

Work Programme 2014-2015

Delivering against the Strategic Framework

December 2013





UNISDR

The United Nations Office for Disaster Risk Reduction

WORK PROGRAMME 2014-2015

**Delivering against
the Strategic Framework**

December 2013

UNISDR is at the heart of a global partnership to build a world in which nations and communities are resilient to the risks of disasters and climate change, enabling them to develop and prosper sustainably.

Mandate	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 Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (HFA), the United Nations General Assembly tasked UNISDR with supporting its implementation and most recently with serving as the secretariat of the 3rd World Conference on Disaster Risk Reduction, facilitating the development of a post-2015 framework for disaster risk reduction, and coordinating the preparatory activities in consultation with all relevant stakeholders.
Who	UNISDR, as secretariat to the International Strategy, is the only UN office dedicated entirely to disaster risk reduction. It is an entity of the UN Secretariat led by the Special Representative of the Secretary-General for Disaster Risk Reduction. UNISDR defines itself through its multi-stakeholder coordination approach based on the relationships it has developed with national and local governments, intergovernmental organizations and civil society, including the private sector, and by its mode of operating through a network of global partners.
What	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.
Where	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), and 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.

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 in which nations and communities are resilient to the risks of disasters and climate change, enabling them to develop and prosper sustainably.

Our **MISSION** is to mobilize and engage countries and all stakeholders to achieve the goals of the Hyogo Framework of Action (HFA) and its successor; and to strengthen decision-making through the generation and dissemination of evidence for disaster risk reduction (DRR).

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

SO1: Lead and Coordinate

Effective support for the HFA implementation and coordination of the consultations for a post-2015 HFA; and improved coherence between DRR, climate risk management and the sustainable development agenda.

Results:

- 1.1 Coherent and collective actions agreed to promote the implementation of HFA by 2015.
- 1.2 Post-2015 global framework for DRR negotiated and endorsed.
- 1.3 Improved recognition of DRR as integral to planning on climate risk management and sustainable development.

SO2: Credible Evidence

Strengthened decision-making at local, national and regional levels in support of DRR, climate risk management and achievement of the MDGs, through the production and dissemination of credible evidence.

Results:

- 2.1 National priority-setting and planning for DRR informed by accessible and organized information, in particular produced through the government-led monitoring and the peer review of HFA implementation.
- 2.2 DRR and climate risk management reflected in national planning instruments and business strategies based on improved risk information, including on hazards, exposure and vulnerabilities.

SO3: Advocacy and Outreach

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

Results:

- 3.1 Increased awareness and actions mobilized by national and local governments to reduce risk and build resilience.
- 3.2 Broad range of stakeholders demanding and investing efforts to build the resilience of communities.
- 3.3 Gender-sensitive DRR promoted.

SO4: Deliver and Communicate Results

Enhanced programme and organizational performance for more effective UNISDR in carrying out its Mission.

Results:

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

Summary of Outputs 2012-2015

SO1: Lead and Coordinate

1. Facilitate participatory consultations on a post-2015 global framework on DRR.
2. Convene GP in 2013 and World Conference on DRR in 2015, and six Regional Platforms. (Target: 1 GP, 1 WC and 6 regional platforms)
3. Policy guidance on follow-up of GP Chair's Summary, on relevant GA processes and resolutions, as well as to six Regional Platforms.
4. Guidance to National Platforms to improve quality of policy dialogue and review the role of national coordination bodies.
5. Lead the development of UN Strategic Plan of Action to improve UN system coherence for disaster risk reduction.
6. Provide guidance and training on integration of DRR in climate risk management policies, national adaptation plans and sustainable development strategies.

SO2: Credible Evidence

7. Update the HFA Monitor online tool.
8. Develop a report on ten years of HFA implementation.
9. Provide advice and support to countries to implement national disaster loss databases, for loss and damage accounting. (Target: 75 countries by 2015)
10. Support the development of methodologies to incorporate and track DRR in national planning and public investments. (Target: Methodology tested in 10 countries)
11. Produce Global Assessment Reports (GAR) in 2013 and 2015.

SO3: Advocacy and Outreach

12. Implement Making Cities Resilient Campaign. (Target: 2,500 local governments)
13. Promote Global Platform targets for safe schools and health facilities. (Target: 400,000 pledges).
14. Support for ISDR Champions and other key "opinion makers" to scale up advocacy for disaster risk reduction. (Target: 30 Champions)
15. Engage with business community and private sector to promote DRR resilience.

SO4: Deliver and Communicate Results

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

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Introduction

The United Nations Office for Disaster Risk Reduction (UNISDR) launched its 'Strategic Framework 2025' in 2011, after an extensive consultation with partners. This second Biennial Work Programme under this Strategic Framework covers the period 2014-2015.

UNISDR's main focus in the coming two years is to facilitate and support the organisation of the World Conference on Disaster Risk Reduction (WCDRR), in Japan 14-18 March, 2015. The WCDRR will adopt a post-2015 disaster risk reduction framework. UNISDR leads and supports the global, regional and national consultations that will shape the aim of the WCDRR and its outcome.

In 2014 and 2015, UNISDR will continue to prioritise implementation of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities (HFA), and build on eight years of progress and learning. The WCDRR will provide an opportunity to celebrate and recognise the achievements under the HFA. It will also shape the disaster risk reduction focus and priorities for coming decades in a world that sees its progress in social and economic development threatened by disaster and climate risk, environmental degradation, and food insecurity.

UNISDR's Biennial Work Programme 2014-2015 will continue to promote approaches to risk-informed development in both the public and private sector. It will champion disaster risk reduction in cities and local communities and, in doing so, also respond to the challenges of global climate change.

This Work Programme heralds two significant improvements. In early 2013 UNISDR engaged with its donors to sharpen the Results focus of the 2012-2015 Strategic Framework. Original activities were retained but the emphasis shifted from Outputs to Results. The adjusted Strategic Framework has been used as the basis for this Work Programme.

UNISDR has also consolidated its work process into five Programmes: International Cooperation

to Reduce Disaster Risk; Risk Informed Public Policy and Investment; Urban Risk Reduction and Resilience; Risk Sensitive Business Investment; and Climate Resilience. These are based on the Strategic Framework 2025 and address UNISDR's 4 Strategic Objectives and 11 expected Results.

UNISDR mobilises a broad range of stakeholders to build a world in which nations and communities are resilient to disasters. Since 2005, UNISDR has worked closely with national governments, local governments, parliamentarians, businesses, scientific and academic institutions, United Nations bodies, international organisations, civil society and community organisations to pursue the goals of the HFA.

The Global Platform for Disaster Risk Reduction in May 2013, organised by UNISDR, underscored the significance of participation, inclusion and ensuring that local governments and communities are at the forefront of work on disaster risk reduction. The Global Platform also emphasised the linkages that must be forged between the post-2015 development vision and the outcome of the 2015 Conference of the Parties (COP) meeting on Climate Change to ensure that the post-2015 disaster risk reduction framework succeeds. This will enable communities to build stronger capacity for early warning, preparedness and response and, more significantly, to deliver the Rio+20 outcome that recognises that disaster risk threatens development achievement and must therefore be addressed.

Looking forward, it is imperative that all development and societal planning includes an understanding of, and actions to reduce current risk, prevent further risk accumulation, and importantly, focus on vulnerability reduction for community resilience. Over the coming decade, trillions of dollars of private and public investment is set to pour into hazard-exposed regions. These investments will largely determine how much disaster risk is accumulated and how underlying risk drivers are addressed. At the same time economic

losses from disasters are increasing rapidly. They are conservatively estimated to total 2.4 % of global GDP per annum.

The UNISDR Biennial Work Programme 2014-2015 is implemented in this global context, and ensures that the five Programmes will help shape the post-2015 development agenda.

Over the past years, UNISDR has created a rigorous system to improve its strategic planning and management, and to strengthen monitoring to ensure accountability. The Office has implemented recommendations from several reviews in 2011 and 2012 and is committed to learning from external advice and evaluations. During 2014-2015, UNISDR will continue to strengthen its Results focus, generate and share DRR knowledge and good practice, and apply its new operating procedures

across its network of Regional and Liaison Offices.

During this current period, UNISDR will prepare for its 2016-2017 Biennial Work Programme. The next programme must anticipate the outcomes of the WCDDR and the subsequent General Assembly resolution in late 2015, which will formulate the tasks and expectations on UNISDR in the coming decade.

We thank donors, partners and Advisory Groups for their steadfast commitment to reducing disaster risk, and for their advice, feedback and support for the implementation of this Work Programme. We look forward to working with all partners to ensure that the post-2015 framework for disaster risk reduction is an instrument that will fully serve countries and communities in shaping a resilient future.

UNISDR Strategic Framework

UNISDR's Strategic Framework looks to the year 2025 to realise its vision of *"a world in which nations and communities are resilient to the risks of disasters and climate change, enabling them to develop and prosper sustainably"*. It sets UNISDR's direction, outlining expected Outcomes and Results until 2015.

- **Lead and Coordinate** (Strategic Objective One): "Effective support for the HFA implementation and coordination of the consultations for a post-2015 HFA; and improved coherence between DRR, climate risk management and the sustainable development agenda."
- **Credible Evidence** (Strategic Objective Two): "Strengthened decision-making at local, national and regional levels in support of DRR, climate risk management and achievement of the MDGs, through the production and dissemination of credible evidence."

- **Advocacy and Outreach** (Strategic Objective Three): "Increased public and private sector investments in DRR and climate change adaptation through advocacy and outreach."
- **Deliver and Communicate Results** (Strategic Objective Four): "Enhanced programme and organizational performance for a more effective UNISDR in carrying out its Mission."

To deliver on the 11 expected Results of the Strategic Framework, UNISDR has consolidated its work activities into five Programmes. The 19 global Activities and outputs identified for 2012-2015 are fully integrated into the Programmes.

Biennium Work Programme 2014-2015

UNISDR's programmatic approach aims to improve coherence, focus, depth and efficiency in delivering the Results of the Strategic Framework. Each of the five Programmes focuses on an area of work identified in the Strategic Framework and addresses one or more of the 11 Results. These Programmes will also enable UNISDR to look ahead and transition to its next four-year strategy. The resource requirements are set out under each Programme and summarised in the final section.

The five Programmes are:

1. **International Cooperation to Reduce Disaster Risk**, which includes deliverables such as the agreement and adoption of a post-2015 framework for disaster risk reduction with commitments from multiple-stakeholders to support its implementation to build a more resilient world.
2. **Risk Informed Public Policy and Investment**, which includes deliverables such as the availability of national risk profiles, along with other evidence, in 20 countries to enable more targeted public policy-making and public investment in a changing climate.
3. **Urban Risk Reduction and Resilience**, which includes deliverables such as 500 climate-resilient cities equipped with risk information, self-assessments and guided by a suite of standards and tools; and at least five governments committed to political action and resources for safe schools.
4. **Climate Resilience**, which includes deliverables such as the readiness of national and local governments to design and implement climate adaptation actions that directly address disaster risk.
5. **Risk Sensitive Business Investment**, which includes deliverables such as commitments to risk-sensitive business investments in partnership with the private sector to tackle accumulated risk and reduce future risk.

Summary of the Work Programme

To reinforce coherence, leverage core strengths and uphold commitments, the Work Programme is designed to mainstream several cross-cutting issues. All Programmes, for instance, reinforce gender-sensitive approaches to disaster risk reduction and are supported by flagship initiatives through the Programme on International Cooperation to Reduce Disaster Risk. All Programmes play a role in advocacy and outreach and contribute in a coordinated effort to strengthen UNISDR's existing networks and to reach out to new constituencies and influencers. Strategic direction and leadership, and resource mobilisation are also integrated in each Programme.

These efforts, in each Programme, are supported by a UNISDR communications function which ensures that all Programmes raise public awareness of key issues and give visibility to significant

accomplishments by UNISDR and partners. Finally, all Programmes are designed to leverage new media and a revamped, demand-driven knowledge platform based on PreventionWeb.

Through partnerships, UNISDR achieves the Objectives of this Work Programme, as they are core to UNISDR's identity and work practice. The partnerships enable the Office to engage diverse actors who have different roles and bring commitments based on their unique capacities.

UNISDR has created opportunities for coordination and collaboration in the form of the Global and Regional Platforms for Disaster Risk Reduction. The Regional Platforms have contributed to the adoption of Regional Action Plans and commitments through regional and sub-regional intergovernmental organisations. In the first half of 2014, the Work

Programme will deliver six Regional Platforms, each of which will contribute to the development of a successor to the Hyogo Framework.

UNISDR, as the focal point for disaster risk reduction within the UN system, will continue to promote and contribute to a UN development agenda that is sensitive to disaster risk. In the context of the UN system's High Level Committee on Programmes, UNISDR led the development of the *UN Plan of Action on Disaster Risk Reduction for Resilience* and is now driving its implementation. The Work Programme will focus on building partnerships with and meeting the needs of UN Resident Coordinators and UN Country Teams.

The Work Programme will strengthen engagement with new and existing actors. UNISDR will endeavour to add value to partners' programmes, provide substantive feedback to enhance the design of disaster risk reduction programmes and policies and create spaces for all to act. UNISDR will, through its updated knowledge platform and communications and advocacy reach, support the partner networks with improved information about the ISDR¹ activities and ensure opportunities for stronger engagement of partners in the ISDR activities.

The Making Cities Resilient Campaign, which by the end of 2013 had signed up 1,640 municipalities, will continue to increase in reach and influence. Mayors and local governments are always on the frontline of disaster risk. UNISDR will focus more attention on the municipal level with the aim of building capacities to design and deliver disaster risk reduction strategies that strengthen resilience in a changing climate.

The Work Programme recognises the major role of business in reducing disaster risk and will therefore increase engagement with the private sector and its networks to identify practical tools that will help business make resilient and risk-sensitive investment.

In the public domain, parliamentarians, and their work on legislative frameworks to address disaster risk reduction, are increasingly important. In the Work Programme, UNISDR will expand its engagement with parliamentarians through regional and global networks to promote more targeted legislation and parliamentary scrutiny.

Civil society networks and self-organising groups of communities, women, children, youth, and persons living with disabilities, for example, influence policy and practice regionally and globally. In the Work Programme, UNISDR will strengthen its engagement with these vital groups, create new political opportunities for their voices to be heard and support efforts to build partnerships with other stakeholders.

Science and academia have contributed to the evidence base on disaster risk reduction. The Work Programme will expand engagement with the UNISDR Science and Technology Advisory Group and other networks. Partnerships with regional inter-governmental organisations have proved vital in advancing action. The Work Programme will continue to partner with these organisations and support regional initiatives.

The Work Programme will continue to bring visibility to issues of the day, developments in the field and trends in building resilience. Building on the three previous International Days for Disaster Reduction that showcased the action of youth (2011) women and girls (2012) and persons living with disabilities (2013), UNISDR will deliver the 2014 International Day with a focus on ageing populations and disasters as well as prepare the 2015 International Day. UNISDR will also bolster its knowledge brokering role, by redeveloping its key platform, PreventionWeb, and bringing new ways to connect partners with sought-after technical expertise.

¹ The International Strategy for Disaster Reduction reflects a major shift from the traditional emphasis on disaster response to disaster reduction, and in effect seeks to promote a "culture of prevention". UNISDR is the secretariat of the International Strategy and mandated by the UN General Assembly to ensure its implementation - <http://www.unisdr.org/who-we-are/international-strategy-for-disaster-reduction>

Programme on International Cooperation to Reduce Disaster Risk

International cooperation and engagement is the foundation of the United Nations system. In 2015, three multilateral processes, all fundamental for the sustainability and resilience of nations and communities will conclude: the post-2015 framework for disaster risk reduction; the post 2015 development agenda; and, the international climate negotiations through the UN Framework Convention on Climate Change (UNFCCC).

UNISDR aims to ensure that reducing disaster risk is a core part of sustainable development. Without such alignment, the common goals of human well-being, equitable and sustainable development cannot be achieved.

UNISDR has built and nurtured a strong network active in reducing disaster risk. The Office is engaging all major stakeholders including governments (national and local), the private sector, parliamentarians, civil society and community organisations and scientific and academic institutions. Each is active in the consultations on a post-2015 framework and in the preparations for the 3rd World Conference on Disaster Risk Reduction in March 2015.

This Programme aims to galvanise international cooperation among diverse stakeholders and stimulate commitment to common goals that enable governments and communities to develop and prosper sustainably.

While supporting work across the entire organisation, this Programme directly contributes to three of the four Objectives identified in UNISDR's Strategic Framework:

- **Strategic Objective One:** "Effective support for the HFA implementation and coordination of the consultations for a post-2015 framework for disaster risk reduction; and improved coherence between disaster risk reduction, climate risk management and the sustainable development agenda."

- **Strategic Objective Two:** "Greater political commitment and social demand for increased public and private sector investment in disaster risk reduction and resilience."
- **Strategic Objective Three:** "Increased public and private sector investments in DRR and climate change adaptation through advocacy and outreach."

In 2014-2015, UNISDR will work with governments and partners to deliver the following Results:

- Coherent and collective actions agreed to promote the implementation of HFA by 2015.
- Post-2015 framework for disaster risk reduction negotiated and endorsed.
- Improved recognition of disaster risk reduction in climate risk management and sustainable development
- Broad range of stakeholders demanding and investing effort to build the resilience of communities
- Gender-sensitive disaster risk reduction promoted

A focus on the delivery and communication of results for improved performance is integrated within this Programme (see Results for Strategic Objective Four in the Results Chains in Annex 2).

The Programme on International Cooperation to Reduce Disaster Risk will achieve the above Results through the following:

i. The 3rd World Conference on Disaster Risk Reduction in March 2015

UNISDR will work with the Government of Japan, as host, and all stakeholders to facilitate the preparatory process, design a suitable schedule and prepare the participants to deliver the outcomes: a post-2015 framework for disaster risk reduction; a

political declaration, monitoring tools and review mechanisms; and commitments to implement the framework. The 3rd World Conference on Disaster Risk Reduction (WCDRR) in March 2015 is expected to attract around 8,000 participants with several thousand attending open public events.

ii. Six Regional Platforms for building commitment to action

UNISDR, in cooperation with host Governments and regional institutions, will convene Regional Platforms and Ministerial Conferences in Arab States, Europe, Africa, Americas, Asia and Pacific (a consultation will also be held in Central Asia) in the first half of 2014. The Regional Platforms and consultations will deliver consolidated views on the post-2015 framework for disaster risk reduction and stimulate commitment for its implementation. Regional Platforms are instruments in their own right that foster cooperation between countries and among stakeholders. Regional action plans and commitments made through regional intergovernmental organizations are expected to play an increasingly important role to secure implementation.

iii. Commitment from stakeholders to implement the post-2015 framework for disaster risk reduction

UNISDR will continue to engage with partners and stakeholders to reduce disaster risk and to specifically promote ownership and strengthen commitments to the post-2015 framework for disaster risk reduction. The UNISDR Private Sector Advisory Group has established clear workplans that increasingly engages the private sector to develop new partnerships and disaster risk programmes in the lead-up to the 3rd World Conference on Disaster Risk Reduction.

Support to global and regional meetings of parliamentarians will continue. An active academic, science and technology community will monitor gaps in research, determine standards and criteria for academic and science community engagement in the UNISDR network, and prepare to update the ISDR Terminology on disaster risk reduction based on post-2015 outcomes.

UNISDR will convene networks of civil society organisations, including persons living with disabilities, youth leaders, women's groups and community organisations and conduct outreach on issues of environment, development and climate change. Local governments will be actively engaged through the Making Cities Resilient Campaign.

iv. Coherent and coordinated action by the UN System

The *United Nations Plan of Action on Disaster Risk Reduction for Resilience* promotes greater coordination and coherence among UN Funds, Programmes, Entities and Agencies. The UN Plan outlines a strategy for delivering disaster risk reduction action in UN country level operations and promoting disaster risk reduction in the post-2015 development agenda. The UN Plan aims to position the work of the UN on disaster risk reduction in the context of: the remaining term of the Hyogo Framework for Action; the development of the post-2015 framework for disaster risk reduction; and the post-2015 development agenda and sustainable development goals. In 2014-2015, UNISDR will continue to facilitate the implementation of the Plan by UN agencies, promote its activities among the UN's Executive Officers and senior management, and provide strategic information and guidance to UN Resident Coordinators, Humanitarian Coordinators and UN Country Teams. UNISDR will work to ensure UN commitment for the post-2015 disaster risk reduction framework.

v. Complementarity and coherence among international agendas

The world cannot afford to perpetuate a disconnect between disaster risk reduction, sustainable development and climate change. Accordingly, UNISDR will reinforce its efforts to argue the case for complementarity and coherence. Building on the achievements of the Rio+20 (June, 2012), where the international community called for "disaster risk reduction and building of resilience to disasters to be addressed with the renewed sense of urgency in the context of sustainable development and poverty eradication", UNISDR will continue to provide support to the process leading towards the

post-2015 development agenda, including to the High-Level Political Forum (successor mechanism of the Commission for Sustainable Development). UNISDR will highlight the importance of reflecting disaster risk reduction in these processes. In this context, UNISDR will provide substantive support to the work of the United Nations General Assembly Open Ended Working Group on Sustainable Development Goals, as well as relevant inter-agency mechanisms. In 2014, UNISDR will consolidate and drive commitments to action through the Third Small Island Development States (SIDS) Conference and World Urban Forum.

UNISDR will also continue to engage with Parties to and stakeholders of the COPs and provide substantive input and guidance to other UNFCCC work streams. UNISDR will scale up its efforts to support progress in implementation of climate change commitments. The Office will focus attention on global metrics for resilience, promoting mechanisms for tracking climate resilience financing in multilateral and bilateral mechanisms and helping to identify champions who deliver accelerated action, including through the UN Secretary-General's 2014 Climate Summit.

vi. Global reports on progress

Following the adoption of the Hyogo Framework for Action in 2005, UNISDR developed the HFA Online Monitoring tool as an instrument for governments to review their own progress and guide development and implementation of national plans to reduce

and manage disaster risk, as well as support for national development planning. The HFA Online Monitor has contributed to regional and global reports on progress on reducing disaster risk, such as those submitted by the UN Secretary General to the UN General Assembly and input to the Global and Regional Platforms for disaster risk reduction. In 2015, UNISDR will update the monitoring system to reflect post-2015 framework for disaster risk reduction priorities.

vii. Gender-sensitive disaster risk reduction applied and monitored

UNISDR will continue to promote gender-sensitive disaster risk reduction as a policy priority and approach to implementation. This will include outreach to Member States, in partnership with the Committee on the Elimination of all forms of Discrimination against Women (CEDAW) and the Office of the High Commissioner for Human Rights. UNISDR will work with women parliamentarians and grassroots women's organizations to provide guidance on how to integrate gender equality in disaster risk reduction programmes to effectively implement in the HFA and its successor. The Office will work with regional training centres and national platforms for disaster risk reduction to build capacity of government officials to apply gender policy guidance and report on gender issues through the HFA Monitor tool.

Resource Requirements (All figures in '000 US\$)

1. INTERNATIONAL COOPERATION TO REDUCE DISASTER RISK		27,298
1.1	The 3rd World Conference on Disaster Risk Reduction in March 2015	10,000
1.2	Six Regional Platforms for building commitment to action	4,400
1.3	Commitment from stakeholders to implement the post-2015 framework for disaster risk reduction	5,000
1.4	Coherent and coordinated action by the UN System	500
1.5	Complementarity and coherence among international agendas	3,000
1.6	Global reports on progress	1,000
1.7	Gender-sensitive disaster risk reduction applied and monitored	258
Programme Support Costs (PSC)		3,140

Programme on Risk Informed Public Policy and Investment

As biennial Hyogo Framework progress reviews in 2007, 2009, 2011 and 2013 have highlighted, many countries are making substantial progress in strengthening disaster management capacities, including in early warning, preparedness and response. However, few countries have been able to factor disaster risk management considerations into development and the public investment in infrastructure and services that underpins that development. In the absence of risk information, public investment can, unfortunately, create future disaster risk, leaving countries with a legacy of unsafe schools and health facilities, unreliable power, water and transport infrastructure and negative downstream impacts on social and economic development. In addition, disasters and their downstream impacts represent major fiscal losses for governments, which are responsible not just for public assets, but implicitly at least, also for the uninsured assets of low-income households and communities.

Those responsible for planning, evaluating and approving public policy and investment, including finance, planning and sector ministries, often have low awareness and scant evidence of risks to investment. They rarely have access to systematic information on disaster loss and risks that could enable them to objectively identify the costs and benefits of anticipating disaster risks in public policy and investment and to justify investment in disaster and climate proofing critical infrastructure and services

The Programme on Risk Informed Public Policy and Investment builds on the findings of the 2011 Global Assessment Report on Disaster Risk Reduction (GAR11) and acts on the priorities established in the Hyogo Framework and the Chair's Summary of the Fourth Session of the Global Platform in 2013. The Programme assists governments to: systematically account for disaster losses at all scales; develop profiles of both intensive and extensive risk at the national level; explore the rationale for risk-informed public policy-making and investment;

and support the enabling environment for wider engagement of local government. The Programme also contributes to a strengthened global evidence base on disaster losses, risks in a changing climate and progress in disaster risk reduction, including through the publication of the biennial GAR reports.

While supporting work across the entire organisation, this Programme directly contributes to two of the four Strategic Objectives identified in UNISDR's Strategic Framework:

- **Strategic Objective Two:** "Strengthened decision-making at local, national and regional levels in support of DRR, climate risk management and achievement of the MDGs, through the production and dissemination of credible evidence."
- **Strategic Objective Three:** "Increased public and private sector investments in DRR and climate change adaptation through advocacy and outreach."

In 2014-2105 UNISDR will work with governments and partners to deliver the following Results

- National priority setting and planning for DRR informed by accessible and organised information, in particular produced through the government-led monitoring and the peer review of HFA implementation
- DRR and climate risk management reflected in national planning instruments and business strategies based on improved risk information, including on hazards, exposure and vulnerabilities
- Improved recognition of DRR as integral to planning on climate risk management and sustainable development

A focus on the delivery and communication of results for improved performance is integrated within this Programme (see Results for Strategic Objective Four in the Results Chains in Annex 2).

The Programme on Risk Informed Public Policy and Investment will achieve the above Results through the following deliverables:

i. National disaster loss accounting in 100 countries by end of 2015

This Programme works with countries to develop national disaster loss databases, which record losses of all scales. Existing global databases rarely document losses associated with extensive risks and which represent the major threat to local infrastructure, services, housing and livelihoods.

The development of national disaster loss databases represents a low-cost, high impact strategy to account systematically for disaster losses associated with both hydro-meteorological-related and geological hazards. As such, this is the crucial first step to generate the information necessary for risk estimation and to inform public policy-making and investment. As a second step, the physical losses recorded in the databases are translated into monetary terms enabling an initial evidence-based estimate of historic and recurrent losses. Until countries are aware of how much they are losing they are unlikely to decide to invest in risk reduction.

Currently, around 60 countries in all regions have developed national disaster loss databases, up from only 12 countries in 2009. Around 100 countries will have developed the databases by the end of 2015.

ii. Probabilistic risk profiles developed for 100 countries

Since 2011, in cooperation with many parties, UNISDR has been developing a fully open source, open access global risk assessment that enables the estimation of the intensive risk associated with earthquakes, tropical cyclones, floods, tsunamis and volcanic ash, anywhere in the world. This unique and innovative modelling effort is developed in partnership with leading scientific organisations from around the world and provides globally comparable risk metrics such as Annual Average Loss and Probable Maximum Loss. A first iteration

was published in the Global Assessment Report on Disaster Risk Reduction in 2013.

This information will enable the construction of probabilistic risk profiles at the national level, that estimate the full spectrum of extensive and intensive risk the country faces and information on likely fiscal and total losses and that combine the analytic risk profiles from the global model with empirical data from national disaster loss databases. These curves provide the basis for calculating: how much risk a country must absorb and how much it could share through insurance or other means; and how much the country should be investing in disaster risk reduction and what an optimal portfolio of public investment in risk management could look like. The Programme on Risk Informed Public Policy and Investment expects to complete risk profiles for the expected 100 countries that will have completed national disaster loss databases by the end of 2015.

iii. National progress in disaster risk reduction measured

Every two years since 2007, UNISDR has facilitated self-assessments by governments of their progress against the strategic objective, goals and five priority areas of the Hyogo Framework, using an on-line tool called the HFA Monitor and, in the last biennium, Local Government Self-Assessment Tool. This widely accepted process has already generated the largest publically available archive of information on what countries are doing to address their disaster risks. In both 2011 and 2013 over 130 governments participated in the self-assessment exercise.

The self-assessments enable countries to identify challenges and opportunities to their disaster risk reduction policies and practice, including of national platforms and other coordination mechanisms, and provides evidence to support the UN Plan of Action of Disaster Risk Reduction. In the closing years of the Hyogo Framework, the last biennial cycle of monitoring will be facilitated, together with a 10-year overview of progress and peer-to-peer reviews amongst countries. In addition, a peer-reviewed

global assessment of progress will take place across each of the 18 core indicators of the Hyogo Framework. The findings of these different review processes will provide evidence to support the evaluation of the Hyogo Framework for 2015. They will provide a strong evidence base to support the design of a post-2015 framework for disaster risk reduction.

In addition, UNISDR will continue to promote peer-to-peer review among countries with the aim of further strengthening national platforms and risk governance mechanisms. Building on the United Nations Plan of Action on Disaster Risk Reduction for Resilience, UNISDR will scale up engagement with UN Resident Coordinators and Humanitarian Coordinators and provide further tools for ensuring coordinated and coherent action by the UN Country Team.

iv. Public policy and investment in 20 countries informed by risk information

The Programme also facilitates dialogues with national governments, through national platforms, finance and planning ministries and other mechanisms to review existing public investment in disaster risk reduction. The starting point for these dialogues will be the disaster loss patterns identified through the national databases, the risk profiles and the self-assessments of progress, and the experiences of other countries in incorporating risk reduction into their public policy, investment and planning systems.

In particular, the dialogues will explore the rationale for introducing disaster risk reduction and climate change adaptation into the country's national public policy, investment and development planning system, including through the development of mechanisms to track investment and disaster-proof all new public investment. The Programme expects to have held dialogues with 20 countries by 2015.

v. Strengthening the global evidence base on disaster and climate risk, loss and impact

The evidence generated through all the above work streams will feed into the 2015 Global Assessment

Report on Disaster Risk Reduction (GAR15) and into the proceedings of the 3rd World Conference on Disaster Risk Reduction, which may further encourage other countries to disaster proof their public investments. In 2014-2015 UNISDR will also work with regional partners to produce Regional Assessment Reports and with national governments to develop National Assessment Reports which will provide partners with analyses at a level of detail more applicable to national decision-making.

vi. Governance, national platforms and parliamentarians

Based on existing partnerships and programmes, UNISDR efforts will focus on introducing disaster risk reduction into key decision making processes. These include national adaptation plans (through the UNISDR's Mainstreaming Adaptation and Disaster Reduction into Development (MADRiD) Initiative and in partnership with the Global Support Programme led by UNDP and UNEP), and policies for disaster risk reduction and climate change adaptation (based on work with national governments and networks of parliamentarians). Following the 2013 Review of National Platforms, UNISDR will facilitate peer-review of governance and coordination mechanisms in the biennium 2014-2015.

The work with parliamentarians will focus on their advocacy power to promote institutional frameworks, legislation and legislative oversight, regulatory frameworks and decentralization of responsibility and capacity with respect to disaster risk reduction. As key influencers, parliamentarians will promote the application of universal principles of accountability in transparency, inclusion, participation and equality, as prerequisites for effective coordination. Parliamentary scrutiny can help set boundaries, with demarcated functions and responsibilities, so as to create an enabling environment for nations and communities to reduce disaster risk and build social, economic and environmental resilience for sustainable development.

Resource Requirements (All figures in '000 US\$)

2. RISK INFORMED PUBLIC POLICY AND INVESTMENT	21,535
2.1 National disaster loss accounting in 100 countries by end of 2015	3,008
2.2 Probabilistic risk profiles developed for 100 countries	4,075
2.3 National progress in disaster risk reduction measured	4,100
2.4 Public policy and investment in 20 countries informed by risk information	4,075
2.5 Strengthening the global evidence base on disaster and climate risk, loss and impact	2,600
2.6 Governance, national platforms and parliamentarians	1,200
Programme Support Costs (PSC)	2,477

Programme on Urban Risk Reduction and Resilience

Fast growing cities are engines of growth and wealth accumulation. The primary urban centres with the highest concentrations of people and economic activity mostly overlap with the areas of extreme or high risk related to disasters, such as along coasts and rivers or in flood plains. Climate change is expected to aggravate conditions. The Intergovernmental Panel on Climate Change (IPCC) in 2012 noted that increasing density of people and assets in hazardous locations, especially in urban areas, will be a major driver of rising economic damages and losses from disasters.

The Global Assessment Report on Disaster Risk Reduction in 2013 noted that poor governance drives urban risks. Safe land is often in short supply, which drives the expansion of informal settlements, slums, and squatters in high-risk areas. In turn these informal settlements have limited infrastructure and services, which exacerbates disaster risk. The Report also highlighted the case of three port cities to illustrate the issue of increasing economic exposure. Between 2005 and 2070, the amount of exposed assets will increase: in Miami from USD416 billion to USD3,513 billion; in Dhaka from USD8 billion to USD544 billion; and in Guangzhou from USD84 billion to USD3,557 billion.

Disasters destroy and damage schools each year. They cause death and injury to children and teachers as well as major disruption to education. Ensuring safe schools is one of the Ten Essentials of the Making Cities Resilient Campaign. The Campaign is UNISDR's main tool for advocating disaster resilience at the local level. It aims to support sustainable urbanisation by: promoting resilience building; increasing local understanding of disaster risk; and encouraging local and national governments to make disaster risk reduction and climate change a policy priority. The Campaign, as at the end of 2013, has engaged 1,640 participating cities and established a global network of experts and advocates for urban disaster resilience.

Campaign cities, through local government assessment reports and consultations, have identified technical and financial capacity, long-term and risk-sensitive plans, and monitoring and implementation mechanisms as priorities.

While supporting work across the entire organisation, this Programme directly contributes to the following Objectives in UNISDR's Strategic Framework:

- **Strategic Objective One:** "Effective support for the HFA implementation and coordination of

the consultations for a post-2015 framework for disaster risk reduction; and improved coherence between disaster risk reduction, climate risk management and the sustainable development agenda.”

- **Strategic Objective Two:** “Strengthened decision-making at local, national and regional levels in support of DRR, climate risk management and achievement of the MDGs, through the production and dissemination of credible evidence.”
- **Strategic Objective Three:** “Increased public and private sector investments in DRR and climate change adaptation through advocacy and outreach.”

In 2014-2015, UNISDR will work with governments and partners to deliver the following Results:

- Increased awareness and actions mobilized by national local governments to reduce risk and build resilience
- Broad range of stakeholders demanding and investing effort to build the resilience of communities
- Improved recognition of DRR as integral to planning on climate risk management and sustainable development
- Gender-sensitive DRR promoted

A focus on the delivery and communication of results for improved performance is integrated within this Programme (see Results for Strategic Objective Four in the Results Chains in Annex 2).

The Programme on Urban Risk Reduction and Resilience will achieve the above Results through the following:

i. Awareness and capacity-building through the Making Cities Resilient Campaign

The Making Cities Resilient Campaign remains the main platform for focusing attention on urban resilience and coordinating efforts to build capacity for implementation of its Ten Essentials. In 2014-2015, UNISDR will continue to promote political commitment to urban resilience by encouraging cities and municipalities to sign up to the Campaign.

It will also coordinate and support partners, advocates and role model cities to implement the Ten Essentials. Capacity development is a primary focus in this phase of the campaign. To this end, UNISDR will deliver a global programme to train decision makers from Campaign cities. UNISDR will also develop and manage an online urban resilience market place, hosted by PreventionWeb, linking cities, peer-experts and partners to assist in the design and delivery of disaster risk reduction and climate change adaptation actions.

ii. Increased understanding of current and future risks in 100 cities

This work will support cities in systematically accounting for disaster loss and to develop probabilistic estimations of future risk, with an emphasis on weather and climate change-related hazards. It will provide evidence to support the integration of climate change adaptation measures in development activities. Use of this information will also improve planning for climate-related disasters and improve governance by informing public investment planning. Disaster loss databases are the crucial step to generate the information necessary for accurate risk assessments and to inform public policy in climate change adaption and disaster risk reduction. In 2014-2015, UNISDR will work with selected campaign cities to establish local disaster loss databases, and build capacities to analyse and apply the data in the context of public investment, land-use and urban plans.

iii. Local resilience and investments measured

The Local Government Self-Assessment Tool (LGSAT) is the first global attempt towards measuring the progress of risk reduction at the local level. The LGSAT is based on the Ten Essentials for Making Cities Resilient and was developed by UNISDR and partners in 2011. It has a strong focus on vulnerability reduction to raise awareness and to engage local decision makers in the process of building resilience. The self-assessment reports reflect the current status and can be used as a baseline of DRR actions by local governments. Collectively, these reports can also provide a better understanding of challenges as well as the enablers

of action for building local resilience. UNISDR will continue to assist cities to measure their progress through the LGSAT, as well as further disseminate and develop the tool.

iv. Climate and Disaster Resilient City Action Plans

Every city has its own planning constraints related to topography, hazards, historic patterns of growth, land ownership or tenure, and land values. This work aims to assist Campaign cities in better planning to ensure the resilience of critical urban systems to prepare cities more effectively for major hazards and provide the additional benefits that these actions would have. For this work, UNISDR, in coordination with various partners, including the private sector and academia, will utilise existing and new tools such as the City Resilience Scorecard, which is being developed by AECOM and IBM in cooperation with UNISDR. The tools will assist cities in developing resilience action plans to address current as well as risk in a changing climate. The initiative is based on a model adopted in Quirihue, Chile; Johannesburg, South Africa; and, Makati, Philippines. In 2014-2015, UNISDR will facilitate the development of Resilient City Action Plans that are comprehensive, measurable, and in line with the long-term plan of the respective cities. UNISDR through the Global Education and Training Institute (GETI), in Incheon, Republic of Korea, and its regional offices, will build capacity of offices responsible for addressing disaster resilience in related city plans. It will also facilitate policy dialogues between the cities and

national counterparts as well as key private sector and development partners.

v. Worldwide Initiative for Safe Schools

In the lead-up to the 3rd World Conference on Disaster Risk Reduction (WCDRR) in March 2015, a group of 10 or more interested countries will be encouraged to become “Safe Schools Country Champions” and pledge action to a global programme. UNISDR will mobilise political commitment and advocacy for the campaign at the regional and global level. Powerful common messages on safe schools will underpin advocacy and action at all levels. To build social demand, UNISDR will develop and lead a preliminary “crowd-sourcing” initiative involving teachers, students and parents to help locate vulnerable schools, particularly in disaster-prone countries. This informal monitoring action will be based on the three key pillars of safe schools defined by the Global Alliance for Disaster Risk Reduction and Resilience in the Education Sector (including UN and NGO partners) and the Comprehensive School Safety Framework: disaster-resilient educational facilities; disaster risk reduction integrated into school curricula; and school preparedness. It is expected that the principal partner in most of the cities will be the municipality responsible for public investments, urban planning and decision-making. The Programme will engage other institutions and businesses that play a major role in risk reduction and resilience, including partners of the Making Cities Resilient Campaign.

Resource Requirements (All figures in ‘000 US\$)

3. URBAN RESILIENCE		9,557
3.1	Campaign advocacy and capacity development	1,200
3.2	Increased understanding of current and future local risks in 100 cities	1,300
3.3	Measure Local Resilience and Investments	1,400
3.4	Climate and Disaster Resilient City Action Plans	2,058
3.5	Worldwide initiative for safe schools	2,500
	Programme Support Costs (PSC)	1,099

Programme on Climate Resilience

Even if global warming is capped at the critical 2°C threshold, the increased frequency and intensity of extreme events is set to wreak havoc in many communities, urban and rural, and have serious adverse consequences on ecosystems. The growing risks detailed in the Special Report of the Intergovernmental Panel on Climate Change (IPCC), “Managing the Risks of Extreme Events and Disaster to Advance Climate Change Adaptation” and elaborated by three consecutive Global Assessment Reports on Disaster Risk Reduction (2009, 2011, and 2013) already help policymakers in both the public and private sector to understand how and where risk is accumulating, particularly where populations and assets remain exposed, resilience is low and underlying drivers of risk remain unaddressed.

Reports of the IPCC and decisions of the UNFCCC point clearly to disaster risk management as a central element of adaptation. Moreover, the experience over decades in disaster risk reduction has shown that the socio-economic constructs that shape how and where we live, build, invest – particularly in people – are at the heart of the problem.

Guided by the Hyogo Framework for Action, since 2005, a range of local, national and regional actors have begun to use the tools of disaster risk reduction as part of their adaptation strategies.

Yet, at the national and local level, work on disaster risk reduction and climate adaptation continues, all too often, to be carried out in silos. Fragmentation in financing and coordination persists and the roles and responsibilities of executing bodies often remain unclear. Consideration of disaster risk is not routine in public policy and investment or in national planning process for resilient development. The number of proposals through adaptation funding mechanisms is limited, in part owing to national readiness to design programmes, receive funds and implement.

UNISDR and partners are looking ahead and asking what needs to be done to arrest future risk. The

Programme on Climate Resilience is intended to contribute to coherence among the post-2015 goals of disaster risk reduction, climate change and sustainable development frameworks and encourage that their formulation is based on and implemented with understanding of disaster risk and practical risk reduction solutions.

All activities are delivered in coordination with the other four Programmes with the added value of having an internally consistent and coherent approach to reinforcing the climate dimensions of UNISDR’s work. This Programme, like the others, works to strengthen and expand existing partnerships. Advocacy with and through networks of local governments, parliamentarians, private sector, and scientific and technical institutions and civil society will be instrumental in delivering this Climate Programme as will coordination with UN partners in line with the UN Plan of Action. Outreach and public education will also target intergovernmental organisations, particularly regional ones, many of which have established work streams that address climate change adaptation and disaster risk reduction jointly.

While supporting work across the entire organisation, this Programme directly contributes to the following Objectives in UNISDR’s Strategic Framework:

- **Strategic Objective One:** “Effective support for the HFA implementation and coordination of the consultations for a post-2015 HFA; and improved coherence between DRR, climate risk management and the sustainable development agenda.”
- **Strategic Objective Two:** “Strengthened decision-making at local, national and regional levels in support of DRR, climate risk management and achievement of the MDGs, through the production and dissemination of credible evidence.”
- **Strategic Objective Three:** “Increased public and private sector investments in DRR and

climate change adaptation through advocacy and outreach.”

In 2014-2015, UNISDR will work with governments and partners to deliver the following Results:

- Improved recognition of disaster risk reduction in planning climate risk management and sustainable development;
- Disaster risk reduction and climate risk management reflected in national planning instruments and business strategies based on improved risk information, including on hazards, exposure and vulnerabilities;
- Increased awareness and actions mobilised by national and local governments to reduce risk and build resilience.

A focus on the delivery and communication of results for improved performance is integrated within this Programme (see Results for Strategic Objective Four in the Results Chains in Annex 2).

The Programme on Climate Resilience will achieve the above Results through the following deliverables and is scalable based on the availability of resources:

i. International frameworks for disaster risk reduction, climate change adaptation and sustainable development more closely aligned

In preparation for the post-2015 framework for disaster risk reduction, the post-2015 framework for development and the 2015 Conference of Parties to the UNFCCC, UNISDR will work through established networks (national and local government, private sector and others) to promote commitment to coherent, integrated whole-of-society approaches in the international agenda. To focus further commitment, UNISDR will continue to advance integrated targets, indicators and mechanisms that allow for regular stock-taking of how effectively we are reducing exposure, building resilience and leveraging finances through bilateral and multi-lateral adaptation instruments. These metrics will facilitate alignment among the various instruments related to disaster risk reduction.

In 2014-2015, UNISDR will:

- Work with partners to promote commitment to integrated approaches in disaster risk reduction and climate change in the post-2015 framework for development and in the UNFCCC processes.
- Continue to develop appropriate metrics for integrated approaches to proactive climate risk management and revise climate change-related indicators in the HFA Monitor in line with the post-2015 framework for disaster risk reduction.
- Organise four global consultations with cities, the private sector and other key partners for urban disaster resilience to further develop global standards and impact indicators used in the Local Government Self-Assessment Tool (LGSAT).
- Accelerate efforts with the OECD to track investments in disaster-resilient development.
- Provide global updates on collective efforts to reduce disaster risk and build resilience in a changing climate leveraging the HFA Monitor and ongoing peer-reviews among national platforms.
- Promote regional partnerships for accelerated action in support of existing and emerging regional action plans for disaster risk reduction and climate change adaptation and, global partnerships for accelerated action through the 2014 Climate Summit hosted by the UN Secretary General.

ii. Twenty countries ready to design and implement disaster reduction for climate adaptation

In 2014-2015, UNISDR will focus on helping governments, citizens and the private sector to plan for action in key sectors and localities. An enabling environment that promotes implementation across government agencies, engages local governments in national efforts, and provides for access to risk information are among the elements that strengthen the readiness of countries to design and implement disaster reduction for climate adaptation and access various financing mechanisms such as the Green Climate Fund. UNISDR will build on its work in developing self-assessment instruments and scorecards for guiding the planning process,

developing national disaster loss accounting systems, and its role as leader of the user-interface platform for the disaster risk reduction pillar of the Global Framework for Climate Services.

Based on existing partnerships and programmes, UNISDR will focus specifically on enhancing national and local readiness to develop plans and design programmes through:

- Supporting efforts of Least Developed Countries to address disaster risk reduction in their national adaptation plans, in partnership with the Global Support Programme led by UNDP and UNEP, and leveraging UNISDR's Mainstreaming Adaptation and Disaster Reduction into Development (MADRiD) Initiative led by UNISDR's Global Education and Training Institute at Incheon
- Strengthening national policies for disaster risk reduction and climate change adaptation to clarify roles and responsibilities of diverse agencies and link national to local governments, based on continuing work with national governments and UNISDR's networks of parliamentarians.
- Supporting the development of Local Resilient City Action Plans, through the Making Cities Resilient Campaign and ongoing work with the private sector to refine the Local Government Self-Assessment Tool (LGSAT) and introduce a new scorecard for local governments to use in their planning processes.
- Peer-learning opportunities and training in the application of risk reduction tools through the Collaborative Learning Initiative for Cities (CLIC), established in the context of the Making Cities Resilient Campaign.
- Strengthening the role of Regional Platforms as marketplaces of ideas on climate resilient development.
- Introducing a wider range of online tools, access to risk profiles and e-learning to make PreventionWeb a more interactive platform and better meeting the demand from cities and other partners.

iii. Risk and Insurance Schemes for Municipalities and Communities initiated

Recognising the increasing exposure of cities and instrumental role of local governments in reducing disaster risk, in 2014-2015, UNISDR will focus work on enhancing financial stability and financial inclusion through promoting wider access to comprehensive insurance and risk financing coverage to municipal governments, householders and small holder farmers. This will build on an emerging global body of experience in public-private partnerships for risk transfer which, among others, points to the role of multi-stakeholder dialogue in designing the schemes and appropriate incentives supported through enabling policy and legislation. In particular, UNISDR will work to identify, nurture and promote cooperation towards innovative insurance initiatives aimed at local actors; these include micro-insurance and new approaches to introduce risk pooling for municipal governments based on a model proposed in the Philippines. These efforts builds on the strengths of UNISDR's existing networks and their ongoing initiatives including:

- UNISDR's Private Sector Advisory Group and Private Sector Partnership efforts to foster the incorporation of disaster risk and resilience into public, private and mutual accounts, financial regulation and investment processes and new proposals for risk pooling and transfer directly targeting local governments and communities.
- UNISDR's network of 1,640 Campaign Cities and ongoing efforts to build their capacities as detailed in Programme on Urban Resilience.
- UNISDR's global and regional network parliamentarians who are already looking at the policy and legislative environment for local action which is essential to ensure that innovative initiatives can move from design to implementation.

Resource Requirements (All figures in '000 US\$)

4. CLIMATE RESILIENCE		7,975
4.1	International frameworks for disaster risk reduction, climate change adaptation and sustainable development more closely aligned	1,000
4.2	Twenty countries ready to design and implement disaster reduction for climate adaptation	4,058
4.3	Risk and insurance schemes for municipalities initiated	2,000
	Programme Support Costs (PSC)	917

Programme on Risk Sensitive Business Investment

This is a new 5-year initiative that will be launched in 2014 to engage the private sector in disaster risk reduction. UNISDR began engagement with business in 2010 through convening the Disaster Risk Reduction Private Sector Partnership and the Private Sector Advisory Group, which bring together representatives from leading global industry sectors. The 2013 Global Assessment Report on Disaster Risk Reduction (GAR13) made the business case for disaster risk reduction. It provided evidence of the growing impact of disasters on business through escalating direct losses, supply chain interruptions and wider effects on performance and reputation. It also showed how these impacts on business ripple through economies and societies as a whole and thus how business investments can create shared risks. At the same time, GAR13 highlighted how business depends on the capacity of the public sector to provide the resilient infrastructure and urban systems which underpin competitive and sustainable business.

Following enormous losses in disasters such as the 2011 Thailand floods and Japan earthquake and tsunami, businesses are becoming increasingly aware of the need to address disaster risks in their whole value chain. Given that the private sector is responsible for up to 85 percent of total investment in most countries, whether or not businesses factor disaster risk into their decisions will have a decisive impact on future risk levels and on sustainable and inclusive economic growth and social welfare.

This Programme is being developed in partnership with PwC, the Economist Intelligence Unit, Florida International University, Willis, AECOM, IBM, and PRI (the UN-supported Principles for Responsible Investment Initiative). The Programme will follow an approach that mirrors the findings and recommendations of GAR13 to facilitate risk-informed business investment. This Programme acts on the priorities established in the Hyogo Framework and the Chair's Summary of the 2013 Global Platform and supports the enabling environment for wider engagement of the private sector.

While supporting work across the entire organisation, this Programme directly contributes to the following Objectives in UNISDR's Strategic Framework:

- **Strategic Objective Two:** "Strengthened decision-making at local, national and regional levels in support of DRR, climate risk management and achievement of the MDGs, through the production and dissemination of credible evidence."
- **Strategic Objective Three:** "Increased public and private sector investments in DRR and climate change adaptation through advocacy and outreach."

In 2014-2015, UNISDR will work with governments and partners to deliver the following Results:

- DRR and climate risk management reflected in national planning instruments and business strategies based on improved risk information, including on hazards, exposure and vulnerabilities
- Broad range of stakeholders demanding and investing efforts to build the resilience of communities

A focus on the delivery and communication of results for improved performance is integrated within this Programme (see Results for Strategic Objective Four in the Results Chains in Annex 2).

The Programme on Risk Sensitive Business Investment will achieve the above Results through the following components:

i. Optimised disaster risk management strategies for business

This component builds on the piloting of a disaster risk management framework for business developed by PwC with UNISDR in 2012 and tested in workshops with 14 global businesses. The framework will be further refined and extended to a larger group of global businesses to enable companies to benchmark their performance in disaster risk management. In particular, the Programme will allow senior managers to get an overview of their company's risk profile, identify gaps in how risks are being addressed, and facilitate shared practice between businesses and sectors.

Maturity assessment and benchmarking tools will be developed to enable businesses to better understand their direct and indirect exposure and risk, and to incorporate risk information from the global risk model being developed by UNISDR and partners into their business strategies. As such, businesses will be able to undertake a first horizon scanning of their disaster risk profile and exposure, determine their risk appetite and optimise their risk management strategy to encourage them to begin creating shared value rather than continue

to accumulate shared risks. It is expected that this Programme will have engaged with 40 global businesses by 2015.

ii. Factoring risk metrics into business and country analysis and forecasts

This Programme component will develop tools that allow disaster risk metrics such as Annual Average Loss (AAL) and Probable Maximum Loss (PML), available from global risk modeling, to be factored into country and sector analysis and business forecasting. In addition, work will also commence on developing disaster risk-specific discount rates at a country level and potentially by industry sector for improved country forecasts and ratings.

While analysis and forecasting currently takes into account political, market, economic, legal and other risks it rarely takes into account disaster risk. Country and industry forecasts that include disaster risk metrics can have a multiplier effect if they are used by global businesses to inform investment decisions. This Programme component will also engage with trade ministries, investment boards and similar institutions at the national level, together with international bodies such as UNCTAD and WTO with a view to factoring disaster risk management into national competitiveness and investment promotion strategies. It is expected that new disaster risk metrics will have been systematically tested in 10 high-risk country analyses and forecasts by 2015.

iii. Voluntary industry standards for disaster risk management

This component will engage with leading businesses, industry associations and public sector regulatory bodies as well as organisations producing rankings, indexes and indicators to develop innovative approaches to voluntary standards and certification for disaster risk sensitive investment. This activity is strategic in that it can strengthen social demand for disaster risk sensitive products, such as tourist destinations or agricultural products, and thus establish disaster risk management as a strong value proposition for business. By 2015 this Programme will have supported the development

of disaster risk management industry standards and recommendations for accompanying certification programmes in two industry sectors.

iv. Incorporating disaster risk management into business education and training

The Programme component will engage with leading business schools in the Americas, Europe, Asia and Africa to introduce disaster risk management in the curriculum of MBAs as well as in specialized masters and diploma programmes in risk management. Activities under this component will help to shape the awareness and perspectives of the next generation of corporate chief risk officers, with respect to disaster risk and the importance of risk sensitive investment for global business. In addition, the needs of small and medium enterprises will be met by working with training institutions, professional associations and chambers of commerce to provide short duration and practical courses for leaders of smaller enterprises concerned about post-disaster survival and long-term sustainability. By 2015, the Programme will have engaged with at least one leading business school and relevant industry association in each region.

v. Responsible investing for risk-sensitive business

The Programme component will engage major asset managers and institutional investors such as sovereign wealth funds and pension funds to develop principles and metrics that discourage investment behaviour that leads to an increase in disaster risk. The work will build on existing principles of sustainability that currently include social, environmental and governance aspects, such as the UN-supported Principles for Responsible Investment (PRI), and to which more than 1,000 asset owners and investment managers already commit, recognizing that they can positively affect the performance of investment portfolios in the short- and long-term. In addition, this component will develop a toolbox and guidance for the investment community on how to apply the principles to investment decision-making, fund

management and ownership practice.

In future, this component can be expanded to engage with regulators to develop principles for disclosure of disaster risks jointly agreed by governments and businesses. By 2015, a set of recommendations on the potential inclusion of disaster risk metrics into existing investor standards and principles such as the PRI will have been developed and tested with 50 large asset owners and fund managers.

vi. Insurance for risk-sensitive business

The Programme component will engage with the insurance and reinsurance industry to develop innovative metrics and products that ensure that the pricing of insurance reflects the real cost of risk, particularly in low and middle income countries with low insurance penetration and incipient risk models. It will address the current mismatch of insurance capacity and coverage on the one hand and demand on the other by engaging sustainable capital that incentivizes risk mitigation, including for small and medium enterprises.

Apart from business risk, the component will also address sovereign risk, particularly for small-island developing states, land-locked countries and those with small and vulnerable economies, agricultural insurance for smallholders and low-income urban households. By 2015, at least 10 large businesses and 30 (re-)insurers will engage in this activity with the common aim of developing sustainable and appropriately priced insurance products.

vii. Promoting private sector partnerships

This Programme will be supported in its activities by the Private Sector Partnership (PSP) and Private Sector Advisory Group (PSAG). In particular, the PSAG will play an advisory role through its Working Group 2. Both the PSP and PSAG will enable the Results of this Programme to be widely disseminated in the private sector, enhancing the impact of the initiative.

In addition, the PSAG and PSP will continue to

be the main drivers in developing opportunities and innovative mechanisms for collaboration and partnership between the public and private sectors. The PSAG and PSP will lead on ensuring that the role of the private sector is clearly spelled out in the post-2015 framework for disaster risk reduction. It

will provide guidance on future implementation of priorities for action that relate to businesses and investors.

Resource Requirements (All figures in '000 US\$)	
5. RISK SENSITIVE BUSINESS INVESTMENT	3,910
5.1 Optimised DRM strategies for business	400
5.2 Factoring risk metrics into country and business forecasting	620
5.3 Industry sector voluntary certification and standards for disaster risk management	450
5.4 DRM in business education	600
5.5 Responsible investing for risk-sensitive business	310
5.6 Insurance for risk-sensitive business and national economies	330
5.7 Promoting Private Sector Partnerships	750
Programme Support Costs (PSC)	450

Organisational Performance

Management

The activities under Strategic Objective Four, which focus on the delivery and communication of Results, underpin the delivery of all five Programmes. UNISDR will continue to strengthen management and accountability, maintain a strong focus on Results, strive to mobilise necessary resources, and enhance UNISDR's communication and knowledge management tools.

A number of external and self-initiated evaluations and reviews have guided the introduction of new management and operational systems during the past biennium. UNISDR has: implemented a results-based management system; enhanced the transparency and coherence of its resource allocation and programming systems; diversified its resource base; instituted cost recovery practices; and introduced systematic planning, programming and reporting practices.

In 2014 and 2015, UNISDR will continue to build on and advance these initiatives.

Evaluations

An evaluation plan will be prepared for 2014-2015 based on past recommendations to ensure systematic and independent assessments of performance and impact. These recommendations will assist UNISDR to optimise its strategy, structure and operations as it gears up for a post-2015 Work Programme. Of note in this regard, the UN Office of Internal Oversight Services (OIOS) has been invited to return in 2014 to follow up on its audit of 2010 as well as to provide observations and recommendations on how UNISDR can best prepare to meet future opportunities and challenges.

Accountability Framework

Complementing this work, UNISDR has internally

reviewed its management accountability systems. It has developed an accountability framework to strengthen the focus on Results and align responsibilities and authorities. UNISDR's senior management will monitor and regularly update the framework so that it serves as an instrument of organisational learning and strengthens performance.

Results-based Management System

UNISDR will continue to invest in its results-based management system, with further automation of processes and emphasis on how staff work with the system to improve monitoring and reporting. The Office will continue to commit significant levels of effort to improve the quality of its reporting and to build a culture of results.

Knowledge Platform

The PreventionWeb knowledge platform will be redeveloped to become a key delivery channel and enabler for programme work and UNISDR's global coordination role. As the "go-to" place for the disaster risk reduction community, PreventionWeb will strengthen knowledge exchange and reinforce its advocacy and education function. UNISDR will also continue to build knowledge management approaches that strengthen the coherence between Geneva and the work of the regions.

UN Secretariat-wide Reform

UNISDR is also engaged in ongoing UN Secretariat-wide change management and reform processes. These include the implementation of International Public Sector Accounting Standards (IPSAS) in early 2014, and an enterprise resource planning system (Umoja) in 2015 to streamline business processes. These will require the investment of staff time and training to facilitate implementation. New processes will reinforce transparency, accountability and organisational efficiency of UNISDR.

Risk Management

UNISDR will continue to manage a number of risks facing the organisation. These include the need to build its resource base to ensure more predictable, sustainable and diversified funding.

Strong political support is essential for UNISDR to

carry out its mandate, hence the ongoing efforts using a variety of mechanisms to solidify this support. Working through effective partnerships is essential for UNISDR, so it will continue to develop these relationships and in particular to engage the private sector.

UNISDR will continue to apply the financial controls of the UN to all its transactions, including financial audit requirements to grants above the \$50,000 threshold. Over the next two years, UNISDR will take a number of steps to mitigate the ongoing risks of cashflow exposure.

Finally, UNISDR will take steps to ensure appropriate staff profiles and competencies are in place to meet the expectations placed on the Office in this transitional period.

In Summary

Strategic Objective 4 underpins the functioning, performance and quality of all five Programmes. As such, its costs have been folded into each of the Programmes. UNISDR's management costs are estimated at \$11 million for the biennium, or approximately 15% of the overall \$70 million Biennium Work Programme.

Taken together, the above actions will ensure UNISDR remains ready to meet the challenge of accelerated global action in disaster risk reduction in 2016 and beyond.

Resource requirements 2014-2015

UNISDR requires a minimum of \$70m to execute the 2014-2015 Work Programme. This figure takes into account additional demands to coordinate consultations and manage the process for a post-2015 framework on disaster risk reduction, and resource requirements associated with delivering the 3rd World Conference for Disaster Risk Reduction (WCDDR).

The \$70m budget is segmented below by Programme. It is forward looking and scalable. The budget breakdown reflects the fact that some Programmes are well established while others are in early development. The more developed Programmes with established timelines will

require funding to be front-loaded in 2014 (such as activities to support consultations ahead of, and preparedness for, WCDRR).

As a significant portion of the work of UNISDR is regionally based, a further breakdown of each Programme is provided along regional and global lines. To provide further detail, within each global and regional segment of the five Programmes, the budget requirements are shown in two additional categories: one that highlights amounts budgeted for programme coordination, technical guidance and advice of a substantive nature provided directly by UNISDR; and another to highlight other associated programmatic input requirements, including amounts budgeted to fund the travel of participants to key stakeholder events such as the WCDRR and Regional Platforms, funding for conference services and meetings, and grants to implementing partners.

UNISDR continues to intensify efforts to build an enlarged, sustainable and predictable resource base. It aims to mobilise funds from national and regional partners, including from the private sector. Thirty-two donors contributed to the UN Trusts Fund for DRR during the biennium 2012-2013. These included seven new donors, of which five were private sector companies. Many Member States and NGOs have also made important in-kind contributions through supporting meetings, hosting campaign launches, providing peer-to-peer assistance, and making available Junior Professional Officers (JPOs).

The predictability of some funding improved over the 2012-2013 biennium. Australia, Finland, Luxembourg, Republic of Korea, Sweden, Switzerland, and the World Bank provided substantial multi-year contributions. Importantly, a number of contributions were transferred in the first quarter of the year, enabling prompt implementation of activities. UNISDR also benefited from greater flexibility in funding. An increased number of donors provided some or all of their support as unearmarked contributions. These included China, Denmark, Finland, Germany, Hungary, Ireland, Japan, Luxembourg, Mexico, Netherlands, Norway, Philippines, Sweden,

Switzerland, and United States. It will be critically important for UNISDR to sustain this trend.

However, challenges remain. UNISDR is 98% reliant upon voluntary contributions. The timing and earmarking of contributions continues to pose cash flow and resource management challenges. With no UN regular budget resources to rely upon (except for one regular budget funded post), ensuring that activities are fully funded remains a significant challenge, especially for a lean organisation.

For UNISDR to continue to deliver Results in a timely and effective manner, it is hoped that donors will provide maximum flexibility in their funding, and make payment early in 2014 to enable UNISDR to meet the implementation schedule associated with delivering a post-2015 framework on disaster risk reduction. Where contributions must be structured according to defined project parameters, donors should appreciate that UNISDR must strive to recover fully the costs of delivery.

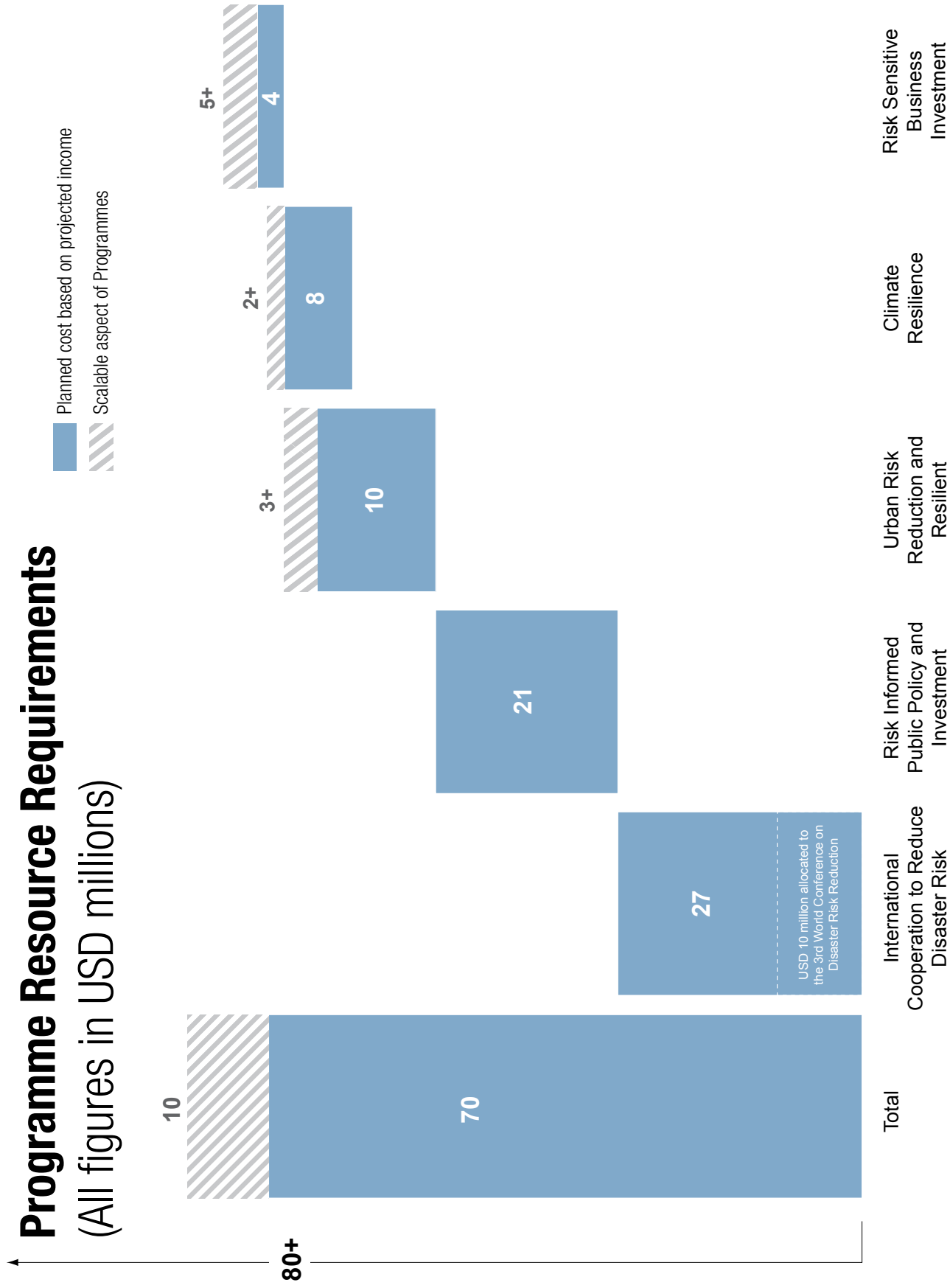
The five Programmes provide significant opportunities for investors to engage in the work of UNISDR. It is hoped donors will show their support for the importance of the mission of UNISDR by providing financial and in-kind backing for the Programmes that resonate with their area of interest.

UNISDR Programme Budget Overview: Estimated Requirements for 2014-2015 (All figures in '000 US\$)

	INTERNATIONAL COOPERATION TO REDUCE DISASTER RISK	RISK INFORMED PUBLIC POLICY AND INVESTMENT	URBAN RISK REDUCTION AND RESILIENCE	CLIMATE RESILIENCE	RISK SENSITIVE BUSINESS INVESTMENT	GRAND TOTAL	% SHARE
OVERALL REQUIREMENTS	27,298	21,535	9,557	7,975	3,910	70,275	
Programme Cost	24,158	19,058	8,458	7,058	3,460	62,192	
Programme Support Cost (PSC)	3,140	2,477	1,099	917	450	8,083	
PROGRAMME DELIVERY BY INPUTS	27,298	21,535	9,557	7,975	3,910	70,275	
Programmes delivered through staff (Coordination & Technical advice)	13,922	14,213	3,727	4,386	2,229	38,477	55%
Programmes delivered through other inputs (incl Grants, Travels, Events)	13,376	7,322	5,830	3,589	1,681	31,798	45%
PROGRAMME DELIVERY BY OFFICES	27,298	21,535	9,557	7,975	3,910	70,275	
Programmes delivered through Regional and Liaison Offices	21,019	10,552	4,779	4,307	1,799	42,455	60%
Programmes delivered through Geneva based Units	6,279	10,983	4,778	3,668	2,111	27,820	40%

Programme Resource Requirements

(All figures in USD millions)



Estimated cost per workstream projected to 2015 with staff and management (All figures in '000 US\$)				
PROGRAMMES AND WORK STREAMS	TOTAL PROGRAMME COST	PROGRAMME SUPPORT COST (PSC)	TOTAL COST INCL. PSC	% SHARE OF PROGRAMMES
1. INTERNATIONAL COOPERATION TO REDUCE DISASTER RISK	24,158	3,140	27,298	39%
1.1 The 3rd World Conference on Disaster Risk Reduction in March 2015	10,000			
1.2 Six Regional Platforms for building commitment to action	4,400			
1.3 Commitment from stakeholders to implement the post-2015 framework for disaster risk reduction	5,000			
1.4 Coherent and coordinated action by the UN System	500			
1.5 Complementarity and coherence among international agendas	3,000			
1.6 Global reports on progress	1,000			
1.7 Gender-sensitive disaster risk reduction applied and monitored	258			
2. RISK INFORMED PUBLIC POLICY AND INVESTMENT	19,058	2,477	21,535	31%
2.1 National disaster loss accounting in 100 countries by end of 2015	3,008			
2.2 Probabilistic risk profiles developed for 100 countries	4,075			
2.3 National progress in disaster risk reduction measured	4,100			
2.4 Public policy and investment in 20 countries informed by risk information	4,075			
2.5 Strengthening the global evidence base on disaster and climate risk, loss and impact	2,600			
2.6 Governance, national platforms and parliamentarians	1,200			
3. URBAN RESILIENCE	8,458	1,099	9,557	13%
3.1 Campaign advocacy and capacity development	1,200			
3.2 Increased understanding of current and future local risks in 100 cities	1,300			
3.3 Measure Local Resilience and Investments	1,400			
3.4 Climate and Disaster Resilient City Action Plans	2,058			
3.5 Worldwide initiative for safe schools	2,500			

PROGRAMMES AND WORK STREAMS		TOTAL PROGRAMME COST	PROGRAMME SUPPORT COST (PSC)	TOTAL COST INCL. PSC	% SHARE OF PROGRAMMES
4. CLIMATE RESILIENCE		7,058	917	7,975	11%
4.1	International frameworks for disaster risk reduction, climate change adaptation and sustainable development more closely aligned	1,000			
4.2	Twenty (20) countries ready to design and implement disaster reduction for climate adaptation	4,058			
4.3	Risk and insurance schemes for municipalities initiated	2,000			
5. RISK SENSITIVE BUSINESS INVESTMENT		3,460	450	3,910	6%
5.1	Optimised DRM strategies for business	400			
5.2	Factoring risk metrics into country and business forecasting	620			
5.3	Industry sector voluntary certification and standards for disaster risk management	450			
5.4	DRM in business education	600			
5.5	Responsible investing for risk-sensitive business	310			
5.6	Insurance for risk-sensitive business and national economies	330			
5.7	Promoting Private Sector Partnerships	750			
GRAND TOTAL		62,192	8,083	70,275	100%

ANNEX I - RESULTS CHAINS / STRATEGIC OBJECTIVE: S01 - Lead and Coordinate: Effective support for the HFA implementation and coordination of the consultations for a post-2015 HFA; and improved coherence between DRR, climate risk management and the sustainable development agenda

RESULT	RESULT INDICATOR	TARGETS		BASELINE ¹	MEANS OF VERIFICATION (MOV)
		END 2014	END 2015		
Result 1.1 Coherent and collective actions agreed to promote the implementation of HFA by 2015.	1.1.1 Increased number of countries using national coordination mechanisms to support strategic planning and priority-setting in reducing disaster risk and to advocate for HFA implementation	By 2014: <ul style="list-style-type: none"> 50 National Platforms receive guidance on peer-review, national reporting and national-level indicators and targets to improve their strategic capacity in and quality of national planning and priority-setting in disaster risk reduction (building on National Platforms Review recommendations). At least 10 national dialogues organized between national and local governments, communities and business on HFA implementation with particular focus on risk information and/or planning, budgeting and National Platforms recommendations 	By 2015: <ul style="list-style-type: none"> 85 National Platforms receive guidance on peer-review, national reporting and national-level indicators and targets to improve their strategic capacity in and quality of national planning and priority-setting in disaster risk reduction (building on National Platforms Review recommendations). At least 20 national dialogues organized between national and local governments, communities and business on HFA implementation with particular focus on risk information and/or planning, budgeting and National Platforms recommendations 	<ul style="list-style-type: none"> 50 National Platforms participated in the National Platforms Review (2012-13) 10 national coordinating mechanisms functioning in an interdisciplinary manner² (Note: National Platforms are an example of national coordinating mechanisms)	<ul style="list-style-type: none"> National HFA progress reports Reports on new institutional arrangements on policy development being initiated (mainly new legislation, policy and planning documents or budget allocation decision for disaster risk reduction) National Platform Review document Reports of national coordinating mechanisms. Reports of interviews of government officials.
	1.1.2 Stakeholder groups identify successes and areas that remain a challenge for implementation by 2015 at Regional Platforms and WCDRR	By 2014: <ul style="list-style-type: none"> 5 key stakeholder groups³ identify gaps and receive appropriate guidance on HFA implementation at the Regional Platforms, following up on outcomes of Global Platforms, Regional Platforms and UNGA resolution and processes as part of WCDRR preparations. Each Regional Platform demonstrates progress on implementation of regional disaster risk reduction strategies, agreements and/or plans 	By 2015, At least 4 stakeholder groups prepare to present achievements on HFA implementation at WCDRR, building on Regional Platforms' commitments and 2013 GP Chair's summary	<ul style="list-style-type: none"> At least 3 common key stakeholder groups from Regional Platforms in 2012-13 and GP 2013 identified gaps in HFA implementation 	<ul style="list-style-type: none"> Relevant stakeholder groups' action plans, advocacy campaigns, success stories, implementation reports or outreach documents Outcome documents of Regional Platforms in 2012-13 and GP 2013 Analysis of participants' lists with distribution of stakeholder groups from Global Platform 2013, Regional Platforms in 2012-13 and 2014 Outcome documents of Regional Platforms in 2014 Report on GP Chair's summary of 2011 and 2013
	1.1.3 UN entities reporting progress in implementing commitments under the UN Plan of Action on Disaster Risk Reduction for Resilience.	By 2014: <ul style="list-style-type: none"> At least 70% of UNDAFs finalized in 2013-14 and work of UNRCs and UNCTs (as reflected in annual RC Reports) show high level⁴ of integration of disaster risk reduction At least 3 UN entities review and report on the integration of disaster risk reduction in their work programme. 	By 2015: <ul style="list-style-type: none"> At least 90% of UNDAFs finalized in 2014-15 and work of UNRCs and UNCTs work show high level of integration of disaster risk reduction At least 5 UN entities review and report on the integration of disaster risk reduction in their work programme. 	<ul style="list-style-type: none"> 41% (23 out of 56) of UNDAFs finalized in 2009-12 and work of UNRCs and UNCTs show high level of integration of disaster risk reduction 	<ul style="list-style-type: none"> Annual reports of UN entities and reports against the UN Plan of Action on Disaster Risk Reduction for Resilience. Analysis of UNDAFs finalized in 2013-14 and 2014-15 Annual UN Resident Coordinators Reports

¹ Unless specified otherwise, Baseline figures are as at the time of planning in 2013

² The following 10 countries have informed the UNSDR of the multi-stakeholder and inter-disciplinary nature of their National Platform (as one kind of national coordination mechanisms): Argentina, Ecuador, Indonesia, Iran, Madagascar, Mexttico, Panama, Sri Lanka, Sweden and Switzerland

³ The five key stakeholder groups UNISDR will be supporting over 2014-15 cycle include: (1) Governments (national/ local / IGOs), (2) Parliamentarians, (3) Civil society (NGOs / CBOs/ Community Practitioners / Indigenous Communities / Media / Youth and Children / Persons with disabilities), (4) Scientific, technical and Academic institutions, (5) Private Sector

⁴ In case of analysis of UN development assistance frameworks and partnership agreements, this refers to a score of 4 or 5 in level of DRR mainstreaming (as per of the joint work under the UN Plan of Action on Disaster Risk Reduction for Resilience)

STRATEGIC OBJECTIVE: S01 - Lead and Coordinate: Effective support for the HFA implementation and coordination of the consultations for a post-2015 HFA; and improved coherence between DRR, climate risk management and the sustainable development agenda

RESULT	RESULT INDICATOR	TARGETS		BASELINE	MEANS OF VERIFICATION (MOV)
		END 2014	END 2015		
Result 1.2: Post-2015 global framework for DRR negotiated and endorsed	1.2.1 Multi-stakeholder consultations for HFA2 organized at local, national, regional and global levels	By 2014: <ul style="list-style-type: none"> Multi-stakeholder consultations on HFA2 convened in six regions, including through Regional Platforms and online dialogues as appropriate At least 10 more consultations of the key stakeholder groups (please refer to footnote 2 on page 2) are arranged Two inter-governmental consultations / prep meetings are organised in preparation for the WCDRR 	By 2015, at least 4 of the key stakeholder groups develop and present commitments for HFA2 at WCDRR	Total of 77 consultations on HFA2 were held up to GP2013 which included <ul style="list-style-type: none"> 1 formal HFA2 consultation at each Regional Platform in 2012-13 7 stakeholder groups meetings on HFA2 9 local consultations on HFA2 	<ul style="list-style-type: none"> Calendar of HFA2 consultations organized at all levels Consultation reports available online (with notes on gender balance and attention to gender issues) Up-to-date and informative HFA2 and WCDRR websites
	1.2.2 Adoption of HFA2 by the WCDRR and submission to UNGA for endorsement	By 2014: <ul style="list-style-type: none"> Six Regional Platforms and all key stakeholder groups' consultation outcomes inform the development of the HFA2 Draft documents on HFA2 developed and circulated for consultation Draft UN Secretary-General's report and UNGA resolution on WCDRR developed 	By 2015: <ul style="list-style-type: none"> HFA2 adopted at WCDRR and submitted to UNGA HFA2 endorsed at UNGA 2015 	<ul style="list-style-type: none"> HFA Mid-Term Review HFA2 Synthesis Report March 2012- May 2013 Stakeholder consultation reports 2012-2013 2013 Global Platform outcomes (Chair's Summary, High level Communiqué, HFA2 Report) 	<ul style="list-style-type: none"> Draft and final HFA2 framework available online

STRATEGIC OBJECTIVE: S01 - Lead and Coordinate: Effective support for the HFA implementation and coordination of the consultations for a post-2015 HFA; and improved coherence between DRR, climate risk management and the sustainable development agenda

RESULT	RESULT INDICATOR	TARGETS		BASELINE	MEANS OF VERIFICATION (MOV)
		END 2014	END 2015		
Result 1.3 Improved recognition of DRR as integral to planning climate risk management and sustainable development	1.3.1 References on building resilience to disasters included within the post-2015 development agenda (SDGs in particular), SIDS Conference 2014, and post-Kyoto climate change process to ensure mutually-reinforcing agendas and more systematic tracking of development investments in DRM by donors	By 2014: <ul style="list-style-type: none"> Building resilience to disasters feature in discussions and outcomes of SIDS conference 2014 Paper making the case for a DRM marker in the OECD Creditor Recording System (CRS) is submitted by UNISDR and GFDRR (endorsed by donors) for consideration by the OECD Working Party of Statistics 	By 2015: <ul style="list-style-type: none"> Building resilience to disasters feature in the post-2015 development agenda (SDGs) and in the post-Kyoto climate change process DRM marker adopted by the OECD Creditor Recording System (assuming endorsement by Working Party of Statistics) 	<ul style="list-style-type: none"> As of 2013, disaster risk reduction is reflected in Cancun Adaptation Framework and related UNFCCC work programmes such as COP18 in Doha Disaster risk reduction is reflected in Rio+20 outcomes and G20 documents Building resilience to disasters proposed as a target under Poverty Reduction goal in the High Level Panel Report on the MDGs Disaster prevention and preparedness mentioned in current CRS under Humanitarian spending. Consultations on developing a DRM marker held among OECD, UNISDR and GFDRR in September 2013 	<ul style="list-style-type: none"> Outcome document of SIDS conference 2014 Post-2015 development agenda (SDGs) report Documents related to post-Kyoto climate change process OECD documentation on Creditor Recording System and OECD website Report of Meeting on DRM marker held in September 2013
	1.3.2 National plans and policies integrate disaster risk reduction and climate risk management	By 2014 <ul style="list-style-type: none"> Six Regional Platforms (with an average of 25 participating countries in each) showcase how to integrate disaster risk reduction and climate risk management and produce related recommendations TORs of 5 National Platforms integrate disaster and climate risk issues 75% of UNDAFs finalized in 2013-14 (18 countries in total) show integration of disaster risk reduction and climate risk management 	By 2015 <ul style="list-style-type: none"> Good practices in integration of disaster risk reduction and climate risk management developed through structured and systematic exchange between countries and cities National Adaptation Plans in 13 countries integrate disaster risk reduction 80% of UNDAFs in 2014-15 (20 countries in total) show integration of disaster risk reduction and climate risk management 	<ul style="list-style-type: none"> 2012-2013 cycle of Regional Platforms included delegations from a total of approximately 150 countries National Adaptation Plans in 9 countries currently integrating disaster risk reduction under the sector component of disaster management TORs of 1 National Platform integrate disaster risk reduction and climate change adaptation 70% (39 out of 56) UNDAFs finalized in 2009-12 show integration of disaster risk reduction and climate risk management 	<ul style="list-style-type: none"> National HFA Reports 2014-2015 Outcome documents from Regional Platforms National Adaptation Plans developed Outcome documents of Regional Platforms in 2014 Preventionweb.net website UNDAFs in 2013-14 and 2014-15 cycles that show integration of disaster risk reduction and climate risk management

STRATEGIC OBJECTIVE: SO2 - Credible Evidence: Strengthened decision making at local, national and regional levels in support of DRR, climate risk management and achievement of the MDGs, through the production and dissemination of credible evidence

RESULT	RESULT INDICATOR	TARGETS		BASELINE	MEANS OF VERIFICATION (MOV)
		END 2014	END 2015		
Result 2.1: National priority setting and planning for DRR informed by accessible and organized information, in particular produced through the government-led monitoring and the peer review of HFA implementation.	2.1.1 In the period 2007-2015 at least 155 countries, 16 IGOs and 300 local governments have undertaken HFA implementation review and submitted self-assessment reports through HFA Monitor online tool and support provided for country-to-country peer reviews of progress in implementing the HFA	By 2014: <ul style="list-style-type: none"> Total of 150 countries and 14 IGOs have undertaken at least one HFA implementation review since 2007 (For the local level, same target as Result Indicator 3.1.2) Total of 5 country-to-country peer reviews of progress in implementing the HFA undertaken 	By 2015: <ul style="list-style-type: none"> At least 155 countries and 16 IGOs have undertaken at least two HFA implementation reviews since 2007 (For the local level, same target as Result Indicator 3.1.2) Total of 8 country-to-country peer reviews of progress in implementing the HFA undertaken Prototype HFA2 review and feedback mechanism piloted 	<ul style="list-style-type: none"> More than 130 countries have undertaken HFA implementation review at least once since 2007. 12 IGOs have undertaken HFA implementation review at least once since 2007. 121 local authorities have undertaken HFA implementation review at least once since 2007 One country-to-country peer reviews of progress in implementing the HFA undertaken 	<ul style="list-style-type: none"> Report of IGOs, countries and local authorities participating in HFA implementation review process. Regional, national and local interim and final HFA progress reports Conclusions of pilot countries' participation in HFA2 review and feedback process. Reports of country-to-country peer reviews
	2.1.2 GARI5 produced, and GARI3 and GARI5, RAR, NAR, HFA Review, disaster loss data and global risk model disseminated cited in literature and informing dedicated dialogue with national governments and private sector	By 2014, 30 journals/books, policies or plans using evidence of the GARs, RARs, NARs, HFA Review, disaster loss data and global risk model	By 2015: <ul style="list-style-type: none"> GARI5 produced by the WCDDR 60 journals/books, policies or plans using evidence of the GARs, RARs, NARs, HFA Review, disaster loss data and global risk model. 	<ul style="list-style-type: none"> GAR09, GARI1 and GARI3 At least 5 journals/books, policies or plans using evidence of the GARs, RARs, NARs, HFA Review, etc. 	<ul style="list-style-type: none"> GARI5 Academic and non-academic literature, policies or plans show reference to GARI3 and GARI5, RAR, NAR, HFA Review, disaster loss data and global risk model
	2.1.3 Report on ten years of HFA implementation produced for WCDDR.	By 2014, Zero order draft. Report on ten years of HFA implementation produced	2015: Report on ten years of HFA implementation published by March 2015	HFA implementation 2005-2013 – Summary of Reports published in April 2013	Report on ten years of HFA implementation.

STRATEGIC OBJECTIVE: S02 - Credible Evidence: Strengthened decision making at local, national and regional levels in support of DRR, climate risk management and achievement of the MDGs, through the production and dissemination of credible evidence

RESULT	RESULT INDICATOR	TARGETS		BASELINE	MEANS OF VERIFICATION (MOV)
		END 2014	END 2015		
Result 2.2: DRR and climate risk management reflected in national planning instruments and business strategies based on improved risk information, including on hazards, exposure and vulnerabilities.	2.2.1 100 countries with established and institutionalized disaster loss databases.	By 2014, 80 countries with established and institutionalized disaster loss databases	By 2015, 100 countries with established and institutionalized disaster loss databases	By 2013, 60 countries with established and institutionalized disaster loss databases	National disaster loss databases
	2.2.2 Global multi-hazard probabilistic risk model available in the public domain	By 2014, measurement not available	By 2015, upgraded probabilistic risk model covering 8 of the principal natural hazards	By 2013, Probabilistic risk model for 2 of the principal natural hazards	Global probabilistic risk model www.preventionweb.net/english/hyogo/gar/2013/en/gar-pdf/Annex_1.pdf
	2.2.3 36 national risk profiles produced.	By 2014, 15 national risk profiles produced	By 2015, 36 national risk profiles produced	By 2013, 6 national risk profiles produced	Published national risk profiles www.preventionweb.net/english/countries/
	2.2.4 Partnership with 40 global corporations and/or national industry associations supported to optimize DRM strategies.	By 2014, partnership with 25 global corporations and/or national industry associations supported to optimize DRM strategies.	By 2015, partnership with 40 global corporations and/or national industry associations supported to optimize DRM strategies.	By 2013, 15 corporate DRM partnerships	Corporate risk management policies and strategies

STRATEGIC OBJECTIVE: SO3 - Advocacy and Outreach: Greater Political commitment and social demand for increased public and private sector investment in DRR and resilience

RESULT	RESULT INDICATOR	TARGETS		BASELINE	MEANS OF VERIFICATION (MOV)
		END 2014	END 2015		
Result 3.1: Increased awareness and actions mobilized by national and local governments to reduce risk and build resilience	3.1.1 At least 2,015 local governments participating in the Campaign by 2015 and International Day for Disaster Reduction celebrated globally in 2014 and 2015	2014: <ul style="list-style-type: none"> 1,800 local governments participating in the Campaign International Day for Disaster Reduction 2014 celebrated with a focus on inclusion of the elderly in DRR planning and implementation 	2015: <ul style="list-style-type: none"> 2,015 local governments participating in the Campaign International Day for Disaster Reduction 2015 celebrated (theme is to be decided on the basis of HFA2) 	<ul style="list-style-type: none"> 1,640 local governments participating in the Campaign International Day for Disaster Reduction celebrated widely each year with an annual theme (Disability issues(2013); Women and girls (2012) and Young people (2011)) demonstrating an expanding partnership 	<ul style="list-style-type: none"> Campaign Database PreventionWeb online LGSAT monitoring tool Resilient Cities Report Visits on International Day to UNISDR website to share information Social media multiplication (Facebook, Twitter, Pinterest, YouTube, Thunderclap)
	3.1.2 At least 300 local governments reporting their action on the "Ten Essentials" through the LG-SAT (Local HFA reporting tool)	2014: 200 local governments reporting their action on the "Ten Essentials" through the LG-SAT (Local HFA reporting tool) (Cross-referenced with target for Result Indicator 2.1.1)	2015: 300 local governments reporting their action on the "Ten Essentials" through the LG-SAT (Local HFA reporting tool) (Cross-referenced with target for Result Indicator 2.1.1)	121 local governments reporting their action on the "Ten Essentials" through the LG-SAT (Local HFA reporting tool)	LG-SAT (Local HFA reporting tool) reports
	3.1.3 At least 77 parliamentarians advocating for national and local budget allocations on DRR and resilience building	2014: At least 52 parliamentarians advocating for national and local budget allocations on DRR and resilience building	2015: At least 77 parliamentarians advocating for national and local budget allocations on DRR and resilience building	By 2013, at least 27 parliamentarians advocating for national and local budget allocations on DRR and resilience building	<ul style="list-style-type: none"> Activity reports from the Advisory Group of Parliamentarians for DRR IPU meeting reports National legislation records Records of parliamentary discussions

STRATEGIC OBJECTIVE: S03 - Advocacy and Outreach: Greater Political commitment and social demand for increased public and private sector investment in DRR and resilience

RESULT	RESULT INDICATOR	TARGETS		BASELINE	MEANS OF VERIFICATION (MOV)
		END 2014	END 2015		
3.2 Broad range of stakeholders demanding and investing effort to build the resilience of communities.	3.2.1 A global initiative for the safety of education facilities coordinated and 400,000 institution pledges gathered to support the safety of education and health facilities through initiatives such as One Million Safe Schools and Hospitals Initiative	By 2014, <ul style="list-style-type: none"> At least two regional platforms have an outcome on safety of education facilities in support of the global initiative. 300,000 institution pledges gathered to support the safety of education and health facilities 	By 2015, <ul style="list-style-type: none"> Presentation of a global initiative for the safety of education facilities at the WCDRR 400,000 institution pledges gathered to support the safety of education and health facilities 	210,000 institutions have pledged to support the safety of education and health facilities under the One Million Safe Schools and Hospitals Initiative	<ul style="list-style-type: none"> WCDRR session on safety of education facilities The One Million Safe Schools and Hospitals Initiative website: http://www.safe-school-hospital.net/
	3.2.2 At least 148 "Champions" (Heads of States, Parliamentarians, mayors, corporate leaders, UN Resident Coordinators, media, civil society leaders, and other opinion makers) or "Advocates" championing and helping shape opinion on disaster risk reduction and resilience	By 2014, at least 118 "Champions" or "Advocates" actively advocating and shaping opinion on DRR and resilience.	By 2015, at least 148 "Champions" or "Advocates" actively advocating and shaping opinion on DRR and resilience.	At least 98 "Champions" or "Advocates" actively advocating and shaping opinion on DRR and resilience.	Copies of report /video/ letter/ outreach material produced by Champions or Advocates on how they have been advocating for DRR and CCA
3.2.3 By the end of 2015, at least 200 business entities have committed to the 5 Essentials for Business in DRR as Private Sector Partnership (PSP) members that report on their proposed contributions to DRR.	By 2014, 100 reporting Private Sector Partnership members (including SMEs) committed to the 5 Essentials for Business in DRR	By 2015, 200 reporting Private Sector Partnership members (including SMEs) committed to the 5 Essentials for Business in DRR	At least 40 reporting Private Sector Partnership members (including SMEs) committed to the 5 Essentials for Business in DRR	<ul style="list-style-type: none"> Quantitative: The PSP network website on PreventionWeb: http://www.preventionweb.net/english/professional/networks/public/psp/members/ Qualitative: Self-assessment reports submitted by PSP members at the end of each calendar year. 	

STRATEGIC OBJECTIVE: S03 - Advocacy and Outreach: Greater Political commitment and social demand for increased public and private sector investment in DRR and resilience

RESULT	RESULT INDICATOR	TARGETS		BASELINE	MEANS OF VERIFICATION (MOV)
		END 2014	END 2015		
3.3 Gender-sensitive DRR promoted	3.3.1 At least 87 countries reporting a gender-inclusive approach to DRR at partial (Reliance level 2) or significant (Reliance level 3) ongoing efforts in the HFA Monitor ⁵ .	By 2014, no measurement possible	By 2015, at least 87 countries reporting in the HFA Monitor at partial (Reliance level 2) or significant (Reliance level 3) ongoing efforts to address gender issues in policy and practice of DRR (2014-2015 cycle).	In 2013, 79 countries reported in the HFA Monitor partial (Reliance level 2) or significant (Reliance level 3) ongoing efforts to address gender issues in policy and practice of DRR (2011-2013 cycle)	HFA monitor reports of 2011-2013 and 2014-2015 cycles
	3.3.2 The formulation of the post-2015 DRR framework (HFA2) integrates gender issues and women's role in building resilience.	By 2014, no measurement possible	By 2015, gender included as an integral component in HFA2	In 2013, no measurement possible	HFA 2 document and proceedings as adopted at the WCDRR

⁵ Please refer to National HFA Monitor template on the webpage <http://www.preventionweb.net/english/hyogo/hfa-monitoring/national/?pic:73&ph:2>

STRATEGIC OBJECTIVE: S04 - Deliver and communicate results: Enhanced programme and organizational performance for more effective UNISDR in carrying out its Mission

RESULT	RESULT INDICATOR	TARGETS		BASELINE	MEANS OF VERIFICATION (MOV)
		END 2014	END 2015		
Result 4.1 Communications and knowledge management tools effectively support UNISDR objectives	4.1.1 Increase in penetration to specific targeted audiences based on UNISDR's communication strategy, local governments and increased brand recognition of UNISDR.	By 2014, 10% increase from 2013 in reach across all public communications channels including the UNISDR web site and social media. By 2014, 10% increase from 2013 in region specific material, including regional language material posted to UNISDR regional web sites and social media channels.	By 2015, 20% increase from 2013 in reach across all public communications channels including the UNISDR web site and social media. By 2015, 20% increase from 2013 in region specific material, including regional language material posted to UNISDR regional web sites and social media channels	User satisfaction survey before the end of 2013 to establish a baseline for a qualitative understanding of our brand recognition and appreciation of our communications products.	Web and social media analytics as well as user surveys, disaggregated by target audience to measure impact of communications products including videos and promotional material.
	4.1.2 80% of user-needs driven knowledge management tools are used effectively by UNISDR HQ and regional staff ⁶	2014 target 70%	2015 target 80%	Current baseline 60%	Composite index based on continual staff interviews and user surveys ⁷
	4.1.3 80% composite user satisfaction rate for user-needs-adjusted Prevention Web services	2014 target 76%	2015 target 80%	Current baseline 70%	Composite index based on continual satisfaction poll and user surveys ⁸

⁶ including through business processes

⁷ Composite measurement of individual satisfaction, task completion and process support

⁸ Composite measurement of relevance to the user, their organization and the DRR community in general

STRATEGIC OBJECTIVE: S04 - Deliver and communicate results: Enhanced programme and organizational performance for more effective UNISDR in carrying out its Mission

RESULT	RESULT INDICATOR	TARGETS		BASELINE	MEANS OF VERIFICATION (MOV)
		END 2014	END 2015		
Result 4.2 Enlarged, sustainable and predictable resource base	4.2.1 Income and cost plan targets met	Income and cost plan target for 2014 met	Income and cost plan target for 2015 met Biennial income target: USD 70 million	Biennium income target for 2012-2013: USD 64.9 million Biennium income for 2012-2013: USD62.0 million	Income table 2014-2015
	4.2.2 40% of annual income is received in first quarter to ensure smooth programming	40% of 2014 income received in Q1	40% of 2015 income received in Q1	39.1% of 2013 income received in Q1	Income table 2014-2015
	4.2.3 Consolidation of existing partnerships and creation of partnerships with a range of donors-investors.	By 2014, increase of one new partner or donor providing contributions/ written pledges to UNISDR Trust Fund for Disaster Reduction	By 2015, increase of two new partners or donors providing contributions/ written pledges to UNISDR Trust Fund for Disaster Reduction	32 partners or donors providing contributions/ written pledges to UNISDR Trust Fund for Disaster Reduction	Table of donors providing contributions/ written pledges to UNISDR Trust Fund for Disaster Reduction

STRATEGIC OBJECTIVE: S04 - Deliver and communicate results: Enhanced programme and organizational performance for more effective UNISDR in carrying out its Mission

RESULT	RESULT INDICATOR	TARGETS		BASELINE	MEANS OF VERIFICATION (MOV)
		END 2014	END 2015		
4.3 Results-focused implementation, monitoring and reporting of UNISDR strategic priorities	4.3.1 Full implementation of the e-management tool as reflected by the percentage of admin-finance processes that are automated and undertaken online through this tool	Target 2014: 80%	Target 2015: 100%	Baseline: 60%	e-tool platform
	4.3.2 Improvement of UNISDR's performance in implementing its strategic objectives and being a good 'value for money', measured through the percentage of adopted recommendations of reviews and evaluations implemented	Target 2014: 70%	Target 2015: 80%	Baseline: 60%	6-monthly RBMS progress reports

ANNEX II – How UNISDR Programmes Support Results and Strategic Objectives

PROGRAMME	RESULT	STRATEGIC OBJECTIVE
<p>Programme on International Cooperation in Disaster Risk Reduction</p> <ol style="list-style-type: none"> 1. The 3rd World Conference on Disaster Risk Reduction in March 2015 2. Six Regional Platforms for building commitment to action 3. Commitment from stakeholders to implement the post-2015 framework for disaster risk reduction 4. Coherent and coordinated action by the UN System 5. Complementarity and coherence among international agendas 6. Global reports on progress 7. Gender-sensitive disaster risk reduction applied and monitored 	<p>Result 1.1 Coherent and collective actions agreed to promote the implementation of HFA by 2015.</p> <p>Result 1.2 Post-2015 global framework for DRR negotiated and endorsed</p> <p>Result 1.3 Improved recognition of DRR as integral to planning climate risk management and sustainable development</p> <p>Result 3.2 Broad range of stakeholders demanding and investing effort to build the resilience of communities.</p> <p>Result 3.3 Gender-sensitive DRR promoted</p>	<p>SO1 Lead and Coordinate</p> <p>SO3 Advocacy and Outreach</p>
<p>Programme on Risk Informed Public Policy and Investment</p> <ol style="list-style-type: none"> 1. National disaster loss accounting in 100 countries by end of 2015 2. Probabilistic risk profiles developed for 100 countries 3. National progress in disaster risk reduction measured 4. Public policy and investment in 20 countries informed by risk information 5. Strengthening the global evidence base on disaster and climate risk, loss and impact 6. Governance, national platforms and parliamentarians 	<p>Result 1.3 Improved recognition of DRR as integral to planning climate risk management and sustainable development</p> <p>Result 2.1: National priority setting and planning for DRR informed by accessible and organized information, in particular produced through the government-led monitoring and the peer review of HFA implementation.</p> <p>Result 2.2: DRR and climate risk management reflected in national planning instruments and business strategies based on improved risk information, including on hazards, exposure and vulnerabilities.</p>	<p>SO1 Lead and Coordinate</p> <p>SO2 Credible Evidence</p>
<p>Programme on Urban Risk Reduction and Resilience</p> <ol style="list-style-type: none"> 1. Campaign advocacy and capacity development 2. Increased understanding of current and future local risks in 100 cities 3. Measure Local Resilience and Investments 4. Climate and Disaster Resilient City Action Plans 5. Worldwide initiative for safe schools 	<p>Result 1.3: Improved recognition of DRR as integral to planning on climate change adaptation and sustainable development.</p> <p>Result 3.1: Increased awareness and actions mobilized by national and local governments to reduce risk and build resilience</p> <p>Result 3.2 Broad range of stakeholders demanding and investing effort to build the resilience of communities.</p>	<p>SO1 Lead and Coordinate</p> <p>SO3 Advocacy and Outreach</p>

HOW UNISDR PROGRAMMES SUPPORT RESULTS AND STRATEGIC OBJECTIVES

PROGRAMME	RESULT	STRATEGIC OBJECTIVE
<p>Programme on Risk Sensitive Business Investment</p> <ol style="list-style-type: none"> 1. Optimised DRM strategies for business 2. Factoring risk metrics into country and business forecasting 3. Industry sector voluntary certification and standards for disaster risk management 4. DRM in business education 5. Responsible investing for risk-sensitive business 6. Insurance for risk-sensitive business and national economies 7. Promoting Private Sector Partnerships 	<p>Result 2.2: DRR and climate risk management reflected in national planning instruments and business strategies based on improved risk information, including on hazards, exposure and vulnerabilities.</p> <p>Result 3.2 Broad range of stakeholders demanding and investing effort to build the resilience of communities.</p>	<p>SO2 Credible Evidence</p> <p>SO3 Advocacy and Outreach</p>
<p>Programme on Climate Resilience</p> <ol style="list-style-type: none"> 1. International frameworks for disaster risk reduction, climate change adaptation and sustainable development more closely aligned 2. Twenty (20) countries ready to design and implement disaster reduction for climate adaptation 3. Risk and Insurance schemes for municipalities initiated 	<p>Result 1.3 Improved recognition of DRR as integral to planning climate risk management and sustainable development</p> <p>Result 2.2: DRR and climate risk management reflected in national planning instruments and business strategies based on improved risk information, including on hazards, exposure and vulnerabilities.</p> <p>Result 3.1: Increased awareness and actions mobilized by national and local governments to reduce risk and build resilience</p>	<p>SO1 Lead and Coordinate</p> <p>SO2 Credible Evidence</p> <p>SO3 Advocacy and Outreach</p>
<p>Cross cutting</p>	<p>Result 4.1 Communications and knowledge management tools effectively support UNISDR objectives</p> <p>Result 4.2 Enlarged, sustainable and predictable resource base</p> <p>Result 4.3 Results-focused implementation, monitoring and reporting of UNISDR strategic priorities</p>	<p>SO4 Deliver and communicate results</p>



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