to the platforms. However, the criteria have never been implemented.
- A large number of the current thematic platforms would not fulfil the criteria as laid out in the policy note or do so just in name, e.g. they do not work as multi-stakeholder platforms, but are strongly driven by a small number of partners (e.g. platform on health and safer hospitals). Some interviewees who have been involved in a thematic platform, have questioned whether most of the platforms actually were set up based on actual demand or merely reflect programmes of the involved organizations.
- The fact that UNISDR recognises the thematic platforms raises expectations about UNISDR support. The lack of guidelines however creates a lack of transparency for partners.

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[18] N=65

Finding 3.2: UNISDR has been strongly engaged in the Platform for the Promotion of Early Warning (PPEW), Capacity for Disaster Risk Reduction (CADRI) and the International Recovery Platform (IRP), but the involvement has not been sufficiently effective

UNISDR's involvement in PPEW, CADRI and IRP is characterized by provision of resources for the platforms and office space. Stakeholders from UN agencies and UNISDR staff perceive that the platforms have not been functioning well with only a few concrete outcomes. The stakeholders question whether UNISDR should take a leading or more active role on thematic platforms.

- PPEW was set up in 2004 as a coordination mechanism with the support of the German Government under an initial three year agreement. Even though there was initially strong interest in this platform, it has not been taken up sufficiently by partners. After making some important contributions to the area of early warning, such as supporting the preparation of events of the World Conference in Kobe and a global survey on early warning in advance of this meeting, PPEW moved into the administration of funds after the Tsunami in 2005 rather than providing a coordination function. After the ending of the initial funding agreement in 2007, the PPEW has only received project specific funding. UNISDR still has one dedicated full time staff member working on the platform in Bonn.

- CADRI was created in 2007 as a joint programme between UNOCHA, UNDP and UNISDR, succeeding the Disaster Management Training Programme (DMTP). CADRI was created in order to enhance the organizations' abilities to jointly work in capacity development for DRR. UNISDR is providing office space for CADRI as well as one L4 and one G3 staff. However, both UNISDR's and UNDP's positions have been vacant for a while, and in general CADRI has not been very active apart from some a number of workshops (e.g. in Croatia and Jamaica) and hence not effective. There are currently ongoing discussions on how to restructure CADRI.

- The IRP was created in 2005 in order to identify gaps and constraints currently experienced in the context of disaster recovery and to serve as a catalyst for the development of tools, resources, and capacity for resilient recovery. UNISDR is currently providing co-staffing for the platform with one Knowledge Management Officer working full time for IRP.

Outcome 1.2: Regional coordination capacities strengthened to guide and report on implementation of HFA

Performance: Good, Trend:

4. Regional coordination

Finding 4.1: UNISDR has identified and supported effective regional platforms and organizations, the impact has mainly been reflected as increased political commitments towards DRR

UNISDR's activities have contributed to increased capacity to guide and report on the implementation of HFA at the regional level which is currently demonstrated by increased political commitments toward DRR. At the same time, the extent to which DRR has triggered actual implementation of the HFA at country level remains unclear as it will be difficult for the UNISDR secretariat to catalyze this "trickle-down" effect since it is dependent on the effectiveness of the regional organizations.

- UNISDR has established partnerships in each region with the main regional inter-governmental organizations: the African Union, the Organization of American States, in Asia with ASEAN and SAARC, the Council of Europe and with the League of Arab States. In addition, UNISDR has supported the ISDR Asia Partnership, different ministerial meetings in Asia and a number of sub-regional organizations.

- UNISDR has supported and initiated activities in collaboration with each organization to a varying degree:

- Africa: One UNISDR staff member is seconded to the African Union and in collaboration with the UNISDR office in Nairobi has strongly contributed to the organization of the regional platform meetings. An African Union Programme of Action for the implementation of the Africa Regional Strategy for DRR has been endorsed by a decision of the eighth ordinary session of the Executive Council of the AU in 2006 and the AU has reported on the progress of HFA implementation during the Global Platform.
- Americas: UNISDR has collaborated with the Organization of American States and the first regional platform meeting has been held in March 2009. While the regional work has been appreciated by the partners, concerns have been raised over whether the current form of UNISDR's work in the Americas has created duplication with the OAS activities at the country level.
- Arab States: UNISDR organized a first regional platform meeting in October 2009. The Arab Plan of Action for Climate Change now recognizes DRR and the Council of Arab Ministers has reported on the implementation of the HFA during the GP 2009.
- Asia: A number of ministerial meetings have been organized by different countries with UNISDR providing some support such as travel financing of delegates and background papers for the meetings. ASEAN and SAARC have reported on the implementation of the HFA. UNISDR has supported the ISDR Asia Partnership, facilitating the meetings of the group and is credited with having increased the number of participating organizations from six to around 45.
- Europe: UNISDR has developed the concept note on the formalization of a regional platform, supported the organization and agenda setting and provided travel funding to some participants. The EU is increasingly incorporating DRR into their policies, i.e. the EU strategy for supporting DRR in developing countries.

- In addition, UNISDR has supported a number of sub-regional organizations, including by providing funding for consultants, e.g. ECOWAS and ECCAS (SADC to follow soon), ECO and the Disaster Preparedness and Prevention Initiative for South Eastern Europe.

- Interviewed stakeholders at the regional level give UNISDR credit for supporting the regional organizations and for having impact at the political level, i.e. by raising awareness and creating a stronger buy-in within the regional organizations for DRR and the HFA. The placement of consultants and UNISDR staff within the organizations is seen as a good way to increase capacities.

- This is also reflected in the survey results: 66% of survey respondents involved in one of the regional platforms[19] rate UNISDR's support to the regional platforms as good or excellent. 42% of respondents rate the regional platform's influence on coordination and coherence as significant and 39% as average.[20]

- UNISDR's achievements at the regional level need to be seen in light of the fact that numerous posts are vacant in the regional offices: four out of six posts in the Nairobi office, including the Head of Office, are vacant at the time of writing this report, four out of eight in the Bangkok office, two out of six in the Panama office and two out of three in the Cairo office.

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[19] N=42

[20] N=38

Outcome 1.3: Action coordinated to guide and support national actors, building on regional and international ISDR system capacities

Performance: Moderate, Trend:

5. National coordination

Finding 5.1: UNISDR has been effective at increasing the number of national platforms (NPs), but the effectiveness, impact and sustainability of NPs vary. Due to a lack of country presence, UNISDR has only limited possibilities to directly influence these factors

The number of NPs has increased strongly over the past years due to the effort of the UNISDR secretariat. However, many of the platforms do not follow the guidelines as set out by UNISDR or show little activity. Due to the absence of UNISDR presence in countries and only limited capacity at the regional level, it is difficult for UNSIDR to effectively ensure the functioning of the platforms after the set up. In countries where the NP is active, this is often not attributable to UNISDR's support, but external factors such as activities and programmes by partner organizations with presence at the country level. UNISDR has not taken a lead in clarifying roles and responsibilities between the different actors for the process of supporting NPs as suggested by the 2005 evaluation.

- The number of formally recognized NPs has increased from 39 to 56 between the two Global Platform meetings. NPs have been set up in all regions with 22 platforms in Africa, 13 in the Americas, 8 in Asia Pacific and 13 in Europe.
- In around 50% of NPs, UNISDR has directly supported the set up by introducing and providing information on the concept, attending and/or organizing training workshops or financing consultants. In some cases, workshops were organized at the regional level, e.g. a meeting of NPs in Latin America and a training workshop on advancing NPs for DRR in which all member countries of the Disaster Prevention and Preparedness Initiative for South Eastern Europe participated.
- The activity level of NPs varies strongly. Countries with a strong platform are mainly present in:
  - industrialized countries (~9 NPs)
  - in countries with historically strong systems in place (e.g. Colombia, South Africa, Peru and Philippines)
  - in countries where several international organizations are working on DRR projects. Examples include the Dominican Republic (UNDP implemented DRR programme) and Indonesia (UNDP implemented DRR project).
- In countries with few internal resources and no or limited further external support after the launch, many NPs have become inactive, e.g., in Nicaragua, Senegal and Sri Lanka, where the NP became inactive after the end of an externally funded projects. The activity level of the NPs depends on factors like national leadership, executive empowerment by national leaders and resources. UNISDR has not yet developed a strategy on how to effectively influence the factors mentioned above. However, UNISDR is partially dependent on partners with national presence. The activity level is also driven by personal contacts and efforts of one person. Problems of sustainability arise when this person leaves (e.g. Nigeria and Uganda).
- Interviewees at country level provided a somewhat mixed picture in terms of the usefulness of UNISDR's support of the NPs, but a majority still maintained that the support altogether has a positive influence. UN agency interviewees at the regional and country level in all regions raised concerns that UNISDR has not involved sufficiently with the UN country teams.
- Similarly, the survey shows a mixed, albeit overall positive picture: 42% of national government respondents[21] rate UNISDR support to national platforms as excellent and 25% as good, while 22% rate it as poor and 11% as satisfactory. (The respondents represent a mix of all the regions

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[21] N=36

in which UNISDR operate and results vary across regions with no particular region coming out particularly strong or weak.)

Outcome: 1.4: Increased resources available for DRR and implementation of HFA

Performance: Poor, Trend: ← →

6. Resource mobilization

Finding 6.1: UNISDR's resource mobilization efforts for the ISDR system have been less ambitious and different from what had been set out initially and the role in this area remains unclear for both UNISDR and partners

UNISDR's work plans, the JWP 2008/2009 and other relevant documents identify resource mobilization for the ISDR system as one of UNISDR's responsibilities. UNISDR is currently providing some funding through grants, allocations, travel support and consultants. Previous attempts to get more engaged in resource mobilization have not been effective and UNISDR's role remains unclear. UNISDR staff and partners have differing views on what UNISDR's current role and what it should be.

- UNISDR's biennial work plans have set clear objectives and outputs for resource mobilization which have not been realized:
  - The biennial work plan of 2006-07 includes the objective: "To ensure increasing investments in the ISDR activities in the five priority areas of the HFA" with the activity: "Develop a resources mobilization strategy for the HFA and ISDR including the potential expanded use of the UN Trust Fund for Disaster Reduction- and raise funds for the wider ISDR system priorities."
  - The biennial work plan of 2008-09 includes the outcome 1.4: "Increased resources available for DRR and the implementation of the HFA" with the key deliverables to enhance the UN Trust Fund for DRR and to set up a tracking system for international investments in DRR.
- Around 20% of the overall expenditure (~27% including the AIDCO funds) or ~ USD 9M (~USD 12M including AIDCO funds) has been given to partners through grants, allocations and travel support in 2008 and 2009[22].
- The ISDR joint work programme 2008-2009 was developed with an estimated total budget of USD 55M (USD 15M available from partners and a gap of around USD 40M). The UNISDR Trust Fund was envisioned as the main funding instrument for the Joint Work Programme, however it remained unfunded and has not been implemented.
- Interviewees across all stakeholder groups (excluding donors) highlight a lack of clarity in terms of what they can expect in this area. This uncertainty comes from UNISDR not having defined clear criteria of who is eligible for funding through the trust fund, not having a clear overview internally of what they currently do in this area and diverging perceptions of what UNSIDR should do.
- The survey results indicate a low satisfaction with UNISDR in resource mobilization: only 8% of respondents rate UNISDR's support for resource mobilization as excellent and 31% as good, while 26% of respondents rate it as satisfactory and 36% as poor.[23]

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[22] Accounting expenditures until November 16, 2009

[23] N = 120

Focus area 2: Advocacy and partnership building

Outcome 2.1: DRR recognized more widely as a development issue across all sectors and with a gender sensitive approach and Outcome 2.3: Expanded understanding of and commitment to the HFA by key actors

Advocacy Performance: Good, Trend:
Partnership Building: Performance: Moderate, Trend:

7. Advocacy and awareness raising

Finding 7.1: Raising awareness about DRR and the HFA are perceived to be UNISDR's key achievement

Across all stakeholder groups, UNISDR is given credit for putting DRR and the HFA on the agenda and for conceptualizing and increasing the understanding of the HFA.

- Interviewees across all stakeholder groups and at the different levels highlight UNISDR's role for awareness raising. Key examples of how UNISDR has increased awareness include:
    - Global Platform (highlighted by virtually all interviewees to have a positive influence on keeping DRR on the agenda),
    - Global Assessment Report (the country involvement during the process of compiling information as well as the launch in Bahrain in the presence of the SG are mentioned positively),
    - Regional Platforms and National Platforms (seen as instrumental to put DRR on the agenda of governments and regional actors),
    - Climate change related activities (in particular through contributions to UNFCCC conferences and IPCC),
    - Global Campaigns (especially the hospital campaign for targeted DRR awareness rising),
    - Work with parliamentarians (e.g. consultative meetings and roundtable discussion in Asia, Africa, Europe and Latin America resulting in the Manila Call for Action, the Nairobi Action Plan and Malta Declaration).
- The survey results also indicate a strong performance by UNISDR in this area:
    - 64% of respondents rate UNISDR's overall performance in advocacy as good or excellent.[24]
    - In the open ended question regarding key achievements of UNISDR, a large number of respondents mention UNISDR's work in awareness raising and advocacy
    - Across the board, UNISDR activities have been rated around 3 on a scale from 1 (no positive influence at all) to 4 (significant positive influence) in terms of positive influence on achieving greater recognition of DRR. The Global Campaigns and the mainstreaming activities within the UN, IGOs and donors achieve the highest results with around 3.2.[25]
- Interviewees raised concerns that UNISDR is spread too thin and awareness remains at a general level and does not penetrate specific sectors. The Global Campaigns are however highlighted as a good way of making DRR more tangible and sector specific (refer to finding 15 below for detailed information) and campaign partners do not expect UNISDR to take a technical role or develop more technical expertise in-house.

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[24] N = 144

[25] N= 68 - 108

Finding 7.2: UNISDR has initiated and supported the Global Campaigns which are seen as effective tools to increase sector specific awareness and make DRR more concrete

Across all stakeholder groups the global campaigns are considered to be effective tools to raise sector specific awareness for DRR. However, UNISDR has not sufficiently ensured their sustainability for the length of the campaign periods.

- UNISDR has initiated the Global Campaigns on safer schools and on safer hospitals in collaboration with UNESCO, UNICEF and WHO. It has supported the launch, the development of information kits and the dissemination of information through events such as the Global Day and regional workshops. Overall, interviewees from the partner organizations have been satisfied with the collaboration and the support received by UNISDR.

- Most stakeholders interviewed maintained that the global campaigns are effective tools to raise sector specific awareness for DRR. In particular the campaign on safer hospitals is perceived to have been a success. Stakeholders have highlighted the role of the campaigns to make the concept of DRR more concrete and therefore a useful tool for their own work at country level. This is supported by the survey results: 63% of respondents rate the usefulness of the education campaign as good or excellent and 65% for the safer school campaign.[26]

- The sustainability and effectiveness of the campaigns are limited if they are not entirely taken on by the partner organizations. UNISDR has so far put too little emphasis on ensuring a clear commitment from the partner organizations prior to launching the campaign. The education campaign is an example of this, where UNISDR took on more of the responsibility, e.g., development of advocacy material and a strong lead in organizing events, as UNICEF and UNESCO had capacity limitations. The Safer Hospital campaign was on the other hand fully taken on by WHO with buy-in at senior level and WHO, among other things, developed advocacy materials, established the health platform and made safe hospitals the theme of the World Health Day[27].

8. Partnership building

Finding 8.1: UNISDR has effectively involved NGOs and civil society, but needs more clarity in how it best can and should support and engage with the NGOS and civil society going forward

UNISDR has engaged NGOs and civil society through the Global Platform and to a lesser extent through the Management Oversight Board. However, NGOs and civil society seem to receive a lower priority. Both the mandate and work plans are vague on the question as to how UNISDR will engage NGOs and civil society to deliver on their strategy and work plan and what UNISDR's proposition is to them (see details in finding 2).

- NGOs are engaged in different ISDR system mechanisms such as the GP (in 2009 around 8% of overall participants were NGOs) and the MOB (represented by IFRC).

- The Global Network for Civil Society Organizations for Disaster Reduction has been launched on the Global Platform 2007, in order to strengthen the position of civil society and to provide a platform for the formulation of common positions. UNISDR has supported the set up of the network. Since the network has been seen as mature enough to be stand-alone in 2008, UNISDR has not provided systematic support to it anymore. The support in the initial phase has been highly regarded.

- A small number of NGOs such as SEEDS and Practical Action have received grants through the IDSR trust fund.

- Even though civil society interviewees credit UNISDR for being more inclusive than other UN agencies, NGOs and civil society do not perceive themselves as complete members of the ISDR

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[26] N=115 and N=103

[27] Theme: Safety of health facilities and the readiness of health workers who treat those affected by emergencies.

system and request a stronger representation in the governance structure of the ISDR system, e.g. a stronger representation in the MOB. As one NGO said: "ISDR is not a multi-stakeholder system, but an intergovernmental system".

- Furthermore, UNISDR's role and what type of support it provides to NGOs and the civil society are seen as increasingly unclear. ,As one stakeholder said in a representative statement: "It is getting less and less clear what we are getting back from UNISDR".
- The survey results also show a mixed albeit somewhat negative picture: 34% of NGO survey respondents rate the usefulness of UNISDR's activities related to NGOs and civil society as poor, 37% a satisfactory, 14% as good and only 14% as excellent.[28]

Finding 8.2: UNISDR has only to a very limited extent engaged with the private sector despite its mandate to increase linkages between different actors including the private sector and including the private sector as one of the target audience for policy dialogue and networking in the work plans

- UNISDR's mandate as set out in the GA resolution 56/195 calls upon UNISDR to facilitate linkages between all relevant actors including the private sector. In addition, the biennial work plan 2008-2009 identifies the private sector as target audience for policy dialogues and networking.
- UNISDR has however engaged with the private sector only in few occasions:
  - UNISDR provided some support to the World Economic Forum for the development of a framework for private sector involvement. However, the project was discontinued after a short initial phase due to funding shortage.
  - UNISDR developed and published a report on good practices and lessons learnt for private sector engagement in DRR ("Private Sector Activities in Disaster Risk Reduction").
  - Only three participants of the GP 2009 were representatives of the private sector.

Outcome 2.2: DRR and HFA recognized as core features of policies and programmes for Climate Change

Performance: Good, Trend: ↗↗

9. Climate change

Finding 9.1: UNISDR has strongly contributed to mainstreaming DRR into the climate change debate. However, UNISDR has still to establish its specific comparative advantages within the vast domain of climate change adaptation and better communicate its contributions

UNISDR has contributed to the climate change debate at the global level, but it is unclear how UNISDR wants to position itself among the different actors and what it therefore can be expected to deliver.

- UNISDR has contributed to the climate change debate through a number of activities and interviewees involved in climate change work perceive them to be useful. Activities include
  - support to the Intergovernmental Panel of Climate Change (IPCC) by sharing information and supporting national experts in the development of the report
  - development of a special report on DRR and climate change adaptation with IPCC and stronger reflection of DRR in 5th Assessment Report
  - collaboration with the UNFCCC secretariat and contribution to Ministerial Meeting on DRR in a changing climate in 2008
  - work with parliamentarians in different regions that among others resulted in the Malta Declaration presented at COP 15.

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[28] N=35

- The survey results are also overall positive: 25% of respondents rating UNISDR's work in climate change as excellent, 30% as good, 29% as satisfactory and 16% as poor.[29]
- Internal work documents have not shown a clear strategic direction and positioning by UNISDR in climate change and UNISDR has therefore not managed to clarify to partners what it specifically can offer them in the area of climate change. However, many stakeholders stated that they are not aware of UNISDR's activities in climate change, partially due to lack of communication by UNISDR, but also due to many activities happening more behind the scenes and not necessarily easily visible to all stakeholders.

Focus area 3: Strategic information and policy guidance

Outcome 3.1 Monitoring and assessment systems in place for risk status and progress in implementing HFA

Performance: Good, Trend:

10. Global Assessment Report (GAR)

Finding 10.1: The GAR and the associated development of a monitoring tool for the implementation of the HFA are effective tools for advocacy and have helped to strengthen capacities to monitor and assess risk status at the country level

- Throughout all stakeholder groups interviewed, the GAR is seen to increase awareness at all levels, e.g. global attention through the Secretary General's involvement in the launch of the GAR and national attention through the country involvement in the reporting and the interest in comparing themselves with other countries.
- The survey results also confirm this: 71% of respondents rate[30] UNISDR's activities related to the GAR and the HFA progress reporting as good or excellent. 40% rate its influence on availability of information and knowledge as significant and another 40% as average. Only 20% rate it as little or no positive influence. Government respondents[31] even give higher ratings with 75% giving a good or excellent for UNISDR's activities related to the GAR and 85% giving a significant or average rating for the positive influence as opposed to 80% overall.
- Interviewees also see the country involvement in the monitoring as a good tool to increase capacities at the country level. The number of countries reporting on the HFA has increased strongly since 2007, with 27 reporting in 2007 and 76 in 2009.
- The HFA Monitor, an online tool for the HFA reporting, has helped to increase the standardization of the country reporting. With 62 countries a considerable number of countries has used the HFA Monitor for their reporting in 2009.
- In order to increase the quality of the reporting and thereby capacities at the country level a well as to ensure sustainability, the process relies on keeping UNCT and UNDP engaged in the reporting.
- Some stakeholders raised concerns around the reliability of the current method of self reporting, however without identifying a better way of doing it and therefore stating their support to the current method.

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[29] N = 147

[30] N=144 for usefulness and N=142 for positive influence

[31] N = 61

Outcome 3.2 Information and knowledge on DRR generated

Performance: Good, Trend:

11. Information generation and dissemination

Finding 11.1: UNISDR has produced a large number and broad range of publications over the past four years. While in general guidance materials and standards are considered useful, the practical application and quality of other publications vary and is often supply driven

UNISDR is given credit for developing guidelines and good practices, however concerns were raised primarily but not exclusively by UN agency interviewees about the varied quality of other reports. UN Agencies and other international organizations also questioned the appropriateness of UNISDR developing these reports internally, rather than collecting and disseminating information. Recommendations from the 2005 evaluation to this same effect appear not to have been fully implemented.

- UNISDR has published around 170 documents from 2005 to 2009, of which 70 are published by UNISDR and the remainder in collaboration with other partners. The published material covers a broad range of topics and types of documents including factsheets, conference paper and policy papers, thematic reports, educational reports, lessons learnt and promotional material.

- Interviewees have highlighted positively the development of guidance material such as on HFA progress reporting and the development of a "common language".

- The survey results confirm this: 78% of survey respondents rate the usefulness of guidance material and standards as good or excellent.[32]

- The approach to report development in general is, however, not strategic and the development of publications therefore has been supply driven. There is no structured process to evaluating demand, target audience, dissemination, practical application and mapping of internal skills and expertise. A publication committee has met once a year, but has only looked at the planning process in terms of printing, editing and layout needs. The process is currently being revised and will involve the filling out of a request form specifying, among other things, the rationale for developing the publication, target audience and quality control mechanism.

- Almost all interviewees from UN agencies and other international organizations have questioned the technical expertise of UNISDR to develop sectorial publications. They see UNISDR's role to be collecting and distributing information rather than developing it itself as UNISDR often do not have the necessary competencies in-house and should rather have other organizations which are better equipped and mandated develop these reports.

- The 2005 evaluation recommended that UNISDR itself should not engage itself in a variety of publications but rather play the role of identifying needs and supporting partners to meet this demand. The above finding demonstrates that UNISDR has not yet fully taken up this recommendation.

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[32] N = 145

Outcome 3.3 Existing knowledge of DRR made more widely available

Performance: Good, Trend:

12. Availability of information on DRR

Finding 12.1: PreventionWeb has made DRR material more widely available

Throughout all stakeholder groups PreventionWeb is highlighted as a useful tool for information sharing and dissemination. UNISDR has stepped up its role significantly as recommended in the 2005 evaluation.

- Since the launch of PreventionWeb at the end of 2007, the content published has increased from around 500 postings to over 7000. Over 50% of the postings are documents, publications and educational material. The largest part of the remainder is policy, plans and statements, news and announcements, training events and job postings.
- Almost all interviewees considered PreventionWeb a useful tool for information sharing and dissemination.
- The survey results support this: 83% of survey respondents rate the usefulness as good or excellent.[33]
- The lack of a French and/or Spanish version limits the use of PreventionWeb in non-English speaking parts of the world. Users are strongly concentrated in the US, UK, India and Philippines (in October 2009, 42% of users were connected over a server in these countries). In addition, bad internet connection in many parts of the world limits the access.
- UNISDR has supported the Regional Disaster Information Centre for Latin America (CRID) also with funding and is currently starting a pilot project to explore options to harmonize and link it better with PreventionWeb.
- Stakeholders have raised concerns around quality control, noting that the documents are not well organized and hence difficult to find. As one stakeholder said: "It is a great tool if you want to be a miner".

4.1 Efficiency

Performance: Poor, Trend:

13. Strategic planning

Finding 13.1: UNISDR has been effective in setting up new initiatives, but has not been sufficiently strategic about choosing priorities, the allocation of resource and the implementation of the initiatives, thereby limiting their effectiveness and sustainability

Overall, UNISDR is responsive to requests and very active in initiating and setting up new initiatives. However, a lack of strategic thinking limits the effectiveness and sustainability of many of these activities as well as UNISDR's overall effectiveness. The 2005 evaluation noted that UNISDR needed to choose a narrow and clearly defined and realistic range of strategic tasks and priorities. UNISDR has shown some improvements in this area in particular during 2009, however stronger improvements in this area are required.

- UNISDR does not have a clear overall strategy. The biennial work 2006-07 and 2008-09 cannot be considered to provide a clear and focussed strategy. The 2010-11 work plan is clearer in this regard, but an overall strategic direction is still missing.

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[33] N = 148

- The split between global and regional level has not been clarified, so it is not clear which activities are best carried out at which level, what types of skills and competencies are needed at the different levels in order to fulfil the work plans and whether the current UNISDR competencies can match these needed skills and capacities.
- Due to the lack of strategic guidance, it is difficult to actually align activities along focus areas. This is also reflected in the set up of the regional offices which to date have to a large degree operated independently, with activities only loosely guided by UNISDR's work at the global level. There is also no clear guidance on how UNISDR's involvement and type of support should differ, e.g., for most vulnerable countries and regions compared to industrialized countries.
- While UNISDR has been very active in initiating and setting up new initiatives, the lack of strategic planning is reflected in the planning of their implementation. A clear analysis of the needs, partners to involve, how and how long UNISDR will engage in the initiative and what UNISDR's exit strategy should be is often missing. As one stakeholder said: "It feels as if they are setting up initiatives to keep themselves busy". Examples include:
  - the Early Warning Platform in Bonn and other thematic platforms
  - the new initiative of the Education and Training Institute for Urban Risk in Incheon where it remains to be seen what UNISDR's concrete involvement will be
  - the approach to NPs where no clear criteria are set out as to how UNISDR engages with countries at different stages of development and/ or vulnerability.
- This lack of strategic thinking limits the effectiveness and sustainability of many activities as well as UNISDR's overall effectiveness.
  - Setting up the initiatives creates expectations towards UNISDR from the involved partners. UNISDR has not always been able to fulfil these expectations and is therefore perceived to be less effective.
  - The initiatives also put pressure on donors to contribute funding. Donors have not been willing to give this support due to a lack of clarity around demand, strategic plan and objectives.

Finding 13.2: The work planning process and implementation have not been efficient, partially driven by the issue of funding predictability and earmarked funding

Work planning has not been efficient until 2009. Work plans at the different levels have not been sufficiently linked nor is the cost planning at the unit level effectively linked to resource mobilization efforts. However, a high level of funding unpredictability and earmarked funding has made this difficult. The 2005 evaluation recommended a stronger focus on better linking cost plans and real commitments. Progress has been made in this regard with the biennial work plan 2010-11, but room for improvement remains.

- Work plans exist at different levels of detail: (1) global work plan indicating strategic objectives, outcomes and key deliverables for the entire organization, and (2) work plans specifying the activities per unit. For the biennial work plans 2006-07 and 2008-09 the different levels have not been aligned properly, particularly the regional and global work plans.
- Dependence on voluntary contributions, a lack of predictability and earmarked funding make the actual work plan implementation difficult. In 2008, 54% of all contributions were earmarked to specific activities and over 40% were only received in the last quarter.
- There is a significant gap between cost plans and actual expenditure. In 2008, the gap amounted to USD 13.5M or 38% of the overall cost plan. Despite the difficulties to predict exact funding in the beginning of the year, this indicates that cost plans are neither realistically developed nor well aligned with the resource mobilization efforts.
- The 2010-2011 work plan more clearly links the work plans at different levels. A standard format has been developed in which activities and how they relate to outcome, partners for activities and resources are more clearly specified.

14. Monitoring

Finding 14.1: A monitoring system has been introduced, but is not fully in place yet

- It has been difficult to assess cost effectiveness as cost plans and actual expenditures have not been fully linked to the strategic objectives, outcomes and deliverables. Staff costs are split by unit and the remaining costs are split in different administrative categories unrelated to the work plans. It is acknowledged that the accounting system IMIS which UNISDR uses today is very rigid in terms of administrative categories and that it is uncertain if or by how much the flexibility will be improved with the implementation of SAP. If UNISDR is to be able to do cost effectiveness analyses, UNISDR might need to do the budgets and tracking of spending on strategic outcomes, deliverables outside of the IMIS, e.g., something similar to the financial system which OCHA uses.
- Even though improvements have been made, there has been no systematic reporting on which activities have been implemented and which not. As a UNISDR staff member said: "We have no culture of monitoring":
  − From 2005 to 2007 three information notes were published that lay out UNISDR's key achievements, UNISDR's activities in the different focus areas and the activities of ISDR system partner. The information notes do not report systematically against a work plan or indicators.
  − The annual report 2007 highlights key achievements and challenges but is not directly tied to deliverables and outcomes of the work plan 2006-07.
  − The 2008 progress report is more closely linked to the biennial work plan 2008-09.
  − Regional offices have only reported sporadically on their activities to HQ, the reporting has not been linked directly to the strategic objectives and deliverables and it has been done in their own formats.
- Overall, donors consider UNISDR's reporting to them to be weak, both in terms of quality and formalized process. Donors who do not request individual reporting rely on the reports specified above which they perceive to be too broad and not providing results per deliverable and outcome. Donors receiving individual reports similarly claim a lack of specificity in the reporting.
- Further improvements in this area are made with the 2010-2011 work plan that will closer link the budgets to the strategic objectives and outcomes. A clear monitoring methodology is in the process of being implemented.

15. Internal information sharing and coordination

Finding 15.1: There has been limited coordination and information sharing between Headquarters and regional offices

The regional offices have operated quite independently from headquarters and activities have not been fully aligned with strategic objectives in the global plans and greatly differ among regions.

- The regional offices have not been integrated effectively into the work planning process and the reporting has been sporadic and in their own formats until this year.
- Information and tools are shared between the regions and headquarters, but not in a coordinated and structured manner. The bi -weekly information notes from the regions are perceived to be too process-oriented (i.e. a mere listing of activities) and not very informative for UNISDR staff at headquarters.
- Improvements have been made in this area by:
  − developing 'Standard Operational Procedures for UNISDR Regional Offices and Headquarters' Support' in August 2009 and standardized reporting formats and processes are being implemented
  − hiring a regional coordinator
  − more systemized and regular reporting
  − adopting a monitoring and evaluation framework to improve monitoring.

Appendix B – Evaluation process and methodology

Objectives and scope of the evaluation

The objectives of the 2009 independent evaluation of the UNISDR secretariat are to assess UNISDR's performance over the past four years and provide guidance for the future direction of the organization. The results of this evaluation will support UNISDR senior management in strategic planning and positioning of the organization. The evaluation will also assist the donor community to take informed decisions on technical cooperation initiatives and financing for disaster reduction.

The biennial work plans 2006/07 and 2008/2009 are the primary point of reference for the evaluation in terms of goals, outcomes, outputs and activities. The 2008/2009 work plan presented a logical framework for the activities of the organization, along several "focus areas". The evaluation framework follows a similar logical framework. Other key reference points are the mandate and core responsibilities as set out in the report of the Secretary-General and General Assembly resolutions. Figure 7 provides an overview of the focus areas and outcomes that have been considered for the evaluation.

Figure 7 - Focus areas and outcomes

Focus Area	Outcome
1 - ISDR System Coordination and Resource Mobilization	1.1 - ISDR system coordinated and supported at the global level and thematic levels, providing guidance to all stakeholders
	1.2 - Regional Facilitation capacities strengthened to guide and report on implementation of HFA
	1.3 - Action coordinated to guide and support national actors, building on regional and international ISDR system capacities
	1.4 - Increased resources available for DRR and implementation of the HFA
2 - Advocacy and Partnership Building	2.1 - DRR recognized more widely as a development issue, across all sectors and with a gender sensitive approach
	2.2 - DRR and HFA recognized as core feature of policies and programmes for CC adaptation
	2.3 - Expanded understanding of and commitment to HFA by key actors
3 - Strategic Information and Policy Guidance	3.1 - Monitoring and assessment systems in place for risk status and progress in implementing the HFA
	3.2 - Information and knowledge on DRR generated and documented
	3.3 - Existing knowledge on DRR made more widely available
4 – Effective ISDR secretariat	4.1 – ISDR secretariat, both headquarters and regional offices, managed for more effective and efficient delivery and services

Evaluation process
The evaluation process has been guided by a Steering Committee which has functioned as a resource for information for the evaluation team and provided comments to the key deliverables: Inception report, progress report and the final evaluation report.

The first step of the evaluation process was to deliver an inception report. The inception report outlines the evaluation framework, stakeholder analysis and a detailed work plan for the

implementation of the data collections tools, communication with stakeholders and processing of findings and recommendations. The final inception report was approved by the Steering Committee on October 21.

The evaluation framework developed as part of the inception note is structured along five key criteria, in line with the DAC Principles for Evaluation of Development Assistance: (1) Relevance, (2) Effectiveness, (3) Efficiency and (4) Impact and (5) Sustainability. Appendix G includes the detailed evaluation framework. As pointed out in above section, the evaluation framework follows the outcomes of the biennial work plan 2008/09. Due to the need to assess relevance, effectiveness and impact on each of these areas and to allow for easier cross-referencing, these criteria were grouped together.

Figure 8 below provides an overview of the key steps of the evaluation process that were undertaken in order to develop this final report.

Figure 8 - Evaluation process
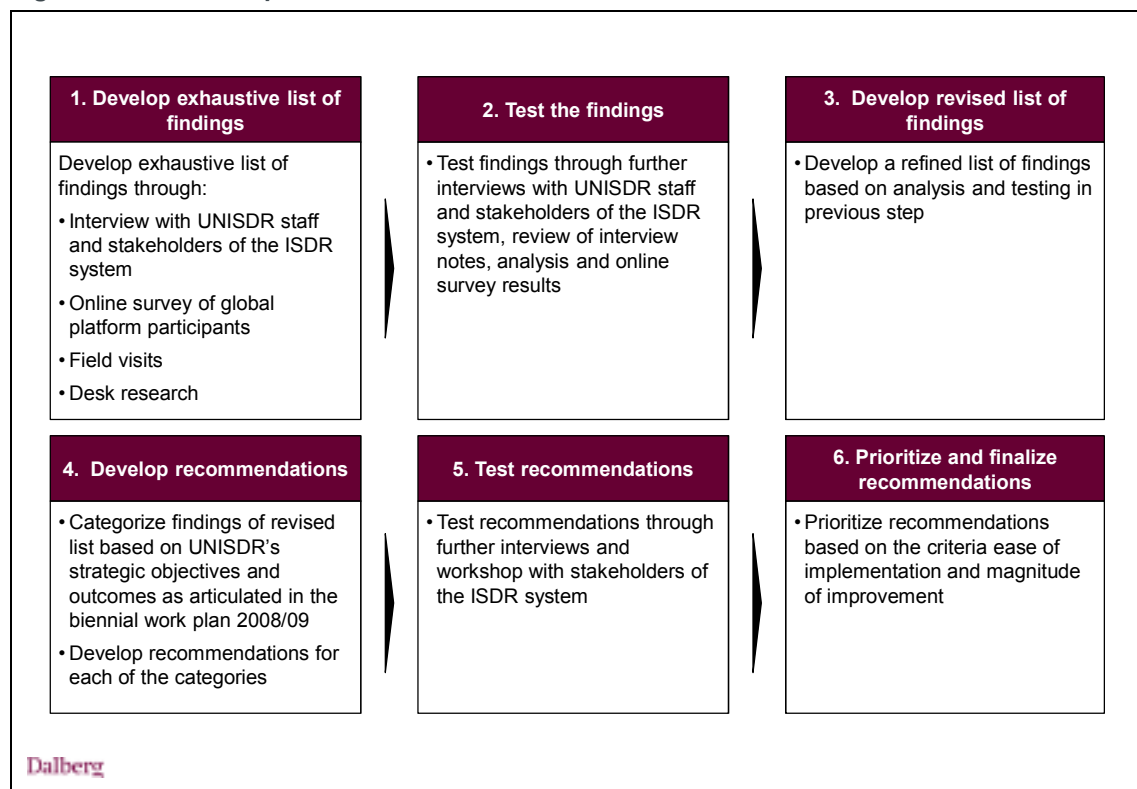
In order to update the Steering Committee throughout the evaluation process and to facilitate a smooth flow of information between the involved parties, the following key milestones are:
- HQ consultation workshop: November 18, 2009
- Progress report: November 25, 2009
- 1st draft report: January 16, 2010
- Presentation to the Steering Committee: January 25, 2010
- Final report: February 2, 2010

Data collection tools

In line with good practice, and to ensure an effective triangulation of the most relevant findings, the evaluation is based on (1) Field visits; (2) Interviews with internal and external stakeholders; (3) Online survey and (4) Desk research.

- Field visits – Interviews with stakeholders from national government, UN country teams, NGOs, regional inter-governmental organizations and regional representatives from international organizations from Panama, Kenya (Nairobi), Ethiopia (Addis Ababa), Thailand (Bangkok) and United States (New York). In addition, the evaluation team participated in the European regional platform meeting held in London on November 13, 2009
- Stakeholder interviews – Interviewed 100 stakeholders at the global, regional and national levels, and 30 UNISDR staff in headquarters and in the regional offices. In addition, the evaluation team conducted at workshop with UNISDR headquarters
- Evaluation survey – Conducted a survey of the participants of the Global Platform 2009
- Desk research – Reviewed the relevant documents to test patterns emerging from the interviews and survey

The interviews were particularly important to form first hypotheses. These were tested and cross-referenced by desk research, further interviews and finally the survey result. Each hypothesis is therefore supported by at least two data sources.

Field visits

The evaluation team conducted field visits to UNISDR's regional offices in Panama, Kenya (including a visit to Ethiopia) and Thailand. In each region, interviews were conducted with approximately 20 internal and external stakeholders. External stakeholders include representatives of the regional intergovernmental organizations, UN agencies, other international organizations, donors and national platforms and governments. The regional visits were complemented by a series of follow up interviews over the phone.

In addition to the field visits to the regional offices, the evaluation team participated in the European Regional Platform meeting in London on November 13, 2009.

A planned trip to Tajikistan was not conducted due to visa problems, but key regional and national stakeholders were interviewed over the phone.

Interviews with internal and external stakeholders

The criteria for the selection of external interview partners were: level of involvement with ISDR mechanisms, level of involvement with UNISDR specific projects, level of involvement in DRR in general and a representative mix of system partners (at different levels). The country specific criteria were: a balanced regional mix and a mix of countries that are considered success stories and countries where UNISDR has been struggling to make an impact.

The evaluation team has also conducted interviews with UNISDR staff at headquarters and in the regional offices. In addition to the individual interviews, the evaluation team facilitated a workshop at UNISDR headquarters on November 18, 2009 to present preliminary results from the survey and to test and discuss some early hypotheses. Inputs from this workshop were incorporated into the final report.

Figure 9 below provides an overview of the number of both internal and external interviews. A detailed list of interviewees is included in Appendix D.

Figure 9 - Overview interviewees

ISDR mechanism	Stakeholder groups	Number of interviews to date
UNISDR staff	UNISDR staff	~30
Management Oversight Board & Interagency Group	Senior representative of international organizations	19
Support Group	Interested member states (PMs in Geneva and New York)	6
Regional Platforms	Regional Intergovernmental Organizations incl. Regional Economic Commissions	Africa: 1 Americas: 3 Asia & Pacific: 1 Europe[34]: 3 Arab States: 1
	Regional offices of UN and other international organizations	Africa: 7 Americas: 8 Asia & Pacific: 3
	NGOs (regional offices of global NGOs and regional NGOs) and civil society	Africa: 2 Americas: 1 Asia Pacific: 2 Europe: 1
National Platforms – Parties involved in DRR at the national level	Representatives from different ministries incl. disaster management authorities	Africa: 2 Americas: 3 Asia & Pacific: 4 Europe: 3
	Country-based UN organizations, in particular UN Country Teams	Africa: 1 Asia Pacific: 5 Europe: 4
	Donor agencies based in country	3
	Scientific and Academic Institutions	2
Thematic Platforms	Depending on platform, including UN agencies, regional inter-governmental organizations and scientific and academic institutions	(10, already included in other categories)
Scientific and Technical Committee	Scientific and academic institutions	1 (+3 already included in other groups)
Global Platforms – Parties involved in DRR	Country donors	12
	Global NGOs and civil society	2
Total		**100 external stakeholders and ~30 UNISDR staff**

Online stakeholder survey

The online survey was launched on November 9, 2009 and sent to the around 1900 participants of the Global Platform in 2009. In order to maximize the effective participation of a broad range of stakeholders, the survey was available in English, French and Spanish. The survey questionnaire with results is attached in Appendix F.

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[34] Following UNISDR's organization, Europe includes the Central Asia region

257 people or 14% partially completed the survey and 165 or 9% completed it fully. UNISDR supported the process of trying to increase the participation rate by having the regional directors as well as the SRSG for DRR send out reminders. While the response rates are not unusual when a survey is sent out to a very broad and varied group of stakeholders like the Global Platform, they are still relatively low which raises a concern whether this implies that the ISDR system partners are not sufficiently interested the work and performance of UNSIDR.

The demographic profile of the respondents covers all stakeholder groups and indicates a good level of knowledge of UNISDR and DRR in general. This is reflected in the high level of participation in ISDR mechanisms, level of interaction with UNISDR and years active in DRR. This is to be expected as the partners who feel the content is relevant and those who are knowledgeable about the area are the ones who will be most inclined to fill out the survey. Figure 10 provides an overview of the key stakeholder splits.

Figure 10 - Demographic representation of survey respondents
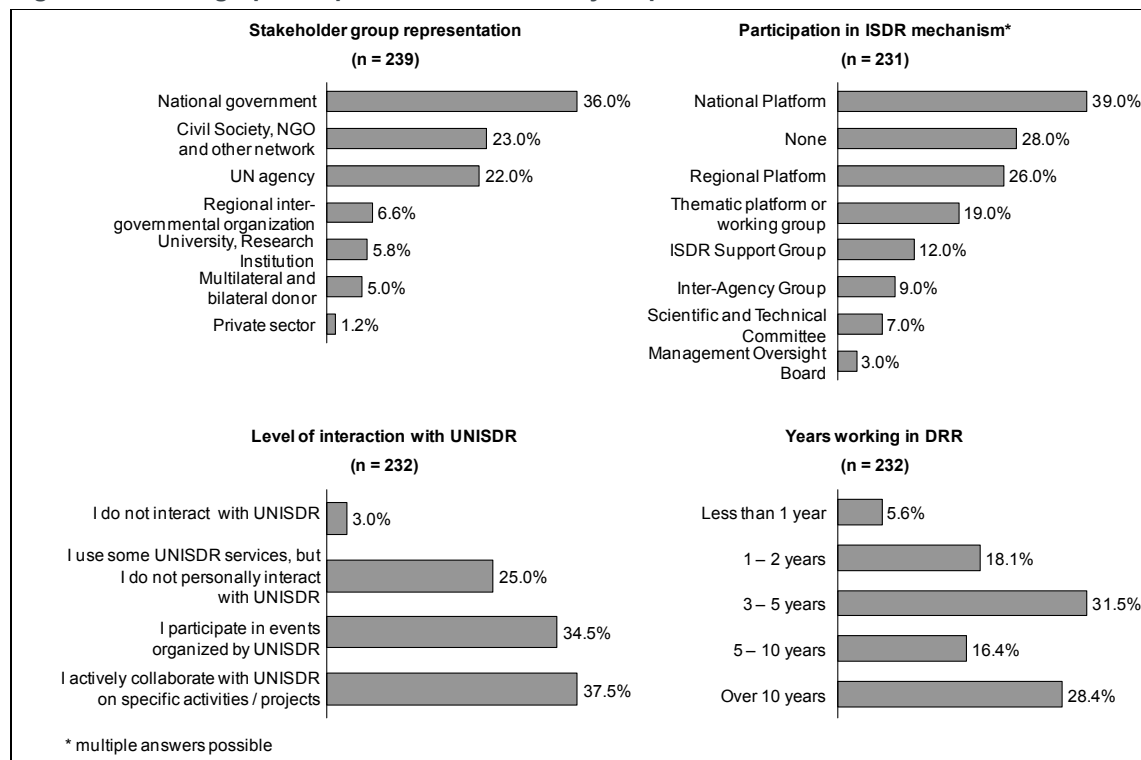
The largest number of respondents comes from national governments with 36% of overall respondents, followed by NGOs with 23% and UN agencies with 22%. The smallest number of respondents comes from multilateral donors and bilateral donors (together 5%) and the private sector (1%). 56% countries.

72% of respondents participate in one or more ISDR mechanism with 29% having participated in NPs, 26% in regional platforms and 12% in the support group. 44% of respondents have worked in the DRR space for over five years, 31% between three and five years and only 25% less than three years. 37% collaborate with UNISDR actively on projects and 34% participate in events organized by UNISDR.

In addition, respondents represent 79 countries and cover all regions. 22% of respondents come from the UK or Switzerland (see Appendix F for further details on country representation).

For analytical purposes, some questions were analyzed by stakeholder group. Only national government, UN agency and civil society respondents however surpassed the critical number of 30 respondents per question. As laid out in the inception note and following commonly acknowledged standards, answers with less than 30 respondents are not sufficient. Furthermore, due to the relatively low response rate the survey results have just been used as additional supporting evidence to the findings and not as key inputs.

Desk research

A broad range of documents from UNISDR headquarters have been reviewed and have been supplemented by information provided by the regional UNISDR offices and its partners. The desk research has been particularly important to test and validate findings coming out of the survey and the interviews. Documents included:

- GA resolutions and SG reports on ISDR
- Work plans at different levels, i.e. the global work plans as well as work plans by unit and regional office
- Progress reports, i.e. information notes for the period between 2005-2007, the annual progress reports for 2007 and 2008 and unit specific progress updates
- Internal financial documents, i.e. cost plans, annual contributions, expenditures, allocations and grants
- MOUs with GFDRR and UNDP/BCPR as well as MOUs with regional organizations such as SAARC and the African Union
- Previous evaluations of UNISDR and specific projects, i.e. AIDCO and Tsunami Flash Appeal evaluation
- UNISDR and partner publications on different topics, such as GAR, guidelines and good practice publications (e.g. on NPs and HFA monitoring) and Living with Risk
- Internal statistics on the use of PreventionWeb and other information available online.

Appendix E provides a bibliography of the reviewed documents.

Appendix C – Constraints

The findings of the evaluation are supported by several data sources as outlined in the previous section. In some of the areas of the evaluation, constraints in the availability of data have prevented more conclusive findings.

- The scope of the evaluation includes the activities of the UNISDR secretariat over the last four years. Evaluations of the different mechanisms of the ISDR system, e.g. regional platforms or national platforms, have not been performed earlier and the evaluation team therefore has had to rely on the perceived outcomes and effects of the support UNISDR has provided to these platforms.

- The accounting system of the UNISDR secretariat does not reflect expenditures against deliverables. The lack of this data prevents a comprehensive assessment of the cost effectiveness of UNISDR's activities.

- The work plans of the UNISDR secretariat are in several cases not specific enough on deliverables and activities for the evaluation team to be able to thoroughly assess UNISDR's delivery on the work plans.

Appendix D – Overview of interviews conducted

ISDR mechanism	Stakeholders	Suggested interviewees
Management Oversight Board & Interagency Group	UNDP	• Alain Lambert Senior Policy Officer; IAG Focal Point; Co-Chair SC
		• Maxx Dilley, Chief, Disaster Risk Reduction Officer, Bureau for Crisis Prevention and Recovery, BCPR Geneva
		• Jordan Ryan, Assistant Administrator & Director, Bureau for Crisis Prevention and Recovery, UNDP New York
	WB	• Saroj Kumar, MOB/ IAG Focal Point; GFDRR Senior Manager
	UNEP	• Muralee Thummarukudy, Post Conflict and Disaster Management Branch
		• Pascal Peduzzi
	OCHA	• John Holmes Under-Secretary-General, Chair of the MOB and GP; Head of ISDR System
		• Katarina Toll, Humanitarian Affairs Officer, Capacity for Disaster Reduction Initiative (CADRI), Emergency Preparedness Section (EPS)
	IFRC	• Mohammed Mukhier IFRC, Head of Preparedness
		• Daniel Kull, (IAG Focal Point), Senior Officer
	WHO	• Jonathan Abrahams Team Leader Risk Reduction & Emergency Preparedness; IAG Focal Point; Leader of Safe Hospital Campaign
	UNESCO	• Badaoui Rouhban (IAG Focal Point)
	UNICEF	• Antony Spalton, Disaster Risk Reduction Specialist; IAG Focal Point; member of education Thematic Platform
		• Heidi Peugeot
	WMO	• Maryam Golnaraghi, Chief of DRR Division
	ProVention Consortium	• Ian O'Donnell, Senior Officer (IAG Focal Point)
		• Maya Schaerer
	Others	• Marco Baumann, UN Dev't Operations Cooperation Office (UNDOCO)
		• Monica Sanchez, Office of the President of the GA
ISDR Support Group and PMs in New York	Representatives from all interested states (participation mainly from missions located in Geneva)	• Swiss experts, Marco Ferrari (formerly SDC and former Chair of the Support Group)
		• PM Sweden, Jakob Hallgren, Donor and Chair of ISDR Support Group
		• PM Switzerland, Heidi Grau Minister and Deputy PR, New York
		• PM of Ireland New York, Denise McQuaide, First Secretary,
		• PM Ecuador New York, Monica Sanchez P
		• M Bahrain, H.E. Mr. Tawfeeq Ahmed Almansoor
Regional Platforms	Regional Intergovernmental Organizations incl. Regional Economic Commissions	Africa:
		• African Union Commission , Acting Director, Department of Rural Economy and Agriculture, AUC, Dr. Abebe Haile-Gabriel
		Asia & Pacific:
		• ECHO, Cecile Pichon, DRR Coordinator
		Europe:
		• Council of Europe (EUROPA), European and Mediterranean Major Hazards Agreement (EUR-OPA), Executive Director, Eladio Fernández-Galiano
		• Disaster Preparedness and Prevention Initiative for South Eastern Europe, Orhan TOPCU, Head Of DPPI SEE Secretariat
		• European Commission, Thomas de Lannoy, DG Envirnoment, Civil Protection Unit, European Commission, Brussels
		Americas:
		• Asociación de Estados del Caribe (AEC), Luis Carpio, Director
		• Centro de Coordinación para la prevención de los Desastres (CEPREDENAC), Jessica Solano / Ma. Eugenia Soto CEPREDENAC, Guatemala
		• Organización de los Estados Americanos, Programa de Gestión de Riesgo, Departamento de Desarrollo Sostenible, Jefe, Co-presidente de la Red Interamericana de Mitigación de Desastres, Pablo González, Secretaría General

ISDR mechanism	Stakeholders	Suggested interviewees
		Arab States: • Arab Academy of Science, Dr. Mahmud Mashaly
	Regional offices of UN and other international organizations	Africa: • Head of OCHA Liaison Office for African Union and ECA, Addis Abeba, Mr. Kazimiro Rudolf-Jocondo • OCHA Choice Ufuoma Okoro Head of UNOCHA Regional Offfice for Central and Eastern Africa (ROCEA) • UNECA, Environmental Affairs Officer, Food Security and Sustainable Development Division (FSSD) , Mr. Charles M Akol • UNECA, Environmental Affairs Officer, Food Security and Sustainable Development Division, Ms. Isatou Gaye • WMO, Representative regional offices for Eastern and southern Africa, Stephen Njoroge • IGAD Climate Prediction and Applications Centre, (ICPAC), Director Prof. Laban Ogallo • UN-Habitat , Mr. Dan Lewis Chief, Disaster and Post Conflict Section
		Asia & Pacific: • UNESCAP, Xuan Zenpei, Yuichi Ono • UNEP, Serenca Fortuna, Associate Programme Officer • UNDP RCB/BCPR, Nescha Teckle, Regional Advisor
		Americas: • UNICEF TACRO office, Claudio Osorio, Regional Advisor in Disaster Reduction • UNDP/ CP , Pablo Ruíz, Ángeles Arenas, Regional Advisor in Disaster Reduction • WHO PAHO, Patricia Bittner, Management Advisor • OPS/OMS, Dr. Alejandro Santander; Ricardo Perez, Emergency programmes • OCHA, Gerard Gomez, Head of office, Panama • CRID (Centro Regional de Informacion sobre Desastres), Isabel Lopez • Water Center for the Humid Tropics of Latin America and The Caribbean (CATHALAC), Emilio Sempris, Director
	NGOs (regional offices of global NGOs and regional NGOs) and civil society	• ActionAid Kenya NGO Kenya, (Nairobi), John Abuya • IFRC, Disaster Management Coordinator - East Africa Zone, Ms. Nancy Balfour • SEEDS India, Mr. Manu Gupta, Director • Local Government Alliance on DRR: Mr. Victor Bai, Vice President of IAEM, Asia & China Representative International Association of Emergency Managers - Beijing, China • Focus Humanitarian Assistance, Mustafa Karim, Tajikistan • IFRC, Marjorie Soto, Regional Disaster Risk Reduction Delegate, Central America
National Platforms – Parties involved in DRR at the national level:	Representatives from different ministries incl. disaster management authorities	Africa: • Kenya, Disaster Prevention & Mitigation Division Kenya Meteorological Department (and Coordinator of Nile-IWRM-NET) Mr. Julius Kabubi • Kenya, Ministry of Special Programmes, Mr. Vincent Matioli
		Asia & Pacific: • Vietnam, Bui Quang Huy, Deputy Director, Disaster Management Centre, NP Vietnam • Maldives Government, Abdulla Shahid Chief Coordinator, National Disaster Management Centre and Minister of State for Housing, Transport and Environment • Thailand, Dept of Disaster Prevention and Mitigation part, Mr KHANIKUL Suwit - Deputy Director-General (Technical Affairs) • Japan, Naoto Tajiri, Director for Disaster Preparedness, Public Relations and International Cooperation, Cabinet office
		Europe: • National Platform Germany, Karl-Otto Zentel, DKKV, Germany • Republic of Macedonia, Dr. Pande LAZAREVSKI Director Department for Admin-expert Support of CM System Management Bodies • UK Cabinet Office, Mr. Steve Barns

ISDR mechanism	Stakeholders	Suggested interviewees
		Americas: • US, Dennis Wenger (member of ISDR/STC), US Sub-Committee on DRR (In Obama's office) • Panama, Jaime Owens, National Platform, Autopridad del Canal de Panana • Panama Sistema Nacional de Proteccion Civil, Frieda Dominguez, Director Academy for Civil Protection
	Country-based UN organizations, in particular UN Country Teams	Africa: • Kenya, UNDP Nairobi, Mr. Aeneas Chuma UN Resident Representative
		Asia Pacific: • UNDP Indonesia, Regina Rahadi • UNDP Vietnam, Ugo Blanco Vietnam Programme Officer, Disaster Management • UNDP India, G Padmanabhan, Emergency Analyst • UNDP Sri Lanka, Ananda Mallawatantri • UNDP, Barbara Orlandini, Manager, Interagency support group
		Europe: • UNDP Tajikistan, Resident Coordinator, Michael Jones • UNICEF Tajikistan, Emergency Officer, Rustam Ubaidullaev • UNDP, Turkmenistan, Begench Yazliyev • UNDP Kyrgystan, Daniyar Ibragimov
	Donor agencies based in country	• Agencia Espanola de Cooperacion Internacional para el Desarrollo, Sergio Ferrero Febrel, Asesor Regional de Emergencia • Swiss Development Cooperation, Matthias Anderegg, Tajikistan • GTZ Tajikistan, Peter Thominski,
	Scientific and academic institutions	• Institute of Earthquake Engineering and Seismology, Tajikistan, Deputy Director, Farshed Karimov • Central Asia Regional Environment Center, Tajikistan, Malika Babajanova
Scientific and Technical Committee	• Scientific and academic institutions	• Health Protection Agency (HPA, Murray, Virginia, Prof. STC member, GP Chair of High-Level Panel on Safer Schools and Hospitals • (3 additional members that are already listed in different groups)
Global Platforms – Parties involved in DRR	Country donors	• SIDA, Per Byman and Patrick Kratt • Government of Sweden, Johan Schaar • FFO Germany, Bernhard Kampmann and Volker Erhard • DFID, Richard Martini Deputy Head - Conflict, Humanitarian and Security Department, Olivia Coghlan, Esme Gaussen • Norway MFO, Armand Aardal Senior Adviser, Section for Humanitarian Affairs • AusAID, Lisa Staruszkiewocz and Jennifer Clancy, Disaster Risk Reduction Officers • DANIDA, Michael Andersen
	NGOs	• Global Network of Civil Society Organisations for Disaster Reduction and Chair of Tearfund, Mr Marcus Oxley, Chairman • Christian Aid, Sarah Moss

Appendix E – Select documents

- Acting with common purpose: Proceedings of the first session of the Global Platform for Disaster Risk Reduction, Geneva, 5-7 June 2007
- Annual overview report of the United Nations System, Chief Executives Board for Coordination for 2008/09, United Nations
- Bali Action Plan
- Briefing Note, Evolution of Early Warning Platform in Bonn, UNISDR, 2009
- Building Partnerships for Gendering Disaster Risk Reduction, UNISDR
- CADRI, Enhancing Country Level Capacity for advancing DRR and recovery, UNDP
- Chair's summary Global Platform 2007
- Chair's summary Global Platform 2009
- Chair's summary: Ministerial Meeting on Reducing Disaster Risk in a Changing Climate
- Climate change and DRR. Weather, Climate and Climate Change
- Communication from the Commission to the Council and the European Parliament: EU Strategy for Disaster Risk Reduction in Developing Countries, 2009
- Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions: A Community approach on the prevention of natural and man-made disasters. Impact Assessment, 2009 (Accompanying document)
- Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions: A Community approach on the prevention of natural and man-made disasters, 2009
- Decision of the SG April 2007 Policy Committee Meeting
- Denmark statement during Ministerial Meeting on DRR 2008
- Disaster Risk Reduction Highlights, Second Committee: Sustainable Development AGENDA ITEM 49 (c): ISDR, 27-28 OCTOBER 2008
- Disaster risk reduction: 2007 global review, UNISDR
- DRR highlights, second committee: Sustainable Development, 27-28 October 2008
- DRR in Europe: Overview of European National Platforms, HFA focal points and regional organizations/ institutions
- DRR in the United Nations. Roles, Mandates and Areas of Work of Key UN Entities
- DRR Strategies and Risk Management Practices: Critical Elements for Adaptation to Climate Change
- Environment and Disaster Risk. Emerging Perspectives
- Europe and Central Asia Planning Logframe 2010-2011, UNISDR
- Evaluation of the UNISDR Secretariat Asia and Pacific 2009
- External evaluation of the Inter-agency Secretariat of the International Strategy for Disaster Reduction (2005)
- FAQ Roles and Responsibilities, UNDP BCPR
- Flash Appeal Evaluation 2009
- GA Resolution 54/296: International Decade for Natural Disaster Reduction: successor arrangements
- GA Resolution 56/195: International Strategy for Disaster Reduction
- GA Resolution 60/195: International Strategy on Disaster Reduction
- GA Resolution 61/198: International Strategy for Disaster Reduction
- GA Resolution 62/192: International Strategy for Disaster Reduction
- GA Resolution 63/216: International Strategy for Disaster Reduction
- Gender Perspective 2007: Working together for DRR. Good practices and lessons learned. 2007
- Gender Perspectives: Integrating DRR into Climate Change Adaptation
- GFDRR Track 1. Mid-Term Report to the World Bank Development Grant Facility
- Giving Risk Reduction a Regional Dimension
- Global Platform 2009: After Action Review
- Global Platform 2009: UNISDR support group meeting
- Global Survey of Early Warning Systems
- Guidelines National Platforms for DRR
- Hyogo Framework for Action 2005-2015. An introduction
- Hyogo Framework for Action 2005-2015: I S D R International Strategy for Disaster Reduction, Building the

Resilience of Nations and Communities to Disasters

- Information Note for the period May – November 2005, UNISDR
- Information Note for the period of October 2004 – May 2005, UNISDR
- Information Note: A short report of the UN/ISDR secretariat, 2006 - 2007
- Institutional donor progress with mainstreaming disaster risk reduction, A Tearfund research project in collaboration with UN/ISDR, 2007
- Integrating DRR into the CCA and UNDAF. A Guide for UN Country Teams. UNDG
- Internal Policy Note 1: Organizational Policy Notes, UNISDR, 2007
- Internal Policy Note 2: Programme Review Committee, UNISDR, 2007
- Internal Policy Note 3: Publications, UNISDR, 2007
- Internal Policy Note 4: ISDR secretariat work planning and budgeting system, UNISDR, 2007
- Internal Policy Note 5: Greening UNISDR, Climate neutral UNISDR – Preliminary Strategy and Action Plan, UNISDR, 2008
- IPCC Assessment Report 2007
- ISDR Asia and the Pacific Work Plan 2008-2009
- ISDR Evaluation 2005. Executive Summary
- ISDR Internal Communications Discussion
- ISDR Policy Note, Thematic partnerships for disaster risk reduction and the development of ISDR Thematic Platforms, UNISDR, 2 June 2008
- ISDR System Joint Work Programme 2008 - 2009
- Letter from directors of UNISDR, OCHA and UNDP on CADRI, 2008
- Living with Risk 2002
- Living with Risk 2004. Volume 2
- Mainstreaming Gender in DRR progress report
- Making DRR a tool for adopting climate change: Report on UNISDR consultative meeting by Loren Legarda
- Making DRR gender sensitive: policy and practical guidelines
- Memorandum of Cooperation between ASEAN Secretariat and United Nations ISDR and World Bank for a five year collaboration project on DRR
- Memorandum of Understanding between GFDRR and UNISDR
- Memorandum of Understanding between SAARC and UNISDR
- Memorandum of Understanding between the General Secretariat of the Organization of American States through its Department of Sustainable Development and Inter-Agency Secretariat for the UN International Strategy for Disaster, 2007
- Memorandum of Understanding between UNDP, BCPR and UNISDR
- Memorandum of Understanding between UNISDR and the Commission of the African Union
- Mission report. Proposed DRR Action Plan 2010 - 2013 for Nepal
- National Platform for DRR. The experience of Madagascar.
- Op-ed by SG: Time for a new path out of disaster
- Overview Global Platform 2007 Participants
- Overview Global Platform 2009 Participants
- Overview of recent requests by ISDR partners for prevention web consultations
- Overview of UNISDR work plan indicators, and the Hyogo Framework for Action indicators
- Overview: Activities with Parliamentarians
- Overview: Allocations 2008 – 2009, UNISDR
- Overview: Contributions to ISDR Trust Fund 2005 – 2009, UNISDR
- Overview: Grant allocations 2008 – 2009, UNISDR
- Overview: Locally recruited staff in the regions, UNISDR
- Overview: Staff contract incumbency, UNISDR
- Overview: UNISDR expenditure, Asia Office, 2009
- Overview: UNISDR expenditures 2008 – 2009, UNISDR
- Partnership between the World Bank and the secretariat of the International Strategy for Disaster Reduction (ISDR) Global Facility for Disaster Reduction and Recovery - Track I, 2006
- Prevention Web: Monthly analytics report Number 21: 1 - 31 August 2009
- Private Sector Activities in DRR: Good Practices and Lessons Learned, ISDR 2008

- Programme for Action for the Implementation of the Africa Regional Strategy for DRR (2006-2015)
- Progress Report 2008 on the 2008 - 2009 UNISDR Biennial Work Plan
- Progress Report on the matrix of commitment and initiatives to support the implementation of the Hyogo Framework, Inter-Agency Task Force on Disaster Reduction. 2005
- Proposal of the USG for Humanitarian Affairs to strengthen the ISDR system, 2007
- Regional Offices Support and Coordination Unit (ROSCU) Work Plan 2010 - 2011
- Remarks to ministerial meeting on Reducing Disaster Risks in a changing climate
- Report of the High-level Committee on Programmes on its sixteenth session, Chief Executives Board for Coordination, 2008
- Risk and poverty in a changing climate: invest today for a safer world/ summary
- Scientific and Technical Committee, International Strategy for Disaster Reduction, Report of the First Meeting, Paris, 31 January – 1 February 2008
- Scientific and Technical Committee, International Strategy for Disaster Reduction, Report of the Second Meeting, Geneva, 30 - 31 October 2008
- Secretariat for the ISDR. Trust Funds for Disaster Reduction and Tsunami Disaster Relief
- SG report to the GA A/60/180
- SG report to the GA A/61/229
- SG report to the GA A/64/280
- SG's opening remarks to the Ministerial Meeting on Reducing Disaster Risks in a Changing Climate, 2008
- SG's Opening remarks at ceremony launching the global assessment report on disaster risk reduction
- South Korea statement during Ministerial Meeting on DRR 2008
- Standard Operational Procedures for UNISDR Regional Offices and Headquarters' Support
- Statement by Ms Loren Legarda at the General Debate on Agenda Item 49 "Sustainable Development and Agenda 21", Second Committee
- Strategic Objectives, Common Outcomes and Outcome Indicators Global UNISDR Work Plan 2010 – 2011, UNISDR
- Strengthening Disaster Risk Reduction throughout the UN System: Proposal for Mainstreaming and Programmatic Coherence, High Level Committee on Programmes, Sixteenth Session, 30 September – 1 October 2008
- Summary of the Summit on Climate Change at the closing session of the Summit
- Terms of Reference: Thematic Platform: Disaster Risk Reduction for Health, UNISDR, 2009
- The Arab Ministerial Declaration on Climate Change, League of Arab States
- The Hyogo Framework for Action in Europe: Advances and Challenges
- The Manila call for action of parliamentarians on DRR and climate change adaptation
- The Nairobi Action Plan for African parliamentarians on DRR and climate change adaptation
- The Role of Parliamentarians in linking climate change adaptation and DRR. 8th Annual Conference of the Parliamentary Network on the World Bank.
- The structure role and mandate of civil protection in DRR for Southern Eastern Europe
- Towards a Culture of Prevention: Disaster Risk Reduction Begins at School Good Practices and Lessons Learned, ISDR and UNESCO, 2007
- Towards a differentiated brand positioning for UNISDR
- Towards National Resilience. Good practices of National Platforms for DRR 2008
- Training manual on Gender and Climate Change
- Tsunami Evaluation: Final Report
- Twinning of National Platforms: A European Perspective, ISDR, Council of Europe and EUROPA
- UK statement during Ministerial Meeting on DRR 2008
- UNISDR Africa Work Plan 2010 – 2011
- UNISDR Americas Biennial Work Plan 2010 – 2011
- UNISDR Annual Report 2007
- UNISDR Annual Report 2008
- UNISDR Biennial Work plan 2006-2007
- UNISDR Biennial Work plan 2008-2009
- UNISDR Biennial Work plan 2010-2011
- UNISDR Biennial Work Plan 2010-2011. Meeting Note. July 9-10 2009
- UNISDR cost plan global 2009

- UNISDR email communication with internal and external stakeholder on different topics e.g. work planning 2010/2011
- UNISDR Financial Statement 2008 – 2009
- UNISDR New York Liaison Office: 2008-20009 Key Achievements and Impact
- UNISDR Office in Central Asia Biennial Work Plan 2010 - 2011
- UNISDR Planning and Communication Committee, 2010
- UNISDR Publication Forecast Form, 2008
- UNISDR Regional Office for Arab States - Cairo Biennial Work Plan 2010 - 2011
- UNISDR terminology on DRR, 2009
- UNISDR work programme 2010-2011. DRAFT
- Vivir con el Riesgo 2004 Volumen 1
- Weekly Notes from UNISDR Americas office to UNISDR HQ, 2005 - 2009
- Words Into Action: A Guide for Implementing the Hyogo Framework
- World Disaster Reduction Campaign 2008-2009, Reduce Risk, Protect Health Facilities, Save Lives Hospitals Safe from Disasters, ISR, WHO and World Bank, 2008

Appendix F – Online survey results

UNISDR Evaluation – Stakeholder Survey

Introduction

Dear respondent,

Dalberg Global Development Advisors has been commissioned to conduct an evaluation of the UNISDR secretariat. The purpose of the evaluation is to understand UNISDR's performance over the past 4 years and provide insights as to how the secretariat could evolve in the future.

In your capacity as participant of the Global Platform 2009, we would like to ask you to share your views on UNISDR.

All information you give in this survey will be treated confidentially.

Completing the survey will take approximately 10 minutes. After completing every question on each page, please click on 'next'. By using the 'next' and 'previous' buttons, you will be able to move between the pages. If you leave the survey before it is finished, your completed answers will be saved. You will then be able to continue the survey at a later stage using the original link.

Please be aware that the survey can only be completed once per computer.

Thank you very much in advance for your contributions. In case of comments or questions, please do not hesitate to contact us at UNISDR.evaluation@dalberg.com

The UNISDR Evaluation Team

Demographic section

Language	Total	Percent
French	38	15%
Spanish	26	10%
English	193	75%
Grand Total	**257**	

1. **Which of the following best describes the organization/ institution that you work with?**

Organization/institution	Total	Percent
Bilateral donor	11	5%
Civil Society, NGO and network	55	23%
Multilateral donor	1	0%
National government	85	36%
Private sector	3	1%
Regional intergovernmental organization	17	7%
UN agency	52	22%
University, Research Institution	15	6%
Grand Total	**239**	

2. **For people answering UN agency, bilateral donor, multilateral donor and civil society: Where do you work?**

Work location	Total	Percent
HQ	89	75%
Field	30	25%
Grand Total	**119**	

3. **In which country is your office located?**

Country	Total	Percent	Country	Total	Percent
Argentina	1	0%	Malawi	1	0%
Armenia	1	0%	Mauritius	1	0%
Australia	1	0%	Mexico	4	2%
Bangladesh	3	1%	Mozambique	3	1%
Belgium	2	1%	Myanmar	1	0%
Benin	2	1%	Namibia	1	0%
Bosnia and Herzegovina	1	0%	Nepal	1	0%
Burkina Faso	2	1%	Netherlands	2	1%
Burundi	2	1%	Nicaragua	1	0%
Cameroon	1	0%	Niger	1	0%
Canada	1	0%	Nigeria	2	1%
Colombia	2	1%	Norway	3	1%
Costa Rica	4	2%	Other (please specify)	13	5%
Côte D'Ivoire	1	0%	Pakistan	3	1%
Croatia	2	1%	Panama	1	0%

Czech Republic	1	0%	Paraguay	1	0%
Djibouti	1	0%	Peru	6	3%
Dominican Republic	1	0%	Philippines	2	1%
Egypt	2	1%	Portugal	2	1%
Ethiopia	1	0%	Republic of Korea	1	0%
Fiji	6	3%	Senegal	2	1%
France	7	3%	Serbia	1	0%
Gabon	1	0%	Slovenia	1	0%
Germany	6	3%	South Africa	1	0%
Guinea Bissau	1	0%	Spain	3	1%
Haiti	2	1%	Sri Lanka	3	1%
India	4	2%	Sweden	5	2%
Indonesia	6	3%	Switzerland	35	15%
Iran (Islamic Republic of)	3	1%	Tajikstan	2	1%
Ireland	1	0%	Thailand	5	2%
Italy	1	0%	Togo	1	0%
Japan	8	3%	Turkey	1	0%
Kazakhstan	1	0%	United Kingdom of Great Britain and Northern Ireland	17	7%
Kenya	2	1%	United Republic of Tanzania	3	1%
Kiribati	1	0%	United States of America	6	3%
Kyrgyzstan	1	0%	Uzbekistan	1	0%
Lao People's Democratic Republic	1	0%	Viet Nam	4	2%
Lithuania	1	0%	Zambia	2	1%
Luxembourg	1	0%	**Grand Total**	**232**	
Madagascar	3	1%			

4. **In which of the following ISDR mechanism do you participate (multiple answers possible)?**

Mechanism	Total	Percent
None	64	28%
Management Oversight Board	7	3%
Inter-Agency Group	20	9%
ISDR Support Group	28	12%
Scientific and Technical Committee	16	7%
Regional Platform	60	26%
National Platform	90	39%
Thematic Platform or working group	43	19%

5. **Which of the following best describes your role in the organization?**

Role	Total	Percent
Communication / advocacy	17	7%
Science / research	15	6%
Policy advisor	46	20%
Technical expert	61	26%
Desk officer/project manager	52	22%
Others	41	18%
Grand Total	**232**	

6. **How long have you been working in Disaster Risk Reduction (DRR)? (Definition DRR: The concept and practice of reducing disaster risks through the systematic effort to analyze and manage the causal factors of disasters, including through reduced exposure to hazard, lessened vulnerability of people and property, wise management of land and the environment and improved preparedness for adverse events.)**

Time	Total	Percent
< 1 year	13	6%
1 – 2 years	42	18%
3 – 5 years	73	31%
5 – 10 years	38	16%
10+ years	66	28%
Grand Total	232	

7. **Which of the following best describes your relationship with UNISDR?**

Relationship with UNISDR	Total	Percent
I do not interact with UNISDR	7	3%
I use some UNISDR services, but I do not personally interact with UNISDR	58	25%
I participate in events organized by UNISDR	80	34%
I actively collaborate with UNISDR on specific activities / projects)	87	38%
Grand Total	232	

(First row indicates percentages without respondents answering "Don't know" or "No answer")

8. **Please indicate to what extent you agree with each of the following statements.**

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	N
UNISDR is relevant for my organization's work.	4%	3%	36%	57%	-	189
	4%	3%	35%	55%	2%	193
UNISDR's work fills a gap in the DRR space.	4%	5%	48%	43%	-	183
	4%	5%	47%	42%	2%	187
UNISDR works in the areas where it is best positioned.	6%	15%	52%	27%	-	162
	5%	13%	45%	24%	13%	187
UNISDR does not duplicate the work of other organizations.	8%	31%	44%	16%	-	159
	6%	27%	38%	14%	14%	185

9. **In your opinion, what have been UNISDR's most important achievements over the past 4 years? (open-ended)**

[Answers directly included in findings]

10. **In your opinion, what are the most important areas for improvement? (open-ended)**

[Answers directly included in findings]

11. Please indicate your level of interaction with UNISDR in each of the following areas.

	I am not aware of UNISDR's activities in this area	I am aware of UNISDR's activities in this area, but have not received support	UNISDR's work in this area has supported me	No answer	N
Coordination with other partners active in DRR	8%	36%	57%	-	169
	7%	33%	52%	8%	184
Resource mobilization	31%	41%	27%	-	162
	27%	37%	25%	10%	181
Advocacy	7%	38%	56%	-	165
	6%	34%	51%	9%	181
Partnership building	9%	39%	52%		166
	8%	36%	48%	8%	180
Strategic information	9%	31%	60%	-	176
	9%	29%	58%	4%	181
Policy guidance	8%	33%	59%	-	165
	8%	30%	54%	9%	181

12. How would you rate UNISDR's overall effectiveness in these areas? Please rate only the areas in which you have received support.

	Poor	Satis-factory	Good	Excellent	No answer	N
Coordination with other partners active in DRR	16%	29%	36%	20%	-	152
	14%	25%	31%	17%	13%	175
Resource mobilization	36%	26%	31%	8%	-	120
	25%	18%	22%	5%	29%	169
Advocacy	8%	28%	38%	26%	-	144
	6%	23%	31%	21%	18%	175
Partnership building	14%	27%	41%	18%	-	145
	12%	23%	35%	15%	16%	173
Strategic information	11%	23%	40%	26%	-	156
	10%	20%	35%	23%	11%	176
Policy guidance	11%	24%	39%	26%	-	148
	10%	21%	33%	22%	14%	172

13. How would you rate the usefulness of UNISDR's activities/ services in the following areas for your organization? Please rate only the activities you have been involved in and/ or services you have used.

	Poor	Satis-factory	Good	Excellent	No answer	N
Mainstreaming DRR within the United Nations, IFIs and other IGOs	21%	32%	31%	17%	-	111
	16%	24%	24%	13%	23%	144
Policy dialogues on DRR including work with parliamentarians	24%	26%	32%	18%	-	96
	17%	18%	22%	12%	31%	139
Media outreach	22%	26%	36%	17%	-	109
	16%	19%	27%	12%	26%	147
Gender mainstreaming in DRR	20%	35%	30%	15%	-	96
	14%	24%	21%	10%	31%	140
Global Campaign on Safe Hospitals (and/or promotion of DRR in health sector)	14%	23%	43%	20%	-	103
	10%	16%	30%	14%	29%	146
Global Campaign on Safe Schools and Education for DRR (and/or promotion of DRR in education/school sector)	13%	22%	40%	25%	-	115
	10%	17%	31%	19%	23%	150
UNISDR's activities related to climate change and disaster risk reduction	16%	29%	30%	25%	-	147
	14%	27%	27%	23%	9%	161
UNISDR's activities related to the NGO network and civil society	26%	34%	23%	17%	-	112
	20%	26%	18%	13%	23%	146
Global Assessment Report and HFA progress monitoring	10%	19%	35%	36%	-	144
	9%	18%	32%	33%	8%	157
DRR guidance material and standards (policy papers and briefs, DRR terminology, Words into Action, DRR Good Practices series, etc)	5%	17%	34%	44%	-	145
	4%	16%	31%	40%	9%	160
Prevention Web and/or UNISDR web	3%	15%	36%	47%	-	148
	3%	15%	36%	47%	-	156

14. How would you rate UNISDR's support to the following ISDR mechanisms? Please rate only the mechanisms you have been involved in.

	Poor	Satis-factory	Good	Excellent	No answer	N
Global Platform	3%	18%	33%	46%	-	153
	3%	17%	32%	45%	3%	158
Management Oversight Board	13%	47%	33%	7%	-	30
	4%	14%	10%	2%	71%	102
Inter-Agency Group and joint work programme	19%	35%	33%	13%	-	48
	8%	15%	14%	5%	57%	111
Science & Technical Committee	19%	38%	16%	27%	-	37
	7%	13%	6%	9%	65%	104
ISDR Support Group	13%	36%	21%	30%	-	47
	5%	15%	9%	13%	57%	110
Thematic Platform or working group	14%	37%	20%	29%	-	65
	8%	21%	11%	17%	43%	114
ISDR Regional/Sub-regional coordination mechanism, Platforms and/or Ministerial meetings	9%	27%	35%	30%	-	94
	6%	19%	25%	21%	28%	131
National Platform	26%	22%	23%	29%	-	90
	18%	16%	16%	20%	30%	128

15. **Please rate to which extent these ISDR mechanisms have provided a positive influence on coordination and policy coherence among ISDR partners. Please rate only the mechanisms you have been involved in.**

	No positive influence at all	Little positive influence	Average positive influence	Significant positive influence	No answer	N
Global Platform	3%	9%	41%	48%	-	150
	3%	8%	39%	46%	5%	158
Management Oversight Board	10%	34%	45%	10%	-	29
	3%	10%	13%	3%	71%	101
Inter-Agency Group	9%	18%	56%	18%	-	45
	4%	7%	23%	7%	58%	108
Joint work programme activity (global or regional)	11%	21%	38%	30%	-	56
	5%	11%	18%	15%	51%	114
Science & Technical Committee	13%	21%	38%	28%	-	39
	5%	7%	14%	10%	64%	109

ISDR Support Group	6%	21%	40%	32%	-	47
	3%	9%	17%	13%	58%	112
Thematic Platform or working group	6%	23%	45%	26%	-	62
	4%	12%	25%	14%	45%	113
ISDR Regional/Sub-regional coordination mechanism, Platforms and/or Ministerial meetings	5%	16%	44%	35%	-	82
	3%	10%	28%	22%	36%	129
National Platform	9%	17%	46%	29%	-	94
	6%	12%	33%	21%	28%	130

16. **Please rate to what extent the following activities have had a positive influence on achieving greater recognition of DRR among policy and decision maker world-wide. Please rate only the activities you have been involved in.**

	No positive influence at all	Little positive influence	Average positive influence	Significant positive influence	No answer	N
Mainstreaming DRR within the United Nations, IFIs and other IGOs	4%	17%	38%	42%	-	108
	3%	13%	29%	32%	23%	140
Policy dialogues on DRR including work with parliamentarians	5%	23%	40%	32%	-	81
	3%	15%	25%	20%	38%	130
Media outreach	6%	25%	48%	22%	-	88
	4%	17%	33%	15%	31%	128
Gender mainstreaming in DRR	15%	29%	41%	15%	-	68
	8%	16%	23%	8%	44%	122
Global Campaigns on Safe Hospitals (and/or promotion of DRR in health sector)	5%	14%	44%	37%	-	81
	3%	8%	27%	23%	38%	131
Global Campaign on Safe Schools and Education for DRR (and/or promotion of DRR in education/school sector)	3%	15%	41%	40%	-	92
	2%	10%	28%	27%	32%	135
UNISDR's activities related to climate change	5%	21%	43%	31%	-	119
	4%	17%	35%	25%	18%	146
UNISDR's activities related to the NGO network and civil society	6%	33%	38%	23%	-	87
	4%	22%	25%	15%	33%	130

17. Please rate to what extent the following activities/ services have had a positive influence on ensuring that information and knowledge on DRR is available at all levels. Please rate only the activities you have been involved in and/ or services you have used.

	No positive influence at all	Little positive influence	Average positive influence	Significant positive influence	No answer	N
Global Assessment Report and HFA progress monitoring	5%	15%	40%	40%	-	142
	4%	13%	36%	36%	10%	157
Climate change and disaster risk reduction briefings, guidance and work	5%	22%	40%	33%	-	132
	4%	19%	35%	29%	14%	152
DRR guidance material and standards (policy papers and briefs, DRR terminology, Words into Action, DRR God Practices series, etc)	3%	11%	40%	47%	-	139
	3%	10%	36%	43%	9%	152
Prevention Web and/or UNISDR web	1%	10%	37%	53%	-	136
	1%	9%	33%	48%	10%	151
Global Campaigns on Safe Hospitals (and/or promotion of DRR in health sector)	3%	20%	41%	35%	-	88
	2%	14%	27%	23%	34%	133
Global Campaign on Safe Schools and Education for DRR (and/or promotion of DRR in education/school sector)	4%	15%	41%	40%	-	95
	3%	10%	29%	28%	30%	135

Appendix G – Evaluation framework

Evaluation framework			Potential stakeholders Depending on involvement with UNISDR						
High-level question	Specific Question	UN-ISDR	UN/ Int. Org	Donor	Govt.	Inter-govt. org.	Civil society	Indicators
General	− How long have you been working in DRR? − What is your role in DRR and how long have you been in this role? − What has been your involvement with UNISDR? − What services have they offered to you? Which services did you take advantage of? − How long have you been involved with UNISDR? − How frequent is your interaction with UNISDR?		X	X	X	X	X	
The remaining questions will follow the answers to the above questions. Interviewees will only be asked about specific outcomes/ deliverables that they had personal experience with.							
RELEVANCE — Are UNISDRs roles and activities aligned with the needs of the stakeholders of the ISDR system? At the country level? At the regional level? At the global level?	Overall, what is the relevance of UNISDR for the implementation of the HFA? Please explain. − What do you see as UNISDR's roles in the DRR space – at global, regional and national levels?	X	X	X	X	X	X	• Extent to which UNISDR is perceived as relevant • Extent to which UNISDR is perceived to add value in each of its roles and responsibilities • Degree to which UNISDR is perceived to match the needs of the ISDR system
	How does UNISDR specifically support you?	X	X	X	X	X	X	
	Do you consider UNISDR to have an important role in supporting your work? −)How is UNISDR adding value for you? What specific added-value services have they provided you?		X	X	X	X	X	
	Are UNISDR's roles and responsibilities in line with your needs in the DRR space?		X	X	X	X	X	
	Are there any roles UNISDR should fulfil for your organization but is currently not (potentially played by different organization)? e.g. − Should UNISDR increase its role in funding specific projects? − Should UNISDR provide more/less technical assistance?		X	X	X	X	X	

Evaluation framework		Potential stakeholders Depending on involvement with UNISDR						
High-level question	Specific Question	UN-ISDR	UN/ Int. Org	Donor	Govt.	Inter-govt. org.	Civil society	Indicators
	How have the roles and responsibilities of UNISDR evolved since 2005? What roles did they do earlier which they don't do now? What roles have they taken on that they did not do before?	X	X	X				
	Should UNISDR focus more on specific roles and activities or maintain its flexibility and responsiveness to donor/ country requests? What is the rationale? If you believe UNISDR should focus more: which roles and responsibilities should UNISDR not perform?	X	X	X				
	Are the roles and activities of UNISDR sufficiently harmonized across the regions? If not, what are the issues? What should be done to do so?	X	X	X				
	Has UNISDR used the lessons learnt from previous evaluations to the degree they were relevant and accepted	X	X	X				
Is UNISDR strategically well-positioned and complementary to the work of other organizations in the ISDR system? At the	Are UNISDR's roles and responsibilities well understood by you?	X	X	X	X	X	X	• Degree to which UNISDR's roles and responsibilities are well understood • Extent to which UNISDR's roles and responsibilities
	Is it clear to you in which matters you would address UNISDR as opposed to other organizations active in DRR?		X		X	X	X	
	Do you consider UNISDR's roles and responsibilities to be complementary to the work of the other organizations working in DRR, particularly World Bank, UNDP, OCHA, IFRC, WMO and UNEP? − Are there any gaps? − Are there any duplications?	X	X	X	X	X	X	

Evaluation framework		Potential stakeholders Depending on involvement with UNISDR						
High-level question	Specific Question	UN-ISDR	UN/ Int. Org	Donor	Govt.	Inter-govt. org.	Civil society	Indicators
country level? At the regional level? At the global level?	Has UNISDR used the lessons learnt from previous evaluations to the degree they were relevant and accepted?	X		X				are perceived as complimentary to the work of the other ISDR system partners • Extent to which UNISDR has used lessons learnt from previous evaluations
EFFECTIVENESS To which extent and how effective is UNISDR fulfilling its planned deliverables in the biennial work plans in the different units/ in the different focus areas?	What has been the progress on the fulfilment of the biennial (and regional) work plans? (Ask for missing information regarding work plan progress not covered by available information)	X						• Percentage of deliverables completed • Extent to which the quality of the biennial plans have improved • Degree of clarity on decision making processes • Degree of perceived effectiveness of UNISDR in ISDR system coordination and capacity strengthening
	How has the quality of the biennial (and regional) work plans evolved since 2005? e.g. − Are units and budgets linked to the strategic objectives? − Are the work plans of the regional offices well integrated into the overall work plan and aligned with the strategic objectives?	X		X				
	How has the progress against the biannual and regional work plans evolved since 2005?	X		X				
	Do you use the biennial and regional work plans for the actual day to day work? If not, how do you decide what to do?	X						
	What is the criteria for deciding which requests from the system partners to respond to and not? What is the decision making process?	X						

Evaluation framework		Potential stakeholders Depending on involvement with UNISDR						
High-level question	**Specific Question**	**UN-ISDR**	**UN/ Int. Org**	**Donor**	**Govt.**	**Inter-govt. org.**	**Civil society**	**Indicators**
	Are you involved in other activities outside the biennial (and regional) work plans? In case, what is the decision making process that helps you decide whether to engage in activities not covered by the work plans or not?	X						• Number of national platforms established
	Is UNISDR good at communicating to system partners about its biennial work plans/deliverables?	X	X	X				• Degree of perceived effectiveness of UNISDR in resource mobilization
	What are driving factors for UNISDR's effectiveness (positive and negative)?	X						
	How does different donors contribute (ear-marked, project oriented, un-earmarked) and what is the functionality of these different types of contributions? How does it affect the effectiveness of the secretariat?	X						• Number of States, UN org. and inter-agency processes and initiatives incorporating DRR in their development strategies [progress measured by UNISDR]
	Outcome 1.1 How effective has UNISDR been in: − supporting the global platforms? Where they effectively organized? − facilitating the ISDR Joint Work-Programme? − supporting the different ISDR mechanisms? − supporting the different thematic platforms? What specifically has UNISDR done to support and facilitate? What is the evidence to support your opinion?	X	X	X	X	X	X	
	Outcomes 1.2/1.3 − How has UNISDR supported Regional and National Platforms? How effective has UNISDR's collaboration with different regional organizations been? − What specifically has UNISDR done to support and collaborate? What is the evidence to support your opinion?	X	X	X	X	X	X	• Degree of perceived effectiveness of UNISDR in achieving greater recognition of and commitment to DRR and the HFA
	Outcome 1.4 - How effective has UNISDR been at increasing the resources available for DRR? How has UNISDR pursued this outcome?	X	X	X	X	X	X	

Evaluation framework		Potential stakeholders Depending on involvement with UNISDR						
High-level question	Specific Question	UN-ISDR	UN/ Int. Org	Donor	Govt.	Inter-govt. org.	Civil society	Indicators
	Outcome 2.1 How effective has UNISDR been in: − setting up policy dialogues with government officials, parliamentarians and CEOs in order to promote DRR mainstreaming? − finding champions and effectively promote DRR with their help? − organizing and delivering the global campaigns? − increasing media coverage on DRR? How has UNISDR intended to increase media coverage? What specifically has UNISDR done to support these efforts? What is the evidence to support your opinion?	X	X	X	X	X	X	• Degree of perceived effectiveness of UNISDR's support to setting up monitoring and assessment systems • Degree to which sufficient and necessary information and knowledge are aggregated and disseminated • Degree to which UNISDR's activities are harmonized across regions
	Outcome 2.2 How effective has UNISDR been in: − developing practical guides on DRR and climate change? − promoting regional workshops to strengthen capacity to apply tools useful for CC adaptation? − developing and promoting core messages for DRR in climate change at the different levels? What specifically has UNISDR done to support these efforts? What is the evidence to support your opinion?	X	X	X	X	X	X	
	Outcome 2.3 − How effective has UNISDR been in raising awareness and participation of key actors in DRR? − What has UNISDR done to expand the understanding of the HFA by key actors, including the private sector and parliamentarians?	X	X	X	X	X	X	

Evaluation framework		Potential stakeholders Depending on involvement with UNISDR						Indicators
High-level question	Specific Question	UN-ISDR	UN/ Int. Org	Donor	Govt.	Inter-govt. org.	Civil society	Indicators
	Outcome 3.1 How effective has UNISDR been: − around the regional peer groups? − around the Global Assessment report? − in involving the Secretary General? What specifically has UNISDR done to support these efforts? What is the evidence to support your opinion?	X	X	X	X	X	X	
	Outcome 3.2 Has UNISDR effectively: − developed a study on the economics of DRR − developed guidance materials and standards? What specific material/research has UNISDR developed? How useful do you consider the material/research to be?	X	X	X	X	X	X	
	Outcome 3.3 Has UNISDR effectively: − set up and managed prevention web? − disseminated ISDR publications?	X	X	X	X	X	X	
Are the deliverables the right ones to achieve the intended outcomes?	Are the deliverables outlined in the biennial work plans the ones that did/will make it possible for UNISDR to reach the outcomes?	X	X	X	X	X	X	• Degree of perceived alignment between deliverables and outcomes • Extent to which the tools for coordination are perceived to be the right ones • Extent to which
	Are there any activities UNISDR should carry out but is not currently that would be better suited to reach the outcomes?	X	X	X	X	X	X	
	Outcome 1.1 - Has the support provided by UNISDR in relation to the joint work plan, the Global Platform and the Science & Technical Committee been the right tools for system wide coordination? Are there other tools you would regard as more effective?	X	X	X	X	X	X	

Evaluation framework		Potential stakeholders Depending on involvement with UNISDR						
High-level question	Specific Question	UN-ISDR	UN/ Int. Org	Donor	Govt.	Inter-govt. org.	Civil society	Indicators
	Outcome 1.2 - Has the support provided by UNISDR in relation to the regional platforms, regional plans and information been the right tools to strengthen regional coordination capacities? Are there other tools you would regard as more effective?	X	X	X	X	X	X	the tools for strengthening of capacity are perceived to be the rights ones
	Outcome 1.3 – Has the support provided by UNISDR in relation to the national platforms and training packages been the right tools to support national actors? Are there other tools you would regard as more effective?	X	X	X	X	X	X	• Extent to which the tools for resource mobilization are
	Outcome 1.4 - Has the support provided by UNISDR in relation to increasing resources available for DRR and the implementation of the HFA been done the way it should be? If not, how should it have been done?	X	X	X	X	X	X	perceived to be the rights ones • Extent to which the tools for
	Outcome 2.1 – Has the support provided by UNISDR in relation to media, the global campaign, policy dialogues and gender and DRR guideline been the right tools to increase recognition of DRR more widely as a development issue? Are there other tools you would regard as more effective?	X	X	X	X	X	X	advocacy and partnership building are perceived to be the rights ones • Extent to which
	Outcome 2.2 - Has the support provided by UNISDR in relation to practical guides, workshops and advocacy messages been the right tools to getting HFA recognized as a core feature in adaptation? Are there other tools you would regard as more effective?	X	X	X	X	X	X	the tools for strategic information and policy guidance are perceived to
	Outcome 2.3 - Has the tools used by UNISDR to increase awareness and participation of key actors been the right ones? Are there other tools you would regard as more effective?	X	X	X	X	X	X	be the rights ones Extent to which UNISDR has

Evaluation framework		Potential stakeholders Depending on involvement with UNISDR						Indicators
High-level question	Specific Question	UN-ISDR	UN/ Int. Org	Donor	Govt.	Inter-govt. org.	Civil society	Indicators
	Outcome 3.1 - Has the support provided by UNISDR in relation to progress indicators, reporting systems, and the global assessment report been the appropriate tools to strengthen monitoring and assessment systems? Are there other tools you would regard as more effective?	X	X	X	X	X	X	used lessons learnt from previous evaluations
	Outcome 3.2/3.3 - Has UNISDR done the right things (e.g. study on economics of DRR, guidance materials and prevention web) in terms of strategic information and policy guidance? Are there other tools you would regard as more effective?	X	X	X	X	X	X	
	Has UNISDR used the lessons learnt from previous evaluations to the degree they were relevant and accepted?	X	X	X	X	X	X	
EFFICIENCY — How well and efficiently were activities planned, coordinated, implemented and monitored?	How efficient do you consider UNISDR to have been overall?	X						• Degree of perceived efficiency of the planning process • Degree of perceived efficiency of the coordination • Degree of perceived efficiency of the monitoring process • Extent to which UNISDR has used lessons learnt from previous evaluations
	Are there activities that are carried out particularly efficient/ inefficient?	X						
	How efficient is the UNISDR planning process, including development of work plans and budgeting process?	X		X				
	How efficient is the decision making process for ongoing requests from system partners?	X		X				
	How efficient has been the coordination of UNISDR's activities?	X		X				
	How efficient is the monitoring process?	X		X				
	How efficient is UNISDR in responding and communicating with system partners?	X		X				
	Has UNISDR used the lessons learnt from previous evaluations to the degree they were relevant and accepted?	X		X				

Evaluation framework		Potential stakeholders Depending on involvement with UNISDR						
High-level question	Specific Question	UN-ISDR	UN/ Int. Org	Donor	Govt.	Inter-govt. org.	Civil society	Indicators
Has UNISDR been set up to work efficiently?	What is the organizational set up? What have been the changes since 2005 and what was the rational for the changes?	X		X				• Degree to which the organizational set up has been perceived as efficient • Extent to which UNISDR has used lessons learnt from previous evaluations
	Have the organizational changes been successful in improving efficiency of the organization?	X		X				
	Are there any specific arrangements that positively/negatively influence your efficiency?	X						
	Do you consider UNISDR to have been set up work efficiently? If not, what should be different?	X		X				
How reasonable are the costs relative to the results realized?	Are the costs aligned with the deliverables of the biennial work plans?	X						• Percentage share of budget allocated to each strategic objective • Estimated percentage share of impact within each of the strategic objectives
	Are the resources spent aligned with the outcomes and objectives of the biennial work plans?	X		X				
	Given the results and impact, should the resources be spent differently?	X		X				
IMPACT	To which degree has UNISDR reached the set outcomes?	What do you consider to be UNISDR's key impact? What is the evidence to support this?	X	X	X	X	X	X	• Actual and perceived performance on the indicators and targets as defined in Biennial Work
	Which changes in the DRR area can be attributed to UNISDR's work? What is the evidence to support this?	X	X	X	X	X	X	
	What would be different if UNISDR did not exist?	X	X	X	X	X	X	

Evaluation framework		Potential stakeholders Depending on involvement with UNISDR						
High-level question	Specific Question	UN-ISDR	UN/ Int. Org	Donor	Govt.	Inter-govt. org.	Civil society	Indicators
	Outcome 1.1 – Are the ISDR system partners better coordinated and supported at global level due to UNISDR? − What has been the impact of the Global Platform 2007 and 2009? How have they contributed to support and coordinate the ISDR system at the global level? What have been your concrete actions taken in response to the Global Platforms? − What has been the effect of the Scientific and Technical Committee? What have been your concrete actions taken in response to UNSIDR's support to the STC? − What was the effect of the ISDR joint work programme? What have been your concrete actions taken in response to UNSIDR's support to the joint work programming? − What is the evidence to support this?	X	X	X	X	X	X	Plans • Actual and perceived performance on the indicators and targets as defined by regional work plans
	Outcome 1.1 – Are the ISDR system partners better coordinated and supported at the thematic levels due to UNISDR? Is there evidence to support this? − If yes, what has UNISDR done to do so? − What have been your concrete actions taken in response to UNSIDR's support to the thematic platforms?	X	X	X	X	X	X	
	Outcome 1.1- Do you collaborate more with the different system partners due to the UNISDR? In what ways? What has UNISDR done to do so?		X	X	X	X	X	

Evaluation framework		Potential stakeholders Depending on involvement with UNISDR						
High-level question	Specific Question	UN-ISDR	UN/ Int. Org	Donor	Govt.	Inter-govt. org.	Civil society	Indicators
	Outcome 1.2 /1.3- How has the capacity to guide and report on the implementation of the HFA developed in your region/country (e.g. number of meetings, number of participating countries etc.)? − How instrumental has UNISDR been for this? − What has UNISDR done to improve the capacity? What is the evidence to support this? − What have been your concrete actions taken in response to UNSIDR's support the implementation of the HFA?	X	X	X	X	X	X	
	Outcome 1.3 – Are national actors guided and supported? − If yes, how important has been UNISDR's support for this? − How did the national platforms contribute to this? − What have been your concrete actions taken in response to UNSIDR's support at the country level?	X	X	X	X	X	X	
	Outcome 1.3 – Has UNISDR provided you with training packages? Has this increased your capacity in DRR? If yes, by how much?	X	X	X	X	X	X	
	Outcome 1.4 - Have your resources available for DRR and implementation of HFA increased due to UNISDR's resource mobilization efforts? By how much?		X	X	X	X	X	
	Outcome 2.1 - Is DRR reflected in your national development strategies? What has been the influence of UNISDR? What actions did you take based on UNISDR's support? − In what ways, if any, have the global campaigns supported you in your DRR efforts? − How, if any, has the work of UNISDR with parliamentarians impacted your work (where applicable)?				X	X		

Evaluation framework		Potential stakeholders Depending on involvement with UNISDR						
High-level question	Specific Question	UN-ISDR	UN/ Int. Org	Donor	Govt.	Inter-govt. org.	Civil society	Indicators
	Outcome 2.1 - Is DRR reflected sufficiently in regional/ global development strategies? Has UNISDR been important for the integration of DRR in these strategies? What has UNISDR done to support this? − How has the global campaigns supported these efforts? − How, if any, has the work of UNISDR with parliamentarians impacted your work (where applicable)?	X	X	X	X	X	X	
	Outcome 2.2. - How is DRR in line with HFA reflected in regional/national and global climate change adaptation policies? − What actions have UNISDR taken in attempting to influence this? − What, if any, of the actions by UNISDR influenced this?	X	X	X	X	X	X	
	Outcome 2.3 - Is there increased participation of key actors in the implementation of HFA due to UNISDR's activities? − If yes, in what ways did UNISDR manage to increase participation? − If not, what should UNISDR do to increase participation?	X	X	X	X	X	X	
	Outcome 2.3 - Are you more aware of DRR than in the past? − How instrumental has UNISDR been for this? − How, if at all, has UNISDR increased your awareness?	X	X	X	X	X	X	
	Outcome 2.3 - Does your organization/government involve more in DRR issues due to UNISDR's activities? − What is the evidence to support this? − Which specific UNISDR activities have supported your efforts?	X	X	X	X	X	X	

Evaluation framework		Potential stakeholders Depending on involvement with UNISDR						
High-level question	Specific Question	UN-ISDR	UN/ Int. Org	Donor	Govt.	Inter-govt. org.	Civil society	Indicators
	Outcome 2.3 - How is DRR reflected in the policies of your organization/government and how has this evolved? How has UNISDR influenced this, if at all? What actions by UNISDR influenced this?	X	X	X				
	Outcome 3.1 – Are the appropriate monitoring and assessment systems in place for risk status and progress in implementing the HFA? If not, which systems should have been in place? − How important has UNISDR been in this effort? What has UNISDR done to set these systems in place? − What has been the impact of the GAR? How did the GAR contribute to increase capacities to report on the implementation of the GAR? − What have been your concrete actions taken in response to UNSIDR's support in this area?		X	X	X	X	X	
	Outcome 3.2/3.3 - Is the information you need on DRR to effectively support the implementation of the HFA available to you? − Which of these sources are provided by UNISDR?		X	X	X	X	X	
	Outcome 3.2/3.3 – For what purposes and how often do you use prevention web?		X	X	X	X	X	
Are the outcomes the right ones to achieve the strategic objectives?	Are the outcomes outlined in the biennial work plan helping to build the resilience of nations? What is the evidence to support this?	X	X	X	X	X	X	• Degree of perceived alignment between outcomes and strategic objectives
	Are there other outcomes UNISDR should have had that would be better suited for you/UNISDR to reach the strategic objectives? Is there evidence to support this?	X	X	X	X	X	X	
	Has UNISDR used the lessons learnt from previous evaluations to the degree they were relevant and accepted?	X		X				

Evaluation framework			Potential stakeholders Depending on involvement with UNISDR						
High-level question		Specific Question	UN-ISDR	UN/ Int. Org	Donor	Govt.	Inter-govt. org.	Civil society	Indicators
SUSTAINABILITY		Do you consider the impact of the UNISDR (as described above) to be sustainable – at global, regional and national levels?	X	X	X	X	X	X	• Perception of the sustainability of the impact
		What is the evidence of sustainability of the impact (as described by the interviewee above)? How can sustainability be enhanced?	X	X	X	X	X	X	• Evidence of sustainability of the impact of UNISDR'
		Are donors willing to commit and support UNISDR in the long-run? Under which conditions?	X	X	X	X	X	X	• Level of commitment by donors