



Managing Disaster Risks for a Resilient Future

*A Work Plan for the Global Facility for Disaster Reduction
and Recovery 2015 – 2017*

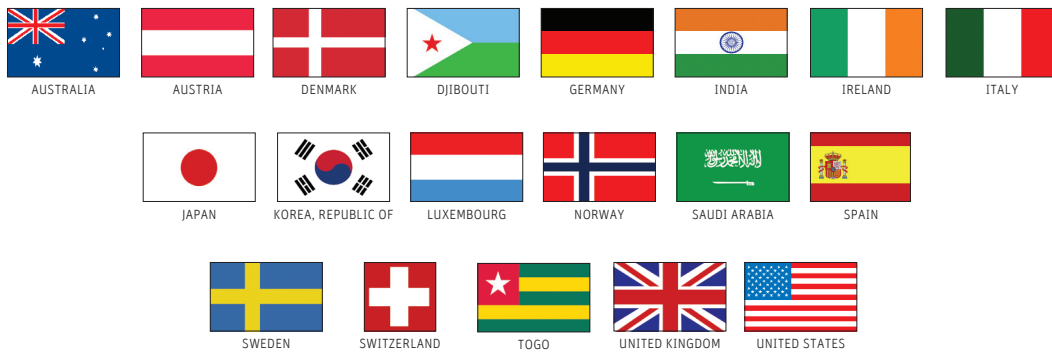


GFDRR
Global Facility for Disaster Reduction and Recovery

GFDRR is committed to creating a world where resilient societies manage and adapt to emerging disaster risks and the human and economic impacts of disasters are reduced.

– GFDRR’s Vision Statement, 2013-15 Partnership Strategy

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This Work Plan was endorsed by the GFDRR Consultative Group (CG) in July 2014

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Abbreviations

ACP	African, Caribbean, and Pacific Group of States
ADB	Asian Development Bank
AfDB	African Development Bank
AFR	Africa
CAT DDO	Catastrophe Deferred Drawdown Option
CCA	Climate Change Adaptation
CCRIF	Caribbean Catastrophe Risk Insurance Facility
CG	Consultative Group
CIF	Climate Investment Funds
CSO	Civil Society Organization
DRFI	Disaster Risk Financing and Insurance
DRM	Disaster Risk Management
EAP	East Asia and the Pacific
ECA	Europe and Central Asia
EU	European Union
GAR	Global Assessment Report
GFDRR	Global Facility for Disaster Reduction and Recovery
GIS	Geographic Information System
InaSAFE	Indonesia Scenario Assessment for Emergencies
LCR	Latin America and Caribbean
M&E	Monitoring and Evaluation
MIGA	Multilateral Investment Guarantee Agency
MNA	Middle East and North Africa
NMHSs	National Meteorological and Hydrological Services
OECD-DAC	Organization for Economic Cooperation and Development–Development Assistance Committee
OpenDRI	Open Data for Resilience Initiative
PDNA	Post Disaster Need Assessment
SAR	South Asia
SIDS	Small Island Developing States
SOPAC	Secretariat of the Pacific, Applied Geoscience and Technology Division
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Fund
UNISDR	United Nations Office for Disaster Risk Reduction
UR	Understanding Risk
WMO	World Meteorological Organization

executive summary

* All monetary amounts are in US dollars unless otherwise indicated.

The Work Plan FY15-17 lays out how the Global Facility for Disaster Reduction and Recovery (GFDRR) will continue to implement its Strategy 2013–2015. GFDRR also aims to scale up efforts to meet the demand of Priority Countries and those of additional countries by supporting activities that influence and leverage country investment programs to improve resilience to climate change and disaster risk management (DRM).

This Work Plan focuses only on activities and results to be supported by GFDRR's core funds – under the existing multi-donor trust funds (Track II and Track III), and under the new MDTF (currently being created) and for which new resources need to be mobilized. Additional activities and results are separately planned using resources secured from the two GFDRR managed special funds supported by the European Union (EU) and Japan. Altogether, GFDRR's overall FY15-17 program aims to support more than 70 countries using an envelope of approximately US\$275 million.*

This Work Plan sets out two scenarios in terms of resources required, prioritization, and results expected: a Base Case and an Investment Case.

- The Base Case shows the results expected by focusing on the current 20 Priority Countries using the resources now available for the FY15 period.
- The Investment Case highlights what is possible if GFDRR expands to 10 countries that previously benefited from donor-earmarked support, and an additional 24 countries where there is potential to scale up support and leveraging into FY16-17.

GFDRR is aiming to achieve its Investment Case for which it requires an envelope of \$170 million.

Under the Investment Case, GFDRR's implementing partners will be able to deliver 460 capacity building measures, 270 analytical products, and 315 technical assistance activities toward Risk Identification, Risk Reduction, Preparedness, Financial Protection, and Resilient Recovery. Through these activities, GFDRR will influence the design of more than 50 large-scale programs, leveraging at least US\$10 billion in government investments.

In addition, GFDRR will further develop thematic initiatives in Civil Society Engagement, Community Resilience, and Gender, Disaster Risk Financing and Insurance (DRFI), GFDRR Labs, Hydromet, Resilience to Climate Change, Resilient Cities, and Safer Schools to help advance work across the five action pillars.

To achieve results, GFDRR will continue to expand its partnerships with local and national agencies to implement planned activities; with global and regional agencies to disseminate lessons learned; and with donors to mobilize and coordinate resources. In particular, GFDRR seeks to act as a vehicle for increased technical and financial cooperation between disaster prone countries and their development partners. This includes an increasing number of new and emerging donors who have important DRM experience to share.

In order to gather evidence of the impact of its program, GFDRR is committed to robust monitoring and evaluation (M&E). This is critical not only to learn what works, but also to be accountable to countries that provide and receive support. The cornerstone of this commitment is GFDRR's M&E framework, which summarizes the results GFDRR seeks and the ways it will measure them.

introduction

¹ Work Plan FY2014-2016: www.gfdr.org/sites/gfdr.org/files/publication/GFDRR_Work_Plan_Endorsed_2013.pdf

This Work Plan FY15-17 provides an update on the Work Plan FY14-16 endorsed after the 14th GFDRR Consultative Group (CG) meeting in May 2013.¹ This is GFDRR's second multi-year work planning exercise, and this document will continue to be updated annually under a rolling three-year planning cycle to reflect the status of deliverables and resources, as well as changes in strategic focus.

The Work Plan responds to priorities articulated by disaster-prone countries based on GFDRR's established relationships with partners through its portfolio of projects. It focuses on activities and results to be supported by the new multi-donor trust fund (MDTF), for which GFDRR must mobilize new resources. The Work Plan also includes activities and results to be financed in FY15 from the balance of the existing MDTFs. Additional activities have been separately planned using resources from two GFDRR-managed special programs supported by the EU and Japan.

The Work Plan places a strong emphasis on GFDRR's 20 current Priority Countries; however, it proposes expansion to an additional 34 countries based on opportunities, country profile and business environment to meet demands and achieve results. On this basis, the proposed Work Plan is based on the following principles:

- **Remaining Centered on GFDRR's Five Action Pillars:** Risk Identification, Risk Reduction, Preparedness, Financial Protection, and Resilient Recovery continue to provide the underlying operational framework for GFDRR's engagements;
- **Moving the Work Plan up the M&E Framework:** Rather than focusing exclusively on inputs and activities along the action pillars, this Work Plan aims to capture outputs committed by implementing partners. This is part of GFDRR's broader goal of

capturing and evaluating outcome-level indicators, as the M&E process develops.

- **Incorporating Scenario-Based Planning:** This Work Plan outlines two potential resource availability and prioritization scenarios and the results that would be expected under each.
- **Recognizing that Country and Thematic Partners are Accountable for Delivering Results:** GFDRR will work closely with its implementing partners to manage their portfolios and select the projects that best reflect country demand and will achieve results. Implementing teams will be accountable for achieving the outputs and outcomes they commit to, while monitoring proper resource management.
- **Ensuring that Country Demand and Results Drive GFDRR's Agenda:** The Secretariat has worked to build its business case in terms of the above aspects, reflecting the growing country demand for DRM support. As the three-year Work Plan is updated annually, this will allow GFDRR to incorporate new information as it becomes available.

Upon endorsement of the Work Plan by the CG, GFDRR allocates resources through a system of indicative annual block grant allocations that implementing partners manage in the context of GFDRR's strategic priorities, objectives, and results framework. In line with the Work Plan, implementing partners develop project proposals, including respective project costs. The GFDRR Secretariat screens these proposals to ensure strategic alignment and consistency with the Work Plan, eligibility criteria, annual block grant allocation, and overall quality assurance.

Following this introduction, this document gives an overview of how GFDRR works as a grant-making facility through which this plan is delivered. Then, a description of how GFDRR builds its work planning process is provided. GFDRR's proposed program sets out the indicative activities and expected results along the five action pillars and GFDRR's thematic initiatives. An overview of planned outreach and partnership development shows the role these activities play in supporting the overall program. The Work Plan concludes with how GFDRR's M&E framework measures results and what resources are required for implementation.

how does GFDRR work?

GFDRR is hosted in the World Bank, which acts as trustee of resources contributed by donors. The Secretariat is responsible for awarding and managing grants, reporting on results, and outreach and partnership development. GFDRR also acts as the support hub for a decentralized network of DRM expert focal points in the World Bank. These specialists play a leading role in locally managing the GFDRR program and in developing relationships with governments and other partners in-country.

GFDRR is a grant-making facility – not a direct implementer – and delivers its Work Plan through the results and leveraging achieved by its implementing partners with GFDRR’s financial and technical support. Annual grant making across all GFDRR’s trust funds has increased from \$6.4 million in FY07 to \$53.2 million in FY14, and demand for support from GFDRR continues to grow.² These financial resources are administered as grants to government agencies, development partners, and civil society organizations (CSOs), with projects that are typically one to three years in duration. Throughout, the Secretariat assesses all grant proposals on their potential to leverage investment or behavior change for improved management of disaster risks.³

GFDRR maintains a collaborative dialogue with donors on how best to prioritize resources geographically and thematically. Since its creation in 2006, GFDRR has allocated resources through a demand-driven approach based on strategic objectives and the application of grant allocation criteria as defined by the CG.⁴ Geographic prioritization has focused on 20 Priority Countries, as well as 11 countries supported by individual donor funding. GFDRR also manages two donor-supported special programs: the Japan-World Bank Program for Mainstreaming Disaster Risk Management in Developing Countries – financed by Japan – and the Initiative of the Africa, Caribbean, and Pacific (ACP) Group of States – financed by the EU (See page 20).

² GFDRR Annual Report FY13: www.gfdr.org/sites/gfdr.org/files/publication/GFDRR_AR_FY13.pdf

³ GFDRR on Leveraging: www.gfdr.org/sites/gfdr.org/files/publication/GFDRR_Leveraging.pdf

⁴ Prioritization of GFDRR Resources Paper presented to the CG in November 2013: www.gfdr.org/sites/gfdr.org/files/Prioritization_of_GFDRR_Resources.pdf

In any given country, GFDRR adopts a number of criteria to help in allocating resources, including: established vulnerability indicators, past evaluation of impact, the political context (including existing relations with governments), and donor priorities. Across the program, GFDRR also commits to ensuring that all GFDRR projects are gender-informed, in terms of analysis, actions, monitoring and evaluation, and results assessments. This includes addressing differential vulnerabilities to hazard risks, in addition to identifying and utilizing opportunities to promote gender equality and empowering women and marginalized communities as key agents of DRM and resilience. GFDRR also ensures, wherever possible, that projects include the considerations of vulnerable populations, including the elderly, children, and the disabled. Starting in FY15, GFDRR will start applying a climate change filter to its projects to verify whether its DRM country program activities also contribute to building resilience to long-term climate change risks. Throughout the program, GFDRR strives for concentration, coherence and complementarity in its support to DRM.

The overall logic of the GFDRR program is presented in Figure 1. GFDRR grants are awarded to proposals that demonstrate alignment with GFDRR's five action pillars.

Risk Identification	Risk Reduction	Preparedness	Financial Protection	Resilient Recovery
Improved identification and understanding of risks	Avoided creation of new risks and reduced risks in society	Improved warning and management of disasters at national, local and community level	Increased financial resilience of governments and the private sector	Quicker, more resilient recovery from disasters

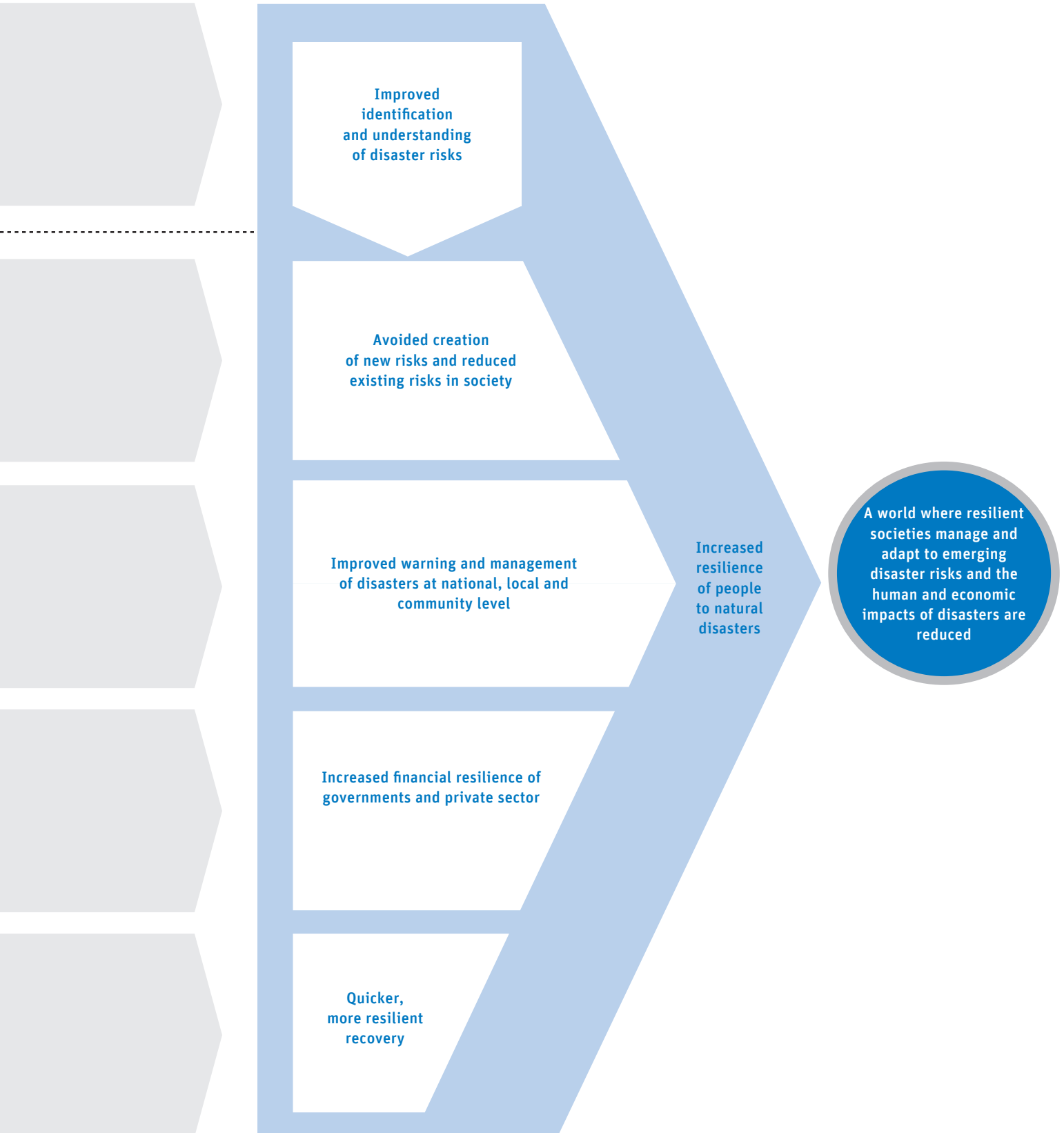
Across all pillars, grants support three main activity types: (i) Capacity building – delivery, facilitation or funding of face-to-face or online training with the aim of stimulating long-term institutional learning and professionalism amongst key technical and administrative communities; (ii) Analytical products – creation of new tools or evidence to facilitate policy dialogue and build analytical capability, primarily on the formulation of investment programs; and (iii) Technical assistance – assistance to implement projects that address DRM challenges through the application of knowledge, analysis or tools in operational contexts.

GFDRR, its implementing partners, and donors have also identified particular needs for focused technical support in a series of thematic initiatives. GFDRR's thematic initiatives allow the Secretariat to provide tailored support to implementing partners through hosted cross-regional teams.

Thematic Initiatives	Description and Pillar Focus
Civil Society Engagement, Community Resilience, and Gender	Leveraging in-country community-level platforms, generating and sharing knowledge, and promoting the voice of grassroots communities and civil society in climate and disaster policy dialogue. <i>(Cross-cutting)</i>
Disaster Risk Financing and Insurance (DRFI)	Increasing financial resilience of governments, businesses, and households against the economic burden of disasters. <i>(Primarily Pillar 4 – Financial Protection)</i>
GFDRR Labs	Supporting the use of science, technology, open data, and innovation to empower decision-makers to increase resilience. <i>(Primarily Pillar 1 – Risk Identification)</i>
Hydromet	Working closely with the World Meteorological Organization (WMO) and other partners to help countries modernize their weather, climate, and hydrological information systems. <i>(Primarily Pillar 3 – Preparedness)</i>
Resilience to Climate Change	Helping countries formulate enabling policies and investment programs for integrating climate and disaster risk into development strategies. <i>(Cross-cutting)</i>
Resilient Cities	Strengthening cities' ability to prepare for and adapt to changing conditions, and to withstand and recover rapidly from disruptions related to climate change, natural disasters, and other systemic shocks. <i>(Cross-cutting)</i>
Safer Schools	Leveraging long-established relationships with ministries of finance, public works, and education to integrate risk into existing education sector investments. <i>(Cross-cutting)</i>

Figure 1: GFDRR Program Logic





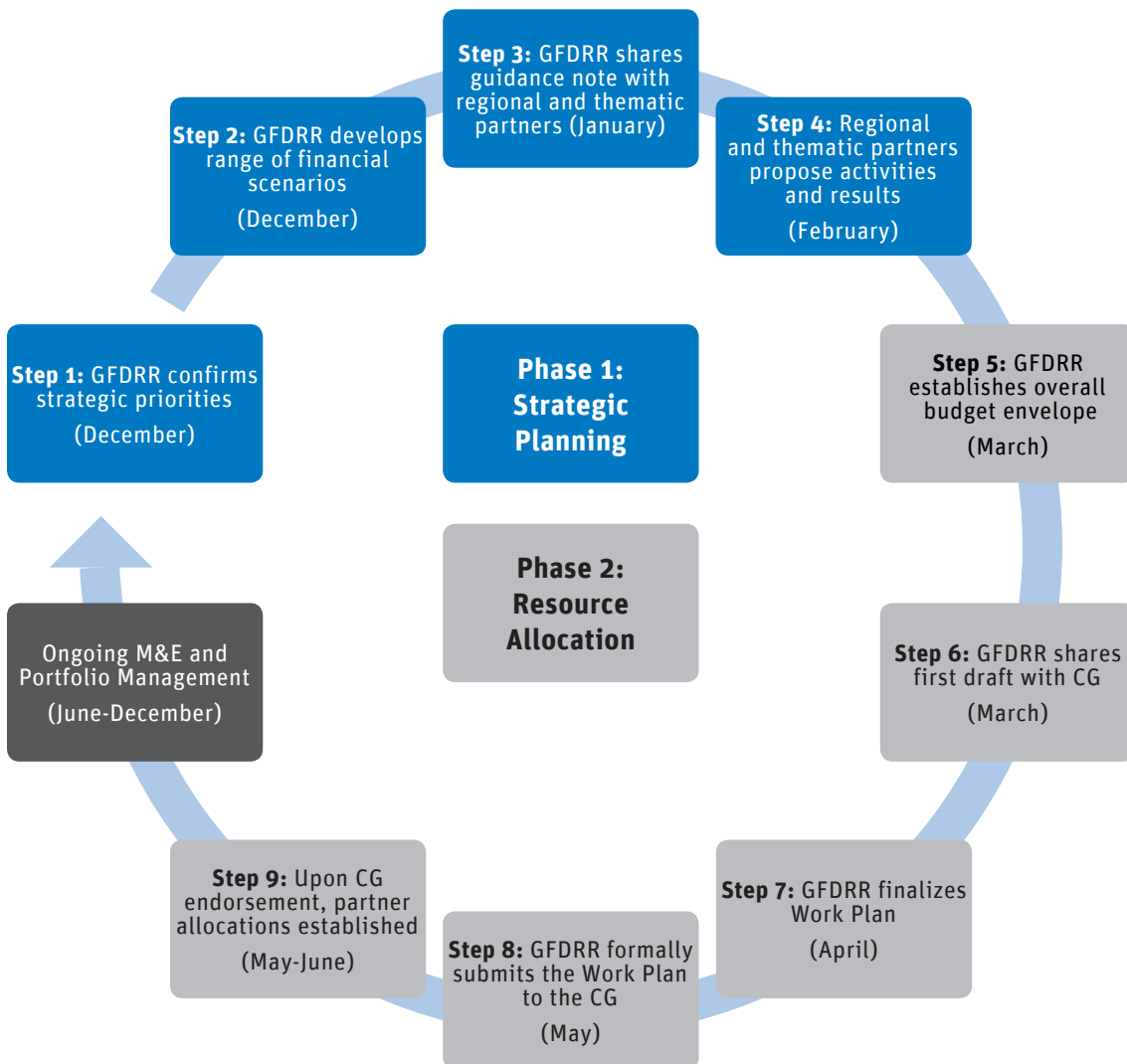
how does GFDRR build its work plan?

This section sets out GFDRR's methodology for building this Work Plan, and summarizes its proposed elements, including resource allocation and prioritization. GFDRR develops the Work Plan with its implementing partners to determine country demand. This process consists of two main phases: strategic planning and resource allocation, as summarized in Figure 2.

The Work Plan presents three aspects of GFDRR's proposed activities over the three-year planning period: resources required, geographic prioritization, and results expected.

- The resource requirements are based on indicative annual allocations to implementing partners and are dependent on the activities planned, geographic prioritization, and the level of results expected.
- The geographic prioritization is considered in the context of growing and deepening demand for disaster and climate risk management support.
- The expected results are presented through four indicators: large-scale programs in DRM enabled; capacity building supported; analytical products developed; and technical assistance provided. (See Annex II: Definition of M&E Activity and Output Indicators, which provides the definition of activity and output of each of the indicators used throughout this Work Plan.)

Figure 2: GFDRR's Work Planning Process



The Work Plan proposes resource requirements, prioritization, and expected results under two scenarios: a Base Case and an Investment Case.

- The Base Case holds the list of Priority Countries unchanged and utilizes the current balance available under the Track II MDTF of \$25 million as of April 2014. Allocations among regional country programs and thematic areas are based on absorption rates of current year envelopes and demonstrated demand.
- The Investment Case reflects the increasing demand for DRM activities in both countries in which GFDRR operates currently and additional countries. This scenario expands to countries that have requested assistance and where high impact programs have been identified. Under the Investment Case, GFDRR would invest \$170 million over three years. This scenario currently has a funding gap of \$145 million. Under this scenario, GFDRR could enable and support 55 large-scale DRM programs – leveraging at least an estimated \$10 billion in additional investment over the period.

Table 1 shows (i) the resources required, (ii) the planned prioritization, and (iii) the indicative output indicators across all five of GFDRR's action pillars – Risk Identification, Risk Reduction, Preparedness, Financial Protection, and Resilient Recovery – under the Base Case and Investment Case scenarios. (See Annex III: Summary of GFDRR's Output Targets by Pillar.)

Table 1: Resource Requirements, Prioritization, and Results under Base Case and Investment Case

Indicator / Requirement (FY15-17)		Base Case	Investment Case
Resources	Projected Work Plan allocations	\$25 million	\$170 million
Prioritization	Priority Countries	20 countries	Up to an additional 34 countries
Results	Enabling large-scale programs in DRM	15 large-scale programs enabled / supported	55 large-scale programs enabled / supported
	Capacity Building: # of capacity building measures	49	460
	Analytical Products: # of analytical products	33	270
	Technical Assistance: # of technical and implementation assistance activities	56	315

Prioritization

Under the Base Case scenario, GFDRR's focus will remain on the 20 current Priority Countries. This number could expand by 34 additional countries under the Investment Case, as shown in Table 2. This includes 10 countries that previously benefited under donor-earmarked funds, as well as 24 countries identified by implementing partners (See Annex IV: GFDRR's Country Engagement Approach for full review). These countries requesting GFDRR assistance were selected for their high-impact potential, their risk profiles, and their potential to manage new investment of this type.

Table 2: Priority Countries under Base Case and Investment Case

	Base Case		Investment Case	
	Current Priority	Previously Benefiting from Donor Earmark	Additional Proposed	
AFR-Africa	Burkina Faso, Ethiopia, Ghana, Madagascar, Malawi, Mali, Mozambique, Senegal, Togo		Burundi, Cameroon, Chad, Mauritania, Nigeria, Tanzania	
EAP-East Asia and Pacific	Indonesia, Marshall Islands, Papua New Guinea, Solomon Islands, Vietnam	Lao PDR, Philippines, Vanuatu	Cambodia, Fiji, Kiribati, Micronesia, Samoa, Timor-Leste, Tonga	
ECA-Europe and Central Asia	Kyrgyz Republic		Georgia, Uzbekistan	
LCR-Latin America and Caribbean	Haiti, Panama	Colombia, Costa Rica, Ecuador, Guatemala	Bolivia, El Salvador, Honduras, Nicaragua, Peru	
MNA-Middle East and North Africa	Djibouti, Yemen Republic		Algeria, Egypt	
SAR-South Asia	Nepal	Bangladesh, Pakistan, Sri Lanka	Afghanistan, Bhutan	

Since its creation in 2006, about 70 percent of GFDRR resources have been allocated to support activities in 20 Priority Countries – approved by the CG – based on their high vulnerability to natural hazards. In implementing its multi-year work planning and M&E framework, GFDRR is drawing on lessons learned from this experience; in particular, the need for a flexible approach that allows for adjustments of country selection and in-country programs to fit emerging needs and seize new opportunities.

The proposed geographic prioritization in this Work Plan reflects countries' underlying risk, their potential to leverage activities to enable large-scale investment programs in disaster risk management, and their opportunities to coordinate activities with investments and programs supported by different development partners on the ground.

This approach is consistent with the findings from a country-level program evaluation in a sample of five Priority Countries commissioned by GFDRR. The evaluation validated the strong link between relatively small GFDRR grants and initiatives and their ability to bring about larger outcomes in disaster risk management. Moreover, it highlighted the synergies between GFDRR and World Bank operations, where GFDRR funds have contributed and enabled large investment programs in many Priority Countries.

Based on these criteria, the case for GFDRR to continue to engage in the current 20 Priority Countries remains strong. However, using the leveraging potential criterion, GFDRR continues to see a need to broaden and deepen its engagement, expanding to 10 countries previously benefiting from donor single support and an additional 24 countries requesting GFDRR support.

Three considerations particularly influence the proposition for expanding the list of Priority Countries:

- **Growing demand for GFDRR assistance:** After seven years of operations and more than 400 projects, GFDRR has created a solid brand for its growing specialized ana-

lytical and technical assistance services. This attracts the attention of many countries – outside of the current 20 Priority Countries – seeking to more systematically invest in long-term disaster and climate resilience. This demand for GFDRR support is expected to continue to rise.

- **World Bank’s growing DRM portfolio:** GFDRR has proven critical in informing the design and leveraging of funding for World Bank operations, resulting in portfolio growth from \$2.0 billion in FY10, to \$3.8 billion in FY13. GFDRR’s support has also contributed to DRM assessments that inform country strategies and planning. In FY13, approximately 90 active country assistance or country partnership strategies – over half of all country strategies – incorporate specific activities to build climate and disaster resilience.
- **Growing specialized DRM expertise and capacity:** The World Bank has also seen growth in its specialized DRM teams, which GFDRR can help mobilize towards its goals. From FY11 to FY13, the number of DRM staff grew by 20 percent, from 93 to 112 staff members, with many located in country offices. This additional technical and operational capacity has increased GFDRR’s potential to respond to developing country demand, support portfolio implementation, and integrate DRM into other sectors’ interventions, which can maximize GFDRR’s cost-effectiveness.

Taken together, these considerations are creating and boosting opportunities for countries with similar risk, development, and business profiles to those of the current 20 Priority Countries. For example, the World Bank, with the support of GFDRR, recently assisted Priority Countries Indonesia and Nepal to successfully implement community mapping initiatives to create geographic information quickly and accurately on critical infrastructure, such as roads and schools. This experience is now guiding and leveraging larger-scale investment operations in the Solomon Islands, Malawi, and Ghana – all Priority Countries. More than a dozen other countries – including Afghanistan, Bangladesh, Pakistan, Vanuatu and others in the Indian Ocean Islands and the Pacific Islands – are requesting GFDRR support for similar projects.

Similarly, Sri Lanka – a country previously benefiting from single donor support – is currently seeking additional support to implement recommendations from a disaster risk assessment, which GFDRR helped finance in 2013. The recommendations could help the country put in place a full-fledged disaster risk financing and insurance strategy and investment plan, including using a series of layered financial instruments that can manage government’s contingent liabilities and protect the budget from the threats posed by disaster.

GFDRR’s incremental growth model has proven to be effective in creating the foundations for scale up and replication. Its leveraging has both widened and deepened the opportunities for improving disaster and climate risk resilience. Please see the “Prioritization of GFDRR Resources and Country Graduation” section for more information.

Resource allocations

Tables 3 and 4 indicate GFDRR’s projected annual allocations under the Base Case and Investment Case scenarios.

It is useful to note that much of the budgetary allocations related to GFDRR's thematic areas are captured under the country programs. The budgets specifically associated with the thematic initiatives cover analytical work, policy coordination, just-in-time technical assistance, program management, and in-country pilot initiatives in some cases. As regional implementing partners take up these thematic areas, their resource needs are incorporated in their ongoing in-country work. GFDRR's thematic initiatives reflect the current level of resources to offer a basic level of support to country programs. The level of ambition for funding these programs and their possible expansion will continue to be informed by donors' priorities and expressed through annual updates to GFDRR's Work Plan.

Table 3: Projected **Base Case** Work Plan commitments by fiscal year (\$ million)

	FY15	FY16	FY17	FY15-17 Total
AFR-Africa	6.5	-	-	6.5
EAP-East Asia and Pacific	2.0	-	-	2.0
ECA-Europe and Central Asia	1.5	-	-	1.5
LCR-Latin America and Caribbean	2.0	-	-	2.0
MNA-Middle East and North Africa	1.5	-	-	1.5
SAR-South Asia	2.5	-	-	2.5
	16.0	-	-	16.0
Civil Society Engagement, Community Resilience, and Gender	0.5	-	-	0.5
Disaster Risk Financing and Insurance (DRFI)	2.0	-	-	2.0
GFDRR Labs	1.5	-	-	1.5
Hydromet	0.5	-	-	0.5
Resilience to Climate Change	1.0	-	-	1.0
Resilient Cities	0.5	-	-	0.5
Safer Schools	1.0	-	-	1.0
Outreach and Partnerships	2.0	-	-	2.0
	9.0	-	-	9.0
Total	25.0	-	-	25.0

Table 4: Projected **Investment Case** Work Plan commitments by fiscal year (\$ million)⁵

⁵ The Investment Case, for thematic initiatives especially, is a representation of donor ambition and will continue to be adjusted in coordination with donors.

	FY15	FY16	FY17	FY15-17 Total
AFR-Africa	15.0	15.0	15.0	45.0
EAP-East Asia and Pacific	8.0	8.0	8.0	24.0
ECA-Europe and Central Asia	4.0	4.0	4.0	12.0
LCR-Latin America and Caribbean	4.0	6.0	7.0	17.0
MNA-Middle East and North Africa	5.0	4.0	4.0	13.0
SAR-South Asia	7.0	6.0	6.0	19.0
	43.0	43.0	44.0	130.0
Civil Society Engagement, Community Resilience, and Gender	0.5	1.0	1.0	2.5
Disaster Risk Financing and Insurance (DRFI)	2.0	2.5	3.0	7.5
GFDRR Labs	1.5	2.0	2.5	6.0
Hydromet	1.0	1.0	1.5	3.5
Resilience to Climate Change	2.0	2.0	2.5	6.5
Resilient Cities	0.5	1.0	1.0	2.5
Safer Schools	2.5	1.0	1.0	4.5
Outreach and Partnerships	2.0	2.5	2.5	7.0
	12.0	13.0	15.0	40.0
Total	55.0	56.0	59.0	170.0

GFDRR-Managed Special Programs

As part of its trust fund architecture, GFDRR manages, under exceptional circumstances, special programs through single-donor trust funds (SDTF). These are typically large-scale contributions that otherwise could not be accommodated within the MDTF due to given donor policies. The Programs' strategic decisions and resource prioritization are approved by their respective Steering Committees, while they use the common results framework, operate under the usual GFDRR administrative arrangements, and report annually following standards approved by CG.

Currently, GFDRR manages two special programs: (1) The Africa Caribbean Pacific (ACP) – European Union (EU) Natural Disaster Risk Reduction (NDRR) Program, created in 2012 with planned closing in 2017; and (2) the Japan Mainstreaming DRM Program, created in 2014 with planned closing in 2018. Through their complementarity in terms of geographic and technical approaches, these two programs make GFDRR an effective and well-suited structure for these donors to support mainstreaming of disaster and climate risk management in developing countries.

In turn, these programs help GFDRR reach the required scale to maintain specialized expertise and reduce the relative administrative costs on the overall partnership.

Japan-World Bank Program for Mainstreaming DRM in Developing Countries

Following the recommendations of the 2012 Sendai Report⁶, Japan and the World Bank launched a \$100 million program to improve disaster risk management in February 2014. The program will fund technical assistance, pilot projects, knowledge and capacity building activities, and thematic initiatives focused on mainstreaming DRM into national development planning and investment programs in 63 countries. The program has also launched the new Tokyo DRM hub, which will help connect expertise in the region to inform project design and implementation support, as well as ensuring that lessons learned from the Great Japanese Earthquake of 2011 and other mega-disasters are accessible to countries seeking to improve resilience.

⁶ The full text of the collaboration can be found here: wuf7.unhabitat.org/Media/Default/PDF/FINAL%20Medelin%20Urban%20Resilience%20Collaboration_11%20April.pdf.

ACP–EU NDRR Program

Starting in 2011, GFDRR formed a partnership with the EU through the €54 million (US\$75 million) ACP-EU NDRR Program to support Disaster Risk Management and Climate Change Adaptation activities in ACP countries through technical assistance, capacity building and advisory/analytical work. The program also supports ACP countries in the aftermath of a disaster with post-disaster needs assessments (PDNA), rapid-response technical assistance, capacity building, and the development of sustainable recovery frameworks. The ACP-EU NDRR Program supports GFDRR's work across the five pillars in the over 80 ACP group countries. Through its staff presence in Brussels, the program has helped ensure coordination and harmonization with the EU and other donors to enhance development impact.

what is GFDRR's proposed program?

This section outlines work planned under each pillar and expected results. Each pillar highlights a number of planned activities to illustrate the geographical scope and technical breadth of what will be delivered on the ground under this plan. Each highlighted activity is ready to launch during FY15, either as a standalone project or as part of a larger program. More detailed information for individual Priority Countries can be found in the GFDRR Country Updates.

Action Pillar One: Risk Identification

People in vulnerable countries will have improved access to information about disaster and climate risks, and greater capacity to create, manage, and use this information.

To date, over 40 million people in 24 countries gained improved access to risk information through GFDRR supported national and regional geospatial data sharing platforms. The 2013 GFDRR portfolio of 78 grants benefited 55 countries. This includes projects such as the Morocco Multi-Hazard Risk Assessment, which aims to inform a \$75 million initiative of the government to reduce flood and earthquake risk. Over the next three years, the Secretariat will continue to support the development of risk identification tools and methodologies to support policymakers, communities and other stakeholders to collaborate, analyze, communicate, and use risk information effectively. GFDRR Labs provides substantial support to projects focused on Risk Identification.

Table 5 shows the indicative output indicators targeted for Risk Identification under the Base Case and Investment Case scenarios. For example, under the Base Case scenario, operational teams will deliver about 11 capacity building activities in Risk Identification. This would include training to stimulate long-term sustained institutional learning in data

collection for risk assessment, data management and sharing processes, developing hazard and risk modeling for technical specialists, and communicating and applying hazard and risk information or assessments for decision makers to sustain the risk identification and make informed decisions. Under the Investment Case, there is the potential and capacity to deliver about 130 Risk Identification capacity building activities.

Table 5: Expected Results under Base Case and Investment Case (FY15-17) – Risk Identification

Activity Type		Base Case	Investment Case
Capacity Building	# of capacity building measures	11	130
Analytical Products / Tools	# of analytical products	10	85
Technical Assistance	# of technical and implementation assistance activities	14	80

Highlights of Planned Risk Identification Activities

AFR Madagascar

Partners: National Risk Management Bureau (CPGU), Météo Madagascar (DGM), Center for Economic Research for Development (CERED) - University of Antananarivo, African Development Bank (AfDB)

Risk mapping of Madagascar commenced with the preparation of multi-disaster risk atlases in four priority regions with GFDRR support. This has helped to establish a common methodology for risk assessment among sectoral agencies and has had awareness raising and capacity building benefits. The Government of Madagascar has requested further support to update the cartography sets for these atlases as topographic data for Madagascar exists only at a coarse scale, and to continue the preparation of regional atlases for DRM and CCA risks across three priority zones building on experiences from atlases prepared previously. Indicative cost: \$0.5 million (Investment Case).

EAP Philippines

Partners: Department of Interior and Local Government, Department of Science and Technology, Department of Budget and Management, Office of Civil Defense, Metropolitan Manila Development Authority, Australian AID, JICA, and Environmental Studies for Social Change

The Government of the Philippines has invested heavily in producing hazard information and risk assessments through its technical agencies in order to facilitate decision-making across sectors and levels of governance. To maximize the results from this investment, tools and capacities need to be built especially among the most vulnerable local governments in the country. In this context, GFDRR will support activities such as capacity building and advocacy for open data practices in risk assessment initiatives, as well as best practices guidance on “hackathons” and other public engagement initiatives for use of open DRM data. Indicative cost: \$0.3 million (Base and Investment Case).

ECA **Kyrgyz Republic**

Partners: Ministry of Emergency Situations and United Nations Development Programme

To better understand seismic and flood hazard and risk, GFDRR is currently supporting the development of new riverine flood, mass movement, and seismic risk information in Kyrgyz Republic. This includes not only the development of new information on flood risk, but also the training of national agencies in the communication, use and application of risk information. Going forward, GFDRR will support the expansion of the scope to cover other river basins and cities in the country. The results will be used to develop a macro-level analysis of the highest risks to settlements, government assets and select infrastructure. Indicative cost: \$0.5 million (Investment Case)

MNA **Yemen**

Partners: National Disaster Management Unit (NDMU), University of Sanaa, among others

Building on the activities of the DRM Country Program completed in 2010, this project will assist the Government of Yemen improve its understanding of hazard risk, whilst improving inter-sectoral coordination and risk management awareness. Planned activities include establishing a national DRM fund to address preparedness and response, creation of a DRM lab at the University of Sanaa, and the establishment of an early warning system. Indicative cost: \$0.6 million (Base and Investment Case).

SAR **Pakistan**

Partners: the 23 agencies of the National Working Group on Risk Assessment, including the National Disaster Management Agency (NDMA); Federal Flood Commission; Geological Survey of Pakistan, Pakistan Space Agency, and Peshawar University

The Government of Pakistan has requested support to understand and develop consensus regarding flood risk in the Indus River Basin in Punjab, in order to develop investment mitigation measures aimed at increasing physical resilience. Utilizing the National Working Group on Risk Assessment, which has been supported through GFDRR financing, the risk assessment will engage government actors across over 20 agencies in order to complete a country driven flood risk assessment, which will serve as the foundation to the identification of a \$2 billion flood mitigation investment program. Indicative cost: \$1.2 million (Investment Case).

Action Pillar Two: Risk Reduction

People in vulnerable countries will be better protected through improved planning, better building practices and increased investments in vulnerability reduction.

To promote risk reduction, GFDRR has supported a myriad of activities, contributing to strengthening community and territorial planning and the implementation of investments in resilient infrastructure. By 2013, the GFDRR portfolio included 90 grants that contributed to risk reduction. In total, 60 countries benefited from support. Recent highlights include support to the government of Malawi to design a \$136.3-million project to improve land and water management and the development and implementation of safe school construction guidelines for 180 schools located in three high-risk provinces in Indonesia. Going forward, GFDRR continues to focus its efforts on investing in activities that will influence and leverage large scale investments leading to risk reduction in all sectors.

Table 6 shows the indicative output indicators for Risk Reduction under the Base Case and Investment Case scenarios.

Table 6: Expected Results under Base Case and Investment Case (FY15-17) – Risk Reduction

Activity Type		Base Case	Investment Case
Capacity Building	# of capacity building measures	11	130
Analytical Products / Tools	# of analytical products	6	60
Technical Assistance	# of technical and implementation assistance activities	9	110

Highlights of Planned Risk Reduction Activities

AFR Malawi Safer Schools

Partners: Malawi Institute of Engineers and Architects, Education Ministry, Malawi Social Action Fund, Mzuzu University

Leveraging the experience gained from the GFDRR-supported Safer Schools project in Mozambique, this project in Malawi will focus on seismic risks and aims to better understand the drivers of disaster risk and develop tools to build resilience in the education sector. The program will make school facilities and the communities they serve more resilient to natural hazards. The objective is to save lives, reduce the physical impact of disasters on school infrastructure, and minimize the negative educational outcomes resulting from disasters. GFDRR would support the program with technical assistance activities to create an enabling environment for risk reduction and to improve construction practices. Indicative cost: \$0.5 million (Base and Investment Case).

EAP **Indonesia**

Partners: National Disaster Management Agency (BNPB), National Planning Agency (BAPPENAS), Ministry of Public Works (PU) various city level counterparts (BPBDs, BAPPEDA)

Building on the investments in both data and analytics made for preparedness applications, this activity aims to ensure that robust risk information is available for key risk reduction investment and planning decisions in Indonesia. The InaSAFE tools will be expanded to support the mandated Detailed Spatial Plans (RDTR) at the City level with both data and spatial analysis on climate and disaster risks. The work conducted under this activity will include extensive technical capacity building for software developers and GIS professionals in order to ensure sustainability. Indicative cost: \$0.15-0.4 million (Base and Investment Case).

LCR **Ecuador, Peru, Bolivia**

Partners: Community of Andean Nations, Climate Change National Program of Bolivia, Governments of Ecuador and Peru, CARE, Global Environmental Facility

Support risk-based territorial planning for adaptation to the impact of rapid glacier retreat in the Andes. This would include risk assessment (for floods, landslides, droughts, and other impacts of rapid glacier retreat) and incorporation into territorial planning, building upon the initial pilot regional project which is scheduled to close in early 2014, and has benefited from cooperation with the Swiss Agency for Development and Cooperation (SDC) and HELVETAS Swiss Inter-cooperation. Given the weak regional institutional framework, specialized technical assistance will also be needed to determine the best institutional mechanism to scale up and mainstream the program results, leading to a second phase investment starting from 2015. Indicative cost: \$1.1 million (Investment Case).

Haiti

Partners: Ministry of Public Works, Ministry of Education, Ministry of Health, Inter-ministerial Committee of Territorial Planning, Municipalities, Ministry of Interior, UNDP, and the Private Engineering and Architect Association

In the aftermath of the 2010 earthquake, GFDRR and the World Bank supported the structural assessment of more than 400,000 buildings and the establishment of a building assessment unit under the Ministry of Public Works. Moving forward, GFDRR will develop a capacity building program for the Ministry of Public Works, architect and engineer associations, and scientific universities. GFDRR will also support the development and dissemination of municipal-based tools for improving land use planning and building codes enforcement, as well as the development of plan for risk prevention and mitigation for a middle-size urban settlement. Indicative cost: \$1.0 million (Base and Investment Case).

SAR **Bangladesh**

Partners: Rajuk, Ministry of Housing and Public Works, Local Government Department, and the Ministry of Disaster Management

Building on the successful urban seismic technical assistance program to raise awareness that Dhaka is one of the 20 most at-risk cities for earthquakes in the world, the government has begun the development of a \$900 million urban resilience program in Bangladesh. The first phase investment is currently under preparation, which will support improved disaster response capacity and will identify a series of vulnerability reduction investments. This activity will support the identification of key retrofitting and disaster protection measures to increase resilience to disaster in urban environments. It will ensure that the assessment is supported by local experts through training and capacity building. Indicative cost: \$0.5 million (Investment Case).

Action Pillar Three: Preparedness

People in vulnerable countries will be better protected through more accurate and timely early warning, and through civil protection agencies capable of mobilizing a quick response in the event of a disaster.

GFDRR-supported initiatives have leveraged over \$400 million from the Climate Investment Funds, World Bank, and other development financing sources. Last year, the GFDRR portfolio consisted of 66 grants that contributed to improvements in forecasting and early warning systems, contingency and emergency response plans and protocols, and training and simulation exercises. In the next three years, GFDRR continues to develop capacity and leverage investment in strengthened hydromet services. Activities will focus on a variety of issues, including developing a positive environment for investment in national hydromet services and the identification of opportunities to develop programmatic links between community-based approaches and larger scale investment in provincial and national preparedness plans, systems and operating procedures. The Hydromet thematic initiative provides substantial support to projects focused on Preparedness.

Table 7 shows the indicative output indicators for Preparedness under the Base Case and Investment Case scenarios.

Table 7: Expected Results under Base Case and Investment Case (FY15-17) – Preparedness

Activity Type		Base Case	Investment Case
Capacity Building	# of capacity building measures	11	80
Analytical Products	# of analytical products	12	55
Technical Assistance	# of technical and implementation assistance activities	13	60

Highlights of Planned Preparedness Activities

AFR Sahel: Burkina Faso, Chad, Mali, Mauritania, Niger, Senegal

Partners: EU, AfDB, CILSS, ACMAD, SSO, NBA, National services in charge of meteorology, hydrology, hydrogeology, food security and civil protection

To further the support of regional level engagements such as the Sahel Regional Resilience program and the regionally led Global Alliance for Resilience Initiative – Sahel (AGIR), the proposed GFDRR grant will address priorities such as (a) understanding of available and economically accessible water resources, (b) assessing the needs of users and communities for improved hydromet and DRM services, (c) strengthening regional collaboration for resilience between regional and national authorities and end users of hydromet information. It will specifically support the preparation of national investment plans for hydrological, hydrogeological, meteorological, food security and civil protection services in Mauritania, Chad and Senegal, with a regional perspective. Indicative cost: \$1.2 million (Investment Case).

Regional Hydromet Framework for Africa

Partners: World Meteorological Organization (WMO), AfDB, National Meteorological and Hydrological Services (NMHSs) and their regional support centers and Regional Economic Communities (RECs)

The World Bank, in coordination with regional partners, is starting the development of a framework program for modernizing National Meteorological and Hydrological Services (NMHSs) and their regional support centers (WMO specialized centers and regional economic community agencies), in addition to improving meteorological and hydrological services in Sub-Saharan African countries. The program is designed to apply consistent technical standards for enhancing hydro-meteorological services and systematically coordinate and increase the amount of targeted investments from various donor resources, AfDB, governments, and the World Bank. Additionally, it will provide tailored capacity building programs to regional institutions and national governments to develop weather, climate, and hydrological services that serve local, national and regional needs. Indicative cost: \$0.7 million (Investment Case).

Lesotho

Partners: Ministry of Finance and Development Planning, Ministry of Energy Meteorology and Water Affairs, Ministry of Agriculture, Ministry of Roads and Transport, Lesotho Highlands Development Authority/Water Commission, and the Commissioner of Water

This project would support climate change and water risk analysis towards strengthening early warning and information management systems in Lesotho. This initiative builds upon a long-term water sector implementation program, currently in its second phase. It would help the government of Lesotho assess cost-effective options for meteorological and hydrological services. These are urgently needed given Lesotho's rugged geography, as well as a recent surge in incidence of wind and lightning storms, and more intense floods and droughts. The assistance would also include capacity building and twinning arrangements with other international meteorological and hydrological services. An investment in wind monitoring could also help inform Lesotho's potential for wind energy generation. Indicative cost: \$0.5 million (Investment Case).

EAP Pacific Island Countries

Partners: NMHs, NDMOs, Physical/Urban Planning agencies, Ministries of Infrastructure, Utilities, Australia, Japan, New Zealand, SPC, UNESCO-IOC, UN-OCHA, and WMO

Despite recent progress in terms of early warning and disaster preparedness, the Pacific Island Countries still have limited technical and institutional capacity. The effectiveness of early warnings and disaster response systems are seriously constrained by geographical isolation and dispersed populations, limitations of ‘last-mile’ communication systems to remote outer island communities and properly trained and equipped warning and emergency centers. The activity will include strengthening the following key elements of ‘end-to-end’ early warning and preparedness systems: (i) detection, forecasting and warning of natural hazards; (ii) dissemination of timely warnings to the population; (iii) strengthening of emergency preparedness and response mechanisms at national and local/community level, including strengthening of national and provincial DRM Offices and emergency operating centers, installation of emergency communication equipment, preparation and simulation of contingency plans and community emergency plans. Indicative cost: \$2.9 million (Investment Case).

ECA Central Asia (Kyrgyz Republic, Kazakhstan, Tajikistan and Uzbekistan)

Partners: WMO, International Fund for Saving the Aral Sea

This cooperative approach will help strengthen trans-boundary weather, climate, and hydrological service delivery to low-income countries in the region through the Central Asia Hydrometeorology Modernization Project, a \$27.7 million investment from IDA and the PPCR. This grant will allow highly specialized assistance – including from the WMO – required to help these governments improve the accuracy and timeliness of hydro-meteorological services and improve regional data sharing. Indicative cost: \$0.9 million (Investment Case).

SAR Bhutan

Partners: Ministry of Environment

Given limited resources, there is a weak hydromet system to cover Bhutan. However, such a system is required both for the Government of Bhutan and for neighboring countries to better predict hydromet events. The Government of Bhutan has requested support in strengthening this system. GFDRR will finance a feasibility assessment and hydromet implementation strategy, which will provide the roadmap to put in place a national hydromet system that will feed into a regional network, providing access to information to Bhutan and neighboring countries. Indicative cost: \$0.5 million (Investment Case).

Action Pillar Four: Financial Protection

Vulnerable countries will have improved financial resilience to the impact of natural disasters, with improved post-disaster financial response capacity and stronger domestic catastrophe insurance markets.

Since its creation, GFDRR has been instrumental in building countries' financial resilience to disaster risk. To date, the Secretariat has helped leverage \$1.27 billion in contingent financing to protect 7 countries with immediate liquidity in case of a disaster. Going forward, GFDRR will continue to partner with countries to increase financial resilience of governments, businesses, agricultural producers, and households against the economic burden of disasters. Activities will support developing and implementing tailor-made sovereign risk financing strategies that increase governments' ability to respond quickly and sufficiently to a disaster while protecting their long-term fiscal balance. The Secretariat will also support activities to promote the development of competitive catastrophic risk insurance markets, including general catastrophe insurance for homeowners and small and medium-sized enterprises, as well as agricultural insurance programs for farmers. The Disaster Risk Financing and Insurance (DRFI) thematic initiative provides substantial support to projects focused on Financial Protection.

Table 8 shows the indicative output indicators for Financial Protection under the Base Case and Investment Case scenarios.

Table 8: Expected Results under Base Case and Investment Case (FY15-17) – Financial Protection

Activity Type		Base Case	Investment Case
Capacity Building	# of capacity building measures	24	50
Analytical Products	# of analytical products	4	40
Technical Assistance	# of technical and implementation assistance activities	6	45

Highlights of Planned Financial Protection Activities

AFR Indian Ocean

Partners: IOC, UNISDR, EU, AfDB, GFDRR/DRFI Team, Ministries of Finance

Following the 2013 PDNA in the Seychelles, GFDRR with support from the ACP-EU NDRR Program started to support the Indian Ocean Islands Risk Assessment & Risk Financing Initiative. The development objective of this second phased proposed for FY15 is to improve the understanding of disaster risks and risk financing solutions of five Indian Ocean States to provide a solid basis for future implementation of disaster risk financing strategies. The States include Comoros, Madagascar, Mauritius, Seychelles and Zanzibar. Indicative cost: \$2 million for FY15 Phase (Investment Case).

EAP Philippines

Partners: Department of Finance, Department of Budget and Management, National Economic and Development Authority, and the Government Service Insurance System

GFDRR will provide support to the government to improve current DRFI institutional structure and instruments, enabling greater investment in ex-ante resilience to climate change and disasters. Activities include, inter alia: (i) policy and implementation advice for the development of instruments to support ex-ante disaster risk reduction and climate resilience investments; (ii) first-order quantification of fiscal impacts of disasters in the Fiscal Risk Statement and other Public Debt Management evaluations; and (iii) development of strategy to improve effectiveness of DRFI options at the LGU; and (iv) evaluation of existing mechanisms for targeting the poor and vulnerable. Indicative cost: \$1.5 million (Investment Case).

LCR Bolivia

Partners: Ministry of the Economy and Public Finances, Ministry of Planning and Development, Ministry of Autonomies, departmental and municipal governments, private insurance providers involved in exposure data collection, purchase of insurance coverage, and risk modelling, as well as the banking sector

Bolivia's decentralization law, which came into effect in 2009, requires departmental and municipal governments to put in place financial protection norms and mechanisms to ensure appropriate preparation to natural disasters, as well as recovery and reconstruction measures. As these policies have not yet been developed and previous experiences include agricultural insurance in small-scale production, the country would greatly benefit from technical assistance in the area of risk financing. GFDRR support would include an assessment of the economic and fiscal impact of disasters with a sectoral and territorial approach, given the decentralized legal framework. Additional activities would include work to conduct disaster risk assessments for financial uses, design appropriate financial protection and insurance strategies, and implement a pilot program. Indicative cost: \$0.75 million (Investment Case).

Central America (Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama)

Partners: Ministries of Finance of the Central American Countries (COSEFIN), Caribbean Community and Common Market (CARICOM), United States, Canada, Mexico

In Central America, financial protections against disasters have received significant political support, with the 2010 Council of Presidents of the Central America Integration System (SICA) approving the ambitious Comprehensive Central American Disaster Risk Management Policy. The program calls for the integration of disaster risk management and climate adaptation into economic, social, and environmental regional policy frameworks. GFDRR's implementing partners will provide technical and policy support for Central America and the Dominican Republic (COSEFIN countries) to join the Caribbean Catastrophe Risk Insurance Facility (CCRIF) and purchase tropical cyclone and earthquake coverage from it, as well as strengthening the technical capacity of CCRIF members Ministries of Finance to better manage their fiscal vulnerability to disaster events. GFDRR funds would allow countries to improve their DRFI strategies and support the enhancement of fiscal protection and DRM budget execution. Indicative cost: \$1 million (Investment Case).

MNA **Djibouti**

Partners: Ministry of Finance

Following the completion of the Comprehensive Risk Assessment and Communication Platform in December 2013, the Ministry of Finance requested support to enhance the Ministry's capacity in the area of financial protection. GFDRR will provide capacity training to technical staff and help establish a risk management unit within the Ministry. Indicative cost: \$0.65 million (Investment Case).

SAR **Sri Lanka**

Partners: Ministry of Finance and Ministry of Disaster Management

Building on the ongoing fiscal disaster risk assessment, GFDRR will provide support to the Government of Sri Lanka to implement a series of recommendations from the assessment. This work will advance in parallel to the ongoing CAT-DDO, a contingent line of credit, that the Government has recently put in place to manage the fiscal impact of disasters. The fiscal and risk transfer instruments that will be developed will support the Government's desire to put in a place a full-fledged disaster risk financing and insurance strategy that includes a series of layered financial instruments that will manage the contingent liability and protect the Government budget from the threats posed by disaster. The program will be implemented by the Ministry of Finance with support from the Ministry of Disaster Management with the aim of building capacity and creating new financial instruments and budget administration procedures. Indicative cost: \$1.2 million (Investment Case).

Action Pillar Five: Resilient Recovery

Disaster-hit countries seeking GFDRR support will improve the quality and timeliness of recovery and reconstruction.

GFDRR-supported post-disaster assessments are estimated to have helped guide more than \$3.36 billion for recovery and reconstruction efforts to date. GFDRR has gradually expanded and broadened its post-disaster efforts, with a special focus on rapid needs assessments, detailed recovery planning, and pre-disaster activities that allow for quicker and more effective disaster recovery. One of the highlights of 2013 was the launch of a global initiative in partnership with the UN and EU to develop the Disaster Recovery Framework Guide, which helps countries develop comprehensive, integrated recovery plans that prioritize and sequence recovery interventions, and helps governments improve their readiness for future disasters. Over the next three years, GFDRR aims to continue to deepen and widen its engagement in disaster-affected countries in order to support and catalyze sustainable recovery that leverages longer-term risk reduction and leads to resilient development. It is worth noting that specific Resilient Recovery activities are dependent on event-specific circumstances and, therefore, regional operational teams have generally not been able to highlight the activities planned under this pillar.

Table 9 shows the indicative output indicators for Resilient Recovery under the Base Case and Investment Case scenarios.

Table 9: Expected Results under Base Case and Investment Case – Resilient Recovery

Activity Type		Base Case	Investment Case
Capacity Building	# of capacity building measures	7	70
Analytical Products	# of analytical products	1	30
Technical Assistance	# of technical and implementation assistance activities	4	20

Highlights of Planned Resilient Recovery Activities

LCR Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama

Partners: Economic Commission for Latin America and the Caribbean, Inter-American Development Bank, European Union and UNDP

Following the November 7, 2012 earthquake that affected the Northwestern region of Guatemala and considering the increasing incidence of natural disasters in the region, the World Bank identified the need for stronger institutional arrangements to ensure adequate post-disaster recovery operations in the Central American countries. GFDRR will support governments in the design and implementation of recovery planning frameworks to ensure sustainable development in the long term. This will include developing multi-sector recovery planning frameworks in consultation with key line ministries. Indicative cost: \$1.0 million (Investment Case).

Thematic Initiatives

GFDRR has identified a particular need for focused technical support in a series of core areas. In order to assure the quality of GFDRR grants in these fields, the Secretariat hosts a number of cross-regional teams that provide technical support to implementing partners, and lead capacity development and knowledge management.

Civil Society Engagement, Community Resilience, and Gender

GFDRR promotes the role of community leadership and civil society in disaster risk management by supporting the engagement of community groups and CSOs in country-level investments, in addition to engaging them as partners in policy development, knowledge, and advocacy activities. In April 2012, GFDRR's Consultative Group endorsed a Civil Society Partnership Strategy for a two-year pilot period. Through the strategy, GFDRR initiated pilot country engagements in Papua New Guinea and Nepal; supported a number of key capacity development and learning efforts through civil society partners (including the Global Network of Civil Society Organizations for Disaster Reduction (GNDR) GROOTS International, and the Community Practitioners' Platform for Resilience); in addition to engaging civil society partners in post-disaster needs assessments and recovery efforts.

GFDRR assessed the learning from the two-year pilot phase of its increased engagement with civil society⁷ and then designed the next phase of the initiative, working with civil society, donor and government partners. Through these efforts, a framework has emerged that places a stronger emphasis on broader citizen and civil society engagement for accountability and empowers vulnerable groups, poor people, and women to build inclusive community resilience and drive a disaster and climate risk reduction agenda that is based on local context and priorities, while determining how GFDRR can best support these efforts.

Going forward, GFDRR's initiative on Civil Society Engagement, Community Resilience and Gender will focus on (i) the integration of civil society, citizen engagement, gender and women's empowerment into GFDRR's portfolio; (ii) the mainstreaming of disaster and climate risk management into large scale programs that provide direct assistance to poor households and communities; and (iii) the implementation of a knowledge and policy agenda on inclusive community resilience.

Disaster Risk Financing and Insurance (DRFI)

The DRFI Program works to increase the financial resilience of governments, businesses and households against the economic burden of disasters. It is a leading partner of countries around the world in the development and implementation of tailor-made disaster risk financing and insurance strategies through public-private partnerships. Working closely with the private sector the DRFI program has also pushed many boundaries in developing new approaches to support the development of sovereign disaster risk financing, property catastrophe risk insurance and agricultural insurance solutions.

In addition to providing technical expertise to the GFDRR implementing partners, DRFI has also built strong external partnerships and attracted additional support for specific initiatives.

⁷ See Inclusive Community Resilience: Summary of learning from GFDRR pilot civil society strategy, 2012-2014.

This includes contributions from the Swiss State Secretariat for Economic Affairs (SECO) on Sovereign DRFI for Middle Income Countries, the Netherlands Ministry of Foreign Affairs for the Agricultural Insurance Development Program, the Government of Japan for the Pacific DRFI Program, and the UK Department of International Development for the Sovereign DRFI Impact Appraisal Program. Responding to demand for better financial analytics to support policy decisions, the DRFI Program has launched the DRFI Analytics Program, which combines rigorous actuarial sciences with catastrophe risk modeling to develop the tools and know-how to empower countries take better informed decisions in financial protection.

GFDRR Labs

GFDRR Labs supports the use of science, technology, open data, and innovation to empower decision-makers in the developing world to increase their resilience to disasters in a changing climate. This enables improved access to disaster and climate risk information through a greater capacity to create, manage and use this information – information that forms a foundation for DRM action. GFDRR Labs is designed and implemented in partnership with government institutions, and key international and local partners, which ensures that all activities add value in operational environments.

The Open Data for Resilience Initiative (OpenDRI) is a flagship program of GFDRR Labs. Started in 2010, it currently works in more than 30 countries around the world. This program is founded on the premise that sharing data and creating open systems promotes transparency, accountability, and ensures a wide range of actors are able to participate in the challenge of building resilience. OpenDRI encourages and facilitates the sharing of climate and disaster data to enable more effective decision-making by providing the rationale, methods, technical assistance for data collection (including OpenStreetMap), data sharing (including GeoNode) and data visualization and analysis (including InaSAFE).

Supporting governments to develop robust, trusted and targeted risk information to provide evidence for development and DRM decision making is at the core of GFDRR Labs. In practice, this involves fostering global development and innovation in open risk modeling, improving standards, transparency and quality of risk information, and ensuring that risk information meets the needs of decision makers through proactive communication and engagement from risk assessment design to implementation of larger-scale investments in risk reduction, preparedness, and financial protection.

Hydromet

Launched in 2011, the Hydromet Program works closely with the World Meteorological Organization (WMO) and other partners to help countries modernize their weather, climate, and hydrological information systems. The Hydromet Program helps professionals in civil protection and disaster management, agriculture, water management, energy, transportation, environment and tourism use hydrometeorological services to improve crisis management and productivity through – for example – seasonal planning, long-term design, and spatial planning. To do so, GFDRR leverages leading expertise and knowledge provided by key partners including the WMO, relationships with national meteorological and hydrological services, a

range of international investment tools, and access to central planning and finance ministries to enable government support for national meteorological and hydrological services.

Since its inception, the Hydromet Program has supported hydrometeorological service improvements in 31 countries, through grants as well as its own team of weather and climate specialists and disaster risk management professionals. Together, these engagements have leveraged more than \$400 million in new operations from the Climate Investment Funds, World Bank, and other development financing sources.

In FY15-17, the program plans to strengthen its alignment with the Global Framework for Climate Services (GFCS) and identify and prepare new projects in Cambodia, the Democratic Republic of Congo, the Sahel, Haiti, Lao People's Democratic Republic, Myanmar, Peru, and Vietnam, among other new opportunities. Significant engagements are also planned to support the strengthening of climate and disaster resilience in Sub-Saharan Africa, through a framework program for modernizing national meteorological and hydrological services and their regional support centers. This would include improving regional system integration through global knowledge and advisory services, support for modernizing regional meteorological and hydrological agencies, and strengthening capacity and service delivery of national meteorological and hydrological agencies.

The Hydromet Program will also support implementation of on-going projects in Central Asia, Moldova, Mozambique, Nepal, and the Republic of Yemen. With the WMO, the World Bank, and the Climate Services Partnership, the program will jointly publish *Assessing the Socio-Economic Benefits of Meteorological and Hydrological Services*, a report that will provide a rigorous basis and practical guide for national hydrometeorological services to evaluate their agencies' impacts and improve management, service delivery, and communication. GFDRR Hydromet will also work with WMO to produce an analytical note on *Improving Resilience by Forecasting Weather Impacts* and piloting this methodology in a few GFDRR Priority Countries.

Resilience to Climate Change

Building on the Hydromet Program, GFDRR is developing the Resilience to Climate Change thematic initiative to respond to increasing country demand for technical assistance to help them formulate enabling policies and investment programs for integrating climate and disaster risk into their development strategies. The program focuses specifically on resilience to hydrometeorological disaster risks, adaptation to climate change, and management of the residual risk of climate-related disasters, in support of the international climate change "Loss and Damage" agenda.

A Climate Change Advisory Committee is being considered to help guide strategic programming of climate change funding by interested donors. To the maximum extent possible, the funded activities would help strengthen institutional and capacity building of partner stakeholders, to ensure that they are ready and capable of implementing long-term investment programs. Activities will be positioned to influence policymaking and investment in measures at the required scale, by leveraging both World Bank resources and those of national governments and other partners (such as the private sector and civil society). It will also develop and test innovative approaches to disaster risk reduction to provide proven and potentially

transformative solutions to the challenge of climate and disaster risk management.

Resilient Cities

The Resilient Cities Program is a multi-year initiative to help cities strengthen their ability to prepare for and adapt to changing conditions, and to withstand and recover rapidly from disruptions related to climate change, natural disasters, and other systemic shocks. Given the increasing exposure and vulnerability of cities to natural hazards and other shocks, mayors and city administrations are demanding enhanced support that cuts across multiple sectors. To help address this need, GFDRR is working with World Bank's Urban Development Unit, in consultation with a wide coalition of international partners, to develop the CityStrength Diagnostic to better engage with cities on their resilience to these hazards and connect them to longer-term investment and policy options. To this end, GFDRR joined UN-Habitat, UNISDR, the World Bank, the Inter-American Development Bank, C40 Cities Climate Leadership Group, the Rockefeller Foundation, 100 Resilient Cities, and ICLEI to form the Medellín Collaboration⁸ on Urban Resilience, which was announced at the 7th World Urban Forum (WUF7) in Colombia in April 2014. The Collaboration's partners will develop common definitions and metrics of urban shocks and stresses, clarify the menu of services available to cities, and catalyze cities' access to finance for resilience-enhancing investment.⁶

The Resilient Cities team is currently completing the analysis of existing tools, studies, and frameworks to inform the CityStrength Diagnostic, while also planning for ground testing in pilot cities. The team will continue to innovate and iterate its methodology based on collaboration with partners and during ground-testing. At least four pilots are expected to be implemented in FY2015, with planned testing and publication of the CityStrength Diagnostic and City Resilience Action Plans, as well as full roll-out of the methodology in additional cities thereafter.

Safer Schools

GFDRR's Global Safer Schools Program aims to leverage long established relationships with ministries of finance, public works, and education to integrate risk into existing sizeable education sector investments. To achieve this, GFDRR will support safer school programs in countries where the government has made a firm commitment to a large reform or investment program in the education sector. GFDRR will then provide technical assistance to ensure that such education sector programs finance safe school facilities. GFDRR will also provide a standard for what a safe school is, articulate how to carry out safe school investment programs, and provide a global monitoring framework.

As part of the development of the general framework of the new Program, GFDRR initiated a dialogue with operational task teams from the DRM and Education sectors to start the development of country-level activities to be financed by the Program. To date, detailed concept notes have been developed for six countries - Indonesia, the Philippines, Vanuatu, Pakistan, Nepal and Peru. Concept notes for Mozambique and Malawi are currently being developed. In addition, GFDRR is working on building an open source collaboration platform to share information on school safety globally. UNICEF, UNESCO, UNISDR, Red Cross, Plan

⁸ The full text of the collaboration can be found here: http://wuf7.unhabitat.org/Media/Default/PDF/FINAL%20Medellin%20Urban%20Resilience%20Collaboration_11%20April.pdf.

International and Save the Children participated in the first technical workshop to assess what data is readily available and how different organizations collect and process data related to school safety.

The Government of Australia has provided financing for the design of the Program and the first two pilots in the East Asia Pacific Region.

how does GFDRR partner with others?

As set out in the Charter, GFDRR conducts outreach and develops partnerships to mobilize resources, build technical and operational collaboration, and disseminate lessons learned in countries at the regional and global level. Close cooperation with agencies of the UN system is a cornerstone of this agenda.

Mobilizing Resources

Investing in resilience requires sustained and predictable financial resources from development partners. Responding to demand, GFDRR seeks to expand its role as a global financing mechanism. The Secretariat supports the CG in fundraising to implement GFDRR's mission and Work Plan. GFDRR promotes strong donor coordination and aid effectiveness. By actively engaging non-traditional donors to join the GFDRR partnership as contributing members, GFDRR is strengthening donor coordination and increasing technical cooperation in the CG. Following the announcement of India's membership last year, Mexico, Nigeria, and Saudi Arabia have now also confirmed their intention to become a member. Discussions with Indonesia and Philippines are also advancing. GFDRR's new Resilience to Climate Change thematic initiative also has the potential to further align funding sources between DRM and climate change in order to scale up investments to strengthening the climate and disaster resilience.

Strengthening Partnerships and Disseminating Good Practices

GFDRR works with a wide range of partners to implement its program. Local actors are the primary partners in the implementation of GFDRR supported activities. At the international level this includes cooperation with UN agencies, bilateral and multilateral development

partners, and increasingly, collaboration with non-traditional partners such as civil society organizations, the private sector, foundations, academia and research institutions.

BOX 1: Partnership with UN Agencies

A close cooperation with the UN Office for Disaster Risk Reduction (UNISDR) as the Secretariat of the ISDR System is at the core of the GFDRR partnership. The renewal of both the Hyogo Framework for Action and the Millennium Development Goals is an important opportunity to strengthen DRM as a development priority. GFDRR is working with the World Bank, the UN, and other partners to promote the integration of disaster risk management into the Post-2015 framework. GFDRR is working to support UNISDR, contributing to discussions and consultations, highlighting the importance of the HFA2 in international gatherings, and drafting four background papers for the Global Assessment Report 2015 (GAR15). These reports have been submitted to UNISDR for peer review, and will also be published as GFDRR reports throughout the course of the year. GFDRR is also working closely, particularly with UNDP, to support this process by providing technical inputs and participating in discussions on indicators, as well as co-authoring papers to highlight the importance of integrating disaster and climate resilience considerations, with a strong focus on poverty reduction. GFDRR also joined UNISDR and UN-HABITAT, among many other partners, to form the Medellin Collaboration on Urban Resilience in April 2014 to help clarify the menu of resilience-enhancing development support options that cities have.

GFDRR responds to requests by partners to draw from experience in disaster prone countries to inform international policy processes and facilitate knowledge exchange between countries. These activities are largely organized around GFDRR's thematic initiatives and relate to issues such as the understanding of risk, resilient reconstruction, climate change resilience and more broadly promoting disaster risk management as a core development priority throughout international frameworks and systems. By 2017, GFDRR will publish at least five flagship reports drawing on GFDRR experiences in country and supporting analytical work, for example on measuring the impact of disasters on poverty.

BOX 2: Strengthening Engagement with the Private Sector

Throughout its program, GFDRR works closely with private sector partners to leverage expertise and expand the reach of its engagements. For example, GFDRR Labs works closely with technology companies to make information about hazard and risk more broadly available. In June-July 2014, it will convene the risk assessment community at the 3rd Understanding Risk Forum. Over 50 private sector partners are contributing to the event. Similarly, the Global Program for Safer Schools is leveraging expertise from private sector partners on safer design and building practices. The DRFI program has a robust engagement with insurance and re-insurance actors who support the rollout of risk financing and insurance products.

Over the next year, GFDRR will set up a working group with the IFC, the private sector arm of the World Bank Group, to identify additional opportunities of working with the private sector.

BOX 3: Mainstreaming Civil Society, Citizen Engagement, and Gender

GFDRR recognizes the importance of integrating civil society, citizen engagement and gender in all GFDRR activities. A revised strategy for scaling up civil society, citizen engagement and gender mainstreaming in GFDRR activities will be discussed at the 15th CG meeting.

As part of the new strategy, GFDRR will develop indicators for civil society, citizen engagement and gender mainstreaming and integrate them into its M&E framework; strive towards a 40 percent increase in the activities that promote civil society or community engagement mechanisms; ensure that large scale CDD or social protection projects in at least 12 countries integrate DRM components for building community resilience; and, champion civil society and women's empowerment at the WCDRR in Sendai, Japan. For 2015-2017, a major priority will be to ensure that 100 percent GFDRR projects are gender-informed.

Highlights of planned Outreach and Partnership Development activities

International policy dialogue

Partners: Multilateral and bilateral development agencies, governments

This agenda is driven by requests from GFDRR partners. A number of high-profile global and regional DRM engagements are scheduled in 2014-15. GFDRR will contribute to the 6th Asian Ministerial Conference on Disaster Risk Reduction (June 2014), the Resilience Dialogue around the IMF-World Bank Annual and Spring Meetings, the SIDS Summit (September 2014), the Climate Summit (September 2014) and the Conference of Parties (December 2014). Most importantly, 2015 will see the convening of the 3rd World Conference on Disaster Risk Reduction (WCDRR) that will adopt the successor to the Hyogo Framework for Action as the new global blueprint for mainstreaming DRM. GFDRR will support the WCDRR by convening dialogues on sustainable recovery, resilient infrastructure and community engagement. In addition, GFDRR will continue to support efforts to integrate DRM in the new development frameworks including the Sustainable Development Goals and the Climate Treaty to succeed the Kyoto Protocol, due in 2015. Indicative Cost: \$ 0.9 million

Develop evidence-based reports

Partners: Overseas Development Institute, London School of Economics, World Bank, and other development and country partners, academic and research institutions.

Drawing on cross-sectoral expertise and operational experience across the World Bank and its partners, GFDRR will strengthen development of reports to further build the business case for mainstreaming DRM into development planning, this will include a flagship publication on the socio-economic benefits of DRM, with particular emphasis on poverty reduction and shared prosperity. A draft of the report will be ready for consultation at the Sendai World Conference on Disaster Risk Reduction in March 2015. Indicative cost: \$0.6 million.

Four reports on DRM in support of the Global Assessment Report 2015 (GAR15)

Partner: UNISDR

Developed by UNISDR, the GAR is the authoritative biennial report on the state of disaster risk and its management worldwide. GFDRR has drafted four authoritative reports on areas it has a particular comparative advantage, namely: risk assessment, financial protection, social development and resilient reconstruction. Indicative cost: \$0.4 million.

Disaster Recovery Framework Guide

Partners: UNDP, EU, IRP and other development partners

The Disaster Recovery Framework Guide will complement the Post Disaster Needs Assessment (PDNA) by using its outputs to help governments develop comprehensive, integrated, multi-sectoral recovery plans and management strategies. The DRF Guide addresses key elements such as: (a) Institutional framework for recovery; (b) Policy making and planning for recovery programs; (c) Costing and financing recovery programs, and; (d) Managing recovery and monitoring the delivery of results. Over time, the DRF is intended help improve government readiness for disaster recovery. It will provide guidance to help governments build back better, by designing and implementing disaster recovery programs that reduce vulnerability, capitalize on the strengths of various stakeholders, and incorporate strategic interventions such as building code enforcement, disaster-resistant housing, and climate change adaptation. By following the Guide, disaster recovery will be seen not as a short-term, remedial response, but an opportunity to build resilience and contribute to long-term development. Indicative cost: \$1.1 million.

World Reconstruction Conference 2014

Partners: UNDP, EU, among others

The Second World Reconstruction Conference builds on the recommendations from the first WRC and is being planned for the fall of 2014, in collaboration with UNDP and EU. The over-arching objective of this conference is to develop universal multi-stakeholder consensus on catalyzing and leveraging the potential of resilient recovery as a means to sustainable development. Accordingly, the conference aims to obtain the highest level of inter-governmental and inter-agency consensus by issuing a joint policy statement towards institutionalizing recovery in government systems and ensuring that sustainable recovery is appropriately integrated into the international dialogue on risk reduction (the Hyogo Framework for Action - HFA2). Indicative cost: \$0.7 million.

Understanding Risk Forum

Partners: University College London (UCL), Esri, EU-JRC, FM Global, Global Earthquake Model (GEM), Google, Oasis, RMS, Swiss Re, UK government, UNDP, Willis Group, WMO, Zurich

The 2014 Understanding Risk Forum (UR2014), the third biennial Forum to be held in London from June 30–July 4, 2014, is organized in partnership with University College London and Willis Group. The event will bring together more than 500 working in disaster risk assessment to highlight emerging best practice and new ideas, build new partnerships, and foster

advances. Participants represent government and private sector agencies, multilateral organizations, civil society organizations, research institutions and academia. The forum brings together technical sessions, workshops, training and high-profile dialogue. Indicative cost: \$0.5 million.

Harmonize approaches to reporting of DRM mainstreaming in development financing

Partners: [UNISDR](#), [OECD-DAC](#), [DAC members](#)

GFDRR has been working with the OECD and several donor governments under a Technical Advisory Group (TAG) to institute a policy marker for DRM in OECD CRS, in partnership with UNISDR. A formal proposal for the DRM marker was developed, with advice from the Technical Advisory Group and consultations with donors and DRM and aid statistics experts. GFDRR presented the proposal at the informal meeting of the Working Party on Development Finance Statistics (WPSTAT) at OECD on April 25, 2014 and will continue to prepare the ground for approval of the proposal. The group will also continue to work closely with the OECD Secretariat and other partners in developing the reporting directives as well as providing technical and capacity building support for operationalizing the DRM Marker. Indicative cost: \$0.2 million.

how does GFDRR measure results?

GFDRR's strategy includes a commitment to report regularly on results to its donors, partner countries and other stakeholders. Accordingly, GFDRR scaled up its capacity to monitor, evaluate, and report results, and established systems and methodologies were used for this Work Plan. The M&E Framework (Annex I) summarizes the results GFDRR seeks to monitor, evaluate and report at the output, outcome and impact levels during 2015-2017 (Table 10).

Monitoring of Activities and Outputs

During 2015-2017, GFDRR will monitor activities and outputs using the following information tools:

- An activity and output indicator list that connect to the output indicators from the M&E Framework. Annex II contains the activity and output indicator definitions. Based on activity and output indicator list, GFDRR developed a new Grant Proposal and Progress Reporting template. This template will be used for assessment of activity proposals, data collection and analysis, and reporting purposes across countries.
- A Monitoring Database. Using the data collected from the template, this database will make real-time information available, and GFDRR will be able to monitor and evaluate planned activities and outputs.

Table 10: GFDRR results at the output, outcome and impact level

Result type	Description	Example from GFDRR M&E Framework
Outputs	<ul style="list-style-type: none"> - Direct result of GFDRR activities - short time-lag (1–3 years) - achievement fully within GFDRR control - takes the form of new or improved knowledge, capacity or other enabling factor in vulnerable countries designed to stimulate behavior change, reform or investment in DRM 	National and local agencies and CSOs’ capacities are strengthened, so that they can provide better early warning of disasters and respond more effectively when they occur
Verification through GFDRR portfolio monitoring		
Outcomes	<ul style="list-style-type: none"> - Indirect result of GFDRR activities - medium time-lag (up to 5 years) - achievement partially within GFDRR control and requires contribution by others - takes the form of a behavior change, institutional reform or investment in DRM made by vulnerable countries themselves 	Improved warning and management of disasters at national, local and community level
Verification through evaluative activities, including commissioned country-level studies		
Impacts	<ul style="list-style-type: none"> - Ultimate result of action by vulnerable countries and their development partners (including GFDRR) - long time-lag (5 years +) - GFDRR is one of many actors, but can make an important contribution - takes the form of lives and livelihoods better protected or otherwise resilient through behavior change, institutional reform or investment made 	Increased resilience of people to natural hazards
Verification through evaluative activities and long-term monitoring of disaster loss trends		

Evaluating Outcomes and Impacts

GFDRR will continue to evaluate the contribution of the outputs the program generates to the achievement of outcomes sought according to the indicators set out in the M&E Framework. It will continue to commission independent experts in the M&E and disaster and climate resilience field to evaluate sample countries where GFDRR works. Research and analysis will continue to be undertaken by conducting studies in countries that possess a range of country contexts and risk profiles for analysis on different geographic, political, and hazard scopes. These evaluations will also continue to develop new findings, recommendations and way forward to build capacity and know-how in order to improve and support resilience-building methodologies, interventions and systems. Wherever possible these evaluations will build upon existing efforts to evaluate and test theories of change in GFDRR assisted projects.

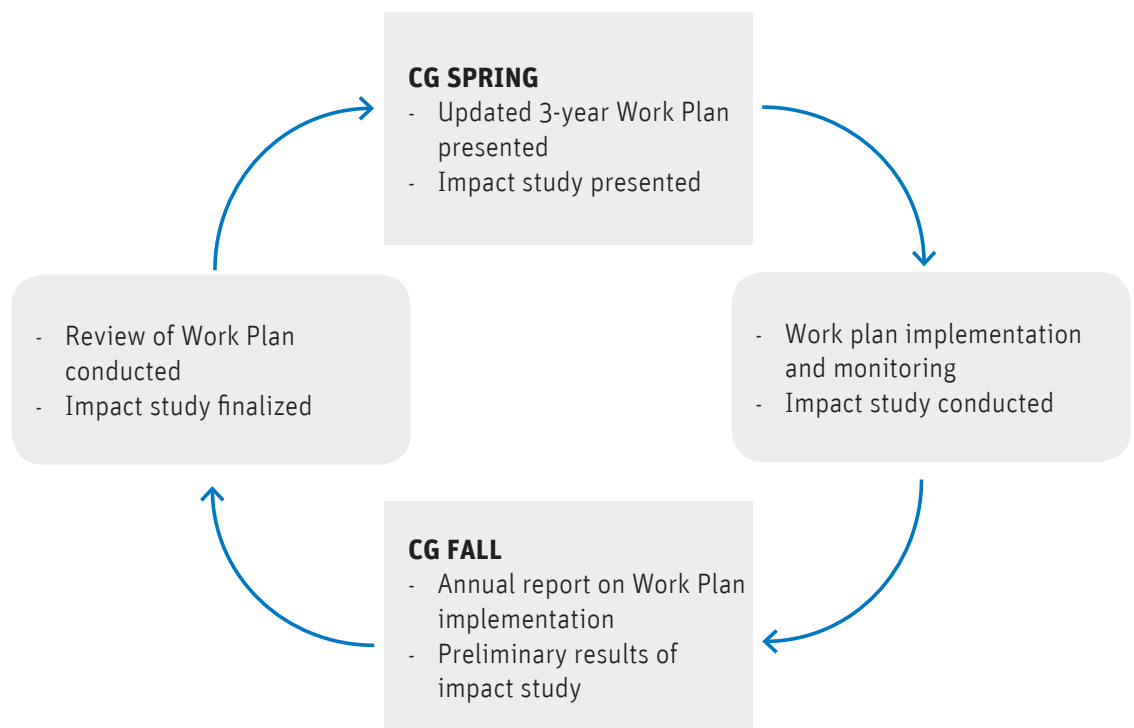
Measuring Global-Level Impact

At the global level, GFDRR will continue to contribute to global efforts to measure and understand longer term trends in disaster losses and increased resilience. Methodological options for this are under investigation, most notably in the context of the post-2015 development agenda.

Reporting

GFDRR will report on results under an annual monitoring and evaluation cycle. Through this cycle, donors and other stakeholders will receive timely information on the performance and impact of the program (Figure 3).

Figure 3: Annual monitoring and evaluation cycle



Implementation partners will report on activities and outputs achieved every six months. GFDRR will continue to review its grants management system and, using standard indicators by pillar, provide the necessary data and analysis. GFDRR will track and aggregate the information and will produce reports to donors bi-annually.

GFDRR sets targets for planned outputs during this Work Plan period. These targets will be reviewed on an annual basis. At the Fall CG 2014, GFDRR will present a progress report on country-level standing to accomplish targets and “country graduation” by pillar, and what is being done in-country to improve and develop DRM capacity.

prioritization of GFDRR resources and country graduation

At the 14th Consultative Group (CG) meeting in May 2013, CG members requested that the Secretariat “develop a paper on prioritization of resources to demonstrate how the quality of delivery will be maintained across the portfolio, including initial thinking on criteria and benchmarks for priority country exit strategies.”⁹ Subsequent to this discussion, CG members requested at the Fall 2013 CG meeting that the Secretariat prepare a paper exploring what it requires for a country to graduate from GFDRR support, to be presented at the 15th CG Meeting.

⁹ www.gfdr.org/sites/gfdr.org/files/Prioritization_of_GFDRR_Resources.pdf

GFDRR recognizes that Priority Country selection, including determining the scope and criteria for graduation, is critical to maximizing the effectiveness of the Secretariat’s support. The GFDRR Partnership Charter states that selection of Priority Countries “will be based on procedures approved by the CG” – permitting country graduation through multiple means. Hence, prioritization of resources and country graduation are intertwined. However, they should be approached sequentially; first prioritization of resources, and subsequently the assessment of graduation based on approved criteria.

The Work Plan FY2015-2017 attempts to define a methodology and rationale for country selection and prioritization of resources based on output targets and potential outcomes across the pillars of action. This is the first step towards developing country graduation criteria. The Work Plan proposes a list of countries based on the following criteria: (i) underlying risk to natural hazards; (ii) potential of activities to enable large-scale investment programs in DRM; and (iii) opportunities to coordinate activities that enable investments and programs supported by other development partners on the ground.

Reduction in any of these variables over time could warrant a re-assessment leading to reducing or ending GFDRR’s support to a given country. For example, a country that finds its risk profile

reduced, due to improvement in DRM or other factors, such that (i) disaster and climate risk no longer presents a critical development issue, (ii) there are few opportunities for effective new large-scale DRM programs across the five pillars, and (iii) there are few opportunities for in-country coordination with partners, would qualify as less suitable for support under this perspective.

Three approaches to country graduation could also be considered:

1. Increasing support as target countries move through stages of DRM development;
2. Reduced support as target countries move through stages of DRM development; or
3. Provision of an indicative envelope of support to each target country based on agreed DRM development targets.

GFDRR regards the first scenario as generally the most applicable to the current stage of development of GFDRR based on the program's potential for scale-up and growth, and the current support requested and required by developing countries. A scenario of reduced support or exit of certain countries may also be applicable and completed under the criteria set forth in the Partnership Charter for selecting Priority Countries. The third scenario, however, of a fixed allocation of resources and subsequent exit from program support, would not be sufficiently responsive to country demand, but always a possibility in light of limited resources.

Under any approach, prioritization of resources and monitoring and evaluation of outputs and outcomes from GFDRR-funded activities – all within the control and accountability of GFDRR and its implementing partners – remain GFDRR's priority before embarking into assessing whether a country warrants eligibility for additional support or withdrawal from it.

GFDRR acknowledges that presently it does not have the tools to accurately assess country graduation, and that progress in implementing its M&E framework is essential to determining the scope, criteria, and applicability of graduation to specific countries. As described in the "Implementation of M&E Framework"¹⁰ paper presented at the Fall 2013 CG meeting and the "Update on the M&E Framework"¹¹ paper presented at the 15th CG Meeting, GFDRR has re-categorized the portfolio and identified outputs by action pillars (as set out in the Strategy 2013-2015), and is testing a set list of activity, output, and outcome indicators to monitor and evaluate its projects. Once the M&E implementation phase is complete, GFDRR will be in a position to establish baselines to measure progress and achievement of graduation criteria.

An important input to the discussion of graduation approaches comes from the first country evaluation – "Retrospective Evaluation of the GFDRR Program in a Sample of Disaster-Prone Countries"¹² report – conducted by Dara International, which is also informing GFDRR's M&E work. A finding of the report is the necessity of recognizing that GFDRR plays a catalytic role in countries' DRM development – not a controlling one. In particular, the report found that GFDRR's M&E framework may be currently overly focused on result-based outcome indicators, and it may require greater development of process indicators that better capture the nature of GFDRR's contributions. Moreover, Dara International found that "the effects of GFDRR programs are better captured in relative (progress made) rather than absolute terms (final outcome indicators)" and that "outcomes are an area of 'shared accountability' in the current M&E Framework and GFDRR cannot deliver on the expected outcomes alone." GFDRR support should

¹⁰ www.gfdr.org/sites/gfdr.org/files/Implementation_of_GFDRR_Monitoring_and_Evaluation_Framework.pdf

¹¹ www.gfdr.org/sites/gfdr.org/files/documents/M%26E%20Framework%20Update_0.pdf

¹² www.gfdr.org/country_evaluation2014

not be seen as driving countries inevitably toward graduation, but rather providing support to improving DRM outcomes, which are dependent on a variety of factors and stakeholders.

The discussion of GFDRR's graduation criteria should also be considered in the context of the ongoing global dialogue on indicators of DRM and resilience. Since March 2012, UNISDR has facilitated the development of a post-2015 framework for disaster risk reduction and has begun work to develop targets and indicators to monitor the reduction of risk and the implementation of HFA2, in preparation for the 3rd World Conference on Disaster Risk Reduction in 2015 in Japan. The World Bank has also begun efforts to develop a climate and disaster resilience indicator under its IDA17 replenishment commitments. There are more than a dozen large-scale efforts to capture aspects of the underlying risk and DRM performance of countries through indicators and indices. GFDRR is attempting to make use of the large volume of work conducted in this area and harmonize its efforts with those of partners. However, it should be noted that no single indicator of vulnerability or resilience has emerged as a clear, reliable, and informative global leader, making this effort challenging.

GFDRR currently assesses prioritization –and the potential for graduation– through the Work Planning process with implementing partners, who – based on their in-country engagement and in discussion with partner countries – present their perspective of countries' underlying risk, leveraging potential, and partner coordination. Through the Investment Case, GFDRR has presented the assessment of potential results that implementing partners trust they can achieve in the proposed countries. GFDRR's experience, reflected in the Work Plan, also indicates that “graduation” may sometimes mean moving from one type or level of support to another (as suggested under the first approach). For example, risk identification is the starting point for nearly all of GFDRR's other kinds of support, meaning that support to create open and accurate mapping data available to communities and governments may be the first step to better risk-informed investment planning or financial protection measures. Another example is GFDRR's development of the Recovery Framework Guide, which will help countries develop comprehensive and integrated recovery plans that prioritize and sequence recovery interventions, and improve readiness for future disasters. Using the Guide, disaster recovery will be seen not as a short-term, remedial response, but an opportunity to build resilience into long-term development.

In order to address country graduation, GFDRR will launch a second evaluation of GFDRR Program in a Sample of Disaster-Prone Countries, which will have particular emphasis on the interface between prioritization of GFDRR resources and country graduation approaches and criteria.

what are GFDRR's resource requirements?

This section presents GFDRR's indicative resource requirements to carry out the implementation of the Work Plan FY15-17. It also provides an overview of resources available under the GFDRR-managed special programs.

As of April 2014, GFDRR's available funding for GFDRR's core program is \$25 million, including current balances and confirmed contributions. GFDRR's Track II and Track III MDTFs have a combined balance of \$16 million (\$13 million and \$3 million, respectively), with an additional \$9 million in net contributions to the Track II MDTF scheduled to be received in FY15.

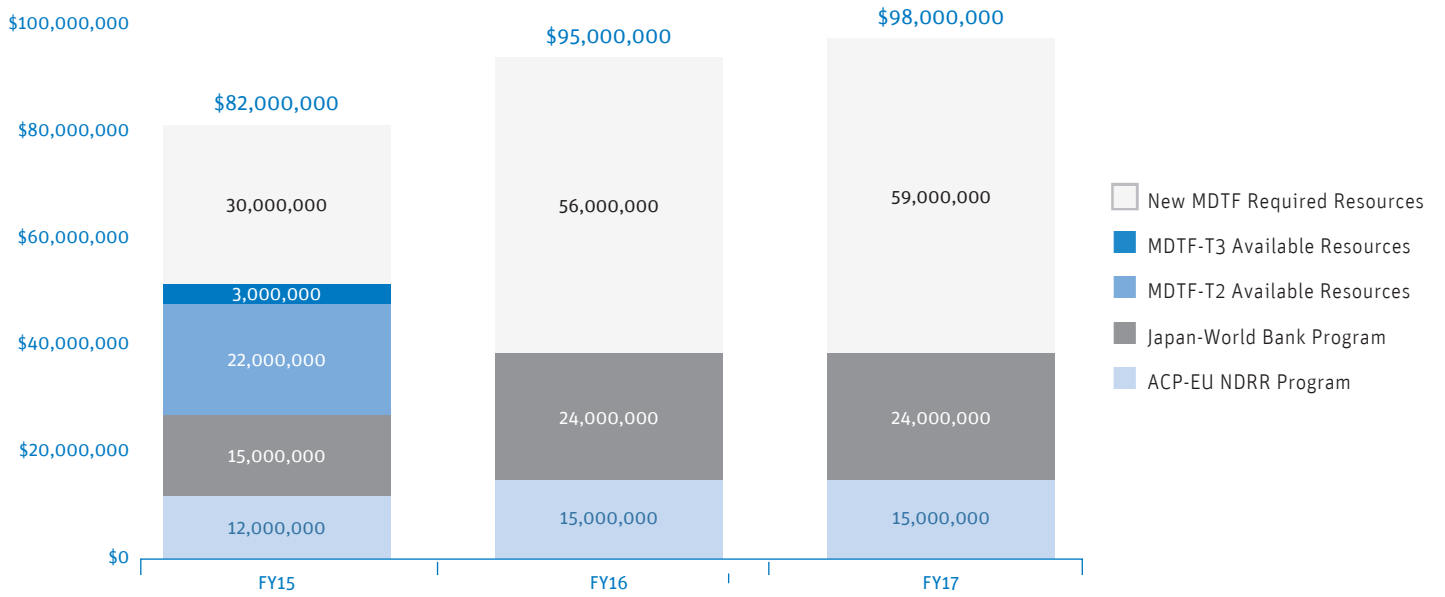
The indicative envelope for the Investment Case of the Work Plan FY15-17 is \$170 million, and should be accounted against \$25 million in available resources. This available balance will be utilized in FY15 under both the Base Case and Investment Case. To fund the Investment Case, an additional \$30 million will be required for FY15. Closing the funding gap in FY16 and FY17 would require an annual increase in new contributions of \$56 million and \$59 million, respectively. The FY15-17 resource requirement under the Investment Case totals to \$145 million (see section "How does GFDRR build its Work Plan?").

In addition to this Work Plan, resource availability also includes GFDRR-Managed Special Programs, which are financed by contributions from the EU and Japan. Activities and results for these programs are planned separately and total \$135 million for FY15-17.

The combined resource allocations under both the Work Plan and the Special Programs, therefore, result in GFDRR's overall program amounting \$275 million (see Figure 4).⁹

⁹ Annex IV presents GFDRR's Country Engagement Strategy, including GFDRR's 20 current Priority Countries and 34 additional countries identified under the Investment Case as well as those eligible countries under the ACP-EU NDRR Program and the Japan-World Bank DRM Program.

Figure 4: GFDRR's Resource Availability, Requirements, and Projected Allocations (FY15-17)





annexes

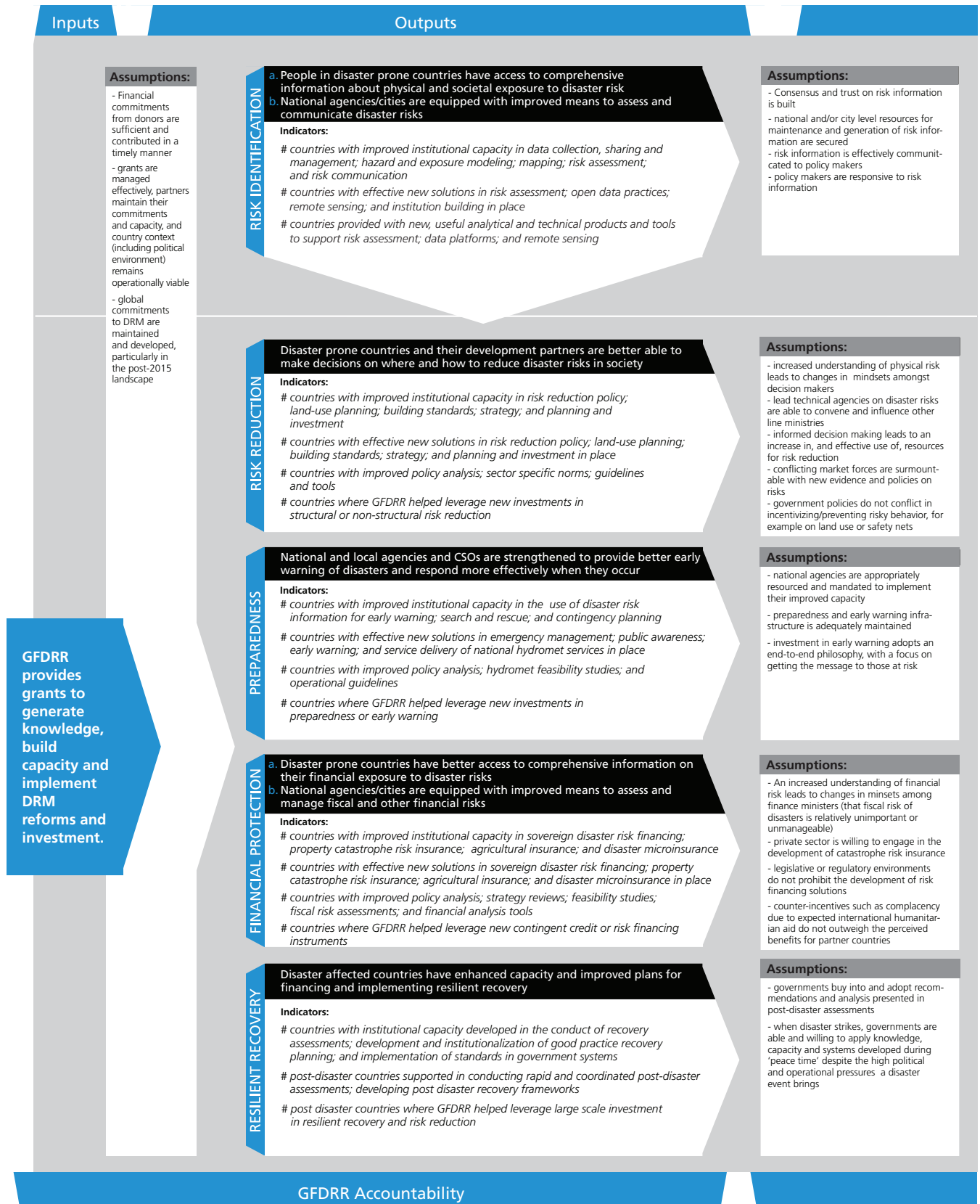
Annex I: Monitoring & Evaluation (M&E) Framework

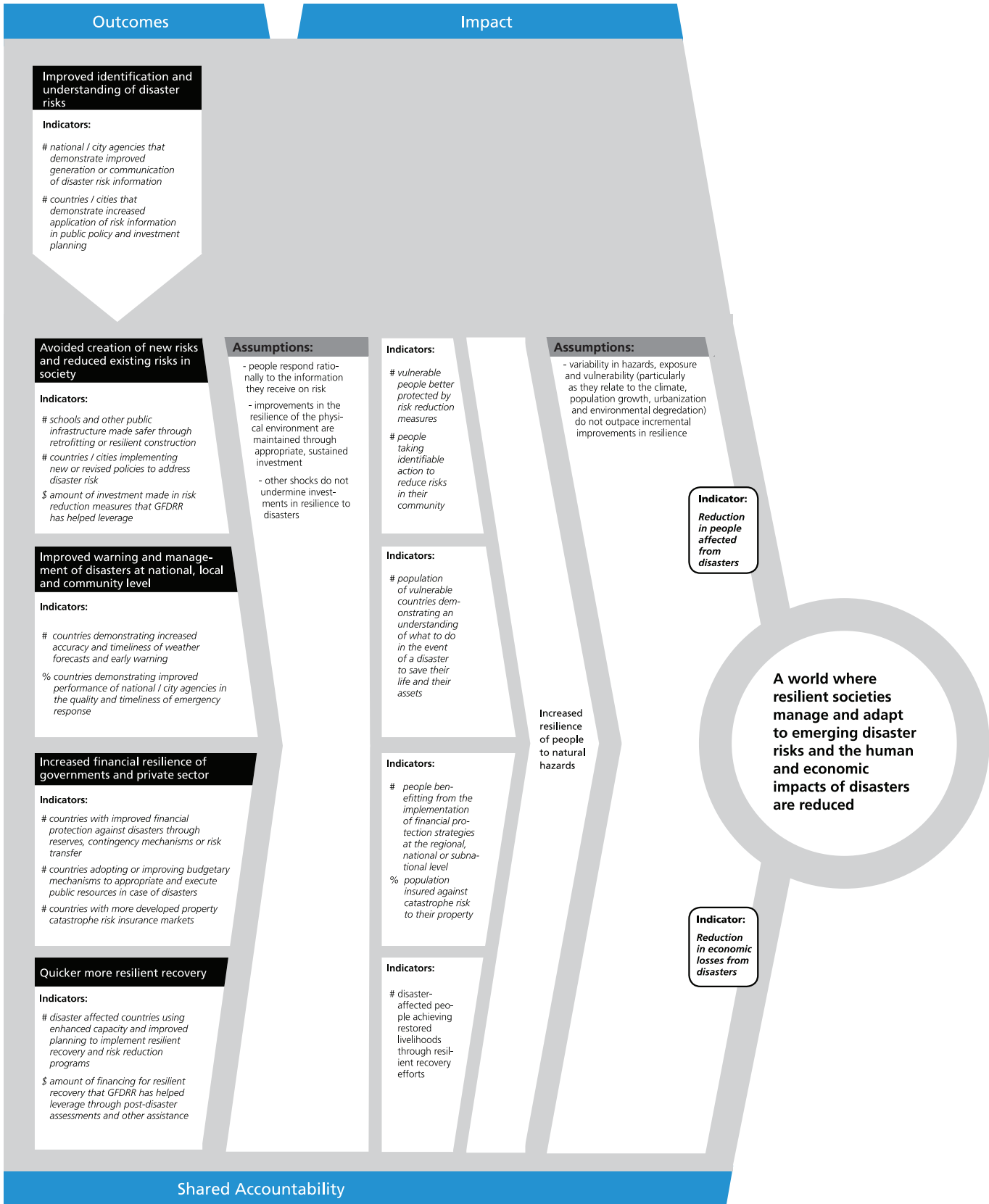
Annex II: Activity and Output Indicators

Annex III: Output Targets by Pillar

Annex IV: Country Engagement Approach

Annex I: Monitoring and Evaluation (M&E) Framework





Annex II: M&E Activity and Output Indicators

Pillar	Aggregated Output Indicator	Definition of Activity Type (of aggregated output indicator)
Pillar 1: Risk Identification	# of capacity building measures in risk identification	GFDRR delivered, facilitated, or financed face-to-face or virtual training or mentoring programs to stimulate long-term sustained institutional learning in data collection for risk assessment, data management and sharing processes, developing hazard and risk modeling for technical specialists, and communicating and applying hazard and risk information or assessments for decision makers.
	# of analytical products in risk identification	GFDRR supported activities that create new knowledge/analysis/tools to support policy dialogues with partner countries, build countries' analytic capacity, or formulate effective investment programs. Includes reports, databases, and platforms, such as hazard mapping for preparedness or infrastructure planning, data collection and management, or communication software for contingency planning.
	# of technical and implementation assistance activities in risk identification	GFDRR supported activities that apply knowledge, analysis, or tools to assist partner countries in policy / program implementation, developing / strengthening institutions, and facilitating knowledge exchange. Includes at-risk asset identification and prioritization risk assessment, risk assessment for preparedness and scenario planning, for risk financing and insurance, for government advocacy.
Pillar 2: Risk Reduction	# of capacity building measures in risk reduction	GFDRR delivered, facilitated or financed face-to-face or virtual training or mentoring programs to stimulate long-term sustained institutional learning in integration of risk mitigation measures into existing infrastructure and planned construction, in land-use planning and enforcement, in development and/or implementation of building codes.
	# of analytical products in risk reduction	GFDRR supported activities that create new knowledge/analysis/tools for carrying out policy dialogue with partner countries, building countries' analytic capacity, formulating effective investment programs, or influencing development community. Includes reports, databases, and platforms in risk reduction policies and strategies, building codes / land use, national / sub-national investment plan, monitoring & evaluation system.
	# of technical and implementation assistance activities in risk reduction	GFDRR supported activities that apply knowledge, analysis or tools to assist partner countries in policy / program implementation, developing / strengthening institutions, and facilitating knowledge exchange. Includes designing and leveraging the implementation of risk reduction investment projects, policies, legal frameworks and/or action plans, risk reduction technical / sectoral issues (codes and standards, land planning), developing / implementing monitoring and evaluation.

Pillar	Aggregated Output Indicator	Definition of Activity Type (of aggregated output indicator)
Pillar 3: Preparedness	# of capacity building measures in preparedness	GFDRR delivered, facilitated or financed face-to-face or virtual training or mentoring programs to stimulate long-term institutional learning in early warning through forecasting / monitoring hazards and dissemination / communication of risk information and warnings, and emergency preparedness / response planning.
	# of analytical products in preparedness	GFDRR supported activities that create new knowledge/analysis/tools for carrying out policy dialogue with partner countries, building countries' analytic capacity, formulating effective investment programs, or influencing development community. Includes reports, databases, and platforms in early warning through forecasting / monitoring hazards or dissemination / communication of risk information and warnings, and emergency preparedness and response planning.
	# of technical and implementation assistance activities in preparedness	GFDRR supported activities that apply knowledge, analysis or tools to address a problem. Services to assist partner countries in policy / program implementation, developing / strengthening institutions, and facilitating knowledge exchange. Includes early warning through forecasting and monitoring hazards, early warning through dissemination and communication of risk information and warnings, and emergency preparedness and response planning.
Pillar 4: Financial Protection	# of capacity building measures in financial protection	GFDRR delivered, facilitated or financed face-to-face or virtual training or mentoring programs to stimulate long-term sustained institutional learning in sovereign disaster risk financing and insurance, development of property catastrophe risk insurance, agricultural insurance, and disaster micro-insurance.
	# of analytical products in financial protection	GFDRR supported activities that create new knowledge/analysis/tools to carry out policy dialogue with partner countries, build countries' analytic capacity, formulate effective investment programs, or influence development community. Includes reports, databases, or platforms for DRFI, such as country notes, technical / policy notes, financial risk analytics, DRFI roadmaps, fiscal protection measures, and risk transfer development (feasibility studies, risk transfer products).
	# of technical and implementation assistance activities in financial protection	GFDRR supported activities that apply knowledge, analysis or tools to assist partner countries in policy / program implementation, developing / strengthening institutions, and facilitating knowledge exchange. Includes fiscal protection measures through DRM budget execution mechanisms (e.g., contingency and DRM funds), contingent credit / grant financing, catastrophe risk insurance or agricultural insurance, sovereign catastrophe risk transfer, insurance of public assets, strengthening insurance regulations / supervision, and disaster-linked social safety nets.

Pillar	Aggregated Output Indicator	Definition of Activity Type (of aggregated output indicator)
Pillar 5: Resilient Recovery	# of capacity building measures in resilient recovery	GFDRR delivered, facilitated or financed face-to-face or virtual training or mentoring programs to stimulate long-term sustained institutional learning in post-disaster assessments, recovery planning and framework development (recovery and reconstruction policies), institutionalizing recovery and developing recovery readiness (ex-ante design of institutional response mechanisms).
	# of analytical products in resilient recovery	GFDRR supported activities to create new knowledge/analysis/tools for carrying out policy dialogue with partner countries, building countries' analytic capacity, formulating investment programs, or influencing the development community. Includes reports, databases, and platforms in post-disaster assessments, country recovery plans and frameworks, action plans, strategies and standards for recovery institutionalization, recovery database system (e.g., damage and loss, impact monitoring tool), and training tools for recovery and readiness planning.
	# of technical and implementation assistance activities in resilient recovery	GFDRR supported activities that apply knowledge, analysis or tools to assist partner countries in policy / program implementation, developing / strengthening institutions, and facilitating knowledge exchange. Includes post-disaster assessments, country recovery plans and frameworks, action plans, strategies and standards for recovery institutionalization, recovery database system (i.e. damage and loss, impact monitoring tool), and training tools for recovery and readiness planning.
Cross-Cutting	# of large-scale investments influenced or supported by GFDRR grants	Ongoing or new large-scale investments influenced or supported by GFDRR grant in risk identification, risk reduction, preparedness, financial protection, and resilient recovery.

Annex III: Output Targets by Pillar

Indicator / Requirement	Base Case	Investment Case
	FY15-17	FY15-17
Enabling large-scale programs in DRM	15 large-scale programs enabled / supported	55 large-scale programs enabled / supported
Capacity Building: # of capacity building measures	49	460
Analytical Products: # of analytical products	33	270
Technical Assistance: # of technical and implementation assistance activities	56	315

Base Case

Activity Type		Pillar 1: Risk Identification	Pillar 2: Risk Reduction	Pillar 3: Preparedness	Pillar 4: Financial Protection	Pillar 5: Resilient Recovery	Total across 5 Action Pillars
Capacity Building	# of capacity building measures	11	11	11	9	7	49
Analytical Products	# of analytical products	10	6	12	4	1	33
Technical Assistance	# of technical and implementation assistance activities	14	19	13	6	4	56

Investment Case

Activity Type		Pillar 1: Risk Identification	Pillar 2: Risk Reduction	Pillar 3: Preparedness	Pillar 4: Financial Protection	Pillar 5: Resilient Recovery	Total across 5 Action Pillars
Capacity Building	# of capacity building measures	130	130	80	50	70	460
Analytical Products	# of analytical products	85	60	55	40	30	270
Technical Assistance	# of technical and implementation assistance activities	80	110	60	45	20	315

Annex IV: Country Engagement Approach

Region	Country	Current Priority Countries	Investment Case	Japan-World Bank DRM Program	ACP-EU NDRR Program	Previously Donor Earmarked
Africa	Ethiopia	◆	◆	◆	◆	
	Madagascar	◆	◆	◆	◆	
	Malawi	◆	◆	◆	◆	
	Mozambique	◆	◆	◆	◆	
	Burkina Faso	◆	◆			◆
	Ghana	◆	◆			◆
	Mali	◆	◆			◆
	Senegal	◆	◆			◆
	Togo	◆	◆			◆
	Nigeria		◆		◆	◆
	Tanzania		◆		◆	◆
	Burundi		◆			◆
	Cameroon		◆			◆
	Chad		◆			◆
	Mauritania		◆			◆
	Kenya				◆	◆
	Uganda				◆	◆
	Angola					◆
	Benin					◆
	Botswana					◆
	Central African Republic					◆
	Comoros					◆
	Congo (Brazzaville)					◆
	Congo (Kinshasa)					◆
	Cote d'Ivoire					◆
	Equatorial Guinea					◆
	Eritrea					◆
	Gabon					◆
	Gambia, The					◆
	Guinea-Bissau					◆
	Lesotho					◆
	Liberia					◆

Region	Country	Current Priority Countries	Investment Case	Japan-World Bank DRM Program	ACP-EU NDRR Program	Previously Donor Earmarked
Africa	Mauritius				◆	
	Namibia				◆	
	Niger				◆	
	Republic of Cabo Verde				◆	
	Republic of Guinea				◆	
	Rwanda				◆	
	São Tomé and Príncipe				◆	
	Seychelles				◆	
	Sierra Leone				◆	
	Somalia				◆	
	South Africa				◆	
	Sudan				◆	
	Swaziland				◆	
	Zambia				◆	
Zimbabwe				◆		
East Asia and Pacific	Papua New Guinea	◆	◆	◆	◆	
	Solomon Islands	◆	◆	◆	◆	
	Indonesia	◆	◆	◆		
	Vietnam	◆	◆	◆		
	Marshall Islands	◆	◆	◆	◆	
	Fiji		◆	◆	◆	
	Kiribati		◆	◆	◆	
	Samoa		◆	◆	◆	
	Timor-Leste		◆	◆	◆	
	Tonga		◆	◆	◆	
	Lao PDR		◆	◆		◆
	Philippines		◆	◆		◆
	Cambodia		◆	◆		
	Vanuatu		◆	◆	◆	◆
	Micronesia		◆	◆	◆	
	Mongolia				◆	◆
	Myanmar				◆	

Region	Country	Current Priority Countries	Investment Case	Japan-World Bank DRM Program	ACP-EU NDRR Program	Previously Donor Earmarked
East Asia and Pacific	Thailand			◆		
	Cook Islands				◆	
	Nauru				◆	
	Niue				◆	
	Palau				◆	
	Tuvalu					◆
Europe and Central Asia	Kyrgyz Republic	◆	◆	◆		
	Georgia		◆	◆		
	Uzbekistan		◆	◆		
	Bosnia Herzegovina			◆		
	Albania			◆		
	Armenia			◆		
	Azerbaijan			◆		
	Kazakhstan			◆		
	Macedonia			◆		
	Moldova			◆		
	Montenegro			◆		
	Serbia			◆		
	Tajikistan			◆		
	Turkey			◆		
Latin America and Caribbean	Panama	◆	◆	◆		
	Haiti	◆	◆		◆	
	Costa Rica		◆	◆		◆
	Ecuador		◆	◆		◆
	Guatemala		◆	◆		◆
	Bolivia		◆	◆		
	El Salvador		◆	◆		
	Honduras		◆	◆		
	Nicaragua		◆	◆		
	Peru		◆	◆		
	Colombia		◆			◆
	Brazil			◆		
	Chile			◆		
	Mexico			◆		
	Antigua and Barbuda				◆	
	Bahamas				◆	
	Barbados				◆	
	Belize				◆	
	Cuba				◆	
	Dominica				◆	

Region	Country	Current Priority Countries	Investment Case	Japan-World Bank DRM Program	ACP-EU NDRR Program	Previously Donor Earmarked
Latin America and Caribbean	Dominican Republic				◆	
	Grenada				◆	
	Guyana				◆	
	Jamaica				◆	
	St. Kitts and Nevis				◆	
	St. Lucia				◆	
	St. Vincent and the Grenadines				◆	
	Suriname				◆	
	Trinidad and Tobago				◆	
	Middle East and North Africa	Djibouti	◆	◆	◆	◆
Yemen Republic		◆	◆	◆		
Algeria			◆	◆		
Egypt			◆	◆		
Libya				◆		
Morocco				◆		
Tunisia				◆		
South Asia	Nepal	◆	◆	◆		
	Bangladesh		◆	◆		◆
	Pakistan		◆	◆		◆
	Sri Lanka		◆	◆		◆
	Afghanistan		◆	◆		
	Bhutan		◆	◆		
	India			◆		

