



United Nations
International Strategy for Disaster Reduction

STRATEGIC FRAMEWORK 2025

WORK PROGRAMME 2012-2015

**with Addendum on
Budget Requirements
for 2012-2013**

October 2011



United Nations



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UNISDR is at the heart of a global partnership which plays a vital role in raising awareness of the socio-economic benefits of disaster risk reduction.

Mandate	<p>UNISDR was established in 1999 to facilitate the implementation of the International Strategy for Disaster Reduction (ISDR). UNISDR was mandated "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" (UN General Assembly Resolution 56/195). With the adoption of the <i>Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (HFA)</i>, the United Nations General Assembly tasked UNISDR with supporting its implementation. UNISDR also organizes the Global Platform for Disaster Risk Reduction (UN General Assembly Resolution 61/198).</p>
Who	<p>UNISDR is the UN office dedicated entirely to disaster risk reduction. UNISDR is an entity of the UN Secretariat led by the Special Representative of the Secretary-General for Disaster Risk Reduction. UNISDR mobilizes and coordinates a vibrant network comprising numerous organizations, States, intergovernmental and non-governmental organizations, financial institutions, technical bodies, UN agencies and civil society. UNISDR was a founding member of the World Bank-based Global Facility for Disaster Reduction and Recovery and manages its global and regional components.</p>
What	<p>UNISDR coordinates international efforts on disaster risk reduction, organizes a Global Platform every two years which brings together all parties involved in disaster risk reduction, and campaigns to build global awareness. UNISDR advocates for greater investment and the integration of disaster risk reduction into policies and programmes for climate change adaptation. UNISDR informs and connects people by providing practical tools and publishing the biennial Global Assessment Report, an authoritative analysis of global disaster risk. UNISDR also supports the HFA Monitor which allows for national reporting on HFA implementation.</p>
Where	<p>UNISDR implements its mandate through five regional offices based in Asia (Bangkok), Africa (Nairobi), Europe (Brussels), Arab States (Cairo) and Latin America and the Caribbean (Panama). The regional offices are guided and supported by UNISDR Headquarters in Geneva. UNISDR also maintains a UN HQ liaison office in New York, a liaison office in Bonn and field presences in Kobe, Japan, Suva, Fiji, Incheon, Korea and Almaty, Kazakhstan.</p>

The Hyogo Framework for Action Expected Outcome:

"The substantial reduction of disaster losses, in lives and in the social, economic and environmental assets of communities and countries"

www.unisdr.org/hfa

UNISDR Strategic Framework

Towards 2025

Our **VISION** is a world where the social, political and economic imperatives for reducing disaster risk are acted on.

Our **MISSION** is to connect governments and partners; to produce evidence for disaster risk reduction; to mobilize decision and opinion makers; and to support strengthening of the resilience of nations and communities to disasters and the impacts of climate change.



2012-2015 Strategic Objectives and Outcomes: "Connect and Convince"

SO1: Lead and Coordinate

Strengthened support to the implementation and coordination of the ISDR and the Hyogo Framework of Action (HFA) and improved coherence with climate change adaptation and the Millennium Development Goals (MDGs)

Outcome:

- 1.1. Collective and coherent actions agreed and undertaken to reduce risks at global, regional and national levels

SO2: Credible Evidence

Producing and disseminating credible evidence to strengthen decision making at local, national and regional levels in support of disaster risk reduction (DRR), climate change adaptation and achievement of the MDGs

Outcomes:

- 2.1. National priority setting and planning for DRR informed by accessible and organized information produced through the government-led monitoring and peer review of the HFA
- 2.2. DRR and climate change adaptation reflected in national planning instruments and documents based on improved risk information, including hazards, vulnerabilities and risks

SO3: Advocacy and Outreach

Increased public and private sector investments in DRR and climate change adaptation through advocacy and outreach

Outcome:

- 3.1. Increased public demand for and political commitment to local action and budget allocations to DRR and climate change adaptation



SO4: Deliver and Communicate Results

More effective, results-oriented UNISDR to carry out its mandate

Outcomes:

- 4.1. Communications and knowledge management tools effectively support UNISDR objectives
- 4.2. Enlarged, sustainable and predictable resource base
- 4.3. Results-focused implementation of UNISDR's strategic priorities

Summary of Outputs 2012-2015

SO1: Lead and Coordinate

1. Participatory consultations on a post-HFA framework and Global Platform in 2013
2. World Conference on Disaster Reduction in 2015
3. Guidance to six Regional Platforms and follow-up plans of action
4. Review of roles of National Platforms to improve quality
5. Coherent action by the UN system to reduce disaster risk in countries

SO2: Credible Evidence

6. Updated HFA Monitor tool
7. Report on ten years of HFA implementation
8. Scaling-up national disaster loss databases and loss accounting
9. Facilitate tracking of DRR investment
10. Global Assessment Reports in 2013 and 2015

SO3: Advocacy and Outreach

11. Making Cities Resilient Campaign (Target: 2,500 local governments)
12. Implementation of Global Platform targets for safe schools and health facilities (Target: 400,000 pledges)
13. Thirty global, regional and local ISDR Champions and other key opinion makers supported for leadership and visibility in scaling up DRR

SO4: Deliver and Communicate Results

14. External communications strategy raises profile for DRR practice
15. Knowledge management tools enhanced, including PreventionWeb
16. Systematic engagement with donors
17. Results Based Management System

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Introduction

UNISDR is the United Nations office for disaster risk reduction. In the words of the Secretary-General of the United Nations, BAN Ki-moon, "addressing disaster risk will be one of the hallmarks of good governance in the years to come." Every year over 200 million people are affected by disasters. In the year 2010 alone, at least 300,000 people died in reported disasters. Annual reported economic losses regularly exceed US\$100 billion.

UNISDR leads a diverse, influential partnership which seeks a large-scale reduction of these losses, and affect the lives of those least able to sustain them. Disasters often take away people's ability to make a living, their food security, transport, and access to education and health services.

With the ultimate goal of reducing the toll of disaster losses, especially in medium to least developed countries, UNISDR is stepping up its efforts for worldwide action on disaster risk reduction with the launch of the UNISDR Strategic Framework 2025 and Work Programme 2012-2015. As the only entity in the UN entirely dedicated to disaster risk reduction, UNISDR acts as a hub to connect and convince, and to lead and coordinate on measures which lead to the elimination or mitigation of risk through better preparedness at national and local level. Through its network of regional offices, UNISDR is ready to support those countries which have no established mechanisms for accessing disaster risk information and where communities at risk are not adequately aware of their entitlements, rights and responsibilities in the context of risk reduction.

UNISDR links with partners to provide global leadership on disaster risk analysis and tailors delivery of that information in ways which empower governments to act with an informed understanding of where investments are best made in public infrastructure in order to reduce risk and minimize disaster losses. UNISDR's 2011 Global Assessment Report on Disaster Risk Reduction (GAR11) analysed nationally reported disasters in 21 countries in Africa, Asia and Latin America where there were

63,667 schools and 4,873 health facilities damaged or destroyed since 1989. During this period, 73,000 kilometers of roads were also damaged, and 3,605 municipal water systems, 4,400 sewer systems and 6,980 power installations were reported damaged or destroyed. The GAR11 specifically exposed where these damages have occurred within countries, the trends over time, disaster types, and the costs and benefits of various options for future interventions to prevent such damages.

UNISDR also achieves impact through linking with communities and by working with, and through, official focal points in governments, and through established networks and partnerships including the United Nations system, regional inter-governmental organizations, local governments, parliamentarians, civil society, private sector, scientific and technical groups, and as a partner in the Global Facility for Disaster Reduction and Recovery (GFDRR).

As the world grapples with the impacts of multiple disasters and climate change, disaster risk reduction is receiving increased prominence and attention at the international and national level. Events such as the earthquakes in Haiti, Turkey and New Zealand, floods in Asia, landslides in Rio de Janeiro, devastating drought in China, South America and the Horn of Africa, and Japan's earthquake and tsunami in March 2011, demonstrate the impact of disasters on the social and economic fabric of communities.

At the same time, many countries are making progress in reducing mortality risk, at least for weather related disasters, and many are improving their knowledge about disaster losses. Though budgets overall are in decline, public investments in infrastructure, health and education are starting to consider disaster risk in design and planning. The reality though remains that disaster-related socio-economic losses are rising. In many low- and middle-income countries damage to housing, local infrastructure and public assets such as schools and health facilities has risen sharply.

Economic risk from floods and tropical cyclones is increasing faster than GDP per capita in many countries meaning that the risk of losing wealth in a disaster is increasing faster than wealth is being created. In fact, the economic losses are increasing fastest in OECD countries, while low-income countries have less capacity to absorb and recover from economic losses due to disasters¹.

As the demand for UNISDR's services continues to rise, the risk of spreading itself too thin is a constant challenge given its wide range of stakeholders and the varying degrees of expectation of the services which can be provided. Careful consideration has been given to the added-value and comparative advantages of UNISDR, focusing primarily on the following:

¹ UNISDR 2011, *Revealing Risk, Redefining Development*, Global Assessment Report on Disaster Risk Reduction.

- Enabling stakeholders at global, regional and national level to meet, review progress and gaps, and identify priorities in the disaster risk reduction and resilience agenda, through the Global Platform, and support to Regional Platforms;
- Coordination of disaster risk reduction within the UN and at regional levels;
- Coordination among risk information providers and production of risk knowledge to achieve a systematic global risk monitoring capacity and disaster loss accounting, anchored in the Hyogo Framework for Action (HFA) progress reporting and commitments; and
- Global and targeted advocacy towards national and local governments, parliamentarians, CEOs, finance institutions and other “agents of change” with the aim of achieving the targets set by the Global Platform and in regional action plans.

Highlights 2010-2011

Achievements from the 2010-2011 UNISDR Biennial Work Programme include the GAR11 which highlights the political and economic imperative to reduce disaster risks, and the benefits to be gained from doing so. It was widely debated and discussed at the *Third Session of the Global Platform for Disaster Risk Reduction* in May 2011.

The UN Secretary-General opened the Third Session of the Global Platform, and the event was chaired by the UN Deputy Secretary-General. The Global Platform attracted over 2,600 delegates representing 163 governments, 25 inter-governmental organizations, 65 NGOs and other ISDR partners. It also included the first large-scale global conference focused on disaster recovery and reconstruction, organized by the World Bank/ GFDRR and UNISDR, and set the stage for the development of an international reconstruction framework.

Among other measures, the Chair's Summary from the Third Global Platform called on participants to support implementation of the Millennium

Development Goals (MDGs) and sustainable development by promoting risk reduction strategies that protect development investments. This was also reflected in several of the outcomes from Regional Platforms and Ministerial Conferences for Disaster Risk Reduction held in 2010-2011 in Africa, the Americas, Asia and the Pacific, the Arab States and Europe.

In a world struggling to come to terms with growing risks from extreme climate events and the complexity of combined technological risk and natural hazards, UNISDR's role in monitoring HFA implementation is important. The adoption of the *Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters* by all UN member states to guide policy and to strengthen institutional and financial commitments to disaster risk reduction is a fundamental success for the cause of disaster risk reduction.

Over 130 countries are now reporting on implementation progress in the HFA Monitor,

which helps them to identify their own gaps and needs when it comes to reducing disaster losses and building the resilience of their communities. The combined efforts of these countries have created a unique repository of knowledge on the state of disaster risk reduction. Regional, international and civil society organizations alike use the HFA as their guide for programmes and policies and to improve understanding of risk reduction and resilience as a development objective.

Recognising that it is difficult to manage what has not been measured, many countries are now systematically tracking their disaster losses. There are now 38 countries with updated National Disaster Loss Data Bases and many of these countries present as good role models for providing strategic guidance to other countries on how such data bases can contribute to informing investment decisions, addressing underlying risk factors, strengthening local risk governance, increasing multi-stakeholder partnerships and civil society engagement, and increasing participatory budgeting and planning processes. The growing number of these data bases is underpinning the growing sophistication of UNISDR's global risk analysis in the Global Assessment Report.

The *Hyogo Framework for Action Mid-Term Review: 2010-2011*, facilitated by UNISDR, found that progress in implementation is uneven across the world, reflecting broad economic and institutional differences among regions and countries. The Review noted that progress is being made in disaster risk reduction at the institutional level in areas such as national legislation, setting up early warning systems, and in strengthening disaster preparedness and response. The Review also noted little progress on integration of disaster risk reduction in development planning; a frequent failure to record and report disaster losses; and that gender is too rarely taken into account when planning disaster risk reduction activities.

During the past year, UNISDR launched the *World Disaster Risk Reduction Campaign - Making Cities Resilient: "My city is getting ready"* - with its partners. Over 800 cities and urban areas have now signed up to the *Ten Campaign Essentials*, including a voluntary commitment to budget for critical infrastructure, such as flood drainage that reduces risk. A growing number of cities are applying to be role models within the Campaign.

In December 2010, at the Conference of Parties to the UN Framework Convention on Climate Change in Cancun, Parties asserted through the Cancun Adaptation Framework the importance of enhancing climate change-related disaster risk reduction strategies by taking into consideration the Hyogo Framework for Action. This signals strong national ownership of disaster risk reduction and presents an influential means of scaling-up disaster risk reduction through multi-sectoral, multi-stakeholder processes.

In the last two years, UNISDR has successfully undertaken high-level advocacy missions and engaged with more than 500 Heads of State, ministers, parliamentarians, private sector leaders, UN Resident Coordinators, representatives of inter-governmental organizations, journalists and other key change-agents on the importance of scaling-up disaster risk reduction activities and investments. UNISDR has also strengthened multi-stakeholder consensus building and discussions of innovative approaches in reducing disaster risks at one Global Platform, six Regional Platforms and 81 National Platforms on Disaster Risk Reduction, which resulted in renewed commitments of governments and organizations to reduce disaster risks at the regional, national and local levels.

In February 2011, UNISDR supported the initiative by the President of the UN General Assembly to organize the first ever *Thematic Debate on Disaster Risk Reduction* in the UN General Assembly.

UNISDR Strategic Framework 2025

UNISDR's Strategic Framework looks to the year 2025 to realise its vision of "a world where the social, political and economic imperatives for reducing disaster risk are acted on."

It sets the organization's direction, outlining outcomes and targets until 2015 (*see p. iv*).

The development of the Strategic Framework was informed by the HFA Mid-Term Review, Regional Ministerial meetings, UNISDR partner consultations, the outcomes of the 2009 and 2011 Global

Platforms on Disaster Risk Reduction, and the findings of the 2009 and 2011 Global Assessment Reports, as well as the UN General Assembly Thematic Debate on Disaster Risk Reduction. The Strategic Framework also takes into account the need for continued advocacy and to apply the practice of disaster risk reduction in the context of the UN Framework Convention for Climate Change and its Cancun Adaptation Framework, the MDGs and the Rio+20 United Nations Conference on Sustainable Development in 2012.

UNISDR Strategic Objectives and Work Programme 2012-2015

UNISDR identified four **strategic objectives to guide its work through to 2015**:

Lead and Coordinate

Strategic Objective 1 - Strengthened support to the implementation and coordination of the ISDR and the Hyogo Framework of Action (HFA) and improved coherence with climate change adaptation and the Millennium Development Goals (MDGs)

UNISDR will continue to lead, mobilize and coordinate the disaster risk agenda through its partners. A focus will be the establishment of an inclusive process for consultations with all member States and partner organizations in order to evaluate the HFA experience, and agree on a post-HFA framework which will be considered for adoption in 2015 at the World Conference on Disaster Risk Reduction.

UNISDR will move the disaster risk reduction agenda forward by working with partners at national, regional and global levels. This will include cooperation with partners to strengthen support and guidance to the establishment and improvement of National Platforms for Disaster Risk Reduction, promoting substantive discussions

in Regional Platforms, ongoing HFA monitoring and coordination, and organizing the Global Platform. UNISDR will also work to achieve more systematic follow-up on the outcomes of Global Platforms and Regional Platforms.

Promoting practical application of disaster risk reduction will be a priority area of work. UNISDR will seek commitments to more fully apply disaster risk reduction in the outcomes of significant international processes and agreements especially related to climate change and development, for example, through the UN Framework Convention on Climate Change and the Cancun Adaptation Framework, the sustainable development objectives to be agreed in the Rio+20 process, and the review and implementation of the Millennium Development Goals.

UNISDR will work with the Intergovernmental Panel on Climate Change (IPCC) and partners to disseminate the IPCC Special Report on Managing the Risks of Extreme Events and Disasters to Advance Climate Change Adaptation and develop information tools for decision-makers.

UNISDR will build on its leading role within the UN system, engaging with the Chief Executive Board and UN Resident Coordinators to provide

effective and coherent assistance to local and national institutions, risk assessments, plans and practice in disaster risk reduction. The overall aim is to reinforce disaster resilience in communities. UNISDR will also continue to serve the UN General Assembly and other UN governance bodies in their policy setting and oversight functions. UNISDR will work with UN Women to ensure gender is taken into account when planning disaster risk reduction activities.

The number of National Platforms for Disaster Risk Reduction has risen from 38 in 2007 to 81 as of mid-2011. National Platforms provide the coordination, analysis and advice on areas of priority for disaster risk reduction. UNISDR will further encourage increasing the number of National Platforms. A review of the role of National Platforms will also help to improve their quality and align them more closely with the outcomes of Global and Regional Platforms. Links will be strengthened with the 192 focal points, designated by States, which have adopted the HFA.

Credible Evidence

Strategic Objective 2 - Producing and disseminating credible evidence to strengthen decision-making at local, national and regional levels in support of disaster risk reduction, climate change adaptation and achievement of the MDGs

The HFA monitoring process is a driving force to improve disaster risk reduction policies and programmes at all levels. UNISDR will assist countries, regional organizations and local governments to assess their progress towards implementation of the HFA, through further enhancement of the online HFA Monitor tool and facilitating peer-to-peer reviews. UNISDR will publish analytical reports drawn from the content of the HFA Monitor to inform every sector.

The HFA Monitor is a unique function of UNISDR whose primary purpose is to assist countries to monitor and review their progress and challenges in the implementation of disaster risk reduction and recovery actions undertaken at the national

level, in accordance with the Hyogo Framework's strategic goals and priorities.

UNISDR will work with a wide range of scientific and technical partners to provide countries, regions and the international community with a credible information base on patterns and trends in global disaster risk. To date, UNISDR has linked with governments, UNDP, the World Bank and other partners to create 38 National Disaster Loss Data Bases which are an invaluable planning tool for disaster-prone countries pursuing an evidence-based approach to disaster risk reduction.

UNISDR will produce the 2013 and 2015 Global Assessment Reports in collaboration with a wide range of academic, NGO and institutional partners including the World Bank, the World Meteorological Organization, UNICEF, UNEP, UNDP, the ILO and GFDRR. These reports will provide enhanced analysis through improved global risk models, address gaps in current knowledge, ensure a significant increase in the availability and quality of data on disaster losses and the metrics for measuring risk, resilience and the cost-effectiveness of risk reduction; enhance HFA monitoring and analysis of impact, including sub-national level assessments; and improve policy research on the business case for disaster risk reduction.

As UNISDR continues to build the evidence base for increased investment in disaster risk reduction, it is committed to working with governments and partners in the private sector, academia and civil society, to build and institutionalize National Disaster Loss Data Bases and methodologies to track investments, to estimate the costs and benefits of those investments, to share good examples and to include disaster risk reduction in public investment planning.

By analyzing both risk trends and progress in risk reduction, the Global Assessment Reports identify key challenges and opportunities for advancing disaster risk reduction and influencing policy at all levels. UNISDR will facilitate the development of guidelines for tracking disaster risk reduction

within ODA in collaboration with the OECD. In addition, UNISDR will support individual countries in their efforts to account for how national public investment is increasing or reducing risk, focusing on the levels of investment and risk management mechanisms needed to reduce disaster risk.

Advocacy and Outreach

Strategic Objective 3 - Increased public and private sector investments in disaster risk reduction and climate change adaptation through advocacy and outreach

UNISDR will continue to build on the Making Cities Resilient Campaign, which seeks commitment from local governments to adopt measures for resilience; to influence urban planning and city management; and to meet the challenge of sustainable urbanization. The Campaign now has over 850 participating cities and local governments (as of October 2011) and has opened a new channel for reaching out to local decision-makers and the private sector. It is also mobilizing institutional capacities for local action. The key goals are to boost the numbers of cities and local governments joining the Campaign and to encourage increased budget allocations to disaster risk reduction; to provide visibility for their achievements; and to ensure collaboration and sharing of experiences. The Campaign aims to raise awareness of non-participating local governments and to connect them to others through city-to-city learning at fora with legislators, the finance sector and technical institutions to address disaster risk.

UNISDR links with key organizations such as Local Governments for Sustainability (ICLEI), United Cities and Local Governments (UCLG), CityNet, Earthquakes and Megacities Initiative (EMI) and UN-HABITAT on identifying and supporting role model cities to serve as showcases and to provide for city-to-city learning. Currently, there are 15 role model cities around the world. It will also ensure disaster risk reduction takes centre stage at key fora for urban leaders such as the annual Mayors' Adaptation Forum organized by the World Council of Mayors on Climate Change.

Through the Campaign, UNISDR is effectively providing local administrators with access to an international agenda; making available tools and partnership opportunities to live up to the commitments they make when signing up to the Campaign; and building social demand and political commitment for disaster risk reduction.

As a complement to the HFA Monitor, the Local Government Self-Assessment Tool, developed with key partners in 2010-2011, will be scaled-up based on results from pilot initiatives at local level in Armenia, Mozambique, Peru, Indonesia and Nepal undertaken with the Global Network of Civil Society Organisations for Disaster Reduction. ICLEI is working with UNISDR to test the tool in an additional 25 cities in Asia and Africa.

UNISDR will continue to build on its engagement with parliamentarians around the world to capitalize on their support for model laws as expressed in April 2010 by a resolution of the Inter-Parliamentary Union Assembly that urged all parliaments to support and fund "a national legal framework designed to ensure synergy between disaster risk reduction and socio-economic development." UNISDR will focus on joining parliamentarians, national and local governments in dialogue with parliamentary committees on finance, local development and education (safe schools) with the purpose of increasing budget allocations for disaster risk reduction.

The Private Sector Advisory Group established in 2011 will continue to work with UNISDR to serve as a catalyst to bring together a wide range of private sector entities into a global partnership for action. The partnership will encompass private businesses, both large and small, multi-regional and local, business trade organizations, as well as government-owned business enterprises. The aim will be to advance resilience and disaster risk reduction, and to increase private sector engagement and investment. There will be continued promotion of the Five Essentials for Business in Disaster Risk Reduction statement launched in 2011.

As part of the commitments made at the Global Platform 2009, UNISDR will continue to support the “One Million Safe Schools and Hospitals” initiative in order to build on the existing pledge base of 138,000 for safer schools and hospitals and bring it up to 400,000 pledges worldwide.

UNISDR will continue to expand the number of disaster risk reduction champions and opinion leaders supporting its vision at national and regional level including Heads of State, parliamentarians, local leaders, mayors and CEOs. A target of 30 champions has been set for 2013, and they will be provided with effective support to enable them publically to advocate scaling-up investment in favour of resilience and disaster risk reduction, and to increase understanding of the impact of disasters on development. These champions will act as agents of change to influence their peers.

Deliver and Communicate Results

Strategic Objective 4 - More effective, results-driven UNISDR secretariat to carry out its mandate

A significant effort to strengthen UNISDR’s communications strategy has been embarked upon both at HQ level and in the regions, where particular attention will be paid to working with HFA communication focal points and journalists working at national and community level. Campaign materials will be strengthened and there will be more support to marketing actionable

and credible evidence for disaster risk reduction. Donors and other stakeholders will be actively solicited for their opinions on improved performance in UNISDR’s overall communications strategy.

Knowledge management systems are also being overhauled in light of an evaluation of PreventionWeb to be concluded in 2011 which will focus on improvements in user needs.

A new, digitally-supported Results Based Management System (RBMS) will be fully operational in 2012. When launched, it will emphasize rigorous work planning, budget and programmatic monitoring as well as harmonized reporting; coherence in quality assurance and evaluation practice to support organizational strategic priorities; enhanced efficiency, accountability and responsiveness across work processes at headquarters and in the regions; and a performance management system and capacity building programme for staff to promote optimal skill sets in line with work plan targets. A more effective UNISDR secretariat will be one which is fully funded and has a systematic engagement with donors and improved understanding of the donor context and priorities. Regional Offices’ fund-raising capacity will also be strengthened.

UNISDR has identified **outcomes and outputs along with indicators to support the strategic objectives** as seen in the 2012-2015 Work Programme.

SO1: Lead and Coordinate Strengthened support to the implementation and coordination of the ISDR and the Hyogo Framework of Action (HFA) and improved coherence with climate change adaptation and the Millennium Development Goals (MDGs)			
Outcome	Outcome Indicators	Output	Output Indicators for 2012-2013 and 2014-2015
1.1 Collective and coherent actions agreed to reduce risk at global, regional and national levels	1.1.1 Number of countries adopting a post-HFA framework	1. Established process for the consultations leading to a post-HFA framework	2012-2013: <ul style="list-style-type: none"> ◆ Number of regional, sub-regional and global consultations with technical and partnership organizations ◆ A draft post-HFA framework presented at the 2013 Global Platform 2014-2015: A post-HFA Framework in place
	1.1.2 Increase of 20% by 2013 and 40% by 2015 in the number of countries reporting the implementation of national action plans for DRR	2. One Global Platform for Disaster Risk Reduction in 2013 and World Conference in 2015	2012-2013: Chair's Summary of the Fourth Session of the Global Platform disseminated 2014-2015: World Conference outcome drafted and disseminated
	1.1.3 Evidence of community resilience to disasters through increased lives saved and consideration of economic loss documented through the HFA monitor	3. Policy guidance and follow-up of Global Platform Chair's Summary, General Assembly Resolutions and National Platform inputs provided to six Regional Platforms	2012-2013 and 2014-2015: Number of preparatory and outcome documents related to Regional Platforms for which UNISDR provides substantive policy input
	1.1.4 References to the application of DRR in the UN system and outcomes of the UNFCCC Cancun Adaptation Framework, Rio+20, and the review and implementation of the MDGs and implementation of national action plans for DRR	4. Policy guidance to national coordinating bodies for enhanced DRR, including through the review of the role of National Platforms	2012-2013: <ul style="list-style-type: none"> ◆ Number of National Platforms that receive UNISDR guidance ◆ Review of the role of National Platforms completed and endorsed by the 2013 Global Platform 2014-2015: Number of National Platforms that implement review recommendations
		5. Coherent action by the UN system to reduce disaster risk in countries	2012-2013: <ul style="list-style-type: none"> ◆ Recommendations from the HFA Mid-Term Review study on the UN are addressed ◆ Number of consultations with UN Resident Coordinators organized in regions ◆ Reflection of practical application of DRR in Climate Adaptation Framework, and sustainable development (through Rio+20 process) 2014-2015: <ul style="list-style-type: none"> ◆ HFA Final Report indicating support provided by the UN system towards progress achieved against the three HFA Strategic Goals ◆ DRR reflected in the review and implementation of the MDGs

SO2: Credible Evidence Producing and disseminating credible evidence to strengthen decision making at local, national and regional levels in support of disaster risk reduction (DRR), climate change adaptation and achievement of the MDGs			
Outcome	Outcome Indicators	Output	Output Indicators for 2012-2013 and 2014-2015
2.1 National priority setting and planning for disaster risk reduction informed by accessible and organized information produced through the government-led monitoring and peer review of HFA implementation	2.1.1 Number of reviews by countries, IGOs and local governments and self-assessment progress reports through the HFA Monitor tool and guidelines	6. Updated HFA Monitor online tool for local, national and regional reporting available and guidance provided to governments, UN Country Teams and IGOs	2012-2013: <ul style="list-style-type: none"> ◆ Number of countries receiving support on HFA monitor including through UN Country Teams and Regional Organizations ◆ Percentage of HFA Reviews submitted based on multi-stakeholder consultations 2014-2015: Steering function, plus peer review operational
		7. Analysis of HFA report data developed and made available to decision-makers across development sectors (including the MDGs)	2012-2013: HFA Monitor Analysis Report published in 2012 and 2014 2014-2015: Final HFA Review produced through in-depth and multi-stakeholder analysis at national, regional and international level
2.2 DRR and climate change adaptation reflected in national planning instruments and documents based on improved risk information, including hazards, vulnerabilities and risks	2.2.1 Number of disaster loss databases in use in countries 2.2.2 Evidence-based support for DRR public policy and strengthened risk governance discussed by governments, civil society, private sector and international organizations	8. Advice and support to countries and partners provided to implement disaster loss databases and loss accounting systems	2012-2013: Number of countries provided with substantive advice and support to implement a disaster loss database and accounting system (target: 15) 2014-2015: 75 country disaster loss databases supported
		9. Advice and support to partners and countries on methods for tracking investments in DRR and on incorporating DRR into national planning	2012-2013: Investment tracking pilot methodology available 2014-2015: Investment tracking methodology tested and refined in 10 countries
		10. Global Assessment Report on DRR in 2013 and 2015 produced, including background papers and regional and national assessment reports (note: the latter on demand)	2012-2013 and 2014-15 <ul style="list-style-type: none"> ◆ Global Assessment Reports published in 2013 and 2015 ◆ Number of events and briefings at national, regional and local level where GAR is discussed ◆ Number of inputs to conferences, meetings and dialogues on climate change adaptation, environment and development which discuss the Global Assessment Report

SO3: Advocacy and Outreach Increased public and private sector investments in DRR and climate change adaptation through advocacy and outreach			
Outcome	Outcome Indicators	Output	Output Indicators for 2012-2013 and 2014-2015
3.1 Increased public demand and political commitment for local action and budget allocations to DRR and climate change adaptation	3.1.1 Percentage increase in the number of local and national governments making DRR budget allocations	11. Making Cities Resilient Campaign implemented with local governments committed and providing resources for action on risk reduction	2012-2013 and 2014-2015: <ul style="list-style-type: none"> ◆ Number of local governments participating in the Campaign and taking action in line with the Ten Essentials ◆ Number of city-to-city learning events facilitated through the Campaign ◆ Number of partnership agreements reached to support Campaign objectives
	3.1.2 Increased number of Heads of State, Parliamentarians, UN Resident Coordinators, local government, private sector, media, civil society leaders, youth, gender networks and community-based organizations championing disaster risk reduction and climate change adaptation	12. Partnerships mobilized and consolidated towards implementation of the Global Platform targets on safe schools and health facilities	2012-2013 and 2014-2015: <ul style="list-style-type: none"> ◆ Number of pledges received in the “One Million Safe Schools and Hospitals Campaign” ◆ Number of countries and local governments provided with substantive guidance, through UNISDR engagement with partners, to undertake assessments or develop action plans for school and hospital resilience
		13. UNISDR Champions and other key target individuals provided with substantive advice and opportunities to advocate for disaster risk reduction, including as part of sustainable development and climate change	2012-2013: Number of DRR Champions and opinion leaders identified and supported globally 2014-2015: <ul style="list-style-type: none"> ◆ Number of Summits and media coverage reflecting result of work by Champions and awareness-raising activities ◆ Number of companies as members of the DRR Private Sector Partnership and implementing the “Five Essentials for Business in DRR”

SO4: Deliver and Communicate Results
 More effective, results-oriented UNISDR to carry out its mandate

Outcome	Outcome Indicators	Output	Output Indicators for 2012-2013 and 2014-2015
4.1 Communications and knowledge management tools effectively support UNISDR objectives	4.1.1 Number of external users accessing information and replicating messages	14. External communications strategy adopted and implemented	2012-2013 and 2014-2015: <ul style="list-style-type: none"> ◆ Percentage increase in the use of communications material and UNISDR websites by stakeholders ◆ All UNISDR key deliverables supported by an effective communication plan ◆ Percentage increase in number of news articles featuring disaster risk reduction
		15. Knowledge management strategy developed and implemented	2012-2013 and 2014-2015: Percentage increase in levels of satisfaction and participation for disaster risk reduction stakeholders
4.2 Enlarged, sustainable and predictable resource base	4.2.1 Percentage increase of multi-annual contributions	16. Systematic engagement with donors and improved understanding of donor context and priorities	2012-2013: Fully-funded Biennial Work Plan 2014-2015: Increase in partner cost-sharing arrangements and number of donors to UNISDR
4.3 Results-focused implementation of UNISDR's strategic priorities	4.3.1 Percentage increase in the performance improvement of UNISDR delivery as evidenced in quarterly monitoring and evaluation of BWP work plan	17. Enhanced programming and organizational performance through improved administrative efficiencies and fully operational Results Based Management (RBM)	2012-2013: Number of relevant Standard Operating Procedures developed and effectively implemented to support RBM as monitored quarterly 2014-2015: Monitoring and evaluation framework reviewed and implemented

Conclusion

Implementation of the HFA is accelerating in a great number of countries and its principles have been widely accepted. However, there is still a gap between political commitment and actions on the ground which translate that commitment into meaningful impact for vulnerable communities exposed to disaster risk. The overall challenge is to keep pace with the intensification of disasters and their frequency and to reverse the trend towards increasing disaster losses by building more resilient communities which are active and alert to their own needs and whose voices are heard through National Platforms for Disaster Risk Reduction.

The Chair's Summary from the 2011 Global Platform for Disaster Risk Reduction states that "we now possess the knowledge, the means and the commitment to make disaster risk reduction a national, local and international priority. There is a sense of urgency and clear political and economic imperatives to invest in disaster risk reduction." UNISDR is an essential linchpin in the effort to realize that investment.

Donor support is vital to maintaining the momentum illustrated by indicators of achievement cited here as UNISDR looks towards 2015 and beyond. UNISDR would like to spell out what the risks are to its planned activity level should it fall short in achieving its expected level of US\$64.9 million in donor support over the next two years (*see Addendum for more details*).

The following are among the measures which UNISDR would consider taking in the event of a shortfall in funding: reducing the extent of our outreach during the Global Platforms; paring back the scope of the Global Assessment Reports; reducing investment in IT systems necessary to implement fully the new Results Based Management System; and further reductions in secretariat operating costs which might impinge on effectiveness and efficiency.

UNISDR is grateful to all donors who stay the course and increase their engagement, as well as those countries and partners who have contributed to progress so far and helped lay the foundations for the work that remains to be done.

Addendum: UNISDR Budget Requirements for 2012-2013

Based on current projections, UNISDR will likely raise an estimated US\$59 million of the US\$67 million budget requested for the biennium 2010-2011.

UNISDR is **seeking US\$64.9 million for the biennium 2012-2013** to implement its mandate. This is a conservative approach given the expanding interest and significance of disaster risk reduction. But it is also one that takes into account likely funding projections, the prevailing global economic uncertainty, as well as UNISDR's desire to consolidate around the main strategic outcomes.

Predictability of financial resources remains a concern since UNISDR relies entirely on voluntary contributions. The timeliness and earmarking of contributions continue to pose cash flow and resource management challenges. For UNISDR

to deliver, it is imperative that donors provide unearmarked contributions as early as possible in the financial year.

The budget includes the contribution by the World Bank estimated at the same level as in 2011 (US\$4.2 million) for management of global and regional activities under the Global Facility for Disaster Reduction and Recovery. This collaboration is agreed on an annual basis and projected to continue until 2013.

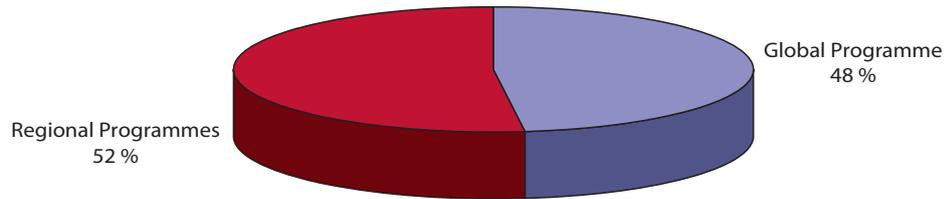
Following recommendations by the UN General Assembly to ensure predictable funding to UNISDR, the Secretary-General has proposed in the UN Programme Budget for 2012-2013, the establishment of a management function to lead the UNISDR's regional initiatives. The proposal will be considered at the 66th Session of the UN General Assembly (2011).

UNISDR Estimated Budget Requirements for 2012-2013 (in thousands US\$)

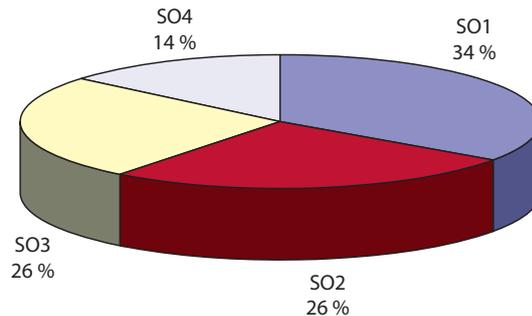
	S01: Lead and Coordinate	S02: Credible Evidence	S03: Advocacy and Outreach	S04: Deliver and Communicate Results	Sub-total
Global Programme					
Programme	2,424	4,162	1,853	2,721	11,159
Staff Cost	4,865	4,467	4,191	2,414	15,937
Sub-total per SO	7,288	8,629	6,044	5,135	
Cost for Global Programme					27,095
Regional Programmes					
Programme	6,526	3,378	4,137	1,379	15,421
Staff Cost	5,575	2,793	4,179	1,396	13,943
Sub-total	12,102	6,171	8,316	2,775	
Cost for Regional Programmes					29,365
Programme Support Cost per SO	3,150	1,970	2,290	1,030	
Cost per SO	22,540	16,770	16,650	8,940	
GRAND TOTAL					64,900

² Twenty-four donors provided voluntary contributions in 2010-2011 (as of 30 September 2011): Sweden; World Bank; European Commission; Australia; Norway; Republic of Korea; Netherlands; Japan; Switzerland; Denmark; Germany; Finland; Spain; United Kingdom; Luxembourg; Brazil; China; United States; Argentina; Mexico; Hungary; Cyprus; Philippines (ranked in order of size of contribution).

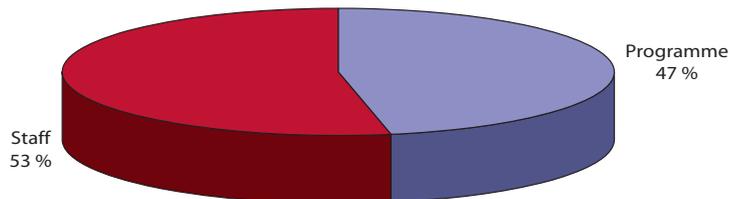
Breakdown of Costs between Global and Regional Programmes



Breakdown of Costs by Strategic Objective



Breakdown of Costs between Programme and Staff Costs

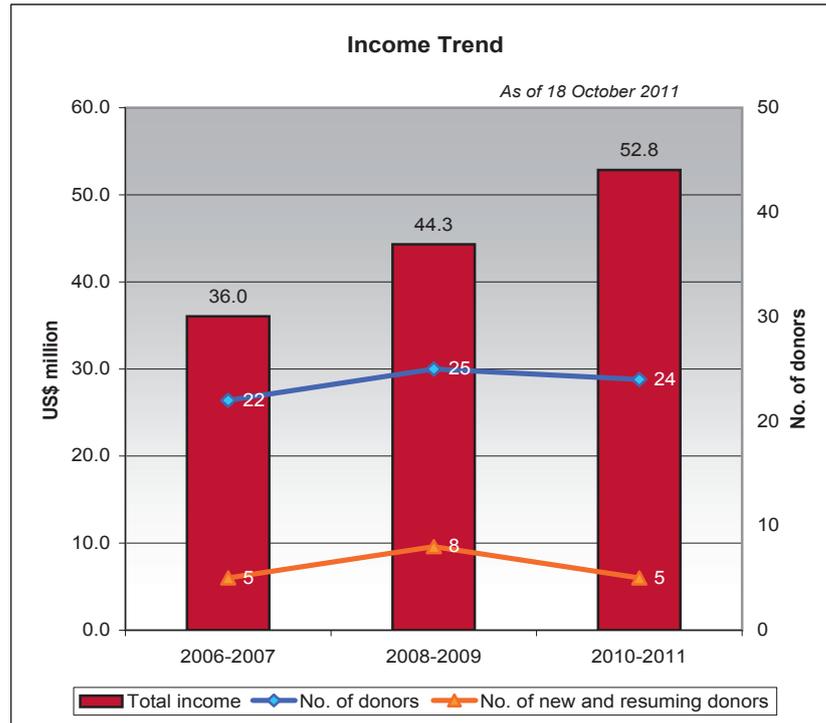


A progress report on the UNISDR Work Plan 2012-2013 will be issued in early 2013, with a final report to follow in the first quarter of 2014.

UNISDR is making major efforts to find national, regional and international partners, including from the private sector, to participate in the cost-sharing for regional and global platforms, campaigns and knowledge products. This has to be done within the rules and regulations of the United Nations. Logistical, technical and human resource support, in addition to independent research on disaster risk reduction and other in-kind contributions, is estimated at over US\$4 million, or approximately 8% of the total resources generated by the secretariat in the 2010-2011 biennium. Finland, Italy, Norway, Sweden and Switzerland provided Junior Professional Officers (JPOs) in Suva, Brussels, Cairo, Nairobi and Addis Ababa; with further support to Suva from an Australian Youth

Ambassador. This is an essential complement to the strategy of broadening the donor base from which financial resources are received.

UNISDR demonstrates an annual implementation rate in excess of 90%. However, cash flow has been a major impediment to its ability to deliver more effectively. Gradual progress has been made in developing the flexibility of its income, with China, Denmark, Finland, Japan, Luxembourg, Mexico, the Netherlands, Norway, the Philippines, the Republic of Korea, Sweden, Switzerland and the United States providing all, or part, of their support in an unearmarked form. However, unearmarked contributions account for only 42% of total 2010-2011 income, less than the target 55-60%. The predictability of funding has improved, with Australia, Denmark, Finland, the Netherlands, the Republic of Korea, Sweden and the World Bank making substantial multi-annual commitments.



Annex: Summary of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters

Expected Outcome

Substantial reduction of disaster losses, in lives and in the social, economic and environmental assets of communities and countries



Strategic Goals

- ◆ Integration of disaster risk reduction into sustainable development policies and planning
- ◆ Development and strengthening of institutions, mechanisms and capacities to build resilience to hazards
- ◆ Systematic incorporation of risk reduction approaches into the implementation of emergency preparedness, response and recovery programmes



Priorities for Action, 2005-2015

- 1 Ensure that disaster risk reduction is a national and a local priority with a strong institutional basis for implementation
- 2 Identify, assess and monitor disaster risks and enhance early warning
- 3 Use knowledge, innovation and education to build a culture of safety and resilience at all levels
- 4 Reduce underlying risk factors
- 5 Strengthen disaster preparedness for effective response at all levels



Contributing to the achievement of the Millennium Development Goals



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