



**Strategic Approach to Capacity
Development for Implementation of
the Sendai Framework for
Disaster Risk Reduction**

Section 3: Action Areas for Capacity Development for DRR

 SENDAI FRAMEWORK
FOR DISASTER RISK REDUCTION 2015-2030

 UNDRR
UN Office for Disaster Risk Reduction

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Section 3:

Action Areas for Capacity Development for DRR

The consultative process revealed several priority areas for action and attention where notable influence on the CD process and/or the outcome of DRR for CD efforts has been identified. Generalized approaches extracted from the knowledge, practice, and experience of consultation participants and through literature review are presented to support CD planning and operational efforts. For each of the 18 Action Areas³⁸ identified, possible actions, activities, and interventions that address the required capacity are provided. Each Action Area is presented in fact-sheet format for ease of use.

CD Priority and Action Areas

Action Areas have been grouped into 6 priority areas for clarity. The topics included in this list will change with time as capacities are enhanced and as new needs and corresponding actions arise. The six priority areas include:

1. Developing and Strengthening DRR Fundamentals

DRR is, as the name suggests, a risk-based endeavour. As such, the capacity to conduct the required activities and make relevant decisions is contingent on the existence of accurate and actionable data and information, the knowledge of how to use that data and information for planning purposes, and the ability to link it all back to the Sendai Framework goals and targets that the collective global risk experience has produced.

2. Institutionalizing DRR Capacity

DRR is a capacity need that extends to all sectors and all levels and is closely linked with many other functions of government and policy directives. This interlinkage is most direct in the case of CCA and the SDGs (and SD in general), but also relates to governance, finance, security, and many other policies and pursuits. Stakeholders both within and outside of government must work together and must integrate DRR considerations into all the work they do, including work that involves assessing or developing the capacity required.

³⁸ See Appendix 12

3. Sharing and Using Risk Information Before and After Disasters

Disaster resilience requires all-stakeholder awareness of risk and the vulnerability factors that exacerbate it. Individuals, organizations, and societies must be able to gather and share risk information among those that need it – whether to act or to react. Any development activity conducted in the absence of information on risk and vulnerability is likely to exacerbate community or country risk, but the ability to receive and act on such information is not intrinsic. And just as risk information is vital to pre-disaster development and preparedness activities, it is key to avoiding the roots of risk and vulnerability in the aftermath of disasters during recovery and reconstruction.

4. Establishing Collaborative Action for DRR

DRR is everyone's responsibility, from the household level to the national government level. While directives and support from the national government and from development partners are critical, decentralization allows for much greater tailoring of interventions. It is at this local level, where CD needs are greatest, that CD activities are most rarely encountered. Moreover, many of the stakeholders that are most significantly influenced or affected by DRR efforts – whether as beneficiaries or providers – are not included in or targeted by CD for DRR. At the other end of the spectrum, when disaster risk is shared across international borders or where hazards that exist or are created in one country threaten people, property, or the environment in another country, the capacity needs to address those issues likewise become interconnected and concerted action is required.

5. Strengthening External Support Mechanisms

There are many opportunities for external partners to provide CD support. Bilateral cooperation has proven highly effective in the transfer of skills and knowledge for many technical areas, inclusive of DRR, and there is a recognition of the value to be gained through an increase in the use of South-South and Peer-to-Peer arrangements. UN Country Teams are another major source of CD support, and as such there needs to be a focus on how to maximize this support through increased mainstreaming of DRR activities and coordination with national and local CD efforts. Finally, there is great untapped potential for CD support relative to DRR in the work of the many humanitarian agencies that participate in disaster response and early recovery operations.

6. Advancing and Expanding DRR Capabilities

Current and future generations of DRR professionals need the right skills and resources to do what is required of them. DRM professionalization is rapidly advancing, and with that trend comes a renewed focus on formulation of the competency standards, the course curriculum, and a cadre of effective teachers and trainers to serve the many relevant stakeholders. Innovation, fuelled by investments in research and development, offers many new and unexpected opportunities to close capacity gaps.

1.

Developing and Strengthening Disaster Risk Reduction Fundamentals

Action Area

- 1.1: Ensuring Use of Loss and Risk Information
- 1.2: Disaster Risk-Informed Development Plans
- 1.3: Funding and Resource Mobilization for DRR
- 1.4: Monitoring and Evaluation of Sendai Framework Implementation

Action Area 1.1: Ensuring Use of Loss and Risk Information

Priority 1 of the Sendai Framework (“Understanding Risk”) underpins the important actions required for full implementation of all subsequent Sendai Framework Priorities. It is a precursor to the assurance that policy, planning, and investment are risk-informed in a manner that supports a resilient society. The Sendai Framework articulates the need for improved understanding of disaster risk in all aspects, including exposure, vulnerability, mechanisms for likelihood or consequence reduction, among others. Achievement of DRR targets is fully-contingent on the development of capacities that support a full understanding of risk not only among the traditional DRR community, but also throughout government and society given the integrated nature of DRR, climate change adaptation, and sustainable development. Capacities to collect, understand and use disaster loss and risk information are therefore requisite.

- Actions**
- Strengthen the knowledge and skills to collect, understand and use risk information at all levels, and among all relevant stakeholders to: conduct risk assessment; understand the difference between damage, economic losses, and recovery needs; understand risk in all its facets: hazard, exposure, vulnerability and capacities; understand extensive and intensive risk baselines on a national level, but with locally-relevant and useful granularity; understand risk data and its application for risk-informed development planning and other relevant areas, e.g. enforcement of building codes, urban planning.
 - Increase the appreciation and understanding of risk data and associated capacity needs among management and staff at Local and National Statistics Offices.
 - Create and foster partnerships among stakeholder communities that possess skills, knowledge, access, or other capacity to enhance the coverage, depth, and accuracy of risk assessments.
 - Institutionalize existing or newly-developed standardized tools and methodologies that enable accurate and relevant calculation of disasters' financial costs and economic impacts, and ensure the requisite procedures, policies, technologies, skills, and knowledge are developed accordingly.
 - Institute mechanisms, practices, platforms, and exchanges that help to increase the sharing of risk data and information relevant to capacity assessment and sustainable development at the regional, sub-regional, and national levels, and among relevant sectors (inter-ministerial) and groups including the insurance industry and civil society organizations.
 - Increase the availability of georeferenced risk data.
 - Place focus on increasing the collection and exchange of data and information on hydrological and meteorological risk as well as climate change scenarios.

Action Area 1.2: Disaster Risk-Informed Development Plans

Sendai Framework Target E, which shares indicators with Sustainable Development Goals 1, 11 and 13, calls for a substantial increase in the number of countries with national and local DRR strategies by 2020. Progress towards this target will be highly contingent on integration of DRR and sustainable development, but also requires a significant expansion in the scope of stakeholders targeted by DRR capacity development efforts, as well as an increased focus on transformational and inclusive planning for effective and sustainable development in risk-related CD programmes.

Actions • Identify and address functional capacity needs related to monitoring and evaluation, results-based management, and results-based planning.

- Prioritize national and sub-national training programmes focused on integrating understanding of local needs (and the plans that exist to address them) that target disaster management authorities as well as representatives from all other relevant sectors.
- Build capacity for risk-informed development on existing mechanisms that have a country- or community-specific frame; Coordinate interventions and incorporate relevant standards of practice, information, and methods for planning inclusiveness (e.g., persons with disabilities, women, vulnerable groups) that may be drawn from existing sustainable development efforts.
- Incorporate government-endorsed targets and timeframes into development plans that address CD needs as they align with project implementation goals, including translation of CD action plans into projects.
- Promote expanded access to accredited training to ensure that sufficient capacity exists to support the creation of quality, sustainable, and accountable local and national DRR strategies.
- Ensure that resources to support DRR capacity that coincide with development activities are adequately accounted for in national and local budgets.
- Increase engagement with the Ministries of Finance and Planning, and other key ministries.
- Utilize bottom-up approaches in plan development that contribute to public education

Action Area 1.3: Funding and Resource Mobilization for DRR

The availability of funding and other resources has been identified as one of the greatest challenges to CD for DRR efforts. Financial, human, technical, and other resources are in and of themselves capacity elements, but given the influence that information, education, partnership building, accountability, negotiation, and other forms of capacity can have on the availability and use of such resources it is important that a special focus be placed on development of funding and resource mobilization for DRR as a target of CD action. Awareness building plays a large role in this area, considering that DRR represents an investment in the protection of development gains. The long-term resilience that results from such investment represents one of many returns on that investment. Identifying, understanding and innovating for adequate funding mechanisms requires CD in resource mobilization for DRR.

- Actions**
- Collect and assess data and develop documentation that serves to justify investments in disaster risk reduction, including that which is dedicated to CD.
 - Explore the use of pooling and sharing of resources through regional centres.
 - Develop and provide training that guides recipients in the development of DRR proposals for dedicated or ring-fenced DRR resources.
 - Mainstream funding to support CD for DRR into sectoral budgets.

Action Area 1.4: Monitoring and Evaluation of Sendai Framework Implementation

The goal of the Sendai Framework as adopted by Member States is to "prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience." Ensuring that DRR strategies, plans and related actions advance this goal hinges on stakeholders' abilities to plan, organize, and accomplish monitoring of relevant DRR implementation targets at all levels. Whilst the Sendai Framework calls on The UN Office for Disaster Risk Reduction to support the follow-up and review at a global and regional level, including through the web-based Sendai Framework Monitor system, there are numerous other opportunities and capacity gaps that could strengthen overall implementation monitoring and evaluation at all levels if they are addressed.

Actions

- Increase understanding of Sendai Framework-related data collection needs and reporting requirements, including the assignment of roles and responsibilities, among all national government ministries and across all sectors, especially National Statistics Offices

- Develop technical guidance and monitoring procedures and methodologies to support coordinated and complementary CD within and across ministries and sectors.
- Motivate and empower leadership and staff in local communities, including government officials, to use and/or contribute to Sendai Framework monitoring to support their own decision-making effectiveness.
- Strengthen ground-level monitoring and evaluation systems by developing specially-tailored tools and guidance.
- Engage with the private sector through the CD process to raise awareness of the existence and value of the Sendai Framework, and to motivate and empower relevant individuals and companies to support the collection, analysis, and reporting of data relevant to Sendai Framework monitoring efforts
- Increase all-stakeholder awareness that monitoring, and evaluation of Sendai Framework implementation are more an opportunity to improve local disaster resilience and development planning effectiveness and less an obligation to external entities (e.g., global and regional intergovernmental organizations).
- Ensure continual assessment of risks, after events, to inform policy and CD needs.

2.

Institutionalizing Disaster Risk Reduction Capacity

Action Area

2.1: Understanding Links Between Disaster Risk Reduction and Sustainable Development

2.2: Understanding & Integrating Climate Risk Across Sectors

2.3: High-Level Awareness and Cross-Sectoral (inter-ministerial) Understanding of DRR

Action Area 2.1: Understanding Links Between Disaster Risk Reduction and Sustainable Development

During the Third UN World Conference on Disaster Risk Reduction, Member States reiterated with a renewed sense of urgency their commitment to addressing DRR and building resilience to disasters within the context of sustainable development and poverty eradication. This included, as appropriate, integration of both DRR and the building of resilience into policies, plans, programmes and budgets at all levels and within relevant frameworks. The development of capacity to not only understand more fully these critical interlinkages, but also to be able to act on the need to integrate their driving policies at every level of governance and among all stakeholders, is therefore a priority in and of itself.

- Actions**
- Increase awareness and understanding of the interlinkages between Agenda 2030 and the Sustainable Development Goals, the Paris Agreement on climate change, the New Urban Agenda and the Sendai Framework among all stakeholders, at all levels, tailored to their context. (e.g., at Ministerial and Parliamentarian level, national and local government)
 - Ensure stakeholder knowledge of and access to information that clearly explains how SDGs and Sendai Framework global targets and principles are interlinked, preferably using data and case studies
 - Increase knowledge of, understanding about, and the sharing of experiences between countries and regions regarding integration and interlinking practices and opportunities for development planning, monitoring and reporting under Sendai Framework among focal, line, and related sectoral ministries, including National Statistics Offices.
 - Target the development of capacity to foster risk-informed development by promoting integration and mainstreaming of DRR among a more broad-reaching target audience that is representative of the greater development effort (e.g., ministries of finance, planning, housing, infrastructure, and others).
 - Minimize competition between different areas of practice and divert time and investment from the DRR efforts.
 - Incorporate at all junctures the mechanisms to enable development of internal stakeholder capacity to understand, assess, and act on the need to integrate DRR in all development activities in a manner that ensures outcomes are demand-driven and locally-relevant.
 - Ensure CD for DRR requirements are identified and emphasized in sectoral and cross-sectoral development plans and programmes.

Action Area 2.2: Understanding & Integrating Climate Risk Across Sectors

The Sendai Framework considers the coherence of DRR and sustainable development policies, plans, practices and mechanisms, across different sectors, to be one of its guiding principles. In line with this principle and to achieve coherent implementation in line with commitments to the Paris Agreement on climate change, participants highlighted the need to ensure that those tasked with DRR or who play a relevant or influential role are informed of the interlinkages and influences that exist between the two policy goals.

Actions • Focus initial CD activities around informing elected and appointed leadership throughout government, including parliamentarians, on the need to increase understanding of and capacity to incorporate climate risk in DRR, resilience and development planning activities, and on motivating them to be champions of change within their area of influence.

- Increase the understanding of the importance of risk forecasting and the influence of climate change risk among disaster risk management and sustainable development stakeholders.
- Coordinate practices and mechanisms that facilitate climate and risk data collection, assessment, management, and reporting.
- Promote the involvement of individuals, organizations, and other stakeholders involved in the development of National Adaptation Plans as providers and/or recipients of capacity development assistance.
- Incorporate climate-related capacity development training, educational, and scenario-based materials into CD for DRR activities, especially those focused on the national risk assessment, national and local disaster risk reduction strategies, and land use planning.

Action Area 2.3: High-Level Awareness and Cross-Sectoral (inter-ministerial) Understanding of DRR

In line with the Transforming Our World: 2030 Agenda for Sustainable Development and the Sustainable Development Goals, the Sendai Framework for Disaster Risk Reduction, the Paris Agreement on Climate Change, the New Urban Agenda, the Addis Ababa Action Agenda, and the SAMOA Pathway for Small Island Developing States (SIDS) constitute an integral and ambitious set of action plans for countries, the UN system, and all other development actors. The 2030 Agenda for Sustainable Development recognizes and reaffirms the urgent need to reduce the risk of disasters. Understanding of these interlinkages among key decisionmakers, and among all Ministries, particularly in terms of the commonalities among the Sendai targets and SDG indicators, is important for mainstreaming DRR into all development planning and investment. Tailored and contextualized awareness-raising and capacity to coordinate, advocate, mediate, and negotiate for DRR for Ministers, Parliamentarians, national and local decisionmaker is needed.

- Actions**
- Focus initial capacity development efforts on raising the awareness of senior officials and key leadership, especially parliamentarians and business leaders, about the economic case for DRR, highlighting the cost of inaction.
 - Maintain engagement with senior leaders throughout the course of CD activities to promote greater appreciation for and understanding of the impacts of risk on operations, to encourage action to address greater risk management, and to advocate on behalf of greater (nation- or society-wide) DRR needs.
 - Motivate and encourage decisionmakers to promote DRR planning and implementation within their area of influence to contribute to sustainable development, notably in pursuit of the SDGs.
 - Engage stakeholders from the science and technology community to increase cross-sectoral and inter-ministerial understanding of risk-related impacts on development.
 - Design targeted CD interventions to ensure relevance to specific ministries, government entities at sub-national levels, and other concerned partners.
 - Develop short courses for university students and focus on people other than those already working in the disaster risk reduction field.
 - Ensure that some aspects of training and education are mainstreamed in the general curriculum through much more intense advocacy with the ministry of education.

3.

Sharing and Using Risk Information Before and After Disasters

Action Area

- 3.1: Conducting Effective Risk Communication and Knowledge Management
- 3.2: Enhancing Disaster Preparedness and Planning for “Build Back Better”
- 3.3: Understanding the Economics of DRR

Action Area 3.1: Conducting Effective Risk Communication and Knowledge Management

Despite challenges, governments and societies are taking steps to increase their information sharing capacities. The Sendai Framework for Disaster Risk Reduction encourages improvements in how nations manage disaster information before, during, and after disasters occur, and highlights the importance of risk and emergency communications mechanisms, participatory processes for developing communications systems, and expanded use of community, traditional, indigenous and local knowledge to achieve risk reduction targets.

- Actions**
- Elicit political or leadership support for and commitment to implementing and overseeing information sharing activities at every level.
 - Encourage decisionmakers to support information sharing capacity through the dedication of financial and human resources.
 - Support sharing through the building of understanding and trust between relevant agencies, organizations, and other key stakeholders.
 - Work with stakeholders at all levels to develop data standards and information requirements that facilitate and simplify data sharing.
 - Ensure that knowledge products are tailored and targeted to enable all stakeholders, including vulnerable groups, to use them effectively.
 - Promote innovation and technology application (for translation) among relevant stakeholders, including academia, the private sector, and media, to ensure risk data is available and accessible, including for those with disabilities.
 - Highlight the value of accurate risk data for stakeholders engaged in emergency response and continuity of operations planning, especially in key businesses sectors (e.g. energy and finance).
 - Encourage and support the capture and sharing of best practices and lessons learned through resources, technical assistance, and advocacy.
 - Promote the capture and use of traditional knowledge and knowledge at the community level to increase participation of all stakeholder groups in capacity development efforts.
 - Convene stakeholders for establishing agreements that support communications and information sharing at the individual, the organizational, and the inter-organizational levels.
 - Design CD interventions that appeal to the news media as both a provider and a recipient.
 - Support the establishment of legal, regulatory, and procedural frameworks that promote more effective information sharing, including disaster statistics, risk information, and emergency messages.

Action Area 3.2: Enhancing Disaster Preparedness and Planning for "Build Back Better"

The value of having in place a system that is prepared to respond to disasters, and incorporate DRR into post-disaster recovery, reconstruction, and rehabilitation, (including in pre-disaster recovery planning efforts), is unquestioned. Disaster impacted countries and communities are almost always better equipped to build back better when actions have been taken to strengthen decision-making and operational capacity prior to disaster onset. As such, the Sendai Framework included through Priority 4 a call on UN member states to address capacity development in this area by creating and strengthening recovery-focused relationships, establishing planning and coordination mechanisms, and introducing methods and procedures to ensure recovery activities, especially for livelihoods and economic recovery, are adequately informed and supported. Countries are encouraged to pursue people-centred multi-hazard, multi-sectoral forecasting and early warning systems, disaster risk and emergency communications mechanisms, social technologies and hazard-monitoring telecommunications systems to address this requirement.

- Actions**
- Develop complementarity between formal and informal groups involved in disaster response by seeking coherence of and with capability and practice standards by all.
 - Incentivize the conduct of local and sub-national disaster preparedness and disaster recovery planning; provide training materials and guidance to increase standardization and complementarity across communities and regions.
 - Provide materials and opportunities for officials in government, private institutions, and throughout society to become educated in actionable response and recovery activities, including participation in official response and recovery action teams.
 - Design drills and simulations to include those most likely to be involved in the response and recovery efforts.
 - Ensure that efforts are made to educate all stakeholders on the concept of build back better and ensure that there is common understanding among different stakeholder groups, including businesses.
 - Develop and provide nationally- and locally-relevant guidance and protocols on early warning and multi-hazard early warning systems, including low-tech options.
 - Establish and communicate ex-ante standards for reconstruction.
 - Increase the capture and use of lessons learned both before and after disasters and experience sharing to promote and inform those with nonexistent or inadequate plans and strategies.
 - Engage with engineers and others traditionally involved in pre- and post-disaster recovery planning and operations to support the development of training and education and the raising of awareness about needs.

- Understand how underlying risk factors, including poverty, inadequate livelihoods opportunities, poor land use planning, inequality, climate change and variability, unplanned and rapid urbanization, inter alia, contribute to disaster risk and thus need to be addressed during recovery, reconstruction, and rehabilitation planning and operations.

Action Area 3.3: Understanding the Economics of DRR

The Sendai Framework asserts that among the lessons learned from the implementation of its predecessor, the Hyogo Framework for Action 2005-2015 (HFA), is that investment in DRR is cost-effective in terms of prevented future losses. Indeed, over the same 10-year timeframe as the HFA, the total economic loss was more than \$1.3 trillion. Stakeholders must have a collective and common understanding and trust in the value proposition of DRR investments if there are to exist concerted efforts to pursue them. Knowledge of the true economic costs of disasters and their negative impact on development play a key role in making such an understanding possible and to ensuring public and private investment is risk-informed.

- Actions**
- Enhance capacities to collect and analyse data that supports a more complete, accurate understanding of the actual or anticipated economic, and socio-political, impacts of future hazard events such that cost-benefit analyses may be performed in the analysis of DRR and resilience-building plans.
 - Prioritize early CD efforts on increasing the awareness and understanding of the cost-effective benefits, and the economics of risk reduction and resilience, among key decisionmakers working in ministries with influence over DRR and sustainable development decisions.
 - Expand the knowledge of and capacity to utilize standardized cost-benefit analysis methodologies for risk-informed public and private investments.
 - Increase awareness and understanding of the Sendai Framework and its associated targets among ministry of finance officials and budget officers throughout government at all levels.
 - Establish private sector partnerships with entities that understand the value proposition of risk management, risk-informed private investment, and participation in community-based and national DRR efforts.
 - Support expansion of stakeholders' understanding of DRR economics to include social and behavioural influences, and the longer-term consequences of disasters (using scenario-based planning and computer-generated models).
 - Develop a diverse range of DRR financing instruments and ensure that all relevant stakeholders have adequate access.

4.

Establishing Collaborative Action for Disaster Risk Reduction

Action Area

4.1: Establishing an 'All-of-Society' Inclusive Approach

4.2: Integration of DRR at Local Government Level

4.3: DRR at Community Level

Action Area 4.1: Establishing an 'All-of-Society' Inclusive Approach

Among its thirteen guiding principles, the Sendai Framework calls for the engagement of all of society, in addition to related calls for shared responsibility between central government and national authorities, sectors and stakeholders as appropriate to national circumstances, and the empowerment of local authorities and communities through resources, incentives and decision-making responsibilities as appropriate. Paragraph 7 of the Framework calls for a “broader and a more people-centred preventive approach to disaster risk,” and states that “[d]isaster risk reduction practices need to be multi-hazard and multi-sectoral, inclusive, and accessible to be efficient and effective.” Moreover, it calls for the engagement of all relevant stakeholders, including women, children and youth, persons with disabilities, poor people, migrants, indigenous peoples, volunteers, the community of practitioners and older persons. This is critical to avoid creation of inequalities. The public and private sectors, civil society organizations, academic, scientific, and research institutions are each called upon to work more closely and to create opportunities for collaboration.

- Actions**
- Ensure that project staff appreciate the value of contributions by all stakeholders in the community and use this as a basis to promote and incentivize the active participation and engagement of a broad range of relevant stakeholders drawn from government, civil society, academia, the private sector, as well as from vulnerable, marginalized, and special interest groups, and individual citizens.
 - Incorporate the provision of or encouragement of partnership building guidance, lessons, policies, and other supportive actions and resources into disaster risk reduction capacity development interventions.
 - Apply innovative methods and approaches, including gender considerations, when mapping stakeholders, drafting and implementing inclusive DRR policies that encourage involvement of less traditional stakeholders and partners in the capacity development effort.
 - Support capacity development programming staff in their efforts to incorporate National and Local Platforms for Disaster Risk Reduction, and other multi-stakeholder mechanisms, to engage all of society.
 - Institute approaches, procedures, and mechanisms that together help decisionmakers to assess, understand, and support the ‘collective memory’ of disaster risk reduction, which in turn supports and expands growth in the culture of prevention and sustainable disaster risk management.
 - Ensure that programmes are set up to identify and provide support to individuals from groups that are or have been marginalized given that these same individuals and groups are often more significantly-exposed to risk.

Action Area 4.2: Integration of DRR at Local Government Level

Like the impacts of disasters, DRR gains are felt most significantly at the local level. However, there are many factors that together contribute to a predominance of weak local government DRR capacity. The Sendai Framework Target E, in conjunction with indicators of SDGs 1, 11 and 13, seeks to address local DRR capacity by calling for a substantial increase in the number of countries with local DRR strategies by 2020. Additionally, the Sendai Framework's four priorities for action stress the importance of action at both the national and local levels. The Guiding Principles further highlight that disaster risk reduction and management depends on coordination mechanisms within and across sectors and with relevant stakeholders at all levels, requiring the full engagement of all public institutions of an executive and legislative nature at national and local levels, and a clear articulation of responsibilities across public and private stakeholders, to ensure mutual outreach, partnership, complementarity in roles and accountability and follow-up.

Actions • Identify CD interventions that help to better utilize a community's in-house staff to reduce or eliminate reliance on 'substitution' capacities provided by external experts to fulfil DRR responsibilities and tasks.

- Push CD efforts down to the local and sub-national levels in a manner that increases understanding and implementation of DRR and promotes integration of DRR and SDG pursuits.
- Utilize CD interventions that support local stakeholder creation and management of, and participation in, and use of locally-based DRR platforms.
- Expand access to locally- and contextually-relevant, culturally-sensitive, and language-appropriate land use and building code training and education, including among key elected and appointed officials with decision-making authority
- Include locally-relevant information on DRR investment, budgeting and resource mobilization in interventions targeting local leaders and decision-makers and stakeholders in the urban and economic development communities.
- Ensure that locally-based stakeholders, including society and local community, appreciate the value of data collection and reporting efforts on data localization, and that they are motivated to contribute to and utilize local risk data products.
- Develop governance tools and incentivization techniques that motivate and enable intergovernmental teams to address local DRR needs in a strategic, locally-relevant manner.
- Ensure that CD ownership exists at the most local level relevant to the project or program.
- Reduce the impact of institutional memory loss through attrition.
- Reduce parallel processes or efforts to address capacity needs.

- Decentralize training so that areas outside of urban centres are reached.
- Increase CD prioritization at the local level and ensure that a wide range of people are exposed to CD efforts rather than those in the offices and agencies most closely-linked to DRR.

Action Area 4.3: DRR at Community Level

The role of community level engagement is well articulated throughout the Sendai Framework and within the role of stakeholders, including civil society, volunteers, organized voluntary work organizations and community-based organizations to participate, in collaboration with public institutions, to, inter alia, provide specific knowledge and pragmatic guidance in the context of the development and implementation of normative frameworks, standards and plans for DRR; engage in the implementation of local, national, regional and global plans and strategies; contribute to and support public awareness, a culture of prevention and education on disaster risk; and advocate for resilient communities and an inclusive and all-of-society disaster risk management that strengthen synergies across groups, as appropriate. The role of women, children, persons with disabilities, older persons, indigenous peoples and migrants are noted.

Actions • Support the establishment of culture norms that dictate DRR as the responsibility of everyone, not just that of government

- Gather and validate information that informs the local context within which interventions are to be planned.
- Incorporate information and methodologies into CD interventions that are systematic and sustainable in their ability to increase the appreciation for and understanding of DRR at and throughout the community level.
- Ensure that nongovernmental organizations, civic and other community-based associations and voluntary organizations, faith-based groups, individual citizens, and other local stakeholders are engaged in the entire lifecycle of CD processes to the extent that is feasible and appropriate, whether such projects are locally- or nationally-based.
- Tailor interventions so that they are not only useful and relevant, but also engaging to and perceived to be value added by local level stakeholders and partners.
- Ensure long-term local engagement by empowering locally-based partners with management and implementation responsibility, targeting capacity needs at the organizational and enabling environment levels, and institutionalizing CD methods in local policy and practice.
- To the extent that is possible, ensure that program planners understand and link to local routines, livelihoods, cultures, and other key factors that affect a sense of relevance, trust, and motivation to engage.
- Provide rotational training that goes deeper into the staff pool than leadership.
- Involve all community stakeholders in awareness-raising events including disaster exercises.
- Support the enabling environment by providing support to increase local-level access to technology and other CD resources that are not widely available.
- Incentivize community-wide action using community awards, certifications, or prizes.

5.

Strengthening External Support Mechanisms

Action Area

5.1: South-South and Peer-to-Peer Mechanisms

5.2: UN Country Teams

5.3: Humanitarian Development Nexus

Action Area 5.1: South-South and Peer-to-Peer Mechanisms

Bilateral cooperation through North-South, South-South, and triangular cooperation arrangements have each proven effective in many instances where the transfer of DRR capacity was sought. There has been an increase in calls for South-South arrangements given the tendency for partners to have more closely-matched risk profiles, governing arrangements, economic constraints, and other relational factors. Peer-to-peer partnerships have also played an additional important role in helping countries to harness greater potential in their disaster risk management and reduction activities, and for improving the social, health and economic well-being of citizens, communities, and society as a whole.

- Actions**
- Establish and strengthen methods and best practices to help initiate and conduct peer-to-peer (country-to-country and city-to-city) support and learning.
 - Develop, promote, and maintain mechanisms that enable country and city partners to gather and share experience and lessons, including those linked to Sendai Framework monitoring.
 - Encourage development partners to facilitate arrangements that are more conducive to or supportive of South-South and Triangular cooperation.
 - Identify innovative opportunities to support twinning and peer-to-peer approaches, including secondments, government exchanges, symposia, and tours.
 - Identify ways to move beyond 'learning together' such that actual sharing of lessons and practices occurs in both existing and new collaborative programmes and in joint exercises.

Action Area 5.2: UN Country Teams

The UNPoA exists to ensure Sendai Framework implementation contributes to a risk-informed and integrated approach to 2030 Agenda for Sustainable Development achievement. It addresses the need for coherence and mutual re-enforcement of the UN's resilience building efforts and seeks more effective integration of UN operational preparedness and response capacities into national operational and CD arrangements. The Plan of Action places emphasis on country and local level engagement, ensuring the UN system is responsive to the different country needs and contexts in regard to DRR. Likewise, ongoing United Nations Development System (UNDS) reform recognizes that stronger integrated planning for risk management capacities will bolster the system's ability to anticipate risks and draw on system-wide assets and expertise. UNDAFs must remain risk-informed to ensure any threats to the SDGs and vulnerable populations are well anticipated and mitigated, and where possible, prevented.

- Actions**
- Build UN Country Teams' capacities to understand linkages between DRR (vis-à-vis the Sendai Framework and other programmes and efforts) and the SDGs.
 - Promote wider UN Country Team understanding of the Sendai Framework Monitor system .
 - Ensure UN Country Team staff have an operational-level understanding of the UN Plan of Action for Disaster Risk Reduction and Resilience, such that implementation in all contexts is both possible and likely.
 - Support the mapping of existing services, needs, and actions of the national development plan.
 - Ensure that all staff involved in country programming can assess and act on the need to include (where necessary) assistance to support technical capacity development as it relates to project-specific or generalized disaster risk.
 - Encourage policies that reduce a reliance on activity-focused and rigidly process-oriented DRR efforts that fail to address CD needs of beneficiaries including the national government, by training staff to view interventions through a capacity development lens.
 - Support capacity assessments and use the outcomes of efforts in the design and formulation of programmes and projects so they are more responsive to actual CD issues and gaps.
 - Ensure that the goal of CD support is to maximize effectiveness, efficiency, sustainability, and country ownership of its own disaster risk reduction needs by ensuring country level stakeholders can effectively, efficiently, resiliently, and self-sufficiently manage and deliver intended products and services to their target groups
 - Support the CD efforts of National Platforms for Disaster Risk Reduction.

- Explore alternative models like secondments and colocation within the Office of the Resident Coordinator or other agencies with related mandates.
- Identify UN entities that should be active in-country to support CD priorities.
- Support Coordinators in proactively and regularly engaging Non-Resident Agencies, ensuring their participation in UNDAF elaboration and UN Country Team meetings.

Action Area 5.3: Humanitarian Development Nexus

The compressed timelines and response-focused mandates associated with post-disaster humanitarian work can inhibit opportunities to promote and/or support capacity development for disaster risk reduction. Even when disaster risk management capacity is addressed during post-disaster humanitarian work, the tendency is towards enhancing response preparedness rather than managing risk drivers. At the same time, there is significant overlap between the humanitarian and development communities of practice, and in fact the knowledge, skill sets, and influences are oftentimes similar or the same. From a capacity development standpoint, there needs to be more strategic alignment between the two areas of practice.

- Actions**
- Use stakeholder engagement, training and education, and other CD tools to address the lack of understanding of the links between development and humanitarian response that may persist between those engaged in response and those focused on DRR and longer-term development.
 - Ensure that academic and other research entities have access to areas where humanitarian interventions are ongoing so that accurate, science-based CD resources may be developed.
 - Educate humanitarian stakeholders in the long-term value of incorporating DRR considerations into planning and operations for humanitarian interventions, including those that occur in the immediate aftermath of a disaster.
 - Encourage humanitarian partners to emphasize disaster risk reduction and resilience messages at the outset.
 - Promote and incentivize engagement of humanitarian partners in the CD process, most significantly in the assessment of capacity, implementation, and monitoring and assessment.

6.

Advancing and Expanding Disaster Risk Reduction Capabilities

Action Area

6.1: Education for Disaster Risk Reduction

6.2: Innovation and Use of Technology for DRR

Action Area 6.1: Education for Disaster Risk Reduction

DRR capacity is developed to a significant degree through the availability of relevant educational opportunities, most notably at the higher-education level. The availability of higher education curricula focused on disaster risk management topics is a relatively new phenomenon, and as such there is wide variability in the coverage, quality, and effectiveness of inventory between countries. At the same time, inclusion of DRR lessons in training and education across a broad array of disciplines (e.g., finance, architecture, urban planning) has increased significantly in the past two decades, and this represents a valuable resource to promote CD. The Sendai Framework articulates the role that education plays in the reduction of new and existing risk in its first priority, "Understanding Disaster Risk". Priority 1 calls for the building of knowledge among government officials, civil society, communities and volunteers, as well as the private sector, through sharing experiences, lessons learned, good practices and training and education on DRR, including the use of existing training and education mechanisms and peer learning. It encourages progress in this area through: the promotion of investments in multi-hazard and solution-driven research in disaster risk management; the incorporation of disaster risk knowledge into formal and non-formal education, civic education, as well as professional education and training; and the promotion of national strategies to strengthen public education and awareness in disaster risk reduction. CD programmes that utilize or support DRR education are understandably hailed for the significant role they play in the achievement of Sendai Framework targets.

- Actions**
- Establish a national-level platform to promote and support the development and improvement of higher-education programmes in DRM, including the development of standards of teaching and learning, competency-based curricula, demand-driven coursework, and other support.
 - Target education ministry leadership and staff to raise awareness of their role, motivate them to action, and ensure the efforts they initiate or promote are in line with DRR goals.
 - Encourage/empower schools (primary, secondary and university) to incorporate resilience programmes that address risk through a multitude of means (e.g., changing the organizational culture, DRR lessons in the curriculum, and instituting enterprise risk management).
 - Provide teachers with curriculum materials and training of trainer courses to enable broad-reaching exposure of risk reduction education and messaging.
 - Incentivize and support the mainstreaming of DRR into standard curricula.
 - Provide the materials and support that enables embedding of DRR materials and messages into existing professional training programmes, including employee on-boarding, staff technical training, and other avenues for entry across all government and societal sectors.
 - Establish competency-based standards for key positions that encourage applicants and incumbents to seek and enrol in DRR training and education relevant to their job

roles, and that encourage programmes of higher-education and professional training to develop and offer relevant courses and degree-based programmes to source expected vacancies

- Assess DRR research needs and increase availability of financial support to encourage educational facilities to address those needs through training and degree-based programmes.
- Engage with community centres and civil society organizations to identify opportunities for non-traditional engagement of target populations with risk-related messages including on early warning systems (e.g., through community theatre, civic association meetings, public events, and other venues).
- Increase access to education and training using online learning systems.

Action Area 6.2: Innovation and Use of Technology for DRR

The need to develop and apply innovative DRR solutions is consistently identified as a key area of need in both the literature and by participants in the consultative process. There exist substantial global disparities with regards to the awareness of and access to technologies that promote DRR and enable disaster risk reduction capacity. Moreover, there are insufficient motivators and/or incentives for stakeholders, irrespective of their sector, to actively pursue research, innovation, and development in the areas of science and technology that support DRR capacity. All too often, training, education, and CD in general is based on anecdotal evidence or assumptions rather than on research methods and hard science. Without purposeful investment in this area, including that which supports CD, insufficient capabilities to achieve progress in several core areas of the Sendai Framework will persist.

- Actions**
- Promote and incentivize DRR research and development by partners in academia, the private sector, the media, civil society organizations, and others, through action by the national disaster management office or other government entity actively engaged in such efforts.
 - Encourage and enable government decisionmakers in key ministries to assess the cost-benefit relationship of public investments in DRR research considering the reductions that may be expected in terms of minimized direct and indirect disaster losses.
 - Promote academic investments in research, development, and student scholarship by creating an environment wherein employment prospects among students engaged in research and development viewed positively.
 - Engage and support the mass media by enabling media stakeholders to synthesize and communicate innovations and opportunities for research, and the availability and purpose of the products of innovation, to spur the action of other stakeholders.
 - Support an economic environment through policy and other methods that incentivize private sector development of DRR-focused technologies either directly (e.g., a promise to purchase products or technologies directly) or indirectly (a policy that ensures a market for such products or technologies) that ultimately serve to increase capacity of one or more target groups.
 - Create, improve, or otherwise support platforms and fora by which government and other relevant stakeholders (e.g. private sector, academia.) may work collaboratively to promote and/or invest in DRR as an innovative, practical, affordable, and localized pursuit.

Effective CD depends on the involvement of all stakeholders, all partners, and all of society. Stakeholders may become involved as a provider of CD assistance, as a recipient of training or some other benefit through interventions, or perhaps a mix of provider and recipient roles. In some cases, this may involve little more than providing leadership, authority, or other forms of support, or receiving exposure to risk reduction messages.

During the consultative process, workshop and survey participants worked to characterize in broad and inclusive terms the CD for DRR roles and responsibilities of each of the following stakeholder categories for which roles and responsibilities are listed:

1. National Government (including elected leaders, parliamentarians, and line ministries)
2. Local and Sub-national Government
3. Private Sector and Professional Organizations
4. Nongovernmental and Civil-Society Organizations (NGOs and CSOs)
5. Education and Research Institutions
6. Individuals and Households
7. Media
8. Regional Organizations including IGOs
9. The UN, International Organizations (IGOs), and International Financial Institutions (IFIs)

Each of the primary stakeholder groups concerned with or impacted by CD for DRR are presented in terms of the expected or likely roles and responsibilities. These are presented to assist stakeholders in recognizing not only the value that is gained through engagement with the DRR process, but also to support a broader understanding of how each may assume greater control of efforts to improve their own capabilities and those of their community or nation, and how the common and collective roles and responsibilities of each are interlinked.

Stakeholder analysis is suggested while developing the national DRR strategy and plan, and as a first step to establish the key partners and stakeholders. Note: the list below is not exhaustive.