



UNDRR

UN Office for Disaster Risk Reduction

UNDRR WORK PROGRAMME 2020-2021

**IN SUPPORT OF THE SENDAI FRAMEWORK
FOR DISASTER RISK REDUCTION**



**The United
Nations Office
For Disaster Risk
Reduction
2020-2021
Work Programme**

Taking the Implementation of the Sendai Framework for Disaster Risk Reduction into the next decade

Disaster risk affects everyone ... but not everyone equally. There is no part of the world that has not been touched by natural, human-induced or multi hazard disaster. Extreme weather events, which account for more than 70% of major disaster events, have become more frequent and more severe in the last 20 years. This has resulted in tragic human and escalating economic losses. More people are now internally displaced through disaster than through conflict. Vulnerable, resource poor countries bear the brunt of disaster impact.

United Nations Office for Disaster Risk Reduction (UNDRR) is the mandated focal point for disaster risk reduction in the UN system. The Sendai Framework for Disaster Risk Reduction 2015-2030 (Sendai Framework) is the agreed global blueprint for reducing risk and building resilience. It urges Member States to take action based on seven targets and identifies four priorities:

- i. understanding disaster risk;
- ii. strengthening disaster risk governance to manage disaster risk;
- iii. investing in disaster risk reduction for resilience, and
- iv. enhancing disaster preparedness for effective response, and to Build Back Better in recovery, rehabilitation and reconstruction.

“
If I had to select one sentence to describe the state of the world, I would say we are in a world in which global challenges are more and more integrated, and the responses are more and more fragmented, and if this is not reversed, it’s a recipe for disaster.
 ”

“
... Little undermines development like disaster. Decades of sustainable development gains can be wiped out overnight.
 ”

António Guterres
 United Nations Secretary-General
 2019



Introduction

This work programme for 2020-2021 ushers in a new decade in the implementation of the Sendai Framework under the 2016-2021 UNDRR Strategic Framework.

During this biennium, UNDRR will continue to provide guidance in the implementation of the Sendai Framework with increased emphasis on developing national and local strategies for disaster risk reduction using capacity development, technical assistance and knowledge products as key tools. The Sendai Framework calls for a substantial increase in the number of countries with national and local disaster risk reduction strategies by 2020 (Target e). To support this ambition, UNDRR will invest in strengthening coherence between the Sendai Framework and other global frameworks adopted by Member States in 2015 and beyond - the 2030 Agenda for Sustainable Development, the Paris Agreement, and the Addis Ababa Action Agenda for Financing for Development, the New Urban Agenda and the Agenda for Humanity- to accelerate knowledge transfer and development of national capacities. UNDRR will assist countries to implement the Sendai Framework and to report on progress through the online Sendai Framework Monitor system, as well as through the Regional Platforms being held in 2020 and 2021.

Through its membership of the United Nations Sustainable Development Group, UNDRR, as the disaster risk reduction focal point within the UN System, will work at global, regional and national levels to identify synergies to improve coordination within countries for the achievement of the seven Sendai Framework Targets. In line with the Secretary-General's reform agenda, the work

programme envisions greater coherence across the UN family and key stakeholders so that climate action and sustainable development policies and initiatives are risk informed.

Improving awareness of risk, and the importance of risk reduction and building resilience, combined with access to user friendly knowledge products such as the 'Words into Action' series involves the wider community in contributing to implementing the Sendai Framework. Refreshing UNDRR's online presence, including Prevention Web, providing updated, relevant risk information products and building communities of relevance across our social media channels enables Member States, the DRR community, experts and the general public to find solutions to successfully prevent the creation and propagation of risk, as well as to rebound from disasters.

The World Bank estimates that the global economy loses US\$520 billion per year because of natural hazards and 26 million people are pushed into poverty.

Shock Waves World Bank



Integrated Results Based Management Framework

The work programme for 2020-2021 is based on the three Strategic Objectives outlined in the 2016-2021 UNDRR Strategic Framework:

1. **Strategic Objective One** focuses on monitoring and reviewing progress achieved in Sendai Framework implementation, and to contributing to better understanding of disaster risk globally.
2. **Strategic Objective Two** supports countries and regions in implementing the Sendai Framework and in understanding and successfully reducing disaster risk through improved knowledge, policy guidance and decision-making tools.
3. **Strategic Objective Three** seeks to catalyse action by convening stakeholders and leveraging strategic partnerships across the United Nations system, international and regional organizations, multilateral development banks, parliamentarians, the private sector, civil society, the science and technology community and other decision-makers.

The Results Framework further defines the specific objectives and identifies key deliverables for each of the Strategic Objectives. It sets out measurable targets informed by and in line with UNDRR's mandate, the Sendai Framework, the 2030 Agenda for Sustainable Development, 2019 Global Platform and regional platforms outcomes, the Global Assessment Report on Disaster Risk Reduction 2019 (GAR2019) and organizational and programmatic evaluation recommendations.

In 2019, the Special Representative of the UN Secretary-General for Disaster Risk Reduction, Mami Mizutori, signed her first annual Senior Management Compact with the Secretary-General. This compact, together with the revised accountability framework and the delegation of authority, forms the foundation of UNDRR's day-to-day work and an integrated results-based management process.

Resource Requirements and Implementation Reports

Total resources required to implement the 2020-2021 work programme is US\$ 94,740,000

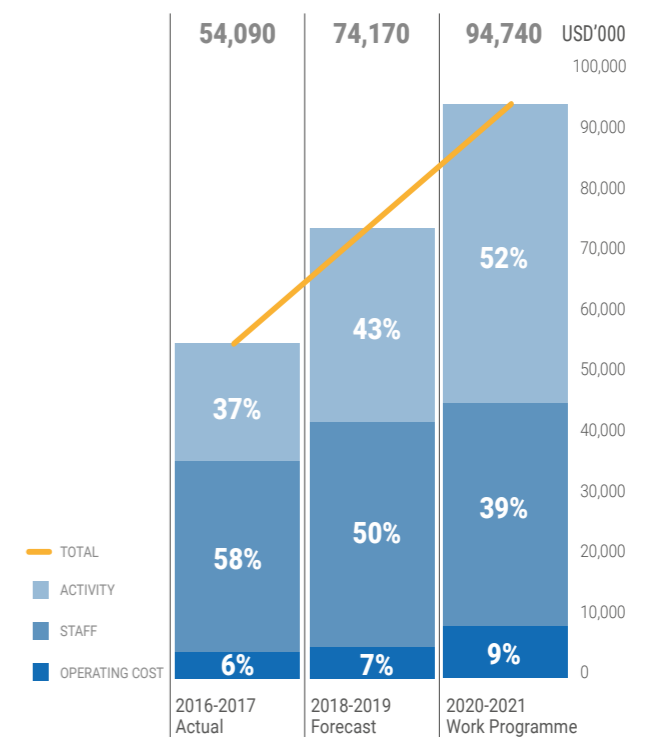
A significant investment is required to accelerate achieving Sendai Framework Target e. Therefore 52% of the resources are allocated to a multifaceted approach to doing this. The chart below provides a snapshot of the expenditure trend and shows a steady growth in overall resource requirements, while core staffing and operating costs remain stable. The resource distribution across the Strategic Objectives is illustrated later in this work programme.

UNDRR's annual report will continue to highlight key achievements, detailing contributions received and reporting on performance. In addition, the UNDRR programme of work is part of the annual fascicle of the Secretary General containing the annualized budgetary requirements and implementation narrative in the Section 27: Humanitarian Affairs (sub-programme 3).

In 2018, voluntary funds represented more than 99% of UNDRR's annual expenditure and UNDRR is extremely grateful for the donor community's continued support and commitment. From 2020 onwards, in order to strengthen its ability to plan activities and commit resources, UNDRR will seek enhanced multi-year, unearmarked funding with early disbursement of contributions. Unearmarked contributions are crucially important to UNDRR, providing the necessary flexible funding needed to seamlessly implement the work programme. In-kind logistical, technical and human resource

contribution support will also be highly appreciated for the implementation of the work programme. With sustainable and predictable funding, continuous progress towards the implementation of the Sendai Framework can be ensured during the next decade towards 2030 by mobilizing the entire body of UNDRR staff effectively.

UNDRR Expenditures and Resource Requirements Pattern





STRATEGIC OBJECTIVE 1

**Strengthen Global
Monitoring, Analysis
and Coordination of
Sendai Framework
Implementation**

RESULT 1.1

Global progress of the Sendai Framework and related SDG targets assessed

By endorsing the Sendai Framework for Disaster Risk Reduction, the United Nations General Assembly mandated UNDRR as the focal point for disaster risk reduction within the UN system, advocating and promoting coherence and synergies between disaster risk reduction, climate change and ultimately sustainable development. Charged with ensuring the achievement of the Sendai Framework, UNDRR supports countries and societies in its implementation, monitoring and reports on progress made.

To facilitate evidence-based decision making in reducing multi-hazard disaster risk the Sendai Framework Monitor, an online system to report on progress in implementing the Sendai Framework and related targets of the Sustainable Development Goals (SDGs), was launched in March 2018. Monitoring targets and related indicators of the Sendai Framework enables countries to identify progress in the implementation of disaster risk reduction related targets and indicators of the SDGs, while fostering coherence between disaster risk reduction and climate change adaptation efforts. Importantly, the international community can now



review global progress on disaster risk reduction in a systematic way that is linked to sustainable development progress.



DELIVERABLE 1.1.1

Sendai Framework implementation monitored and reported annually

The Sendai Framework Monitor was developed in three phases, following recommendations of the Open Ended Intergovernmental Working Group (OEIWG): starting with the 'Global Targets and Indicators' launch and the reporting process. The 'Custom Targets and Indicators' were then rolled out, providing countries a fully adaptable monitoring mechanism to support their respective national

disaster risk reduction strategy implementation. Progress is demonstrated by targets and indicators customized for their national and local context. The 'Analytics' module was developed in the third phase and enables better data analysis to comprehend how countries are achieving the Sendai Framework targets and indicators.

In 2020-2021, UNDRR will support countries to move from starting to engage in the reporting process to providing quality data that is useful for robust statistical analysis. Specifically, UNDRR will strengthen national capacities in both global and custom targets and indicators monitoring, including building baselines. UNDRR will improve the online training platform and provide annual global training of trainers (ToT) for UNDRR partners. UNDRR will update the official technical guidance on methodology for the monitoring process and will ensure its availability in multiple languages. UNDRR will enhance disaster-related statistics by engaging with the UN Statistics Division and Regional Economic Commissions to enable National Statistics Offices and National Sendai Framework

Focal Points to manage disaster-related data as part of their national official statistics. UNDRR will analyse available data to inform policy development. The data will also contribute to various reporting requirements including disaggregation through the annual SDG reporting process for the High-Level Political Forum (HLPF), the Secretary-General's Report on Sendai Framework Implementation, status review in the annual technical forums, and the Global Assessment Report on Disaster Risk Reduction (GAR). UNDRR will also share and communicate the data analysis and targeting policies with decision makers, and ensure that countries, partners and the general public are informed of key highlights and developments of the Sendai Framework implementation.

RESULT 1.2

Global risk data, analysis and policy advice generated

DELIVERABLE 1.2.1

Development of the Global Risk Assessment Framework (GRAF) - Phase 2

The Global Risk Assessment Framework (GRAF) process was launched at the Global Platform 2019 for Disaster Risk Reduction to generate evidence-based practical guidance for implementation and to reinforce a culture of prevention among relevant stakeholders and countries. This will be achieved by supporting the development of standards by experts and technical organisations, and by the dissemination of disaster risk information¹.

The GRAF concept was developed in consultation with global disaster risk reduction experts in response to the need to evolve the global assessment of risk, consistent with the broadened scope of hazards and risks included in the Sendai Framework. The GRAF will enable UNDRR to support the development of transdisciplinary systems-based approaches to managing risks for sustainable development. The inclusion of human-induced risk - in addition to natural hazards and associated risks - generates new requirements and opportunities for decision-makers seeking to prevent the creation of new risk, and to build resilience to shocks and stress.

Through coordinating and facilitating transdisciplinary collaboration, the GRAF seeks to develop new innovative approaches to assessing and modelling risk in all its dimensions, building on existing practices, leveraging the wider body of work and expertise, and developing innovative solutions, working practices and coordination.

¹ Paragraph 48 (c) of the Sendai Framework

It will highlight the post-2015 changes and evolution in global risk assessment to accurately reflect risk in today's society, with an understanding that information and analysis of social and environmental vulnerability is not yet sufficiently robust. This will be a priority area for expanded work.

In seeking to influence the risk reduction research agenda and investment, during 2020-2021 UNDRR with the GRAF Expert Group will embark on Phase 2 of the GRAF project to identify gaps,

build and work with a global network of experts to share experiences, datasets, risk assessment methodologies, and promote systems-thinking and best practices in the application and analysis of data, models and risk information.

To achieve this, UNDRR will serve as the secretariat for the GRAF Expert Group to develop the GRAF Implementation Roadmap, to establish and operationalise the working groups, and provide technical support as needed.



RESULT 1.3

DELIVERABLE 1.2.2

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

Since 2009, UNDRR has published successive Global Assessment Reports (GAR) - analytical publication of risk trends, patterns, progress and challenges in disaster risk reduction. This UN report on disaster risk has become a flagship publication of UNDRR. Following the recommendations from the 2016 independent evaluation, GAR has been redefined as a research, advocacy and policy engagement initiative to support the implementation of the Sendai Framework, in coherence with the 2030 Agenda for Sustainable Development, and, inter alia, the Paris Agreement on climate change, the Addis Ababa Action Agenda for Financing for Development, the New Urban Agenda and the Agenda for Humanity. The first GAR since the adoption of the Sendai Framework was launched at the 2019 Global Platform.

The next GAR will be produced during the 2020-2021 cycle to be ready for launch at the 2022 Global Platform. It will feature analysis of the second cycle of monitoring and reporting on

the Sendai Framework indicators (the first cycle was presented in GAR 2019), including progress in achieving the Target e. It will further develop the relationship between loss and damage data, risk information and other relevant datasets of the Sendai Framework Monitoring system and the SDGs. This will be supported by findings from the GRAF, as well as further exploration of the systemic nature of risk and investigation of systems-based solutions identified in GAR 2019.

In addition, UNDRR will produce Special GAR Reports analyzing specific risk reduction challenges, as recommended by the independent evaluation. The first Special GAR Report will focus on drought examining the systemic and complex aspects related to drought risk, including linkages with fragility and displacement.

Global coordination and review mechanisms of the Sendai Framework are in place

UNDRR will build on more than a decade of excellence in convening and coordinating the global disaster risk reduction community through global meetings, dialogues and consultations. UNDRR has organised six Global Platforms for Disaster Risk Reduction, which have served as a coordination mechanism bringing together countries and a wide range of stakeholders to share achievements and innovations, take stock of progress made towards prior commitments, and provide further guidance in reducing disaster risk. The Global Platforms have served as both an accountability mechanism and a tool to catalyse political commitment and action to support Sendai Framework implementation and monitoring. Today, more than ever, achieving

sustainable development and successfully reducing disaster risk through the implementation of the Sendai Framework depends on policy coherence across sectors while ensuring the alignment of disaster risk reduction with climate action. The Global Platforms have proven to be a useful mechanism in bringing together actors of different policy fields.

The next Global Platform will take place in 2022 and will be organized through a multi-stakeholder consultative process building on the recommendations derived from the 2019 Global Platform and the Regional Platforms which will take place in 2020 and 2021.

DELIVERABLE 1.2.3

Policy guidance and standards are provided to improve application of risk knowledge

The wealth of knowledge and analysis generated through the GRAF, the GAR and related research will be taken up and used to develop forward-thinking and strategic policy guidance on key and emerging themes related to disaster risk reduction, including climate change action and sustainable development, humanitarian action, human rights, ecosystems, gender and urban resilience. A range of methodologies and consultative processes will contribute to a variety of practical knowledge products including policy briefs and Words into Action (WiA) guides.



DELIVERABLE 1.3.1

Global strategic guidance and coherence promoted for the implementation of the Sendai Framework

During the 2020-2021 cycle, UNDRR will start the consultative process and organisation of the seventh session of the Global Platform to be convened in 2022. It will create opportunities to develop policy options and recommendations, monitor and assess progress on the Sendai Framework implementation, contribute to increased coherence with the SDGs and climate change action and other relevant international agreements, build new partnerships and alliances, share knowledge across communities of practice for the integration of disaster risk management in sectors relevant to climate action and sustainable development, and promote innovation, inclusion and integrated gender perspective.

The Global Platform 2019 (GP 2019) provided a forum for a high-level dialogue built on discussions,

outcomes and recommendations from the 2018 Regional Platforms. In order to strengthen thematic and substantive linkages and coherence between the Global Platform and Regional Platforms, the agenda of the Regional Platforms to be organized in 2020 and 2021 will be set in consideration of the progress on the Sendai Framework implementation, the themes and outcomes of GP 2019 and relevant regional priorities.

UNDRR will also ensure appropriate follow-up of the actions and recommendations agreed during GP 2019 so that the outcome of the Global Platform informs intergovernmental processes such as the High-Level Political Forum on Sustainable Development (HLPF), the United Nations General Assembly and the Economic and Social Council (ECOSOC).

DELIVERABLE 1.3.2

Conduct inclusive consultations towards the Sendai Framework Mid-Term Review

Sendai Framework Paragraph 49 requests the General Assembly to consider including the global implementation progress mid-term review as part of its integrated and coordinated follow-up processes to UN conferences and summits, aligned with the Economic and Social Council, the High-level Political Forum for Sustainable Development and the quadrennial comprehensive policy review cycles.

UNDRR will facilitate consultations with stakeholders on the Sendai Framework to ensure that this review follows a participatory approach at global, regional, and national levels, and that a clear timeline, scope and outcomes for the process are defined and relevant guidance is set by the UN General Assembly.

2020-2021

Strategic Objective 1: Strengthen Global Monitoring, Analysis and Coordination of Sendai Framework Implementation

TOTAL	\$19,749,000		
RESULTS	1.1 Global progress of the Sendai Framework and related SDG targets assessed \$ 5,218,000	1.2 Global risk data, analysis and policy advice generated \$ 6,910,000	1.3 Global coordination and review mechanisms of the Sendai Framework are in place \$ 7,621,000
DELIVERABLES	1.1.1 Sendai Framework implementation monitored and reported annually \$ 5,218,000	1.2.1 Development of the Global Risk Assessment Framework (GRAF) - Phase 2 \$ 1,996,000	1.3.1 Global strategic guidance and coherence promoted for the implementation of the Sendai Framework \$ 7,367,000
		1.2.2 Analysis of risk trends and patterns, progress and challenges in disaster risk reduction \$ 4,189,000	1.3.2 Conduct inclusive consultations towards the Sendai Framework Mid-Term Review \$ 254,000
		1.2.3 Policy guidance and standards are provided to improve application of risk knowledge \$ 725,000	



STRATEGIC OBJECTIVE 2

**Support to
Regional and National
Sendai Framework
Implementation**

RESULT 2.1

National and local disaster risk reduction strategies and plans are developed and implemented in line with Sendai Framework in coherence with climate action and Sustainable Development Goals

UNDRR Regional Offices will work closely with countries, UN system partners and other relevant stakeholders to support inclusive and risk-informed national and local planning, implementation and the establishment of disaster risk reduction monitoring mechanisms. These efforts will be grounded on best practice risk assessment methodologies. Led by the respective governments, support for

the development and updating of national and local disaster risk reduction strategies and plans to be aligned with the Sendai Framework will be prioritised to achieve Sendai Framework Target e: substantially increase the number of countries with national and local disaster risk reduction strategies by 2020.

DELIVERABLE 2.1.1

Countries supported to generate relevant disaster loss and risk data for risk-informed decisions

Disaster loss accounting forms a strong basis for a country's assessment of its hazard risk, building on a historical perspective. All countries should have in place a national disaster loss database system, to enable a comprehensive and credible accounting system for recording and reporting on human, economic and infrastructure losses, and to allow reliable Sendai Framework target measurement.

UNDRR will support the generation of disaster loss data that is in line with the Sendai Framework requirements in terms of quality and level of

disaggregation. Following a review and gap analysis of existing systems, UNDRR will develop a new disaster loss gathering tool using the best available technology that is fully compliant with the Sendai Framework and fully compatible with the existing DesInventar Sendai tool and the Sendai Framework Monitor. Leveraging a range of existing global and regional partnerships, UNDRR will provide technical assistance and coordinate capacity development in countries to facilitate reporting using the new tool to provide better quality statistical data.

DELIVERABLE 2.1.2

Countries supported in the development and implementation of national disaster risk reduction strategies and plans in line with the Sendai Framework

Sendai Framework Target e has the first deadline - 2020 - among the Sendai Framework global targets. Meeting this target is crucial in laying the foundation for other disaster risk reduction and management efforts. In coordination with regional and national partners, including from the UN system, UNDRR

Regional Offices will continue supporting countries in developing and revising their national and local disaster risk reduction strategies and plans, achieving enhanced compliance with the Sendai Framework principles.

To monitor the implementation of the national and local strategies, UNDRR has developed a specific module in the Sendai Framework Monitor that allows national and local governments to set up their individual monitoring framework using custom indicators. A measure of success of Target e also includes the requirement that countries set up their respective monitoring frameworks for their national and local disaster risk reduction strategies.

UNDRR will build on ongoing efforts at national and local levels to further promote coherence in the implementation of global frameworks. By creating synergies in implementing Sendai Framework Target e and the National Adaptation Plans (NAPs), countries have an opportunity to ensure coherence between disaster risk reduction, climate action and sustainable development policies and practices. This will also help to meet the 'leave no one behind' guiding principle and advance risk responsive strategies that are gender-sensitive, focusing on the most vulnerable sectors and communities most at risk. This work will continue in 2020-2021 to generate political will and commitment across relevant government agencies in charge of addressing issues related to the coherence

between the Sendai Framework, the Agenda 2030 for Sustainable Development, the Paris Agreement, the Addis Ababa Action Agenda for Financing for Development, the New Urban Agenda and the Agenda for Humanity within the country at national and local levels; to strengthen leadership in coherent and coordinated national policy and plan development for the joint implementation of the global agendas; and to review the required legislation, policies, strategies and plans at the national level to guide the development of coherent and coordinated national policies.

UNDRR will engage with national and regional partners to ensure that disaster risk reduction is scaled-up in countries affected by conflict and fragility. Crisis-affected countries have high levels of vulnerability and low levels of capacity, requiring concerted efforts to ensure disaster risk reduction is prioritised alongside conflict prevention and mitigation to contribute to the implementation of the Agenda for Humanity commitments. Through sharing knowledge, experience and data, UNDRR will endeavour that disaster risk reduction is embedded in humanitarian/development nexus programming and identified as part of collective outcomes.

DELIVERABLE 2.1.3

Enhanced capacity for planning and implementation of disaster risk reduction strategies at local level through horizontal and vertical linkages

Disaster risk is context specific. It manifests itself in particular places and times, in ways that are shaped by local patterns of exposure, vulnerability, adaptive capacities and resilience. Risk profiles may change over time and the local level is where these changes are more directly perceived, and action must be taken. Therefore, the development of local disaster risk reduction strategies is critical in preventing the creation of new risk, reducing existing risk and strengthening resilience of communities and societies.

During its longstanding work with local governments and as a result of the Making Cities Resilient Campaign (MCRC), UNDRR has created the world's biggest global network of cities working on disaster risk reduction (4,272 as of September 2019 and growing). UNDRR has gained significant insight about local government needs vis-à-vis disaster risk

reduction, and the best approaches to successfully engage local governments in the implementation of the disaster risk reduction agenda to achieve impact.

Based on this experience and the suite of tools developed so far, UNDRR is in the process of designing the successor to the MCRC to upscale impact and ensure local level achievement of the Sendai Framework targets, especially Target e and the SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable.

During 2020, UNDRR will work with key partners to agree on the new MCRC successor strategy, including defining areas of engagement, roles and responsibilities of stakeholders and implementation modalities. The approach will focus on the implementation of local disaster risk reduction

strategies based on a strong vertical integration (national-local) and broader horizontal cooperation, across sectors and with multi-stakeholder engagement.

To ensure greater coherence, the initiative will be closely linked with urban development, land use plans and local budgetary planning processes. It will also be based on a shared understanding of current and future risks and the relevance of

disaster risk reduction, and climate action for future development.

After the launch of the MCRC successor in late 2020, implementation will begin in full speed from 2021. Implementation will be underpinned by an inclusive and participatory mechanism to help local governments and other local actors including the private sector, to work together towards building local urban resilience.

RESULT 2.2

Strengthened capacity of counterparts, UN Country Teams and partners for leadership in disaster risk reduction

In order to prevent the creation of new disaster risk and to reduce existing risk, national and local authorities are required to constantly assess and revise their strategies and plans, actions and investments in line with social and economic development. UNDRR's technical support and knowledge tools are used by national and local authorities in developing or revising their disaster risk reduction strategies and plans and aligning them with national and local strategies for climate action and sustainable development. In

line with the Sendai Framework, these strategies and plans should be based on loss and risk information, disaggregated by sex, age, disability and other relevant factors wherever possible, and accompanied with detailed investment plans with clear timelines and concrete and measurable targets and indicators. UNDRR will continue to prioritize strengthening capacity and providing guidance and normative support to national and local level planning and action for disaster risk reduction.

DELIVERABLE 2.2.1

Capacity development for national and local planning, implementation and monitoring supported

UNDRR capacity development programmes build on best practices and strategic policy guidance, and are delivered in cooperation with partners, including by leveraging existing capacities within the UN system and beyond. Training packages include learning platforms, tools and educational and advocacy materials.

To help guide a common understanding of capacity development within the disaster risk reduction context, UNDRR, together with partners,

has developed a Strategic Approach to Capacity Development for the Implementation of the Sendai Framework. This Strategic Approach provides disaster risk reduction stakeholders with a common and comprehensive methodology for developing the capabilities and competencies required to address disaster risk reduction goals and to increase resilience. This Strategic Approach will be rolled out during 2020 in at least six countries where the UN Sustainable Development Cooperation Framework (UNSDCF) is being developed.

Additionally, UNDRR Regional Offices and the UNDRR Global Education and Training Institute (GETI), in partnership with appropriate UN partners, expert institutions and other entities, will provide training and technical assistance to enable countries to take the necessary steps to develop and implement their national and local disaster risk reduction strategies. Methodologies developed by UNDRR and partners for integrating disaster risk reduction within climate action and sustainable development planning aligned with the SDGs will be provided to enhance coherence.

Capacity development topics will include development of national and local disaster risk reduction strategies; reporting through the Sendai Framework Monitor on global and customized targets and indicators; development, maintenance and use of disaster loss databases; use of national risk profiles and risk assessments; monitoring disaster risk trends; use of tools developed under the umbrella of the MCRC for local governments; and embedding disaster risk reduction in relevant sectoral plans and strategies.

RESULT 2.3

Regional and national coordination mechanisms are mobilized to accelerate Sendai Framework implementation

Through its Regional Offices UNDRR will continue to support and coordinate the implementation and monitoring of regional and sub-regional strategies and plans for disaster risk reduction which have emerged as outcomes of the Regional Platforms for Disaster Risk Reduction. Regional Platforms will be organized by UNDRR in close collaboration with the hosting country in the five regions, namely Africa, Arab States, Asia and Pacific, Europe and Americas and the Caribbean, in 2020 and 2021. UNDRR will continue to collaborate with its regional partners

such as the UN Sustainable Development Group regional teams and the UN Regional Economic Commissions in their advocacy and support to countries to deliver on their commitment to achieve Agenda 2030 for sustainable development. The content and form of this support will be tailored to meet respective unique regional demands and will build on the new opportunities provided through the UN Sustainable Development System reform process.

DELIVERABLE 2.3.1

Sendai Framework implementation monitored and scaled-up at regional level

UNDRR will continue to support the organization of 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 and sub-regional agreements, plans and strategies and are key to support and to monitor voluntary commitments and progress of Sendai Framework

implementation at the regional level. They also act as catalysts for bilateral and multilateral partnerships and action at regional and national levels. Participants consistently recognize the importance of these regional fora for facilitating regional coordination, peer to peer learning and for advancing their work domestically.

Particular efforts will be made to strengthen the growing role of the Regional Platforms in building coherence across core development agendas by engaging and bringing together experts and practitioners of disaster risk reduction, climate

action and sustainable development, and ensuring their outcomes contribute to Regional Sustainable Development Fora and the High-Level Political Forum.

DELIVERABLE 2.3.2

Regional organizations supported in developing, monitoring and implementing regional disaster risk reduction strategies

UNDRR will continue to provide support to, and work closely with, regional intergovernmental organizations and multi-lateral development banks in their efforts to develop, update and monitor progress of regional strategies for disaster risk reduction which are coherent with strategies for climate action and sustainable development. UNDRR will also continue to promote the engagement of relevant government

representatives, such as ministries of economy, finance and planning, in finding appropriate solutions to challenges. In addition, UNDRR will continue to collaborate with the regional intergovernmental organizations to mainstream disaster risk reduction in their policies and programmes, including by strategically contributing to drafting and reviewing policy papers, to consultations as well as to capacity development.

DELIVERABLE 2.3.3

UN Country teams and Regional Collaborative Platforms supported to implement the Sendai Framework

The revised UN Plan of Action on Disaster Risk Reduction for Resilience puts emphasis on national and local level engagement, ensuring the UN system to be responsive to the different country needs and contexts regarding disaster risk reduction. The Plan of Action counts on UNDRR's role as the focal point for disaster risk reduction in the UN system, and facilitates the integration of disaster risk reduction into UN country-level programmes and activities.

Country Analyses and planning processes. In turn, UN Resident Coordinators and Country Teams will support their national counterparts in developing risk-sensitive and sustainable development policies and programmes to build resilience.

UNDRR will strengthen its support to the new generation of UN Resident Coordinators and Country Teams to ensure that disaster risk reduction is systematically integrated in the UN Sustainable Development Cooperation Framework (UNSDCF). To this end, UNDRR will identify most at-risk countries where risk data and evidence will be enhanced and contribute to risk-informed Common

UNDRR will enhance its disaster risk reduction coordination role through relevant national and regional coordination mechanisms and continue to support national stakeholders to improve collaboration, advocacy, analysis and advice on disaster risk reduction and to ensure consistency between national and regional levels. UNDRR will work closely with UN system partners to ensure these mechanisms are aligned with other existing coordination fora to further promote policy coherence between climate action and sustainable development at both regional and national levels.

2020-2021

Strategic Objective 2: Support to Regional and National Sendai Framework Implementation

TOTAL

\$ 33,382,000

RESULTS

2.1

National and local disaster risk reduction strategies and plans are developed and implemented in line with Sendai Framework in coherence with Climate Action and Sustainable Development Goals

\$ 17,128,000

2.2

Strengthened capacity of counterparts, UN Country Teams and partners for leadership in disaster risk reduction

\$ 3,877,000

2.3

Regional and national coordination mechanisms are mobilized to accelerate Sendai Framework implementation

\$ 12,377,000

DELIVERABLES

2.1.1

Countries supported to generate relevant disaster loss and risk data for risk-informed decisions

\$ 4,881,000

2.2.1

Capacity development for national and local planning, implementation and monitoring supported

\$ 3,877,000

2.3.1

Sendai Framework implementation monitored and scaled-up at regional level

\$ 5,055,000

2.1.2

Countries supported in the development and implementation of national disaster risk reduction strategies and plans in line with the Sendai Framework

\$ 6,930,000

2.3.2

Regional organizations supported in developing, monitoring and implementing regional disaster risk reduction strategies

\$ 5,098,000

2.1.3

Enhanced capacity for planning and implementation of disaster risk reduction strategies at local level through horizontal and vertical linkages

\$ 5,317,000

2.3.3

UN Country Teams and Regional Collaborative Platforms supported to implement the Sendai Framework

\$ 2,224,000



STRATEGIC OBJECTIVE 3

**Catalyse Action
through Countries
and Partners
for Sendai Framework
Implementation**

RESULT 3.1

Policy coherence, in line with the Sendai Framework, fostered across intergovernmental decisions related to climate action and sustainable development

UNDRR will continue to advance Sendai Framework implementation and further integrate disaster risk reduction as an essential component of climate action and sustainable development through inter-governmental decision-making and policy-setting. To this aim, UNDRR will promote and

support a coherent policy approach to disaster risk reduction and the implementation of the Sendai Framework, the 2030 Agenda for Sustainable Development, the Paris Agreement, the Addis Ababa Action Agenda for Financing for Development, the New Urban Agenda and the Agenda for Humanity.

DELIVERABLE 3.1.1

Policy advice provided to countries and key partners to advance the implementation of the Sendai Framework through intergovernmental deliberations and policy decisions of the General Assembly and the Economic and Social Council

UNDRR will continue providing technical and policy disaster risk reduction support to countries during intergovernmental deliberations of the General Assembly and the Economic and Social Council (ECOSOC), as well as the Security Council, and with an emphasis on those related to the follow-up and review of major inter-governmental agreements. Secretariat support will be provided during General Assembly Second Committee negotiations on resolutions on disaster risk reduction and the effective global response to address the impacts of the El Niño phenomenon. Moreover, policy support will be provided to relevant resolutions of the General Assembly Third Committee as well as of the ECOSOC. These resolutions offer countries, the UN system, and relevant stakeholders forward-looking guidance on how to implement the Sendai Framework, to focus on areas of the Sendai Framework that require policy guidance at the

global level, and to promote coherence with climate action and sustainable development policies. UNDRR will continue serving as secretariat to the Support Group in Geneva and working with the Group of Friends of Disaster Risk Reduction in New York to assist countries in capitalizing on strategic opportunities to promote further policy coherence on disaster risk reduction.

Deliberations are informed by the annual report of the Secretary-General on the implementation of the Sendai Framework, prepared by UNDRR with inputs from across the UN system. UNDRR will also provide substantive inputs to Secretary-General's reports on a range of issues related to sustainable development, climate action, and crisis prevention to further disaster risk reduction integration with intergovernmental deliberations and policy decisions across sectors.

RESULT 3.2

Strengthened coordination and leadership provided to all UN system partners at global level towards the implementation of the Sendai Framework

The UN Senior Leadership Group on Disaster Risk Reduction for Resilience (UN-SLG) was established in 2016 to strengthen UN system-wide coherence on the implementation of a risk-informed Agenda 2030, the Sendai Framework, the Paris Agreement and other key international agreements. The UN-SLG mechanism builds UN system capacity to deliver coordinated, high-quality support to countries on disaster risk reduction and ensures that disaster risk reduction remains a strategic priority for the UN system as a whole. The UN-SLG is convened by the Special Representative of the Secretary-General for Disaster Risk Reduction annually and attended at the Assistant-Secretary General level.

Consistent with its core mandate of playing a coordinating role for disaster risk reduction within the UN system, UNDRR will continue serving as secretariat of the UN-SLG. UNDRR will also strengthen coordination within the UN system by convening the UN Disaster Risk Reduction Focal Points Inter-Agency Group, comprised of technical

working-level representatives from UN entities. The group promotes coordination on disaster risk reduction at the global level to support the implementation of the UN Plan of Action on Disaster Risk Reduction for Resilience Towards a Risk Informed and Integrated Approach to Sustainable Development (UN Plan of Action).

Building on the outcomes of the reform of the UN Sustainable Development System, UNDRR will further advocate for a coherent approach towards disaster risk reduction among all UN system entities as they implement Agenda 2030, through their respective areas of expertise. UNDRR will catalyze and leverage the strengths of UN 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 newly established Regional Collaborative Platforms and Resident Coordinator Offices at the national level.

DELIVERABLE 3.2.1

Facilitate the implementation of the UN Plan of Action on Disaster Risk Reduction for Resilience by UN system partners

The UN Plan of Action was revised from its previous edition and adopted by the UN Chief Executives' Board in 2016 to further align with the principles driving the broader UN response to Agenda 2030 and ensure that Sendai Framework contributes to a risk-informed and integrated approach to its achievement. The revised UN Plan of Action addresses the need for coherence and mutual

re-enforcement of the UN system's resilience building efforts and seeks to effectively integrate UN operational preparedness and response capacities into national operational and capacity development arrangements.

UN system partners report on progress made on the implementation of the UN Plan of Action

annually. UNDRR will continue playing a central role in coordinating the reporting process and capturing main achievements and challenges in a synthesis report. Additionally, UNDRR will continue providing substantive contributions to reporting and processes of related UN governance bodies and mechanisms, including to the integrated information management system of the UN Development Coordination Office (UNDCO) and the annual progress report on the implementation of the quadrennial comprehensive policy review (QCPR). UNDRR will also actively contribute to various UN reform workstreams ensuring the integration of disaster risk reduction in all relevant UN Sustainable Development System guidance documents, including the Companion Pieces to the new UN Sustainable Development Cooperation Framework (UNSDCF) and UN Common Country Analysis.

UNDRR will focus on accelerating climate and disaster risk-informed development in order to ensure the sustainability of development gains in line with Agenda 2030, the Paris Agreement and the Sendai Framework. As part of this work, UNDRR will continue contributing to the work of relevant United Nations Framework Convention on Climate Change (UNFCCC) bodies, including the Adaptation Committee, the Executive Committee of the Warsaw International Mechanism for Loss and Damage and the Least Developed Countries (LDC) Expert Group and the resulting initiatives launched at the 2019 Climate Action Summit. UNDRR will continue to engage strategically with UN system partners through a number of key thematic and sectoral initiatives and mechanisms promoting risk-sensitive approaches, maximizing synergies and leveraging partnerships to progress Sendai Framework implementation while contributing to policy coherence and sustainable development.

RESULT 3.3

Implementation of the Sendai Framework and coherence across Agenda 2030 facilitated through the promotion and implementation of an all-of-society approach

The Sendai Framework enshrines the shared responsibility of stakeholders and recognizes an all-of-society approach as critical to its achievement. Coherent, systematic and structured engagement of and with stakeholders is the focus of the UNDRR Partnership and Stakeholder Engagement Strategy adopted in December 2018. Aligned with this strategy, UNDRR will continue to strengthen its engagement with the private sector, parliamentarians, civil society and community-based institutions, and science and technology, including from sectors and disciplines not traditionally engaged in disaster risk reduction, with the aim to promote inclusion and coherence.

A key element of engagement will be to build and encourage collaborative approaches for disaster risk reduction amongst stakeholders, UN system partners and countries. The work will mobilize and facilitate an all-of-society effort for and engagement in resilience building in support of Agenda 2030. This includes the development of new evidence and innovative approaches to disaster risk reduction and risk-informed development; new, cross-sectoral partnerships and collaboration; revision of legal frameworks, standards and regulation, and technical tools and support for targeted partners to help integrate a risk-informed approach to planning and decision-making.

DELIVERABLE 3.3.1

Stakeholders are strategically engaged in promoting and supporting inclusive and coherent implementation of the Sendai Framework and risk-informed investment

UNDRR will continue and further strengthen its work with different stakeholder groups to support the implementation of the Sendai Framework and a coherent approach to risk and resilience across the 2030 agenda agreements. Focus areas will include the development of a stronger evidence base for risk reduction and resilience, promotion of an inclusive approach to risk reduction, enhanced financing for disaster risk reduction as well as risk-sensitive investment.

Aligned with the UNDRR Partnership and Stakeholder Engagement Strategy, the UNDRR Stakeholder Engagement Mechanism (SEM), launched in December 2018, will be the main mechanism for UNDRR to catalyse behavioural change towards resilience. As a true multi-stakeholder network, the SEM comprises representatives of all official UN Major Group and other Stakeholder groups, representatives of civil society organisations specific to Agenda 2030 agreements, as well as media representatives, the International Federation of Red Cross and Red Crescent Societies (IFRC) and UNDRR groups such as the Private Sector Alliance for Disaster Resilient Communities (ARISE) and the Science and Technology Advisory Group (STAG). The main focus of the SEM is the promotion of risk-informed decision-making and inclusion in all global policy processes related to disaster risk reduction and resilience, as well as encouraging cross-disciplinary action and collaboration between and amongst stakeholders, governments and UN system partners.

In addition to promoting multi-stakeholder action, UNDRR will expand its strategic engagement with partners from specific stakeholder groups for the delivery of targeted results and initiatives. Better engagement and reflection of concerns of youth, displaced persons and persons with disabilities in national and local planning and decision-making will be promoted through relevant networks such as the UN Major Group on Children and Youth, Platform

on Disaster Displacement and the Disability Stakeholder Group.

The UNDRR global and regional Science and Technology Advisory Groups (STAGs) and key science partners such as the International Science Council (ISC) will be engaged in the development of new evidence for risk-informed investment to support policy making and programme setting. Development of scientific products related to cascading and complex hazards and risks, promotion of enhanced trans-disciplinary and trans-generational collaboration and the science-policy nexus will be explored.

Working with the International Parliamentary Union (IPU) and other global and regional parliamentary networks, UNDRR will continue to promote and support the development and revision of laws, regulatory frameworks and standards in support of disaster risk reduction and resilience.

Collaboration with the private and financial sector entities, including with the UNDRR Private Sector Alliance for Disaster Resilient Communities (ARISE) and global business networks such as the UN Global Compact, World Economic Forum and the Insurance Development Forum, will be expanded to integrate long-term disaster risk reduction considerations into public and private financing and investment portfolios. Focus areas will include better understanding of business liabilities and opportunities related to disaster risk, risk-sensitive business practices and metrics, and resilient infrastructure investment.

The partnerships with the World Trade Organization (WTO), International Trade Centre (ITC) and International Chambers of Commerce (ICC) will explore the interconnection between disaster risk reduction, resilience and the global trade system, and the importance of resilient micro, small and medium enterprises.

DELIVERABLE 3.3.2

Voluntary commitments registered, monitored and reported

Prior to, and during the Third UN World Conference for Disaster Risk Reduction in 2015, Member States underlined the shared responsibility of stakeholders for disaster risk reduction and called for specific and time-bound voluntary commitments by stakeholders at local, national, regional and global levels in line with disaster risk reduction strategies and plans to support the implementation of the Sendai Framework.

To respond to a request from the General Assembly Resolution (A/68/211 and A/69/283), UNDRR has developed a voluntary commitments strategy and an online platform for voluntary commitments has been established in 2018. The Sendai Framework Voluntary Commitments (SFVC) online platform incentivises stakeholders to inform the public about their work, allows the sharing of information regarding commitments and initiatives, motivates

the implementation of the Sendai Framework and enables UNDRR to monitor its progress.

During 2020-2021, UNDRR will enhance the SFVC online platform to further promote multi-stakeholder engagement to implement the Sendai Framework and identify opportunities for collaboration with potential partners to accelerate Sendai Framework implementation.

Building on the first synthesis and analysis report of the Sendai Framework Voluntary Commitments presented at the 2019 Global Platform, regular reports will be published reflecting progress against the Sendai Framework priorities and targets. Reports will specifically highlight good practices, achievements and gaps as well as providing recommendations to further promote all-of-society approach for disaster risk reduction.

2020-2021

Strategic Objective 3: Catalyse Action through Countries and Partners for Sendai Framework Implementation

TOTAL	\$ 13,883,000		
RESULTS	3.1 Policy coherence, in line with the Sendai Framework, fostered across intergovernmental decisions related to climate action and sustainable development	3.2 Strengthened coordination and leadership provided to all United Nations system partners at global level towards the implementation of the Sendai Framework	3.3 Implementation of the Sendai Framework and coherence across the 2030 Agenda facilitated through the promotion and implementation of an all-of-society approach
	\$ 2,205,000	\$ 3,509,000	\$ 8,169,000
DELIVERABLES	3.1.1 Policy advice provided to countries and key partners to advance the implementation of the Sendai Framework through intergovernmental deliberations and policy decisions of the General Assembly and the Economic and Social Council	3.2.1 Facilitate the implementation of the UN Plan of Action on Disaster Risk Reduction for Resilience by United Nations system partners	3.3.1 Stakeholders are strategically engaged in promoting and supporting inclusive and coherent implementation of the Sendai Framework and risk-informed investment
	\$ 2,205,000	\$ 3,509,000	\$ 6,514,000
			3.3.2 Voluntary commitments registered, monitored and reported
			\$ 1,655,000



ENABLER 1

Effective Communication, Advocacy and Knowledge Management outputs, supported by efficient ICT systems, strengthen the business case for investing in Disaster Risk Reduction and building Resilience

RESULT E1.1

Disaster risk reduction is seen as an essential contributor to reducing the need for humanitarian action and to ensuring development is sustainable

Communication efforts, in support of UNDRR activities, together with partners, will create and leverage opportunities to promote disaster risk reduction as an essential contributor to sustainable development towards a reduced need for humanitarian interventions.

DELIVERABLE E1.1.1

Increased awareness and understanding of disaster risk reduction and its centrality to both sustainable development and to a reduced need for humanitarian action

To increase the understanding of disaster risk reduction, a range of 360-degree communication and advocacy campaigns, including public relations, social media, events, publications and mainstream media engagement activities, will be developed contributing to enhance understanding of the changing nature of risk, different ways in which countries and communities are affected, and what needs to be done. Campaigns will also advocate UNDRR's commitment to building coherence across the 2030 Agenda, positioning disaster risk reduction as a central contributor to sustainable development and climate action.

Around institutionalized calendar days, such as the 5 November World Tsunami Awareness Day (WTAD) and the 13 October International Day for Disaster Risk Reduction (IDDRR), bespoke campaigns aimed at target audiences will be arranged with various events held across the world. Campaign concepts, key messages and social media assets will be developed and distributed to a range of partners so that the messages are amplified. UNDRR will reach out to partner organisations, so that they

contribute through their own events and activities to these global advocacy days. During the biennium 2020-2021, other international events, such as COP26 and COP27 and EXPO 2020 will be targeted to strengthen awareness of disaster risk reduction through presentations, workshops, forums and public-facing events, supported by online campaigns.

Communication activities across global initiatives such as the Making Cities Resilient Campaign (MCRC), the Worldwide Initiative for Safe Schools, the Private Sector Alliance for Disaster Resilient Communities (ARISE), the Stakeholder Engagement Mechanism, and the Science and Technology Advisory Group will be organized strategically, featuring global launches of new programme designs, in the case of the next phase of the Making Cities Resilient Campaign. Furthermore, when significant new initiatives such as the Coalition for Disaster Risk Reduction are launched, UNDRR will support these activities with specific messaging and communication assets.

DELIVERABLE E1.1.2

Partners and stakeholders are mobilised to advocate for disaster risk reduction and risk informed development

Work with new and ongoing partners will continue to identify opportunities where platforms, campaigns and events can be co-created or shared to maximize exposure. There will be a focus on identifying and building communication partnerships and opportunities with UN bodies, such as the World Meteorological Organization (WMO), the UN Framework Convention on Climate Change (UNFCCC), the UN Climate Resilience Initiative (A2R), the Inter-governmental Panel on Climate Change (IPCC) and others. Joint communication activities will be developed with agencies and organisations responsible for delivering on relevant themes for disaster risk reduction, including: displacement, fragility and conflict, innovative finance, and climate change. UNDRR will seek to leverage opportunities with private sector partners to drive its communication budget and opportunities further, targeting organisations which have identified risk reduction as an area for significant investment, including insurance bodies, technology developers, finance institutions and service industry.

The rise of influencers, particularly within the social media landscape offers unprecedented opportunities to harness the power and reach of other voices aligned with, but outside of the traditional DRR community to amplify messages. Global, regional and local influencers willing to

share their platforms and voices to advocate for disaster risk reduction will be identified from a range of backgrounds from policy strategists through to celebrities, and will be provided with key messages and activity opportunities to drive awareness across different channels.

In 2013, UNDRR established the Disaster Risk Reduction network of Africa Journalists (DIRAJ) consisting of African journalists who UNDRR supports to file stories and cover disaster risk reduction related issues in their local and national news networks. The network has grown to include 50 journalists in Africa who ensure that disaster risk reduction stories are covered extensively in local and national media outlets.

UNDRR will seek to extend the DIRAJ beyond Africa into Asia and the Americas to ensure that journalists communicate compellingly on disaster risk reduction issues, helping to increase awareness of disaster risk reduction, but also to hold governments accountable in protecting citizens and public goods by developing disaster risk reduction strategies. A range of journalism education resources will be developed to train journalists, while investment in developing and augmenting social media platforms to offer support to ongoing journalism networks will also take place.

RESULT E1.2

Improved awareness of UNDRR's role in catalysing and convening disaster risk reduction policy and activities so that collaboration and investment are increased

UNDRR communication efforts will increase awareness of its mandated unique disaster risk reduction leadership role within the UN system and of the centrality and contribution of the Sendai Framework as one of the key 2030 Agenda policy instruments.

DELIVERABLE E1.2.1

Increased demand for UNDRR's guidance and input into risk reduction and resilience building initiatives

To support UNDRR's mandated role to convene the UN system around risk reduction, and the Sendai Framework as the policy instrument to achieve significant risk reduction impact, the full potential of the contemporary media landscape and communication channels will be utilized so that UNDRR becomes the go-to entity when seeking policy and technical support to deliver on disaster

risk reduction objectives.

Participation at relevant forums with high-profile partners, such as the World Economic Forum, and events organized by international media outlets such as the Financial Times and The Economist will also be enhanced.

DELIVERABLE E1.2.2

Improved understanding and implementation of the Sendai Framework regionally and nationally

Progress of the implementation of Sendai Framework regionally and nationally, will continue to be supported and enhanced by a series of pragmatic guides, Words Into Action (WIA), co-created with stakeholders. Four new guides will be produced each year during the period of this work programme working with a range of partners. To ensure

effective dissemination these printed guides will be turned into online, multi-media resources that are accessible by the public wherever they are. WIAs will be launched and rolled out through an engagement strategy with partners to ensure that these guides are used widely including by local experts and communities.

RESULT E1.3

Effective learning and knowledge sharing across the organisation and externally

To create opportunities for collaboration, leveraging and knowledge sharing to improve understanding of risk, build coherence across risk reduction initiatives and strengthen the impact of disaster risk reduction activities, UNDRR will continue to improve its approach to knowledge management, developing a compelling body of risk information and strengthening its dissemination mechanisms.

DELIVERABLE E1.3.1

Improve quality, relevance and uptake of UNDRR's knowledge resources

To enhance the reach and impact of the normative mandate of UNDRR, producing and supporting update of knowledge resources is critical. UNDRR produces a range of resources, including Words into Action, Prevention Web, GAR, and other topic-specific publications. UNDRR will ensure that key narratives, impact measures and dissemination strategies are in place as these publications are developed.

A 'package' approach to knowledge resources will be developed, complementing printed resources with social media assets (such as short films,

infographics and social cards) to improve reach of the content. Stakeholder engagement strategies will be developed for identified 'high-profile' publications to ensure take up and utility.

To improve opportunities for partnership, UNDRR will identify relevant and influential thought leaders and partners, both individuals and organisations, and will co-create knowledge resources with them, aiming to produce public-facing reports each year that attract media interest and create opportunities to raise the profile of risk reduction thinking and initiatives.

DELIVERABLE E1.3.2

Effective online communication platforms and channels are developed

In 2019, UNDRR started to refine and refresh all its online assets, including the corporate website, Prevention Web, Global and Regional Platform sites as well as program websites of ARISE and Making Cities Resilient Campaign. A major content migration process will be completed in 2020-2021 enabling provision of better and easier access to UNDRR resources, allowing Regional Offices to better manage their external facing communication needs, and bringing online communication activities up to date with current media platforms and user expectations. This will improve reach and relevance, and enable growing online audience, with better tracking mechanisms available to understand who is interested and to whom we are reaching.

In this age of social media, there is an exponential need to generate original visual content, such as short films, infographics, social cards etc. Social media channels, such as Twitter, Facebook, Instagram and LinkedIn have voracious appetites and volume of content, while quality is critical to keep and expand audience reach. In response to this demand, all existing social media sites will be revised and a new social media strategy will be devised to allow large volume production of original content, such as films, interviews, infographics and education seminars for its own social media channels, to grow UNDRR audience, promote strategic content and influence partners and deepen discussion on risk reduction.

DELIVERABLE E1.3.3

Effective learning and knowledge sharing promoted across the organisation and externally

Prevention Web is the world's only online disaster risk reduction knowledge resource hub attracting more than 90,000 unique users per month, the majority from developing countries. While to

date, it has largely focused on collecting and disseminating material, Prevention Web will be redesigned and refreshed so that it will function as a knowledge portal which will proactively identify

new themes and areas of interest for the disaster risk reduction community, share up-to-date, evidence-based information, and contribute to shaping opinion through curating content packages on diverse themes around disaster risk reduction.

The International Recovery Platform (IRP) will be incorporated into Prevention Web, and other bespoke content areas will be added to establish Prevention Web as the 'go to place' for knowledge and expert opinion on disaster risk reduction.

RESULT E1.4

Reducing disaster impact through effective promotion of behaviour change strategies and activities

UNDRR will contribute to reducing disaster impact through incorporating behavioral change strategies and activities in initiatives which will reach communities and grass-root levels.

DELIVERABLE E1.4.1

Contributing to behavioural change

UNDRR will actively incorporate a strategic approach to embed behavioural change communication elements across its programmes and those of partners. Communication-focused behavioral change resources, such as how to design public information campaigns and mobilise communities, will be developed. As ensuring that citizen-focused information materials are available to complement early warning systems so that citizens know what to do in the event of a disaster, is a key element of reducing disaster impact, UNDRR will work closely with partners to develop such materials that can be easily shared with and adopted by different countries.

The importance of risk information and communication as an integral component of early action systems is rapidly growing. Understanding how to better reach audiences, whether government officials or the general public, to compel them to take action to mitigate risk is a pressing need. Many INGOs, UN agencies and others publish extensive risk information and communication materials. However, as there is not sufficient understanding to date of what constitutes effective communication, and best practice, a range of outreach activities,

such as workshops and published guides, will be organized to equip them with resources and support to incorporate best practice risk communications.

There have been increasing instances of extreme weather events impacting countries that have extensive early warning systems, but where the public did not respond, for many reasons, and thus the early warning system did not achieve its goal. Public broadcasters: radio, TV and print networks are funded by public money to communicate on topics of interest and relevance to citizens. More than 1000 public broadcasters exist and are members of the World Broadcasting Union. A forum was convened at the GP2019 with the heads of public broadcasters to discuss their role in disaster risk reduction and explore opportunities to do this well. The forum released an official statement setting out various activities, which UNDRR will now support, including providing guidance on how to develop global standards, editorial programmes and education around public-focused disaster risk information, and advocate for the preservation of spectrums that allow for accurate and timely release of information using television, radio and other communication channels.

RESULT E1.5

Appropriate, timely, predictable and flexible funding is secured to enable effective implementation of the 2020-2021 work programme

UNDRR will continue to engage with the donor community, both through representatives in the Permanent Missions in Geneva and in capitals, to raise financial resources to deliver the approved work programme in an efficient and effective manner.

DELIVERABLE E1.5.1

Sufficient, predictable and flexible financial resources for implementation of the work programme received

As UNDRR relies almost exclusively on extra-budgetary funding, UNDRR will continue to develop and nurture strategic partnership and alliances to attract increased predictable and flexible funding to implement the work programme effectively and for maximum impact.

The increase of risk and its impact is a constant reminder of the urgency and importance of UNDRR's mandate and activities. UNDRR's support to countries to develop their national and local risk reduction strategies is crucial not only to relieve the need for humanitarian action but also to ensure

that development gains are sustained. Against this backdrop, the UN Secretary-General in his 2018 report on Sendai Framework implementation (A/7/268) has requested (par. 94(i)) that States ... "consider to augmenting their financial contribution to the United Nations trust fund for disaster reduction (...), to support the efforts of Member States to manage and reduce their disaster risk and implement the Sendai Framework."

The 2020-2021 work programme can only be achieved through sustained financial support from donors.

DELIVERABLE E1.5.2

A broader and more diversified donor base is achieved

In order to ensure a sustainable financial situation, in addition to maintaining strong relationships with our traditional and committed donors, UNDRR will seek to establish a truly global and diversified donor base. To this end, UNDRR will reach out to non-traditional donor governments who have expressed interest and willingness to engage in the area of disaster risk reduction.

Efforts will also be made to seek funding support from new sources, including foundations and organisations that are interested in the work of UNDRR, as well as exploring new and innovative funding initiatives.

2020-2021

Enabler 1: Effective Communication, Advocacy and Knowledge Management outputs, supported by efficient ICT Systems, strengthen the business case for investing in Disaster Risk Reduction and building Resilience Management outputs, supported by efficient ICT

TOTAL

\$ 19,453,000

RESULTS

E1.1
Disaster risk reduction is seen as an essential contributor to reducing the need for humanitarian action and to ensuring development is sustainable

\$ 5,565,000

E1.2
Improved awareness of UNDRR's role in catalysing and convening disaster risk reduction policy and activities so that collaboration and investment are increased

\$ 2,861,000

E1.3
Effective learning and knowledge sharing across the organisation and externally

\$ 7,103,000

E1.4
Reducing disaster impact through effective promotion of behaviour change strategies and activities

\$ 492,000

E1.5
Appropriate, timely, predictable and flexible funding is secured to enable effective implementation of the 2020-2021 Work Programme

\$ 3,432,000

DELIVERABLES

E1.1.1
Increased awareness and understanding of disaster risk reduction and its centrality to both sustainable development and to a reduced need for humanitarian action

\$ 2,900,000

E1.2.1
Increased demand for UNDRR's guidance and input into risk reduction and resilience building initiatives

\$ 1,524,000

E1.3.1
Improve quality, relevance and uptake of UNDRR's knowledge resources

\$ 806,000

E1.4.1
Contributing to behavioural change

\$ 492,000

E1.5.1
Sufficient, predictable and flexible financial resources for implementation of the Work Programme received

\$ 1,820,000

E1.1.2
Partners and stakeholders are mobilised to advocate for disaster risk reduction and risk-informed development

\$ 2,665,000

E1.2.2
Improved understanding and implementation of the Sendai Framework regionally and nationally

\$ 1,337,000

E1.3.2
Effective online communication platforms and channels are developed

\$ 3,967,000

E1.5.2
A broader and more diversified donor base is achieved

\$ 1,612,000

E1.3.3
Effective learning and knowledge sharing promoted across the organisation and externally

\$ 2,330,000



ENABLER 2

**Strengthened
Organizational
Performance**

RESULT E2.1

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

The UN Secretary-General's vision for reform challenges UNDRR to focus more on impact and less on process, to be nimble and effective, and to build a workplace of equality, diversity and integrity. The Organizational Review and Change Management Process which was initiated in 2016 and ended in 2018 accomplished many of these goals. Significant progress was made in restructuring UNDRR and improving accountability,

performance management, internal communication, staff development and business processes. Several important reform actions are currently being implemented throughout the UN Secretariat. These corporate level changes will require the continuous review and adaptation of internal policies and processes of UNDRR in 2020-2021. In addition, a concerted effort will be made towards achieving financial sustainability over the long term.

DELIVERABLE E2.1.1

Strategic planning, monitoring, reporting and evaluation enhanced for improved work programme delivery

UNDRR will continue to improve its results-based management system by strengthening its management and programmatic functions and work processes to effectively deliver its work programme and achieve the expected objectives. During 2020-2021, planning efforts will focus on the formulation of the annual budgets and work plans, the new UNDRR Strategic Framework 2022-25 and

related 2022-2023 work programme.

The results-based management approach will be supported by improved monitoring and evaluation functions, in compliance with the UNDRR Evaluation Policy that will be developed in 2019 and through the establishment and implementation of the UNDRR Evaluation Plan for 2020-2021.

DELIVERABLE E2.1.2

Financial planning, management and monitoring strengthened for effective implementation of the work programme

UNDRR will continue to strengthen the planning, management and monitoring of its financial resources to better support the delivery of its work programme through the decentralization of standard Umoja processes to allow the increased transaction review and monitoring.

Annualized budgeting implementation within the Secretariat allows better alignment with the annual extrabudgetary cost plans and for timely

adjustments to workplan activities and resource levels.

Technology will be harnessed to simplify monitoring and reporting and increased use of automated timely reports that will allow programme managers to have better oversight. Umoja dashboard reporting will be enhanced to provide regular and reliable managerial reports to the Senior Management Team.

DELIVERABLE E2.1.3

Human resources planning and management enhanced for improved work programme delivery

UNDRR recognizes staff as its most important asset. UNDRR will continue to implement best practices in human resource planning and management to sustain high-quality programme delivery. This includes improving and streamlining current human resources management processes and training human resources focal points across all Regional Offices. These steps will ensure that UNDRR can quickly respond to emerging human resources needs and to address capacity requirements with innovative solutions, including an Action Plan to improve geographical representation. UNDRR has already achieved excellent gender balance among its staff and careful attention will be given to sustain this balance.

With the implementation of the new organisational structure a more intensive effort is envisaged to ingrain cross functional learning, increased decentralisation of administrative processes, further strengthened performance management processes and investment in staff development, focussing on both excellence in management skills of managers, and support to professional growth of mid-level staff. Attention will also be given to carefully manage transition and workforce planning and to ensure smooth handover processes as a number of staff members may be retiring during this work programme cycle.

DELIVERABLE E2.1.4

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

In 2018 UNDRR developed its first Risk Register. The Risk Register includes risk definitions, and analysis of risk drivers, a description of the controls already established by management and an outline of potential risk strategies. The Risk Register will be reviewed and updated annually by the Senior Management Team.

As part of the reform process of the United Nations, UNDRR will participate in a new Secretariat-wide risk assessment exercise that will combine Enterprise Risk Assessment as well as Fraud and Corruption Risk Assessment. Following the outcome of this exercise, the internal risk register will be updated accordingly.

DELIVERABLE E.2.1.5

Gender considerations systematically mainstreamed across UNDRR's activity planning and reporting

Throughout its 2016-2021 Strategic Framework and 2016-2019 work programme, UNDRR mainstreamed gender equality and women's empowerment, underscoring the important role gender plays in all disaster risk reduction strategies, plans, policies, advocacy campaigns and awareness-raising products. Beijing +25 will be celebrated in 2020. Major events convened by UNDRR in 2020 will commemorate this milestone, through a strong focus on achieving gender parity panels, mainstreaming gender considerations and women's leadership roles in disaster risk reduction and fostering gender-balanced national delegations.

UNDRR will continue to pursue its commitment to the UN System-Wide Action Plan for Gender Equality and Women's Empowerment (UN-SWAP) implementation and will further support and foster the SRSG's function as International Gender Champion encouraging governments to engage women and girls in developing inclusive national and local strategies for disaster risk reduction. As the Generation Equality campaign unfolds, UNDRR will explore innovative ways to foster inclusiveness in all work programme activities.

2020-2021

Enabler 2: Strengthened Organizational Performance

TOTAL

\$ 8,273,000

RESULTS

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

\$ 8,273,000

DELIVERABLES

E2.1.1
Strategic planning, monitoring, reporting and evaluation enhanced for improved work programme delivery

\$ 3,219,000

E2.1.2
Financial planning, management and monitoring strengthened for effective implementation of the work programme

\$ 2,200,000

E2.1.3
Human resources planning and management enhanced for improved work programme delivery

\$ 1,454,000

E2.1.4
Enterprise risk management strengthened to effectively anticipate and mitigate work programme delivery risks

\$ 966,000

E2.1.5
Gender considerations systematically mainstreamed across UNDRR's activity planning and reporting

\$ 434,000



FUNDING REQUIREMENTS

**UNDRR
WORK PROGRAMME
2020-2021**

Strategic Objective 1

STRATEGIC OBJECTIVES / RESULTS / DELIVERABLES	2020	2021	TOTAL
S01 Strengthen global monitoring, analysis and coordination of Sendai Framework implementation	\$ 6,904,000	\$ 12,845,000	\$ 19,749,000
Result 1.1 Global progress of the Sendai Framework and related SDG targets assessed	\$ 2,546,000	\$ 2,672,000	\$ 5,218,000
Deliverable 1.1.1 Sendai Framework implementation monitored and reported annually	\$ 2,546,000	\$ 2,672,000	\$ 5,218,000
Result 1.2 Global risk data, analysis and policy advice generated	\$ 3,756,000	\$ 3,154,000	\$ 6,910,000
Deliverable 1.2.1 Development of the Global Risk Assessment Framework (GRAF) - Phase 2	\$ 1,166,000	\$ 830,000	\$ 1,996,000
Deliverable 1.2.2 Analysis of risk trends and patterns, progress and challenges in disaster risk reduction	\$ 2,215,000	\$ 1,974,000	\$ 4,189,000
Deliverable 1.2.3 Policy guidance and standards are provided to improve application of risk knowledge	\$ 375,000	\$ 350,000	\$ 725,000
Result 1.3 Global coordination and review mechanisms of the Sendai Framework are in place	\$ 602,000	\$ 7,019,000	\$ 7,621,000
Deliverable 1.3.1 Global strategic guidance and coherence promoted for the implementation of the Sendai Framework	\$ 475,000	\$ 6,892,000	\$ 7,367,000
Deliverable 1.3.2 Conduct inclusive consultations towards the Sendai Framework Mid-Term Review	\$ 127,000	\$ 127,000	\$ 254,000

Strategic Objective 2

STRATEGIC OBJECTIVES / RESULTS / DELIVERABLES	2020	2021	TOTAL
S02 Support to Regional and National Sendai Framework implementation	\$ 18,635,000	\$ 14,747,000	\$ 33,382,000
Result 2.1 National and local disaster risk reduction strategies and plans are developed and implemented in line with Sendai Framework in coherence with Climate Action and Sustainable Development Goals	\$ 9,139,000	\$ 7,989,000	\$ 17,128,000
Deliverable 2.1.1 Countries supported to generate relevant disaster loss and risk data for risk-informed decisions	\$ 2,734,000	\$ 2,147,000	\$ 4,881,000

Deliverable 2.1.2 Countries supported in the development and implementation of national disaster risk reduction strategies and plans in line with the Sendai Framework	\$ 3,438,000	\$ 3,492,000	\$ 6,930,000
Deliverable 2.1.3 Enhanced capacity for planning and implementation of disaster risk reduction strategies at local level through horizontal and vertical linkages	\$ 2,967,000	\$ 2,350,000	\$ 5,317,000
Result 2.2 Strengthened capacity of counterparts, UNCTs and partners for leadership in disaster risk reduction	\$ 2,095,000	\$ 1,782,000	\$ 3,877,000
Deliverable 2.2.1 Capacity development for national and local planning, implementation and monitoring supported	\$ 2,095,000	\$ 1,782,000	\$ 3,877,000
Result 2.3 Regional and national coordination mechanisms are mobilized to accelerate Sendai Framework implementation	\$ 7,401,000	\$ 4,976,000	\$ 12,377,000
Deliverable 2.3.1 Sendai Framework implementation monitored and scaled-up at regional level	\$ 3,342,000	\$ 1,713,000	\$ 5,055,000
Deliverable 2.3.2 Regional organizations supported in developing, monitoring and implementing regional disaster risk reduction strategies	\$ 2,928,000	\$ 2,170,000	\$ 5,098,000
Deliverable 2.3.3 UN Country Teams and Regional Collaborative Platforms supported to implement the Sendai Framework	\$ 1,131,000	\$ 1,093,000	\$ 2,224,000

Strategic Objective 3

STRATEGIC OBJECTIVES / RESULTS / DELIVERABLES	2020	2021	TOTAL
S03 Catalyse Action through Countries and Partners for Sendai Framework Implementation	\$ 7,519,000	\$ 6,364,000	\$ 13,883,000
Result 3.1 Policy coherence, in line with the Sendai Framework, fostered across intergovernmental decisions related to climate action and sustainable development	\$ 1,106,000	\$ 1,099,000	\$ 2,205,000
Deliverable 3.1.1 Policy advice provided to countries and key partners to advance the implementation of the Sendai Framework through intergovernmental deliberations and policy decisions of the General Assembly and the Economic and Social Council	\$ 1,106,000	\$ 1,099,000	\$ 2,205,000
Result 3.2 Strengthened coordination and leadership provided to all United Nations System partners at global level towards the implementation of the Sendai Framework	\$ 1,970,000	\$ 1,539,000	\$ 3,509,000
Deliverable 3.2.1 Facilitate the implementation of the UN Plan of Action on Disaster Risk Reduction for Resilience by United Nations System partners	\$ 1,970,000	\$ 1,539,000	\$ 3,509,000

Result 3.3 Implementation of the Sendai Framework and coherence across the 2030 Agenda facilitated through the promotion and implementation of an all-of-society approach	\$ 4,443,000	\$ 3,726,000	\$ 8,169,000
Deliverable 3.3.1 Stakeholders are strategically engaged in promoting and supporting inclusive and coherent implementation of the Sendai Framework and risk-informed investment	\$ 3,622,000	\$ 2,892,000	\$ 6,514,000
Deliverable 3.3.2 Voluntary commitments registered, monitored and reported	\$ 821,000	\$ 834,000	\$ 1,655,000

Enabler 1

STRATEGIC OBJECTIVES / RESULTS / DELIVERABLES	2020	2021	TOTAL
E1 Effective Communication, Advocacy and Knowledge Management outputs, supported by efficient ICT Systems, strengthen the business case for investing in Disaster Risk Reduction and building Resilience	\$ 10,252,000	\$ 9,201,000	\$ 19,453,000
Result E1.1 Disaster risk reduction is seen as an essential contributor to reducing the need for humanitarian action and to ensuring development is sustainable	\$ 2,899,000	\$ 2,666,000	\$ 5,565,000
Deliverable E1.1.1 Increased awareness and understanding of disaster risk reduction and its centrality to both sustainable development and to a reduced need for humanitarian action	\$ 1,464,000	\$ 1,436,000	\$ 2,900,000
Deliverable E1.1.2 Partners and stakeholders are mobilised to advocate for disaster risk reduction and risk-informed development	\$ 1,435,000	\$ 1,230,000	\$ 2,665,000
Result E1.2 Improved awareness of UNDRR's role in catalysing and convening disaster risk reduction policy and activities so that collaboration and investment are increased	\$ 1,411,000	\$ 1,450,000	\$ 2,861,000
Deliverable E1.2.1 Increased demand for UNDRR's guidance and input into risk reduction and resilience building initiatives	\$ 764,000	\$ 760,000	\$ 1,524,000
Deliverable E1.2.2 Improved understanding and implementation of the Sendai Framework regionally and nationally	\$ 647,000	\$ 690,000	\$ 1,337,000
Result E1.3 Effective learning and knowledge sharing across the organisation and externally	\$ 3,970,000	\$ 3,133,000	\$ 7,103,000
Deliverable E1.3.1 Improve quality, relevance and uptake of UNDRR's knowledge resources	\$ 403,000	\$ 403,000	\$ 806,000
Deliverable E1.3.2 Effective online communication platforms and channels are developed	\$ 2,400,000	\$ 1,567,000	\$ 3,967,000
Deliverable E1.3.3 Effective learning and knowledge sharing promoted across the organisation and externally	\$ 1,167,000	\$ 1,163,000	\$ 2,330,000

Result E1.4 Reducing disaster impact through effective promotion of behaviour change strategies and activities	\$ 246,000	\$ 246,000	\$ 492,000
Deliverable E1.4.1 Contributing to behavioural change	\$ 246,000	\$ 246,000	\$ 492,000
Result E1.5 Appropriate, timely, predictable and flexible funding is secured to enable effective implementation of the 2020-2021 Work Programme	\$ 1,726,000	\$ 1,706,000	\$ 3,432,000
Deliverable E1.5.1 Sufficient, predictable and flexible financial resources for implementation of the Work Programme received	\$ 908,000	\$ 912,000	\$ 1,820,000
Deliverable E.1.5.2 A broader and more diversified donor base is achieved	\$ 818,000	\$ 794,000	\$ 1 612,000

Enabler 2

STRATEGIC OBJECTIVES / RESULTS / DELIVERABLES	2020	2021	TOTAL
E2 Strengthened organizational performance	\$ 3,981,000	\$ 4,292,000	\$ 8,273,000
Result E2.1 Enhanced effectiveness, efficiency and quality of operational performance, based on appropriate gender-sensitive internal policies, structure and staffing	\$ 3,981,000	\$ 4,292,000	\$ 8,273,000
Deliverable E2.1.1 Strategic planning, monitoring, reporting and evaluation enhanced for improved Work Programme delivery	\$ 1,454,000	\$ 1,765,000	\$ 3,219,000
Deliverable E2.1.2 Financial planning, management and monitoring strengthened for effective implementation of the Work Programme	\$ 1,100,000	\$ 1,100,000	\$ 2,200,000
Deliverable E2.1.3: Human resources planning and management enhanced for improved Work Programme delivery	\$ 727,000	\$ 727,000	\$ 1,454,000
Deliverable E2.1.4 Enterprise risk management strengthened to effectively anticipate and mitigate Work Programme delivery risks	\$ 483,000	\$ 483,000	\$ 966,000
Deliverable E2.1.5 Gender considerations systematically mainstreamed across UNDRR's activity planning and reporting	\$ 217,000	\$ 217,000	\$ 434,000
GRAND TOTAL	\$ 47,291,000	\$ 47,449,000	\$ 94,740,000

ANNEX 1- RESULTS FRAMEWORK

Strategic Objective 1

Strengthen Global Monitoring, Analysis and Coordination of Sendai Framework Implementation

RESULT	INDICATOR	2021 BIENNIUM TARGETS
Result 1.1 Global progress of the Sendai Framework and related SDG targets assessed.	<ul style="list-style-type: none"> Member States undertake self-assessment and reporting, and receive analysis of the cycle of review in achieving Sendai Framework and related SDG targets. 	<ul style="list-style-type: none"> Analysis on progress reported by Member States on Sendai Framework and related SDG Global Target provided on an annual basis to ECOSOC-led High Level Political Forum (HLPF) and to the UN General Assembly.
Deliverable 1.1.1 Sendai Framework implementation monitored and reported annually.	<ul style="list-style-type: none"> Number of countries reporting through the Sendai Framework Monitor system. Number of countries reporting in the Sendai Framework Monitor on 4 targets with validation of at least one indicator for each target. 	<ul style="list-style-type: none"> 150 countries reporting through the Sendai Framework Monitoring system by end 2021. 100 countries reporting in the Sendai Framework Monitor on 4 targets with validation of at least one indicator for each target by end of 2021.
Result 1.2 Global risk data, analysis and policy advice generated.	<ul style="list-style-type: none"> Member States and non-State actors, international/regional organizations and stakeholders at different levels have evidence to make risk-informed decisions for the implementation of the Sendai Framework based on risk data and analysis. 	<ul style="list-style-type: none"> Global Assessment Report (GAR) 2020 Special Report on Drought & GAR 2021 produced, 5 regional analytical reports published, and global loss and risk data and analysis provided for annual reports of DESA (SDGs Report), WMO (Statement on the State of the Global Climate), and other flagship reports UN Environment (GEO) during the biennium.
Deliverable 1.2.1 Development of the Global Risk Assessment Framework (GRAF) - Phase 2.	<ul style="list-style-type: none"> Development of the GRAF Implementation Roadmap, and population and operationalization of the GRAF in Phase II of the GRAF Theory of Change. 	<ul style="list-style-type: none"> GRAF operationalized with an agreed Implementation Roadmap by end of 2021.
Deliverable 1.2.2 Analysis of risk trends and patterns, progress and challenges in disaster risk reduction.	<ul style="list-style-type: none"> Number of global and regional analytical reports produced on risk trends, progress and challenges. 	<ul style="list-style-type: none"> 1 GAR Special Report produced in 2020 on Drought and 1 GAR produced in 2021 with 85 peer reviewed contributing papers generated by the GAR process and 5 regional analytical reports produced by end of 2021.
Deliverable 1.2.3 Policy guidance and standards are provided to improve application of risk knowledge.	<ul style="list-style-type: none"> Extent to which new policy guidance and tools are available for risk-informed decision making. 	<ul style="list-style-type: none"> 12 new policy guidance documents and tools developed and shared with stakeholders, including Words into Action, by end of 2021. 5 systemic risk assessment targets developed.
Result 1.3 Global coordination and review mechanisms of the Sendai Framework are in place.	<ul style="list-style-type: none"> Extent to which inclusive global coordination and review mechanisms of the Sendai Framework implementation are in place. 	<ul style="list-style-type: none"> Multi-stakeholders consultations conducted with UN, Member States, UNDRR Stakeholders (disaggregated by stakeholder group), other related Conferences and Regional Platforms to inform global level coordination and review mechanisms.
Deliverable 1.3.1 Global strategic guidance and coherence promoted for the implementation of the Sendai Framework.	<ul style="list-style-type: none"> Status of advancement in the preparation of GP2022 and degree of inclusiveness of the consultation process. 	<ul style="list-style-type: none"> The organization of the GP2022 is advanced and key strategic objectives identified through multi-stakeholder consultations.
Deliverable 1.3.2 Conduct inclusive consultations towards the Sendai Framework Mid-Term Review.	<ul style="list-style-type: none"> Status of advancement of the Sendai Framework Mid-Term Review. 	<ul style="list-style-type: none"> Intergovernmental and stakeholders consultations process on the Sendai Framework Mid-Term Review commenced.

Strategic Objective 2

Support to Regional and National Sendai Framework Implementation

RESULT	INDICATOR	2021 BIENNIUM TARGETS
Result 2.1 National and local disaster risk reduction strategies and plans are developed and implemented in line with Sendai Framework in coherence with Climate Action and Sustainable Development Goals.	<ul style="list-style-type: none"> Number of countries reporting the existence of national DRR strategies in line with the Sendai Framework in SFM and average index of alignment of national strategies with the Sendai Framework (Target E1). 	<ul style="list-style-type: none"> 150 countries report the existence of national DRR strategies in line with the Sendai Framework in SFM (Target E1) by 2021 and average index of 0,75 regarding the alignment of national strategies with the Sendai Framework (Target E1) by 2021.
Deliverable 2.1.1 Countries supported to generate relevant disaster loss and risk data for risk-informed decisions.	<ul style="list-style-type: none"> Number of databases compliant with Sendai Framework. 	<ul style="list-style-type: none"> 85 disaster loss databases compliant with Sendai Framework by end of 2021.
Deliverable 2.1.2 Countries supported in the development and implementation of national disaster risk reduction strategies and plans in line with Sendai Framework.	<ul style="list-style-type: none"> Number of countries with national DRR strategies/plans developed through support from UNDRR partnership mechanisms. Number of countries supported, in collaboration with UN and other partners, to develop and implement policies and activities that ensure the coherence and coordination of DRR, climate change and sustainable development. 	<ul style="list-style-type: none"> 117 countries with national DRR strategies/plans developed through support from UNDRR partnership mechanisms (39 new countries for the biennium). 40 countries receive technical support on the development of coherent and coordinated policies and plans during the biennium. Main target and priority: LDCs and SIDS, with countries in special needs and based on level of exposure and vulnerability.
Deliverable 2.1.3 Enhanced capacity for planning and implementation of disaster risk reduction strategies at local level through horizontal and vertical linkages.	<ul style="list-style-type: none"> Number of local governments reporting self-assessments using the Disaster Resilience Scorecard for Cities. Number of new cities that develop local disaster risk reduction strategies aligned with the Sendai Framework in coordination with the national government and relevant stakeholders. 	<ul style="list-style-type: none"> 76 new cities report self-assessment using the Disaster Resilience Scorecard for Cities by end of 2021. 35 new cities develop local disaster risk reduction strategies aligned with the Sendai Framework in coordination with the national government and relevant stakeholders by end of 2021.
Result 2.2 Strengthened capacity of counterparts, UN Country Teams and partners for leadership in disaster risk reduction.	<ul style="list-style-type: none"> Number of days of training delivered on DRR by UNDRR. 	<ul style="list-style-type: none"> 305 days of training delivered on DRR during the biennium.
Deliverable 2.2.1 Capacity development for national and local planning, implementation and monitoring supported.	<ul style="list-style-type: none"> Number of government officials and disaster risk reduction stakeholders from countries and organizations trained in DRR by UNDRR. Number of countries piloting the Strategic Approach to Capacity Development for Implementation of the Sendai Framework for Disaster Risk Reduction. 	<ul style="list-style-type: none"> 5,700 stakeholders from 70 countries trained by UNDRR for the biennium (disaggregated by stakeholder group) by end of 2021. Strategic approach to capacity development rolled-out in 6 countries during the biennium.
Result 2.3 Regional and national coordination mechanisms are mobilized to accelerate Sendai Framework implementation.	<ul style="list-style-type: none"> Extent to which regional and sub-regional coordination is enhanced for Sendai Framework implementation. 	<ul style="list-style-type: none"> Regional implementation of Sendai Framework is accelerated through regional and sub-regional initiatives during the biennium.

Deliverable 2.3.1 Sendai Framework implementation monitored and scaled-up at regional level.	<ul style="list-style-type: none"> Number of Regional and Sub-regional Platforms and meetings organized with multi-stakeholder approach promoting stock-taking, accountability and commitment in the implementation of the Sendai Framework. 	<ul style="list-style-type: none"> 18 Regional and Sub-regional Platforms and meetings organized with multi-stakeholder approach (disaggregated by stakeholder group) assessing progress, promoting accountability and reinforcing commitments on the implementation of the Sendai Framework.
Deliverable 2.3.2 Regional organizations supported in developing, monitoring and implementing regional disaster risk reduction strategies.	<ul style="list-style-type: none"> Number of regional organizations, forums and multi-lateral banks supported in the monitoring and implementation of regional DRR strategies aligned with the Sendai Framework. 	<ul style="list-style-type: none"> 14 Regional and Sub-regional organizations and forums supported in the implementation and monitoring of the Sendai Framework throughout the biennium.
Deliverable 2.3.3 UN Country Teams and Regional Collaborative Platforms supported to implement the Sendai Framework.	<ul style="list-style-type: none"> Number of new UNSDCF's that include a DRR and Resilience component in the Results Framework (Effect, Outcome, Output, Indicator level). 	<ul style="list-style-type: none"> 20 UNSDCF's across all regions include DRR and Resilience component in the Results Framework by end of 2021.

Strategic Objective 3

Catalyze Action through Countries and Partners for Sendai Framework Implementation

RESULT	INDICATOR	2021 BIENNIUM TARGETS
Result 3.1 Policy coherence, in line with the Sendai Framework, fostered across intergovernmental decisions related to climate action and sustainable development.	<ul style="list-style-type: none"> Number of resolutions, declarations, and outcomes related to sustainable development, climate change, and crisis prevention that take disaster risk reduction and/or the Sendai Framework into account and promote policy coherence across sectors. 	<ul style="list-style-type: none"> 8 resolutions, declarations, and Presidential statements and summaries refer to disaster risk reduction and/or the Sendai Framework during the biennium.
Deliverable 3.1.1 Policy advice provided to countries and key partners to advance the implementation of the Sendai Framework through intergovernmental deliberations and policy decisions of the General Assembly and the Economic and Social Council.	<ul style="list-style-type: none"> Inter-governmental deliberations related to sustainable development, climate change, and crisis prevention take disaster risk reduction and/or the Sendai Framework into account, including through statements and proposals by Member States and stakeholders. 	<ul style="list-style-type: none"> Annual SG reports on the implementation of the Sendai Framework produced and DRR integrated in all relevant inter-governmental deliberations and processes during the biennium.
Result 3.2 Strengthened coordination and leadership provided to all United Nations system partners at global level towards the implementation of the Sendai Framework.	<ul style="list-style-type: none"> Commitment by UN Senior Leadership Group on DRR towards a coordinated implementation of the UN Plan of Action on Disaster Risk Reduction for Resilience to achieve collective results. 	<ul style="list-style-type: none"> UNDRR coordinates the follow-up on the annual priorities and recommendations of the UN-SLG during the biennium and participation of UN agencies in the Senior Leadership Group for DRR is at the ASG level by end of 2021.
Deliverable 3.2.1: Facilitate the implementation of the UN Plan of Action on Disaster Risk Reduction for Resilience by United Nations system partners.	<ul style="list-style-type: none"> Monitoring and reporting mechanism for the UN Plan of Action is functional and progress report is produced on an annual basis. Number of Interagency cooperation mechanisms supported by UNDRR. 	<ul style="list-style-type: none"> Progress report on the UN Plan of Action is produced timely every year with contributions from at least 20 UN Agencies. At least 8 Interagency Cooperation Mechanisms supported during the biennium: CADRI, CREWS, UN EMG, IN-MHEWS, IRP, HELP, UN-Water and GADRRRES.
Result 3.3: Implementation of the Sendai Framework and coherence across the 2030 Agenda facilitated through the promotion and implementation of an all-of-society approach.	<ul style="list-style-type: none"> Disaster risk reduction and resilience systematically promoted across all 2030 Agenda agreements. 	<ul style="list-style-type: none"> Stakeholders (disaggregated by stakeholder group) strategically engage in and support global and regional policy discussions on the SDGs, Paris Climate Agreement, Addis Ababa Action Agenda, New Urban Agenda and Agenda for Humanity through the UNDRR partner groups (UNDRR-SEM, ARISE, STAG, Parliamentarian network, Youth network, etc.).

Deliverable 3.3.1 Stakeholders are strategically engaged in promoting and supporting inclusive and coherent implementation of the Sendai Framework and risk-informed investment.	<ul style="list-style-type: none"> Number of initiatives organized or supported by stakeholders to promote the integration of DRR in major global and regional policy processes. 	<ul style="list-style-type: none"> 5 side events organized or supported by members of the UNDRR Partner groups at global and regional policy events (including HLPF, UNFCCC COPs, Financing for Development, Humanitarian Partnership Days) during the biennium.
	<ul style="list-style-type: none"> New evidence and knowledge products on the implementation of the Sendai Framework developed jointly with the main UNDRR partners groups. 	<ul style="list-style-type: none"> 5 evidence-based publications/knowledge products on the implementation of the Sendai Framework developed jointly with the main UNDRR partners groups during the biennium.
	<ul style="list-style-type: none"> Extent to which public and private sector partners integrate disaster risk reduction within their policy, planning and investment decisions. 	<ul style="list-style-type: none"> 6 selected partnership mechanisms/initiatives (OECD, WTO Trade and Resilience Initiative, Coalition for Disaster Resilient Infrastructure, Belt and Road Initiative, ARISE, Joint UNDRR-ITC Initiative) integrate long-term DRR and resilience considerations by end of 2021.
		<ul style="list-style-type: none"> Capacity for tracking DRR and resilience investments strengthened in public and private sector by end of 2021.
Deliverable 3.3.2 Voluntary commitments registered, monitored and reported.	<ul style="list-style-type: none"> Maintenance and enhancement of the Voluntary commitments online platform to advocate, register, monitor and report on voluntary commitments. 	<ul style="list-style-type: none"> 100 voluntary commitments with concrete deliverables submitted (cumulative) through the online platform and the Second report on the voluntary commitments produced in 2021.

ENABLER 1

Effective Communication, Advocacy and Knowledge Management outputs, supported by efficient ICT Systems, strengthen the business case for investing in Disaster Risk Reduction and building Resilience

RESULT	INDICATOR	2021 BIENNIUM TARGETS
Result E1.1 Disaster risk reduction is seen as an essential contributor to reducing the need for humanitarian action and to ensuring development is sustainable.	<ul style="list-style-type: none"> Relevant resolutions, declarations, outcome documents, statements and speeches reference DRR and the Sendai Framework. Social media posts and influencers referencing DRR in conjunction with SDGs and climate action. 	<ul style="list-style-type: none"> 8 resolutions, declarations, as well as Presidential statements and summaries include disaster risk reduction and/or the Sendai Framework.
Deliverable E1.1.1 Increased awareness and understanding of disaster risk reduction and its centrality to both sustainable development and to a reduced need for humanitarian action.	<ul style="list-style-type: none"> Number of UNDRR interventions in events/media (op eds/speaking engagements). Number of major campaigns and advocacy initiatives organized/promoted/supported by UNDRR each year. 	<ul style="list-style-type: none"> 12 op-eds authored by SRSG published in mainstream media and international reports and 15 high profile speaking engagements secured for UNDRR SRSG annually. At least 4 major campaigns and advocacy initiatives promoted annually (WTAD/IDDR/WISS/MCRC).
Deliverable E1.1.2 Partners and stakeholders are mobilised to advocate for disaster risk reduction and risk informed development.	<ul style="list-style-type: none"> Number of journalists and new DRR influencers engaged in and advocating for risk informed development. 	<ul style="list-style-type: none"> 20 journalists publishing DRR-related articles annually and 50 new influencers promoting UNDRR content by end of 2021.

Result E1.2 Improved awareness of UNDRR's role in catalysing and convening disaster risk reduction policy and activities so that collaboration and investment is increased.	<ul style="list-style-type: none"> Policy agreement around harmonizing national DRR strategies with NDAPS/NCAs and UNDRR and the Sendai Framework referred to as the risk reduction conveners within the UN system. 	<ul style="list-style-type: none"> Resident Coordinators advocate for countries to combine national DRR strategy development with NDAPS/NCAs and UNDRR and Risk Reduction referenced to in major UN documents.
Deliverable E1.2.1 Increased demand for UNDRR's guidance and input into risk reduction and resilience building initiatives.	<ul style="list-style-type: none"> Number of high profile speaking engagements secured for UNDRR in UN seminars and reports. 	<ul style="list-style-type: none"> 70 high profile speaking engagements secured for UNDRR and 4 jointly/partner authored WiAs annually.
Deliverable E1.2.2 Improved understanding and implementation of the Sendai Framework regionally and nationally.	<ul style="list-style-type: none"> Extent to which media representatives attend and report on UNDRR events. 	<ul style="list-style-type: none"> 20 media articles drafted by journalists on the Regional Platforms and more than 100 media attending Regional Platforms and other UNDRR events during the biennium.
Result E1.3 Effective learning and knowledge sharing across the organisation and externally.	<ul style="list-style-type: none"> Collaborative DRR and resilience building advocacy opportunities created within the UN system and with other IGO partners. 	<ul style="list-style-type: none"> UNDRR contributes to 6 UN and/or IGO reports and participates in 10 partner-hosted events annually.
Deliverable E1.3.1 Improve quality, relevance and uptake of UNDRR's knowledge resources.	<ul style="list-style-type: none"> Number of new publications produced by 2021 and number of downloads of UNDRR publications/knowledge products. 	<ul style="list-style-type: none"> GAR Special Report, GAR 2021 published by end of 2021 and UNDRR publications/knowledge products downloaded by 15,000+ users annually.
Deliverable E1.3.2 Effective online communication platforms and channels are developed.	<ul style="list-style-type: none"> Reach and engagement statistics across all public communication channels. 	<ul style="list-style-type: none"> Increase in reach and engagement statistics (PreventionWeb unique users: 100,000/month; UNDRR corporate website users: 200,000/year; UNDRR Twitter: 150,000; UNDRR Head Twitter: 30,000; PreventionWeb Twitter: 50,000; UNDRR Facebook: 40,000; PreventionWeb Facebook: 20,000).
Deliverable E1.3.3 Effective learning and knowledge sharing promoted across the organization and externally.	<ul style="list-style-type: none"> Users report minimum knowledge service satisfaction of 80%. 	<ul style="list-style-type: none"> User satisfaction rate kept at 80%.
Result E1.4 Reducing disaster impact through effective promotion of behaviour change strategies and activities.	<ul style="list-style-type: none"> Early warning system initiatives in place in at risk communities. 	<ul style="list-style-type: none"> UNDRR contributes to advocacy activities of the Early Action Partnership.
Deliverable E1.4.1 Contributing to behavioural change.	<ul style="list-style-type: none"> Behavioural change objectives included in UNDRR activities. 	<ul style="list-style-type: none"> Internal behavioural change resources/objectives developed and beneficiary/client driven communication activities included in more than half of UNDRR initiatives.
Result E1.5 Appropriate, timely, predictable and flexible funding is secured to enable effective implementation of the 2020-2021 work programme.	<ul style="list-style-type: none"> Level of the work programme funded through resources available based on multi-year agreements. 	<ul style="list-style-type: none"> 55% of the resources available in 2021 are of multi-year agreements.
Deliverable E1.5.1 Sufficient, predictable and flexible financial resources for implementation of the work programme received.	<ul style="list-style-type: none"> Percentage of the total annual resources received each year during the 1st quarter. % of unearmarked against the total annual income. 	<ul style="list-style-type: none"> 30% of the total annual resources received during the 1st quarter of 2021. 45% for 2021.
Deliverable E1.5.2 A broader and more diversified donor base is achieved.	<ul style="list-style-type: none"> Number of funding sources supporting UNDRR work programme. 	<ul style="list-style-type: none"> 30 by end of 2021

ENABLER 2

Strengthened Organizational Performance

RESULT	INDICATOR	2021 BIENNIUM TARGETS
Result E2.1 Enhanced effectiveness, efficiency and quality of operational performance, based on appropriate gender-sensitive internal policies, structure and staffing.	<ul style="list-style-type: none"> Continuous improvement of key business processes within the authority of the Resource Planning and Management Section. 	<ul style="list-style-type: none"> Key business processes implemented as per corporate standards and procedures.
Deliverable E2.1.1 Strategic planning, monitoring, reporting and evaluation enhanced for improved work programme delivery.	<ul style="list-style-type: none"> Strategic plans and work programme developed. 	<ul style="list-style-type: none"> The strategic framework, work programme, annual budgets and cost plans as well as the new results framework prepared on time.
	<ul style="list-style-type: none"> Enhanced implementation of programme management oversight. 	<ul style="list-style-type: none"> 100% of new/ongoing projects screened in compliance with organizational standards and regular and accurate reporting produced timely.
	<ul style="list-style-type: none"> Compliance with UNDRR Evaluation Plan ensured. 	<ul style="list-style-type: none"> Evaluation Plan fully implemented and recommendations of evaluations addressed by end of 2021.
Deliverable E2.1.2 Financial planning, management and monitoring strengthened for effective implementation of the work programme.	<ul style="list-style-type: none"> Annual cost plans and work programme periodically reviewed and updated to align with the funding availability. 	<ul style="list-style-type: none"> Enhanced financial resource plans for 2020 and 2021 developed, monitored and updated on quarterly basis.
Deliverable E2.1.3 Human resources planning and management enhanced for improved work programme delivery.	<ul style="list-style-type: none"> Enhanced performance management in compliance with UN rules and in support of UNDRR work plan. 	<ul style="list-style-type: none"> 100% of the performance appraisals and work plans completed in accordance with the UN planning cycle and UNDRR staff in supervisory roles trained in performance management.
	<ul style="list-style-type: none"> Effective human resources management practices, processes, planning and monitoring implemented to support the current and future needs of the Organization. 	<ul style="list-style-type: none"> Staff members are recruited within UN benchmarks and trained according to staff development plan.
Deliverable E2.1.4 Enterprise risk management strengthened to effectively anticipate and mitigate work programme delivery risks.	<ul style="list-style-type: none"> Enterprise risk management embedded in the processes and operations of the organization. 	<ul style="list-style-type: none"> Risk register updated annually and aligned with the Secretariat's comprehensive risk mitigation framework.
Deliverable E2.1.5 Gender considerations systematically mainstreamed across UNDRR's activity planning and reporting.	<ul style="list-style-type: none"> Gender is integrated as a systematic element in project proposals and reports systematically include gender considerations. 	<ul style="list-style-type: none"> 100% of new project and monitoring reports are gender sensitive.
	<ul style="list-style-type: none"> Women participation in Regional Platforms (disaggregated by participants and panelists). 	<ul style="list-style-type: none"> Increase in % of women participation in at least 3 Regional Platforms (disaggregated by participants and panelists).

The full Results Framework is available on undrr.org

ANNEX 2

Chart of the Sendai Framework for Disaster Risk Reduction

2015-2030

Scope and purpose

The present framework will apply to the risk of small-scale and large-scale, frequent and infrequent, sudden and slow-onset disasters, caused by natural or manmade hazards as well as related environmental, technological and biological hazards and risks. It aims to guide the multi-hazard management of disaster risk in development at all levels as well as within and across all sectors

Expected outcome

The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries

Goal

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

Targets

Target A	Target B	Target C	Target D
Substantially reduce global disaster mortality by 2030, aiming to lower average per 100,000 global mortality between 2020-2030 compared to 2005-2015	Substantially reduce the number of affected people globally by 2030, aiming to lower the average global figure per 100,000 between 2020-2030 compared to 2005-2015	Reduce direct disaster economic loss in relation to global gross domestic product (GDP) by 2030	Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities, including through developing their resilience by 2030
Target E	Target F	Target G	
Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020	Substantially enhance international cooperation to developing countries through adequate and sustainable support to complement their national actions for implementation of this framework by 2030	Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to people by 2030	

Priorities for Action

There is a need for focused action within and across sectors by States at local, national, regional and global levels in the following four priority areas.

Priority 1	Priority 2	Priority 3	Priority 4
Understanding disaster risk	Strengthening disaster risk governance to manage disaster risk	Investing in disaster risk reduction for resilience	Enhancing disaster preparedness for effective response, and to «Build Back Better» in recovery, rehabilitation and reconstruction
Disaster risk management needs to be based on an understanding of disaster risk in all its dimensions of vulnerability, capacity, exposure of persons and assets, hazard characteristics and the environment	Disaster risk governance at the national, regional and global levels is vital to the management of disaster risk reduction in all sectors and ensuring the coherence of national and local frameworks of laws, regulations and public policies that, by defining roles and responsibilities, guide, encourage and incentivize the public and private sectors to take action and address disaster risk	Public and private investment in disaster risk prevention and reduction through structural and non-structural measures are essential to enhance the economic, social, health and cultural resilience of persons, communities, countries and their assets, as well as the environment. These can be drivers of innovation, growth and job creation. Such measures are cost-effective and instrumental to save lives, prevent and reduce losses and ensure effective recovery and rehabilitation	Experience indicates that disaster preparedness needs to be strengthened for more effective response and ensure capacities are in place for effective recovery. Disasters have also demonstrated that the recovery, rehabilitation and reconstruction phase, which needs to be prepared ahead of the disaster, is an opportunity to «Build Back Better» through integrating disaster risk reduction measures. Women and persons with disabilities should publicly lead and promote gender-equitable and universally accessible approaches during the response and reconstruction phases

Guiding Principles

Primary responsibility of States to prevent and reduce disaster risk, including through cooperation	Shared responsibility between central Government and national authorities, sectors and stakeholders as appropriate to national circumstances	Protection of persons and their assets while promoting and protecting all human rights including the right to development	Engagement from all of society	Full engagement of all State institutions of an executive and legislative nature at national and local levels	Empowerment of local authorities and communities through resources, incentives and decision-making responsibilities as appropriate	Decision-making to be inclusive and risk-informed while using a multi-hazard approach
Coherence of disaster risk reduction and sustainable development policies, plans, practices and mechanisms, across different sectors	Accounting of local and specific characteristics of disaster risks when determining measures to reduce risk	Addressing underlying risk factors cost-effectively through investment versus relying primarily on post-disaster response and recovery	«Build Back Better» for preventing the creation of, and reducing existing, disaster risk	The quality of global partnership and international cooperation to be effective, meaningful and strong	Support from developed countries and partners to developing countries to be tailored according to needs and priorities as identified by them	

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