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# UNISDR

## Work Programme

### 2016-2019

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In support of the Sendai Framework  
for Disaster Risk Reduction



**UNISDR**  
United Nations Office for Disaster Risk Reduction

**UNISDR**  
**Work Programme**  
**2016-2019**

## THE UNITED NATIONS OFFICE FOR DISASTER RISK REDUCTION WORK PROGRAMME: DELIVERING AGAINST THE UNISDR STRATEGIC FRAMEWORK 2016 – 2021

Reducing disaster risk is essential to build a sustainable and more resilient world. The impact of disaster risk reduction is two-fold: reducing the vulnerability of communities to hazards safeguards development gains, while risk-informed development contributes to achieving the Sustainable Development Goals. Investments in disaster risk reduction have led to a decrease in disaster-related fatalities. Despite that success, however, climate change and a variety of other risk drivers result in an increase in human and economic losses every year.

This Work Programme describes how the United Nations Office for Disaster Risk Reduction (UNISDR) will contribute to reducing disaster risk in line with the Sendai Framework for Disaster Risk Reduction 2015-2030 and other international agreements, including the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change. This Work Programme articulates how UNISDR intends to meet the Objectives of its Strategic Framework 2016-2021 over the two biennia, 2016-2017 and 2018-2019.

### INTRODUCTION

From 2016 to 2019, UNISDR will focus on promoting continued political momentum and implementation at global, regional, national and local levels to deliver the overarching objective and targets of the Sendai Framework: to substantially reduce disaster losses and risk for a sustainable future.

UNISDR will achieve this through coordination and activities at the global and regional levels, by providing support to relevant intergovernmental processes; making available appropriate and applicable knowledge, providing policy guidance and tools to countries to support their efforts to reduce disaster risk; and fostering and leveraging partnerships to catalyse action, accountability and behavioural change, including through a gender-sensitive approach to disaster risk reduction. This Work Programme and its deliverables also contribute to the achievement of the “Expected Accomplishments” and “Indicators of Achievement” outlined in the part of the United Nations Programme Budget 2016-2017, for which UNISDR has substantive responsibility<sup>1</sup>.

Disasters represent a substantial setback to development. Disaster mortality remains high: 1.6 million people have died since 1990, an average

of 65,000 deaths per year globally<sup>2</sup>. Between 1980 and 2012, more than 1.8 billion life years were lost worldwide in internationally reported disasters<sup>3</sup>. A number of drivers push disaster risk to unacceptable levels, including pervasive poverty and inequality, rapid and poorly managed urban growth, environmental degradation, climate change, and governance frameworks and decision-making that underestimate disaster risk. As a result, critical assets and livelihoods continue to be damaged and destroyed, undermining years of social and economic development. Simultaneously, development investments across the globe continue to generate disaster risk, by creating new levels of exposure and vulnerability and potentially undermining the capacities required for resilience and sustainability to thrive. Development itself has to become risk-informed and reducing disaster risk is a collaborative endeavour.

The *United Nations Plan of Action for Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development*<sup>4</sup> ensures disaster risk reduction is a strategic priority for UN organizations. The Plan of Action’s Results-based Analytical Framework monitors the UN System’s success in providing

1. Programme 23 (Humanitarian assistance), Sub-programme 3 on Natural disaster reduction, [www.un.org/ga/search/view\\_doc.asp?symbol=A/69/6/Prog.23](http://www.un.org/ga/search/view_doc.asp?symbol=A/69/6/Prog.23).  
2. UNISDR. 2015. *Global Assessment Report on Disaster Risk Reduction Making Development Sustainable: the future of disaster risk management*. Geneva, Switzerland: UNISDR.

3. Noy, Ilan. 2014. *A New Non-Monetary Global Measure of the Direct Impact of Natural Disasters*. Background Paper prepared for the 2015 Global Assessment Report on Disaster Risk Reduction. Geneva, Switzerland: UNISDR.  
4. [www.preventionweb.net/files/49076\\_unplanofaction.pdf](http://www.preventionweb.net/files/49076_unplanofaction.pdf)

**VISION** The substantial reduction of disaster risk and losses for a sustainable future.

**MANDATE** Focal point of the United Nations system for disaster risk reduction and the custodian of the Sendai Framework, supporting countries and societies in its implementation, monitoring and review of progress.

**OVERARCHING OBJECTIVE** The prevention of new and reduction of existing disaster risk and strengthening resilience through successful multi-hazard disaster risk management.

Strategic Objectives

1

Strengthen global monitoring, analysis and coordination of Sendai Framework implementation

2

Support to regional and national Sendai Framework implementation

3

Catalyse action through Member States and Partners

Results

1.1

Global Progress of the Sendai Framework & related SDG targets assessed

2.1

Regional & national coordination mechanisms leveraged to monitor & accelerate Sendai Framework

3.1

Fostered policy coherence by engaging with member States & contributing to relevant intergovernmental processes

1.2

Global risk data, analysis and policy advice generated

2.2

National disaster risk reduction strategies & plans developed in line with Sendai Framework prescribed guidance

3.2

Coordination & advice provided to UN System partners at global level towards effective & efficient Sendai Framework implementation

1.3

Global coordination and accountability mechanisms convened

2.3

Build capacity of counterparts, UNCTs and partners for DDR leadership

3.3

All of society engagement and action promoted through strengthening partnerships with key stakeholders

Enablers

**Enabler 1:**

Effective knowledge management, communication and global advocacy

**Enabler 2:**

Strengthened organizational performance

3.4

Partnerships leveraged for increased financing for disaster risk reduction and risk-sensitive investment

coordinated, high-quality support to countries on disaster risk reduction, and in developing a risk-informed and integrated approach to support the 2030 Agenda for Sustainable Development, the Paris Agreement on climate change, and the Sendai Framework for Disaster Risk Reduction. UNISDR is uniquely placed in the United Nations System, by virtue of its mandate as well as its leadership and coordination role.

### The Work Programme Design

As described in the organisation's Strategic Framework, UNISDR's first Strategic Objective focuses on its mandate to monitor and review global progress in implementing the Sendai Framework and to support countries in this implementation. The second Strategic Objective aims to support countries and regions in understanding and successfully reducing disaster risk through improved knowledge, policy guidance and decision-making tools. The third Strategic Objective seeks to catalyse action by convening a wide range of stakeholders and leveraging strategic partnerships across the United Nations System, international and regional organisations and development banks, the private sector, civil society, the science and technology community, parliamentarians and other decision-makers.

Stakeholders are important partners in UNISDR's work at all levels, contributing risk information and solutions, advocating for risk-informed investment, and catalysing behavioural change. Just as different stakeholders take on different responsibilities depending on context and demand, UNISDR tailors its engagement strategy to reflect diverse geographical, economic and political environments as well as the unique approaches required to reach, for instance, persons with disabilities, youth, women or other groups identified in the Sendai Framework. Particular efforts are being made to mainstream gender issues, including gender equality, empowerment and women's leadership throughout the delivery of UNISDR's Work Programme 2016-2019.

The three Strategic Objectives and results are closely interlinked. By way of example, the risk knowledge and evidence generated (Result 1.2) supports efforts towards greater coherence of international policy processes across disaster risk reduction, climate change action and sustainable development (Result 3.1) and provides the basis for promoting risk-sensitive investments and financing for disaster risk reduction (Result 3.3). Similarly, the science and technology community is a key partner in the process of generating and making available appropriate risk information and knowledge, while other important stakeholder groups, such as civil society and parliamentarians, become key levers for accountability, action and behavioural change (Result 3.4).

### The Work Programme as an accountability mechanism

The Results Framework (Annex I) for this Work Programme provides the basis for monitoring progress against the deliverables and results through a set of specific, measurable, achievable and time-bound indicators with respective baselines and targets. UNISDR developed the Strategic Framework, Work Programme and Results Framework by building on the experience and achievements of the previous Strategic Framework and biennial Work Programmes, the mandate given to it by the United Nations General Assembly; the Sendai Framework for Disaster Risk Reduction 2015-2030<sup>5</sup>; the 2030 Agenda for Sustainable Development; the outcomes of past meetings of Global and Regional Platforms for Disaster Risk Reduction; the findings of Regional and Global Assessment Reports on Disaster Risk Reduction; the recommendations of organizational reviews and evaluations. This Work Programme and its Results Framework are pivotal pieces of UNISDR's Results-based Management System (RBMS), forming a basis for ensuring accountability through systematic oversight, monitoring, evaluation and reporting.

5. General Assembly Resolution 69/283

## RESOURCES AND REPORTING

The 2016-17 Work Programme financial requirement is US \$ 75 million (see page 42 for financial requirements by result). UNISDR relies almost entirely on voluntary contributions: 99.3% of the contributions received in the 2014-15 biennium were voluntary contributions, despite the significance of disaster risk reduction as reflected in the post-2015 agreements. UNISDR will encourage greater alignment between funding and stated priorities, in order to improve the predictability of the UNISDR funding base.

Unearmarked contributions are particularly important to UNISDR, as many of the deliverables described in this Work Programme are staff-time intensive. The commitment by 17 donors to reduce the earmarking of donor contributions and increase multi-year contributions, through their endorsement of the "Grand Bargain" at the World Humanitarian Summit, is therefore a welcome development. The limitations on staff-time recovery placed by many earmarked funding instruments create fundraising and delivery challenges for UNISDR. To deliver this Work Programme, UNISDR will seek to increase the number and volume of unearmarked contributions. Early contributions and multi-year agreements are also encouraged, as this helps resource management and planning challenges.

UNISDR will continue to leverage in-kind logistical, technical and human resource contributions in the delivery of this Work Programme. In-kind logistical contributions are particularly significant in the delivery of Global and Regional Platforms while technical in-kind support from a variety of stakeholders provides essential theoretical and practical guidance. UNISDR further welcomes Junior Professional Officer (JPOs) support in all Regional Offices.

UNISDR welcomes contributions to this Work Programme and will report on all contributions through Annual Reports and Biennial Reports.

These results-based reports will track progress of indicators through a clear means of verification against a detailed baseline and targets (see Annex I). Income details and a UN audited financial statement will also be provided.

# 1 STRATEGIC OBJECTIVE

## STRENGTHEN GLOBAL MONITORING, ANALYSIS AND COORDINATION OF SENDAI FRAMEWORK IMPLEMENTATION

### Result 1.1

#### Global Progress of the Sendai Framework and related SDG targets assessed

The United Nations General Assembly tasked UNISDR in the Sendai Framework with advocating and promoting integration, coherence and synergies across the 2030 Agenda, notably on reducing multi-hazard disaster risk, and with developing a new monitoring system for the Sendai Framework, linked with the monitoring of the Sustainable Development Goals (SDGs) through, for instance, the High-Level Political Forum on Sustainable Development. Further, monitoring a number of targets and related indicators of the Sendai Framework will provide countries with information required to report on climate change impacts and adaptation efforts. This is the first time that the international community will be able to review global progress in disaster risk reduction in a systematic way linked to overall progress in sustainable development. UNISDR is the central facilitator and clearing house for this process.

The work under this result builds on eight years of experience in monitoring progress against the Hyogo Framework for Action (HFA) between 2005 and 2015. National self-assessments were facilitated by UNISDR and submitted through the HFA Monitor, an online interactive and global database. Based on countries' reports, analysis of progress was regularly produced by UNISDR and presented in the biennial Global Assessment Report for Disaster Risk Reduction (GAR).

#### Deliverable 1.1.1

##### Sendai Framework monitoring system developed for global and national level monitoring and reporting

Building on its experience of monitoring the HFA between 2005 and 2015, UNISDR will develop the infrastructure of a Sendai Framework Monitor (SFM) to enable countries to report

on-line on the Sendai Framework and on related targets and indicators of the Sustainable Development Goals (SDGs). The monitor will use the indicators agreed by the United Nations General Assembly mandated Open-Ended Inter-governmental Expert Working Group on Indicators and Terminology Relating to Disaster Risk Reduction (OIEWG), for which UNISDR serves as the secretariat (Result 3.1). As a first step, UNISDR will conduct a review of countries' readiness to collect the data required to monitor the seven targets of the Sendai Framework and related SDGs, as well as support countries in the establishment of the global baseline (see also Deliverable 1.1.2)<sup>6</sup>. UNISDR will work in close collaboration with other relevant United Nations offices and the international statistical community to align conceptual frameworks, standards and classifications for disaster-related statistics with a view to then use these disaster-related statistics to inform the global monitoring framework of the SDGs.

#### Deliverable 1.1.2

##### Sendai Framework implementation monitored biennially

The first biennial period of monitoring of progress against the global targets of the Sendai Framework and the relevant targets of the SDGs using the new Sendai Framework Monitor is planned for 2017-2018. Sendai Framework monitoring will be synchronized as far as possible with SDG monitoring at the national level, to strengthen coherence, reduce the national reporting burden and facilitate a coordinated submission to the Economic and Social Council (ECOSOC) and the General Assembly.

UNISDR will provide advice to Member States on the implementation of the monitoring system and reporting; act as the global clearing house for data generated at the country level and from

<sup>6</sup> This deliverable will simultaneously contribute to Result 2.1 as the conceptual design, the system architecture, national-level indicators and final functionality will be developed, field tested and launched in support of countries' monitoring and reporting requirements at the national level.

organisations reporting on progress against voluntary commitments made at the Third United Nations World Conference for Disaster Risk Reduction; and provide analysis and reports of the results. UNISDR will also prepare a global compilation and analysis of the results of the national reports (see Result 2.2). Regional Platforms and the biennial Global Platform for Disaster Risk Reduction will provide the forums for review and validation of this analysis, bring the disaster risk reduction agenda forward as well as advice and deliberation on relevant issues related to the SDGs as defined by the High Level Political Forum on Sustainable Development (HLPF).

### Result 1.2

#### Global risk data, analysis and policy advice generated

#### Deliverable 1.2.1

##### Further development of Global Risk Assessment

UNISDR with partners developed a multi-hazard, probabilistic global disaster risk model to inform the implementation of the Hyogo Framework of Action. The UNISDR global risk model has been recognized by leading reinsurance and risk modelling companies as a new standard. The resulting metrics allow for comparison between countries and can assess trends over time, and will be required to monitor the achievement of the part of the overall goal of the Sendai Framework that relates to the substantial reduction of disaster risk. Between 2017 and 2019 UNISDR with core members of its Science and Technology Partnership will update, enhance and expand the global risk model. This process will provide the risk metrics required to support output-level monitoring of the Sendai Framework goal to prevent new and reduce existing risk and to strengthen resilience to natural and man-made hazards, in order to achieve substantial reductions in disaster losses.

#### Deliverable 1.2.2

##### Analysis of risk trends and patterns, progress and challenges in disaster risk reduction

The Global Assessment Report on Disaster Risk Reduction (GAR) has, over four editions to date, established a strong process of partnership building, research, analysis, publication and communication. Following the recommendations of an independent evaluation undertaken in early 2016, the GAR will be UNISDR's principal vehicle for presenting the results of a global analysis of the monitoring of the Sendai Framework as well as relevant aspects of the SDGs and the Paris Agreement on Climate Change. The first in this new series of GAR is planned for 2019, featuring the analysis of the baseline and first cycle of monitoring of indicators of the Sendai Framework for the period 2017-2018.

Furthermore, UNISDR will explicitly develop the GAR as a research, advocacy and policy engagement initiative. In partnership with leading research institutions, national and regional organisations, and UN partners, it will provide a stream of disaster risk reduction research and regional analysis that will contribute directly to strategic policy guidance as well as advocacy in support of regional and country implementation.

#### Deliverable 1.2.3

##### Improved leveraging and application of risk knowledge through development of policy guidance and standards

The wealth of knowledge generated through the global risk assessment, GAR and related research will be taken up and used for the development of forward-thinking and strategic policy guidance in relation to key and emerging themes in disaster risk reduction, including climate change and sustainable development, ecosystems, gender, human rights, urbanisation and others. A range of methodologies and

consultative processes will contribute to the development of a variety of knowledge products (Enabler 1.3). These products will incorporate lessons from national and regional applications and trainings (Result 2.3).

### Result 1.3

#### Global coordination and accountability mechanisms convened

UNISDR builds on 15 years of demonstrated excellence in convening and coordinating the global disaster risk reduction community through global meetings, dialogue and consultations. For the last 10 years, UNISDR has organised and led multi-stakeholder Global Platforms for Disaster Risk Reduction, which is the coordination mechanism that brings together countries and stakeholders to share progress, take stock and effect course corrections. In addition, the Global Platforms serve as milestones for more than 3,000 stakeholders that attend and share innovations, commitments and challenges. As during the implementation of the Hyogo Framework for Action, the Global Platforms will also provide a biennial review mechanism and a tool to catalyse action to support Sendai Framework implementation and monitoring. Achieving sustainable development and successfully reducing disaster risk through the implementation of the Sendai Framework depends on policy coherence across sectors and actors.

#### Deliverable 1.3.1

##### Platforms and high-level meetings on disaster risk reduction organised at the global level

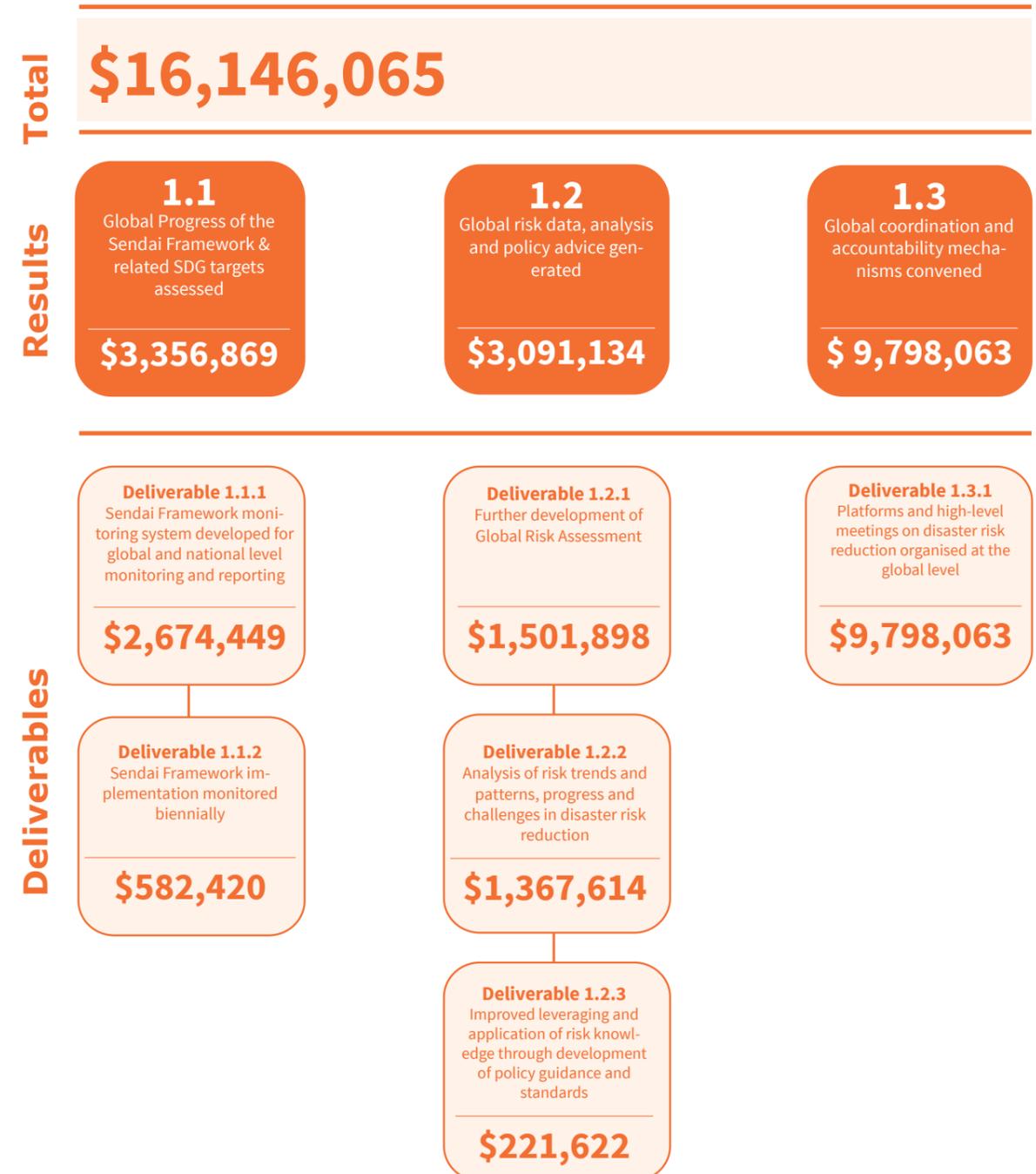
The Global Platform for Disaster Risk Reduction<sup>7</sup> is the main forum at the global level for strategic advice, coordination, partnership development and review of progress in the implementation of the Sendai Framework for Disaster Risk Reduction and brings together the world's

foremost gathering of stakeholders committed to reducing risk and building the resilience of communities and nations to disasters. In partnership with the host countries, UNISDR will organise the Fifth and Sixth Session of the Global Platform in 2017 and 2019 respectively. The meetings are the main vehicle for reviewing progress against the Sendai Framework and are used to fully leverage collaboration across stakeholders and sectors for sustainable development. Basic principles of equitable geographic representation, stakeholder distribution and gender balance will be applied throughout the Platforms' organizational process, discussions and panel composition. In addition, the Global Platform creates opportunities to develop policies, periodically monitor and assess progress in implementing the Sendai Framework and contribute to the monitoring of the disaster risk reduction-related indicators of the SDGs, to build new partnerships and alliances, and to share knowledge across communities of practice for the integration of disaster risk management in other sectors relevant to development and climate change. All the results of the Work Programme contribute to this outcome, as leaders and representatives from all stakeholder groups come together to catalyse action toward the achievement of the Sendai goal and targets. The substantive outcome of the Global Platforms will inform intergovernmental processes such as the High Level Political Forum on Sustainable Development (HLPF) and the United Nations General Assembly and the Economic and Social Council (ECOSOC) (Result 3.1).

7. The Global Platform mechanism was established in 2006 (GA resolution 61/198).

## 2016 – 2017

# 1 Strengthen global monitoring, analysis and coordination of Sendai Framework implementation



## 2 STRATEGIC OBJECTIVE

# Support to Regional and National Sendai Framework implementation

### Result 2.1

#### Regional and national coordination mechanisms are leveraged to monitor and accelerate Sendai Framework implementation

Through its Regional Offices, UNISDR will support and coordinate with regional organisations in developing, revising, implementing and monitoring regional and sub-regional strategies and plans for disaster risk reduction. UNISDR further supports its regional partners such as the UN Development Group regional teams and the Regional Economic Commissions in their advocacy for an integrated 2030 Sustainable Development Agenda. The content and form of this support is determined by regional demand for facilitation and guidance of policy and advocacy work for a coherent 2030 Agenda for Sustainable Development.

#### Deliverable 2.1.1

##### Sendai implementation monitored and scaled-up through Regional Platforms and meetings on disaster risk reduction

UNISDR will support the organisation of multi-stakeholder Regional and Sub-Regional Platforms and Ministerial Conferences dedicated to disaster risk reduction across the globe. These fora enable the development, review and endorsement of regional agreements, plans and strategies, and are key instruments to monitor progress in implementing the Sendai Framework in conjunction with the 2030 Agenda for Sustainable Development. They also act as catalysts for bilateral and multilateral partnerships and action at national and regional levels. Progress against the implementation of regional plans, strategies and stakeholder voluntary commitments will also be monitored and supported by the UNISDR Regional Offices.

#### Deliverable 2.1.2

##### Regional organisations supported in developing and monitoring regional disaster risk reduction strategies

UNISDR provides technical support to, and works closely with, regional intergovernmental organisations including multi-lateral development banks in their efforts to develop, update and monitor progress of regional strategies for disaster risk reduction that are aligned with strategies for sustainable development and climate action. UNISDR also facilitates the engagement of regional groups of government representatives, such as ministries of finance, in their efforts to find regionally appropriate solutions to challenges. In addition, UNISDR enhances collaboration within these organizations to mainstream disaster risk reduction considerations in policy and programming, including by strategically contributing to policy papers, reviews and event consultations.

#### Deliverable 2.1.3

##### UN Country Teams, regional UNDG Teams and regional coordination mechanisms supported to implement the UN Plan of Action on Disaster Risk Reduction for Resilience

The *United Nations Plan of Action on Disaster Risk Reduction for Resilience: towards a Risk-informed and Integrated Approach to Sustainable Development* outlines the key steps for integrating and internalising disaster risk reduction across the UN System's processes, policies and programmes. The three commitments of the Plan ensure that the implementation of the Sendai Framework contributes to a risk-informed and integrated approach to the achievement of the 2030 Agenda for Sustainable Development.

UNISDR will strengthen its technical support to UN Resident Coordinators and Country Teams to ensure that the UN Development Assistance Frameworks and Common Country Analysis (CCA/UNDAF) are risk-informed. As a result, UN

Resident Coordinators and Country Teams will support their national counterparts in developing risk-sensitive and sustainable development policies and programmes. Progress in the implementation of the UN Plan of Action will be monitored through the Results-based Analytical Framework of the Plan of Action. This result-based framework allows for systematic reporting and accountability for the implementation of the Plan's three commitments. This will be carried out in collaboration with UN Development Group for ensuring full alignment with the Mainstreaming, Acceleration and Policy Support to countries through capacity development and service delivery by UN Country Teams.

### Result 2.2

#### National disaster risk reduction strategies and plans are developed in line with Sendai Framework prescribed guidance

In line with the comprehensive guidance negotiated and agreed by all Member States through the Sendai Framework, the Regional Offices of UNISDR will harness its global standard setting expertise in areas such as risk profiles, the development and management of disaster loss databases, and monitoring and reporting. They will work closely with partners at national levels to support inclusive national planning and monitoring mechanisms for disaster risk reduction. Led by the respective governments, the development and updating of national and local plans will be prioritised, in order to achieve the global Target E of the Sendai Framework: *substantially increase the number of countries with national and local disaster risk reduction strategies by 2020.*

#### Deliverable 2.2.1.

##### Relevant disaster loss and risk data generated for application in countries

Countries need national disaster loss data to establish baselines to start monitoring implementation of the Sendai Framework and common targets of the SDGs. More than 80 countries,

or 45% of all Member States, currently have disaster loss databases. Working with its UN and other partners, UNISDR will support countries, as appropriate, to close this gap as a fundamental requirement to generate a global baseline against which progress can be measured<sup>8</sup>.

UNISDR has a track record of excellence in supporting countries in establishing and maintaining disaster loss accounting systems, assessing their risks and developing national action plans on disaster risk reduction. Leveraging a range of existing global and regional partnerships, UNISDR will provide technical assistance and coordinate capacity building to Member States, delivered in collaboration with relevant UN agencies and expert institutions (see Result 3.1). To do so, UNISDR will upgrade the existing DesInventar software package that is currently used by most countries to record disaster loss and damage, and develop a new suite of on-line tools for capturing, analysing and reporting disaster loss data<sup>9</sup>.

Countries also require access to a comprehensive and applicable suite of risk knowledge products. Disaster losses, risk trends and patterns as well as countries' progress and challenges in meeting the goals and targets of the Sendai Framework must be analysed in the context of global development trends and national policy challenges. UNISDR will build on its effective partnerships with relevant science, UN and non-UN institutions to provide this analysis in the form of understandable knowledge products such as practical guidelines, tailored policy briefings and reports, tools and programmes through its focus on capacity building (see Result 2.3). UNISDR will encourage data collection disaggregated by gender, age and ability.

8. Note: disaster loss databases will be used to measure progress against both Sendai Framework and SDG indicators.

9. DesInventar is developed and maintained by UNISDR with the support of its partners, including Asian Disaster Preparedness Center, Centro Internazionale in Monitoraggio Ambientale, Corporación OSSO, Indian Ocean Commission, Pacific Community, UN Environment Programme, UN Development Programme, World Bank and many others.

**Deliverable 2.2.2**

**Countries assisted in the development of national disaster risk reduction strategies and plans with monitoring frameworks**

Towards the achievement of the Sendai Framework's targets, in particular global Target E on national and local disaster risk reduction strategies, UNISDR Regional Offices will collaborate with partners to support countries in developing and reviewing national and local disaster risk reduction strategies and plans. To do this, UNISDR will continue to support and advise governments on the establishment of multi-stakeholder national coordination platforms for disaster risk reduction and assist countries in completing a full cycle of risk knowledge: from understanding loss and risk to informing investment decisions and development planning.

The process of developing the national strategies or plans entails a coherent mechanism of support comprising: understanding countries' current disaster risk management capacities and challenges through multi-sectoral and multi-stakeholder engagement; assessing historical losses and future risks; using global disaster risk models and economic risk metrics coupled with national and local risk assessments; leveraging economic analyses of proposed actions and, based on this, designing a disaster risk reduction strategy or plan with concrete targets and indicators.

The disaster risk reduction strategies and plans will be based on disaster loss databases and their capacity to inform probabilistic risk modelling. UNISDR will further encourage an emphasis on stronger governance mechanisms for disaster risk reduction at national and local levels, promoting good practices and intra- and inter-regional learning and collaboration.

UNISDR action in this area will be subject to demand from countries themselves, with a priority focus on Least Developed Countries and Small Island Developing States and in partnership

with United Nations Country Teams and relevant ministries including for planning and finance.

In line with in-country UN System coordinating mechanisms and in partnership with regional, UN and government institutions, UNISDR Regional Offices will provide support to countries in developing baselines and setting-up mechanisms for national level monitoring and reporting against the action plans to feed into the Sendai Framework Monitor (Result 1.1)

**Deliverable 2.2.3**

**Horizontal learning for disaster risk reduction at local levels is achieved through sharing of best practices and provision of policy guidance**

UNISDR will build on its longstanding work with partners to develop tools to assess achievements and identify gaps and challenges in local-level disaster risk reduction, such as the Local Government Self-Assessment Tool (LGSAT) and the Disaster Resilience Scorecard for Cities.<sup>10</sup> Through its Global Education and Training Institute (UNISDR-GETI) and Regional Offices, UNISDR will offer such tools, and associated guidance and analysis, to governments and partners in support of their efforts to build resilience at the local level.

Based on the Sendai Framework, guidance provided by UNISDR will include a new Handbook for Local Governments<sup>11</sup>; the development and promotion of new "Ten Essentials for Making Cities Resilient"; the development and testing of indicators at the local level; guidance and tools for use by cities and local governments in conducting self-assessments; and the piloting in 20 cities of the development of local resilience action plans. The sharing of trends in urban design, innovation technologies and disaster risk reduction solutions will be further facilitated through the "Resilient Cities Connect" web platform developed by UNISDR in collaboration with partners<sup>12</sup>.

10. The Disaster Resilience Scorecard for Cities was developed by AECOM and IBM, based upon the UNISDR Ten Essentials for Disaster Risk Reduction.

11. The demand for the previous handbook was such that it was translated into nine languages.

12. For more information and partner information: [www.unisdr.org/campaign/resilientcities/home/partners](http://www.unisdr.org/campaign/resilientcities/home/partners)

# 2016-2017

## 2 Support to Regional and National Sendai Framework implementation

Total

**\$27,924,733**

Results

**2.1**

Regional and national coordination mechanisms are leveraged to monitor and accelerate Sendai Framework implementation

**\$11,588,681**

**2.2**

National disaster risk reduction strategies and plans are developed in line with Sendai Framework prescribed guidance

**\$11,992,023**

**2.3**

Build capacity of counterparts, UNCTs and partners for DRR leadership

**\$4,344,029**

Deliverables

**Deliverable 2.1.1**  
Sendai implementation monitored and scaled-up through Regional Platforms and meetings on disaster risk reduction

**\$5,434,305**

**Deliverable 2.2.1**  
Relevant disaster loss and risk data generated for application in countries

**\$4,252,314**

**Deliverable 2.3.1**  
Capacity building for national and local planning, implementation and monitoring supported

**\$4,344,029**

**Deliverable 2.1.2**  
Regional organisations supported in developing and monitoring regional disaster risk reduction strategies

**\$5,277,650**

**Deliverable 2.2.2**  
Countries assisted in the development of national disaster risk reduction strategies and plans with monitoring frameworks

**\$3,917,184**

**Deliverable 2.1.3**  
UN Country Teams, regional UNDG Teams and Regional Economic Commissions supported to implement the UN Plan of Action on Disaster Risk Reduction

**876,726**

**Deliverable 2.2.3**  
Horizontal learning for disaster risk reduction at local levels is achieved through sharing of best practices and provision of policy guidance

**\$3,822,525**

**Result 2.3****Build capacity of counterparts, UNCTs and partners for leadership in disaster risk reduction**

Strengthening capacity at all levels of society is essential for effective disaster risk reduction. UNISDR's technical support and tools are of direct use to countries in the development or revision of their national disaster risk reduction strategies and plans and in aligning them with national strategies for climate action and sustainable development. In line with the Sendai Framework, these strategies and plans should be based on solid loss and risk information - as much as possible, disaggregated by gender and other relevant factors - and set out investment plans with clear timelines and concrete and measurable targets and indicators. UNISDR will emphasise building and developing capacity and providing guidance and normative support to national and local level planning and action.

**Deliverable 2.3.1****Capacity building for national and local planning, implementation and monitoring supported**

UNISDR will develop a long-term disaster risk reduction capacity-building strategy by conducting a consultative stock-taking of existing products and capacities. Building on the gaps identified in the strategy, UNISDR will review, design and deliver accordingly through UNISDR-GETI, which is based in Incheon, Republic of Korea.

The UNISDR-GETI training programmes will build on evidence and strategic policy guidance generated in Result 1.2, including by leveraging existing capacities in the United Nations System and beyond. The training packages will include learning platforms, education materials and various tools for disaster risk reduction. By virtue of its overall knowledge management capacity, UNISDR will improve its role as a repository

and clearinghouse of disaster risk management and reduction training, and of capacity-building information at the national and local levels.

UNISDR Regional Offices and UNISDR-GETI, in partnership with appropriate UN partners, expert institutions and others, will provide training and technical assistance to enable countries to take the steps required to achieve Target E of the Sendai Framework. Topics will include reporting against the Sendai Framework targets and indicators; the development, maintenance and use of disaster loss databases; the use of national risk profiles and risk assessments; monitoring disaster risk trends; use of tools for cities; and minimum standards for disaster risk reduction plans and strategies. Methodologies for integrating climate change adaptation within disaster risk reduction planning and for integrating disaster risk reduction within national development planning aligned with the SDGs will also be provided.

UNISDR, through its Regional Offices and UNISDR-GETI, will train a variety of key stakeholders including trainers and disaster risk reduction decision-makers to broaden the impact of the training. Such trainings will follow basic principles of gender and geographic balance. This Result has a continuous feedback loop with Result 1.2, as lessons learned from the trainings will be fed back into the global analysis conducted and products circulated and, through Result 1.1, decision-makers to broaden the impact of the trainings.

# 3 STRATEGIC OBJECTIVE

## Catalyse action through Member States and Partners

**Result 3.1****Fostered policy coherence by engaging with Member States and contributing to relevant intergovernmental processes**

Consistent with its core mandate of playing a coordinating role for disaster risk reduction within the United Nations System, UNISDR advocates for a coherent approach towards disaster risk reduction among all United Nations System entities as they implement the 2030 Agenda for Sustainable Development, through their respective areas of expertise. UNISDR also engages in and actively supports intergovernmental processes that are related to the implementation of the Sendai Framework.

**Deliverable 3.1.1****Intergovernmental processes supported and informed for policy coherence in line with the Sendai Framework implementation**

UNISDR will promote the integration of disaster risk reduction into related intergovernmental processes, such as those on sustainable development and climate change, by contributing to coordinated follow-up processes, including the High-level Political Forum (HLPF) for the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change. UNISDR also provides secretariat support to the Member State-led ISDR Support Group in Geneva and the Group of Friends of Disaster Risk Reduction in New York.

A key process that UNISDR supports is the Open-Ended Inter-Governmental Expert Working Group on Indicators and Terminology Relating to Disaster Risk Reduction (OIEWG), mandated by the General Assembly. UNISDR is the secretariat for this process of defining the global indicators to be used to measure progress against the seven Global Targets of the Sendai Framework. By the end of 2016, it is expected

that the indicators will have been agreed and, as appropriate, incorporated by the Inter-agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs) to measure progress on risk-sensitive development, in particular with respect to Goals 1 End Poverty; Goal 11, Sustainable Cities and Communities; and Goal 13, Climate Action.

UNISDR supports the creation of an enabling environment for coherent national action on disaster risk reduction, climate change adaptation and sustainable development. Accordingly, UNISDR provides substantive support to UN treaty bodies, such as the UN Framework Convention on Climate Change and human rights committees. This further strengthens the legal basis for international and domestic accountability in disaster risk management and enhances related normative and policy frameworks. UNISDR also prepares the annual report of the UN Secretary-General to the General Assembly on the implementation of the Sendai Framework, a document that informs the yearly policy decisions of the General Assembly on disaster risk reduction and the further implementation of the Framework by its Member States. UNISDR also provides policy guidance and supports intergovernmental processes that address disaster risk reduction in the contexts of El Niño, water, oceans, gender and others.

**Result 3.2****Coordination and advice is provided to all United Nations System partners at global level towards effective and efficient implementation of the Sendai Framework**

UNISDR will catalyze and leverage the respective strengths of all United Nations System partners towards the implementation of the Sendai Framework and the integration of disaster risk reduction into sustainable development

work at all levels. This will be closely linked with the region specific mechanisms for the same established under the United Nations Development System and Regional Coordination Mechanism.

#### Deliverable 3.2.1

##### **UN coordination is provided to advance the disaster risk reduction agenda including through support to the implementation of the UN Plan of Action on Disaster Risk Reduction for Resilience**

In light of the cross-cutting nature of disaster risk reduction, UNISDR works closely with other UN entities to mainstream disaster risk reduction across the United Nations System<sup>13</sup>. As called for by the UN Chief Executives Board, UNISDR will establish and support a United Nations Senior Leadership Group on Disaster Risk Reduction for Resilience to be convened by the Special Representative of the Secretary-General (SRSG) for Disaster Risk Reduction. This group will help strengthening UN system-wide coherence on the implementation of a risk-informed 2030 Agenda, the Sendai Framework<sup>14</sup>, Paris Agreement on Climate Change and other key international agreements; ensure that disaster risk reduction remains a strategic priority for UN System and related organizations as part of their respective strategic plans and associated policies and programmes at global, regional, country and local levels; and lead high-level advocacy and communications to integrate disaster risk reduction in all relevant United Nations programmes and activities.

In support of this group, UNISDR will convene and engage the existing United Nations Disaster

13. Note: the founding mandate of UNISDR, calls on UNISDR 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).

14. The *Sendai Framework for Disaster Risk Reduction 2015-2030*, the *2030 Agenda for Sustainable Development*, the *Paris Agreement on Climate Change*, as well as the *Addis Ababa Action Agenda* of the third International Conference on Financing for Development, and the *SIDS Accelerated Modalities of Action (SAMOA) Pathway*, together with relevant international agreements - such as the *International Health Regulations (2005)* - each address disaster risk and, taken together, they represent an opportunity to provide a more coherent and integrated international frame for managing risk to achieve sustainable development

Risk Reduction Focal Points Group, which provides programmatic support and technical advice; promotes coordination on disaster risk reduction at the regional level within the established mechanisms led by the Regional United Nations Development Group Teams and Regional Economic Commissions; and coordinates the monitoring of progress against the UN Plan of Action at the global level.

UNISDR provides substantive contributions to reporting and processes of related UN governance bodies and mechanisms, including the integrated information management system of the UN Development Group’s Development Operations Coordination Office (UNDOCO).

#### Result 3.3

##### **Partnerships leveraged for increased financing for disaster risk reduction and risk-sensitive investment**

Global average annual losses from disasters are forecast to reach US\$ 415 billion by 2030 due to investment requirements in urban infrastructure alone<sup>15</sup>. This growth is not inevitable, however, as annual investments of US\$ 6 billion in appropriate disaster risk management strategies could reduce new and additional expected losses by more than 20%. It is therefore essential that UNISDR work with partners towards an improved understanding of disaster risk across investments portfolios.

#### Deliverable 3.3.1

##### **Disaster risk financing and tracking encouraged**

As humanitarian and development budgets are under ever more strain, it is increasingly important that international aid investments do not inadvertently create new risks and that investments are disaster risk sensitive. To

15. UNISDR. 2015. *Global Assessment Report on Disaster Risk Reduction Making Development Sustainable: the future of disaster risk management*. Geneva, Switzerland: UNISDR.

this end, UNISDR will work with international development actors to track and increase mainstreaming of disaster risk reduction across programmes and policies.

In cooperation with the Organisation for Economic Cooperation and Development (OECD), UNISDR will continue to advocate for and develop options for a “marker” to assess levels of disaster risk reduction spending in international development support. This effort is a specific activity that links to UNISDR’s broader strategic engagement with, and increasing influence on policy development within the OECD, particularly on quantifying economic losses, risk-informed development investment and insurance regulation.

Sendai Framework paragraph 48(g) calls for strengthening of the United Nations Trust Fund for Disaster Reduction as a vehicle to operationalise the implementation of disaster management measures in developing countries<sup>16</sup>. In line with this, UNISDR will put forward a strategy outlining innovative and actionable options for further leveraging the Trust Fund, including creating a funding window within it for grants to disaster risk reduction measures in developing countries. The funding window would be managed by UNISDR, in line with its mandate, with full transparency and accountability on the allocation of this funding.

UNISDR will also carry forward its efforts to invest in multi-stakeholder dialogues on risk-sensitive investment, including with International Financing Institutions and regional development banks, and will support the disaster risk reduction fundraising efforts of these and other partners both within the UN System and outside. This will be essential given the urgency

16. The Trust Fund, established in 1999, is managed by UNISDR under the authority of the Special Representative for the Secretary-General for Disaster Reduction. The purpose of the Fund is to contribute to ensuring strategic and programmatic coherence of the actions of key ISDR partners, and to foster stronger engagement of Governments, strengthened partnerships among international and regional organizations and all concerned stakeholders, including academia and scientific and technical institutions.

of the disaster risk reduction challenges ahead, the scale of the changes required, and the cost-effectiveness of disaster risk reduction relative to many alternative Official Development Assistance (ODA) investments.

#### Deliverable 3.3.2

##### **Risk-sensitive private sector investments promoted**

Globally, the private sector is responsible for the majority of investments that will determine the future landscape of risk. Given the trillions of dollars set to be invested in the coming years<sup>17</sup>, a failure to engage effectively with the private sector as a key partner in disaster risk reduction, will critically undermine our collective ability to reduce losses and strengthen resilience. The Sendai Framework recognises the fundamental importance of nurturing an economic and regulatory environment that incentivises risk-informed investments. UNISDR’s outreach and engagement with the international financial industry, contributed to identifying explicit responsibilities in the Sendai Framework for financial regulators and accounting bodies in managing disaster risk<sup>18</sup>.

UNISDR established the Private Sector Alliance for Disaster Resilient Societies (ARISE), a unique collaboration of over 140 companies worldwide and public sector entities, engaging businesses, universities, students, and cities’ administrations supporting investment planning, operational, analytical, regulatory and governance dimensions. In partnership with the ARISE members, UNISDR will strengthen and expand this global alliance to develop understanding of hidden liabilities for businesses in the form of disaster risk; increase risk-sensitive business investments; and foster risk-sensitive business practices. Specific areas of focus include

17. In the urban infrastructure sector alone, according to the Oxford Economics, this is estimated at \$9 trillion to 2030, with the majority of it in at-risk coastal zones of emerging economies.

18. The disclosure of hazard risk is now an established item in the deliberations of some of the key global entities examining options for a more sustainable financial system, such as the Task Force on Climate-related Financial Disclosures of the Financial Stability Board (FSB).

business disaster risk management strategies, investment metrics, resilience benchmarking analytics and standards, education and training, legal and regulatory issues, urban risk reduction and resilience, and risk transfer.

A number of private sector entities made commitment statements during previous Global and Regional Platforms and High-level meetings as well as voluntary commitments at the Third United Nations World Conference on Disaster Risk Reduction. UNISDR, through the ARISE Board, will support these organisations and ARISE members around the world in identifying concrete steps and clear deliverables to meet these commitments and indicators to track achievements. Through its Regional Offices and collaboration with the ARISE membership, UNISDR will also encourage and facilitate the establishment and growth of national and private sector networks for disaster risk reduction. Through UNISDR-GETI and its affiliated partners, UNISDR will train a variety of key stakeholders including trainers and disaster risk reduction decision-makers to help achieve this objective.

**Result 3.4**  
**All of society engagement and action promoted through strengthening partnerships with key stakeholders**

**Deliverable 3.4.1**

**Science and technology partners actively contribute to disaster risk reduction, shaping national and international policy**

In January 2016, more than 700 experts from the science and technology community attended the UNISDR Science and Technology Conference. As an outcome of the event, the Science and Technology Advisory Group (STAG) of UNISDR presented "The Science and Technology Roadmap to Support the Implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030", which guides partners on the role

of science in disaster risk reduction efforts in coming years. The road map lists a number of outcomes, actions and deliverables, which will be developed into work plans and concrete activities in support of local, national and international implementation, with clear accountabilities.

UNISDR will support its science and technology partners in establishing concrete deliverables in line with the Road Map. These deliverables will be set both at the global level, under the guidance of the UNISDR Science and Technology Advisory Group, and at regional level through the cooperation of UNISDR's Regional Offices with regional experts and advisory groups. UNISDR will also encourage and support partners to actively track commitments made in the Science and Technology Road Map to contribute to the achievements of the goal and targets of the Sendai Framework.

**Deliverable 3.4.2**

**Civil Society and community organization mobilized and strengthened**

Civil society and community representative organisations have been key partners of UNISDR since its founding years. They are critical in ensuring that disaster risk reduction policies are transformed into actions that bring about real change for people. Recognised for its strong partnership approach, UNISDR will build on this experience to facilitate continued access for civil society to national and international policy processes. It will also advocate for the involvement of representative groups and community organisations in local, national and international planning, implementation and monitoring of disaster risk reduction.

UNISDR will engage strategically with civil society networks and community organisations - including women, children, youth, persons with disabilities, indigenous people and others identified in the Sendai Framework - to promote

# 2016 – 2017

## 3 Catalyse action through Member States and Partners

Total

**\$9,021,266**

Results

**3.1**

Fostered policy coherence by engaging with Member States and contributing to relevant intergovernmental processes

**\$1,938,408**

**3.2**

Coordination and advice is provided to all United Nations System partners at global level towards effective and efficient implementation of the Sendai Framework

**\$951,916**

**3.3**

Partnerships leveraged for increased financing for disaster risk reduction and risk-sensitive investment

**\$ 1,279,472**

**3.4**

All of society engagement and action promoted through strengthening partnerships with key stakeholders

**\$ 4,851,470**

Deliverables

**Deliverable 3.1**

Intergovernmental processes supported and informed for policy coherence in line with the Sendai Framework implementation

**\$1,938,408**

**Deliverable 3.2.1**

UN coordination is provided to advance the DRR agenda including through support to the implementation of the UN Plan of Action on DRR for Resilience

**\$951,917**

**Deliverable 3.3.1**

Disaster risk financing and tracking encouraged

**300,000**

**Deliverable 3.4.1**

Science and technology partners actively contribute to DRR, shaping national and international policy

**1,973,037**

**Deliverable 3.3.2**

Deliverable 3.3.2: Risk-sensitive private sector investments promoted

**\$979,472**

**Deliverable 3.4.2**

Civil Society and community organization mobilized and strengthened

**\$2,488,553**

**Deliverable 3.4.4**

Parliamentarians and other decision-makers advocate disaster risk-sensitive development

**\$389,880**

their continued and improved access to policy processes related to disaster risk reduction and linked to sustainable development and climate action, as well as, to catalyse behavioural change. It will ensure their active participation in global and regional meetings as well as encourage countries to involve all stakeholders, including representatives of major groups<sup>19</sup>, in local and national planning, implementation and monitoring of disaster risk reduction.

#### Deliverable 3.4.3

##### **Parliamentarians and other decision-makers advocate disaster risk-sensitive development**

UNISDR can look back on more than a decade of successful engagement with key decision-makers at local and national levels, such as parliamentarians, municipal authorities and local government sector departments. A key objective of this engagement is to leverage these actors for increased debate on risk-informed development,

build back better in recovery and disaster risk reduction, ultimately resulting in disaster risk-sensitive legislation and funding allocations.

UNISDR will provide relevant risk knowledge and guidance, in the form of policy briefs, tool kits and guidance on minimum standards, to support parliamentarians in the development and revision of laws, regulations, policies and budgets for effective and accountable disaster risk reduction. This will include support to identify appropriate indicators for success - such as the number of parliamentary debates held on risk-sensitive planning and legislation or the adoption of comprehensive disaster risk management regulation.

# 1 ENABLER

## Effective knowledge management, communication and global advocacy

### Result E1.1

#### **Enhanced visibility of disaster risk reduction through UNISDR's global advocacy**

The increased global awareness of disaster risk reduction evident in public policy, discourse and planning demonstrates UNISDR's impact in elevating the issue of disaster risk reduction. Spurred by the high-level advocacy of the Special Representative of the Secretary-General for Disaster Risk Reduction and through versatile advocacy and outreach, UNISDR mobilises diverse actors from heads of state to mayors, parliamentarians, activists, women and community leaders, scientists and business managers to support disaster risk reduction.

#### Deliverable E1.1.1

##### **Awareness of disaster risk reduction enhanced through global events for behavioral change**

The United Nations General Assembly designated 13 October as the International Day for Disaster Reduction to promote a global culture of disaster reduction, including disaster prevention, mitigation and preparedness. Since it began 25 years ago, the day has grown into a major global awareness event celebrated in diverse ways that encourage efforts to build more disaster-resilient communities and nations. In 2016, UNISDR launched the "Sendai Seven Campaign" to promote each of the seven targets of the Sendai Framework from 2016 through to 2022. Over the course of the following biennia, UNISDR will celebrate Sendai Framework targets (a) through (d), highlighting best practices around the world that contribute to the target being celebrated each year.

In December 2015, the UN General Assembly designated 5 November as World Tsunami Awareness Day. Tsunamis are particularly deadly. In the past 100 years, 58 tsunamis have claimed more than 260,000 lives, or an average of 4,600 per disaster, surpassing any other natural

hazard<sup>20</sup>. To reduce this risk, UNISDR will leverage the opportunity provided by this new global day to undertake a series of collaborative activities with partners to raise awareness and build capacity to reduce tsunami-related losses.

UNISDR will also seek awareness raising opportunities through engagement related to regional level events such as the European Development Days or the ASEAN Day for Disaster Management, which is observed alongside International Day for Disaster Reduction.

#### Deliverable E1.1.2

##### **Global advocacy campaigns strengthened for disaster risk reduction**

UNISDR launched the Making Cities Resilient campaign in 2010 to address issues of local disaster risk reduction governance and urban risk. Through this campaign, UNISDR has mobilised more than 3,000 cities and municipalities globally, covering over 700 million people in 119 countries. The campaign offers guidance and tools for understanding local risk and building local resilience. In 2016, the campaign entered a new phase aligning all tools and guidance for local resilience-building with the Sendai Framework. A new 'Resilient Cities Connect' platform is being developed by UNISDR to allow cities and stakeholders to access new trends in urban design, innovative technologies and disaster risk reduction solutions, as well as to connect with each other.

The Worldwide Initiative for Safe Schools focuses on motivating and supporting Governments to develop national strategies and implement school safety. It was developed as a response to the High Level Dialogue Communiqué issued at the 2013 Global Platform for Disaster Risk Reduction, which requested more work on safe schools. The initiative builds on the Comprehensive School Safety Framework and defines a safe school as a school combining all of the following elements:

19. Business & Industry, Children & Youth, Farmers, Indigenous Peoples, Local Authorities, NGOs, Science & Technology, Trade Unions and Women.

20. [www.unisdr.org/2016/tsunamiday/](http://www.unisdr.org/2016/tsunamiday/)

Safe Learning Facilities (disaster-resilient infrastructure); School Disaster Management; and Disaster Risk Reduction and Resilience Education. The Initiative is coordinated by UNISDR and was developed with partners from the Global Alliance on Disaster Risk Reduction Education and Resilience in the Education Sector<sup>21</sup>. UNISDR will promote political commitment for comprehensive school safety. It will also advocate globally for school safety, including through monitoring of activities, in close cooperation with technical implementing partners via the Annual Meetings of Safe Schools Leaders and the Sendai Monitor.

The Climate Risk Early Warning Systems (CREWS) initiative aims to equip up to 80 countries with better climate risk early warning systems. The initiative was launched at the COP21 climate conference in Paris based on a plan proposed by France's Minister of Foreign Affairs at the Third United Nations World Conference on Disaster Risk Reduction in Sendai. It brings together UNISDR, the World Meteorological Organization and the World Bank's Global Facility for Disaster Reduction and Recovery (GFDRR) as well as other partners.

UNISDR will continue to leverage and launch global campaigns and awareness raising initiatives on a strategically selective basis to reinforce global commitment to disaster risk reduction.

#### Deliverable E1.1.3

##### **Disaster Risk Reduction Champions, actors and initiatives recognized and leveraged for disaster risk-sensitive development**

UNISDR has built a network of individuals who provide leadership to enhance the resilience of nations and communities to disasters. Disaster Risk Reduction Champions, whose status is non-remunerated and honorary, span the full spectrum of society, including Heads of States, Parliamentarians, mayors, corporate leaders,

United Nations Resident Coordinators, members of the media, civil society leaders, and other 'opinion-formers'. The Champions have three main roles: advocating and promoting the goals and priorities of the Sendai Framework; encouraging the highest political leadership in countries to increase investment in disaster risk reduction; and promoting disaster risk reduction to a wider set of decision makers to influence opinion and action for sustainable development. UNISDR will further build and leverage this network.

Every two years, UNISDR also serves as the secretariat for the United Nations Sasakawa Award for Disaster Reduction. This prestigious award is given to an individual or institution that has significantly contributed to reducing disaster risk in their communities and to dynamic advocates for disaster risk reduction.

#### **Result E1.2 Increased reach and public engagement in disaster risk reduction through communication, media and marketing**

UNISDR will build on its experience of communicating disaster risk reduction to the wider public and specific target audiences to continuously increase outreach and awareness. To support the Sendai Framework Goal of preventing new and reducing existing losses, UNISDR will review and update its communication strategy and significantly strengthen its communication capacity with the aim of making use of the full potential of contemporary media landscapes and communication channels. Independent media tracking will monitor progress in regional and global outreach on a regular basis.

21. Global Facility for Disaster Reduction and Recovery, International Federation of Red Cross and Red Crescent Societies, Inter-Agency Network for Education in Emergencies, Plan International, Southeast Asian Ministers of Education Organization, United Nations Education, Science and Culture Organization, United Nations Fund for Children, UNISDR and World Vision.

#### Deliverable E1.2.1

##### **Develop and implement a comprehensive communication and advocacy strategy**

UNISDR will present an updated communication and advocacy strategy, which will reflect the changing way that the wider public, as well as specific target audiences, including donors (Enabler 2.1), access, absorb and share information. The strategy will lay out clear milestones and targets for achievement over the two biennia and will be implemented in Headquarters and in Regional Offices. Key elements of the strategy will include increased innovation and variety in communication products; processes to increase timeliness of communication products; clear roles and responsibilities; and enhanced support to the role of the Special Representative of the Secretary-General for Disaster Risk Reduction.

#### Result E1.3

##### **Effective learning and knowledge sharing promoted across the organization and externally**

Knowledge management tools underpin all of the processes described in the first nine results of the Work Programme from enabling remote stakeholder consultations to monitoring tools, and real-time information on hazards. UNISDR uses a variety of knowledge management tools to deliver results. Throughout the result areas, a wealth of disaster risk reduction information is generated and millions of stakeholders are engaged. UNISDR has long recognised that knowledge is fundamental to ensure broad-based learning. In the coming biennia, in order to increase the effectiveness and efficiency of its role as a knowledge broker, UNISDR will strengthen its knowledge management tools and services.

#### Deliverable E1.3.1

##### **Redesign UNISDR knowledge management system to broaden its reach**

UNISDR will redesign its knowledge management system in order to ensure that the results are supported by strong and effective technical and communication interfaces. To achieve this, existing data and information-sharing platforms, including UNISDR's corporate website<sup>22</sup>, PreventionWeb, and online publications will be harmonised with a common look and feel. The websites, both managed and run by UNISDR, will integrate national disaster loss data, global risk metrics, the Sendai Framework Monitor, global and national indicators and the Global Assessment Report, as principal features.

The redesign will also include the improvement of internal knowledge management systems including processes related to the UNISDR intranet. To support this deliverable, investments will be made in new information technology solutions. An additional piece of the redesign will be a clear policy for maintenance of UNISDR dedicated campaign websites.

#### Deliverable E1.3.2

##### **Best practices documented, standards established, guidance and tools developed promoting learning and knowledge sharing**

UNISDR will facilitate communities of stakeholders to develop guidance to support Sendai Framework implementation. This will be done primarily through the development of "Words Into Action" guidance materials on specific themes, grouped by the four "Priorities" of the Sendai Framework, and offered to partners and governments (see Deliverable 2.3.1). It is expected that Words Into Action will be a process that continuously evolves through the lifespan of the Sendai Framework and will become the leading global resource

22. [unisdr.org](http://unisdr.org)

for disaster risk reduction implementation. UNISDR will work with scientific partners to develop global minimum standards for disaster loss data and national risk assessments, in-line with the recommendations of the Open-Ended Intergovernmental Expert Working Group on Indicators and Terminology Relating to Disaster Risk Reduction (OIEWG), and coordinate partners in supporting Member States to apply these standards at the national level (see Deliverable 2.1.1).

**Result E1.4**  
**Appropriate, sustainable and predictable financial resource base exists**

Enhanced effectiveness, efficiency and coherence of operational performance requires a sustainable and predictable resource base. As an underlying enabler of this Work Programme, UNISDR will engage with donors to raise the financial resources required to deliver this Work Programme and Results Framework.

In 2015, Member States and stakeholders alike made significant commitments to the reduction of disaster risk through the Sendai Framework,

Addis Ababa Action Agenda on Financing for Development, the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, the Paris Agreement on Climate Change. Through this enabler UNISDR will seek to translate the stated commitment into financial contributions in line with the Sendai Framework, which calls for increased, timely, stable and predictable contributions to the United Nations Trust Fund for Disaster Reduction.

**Deliverable E.1.4.1**  
**Timely receipt of financial resources to fully implement UNISDR Work Programme**

In 2016, UNISDR developed a new Resource Mobilisation Strategy to deliver this Work Programme. The strategy seeks to increase the number and volume of contributions from all stakeholders to the UNISDR Trust Fund, particularly, un-earmarked contributions; multi-annual contributions; the volume of in-kind contributions; and the proportion of United Nations Regular Budget support to UNISDR. The strategy also includes information about donor engagement, the role of UNISDR Regional Offices in fundraising, proposal development and mechanisms for ensuring quality reporting.

# 1 ENABLER

## Effective knowledge management, communication and global advocacy

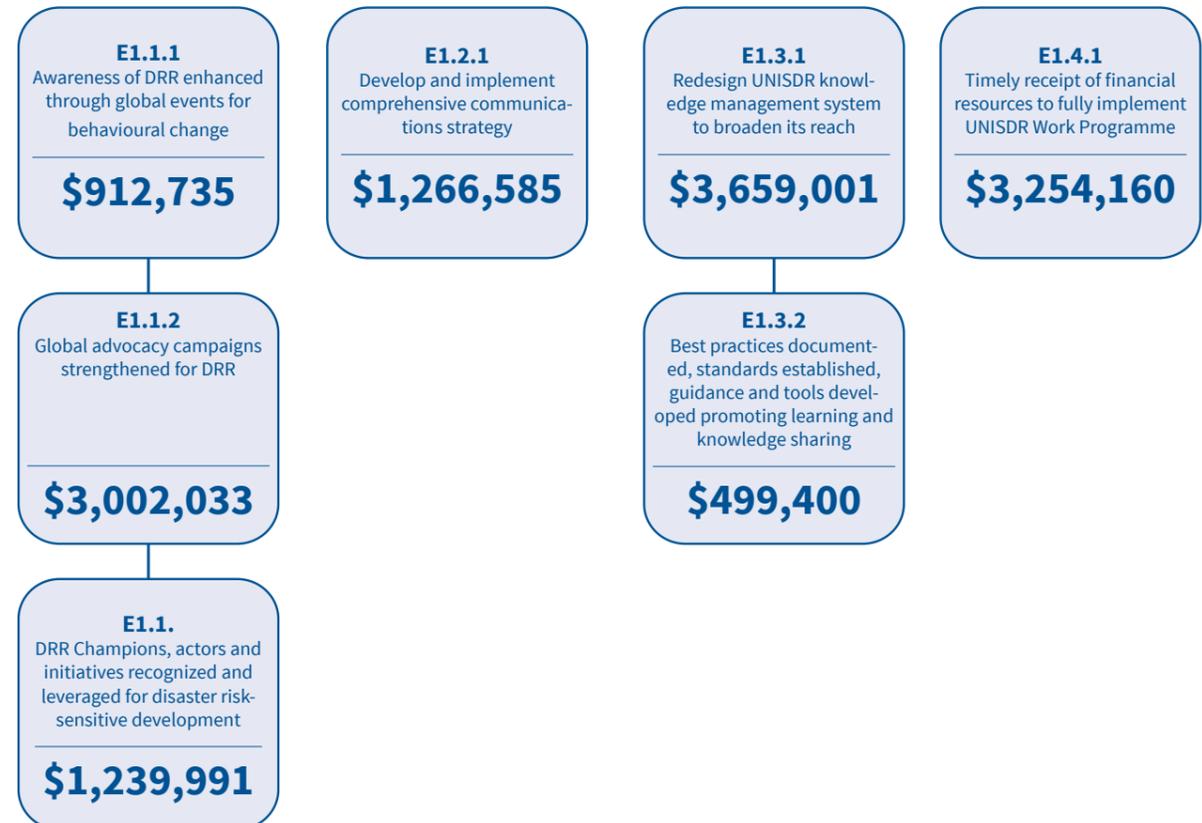
Total

**\$13,833,905**

Results



Deliverables



## 2 ENABLER Strengthened organizational performance

### Result E2.1 Enhanced effectiveness, efficiency and quality of operational performance, based on appropriate gender-sensitive internal policies, structure and staffing

UNISDR is committed to continuing to improve its overall organisational performance for more effective support to the implementation and monitoring of the Sendai Framework. Existing processes and procedures related to administration, financial management and human resource management will be strengthened in line with developments within the United Nations Secretariat, such as Umoja, the enterprise resource planning system launched in 2015.

#### Deliverable E2.1.1

##### Resource management, monitoring, reporting and evaluation enhanced for improved work programme delivery

UNISDR will apply Results-based Management and Monitoring and Evaluation mechanisms based on quarterly progress monitoring against the planned Results and Indicators of the Results Framework. UNISDR will share the results of its progress monitoring through Annual and Biennial Reports.

UNISDR's evaluation policy will be further refined to guide the administration of evaluations and to track the implementation of recommendations made by different evaluations and reviews by partners and donors. A Management Response and Implementation Plan will guide and track the implementation of all the recommendations from different evaluations, and provide the basis for regular communication to donors and the wider public.

UNISDR will further improve programme management oversight to ensure the delivery of its strategic priorities and meet approved programme targets within its defined resource base. By fostering programming effectiveness, coherence and quality across projects and compliance with

corporate policies, senior management will ensure that UNISDR projects are aligned programmatically with the Strategic Framework and remain focused on meeting the organisation's mandate.

#### Deliverable E.2.1.2

##### Administration, financial planning and monitoring and human resource management improved for effective implementation of the work programmes

Existing business processes, including those related to administration, resource management, including financial management and human resources, will be reviewed, standardised and strengthened in line with developments within the United Nations Secretariat, such as Umoja, to ensure an optimum configuration and distribution of personnel, responsibilities, and delegations to support this Work Programme. UNISDR's programmatic work recognises the importance of mainstreaming gender aspects in planning and implementing disaster risk reduction policies, advocacy campaigns and awareness-raising products globally. UNISDR is substantially in line with both the average performance of the United Nations Secretariat and the performance of the United Nations System at large. Internally, UNISDR is committed to gender balance in its work force. It has previously exceeded gender balance requirements and will strive for equal opportunities and ensuring a gender-sensitive work environment in its offices.

#### Deliverable E.2.1.3

##### Enterprise risk management strengthened to effectively anticipate and mitigate the risks on work programme delivery

In a changing and dynamic funding and stakeholder environment, there is a need for UNISDR to proactively manage risks of a financial, operational and programmatic nature. Building on a number of UN Secretariat initiatives, policies and practices<sup>23</sup>, and in line

23. The Management Committee endorsed Policy Framework Enterprise Risk management and Internal Control, and the Enterprise Risk Management and Internal Control Methodology.

with General Assembly resolution 64/259, UNISDR intends to develop and operationalise an internal Risk Management Framework that will define a consistent methodology for identifying, assessing, responding, mitigating, monitoring and communicating risks within the organisation.

The framework will assist UNISDR's leadership in implementing a structured approach to identify, evaluate and mitigate risks in an effective and timely manner without resulting in significant

additional administrative overhead costs to the organization. UNISDR will assess various existing risk management tools and practices currently available in the United Nations System and adopt that which is deemed most suitable for its operations and business model. It will set up and pilot a basic framework and modalities across key business processes and other areas of potential risk exposure to identify, evaluate and respond to risks across organizational work areas and levels of responsibility.

## 2 ENABLER Strengthened organizational performance

Total

**\$7,947,761**

Results

### E2.1

Enhanced effectiveness, efficiency and quality of operational performance, based on appropriate gender-sensitive internal policies, structure and staffing

**\$7,947,761**

Deliverables

#### E2.1.1

Resource management, monitoring, reporting and evaluation enhanced for improved work programme delivery

**\$3,066,157**

#### E2.1.2

Administration, Financial planning and monitoring and human resource management improved for effective implementation of the work programmes

**\$4,681,604**

#### E2.1.3

Enterprise risk management strengthened to effectively anticipate and mitigate the risks on work programme delivery

**\$200,000**

# UNISDR Regional Offices

UNISDR's five Regional Offices are integral to the delivery of this Work Programme. The Regional Offices allow UNISDR to work more closely and effectively with a variety of stakeholders both at the regional and national levels. UNISDR's Regional Offices are: the **Americas, Arab States, Africa, Europe and Asia-Pacific**. The transboundary risks that countries face bring them together to resolve these challenges resulting in stronger regional cooperation. Each region has its own geo-political specificities in terms of inter-governmental mechanisms for disaster risk reduction.

This section provides insights into how the UNISDR Work Programme's organisational priorities are implemented through its Regional Offices in light of the specific context of risk and development, political realities and on-going collaboration amongst countries on disaster risk reduction. This work builds on UNISDR's long-standing record of strong engagement with regional organisations, including those at the inter-governmental level, to foster agreements and further action in disaster risk reduction through a variety of policy instruments some of which are binding. Through its Regional Offices and the high-level advocacy and engagement of the Special Representative of the Secretary-General, UNISDR also works at the national level, in response to demands from countries themselves, in consultation and close collaboration with partners, based on available resources and capacity.

## AFRICA OFFICE

**Disasters in Sub-Saharan Africa emanate predominately from hydro-meteorological and climatological hazards. Among them, droughts affect the highest number of people on the continent, followed by floods and storms. Geological hazards, such as earthquakes and volcanoes, occur to a lesser extent. Disasters in the region are caused and expressed by: limited fiscal space and options to access financing to invest in risk reduction and recovery; an economic foundation primarily based on rain-fed agriculture; weak infrastructure to manage resources and recover; weak governance structures and institutional capacities; and a limited knowledge base to forecast and respond to natural hazard events. Population growth and rapid urbanization are among the driving factors behind the increased exposure of Sub-Saharan Africa to natural hazards<sup>24</sup>.**

### Update on Regional Sendai Framework Implementation

UNISDR's Regional Office for Africa (ROA) has been strongly engaged with countries in a number of critical steps towards implementing the Sendai Framework at the continental, sub-regional, national and local levels. As a result of its efforts, the 'Yaoundé Declaration'<sup>25</sup> was adopted at the Fourth High Level Meeting on Disaster Risk Reduction hosted in 2015 by the Government of Cameroon and the African Union Commission, with support from the Economic Commission

for Central African States Secretariat. ROA also supported the Africa Working Group on Disaster Risk Reduction to develop a roadmap which guides the African Union Commission, Regional Economic Communities, and Member States in implementing the Sendai Framework. At the sub-regional level, UNISDR has been engaged in a number of important initiatives. It provided normative advice to the East African Legislative Assembly in developing the East African Disaster Risk Reduction and Management Act, adopted in March 2016, to promote cross-border cooperation as well as implementation of national level actions in disaster risk reduction. ROA also supported the SADC Secretariat<sup>26</sup> to convene the Fifth Africa Leadership Development Forum on mainstreaming adaptation and disaster risk reduction into development in September 2015. This focused on sub-regional leadership development in southern Africa, with the aim of improving social demand and political commitment for mainstreaming disaster risk reduction and climate change adaptation into national development planning, including economic and social planning processes. As a member of the Regional United Nations Development Group Team at the strategic level, and of the Peer Support Group for Quality Support and Advice (QSA-PSG) of the United Nations Development Group for East and Southern Africa, ROA enhanced coordination in the United Nations System on disaster risk reduction by mapping UN entry points with regional intergovernmental partners.

Out of the region's 44 countries, 30 have put in place plans, policies, strategies or legislative frameworks to address disaster risk reduction, and 17 have advanced on the development of disaster loss databases and the identification of risks.

### Highlights of UNISDR's regional support over the coming biennium

#### The Regional Office for Africa will:

- Assist continental Africa to have a common position on implementing the Sendai Framework, in order to influence the global disaster risk reduction agenda and share best practices among countries and stakeholders. Hence it will support a comprehensive consultative process culminating once every two years in a Regional Platform on Disaster Risk Reduction, High-level and Ministerial Meetings and the Africa Working Group.
- Facilitate the alignment of the *Programme of Action for the Implementation of the Africa Regional Strategy for Disaster Risk Reduction* with the Sendai Framework and contribute to sub-regional policy development. In partnership with United Nations agencies, ROA will support the implementation of the instrument through engagement with different parts of the African Union and the Regional Economic Communities and the Permanent Missions to the same.
- Provide support to countries in developing baselines and setting up mechanisms for national level monitoring and reporting. This will also contribute to meet their global reporting requirements for the Sendai

Framework and related Targets under the Sustainable Development Goals, thereby improving coherence across international agendas, strengthening national efforts in planning towards sustainable development which is risk informed, including of climate-related hazards as well as reducing the reporting burden on countries.

- Engage with the regional science and technology community by leveraging existing initiatives and partnerships, such as the Peri-Peri university network and International Research on Disaster Risk (IRDR). It will contribute to risk-informed economic growth by strengthening its engagement with businesses and the private sector active in the region, by setting up an African chapter of ARISE.
- Support individual countries towards their commitment to achieving target (e) on strategy/plan development through a demand based approach, including through the establishment of disaster loss databases and stronger understanding of risk.

24. UNISDR. 2015. *Global Assessment Report on Disaster Risk Reduction Making Development Sustainable: the future of disaster risk management*. Geneva, Switzerland: UNISDR.

25. [www.preventionweb.net/files/49455\\_yaoundeclarationenglish.pdf](http://www.preventionweb.net/files/49455_yaoundeclarationenglish.pdf)

26. Southern African Development Community

## AMERICAS OFFICE

**Countries in the Americas experience a range of natural hazards, including earthquakes, hurricanes, floods, tsunamis, landslides, volcanoes, forest fires, and droughts. El Niño and La Niña, extreme phases of natural climate cycles, periodically exacerbate the impacts of hydro meteorological events in the region. Environmental degradation and poor land-use management also increase populations' exposure and vulnerability to natural hazards. Economic losses can be expected to increase, as assets accumulate and economic interdependence reaches new levels. The human toll of disasters, albeit mostly stable, is unlikely to decrease because of the persistence of widespread poverty, continuing demographic growth and migration towards coastal areas and mega-cities. Finally, extreme weather events are likely to increase in occurrence and severity in the region as a result of a changing climate.**

### Update on Regional Sendai Framework Implementation

UNISDR's Regional Office for the Americas (ROAM) working closely with the host government of Paraguay, in 2016 helped organise the First Meeting of Ministers and High Level Authorities on the Implementation of the Sendai Framework for Disaster Risk Reduction in the Americas. This led to the agreement on guidelines for an implementation action plan in the region. At the sub-regional level, in South America, ROAM is helping ensure strategic progress towards Sendai implementation

through the documentation of Considerations for Strengthening a South American Strategy for Disaster Risk Reduction, which is currently being reviewed by the Union of South American Nations (UNASUR) through its High-Level Working Group on Comprehensive Disaster Risk Management. Similarly, ROAM supported the High-Level Forum of the Central American Policy for Disaster Risk Management (PCGIR) to review the main pillars of this policy and its alignment with the Sendai Framework. In the Caribbean, ROAM facilitated the process of aligning the existing Comprehensive Disaster Management strategy to the Sendai priorities and monitoring framework.

As part of the implementation of the United Nations Plan of Action on Disaster Risk Reduction for Resilience and under the auspices of the Regional United Nations Development Group, ROAM coordinated and led two inter-agency disaster risk reduction assessments in Panama and Uruguay.

Out of the region's 35 countries, 29 have put in place plans, policies, strategies or legislative frameworks to address disaster risk reduction, and 29 have advanced on the development of disaster loss databases. A report on "The Impact of disasters in Latin America and the Caribbean 1990-2014", drawing on evidence from disaster loss databases, has been launched. ROAM is also actively engaged with ministries of economy and finance in seven countries that are taking the lead in adopting methodologies for the incorporation of disaster risk considerations into cost-benefit analyses of public investment projects.

### Highlights of UNISDR's regional support in the coming biennium

#### The Regional Office for the Americas will:

1. Support the development of the regional action plan to accelerate the implementation of the Sendai Framework proposed in June 2016 at the Asuncion ministerial meeting. The regional action plan will be adopted at the 5th Regional Platform of the Americas that UNISDR will jointly organise with Canada, in March 2017. For this purpose, ROAM is working to strengthen and consolidate the Advisory Council of the Regional Platform for the Americas as the regional body for priority-setting and follow-up of progress in implementing the Sendai Framework.
2. Facilitate the alignment of the monitoring systems of existing sub-regional strategies in the Caribbean, South America and Central America to the Sendai Framework Monitor, based on the Sendai indicators formulated through the Open-Ended Intergovernmental Expert Working Group on Indicators and Terminology Relating to Disaster Risk Reduction (OIEWG).
3. Support countries to prepare baseline data on the Sendai Framework's global targets and indicators. With that aim, ROAM will continue efforts to institutionalise and update disaster loss databases and develop a statistical report featuring trends in disaster risk reduction in the Americas.
4. Before 2020, in collaboration with partners, ROAM will support countries in the Americas to prepare or revise their national disaster

risk reduction strategies and plans, in line with target (e) of the Sendai Framework.

5. Support the Network of Latin American Countries, formed by ministries of economy and planning to facilitate South-South cooperation and capacity building, to promote the integration of disaster risk reduction in public investment planning.
6. Engage the region's ministries of planning to incorporate disaster risk reduction elements in the formulation of development plans through a partnership with the Latin American and Caribbean *Institute of Social and Economic Planning (ILPES)* of the *Economic Commission for Latin America and the Caribbean (ECLAC)*.
7. Promote sharing of experience from successful public-private partnerships and governance arrangements for disaster risk reduction among countries in close collaboration with the *Latin American and Caribbean Economic System (SELA)*.

## ARAB STATES OFFICE

**The Arab States Region often experiences disasters from flash floods, droughts, storms, sandstorms and earthquakes. Sea-level rises induced by climate change also pose a threat to many important urban centres. Some of the key drivers of risk in the region are: rising urban populations and increased population density, weak governance, poor urban planning, lack of available land for low-income populations, inappropriate construction quality, concentration of economic assets, and ecosystems decline<sup>27</sup>. Mounting political and security challenges have increased demands for humanitarian aid and complicated significantly efforts to achieve sustainable development and disaster risk reduction.**

### Update on Regional Sendai Framework Implementation

In order to address these issues, UNISDR's Regional Office for the Arab States (ROAS) has been supporting the Arab region in consolidating progress on disaster risk reduction starting from a strategic and political level, by helping in the development and endorsement of the Arab Strategy for Disaster Risk Reduction. ROAS has improved understanding of the Sendai Framework and how it relates to regional commitments, for example the importance of linking the Arab Strategy with the region's

sustainable development efforts and the Arab Plan of Action on Climate Change. In particular, this emerged from the Arab Region Meeting for the Implementation of the Sendai Framework for Disaster Risk Reduction, organised under the auspices of the League of Arab States in November 2015, which was endorsed by the Council of Arab Ministers Responsible for the Environment. Following the above consultation, the League of Arab States and ROAS initiated the review of the Arab Strategy to align it with the targets and priorities of the Sendai Framework, taking into account the importance of ensuring that it complements relevant commitments that emerged from the Arab regional platforms in Jordan and Egypt in 2013 and 2014 respectively, as well as other relevant regional strategies. This, in turn, gave rise to a more comprehensive and coordinated Arab Strategy for Disaster Risk Reduction. Subsequently, with support from ROAS, the Council of Arab Ministers Responsible for the Environment endorsed a regional roadmap to implement the Sendai Framework within the 2030 Agenda for Sustainable Development. This includes the reactivation of an Arab Mechanism for Disasters to facilitate the coordinated implementation and monitoring across the region. In the context of the Regional United Nations Development Group's implementation of the United Nations Plan of Action on Disaster Risk Reduction for Resilience, ROAS continued efforts to mainstream disaster risk reduction concerns into development programmes. In order to enhance scientific and technical work on disaster

risk reduction, ROAS in collaboration with the League of Arab States, launched the Arab Science and Technology Advisory Group for Disaster Risk Reduction. The group's goal is to support the Arab region in implementing the Sendai Framework by strengthening the evidence-base and promoting and supporting the availability and application of science and technology for decision-making. The group will help to bridge the science-policy gap and facilitate the development of well-informed disaster risk reduction plans and policies in the region.

Out of the region's 22 countries, 10 have put in place plans, policies, strategies or legislative frameworks to address disaster risk reduction, and 10 have advanced on the development of disaster loss databases.

### Highlights of UNISDR's regional support over the coming biennium

#### The Regional Office for the Arab States will:

- Support the organisation of regional high-level multi-sectoral and multi-stakeholder platforms with the aim of enhancing political commitment and investments in risk reduction.
- Lead and coordinate the development of the first Arab Regional Assessment Report on Disaster Risk Reduction, building on the methodology and approach of the Global Assessment Report (GAR).
- Support countries in their achievement of Target (e) of the Sendai Framework for developing and/or reviewing national and local disaster risk reduction strategies and plans.

- In close coordination with the League of Arab States, and under the League's Arab Coordination Mechanisms on Disasters, ROAS will help to track progress on the *Aqaba Declaration on Disaster Risk Reduction in Cities*, and the *Sharm El Sheikh Declaration on Disaster Risk Reduction* adopted at the Arab Conferences in 2013 and 2014 respectively.

- Ensure coherent inter-agency engagement to implement the Sendai Framework, through existing mechanisms such as the Inter-agency Coordination Network on Emergency Preparedness and Response in the Middle East and North Africa Region.

<sup>27</sup>. UNISDR. 2013. *Factsheet on Overview of Disaster Risk Reduction in the Arab Region*.

## ASIA – PACIFIC OFFICE

### Regional Context

**In Asia and the Pacific the most frequent disasters are floods and storms, even though during the period 2005-2014 the greatest loss of life was the result of earthquakes and tsunamis. Drought, an often forgotten disaster in Asia-Pacific, pushes vast numbers of people into debt and poverty<sup>28</sup>. The region is a hotspot for large-scale natural hazard events as well as rapid economic growth, much of which is not disaster risk-informed. Widespread poverty and increasing inequality further intensify vulnerability to hazards and extreme climate events. The diversity of sub-regions, various trans-boundary risks and inadequate capacities, make disaster risk management even more challenging.**

### Update on Regional Sendai Framework Implementation

UNISDR's Regional Office for Asia-Pacific (ROAP) works closely with inter-governmental organisations, countries, the private sector and multiple other stakeholders. In the recent past, ROAP has undertaken a number of key steps in line with the Sendai Framework to provide policy guidance and consolidating an initial draft of the Asia Regional Plan for Implementation of the Sendai Framework. The ISDR Asia Partnership (IAP) – comprising more than 100 disaster risk reduction decision-makers and practitioners from various sectors – continued its transformation from

an information-sharing forum to a more strategic body to support regional decision making including preparing for the Asian Ministerial Conference on Disaster Risk Reduction (AMCDRR) in 2016.

At the sub-regional level, the UNISDR's Pacific Office was closely engaged in the three-year inter-governmental process which resulted in Pacific leaders endorsing the Framework for Resilient Development in the Pacific (FRDP) and agreeing for it to be fully elaborated and operationalised upon the entry into force of the Paris Agreement. The Framework aims to strengthen the resilience of Pacific Island communities by integrating climate change mitigation and adaptation efforts with disaster risk reduction approaches and activities towards sustainable development.

UNISDR's Central Asia and South Caucasus office supported the sub-region to establish a forum through its first Regional Platform, to strengthen collaboration and to enhance implementation of the Sendai Framework.

In South-East Asia, ROAP has been supporting the implementation of the ASEAN Agreement on Disaster Management and Emergency Response, which was globally the first legally-binding Hyogo Framework of Action-related instrument. The Action Plan 2016-2020 for implementing the ASEAN-UN Strategic Partnership, supported by ROAP, provides an opportunity for disaster risk reduction to be integrated across ASEAN's work on peace and security, economic growth, and social and cultural development. In South Asia, ROAP

28. UNESCAP. 2015. *Asia-Pacific Disaster Report*.

is collaborating with the South Asian Association for Regional Cooperation (SAARC) to develop a new strategy to facilitate an integrated approach to disaster risk reduction and sustainable development, and to support the implementation of the Sendai Framework. As part of UNISDR's role to coordinate the United Nations Plan of Action on Disaster Risk Reduction for Resilience, United Nations Development Assistance Frameworks (UNDAFs) for Cambodia, China, Kazakhstan, and Indonesia now include explicit focus on disaster resilience.

Out of the region's 52 countries, 46 have put in place plans, policies, strategies or legislative frameworks to address disaster risk reduction, and 38 have advanced on the development of disaster loss databases.

### Highlights of UNISDR's regional support over the coming biennium

#### The Regional Office for Asia and Pacific will:

- Facilitate the endorsement of the Asia Regional Plan for Implementation of the Sendai Framework through a rigorous consultation process leading to the Asia Ministerial Conference for Disaster Risk Reduction (AMCDRR) in Nov 2016 that will further support a number of sub-regional strategies, spreading across the sub-regions of South-East, South and Central Asia in addition to the Pacific.
- Support the implementation and monitoring of the Framework for Resilient Development in the Pacific within the context of the Sendai Framework through the Pacific Regional Meeting for Disaster Risk Management in Oct 2016. In order to reduce the burden of
- reporting efforts, UNISDR will harmonize reporting mechanisms between the global and regional frameworks.
- Promote risk-resilient infrastructure in close collaboration with new multi-lateral development banks, such as the Asian Infrastructure Investment Bank and the New Development Bank as well as continuing to engage with the Asian Development Bank.
- Engage the private sector, with a particular focus on small and medium-sized enterprises, to promote public-private partnerships in Sendai Framework implementation.
- Help countries in the development and/or alignment of national and local strategies and plans with the Sendai Framework to achieve Target E by 2020 covering issues such as loss accounting, risk profiling and investment decision making.
- Develop sector guidelines, standards and tools, drawing on the Sendai Words into Action, for issues of importance such as education, health, urban development, critical infrastructure, agriculture and food security, etc.
- Strengthen social and gender inclusion in disaster risk reduction in collaboration with government and other partners. It will also promote local level, disaster risk-informed planning, implementation and monitoring through partnerships with national governments and relevant stakeholders.

## EUROPE OFFICE

**Disaster risk in the region is the result of a combination of hazards such as droughts, extreme temperatures, forest fires and floods. The majority of the areas with “high” to “very high” natural hazard exposure are situated in South and South-East of Europe including large parts of the Iberian Peninsula, the south of France, Italy, Greece, Bulgaria and Romania. The scale and complexity of social and economic assets in cities makes them highly sensitive to natural hazard impacts and future climate change. Potential exposure to natural hazard risks and climate change impacts differs substantially between European regions.**

### Update on Regional Sendai Framework Implementation

UNISDR’s Regional Office in Europe (ROE) supported the development and endorsement of the *Road Map for the Implementation of the Sendai Framework* at the European Forum for Disaster Risk Reduction (EFDRR) meeting in October 2015 in Paris, France. This road map builds on 10 years of progress and learning from the Hyogo Framework for Action that the ROE has helped compile and analyse. This resulted in the identification of two areas of focus for the region over the period 2015-2020: one, the development or review of national and local disaster risk reduction strategies, including actions on governance, risk assessments and disaster loss databases; and two, the integration of disaster risk reduction considerations into

a number of sectors and thematic areas of development. ROE has made strong efforts to engage European partners at the regional level including the European Commission, the European Parliament, the European Union Committee of the Regions, as well as representatives from academia and the private sector, in the development of the Sendai Framework. The European Commission issued a Sendai Framework implementation plan and the Council of Europe (EUR-OPA) adopted a ministerial four-year work plan on implementation of the Framework. While there are few countries with a United Nations presence in the European region, coordinated efforts with the United Nations System continued in Eastern Europe through the renewed UN Plan of Action on Disaster Risk Reduction for Resilience. ROE helped to increase resilience to floods and hydro-meteorological hazards in a changing climate in South-East Europe through its collaboration with the World Meteorological Organization.

Out of the region’s 48 countries, 32 have put in place plans, policies, strategies or legislative frameworks to address disaster risk reduction, and 18 have advanced on the development of disaster loss databases.

### Highlights of UNISDR’s regional support over the coming biennium

#### The Regional Office for Europe

- In partnership with the European Commission and the Council of Europe (EUR-OPA), create an appropriate space for the national platforms in Europe to come together and exchange their experiences and lessons on risk reduction including through the annual EFDRR<sup>29</sup> and its open sessions, which are proposed to commence from 2017.
- Support countries in contributing to the monitoring of global progress, through continued strengthening of peer reviews on disaster risk reduction at the national level, in cooperation with the European Commission; supporting the monitoring of voluntary commitments to the Sendai Framework originating from European entities; and continuing to regularly produce regional reports on the status of disaster risk reduction in Europe.
- Support the development and review of national and local-level strategies for disaster risk reduction. This will contribute to the achievement of Target E of the Sendai Framework 2020 and is also in line with the second area of focus identified by the EFDRR road map.
- Facilitate the development of minimum standards for prevention and risk management planning through cross-fertilisation in the broader European region, in partnership with the EC Joint Research Centre, and commitment of European Champions in

building investments, accountability and a people-centered approach towards tackling disaster risk drivers.

- In partnership with UN Women and European partners, promote the gender and disaster risk reduction nexus through the activities and events organised by the European Union institutions (e.g. European Week of Action for Girls); and Disaster Risk Reduction Champions.
- Strive for high-level political engagement on the Sendai Framework, working with European Union institutions, including the European Parliament and the Parliamentary Network on Disaster Risk Reduction. It will promote the good practices developed by European Union Presidencies of embracing disaster risk reduction-related issues in European Council Conclusions.

<sup>29</sup> European Forum for Disaster Risk Reduction

# FUNDING REQUIREMENTS

## UNISDR WORK PROGRAMME 2016-2017

### STRATEGIC OBJECTIVES / RESULTS DELIVERABLES

#### SO1: Strengthen global monitoring, analysis and coordination of Sendai Framework implementation

	2016	2017	TOTAL
<b>Result 1.1: Global Progress of the Sendai Framework and related SDG targets assessed</b>	<b>565,111</b>	<b>2,691,758</b>	<b>3,256,869</b>
Deliverable 1.1.1: Sendai Framework monitoring system developed for global and national level monitoring and reporting	274,449	2,400,000	2,674,449
Deliverable 1.1.2: Sendai Framework implementation monitored biennially	290,662	291,758	582,420
<b>Result 1.2 Global risk data, analysis and policy advice generated</b>	<b>1,217,486</b>	<b>1,873,648</b>	<b>3,091,134</b>
Deliverable 1.2.1: Further development of Global Risk Assessment	501,898	1,000,000	1,501,898
Deliverable 1.2.2: Analysis of risk trends and patterns, progress and challenges in disaster risk reduction	567,614	800,000	1,367,614
Deliverable 1.2.3: Improved leveraging and application of risk knowledge through development of policy guidance and standards	147,974	73,648	221,622
<b>Result 1.3 Global coordination and accountability mechanisms convened</b>	<b>532,063</b>	<b>9,266,000</b>	<b>9,798,063</b>
Deliverable 1.3.1 Platforms and high-level meetings on disaster risk reduction organised at the global level	532,063	9,266,000	9,798,063

#### SO2: Support to Regional and National Sendai Framework implementation

	2016	2017	TOTAL
<b>Result 2.1 Regional and national coordination mechanisms are leveraged to monitor and accelerate Sendai Framework implementation</b>	<b>5,268,530</b>	<b>6,320,151</b>	<b>11,588,681</b>
Deliverable 2.1.1: Sendai implementation monitored and scaled-up through Regional Platforms and meetings on disaster risk reduction	1,874,805	3,559,500	5,434,305
Deliverable 2.1.2: Regional organisations supported in developing and monitoring regional disaster risk reduction strategies	2,881,651	2,395,999	5,277,650
Deliverable 2.1.3: UN Country Teams, regional UNDG Teams and Regional Economic Commissions supported to implement the UN Plan of Action on Disaster Risk Reduction	512,074	364,652	876,726
<b>Result 2.2 National disaster risk reduction strategies and plans are developed in line with Sendai Framework prescribed guidance</b>	<b>5,434,488</b>	<b>6,557,535</b>	<b>11,992,023</b>
Deliverable 2.2.1: Relevant disaster loss and risk data generated for application in countries	1,202,314	3,050,000	4,252,314

Strategic Objective 1

Strategic Objective 2

Deliverable 2.2.2: Countries assisted in the development of national disaster risk reduction strategies and plans with monitoring frameworks	2,060,819	1,856,365	3,917,184
Deliverable 2.2.3: Horizontal learning for disaster risk reduction at local levels is achieved through sharing of best practices and provision of policy guidance	2,171,355	1,651,170	3,917,184
<b>Result 2.3 Build capacity of counterparts, UNCTs and partners for DRR leadership</b>	<b>2,222,677</b>	<b>2,121,352</b>	<b>4,344,029</b>
Deliverable 2.3.1 Capacity building for national and local planning, implementation and monitoring supported	2,222,677	2,121,352	4,344,029

#### SO3: Catalyse action through Member States and Partners

	2016	2017	TOTAL
<b>Result 3.1: Fostered policy coherence by engaging with Member States and contributing to relevant intergovernmental processes</b>	<b>952,819</b>	<b>985,589</b>	<b>1,938,408</b>
Deliverable 3.1.1 Intergovernmental processes supported and informed for policy coherence in line with the Sendai Framework implementation	952,819	985,589	1,938,408
<b>Result 3.2: Coordination and advice is provided to all United Nations System partners at global level towards effective and efficient implementation of the Sendai Framework</b>	<b>475,958</b>	<b>475,958</b>	<b>951,917</b>
Deliverable 3.2.1: UN coordination is provided in line with the UN Plan of Action on Disaster Risk Reduction for Resilience	475,958	475,958	951,917
<b>Result 3.3 Partnerships leveraged for increased financing for disaster risk reduction and risk-sensitive investment</b>	<b>519,736</b>	<b>759,736</b>	<b>1,279,472</b>
Deliverable 3.3.1: Disaster risk financing and tracking encouraged	30,000	270,000	300,000
Deliverable 3.3.2: Risk-sensitive private sector investments promoted	489,736	489,736	979,472
<b>Result 3.4: All of society engagement and action promoted through strengthening partnerships with key stakeholders</b>	<b>1,666,199</b>	<b>3,185,270</b>	<b>4,851,470</b>
Deliverable 3.4.1: Science and technology partners actively contribute to DRR, shaping national and international policy	142,437	1,830,600	1,973,037
Deliverable 3.4.2: Civil Society and community organization mobilized and strengthened	1,328,823	1,159,730	2,488,553
Deliverable 3.4.3: Parliamentarians and other decision-makers advocate disaster risk-sensitive development	194,940	194,940	389,880

Strategic Objective 3

Enabler 1

#### E1: Effective knowledge management, communication and global advocacy

	2016	2017	TOTAL
<b>Enabler 1.1: Enhanced visibility of disaster risk reduction through UNISDR's global advocacy</b>	<b>2,969,605</b>	<b>2,185,155</b>	<b>5,154,759</b>
Deliverable E1.1.1: Awareness of DRR enhanced through global events for behavioural change	494,618	418,117	912,735

Deliverable E1.1.2: Global advocacy campaigns strengthened for DRR	1,854,991	1,147,042	3,002,033
Deliverable E1.1.3: DRR Champions, actors and initiatives recognized and leveraged for disaster risk- sensitive development	619,996	619,996	1,239,991
<b>Enabler 1.2: Increased reach and public engagement in DRR through communication, media and marketing</b>	<b>548,906</b>	<b>717,679</b>	<b>1,266,585</b>
Deliverable E1.2.1: Develop and implement comprehensive communications strategy	548,906	717,679	1,266,585
<b>Enabler 1.3: Effective learning and knowledge sharing promoted across the organization and externally</b>	<b>2,374,178</b>	<b>1,784,223</b>	<b>4,158,401</b>
Deliverable E1.3.1: Redesign UNISDR knowledge management system to broaden its reach	2,124,624	1,534,377	3,659,001
Deliverable E1.3.2: Best practices documented, standards established, guidance and tools developed promoting learning and knowledge sharing	249,554	249,846	499,400
<b>Enabler 1.4 Appropriate, sustainable and predictable financial resource base exists</b>	<b>1,994,066</b>	<b>1,260,094</b>	<b>3,254,160</b>
Deliverable E.1.4.1: Timely receipt of financial resources to fully implement UNISDR Work Programme	1,994,066	1,260,094	3,254,160

## Enabler 2

<b>E2: Strengthened organizational performance</b>	<b>3,718,766</b>	<b>4,228,995</b>	<b>7,947,761</b>
<b>Enabler 2.1. Enhanced effectiveness, efficiency and quality of operational performance, based on appropriate gender-sensitive internal policies, structure and staffing</b>	<b>3,718,766</b>	<b>4,228,995</b>	<b>7,947,761</b>
Deliverable E2.1.1: Resource management, monitoring, reporting and evaluation enhanced for improved work programme delivery	1,515,037	1,551,120	3,066,157
Deliverable E.2.1.2: Administration, Financial planning and monitoring and human resource management improved for effective implementation of the work programmes	2,203,729	2,477,875	4,681,604
Deliverable E.2.1.3: Enterprise risk management strengthened to effectively anticipate and mitigate the risks on work programme delivery		200,000	200,000
<b>Grand Total</b>	<b>30,460,589</b>	<b>44,413,143</b>	<b>74,873,732</b>

## Results Framework

### Strategic Objective 1

#### Coordinate, monitor and review the implementation of the Sendai Framework and its relationship with international instruments

Results / Deliverables	Indicators	Baseline (end of 2015)	2016-2017 Biennium Targets by end of 2017	2018-2019 Biennium Targets by end of 2019	Means of Verification
Result 1.1 Global Progress of the Sendai Framework and related SDG targets assessed	Member States, international / regional organizations and stakeholders undertake biennial self-assessment and reporting, and receive analysis of the cycle of review in achieving Sendai Framework and related SDGs targets	Countries undertook self-assessment of progress implementing the Hyogo Framework for Action 2005-2015 (HFA) using the HFA indicators. Reviews of the progress and challenges developed and presented in successive editions of the Global Assessment Report and at the Third World Conference on the Disaster Risk Reduction 2015, and provided the basis for the development of Sendai Framework for Disaster Risk Reduction 2015-2030.	Member States agree on the indicators for measuring the seven Global Targets of the Sendai Framework and identify the need to establish their baselines for comparing their future progress	Analysis of the progress reported by Member States on Sendai Framework and related SDGs Global Targets tabled at the Global Platform 2019, ECOSOC led High Level Political Forum (HLPF) and the UN General Assembly in 2019	Analytical Report on the Sendai Framework implementation status
Deliverable 1.1.1: Sendai Framework Monitor (SFM) developed for global, national and local level monitoring and reporting progress in the achievement of Global and nationally/regionally-determined Targets.	Output Indicator 1.1.1a: The Sendai Framework Monitor (SFM) is available to all countries for national and local reporting against global and regional targets using the OIEWG outcomes	The HFA Monitor was functional at the national level throughout the four cycles and at the regional level for two cycles, during 2007-2015.	Sendai Framework Monitor (SFM) available for national reporting on progress in achieving the Global Targets. Development of official reporting mechanisms on Global Sendai Framework and SDGs Targets via national statistical offices. SFM available for local reporting on progress in achieving Sendai Framework Technical work of the international statistical community to align conceptual frameworks, standards and classifications for disaster-related statistics initiated. The development of disaster-related statistics integrated into the programme of work in implementing the global monitoring framework of the SDGs.	SFM available for national reporting on progress in achieving Global Targets, and additional functionality for reporting on nationally and regionally-determined Targets. Reporting on Global Sendai Framework and SDGs Targets undertaken in whole, or in part, by national statistical offices in 50 countries. Local government using self-assessment through the SFM	Online Sendai Framework Monitor
Deliverable 1.1.2: Sendai Framework implementation monitored biennially	Output Indicator 1.1.2a: Number of countries and regional organizations that submitted self-assessment reports, at least once by 2019	158 countries self-reported at least once against the Hyogo Framework Action 2005-2015 in one or more of the three reporting cycles from 2007 to 2015. However maximum number of countries reporting in a single reporting cycle remains 130 in 2011-2013.	Pilot testing of national, regional and local Sendai Monitor by the of 2017 A review of countries' readiness to collect the data required to monitor the seven targets of Sendai Framework completed	130 countries and 7 regional organisations able to report on progress in achieving Global Targets of the Sendai Framework and relevant SDGs, as well as reports of the achievement of nationally and regionally-determined Targets National statistics offices of 50 countries producing disaster-related statistics for reporting on relevant Global Targets of the Sendai Framework and the SDGs.	Self-Assessment reports submitted by countries and regional organizations through the Sendai Monitor
	Output Indicator 1.1.2b: Percentage of registered stakeholder voluntary commitments on Sendai implementation reported against through the Sendai Monitoring System by 2019	460 voluntary commitments were made at the Third UN World Conference for Disaster Risk Reduction in 2015.	Development and testing of the functionality within the Sendai Framework Monitoring system to track stakeholder commitments	Reports of 60% of the registered stakeholder voluntary commitments are submitted Comparative analysis of progress against official (statistical) reporting of the SFM	Self-assessment reports of progress in meeting voluntary commitments submitted through the Sendai Framework Monitoring system
Result 1.2 Global risk data, analysis and policy advice generated	Member States, international / regional organizations and stakeholders at different levels take policy decisions on Sendai implementation based on risk data, analysis and advice provided by UNISDR	According to GAR Global Assessment Report Evaluation (GAR) in early 2016, GAR 2015 provided the disaster risk reduction community with a wealth of data, case studies and high-quality analysis. The information has been used by national governments to inform planning and implementation, to bring about tangible changes to institutions and practices.	At least 25% of the countries, international / regional organizations and stakeholders taking policy decisions on Sendai implementation acknowledge and act on advice provided by UNISDR	At least 50% of the countries, international / regional organizations and stakeholders taking policy decisions on Sendai implementation acknowledge and act on advice provided by UNISDR	Survey / Feedback from the countries
Deliverable 1.2.1: Further development of Global Risk Assessment	Output Indicator 1.2.1a: Improved and updated probabilistic risk model	A probabilistic risk model was completed for seven natural hazards (earthquake, riverine flood, tropical cyclone, tsunami, wind and storm surge and volcano hazard).	Improved and updated global risk assessment through including drought risk analysis	Improved and updated global risk assessment through including climate change scenarios	Copy of probabilistic risk model Global Risk Assessment
	Output Indicator 1.2.1b: Number of countries supported in updating risk profiles based on the new global probabilistic risk model	193 risk profiles developed under Hyogo Framework for Action	100 risk profiles developed	193 risk profiles developed	Copies of risk profiles, made available through managed knowledge platforms

Results / Deliverables	Indicators	Baseline (end of 2015)	2016-2017 Biennium Targets by end of 2017	2018-2019 Biennium Targets by end of 2019	Means of Verification
Deliverable 1.2.2: Analysis of risk trends and patterns, progress and challenges in disaster risk reduction	Output Indicator 1.2.2a: Enhanced and diversified sources, contributions and input papers for the development of Global Assessment Report and associated knowledge products	Global Assessment Report 2015 developed based on: 52 Contributing Organizations 10 background papers 86 input papers from various sources 7 working papers on Public Investment Planning and Financing Strategy for disaster risk reduction	Risk Atlas titled "World at Risk" developed based on the finding from the Global Assessment Report (2015)	New series of Global Assessment Reports developed with a 25% increase in peer reviewed contributions to the Global Risk Assessment and Global Assessment Reports	Copies of contribution documents to Global Risk Assessment
Deliverable 1.2.3: Improved leveraging and application of risk knowledge through development of policy guidance and standards	Output Indicator 1.2.3a: Increase in number of disaster risk reduction publications making reference to Global Risk Assessment  Output Indicator 1.2.3b: Increase in the application of Global Risk Assessment Report analysis in UNISDR policy and normative guidance	Global Assessment Report 2015 referenced in 370 publications in 2015, as identified by the GAR Evaluation Study in the beginning of 2016. The results were identified through Google Scholar search  Three UNISDR programmes were influenced by the Global Assessment Reports published between 2011 and 2015: EC-DEVCO project on disaster loss databases RISE programme Substantive contributions towards the development of the Sendai Framework	15% increase number of references to Global Assessment Report 2015  At least 70% of the UNISDR programmes, policy and normative guidance related to reducing risks of the disasters are influenced by findings from Global Assessment Report 2015	25% increase number of references to Global Risk Assessment Report in 2019  At least 100% of the UNISDR programmes, policy and normative guidance related to reducing risk of the disasters are influenced by findings from Global Risk Assessment in 2019	Google Scholars statistics  Copies of Programmes, policy and normative guidance documents based on the GAR
Result 1.3 Global coordination and review mechanisms convened	Countries, international / regional organizations and stakeholder groups undertake regular multi-stakeholder consultations on status of Sendai Framework implementation	Status review on the Hyogo Framework of Action 2005-2015	A review of countries' readiness to collect the data required to monitor the Seven Global Targets of the Sendai Framework	Review of overall Sendai implementation and coherence with Agenda 2030 Input to HLPF & UNGA 2019 (linked with Result 1.1)	Global Platform Website and Report on the Global Platform proceedings HLPF Website UNGA Website
Deliverable 1.3.1 Platforms and high-level meetings on disaster risk reduction organized at the global level	Output Indicator 1.3.1a: Wide range of participants take part in the multi-stakeholder consultations which enables stronger reinforcement of efforts towards Sendai implementation	In Global Platform 2013, national and regional / international organizations agreed on disaster risk reduction priorities for 2014-2015, identified the need for the development of a new framework, built on the Hyogo Framework for Action and introduce the innovations necessary to address the challenges of increasing risk over the next 20 to 30 years.  The Sendai Framework for Disaster Risk Reduction 2015-2030 was developed and endorsed by the countries in the Third World Conference on Disaster Risk Reduction, in March 2015.	Countries and disaster risk reduction stakeholders agreed on the disaster risk reduction priorities for next two years on the implementation for achieving Seven Global Targets of the Sendai Framework  Follow-up on the disaster risk reduction priorities identified in the Global Platform	Countries and disaster risk reduction stakeholders agreed on the disaster risk reduction priorities for next two years on the implementation for achieving Seven Global Targets of the Sendai Framework  Follow-up on the disaster risk reduction priorities identified in the Global Platform	Outcomes through Global Platform Website UNISDR intranet for Global Platform registration

## Strategic Objective 2

### Support to Regional and National Sendai Framework Implementation

Results / Deliverables	Indicators	Baseline (end of 2015)	2016-2017 Biennium Targets by end of 2017	2018-2019 Biennium Targets by end of 2019	Means of Verification
Result 2.1 Regional and national coordination mechanisms are leveraged to monitor and accelerate Sendai Framework implementation	Countries, regional organizations and stakeholder groups identify successes, gaps and challenges for Sendai implementation and agree on joint actions, as appropriated, to address them	Multi-stakeholders consultations held on the development of regional strategies aligned with the Hyogo Framework of Action 2005-2015  Individual regional positions articulated to inform the deliberations at the Third UN World Conference for Disaster Risk Reduction, held in 2015	Each of the five regions develop, their respective regional strategy/ road-map /plan for the implementation of the Sendai Framework  Individual regional positions articulated to inform the deliberations at the Global Platform 2017 and 2019  Governments provided guidance on engagement with National Coordination Bodies	Outcome documents from the Regional Platforms published online	Outcome documents from the Regional Platforms published online
Deliverable 2.1.1: Sendai implementation monitored and scaled-up through Regional Platforms and meetings on disaster risk reduction	Output Indicator 2.1.1a: Number of Regional and Sub-Regional Platforms organized with multi-stakeholder approach	5 Regional and 1 Sub-Regional Platforms organized in each biennials	5 Regional and 2 Sub-Regional platforms	5 Regional and 2 Sub-Regional Platforms published online	Outcome documents from the Regional Platforms and Sub-Regional Platforms published online

Results / Deliverables	Indicators	Baseline (end of 2015)	2016-2017 Biennium Targets by end of 2017	2018-2019 Biennium Targets by end of 2019	Means of Verification
Deliverable 2.1.2: Regional organisations supported in developing and monitoring regional disaster risk reduction strategies	Output Indicator 2.1.2a: Number of regional organizations and multi-lateral development banks, engaged in the development and/or monitoring regional disaster risk reduction strategies.	By December 2015, UNISDR has been working with seven regional organizations for mainstreaming disaster risk reduction policies at the regional level.	7 regional organization making policy statements on disaster risk reduction mainstreaming in their strategies and policies	7 regional organization making policy statements on disaster risk reduction mainstreaming in their strategies and policies	Reports on the meetings with the intergovernmental organizations
Deliverable 2.1.3: UN Country Teams, regional UNDG Teams and Regional coordination mechanisms supported to implement the UN Plan of Action on Disaster Risk Reduction for Resilience	Output Indicator 2.1.3a: Number of capacity development initiatives undertaken in support of UN Resident Coordinators/UN Country Teams Regional UNDG Teams / Regional Coordination Mechanisms for the implementation of revised UN Plan of Action	Revised UN Plan of Action was adopted in 2016.	At least one training or knowledge product supported in relation to the implementation of the revised UN Plan of Action in each region	At least one training or knowledge product supported in relation to the implementation of the revised UN Plan of Action in each region	Results based analytical framework of revised UN Plan of Action. Training report or knowledge product documents
Result 2.2 National disaster risk reduction strategies and plans are developed in line with Sendai Framework prescribed guidance	Partnerships developed and leveraged by UNISDR to support countries in development or updating of national and local strategies/ plans on disaster risk reduction as per Sendai Target E	69 countries reported National policy and legal framework for disaster risk reduction exists with decentralised responsibilities and capacities at all levels in HFA self-assessments reports in 2013-2015 reporting cycle	60% countries that are developing or updating national and local strategies/ plans on disaster risk reduction are accessing support through UNISDR partnership mechanisms	80% countries that are developing or updating national and local strategies/ plans on disaster risk reduction are accessing support through UNISDR's partnership mechanisms	National self-assessment reports from Sendai Monitor
Deliverable 2.2.1: Relevant disaster loss and risk data generated for application in countries	Output Indicator 2.2.1a: Number of new databases developed and institutionalized based on a new global Sendai Framework standard for disaster loss databases	84 disaster loss databases tailored to the previous Hyogo Framework for Action 2005-2015 model	50 established and institutionalized disaster loss databases based on the Sendai Framework	120 established and institutionalized disaster loss databases based on the Sendai Framework	Online / screenshots of website for disaster loss databases
	Output Indicator 2.2.1b: Number of existing databases retrofitted / updated and institutionalized based on the Sendai Framework	84 disaster loss databases tailored to the previous Hyogo Framework for Action 2005-2015 model	50 retrofitted and institutionalized disaster loss databases based on the Sendai Framework	84 retrofitted and institutionalized disaster loss databases based on the Sendai Framework	Online / screenshots of website for disaster loss databases
Deliverable 2.2.2: Countries assisted in the development of national disaster risk reduction strategies and plans with monitoring frameworks	Output Indicator 2.2.2a: Number of countries supported in collaboration with UN and other partners as appropriate, to develop monitoring framework for national disaster risk reduction strategies and /or plans, based on the Sendai Framework	84 countries reported the implementation of national action plans based on the Hyogo Framework for Action	50 countries developed monitoring framework for national disaster risk reduction strategies and /or plans	120 countries developed monitoring framework for national disaster risk reduction strategies and /or plans	Analysis of strategies and plans
Deliverable 2.2.3: Horizontal learning for disaster risk reduction at local levels is achieved through sharing of best practices and provision of policy guidance	Output Indicator 2.2.3a: Number of local government developing and submitting Sendai Framework Local reports	650 cities reported on the HFA based Local Government Self-Assessment Tool	Pilot testing of local section of the Sendai Monitor completed	850 local governments reporting against Local Sendai Framework Reports	Sendai Framework Monitor (online) local level reports section
	Output Indicator 2.2.3b: At least 20 cities developed local disaster risk reduction and climate resilient action plans based on the Sendai Framework, as pilot.	Representatives from 37 cities trained on developing local plans based on Hyogo Framework of Action guidance	Pilot testing in 15 cities completed	Pilot testing in 20 cities completed Analysis of the results from pilot testing for potential scale-up Trends in urban design, innovation technologies and disaster risk reduction solutions shared through the "Resilient Cities Connect"	Copies of disaster and climate resilience action plans for pilot cities
Result 2.3 Build capacity of counterparts, UNCTs and partners for leadership in disaster risk reduction	Enhanced capacity of Member States, international / regional organizations and stakeholders through guidance and normative support for the implementation and monitoring of the Sendai Framework and the UN Plan of Action measured by its Results Based Analytical Framework.	UNISDR's capacity building programme is based on leveraging its campaigns, relationships, international convening power, outreach, partnerships and networks. In addition to established programmes mainstreaming disaster risk reduction and climate change adaptation into development and, in recent years on urban resilience. UNISDR's capacity development initiatives were focused on national level Hyogo Framework for Action 2005-2015 implementation.	Capacity development strategy developed Capacity development actions undertaken with an emphasis on development of materials, knowledge platforms and modules based on the Sendai Framework. Topics will include Sendai Framework Monitoring targets use of disaster loss databases; national risk profiles and risk assessments; monitoring disaster risk trends; tools for cities; and minimum standards for disaster risk reduction plans and strategies.	Capacity development actions will be undertaken with an emphasis on roll-out of training programmes to support the implementation of Sendai Framework	Progress reports on the UNISDR Global Education and Training Institute
Deliverable 2.3.1: Capacity building for national and local planning, implementation and monitoring supported	Output Indicator 2.3.1a: Number of government officials and disaster risk reduction stakeholders from priority countries and organizations participated and applying knowledge acquired through UNISDR capacity building programmes for proper implementation of Sendai Framework	Over 1,200 government officials from national and local levels from 37 countries were trained A training follow-up mechanism developed and launched	At least 1,800 stakeholders trained from 50 countries At least 50% of the trained stakeholders applying knowledge acquired through UNISDR administered trainings	At least 2,100 stakeholders trained from 70 countries At least 50% of the trained stakeholders applying knowledge acquired through UNISDR administered trainings	Reports on the capacity development programmes

## Strategic Objective 3

### Catalyse action through Member States and Partners

Results / Deliverables	Indicators	Baseline (end of 2015)	2016-2017 Biennium Targets by end of 2017	2018-2019 Biennium Targets by end of 2019	Means of Verification
Result 3.1 Fostered policy coherence by engaging with Member States and contributing to relevant intergovernmental processes	Policies / decisions leveraged through the intergovernmental processes	Two inter-governmental consultations / prep meetings are organized One Third World Conference on Disaster Risk Reduction. UNISDR contribution to COP-21 in integrating disaster risk reduction in the Paris Agreement	Inter-linkages between the Open-Ended Intergovernmental Expert Working Group (OIEWG) on Indicators and Terminology Relating to Disaster Risk Reduction, and Inter-Agency and Expert Group on Sustainable Development Goal (IAEG-SDG) to measure progress of risk-sensitive development, in particular with respect to Goals 1 (end poverty), 11 (sustainable cities and communities) and 13 (climate action)	Disaster risk reduction integrated into related intergovernmental processes, such as on sustainable development and climate change, by contributing to coordinated follow-up processes, including the High-level Political Forum (HLPF) for the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change	Meeting reports
Deliverable 3.1.1: Intergovernmental processes supported and informed for policy coherence in line with the Sendai Framework implementation	Output Indicator 3.3.1a: Number of decisions concluded through the intergovernmental support	Four intergovernmental processes supported as of December 2015: High-level Political Forum (HLPF) Support Group in Geneva Group of Friends of Disaster Risk Reduction in New York Open-Ended Inter-Governmental Expert Working Group on Indicators and Terminology Relating to Disaster Risk Reduction (OIEWG)	Sendai Framework monitoring indicators finalized and agreed through the OIEWG and endorsed by the UN General Assembly (UNGA) Disaster Risk Reduction Terminology finalized and agreed through OIEWG, and endorsed by the UNGA UNGA Resolutions on UNISDR and overall Disaster Risk Reduction Annual reports of the UN Secretary-General to the General Assembly on the implementation of the Sendai Framework submitted	UNGA Resolutions on Disaster Risk Reduction Annual reports of the UN Secretary-General to the General Assembly on the implementation of the Sendai Framework submitted	Meeting reports
Result 3.2 Coordination and advice is provided to all United Nations System partners at global level towards effective and efficient implementation of the Sendai Framework	A comprehensive overview of disaster risk reduction actions within the UN System which will help to understand the gaps and related policy solutions that the UN Senior Leadership Group could recommend for a stronger UN support to Sendai implementation	Thirteen UN entities prioritized disaster risk reduction within their 2014-2017 strategic work plans (FAO, UNDP, UNEP, UNFPA, UN-HABITAT, UNICEF, UNOPS, WFP, WMO, WHO, UNESCO, UNV and the World Bank), integrated disaster risk reduction into their sectoral and regional work programmes.	Establishment of the Results Based Framework of the UN Plan of Action to track the following commitments of the UN Plan of action which are related to the following: System wide coherence on UN's high-quality support to countries on disaster risk reduction Making disaster risk reduction a strategic priority for UN system and related organizations reflected in their respective strategic plans	Operationalization of a two-tier (annual and biennial) accountability framework, based on the Results Based Framework of the UN Plan of Action, further feeding into the annual UNGA and UN Development Group (UNDG) reporting and biannual global and regional platform processes	Report on the implementation of the UN Plan of Action
Deliverable 3.2.1: UN coordination is provided to advance the Disaster Risk reduction agenda including through support to the implementation of the UN Plan of Action on Disaster Risk Reduction for Resilience	Output Indicator 3.2.1a: Disaster risk reduction coordination architecture established led by senior level group within the UN for oversight of the implementation of the UN Plan of Action	Recommendations from the High Level Committee on Programmes / Senior Management Group on Disaster Risk Reduction	A high-level (ASG) group called UN Senior Leadership Group on disaster risk reduction for Resilience established The functions and operational mechanism of UN DRR Focal Points Group supporting the above Senior Leadership Group at the working / technical level is reviewed for improvement	High-Level Committee on Programmes (HLCP) and UNDG guidelines on policy coherence in programming especially at the country level influenced by recommendation of UN Senior Leadership Group on DRR	Meeting report
Result 3.3 Partnerships leveraged for increased financing for disaster risk reduction and risk-sensitive investment	Strengthening the United Nations Trust Fund for Disaster Reduction as a vehicle to operationalize the implementation of the disaster management measures in developing countries	United Nations Trust Fund for Disaster Reduction is currently used as a financial mechanism to support the operations of UNISDR	Multi-stakeholder dialogues on risk-sensitive investment, including with International Financing Institutions and regional development banks and to support the disaster risk reduction fundraising efforts of these and other partners both within and outside the UN system.	Strategy for outlining innovative and actionable options for further leveraging the Trust Fund, including creating a funding window in the Trust Fund for grants to support disaster risk reduction measures in developing countries.	Annual Financial Report of the trust fund. Reports from the multi-stakeholder dialogues
Deliverable 3.3.1: Disaster risk financing and tracking encouraged	Output Indicator 3.3.1a: Tracking of disaster risk reduction financing initiated	DRM marker proposed by UNISDR for the OECD Creditor Recording System	Tools and instruments for tracking disaster risk financing developed in collaboration with OECD	Effective tracking of disaster risk financing	Online reports
Deliverable 3.3.2: Risk-sensitive private sector investments promoted	Output Indicator 3.3.2a: Private sector entities committing to increased risk-sensitive business investments; and risk-sensitive business practices through the ARISE network	UNISDR Private Sector Alliance for Disaster Resilient Societies (ARISE) is currently working with more than 140 member companies from 40 different countries to optimize DRM strategies	160 member companies At least 2 projects on disaster risk reduction initiated with member companies	180 member companies At least 8 projects on disaster risk reduction initiated with member companies ARISE member companies introduced disaster risk reduction as a key factor in their business plans and policies	Project documents from ARISE programme
	Output Indicator 3.3.2b: Number of private sector personnel trained in importance of disaster risk sensitive investments	182 representatives from the private sector trained in last two biennials (i.e. 2012-13 and 2014-15)	At least 120 private sector representatives trained on disaster risk reduction	At least 120 private sector representatives trained on disaster risk reduction	Reports on the capacity building events

Results / Deliverables	Indicators	Baseline (end of 2015)	2016-2017 Biennium Targets by end of 2017	2018-2019 Biennium Targets by end of 2019	Means of Verification
Result 3.4 All of society engagement and action promoted through strengthening partnerships with key stakeholders	Key stakeholders integrating disaster risk reduction in their policies and practices	In 2014-2015 biennia UNISDR mobilized and strengthened four major stakeholder groups i.e. Science and Technology Advisory Group, UNISDR Private Sector Alliance for Disaster Resilient Societies (ARISE), Inter-Parliamentary Union (IPU) and Civil Society	Support in establishing concrete deliverables Engage strategically with other relevant stakeholder as identified in the Sendai Framework Provide relevant risk knowledge and guidance, in the form of policy briefs, tool kits and guidance on minimum standards	Encourage and support partners to actively track commitments Ensure their active participation in global and regional meetings Support in the development and revision of laws, regulations, policies and budgets for effective and accountable disaster risk reduction	Meeting reports
Deliverable 3.4.1: Science and technology partners actively contribute to disaster risk reduction, shaping national and international policy	Output Indicator 3.4.1a: Implementation of the Science and Technology Roadmap tracked	Science and Technology Road Map developed	Membership of the Science and Technology Advisory Group (STAG) renewed Member organizations implementing the Roadmap	Member organizations implementing the Roadmap	Science and Technology Advisory group meeting reports
	Output Indicator 3.4.1b: Increase in science and technology experts engaged	More than 224 organizations from the science and technology community attended the UNISDR 2016 Science and Technology Conference	250 Science and Technology organizations engaged	280 Science and Technology organizations engaged	UNISDR corporate website
Deliverable 3.4.2: Civil Society and community organization mobilized and strengthened	Output Indicator 3.4.2a: Civil society organizations that made voluntary commitment in the Third UN World Conference on Disaster Risk Reduction, engaged for action	83 civil society organizations made voluntary commitments during the Third UN World Conference on Disaster Risk Reduction	13 civil society organizations, of which at least 3 women's groups take action Roster of women experts and leaders in disaster risk reduction set up	25 civil society organizations, of which at least 4 women's groups take action Women experts and leaders in disaster risk reduction serves as a resource for global regional and national disaster risk reduction advocacy and policy setting	UNISDR's meeting reports on the civil society engagement Roster of women experts and leaders in disaster risk reduction
Deliverable 3.4.3: Parliamentarians and other decision-makers advocate disaster risk-sensitive development	Output Indicator 3.4.3a: Increased number of Parliamentarians from the member states and decision makers advocating for the achievement of Target (E) of the Sendai Framework	Currently UNISDR is leveraging support from 77 parliamentary advocates around the world and the Inter-Parliamentary Union (IPU) network of over 600 parliamentarians representing 200 parliaments from 124 countries. International Recovery Platform has 16 Steering Committee members in 2015 to advocate for build back better in recovery	Support leveraged from at least 130 parliamentary advocates and decision makers using appropriate IPU networks	Support leveraged from at least 150 parliamentary advocates and decision makers using appropriate IPU networks	Reports on the advocacy work with the parliamentarians

## Enabler 1

### Effective knowledge management, communication and global advocacy

Results / Deliverables	Indicators	Baseline (end of 2015)	2016-2017 Biennium Targets by end of 2017	2018-2019 Biennium Targets by end of 2019	Means of Verification
Result E1.1 Enhanced visibility of disaster risk reduction through UNISDR's global advocacy	Outreach to a wide-range of disaster risk reduction stakeholder, from decision makers to communities	Disaster risk reduction advocacy for Hyogo Framework for Action 2005-2015; UNISDR's outreach was extended to wide-range of stakeholders through different means. This included private sector, civil society, scientific community, governments, policy makers, children & youth, elderly, vulnerable, academicians, faith based organizations, communities of practice, media and donors	High-level advocacy of the UN Special Representative of the Secretary-General for Disaster Risk Reduction Enhanced global awareness of disaster risk reduction reaching wide range of stakeholders as referenced in the Sendai Framework, and made evident in public policy, discourse and planning thus demonstrating the impact of UNISDR's advocacy and communications.	High-level advocacy of the UN Special Representative of the Secretary-General for Disaster Risk Reduction and through versatile advocacy and outreach, UNISDR mobilizes diverse actors including heads of state, political leaders, mayors, parliamentarians, activists, scientists and business managers- to support disaster risk reduction	UNISDR Corporate Website Web news coverage Press releases Social media posts Visuals
Deliverable E1.1.1: Awareness of disaster risk reduction enhanced through global events for behavioural change	Output Indicator E1.1.1a: Number of major events/campaigns organized for the awareness raising on disaster risk reduction each year,	One major event annually International Day for Disaster Reduction (IDDR)	Two events on World Tsunami Awareness Day (WTAD) Two events on Sendai Seven Campaign (SSC) / International Day for Disaster Reduction	Two events on World Tsunami Awareness Day (WTAD) Two events on Sendai Seven Campaign (SSC) / International Day for Disaster Reduction	Event information on UNISDR websites
Deliverable E1.1.2: Global advocacy campaigns strengthened for disaster risk reduction	Output Indicator E1.1.2a: Increase in the cities participating in the Making Cities Resilient (MCR) campaign.	3,098 pledged for addressing disaster risk reduction issues in their respective localities	4,000 cities pledged	5,000 cities pledged	Making Cities Resilient Campaign Website
	Output Indicator E1.1.2b: Number of countries participating in World Initiative for Safe Schools (WISS)	33 Countries joined WISS campaign as Safe School leaders	55 Countries joined WISS campaign as Safe School leaders	80 Countries joined WISS campaign as Safe School leaders	Online WISS web-section

Deliverable E1.1.3: Disaster Risk Reduction Champions, actors and initiatives recognized for disaster risk-sensitive development	Output Indicator E1.1.3a: Disaster risk reduction champions including, parliamentarians, Heads of States, mayors, leaders from corporate and civil society, UNRC's, media and other opinion makers, advocating disaster risk-sensitive development	UNISDR worked with 15 Champions (5, Global Champions, 5 champions from parliamentarians and 5 City Champions) during the 2014-2015 biennium to advocate for a stronger emphasis on disaster risk reduction at the global, national and local levels One Sasakawa Award for global champions during the Global Platform	20 champions and other stakeholders provide leadership to build the resilience of nations and communities from disasters One Sasakawa Award for global champions during the Global Platform	25 champions and other stakeholders provide leadership to build the resilience of nations and communities from disasters One Sasakawa Award for global champions during the Global Platform	Reports on the advocacy events by the champions
Result E1.2 Increased reach and public engagement in disaster risk reduction through communication, media and marketing	Increase in target audience approached through effective communication	PreventionWeb unique visits: 80,000/ month UNISDR corporate website visitor 288,000 / year Twitter 37,000 followers Face book 11,600 followers	PreventionWeb unique visits: 90,000/ month UNISDR corporate website visitor 320,000 / year Twitter 50,000 followers Face book 12,750 followers	PreventionWeb unique visits: 100,000/ month UNISDR corporate website visitor 350,000 / year Twitter 60,000 followers Face book 14,500 followers	PreventionWeb UNISDR Corporate Website UNISDR Twitter Account UNISDR Facebook Account
Deliverable E1.2.1: Develop and implement comprehensive communications and advocacy strategy	Output Indicator E1.2.1a: increase in reach across all public communications channels including the UNISDR web site and social media	Old Communications Strategy in place	New comprehensive Communications and Advocacy Strategy developed by mid-2017 At least 30% elements of the Communications and Advocacy Strategy implemented	100% elements of the Communications and Advocacy Strategy implemented	Copy of the Communications and Advocacy Strategy Public communication channels
Result E1.3. Effective learning and knowledge sharing promoted across the organization and externally	Users report a minimum satisfaction rate of 90% knowledge service	User satisfaction rate was 81% at the end of 2015	85% user knowledge service satisfaction rate	90% user knowledge service satisfaction rate	Survey Reports
Deliverable E1.3.1: Redesign UNISDR knowledge management system to broaden its reach	Output Indicator E1.3.1a: UNISDR managed knowledge management systems redesigned and outreach increased	Currently UNISDR have following systems and web tools: Disaster risk reduction portal www.preventionweb.org UNISDR corporate website: www.unisdr.org UNISDR Intranet: http://intranet.unisdr.org 32,000 registered users in PreventionWeb	Integrated approach for UNISDR managed knowledge management systems UNISDR intranet upgraded At least 40,000 registered users on integrated UNISDR knowledge management system	At least 25% increase in the number of registered users on integrated UNISDR knowledge management system	UNISDR managed websites
Deliverable E1.3.2: Best practices documented, standards established, guidance and tools developed to promote learning and knowledge sharing	Output Indicator E1.3.2a: Percentage increase in number of good practices / lesson learnt shared with a broad range of relevant stakeholders	UNISDR published 39 best practices, standards, guidance and tool on the Hyogo Framework for Action, in the last two biennials (i.e. between 2012 and 2015)	At least 25% increase in the number of best practices, standards, guidance and tool on Sendai Framework	At least 35% increase in the number of best practices, standards, guidance and tool on Sendai Framework	UNISDR Corporate Website Education Material Good Practices HFA / Sendai guidance documents
Result E1.4 Appropriate, sustainable and predictable financial resource base exists	At least 50% increase in multi-year agreements	5 multi-year agreements in 2014-2015	7 multi-year agreements	10 multi-year agreements	UNISDR Annual Financial Report
Deliverable E1.4.1: Timely receipt of financial resources to fully implement the UNISDR Work Programme	Output Indicator E1.4.1a: Percentage increase in cash received according to the required timing identified in the annual cost plans	Around 39% cash received according to the annual cost plan	70% cash received according to the annual cost plan	90% cash received according to the annual cost plan	UNISDR Annual Financial Report
	Output Indicator E1.4.1b: Percentage increase in the Un-earmarked resources mobilized each year	44% Un-earmarked funds received in 2015,	45% un-earmarked mobilized	50% un-earmarked mobilized	UNISDR Annual Report

## Enabler 2

### Effective Strengthened organizational performance

Level	Objectively Verifiable Indicators	Baseline (2015)	2016-2017 biennial Targets by end of 2017	2018-2019 biennial Targets by end of 2019	Means of Verification
Result E2.1 Enhanced effectiveness, efficiency and quality of operational performance, based on appropriate gender-sensitive internal policies, structure and staffing	Key business process within the authority of the Executive Office, streamlined to improve the operational effectiveness, following the completion of a business process review and overall change process	Drawing on the findings of the reviews and audits done in the previous two biennials, transition to Umoja (a new UN-wide ERP system) and ongoing change management process, a need for business process review was identified.	More effective and efficient UNISDR based on the completion of overall change process and Business process review  Action Plan developed for the implementation of recommendations from the business process review  At least 30% of the recommendations addressed through the action plan implemented	100% of the key recommendations addressed through action plan against the business process review implemented	Report on the tracking of recommendation
Deliverable E2.1.1: Organizational Planning, monitoring, reporting and evaluation enhanced for improved work programme delivery	Output Indicator E2.1.1a: Strategic and Work Planning done periodically	Strategic Framework for 2016-2020 drafted  Work Programmes for 2016-2017 drafted  Cost Planning for 2016 completed  Results Framework for 2016-2017 drafted	UNISDR Strategic Framework 2016-2021, Work Programmes and Results Framework for 2016-2019, cost and section work plans for 2017 and 2018 developed  Work Programme and results Framework for 2016-2019 reviewed by the end of 2017  Plans against the Sub-programme-3 of UN Strategic Frameworks 2018-2019 finalized and for 2020-2021 initiated	Work Programme for 2020-2021 developed by the end of 2019  Cost and section work plans for 2019 and 2020 developed  Plans against the Sub-programme-3 of UN Strategic Frameworks 2020-2021 finalized and for 2022-2023 initiated	Strategic Framework 2016-2021, Work programme and Results Framework 2016-2019 shared through UNISDR corporate website  UNGA Website for UN Strategic Framework 2018-2019 and 2020-2021
	Output Indicator E2.1.1b: Internal and external periodic reports developed each biennial	4 biennial progress monitoring reports and 15 monthly updates produced in 2014-2015  2 updates on UNISDR integrated management response against evaluation recommendations	5 quarterly progress monitoring reports with progress against project deliverables  16 Monthly updates for the UNISDR management  2 updates on progress tracking against evaluation recommendations	8 quarterly progress monitoring reports with progress against project deliverables  24 Monthly updates for the UNISDR management  4 updates on UNISDR updates on progress tracking against evaluation recommendations	Quarterly and biannual Progress Updates / Reports shared through UNISDR corporate website  Copies of Monthly Updates for internal purpose only
	Output Indicator E2.1.1c: Enhanced implementation of project management oversight	Project Finance Committee (PFC) for review of new/ongoing projects in place  90% of new projects reviewed by PFC in 2014-2015	Functioning of PFC reviewed and TOR for enhanced project management Oversight Committee (PMOC) updated  100% of new / ongoing projects reviewed	100% of new / ongoing projects reviewed	Minutes of meetings and recommendations from Programme Management Oversight Committee
	Output Indicator E2.1.1d: Timely completion and follow-up of internal and external evaluations to improve programme delivery	UNISDR Evaluations Policy developed  More than 80% recommendations from the evaluations from 2010-2015 implemented	UNISDR Evaluation Policy updated  Biennial Evaluation Plan against the work programmes developed  Management Responses prepared against all the evaluations  At least 80% of the recommendations from evaluations done in last 5 years implemented	Biennial Evaluation Plan against the work programmes developed  Management Responses prepared against all the evaluations  At least 90% of the recommendations from evaluations done in last 5 years implemented	Progress on the implementation of the recommendations
Deliverable E2.1.2: Financial planning, management and monitoring strengthened for effective implementation of the work programmes	Output Indicator E2.1.2a: Financial Resource Planning linked with the UNISDR Work Programme periodically monitored and updated	Financial resource plans titled internally as "UNISDR Annual Cost Plans" for 2014 and 2015 developed, monitored and updated on quarterly basis linked with old UN-Secretariat wide ERP, IMIS	Financial resource plans linked with UNISDR Work Programmes in the UN Secretariat-wide ERP system, UMOJA  Financial resource plans for 2016 and 2017, developed, monitored and updated on a quarterly basis	Enhanced financial resource plans for 2018 and 2019, developed, monitored and updated on quarterly basis	UN Secretariat-wide ERP system, UMOJA
Deliverable E2.1.3: Administration and human resource management enhanced to support the implementation of work programmes	Output Indicator E2.1.3a: Percentage of performance appraisals and work plans completed in-time	70% of the performance appraisals and work plan completed	80% of the performance appraisals and work plan completed in accordance with the UN planning cycle  100% of UNISDR staff trained in performance management	100% of the performance appraisals and work plan completed in accordance with the UN planning cycle	Copies of performance appraisals and INSPIRA reports available for internal purpose only
Deliverable E2.1.4: Enterprise risk management strengthened to effectively anticipate and mitigate the risks on work programme delivery	Output Indicator E2.1.4a: Enterprise risk management embedded in the processes and operations of the organization	A Results Based Management System in place  UNISDR Social and Environmental Protection Standards Framework in place	Develop an internal Risk Management Framework	Implement a structured approach to identify and mitigate risks in an effective and timely manner	Copy of Risk Management Framework

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Note: The designations employed and the presentation of maps in this report do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities or concerning the delimitation of its frontiers or boundaries.

In support of the Sendai Framework  
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