

**DRAFT OF: 2 October 1993**

**THE INTERNATIONAL DECADE FOR NATURAL DISASTER REDUCTION**

**The IDNDR Secretariat's Strategy**

**Geneva, October 1993**

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## INTRODUCTION.

It has been four years since the United Nations General Assembly passed Resolution 44/236 proclaiming the International Decade for Natural Disaster Reduction (IDNDR)

international and National Decades, Years and Days that mark one or another cause are almost commonplace. They can raise more scepticism than hope, and can result in more fanfare than improvement. The IDNDR is no exception to this possibility, and sceptics may take comfort in its modest start.

But to those committed to the Decade's purpose, the scepticism is a forceful reminder that it is not the Decade itself that is to be the object of international attention, but disaster reduction. And, it is not only because a Decade has been proclaimed, even by the UN General Assembly, that the many organizations worldwide for years already at work "reducing disasters", will necessarily do more than take note - let alone those that have been unaware or uninvolved.

International Decades come about because a global problem is not being resolved. This is an implicit recognition of insufficiencies in how the problem has been addressed, or in the effort and resources engaged. Disaster reduction is a case in point, recalled each time an earthquake decimates a town, or a typhoon sweeps across a populated coast, and the costs of relief and reconstruction are faced. But to confront the sceptics, and to bring about what has been called "concerted international action", the IDNDR's "added value" must be made evident.

The IDNDR Secretariat occupies a central "place" in the Decade's implementation, by virtue of which it is especially conscious of what has been accomplished and how much still needs to be done, both in terms of this "concerted international action", and the IDNDR's "added value". With this awareness comes a responsibility to assess the experience to date, and in consequence to advise, encourage, plan for and take action on a range of activities, approaches, and mechanisms that can help head the IDNDR towards an End-of-Decade balance of practical results.

This Document includes such an assessment, and derived from it, a Strategy of what the Secretariat feels it must do, along with an Operating Plan for the Strategy's initial implementation.

### Usage and Organization of the Document.

This document is to be used and kept up to date. It is to be used to inform interested parties of what the IDNDR Secretariat plans to do to play its part in the Decade, how it will do this, and what the expected costs will be. Different readers and users will seek different levels of details. Circumstances will change as the Decade progresses, and call for changes in the Document.

The document is organized into in such a way as to facilitate revision to maintain a continuous "picture" of the Secretariat's present and future work, and to make it simple to extract, or different elements for different purposes (briefings, summaries, reporting etc. Part 1 consists of summaries of different lengths and details, and summary charts and diagrams. Part 2 consists of the Secretariat's Strategy proper, and its rationale - the Secretariat's perspective on the Decade today. Part 3 covers the Strategy's implementation.

**ACRONYMS AND TERMINOLOGY**

DHA	Department for Humanitarian Affairs
DMTP	Disaster Management Training Programme
IDNDR	International Decade for Natural Disaster Reduction
IFRC	International Federation of Red Cross and Red Crescent Societies
UNDP	United Nations Development Programme

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PART 1 SUMMARIES

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**EXECUTIVE SUMMARY (TO BE WRITTEN)**



## SUMMARY

### The "Disaster Context".

In a world of more people, who are mostly poorer and geographically more concentrated, in a world of diminishing resources, increasing industrialization, and deteriorating environment, the evidence and likelihood of an **increasing toll** from disasters for some time to come is recognized universally.

Aside from prospects of greater impact from hazards, there is probability of certain hazards themselves increasing in number and intensity. Degradation of environmental conditions for example, will lead to **larger or more frequent** floods and landslides in some areas and diminishing croplands in others; increased industrialization will lead to more and greater technological accidents; if there is indeed global warming and climates are affected, and sea levels raised, in the long term there will be more tropical storms striking new shores and extensive flooding of vast areas now close to sea level.

If the trend is not reversed, it is probable that the coming century will see more frequent **mega-disasters** - disasters with victims numbering thousands, and costs of hundreds of millions of dollars, and in developing countries, "double digit" impact on GNP.

Communities, organizations and governments have long made efforts to resist and reverse this trend, in different ways and with uneven success the world over. In recent years, greater recognition has been given to the **multi-sectoral** character of "disaster reduction", and of its application in a **continuum** of related steps - prevention, mitigation, preparedness, relief, rehabilitation and reconstruction. Furthermore within the continuum, the dependency of effective relief on effective preparedness, is a critical fact.

Despite the overall trend, the evidence is at hand. The difference in destructiveness between similar hazardous events of comparable magnitudes, in different but comparable environments, shows that knowledge, techniques, procedures, and technologies **do exist** to "reduce" the impact of disasters - at far lower costs, than those suffered if disasters are "allowed" to happen and paid for after the fact. That is the **critical message** of the United Nations General Assembly's declaration of the International Decade for Natural Disaster Reduction (IDNDR).

### The IDNDR Summarized.

The IDNDR is an international decade (1990-2000), under the auspices of the United Nations, during which period, the international community will "pay special attention to fostering international co-operation in ...natural disaster reduction".<sup>1</sup> The Decade's objective is "to reduce through **concerted international action**, especially in developing countries, the loss of life, property damage and social and economic disruption caused by natural disasters ..."<sup>2</sup>

Briefly stated, the goals by which to meet this objective are: 1) To improve the **capacity** of each country to mitigate the effects of natural disasters expeditiously and effectively.; 2) To devise appropriate guidelines and strategies for **applying** existing scientific and technical knowledge; 3) To foster scientific and engineering endeavours aimed at **closing** critical gaps in knowledge in order to reduce loss of life and property; 4) to **disseminate** existing and new technical information related to . assessment, prediction and mitigation of natural disasters 5) To **develop** measures for the assessment, prediction

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<sup>1</sup> UN General Assembly Resolution 42/169 of 11 December 1987

<sup>2</sup> UN General Assembly Resolution 44/236 of 22 December 1989.

prevention and mitigation of natural disasters ...<sup>3</sup>

The organizational arrangements for the Decade included. A Special High Level Council (SHLC) of "internationally prominent persons" to advise UN Secretary General on the Decade, and to promote public awareness and mobilize support from the public and private sectors; a Scientific and Technical Committee "to develop overall programmes to be taken into account in bilateral and multilateral co-operation for the Decade, ..... and to assess and evaluate the activities carried out in the course of the Decade . . ." ; an IDNDR Secretariat for the "day-to-day co-ordination of Decade activities", support to the SHLC and STC, "as well as for other related activities". Governments were "called upon" to establish national committees to help attain the Decade's goals and objectives. The UN itself established a UN Steering Committee and an Inter-Agency Working Group to ensure appropriate involvement and support of the UN System.

The Second Wednesday of each October was designated as "International Day for Natural Disaster Reduction to be observed "by the International Community in a manner befitting the objective and goals of the Decade."

#### **Reviewing Progress.**

A frank review of the Decade so far, will show that it has yet to demonstrate its value - or rather, it's "**added value**" to the considerable number and range of disaster reduction "work" that has been and is being conducted worldwide irrespective of the Decade's "existence". There is still time, commitment, and logic to build up to a strong, ambitious end six years hence. But evidence of a modest start must be faced, achievements built on, and opportunities seized.

#### **The First Years; A Modest Start.**

A third of the Decade has passed. In some countries, some organizations and some scientific associations are using the IDNDR as a framework or promotional mechanism for disaster reduction. But, in general, the Decade has not had the impact hoped for outside of its **original constituency** -the scientific community - and some already "convinced" practitioners of disaster reduction. Attention to scientific and technological aspects and approaches is not matched by attention to management, legislative, planning, developmental and socio-economic aspects. At present, there is little promise that by the year 2000 the Decade will bring results more significant than those that would have occurred through disaster reduction activities undertaken in the normal course of events, had there been no Decade.

Resolution 44/236 calls for reducing natural disasters through "**concerted international action**". This is not happening, nor is there understanding among the main international actors on how to make it happen. The UN System's involvement is piecemeal. Major international NGOs (IFRC, Save the Children, Oxfam, World Vision) are even less involved. With a few exceptions, Governments, including traditional donors, show no major commitments towards greater allocation of effort or resources to disaster reduction. The private sector remains largely unsolicited and uninvolved. International print and audio-visual media show little sign of awareness of the IDNDR's existence, let alone of interesting the general public in disaster reduction.

The mechanisms established specifically for the IDNDR have **unfulfilled potential**. Members of the Special High Level Council are yet to be systematically involved and encouraged to use their influence and authority to promote disaster reduction. The Scientific and Technical Committee (STC) reflects only partially the breadth of the professional disciplines which disaster reduction concerns. There are only

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<sup>3</sup> Ibid

some sixty IDNDR National Committees worldwide, of which a significant number are inactive and/or not constituted or functioning as expected. The UN IDNDR Steering Committee responsible for "ensuring that the activities and the full potential of the United Nations system are integrated in the programme of the Decade", is virtually non-functional.

The World Conference on Natural Disaster Reduction (Yokohama, May 1994) has the potential for being an unprecedented and highly visible meeting on disaster reduction. But eight months before it is to take place, the Conference, endorsed by the General Assembly Resolution 46/149 as a "substantive contribution to the mid-term review...", remains unfunded (estimated cost over \$3m) and its status as to whether it is to be a "UN Conference" or not remains unclear. Critically, there is no signed agreement between the United Nations and the host country, Japan, on conference preparation activities.

The IDNDR Secretariat faces an **uphill task** in overcoming past weaknesses and frequent changes of leadership. Its human and financial resources remain inadequate to its function. At the present funding level, the IDNDR Trust Fund is so severely depleted that the Secretariat: will hardly be able to operate up to the World Conference, cannot provide sufficient resources to fulfil commitments on preparing for the World Conference and will only be able to pay existing staff (other than seconded or project staff) until approximately the Conference. The secretariat is now a part of the Department of Humanitarian Affairs,<sup>4</sup> which has been perceived as marginally concerned with natural disasters, and still less with natural disaster reduction and related capacity building. Emphasis on the term "relief to development continuum" in connection with "complex emergencies" has diminished recognition of the full disasters and development continuum which has traditionally also included prevention, mitigation, and preparedness, relief, rehabilitation and reconstruction.

#### **The IDNDR; Opportunity Ahead.**

Two thirds of the Decade are still left. The ten-year window of opportunities for disaster reduction may now number **six years**, but it remains open. The original logic of the Decade remains valid. What has worked poorly can be made to work well; what has worked well can be made to work better. Broadly speaking, there must be major improvements in: concerted international action, global marketing of disaster reduction, the identification and matching of disaster reduction needs to resources and effective IDNDR organization and mechanisms.

There are disaster reduction interest groups with expertise, wealth and influence in many professional and scientific disciplines and in diverse sectors of public and private life throughout the world. The United Nations System itself has disaster reduction programmes and projects around the world, and a **global infrastructure** by which major initiatives can be conveyed and implemented if adopted by the organizations concerned. There are technological tools and a strong body of knowledge, experience and competence in disaster reduction in many countries.

There are useful, internationally supported mechanisms, which while not realising their potential, nonetheless exist and can be **exploited**. Firstly, there is the IDNDR itself, clearly designated by the UN General Assembly. There are legislated provisions for associating with the Decade a number of major international personalities (the SHLC) and internationally reputed scientists and technicians (the STC). A system of National Committees has been endorsed, and an International Secretariat established. An international IDNDR Day has been proclaimed and celebrated with some success. The IDNDR Newsletter "STOP Disasters", with a distribution of about 15,000, is well received. The World

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<sup>4</sup> Initially the Secretariat functioned "at the United Nations Office in Geneva (UNOG), in close association with the Office of the United Nations Disaster Relief Co-ordinator" as provided for in the Annex to GA Resolution 44/236. It reported to the then Director-General for Development and International Economic Co-operation (DIEC). This changed with the adoption of GA Resolution 46/182, the establishment of the Department of Humanitarian Affairs - absorbing UNDRO's functions - and the elimination of the post and office of the DIEC.

Conference on Natural Disaster Reduction (Yokohama, May 1994) has the potential for being an unprecedented and highly visible meeting on disaster reduction.

The IDNDR Secretariat's main staffing problem - the appointment of a Director- has been resolved. A rationalization now underway of disaster reduction activities and staff within DHA can make part of the missing expertise available to the Secretariat quickly without having to raise additional outside resources. Furthermore, the twenty years of UNDRO's involvement in disaster-reduction has brought to DHA, and potentially to the IDNDR Secretariat, a wealth of information, international networks and contacts, and country-based technical assistance experience. Similarly, the ongoing UNDP/DHA Disaster Management Training Programme (DMTP) is a practical mechanism for "concerting international effort" at regional and country levels.

#### **What the IDNDR Secretariat Can be and What it Can Do.**

The IDNDR Secretariat is the international focal point for the day-to-day conduct of the Decade. Within the United Nations, the IDNDR Secretariat has the lead responsibility for monitoring, reporting and advising on the Decade's progress, and its prospects. It is necessary to ensure that the IDNDR Secretariat is able, and is seen as able, to service the Decade as an International and not simply as a UN Decade. The Secretariat must therefore be responsive worldwide, either itself or through appropriate channels and organizations. The IDNDR Secretariat does not - indeed cannot - manage the Decade. It seeks to inform, facilitate, guide, and initiate. The Secretariat is service-oriented and in this spirit, seeks to be responsive, proactive and authoritative. The Secretariat works through, and with existing organizations.

#### **The IDNDR Secretariat Strategy and Operating Plan; Structure.**

The IDNDR Secretariat's Strategy covers what the Secretariat considers it must do to play its part effectively and efficiently. It is broken down into four Areas:

- Area 1: Disaster Reduction Capacities, Technologies and Concepts.**
- Area 2: Concerted International Action for Disaster Reduction**
- Area 3: Disaster Reduction Awareness and Information.**
- Area 4: IDNDR Secretariat Performance and Capacity.**

For each Area there is a Strategic Objective, Indicators of Secretariat Achievement and a Description. The Secretariat carries out its Strategy by means of an Operating Plan in which the four Strategy Areas are broken down into eight Programmes (A-H)<sup>5</sup>. Each Programme comprises Programme Elements which are maintained by the Secretariat staff concerned, and are the basic planning and tracking

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- <sup>5</sup> Area 1: Disaster Reduction Concepts, Programmes and Technologies
- Programme A Disaster Reduction Assessment, Enhancement, and Capacity Building
  - Programme C1 Fund Raising and Resource Mobilisation (For Disaster Reduction)
- Area 2 Concerted International Action
- Programme B Support and/or Interaction with IDNDR Entities, International Actors and Sectors Concerned
- Area 3 Disaster Reduction Awareness and Information.
- Programme D IDNDR/Disaster Reduction Awareness Raising, and Public/Media Information
  - Programme E IDNDR/ Disaster Reduction Information/Data Resources and Networking
- Area 4. IDNDR Secretariat Performance and Capacity.
- Programme F Policy/Planning, Organization, Monitoring and Reporting
  - Programme G Administration, Financial Management, Technical Support
  - Programme C2 Fund Raising and Resource Mobilisation (For Secretariat)
  - Programme H Organization and Conduct of Major Events

management tool.

## The IDNDR Secretariat Strategy and Operating Plan; Main Aspects.

### Area 1: Disaster Reduction Capacities, Technologies and Concepts.<sup>6</sup>

In this Area the Secretariat addresses the issue of what needs to be done to raise disaster reduction capacities, notably in developing countries, and how this can be done

The Secretariat will focus its efforts on developing countries. These efforts will bear on: 1) ensuring that there exist, and are maintained summary but informative **profiles** of each developing country's disaster reduction capacity, and ongoing, planned and needed disaster reduction measures, 2) ensuring the **formulation** of disaster reduction development strategies, programmes, projects and activities based on needs assessments - in function of possible scenarios or disasters that have occurred, 3) promoting and advising on the **integration** of disaster reduction in development planning and development assistance; 4) as necessary, "**match making**" between nationally approved disaster reduction programmes and international resources. Special regard will be given to the multi-sectoral, integrated character of disaster reduction, and within the disaster continuum, of the interaction between preparedness and relief

In connection with these efforts, the Secretariat will seek means to undertake or have undertaken, a number of innovative initiatives. They include. "**The Disaster Reduction Lessons Learned Initiative**", by which stand-by teams of seconded-experts can be fielded in the wake of a disaster, and formulate disaster reduction programmes in consequence; the "**1% for Disaster Reduction Initiative**", by which agreements are made between the Secretariat and individual Donors that for the Decade's duration, the Donor will contribute 1% of its total relief contribution to a disaster reduction programme in the stricken country; "**Disaster Reduction Opportunities In Development Aid**" - a roving workshop conducted with the DHA/UNDP Disaster Management Training Programme by which to address with Donors the inclusion of Disaster Reduction in both developmental and post disaster rehabilitation/reconstruction aid programmes

The Secretariat's work will be characterized by a geographic approach, and by use of and interaction with existing international structures and mechanisms. Within the newly integrated IDNDR Secretariat/Disaster Mitigation Branch, a **geographical structure** will be set up so that the staff concerned can be familiar with and effectively address regional and country disaster reduction concerns, and interact with the geographical entities of IDNDR partners. Regional IDNDR Representation will be established with regional organizations already active in disaster reduction, along the lines of the present model of IDNDR partnership with WHO/PAHO for Latin America and the Caribbean (See Area 4 - IDNDR Secretariat Performance and Capacity).

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#### <sup>6</sup> Programme A Disaster Reduction Assessment, Development and Capacity Building

##### Programme Elements

- Development and Maintenance of Country Disaster Reduction Profiles
- Identifying and Correcting Major National Disaster Reduction Weaknesses
- Post-Disaster Disaster-Reduction Lessons Learned Initiative
- Integration of Disaster Reduction in Development and Development Assistance Policy and Planning
- Collaboration with DMTP to Develop a Roving Disaster-reduction Workshop for Donor Organizations
- Collaboration with DMTP in Regional and Country-level Workshops
- Economic/cost benefit of Disaster Reduction
- International Focus on a Single Disaster Reduction Target (eg Schools)
- STC Demonstration Projects, IDNDR Projects

#### Programme C1 Fund Raising and Resource Mobilisation (For Disaster Reduction)

##### Programme Elements

- The 1% for Disaster Reduction Initiative.
- Match-Making for Disaster Reduction

The Secretariat will seek opportunities to promote and help develop the **concepts and technologies** identified by the Scientific and Technical Committee notably the Projects classified by the Committee, as "Demonstration" and "IDNDR Projects". In particular, the Secretariat will pursue the definition of economic arguments and models for disaster reduction, with competent partners

**Area 2: Concerted International Action for Disaster Reduction.<sup>7</sup>**

In this Area the Secretariat addresses the issue of how to bring about and sustain concerted effort for disaster reduction by all international parties concerned. There are two main aspects to the Secretariat's efforts here. First, **support and/or interaction** with the designated IDNDR entities and major international actors (in different sectors) in disaster reduction. Second, **understanding** among the major international actors as to who does what in the Decade's implementation

With respect to supporting and/or interacting with the designated IDNDR entities, it is the Secretariat's intention on the one hand, to seek certain adjustments in roles, composition and functions that can help these entities realize their potential, and on the other hand to strengthen the Secretariat's own ability to interact with and support the entities. As the Scientific and Technical Committee has itself suggested, through rotation, its **membership** will be developed to cover disaster reduction disciplines and sectors not now represented. The Special High Level Council will be actively encouraged to undertake its **commitments** covered within its own Twelve-Point Plan of Action. A clearer, better defined, and more active role for the IDNDR National Committees will be sought. The Secretariat will seek to have the UN Steering Committee for the IDNDR **re-vitalized, or phased-out** in favour of a DHA Inter Agency Standing Committee (IASC), staffed to address disaster reduction issues. The Geneva-based IDNDR Inter-Agency Working Group to include disaster-reduction actors from outside the UN System, will be continued, so as to have a **broader international dialogue** at the implementation level. The Secretariat will seek to ensure it has the necessary staff to interact regularly and effectively with these entities.

With respect to the need for understanding between major international actors in disaster reduction as to who undertakes what in the "concerted international action." Many of these actors have long had areas of particular interest and expertise, and have been conducting effective programmes. With its IDNDR Partners, notably in the Inter-Agency Working Group, the Secretariat will develop an **implementation "Blueprint"** showing areas in which concerted international action is necessary, and, a set of understandings with organizations interested in playing lead roles in these areas

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**Programme B Support and/or interaction with IDNDR Entities, International Actors and Sectors Concerned.**

Programme Elements

- Blueprint and Understandings for Concerted International Action
- Recruitment/secondment of staff to enable sustained interaction with and/or support of SHLC, STC, National Committees, Governments, Inter&Non-Governmental Organizations, etc
- Support to and interaction with the Special High Level Council in Carrying out Commitments made in its 12 Points of Action, and in Preparing for and Conducting Periodic Meetings.
- Support to and interaction with IDNDR National Committees.
- Development of a Secretariat Strategy to interact with the private sector and motivate greater involvement in disaster reduction
- Preparation and Support of STC Meetings, holding of requested Consultative Meetings
- Interaction and IDNDR Programme Development with UN Agencies
- Interaction and IDNDR Programme Development with International NGO's
- Interaction and IDNDR Programme Development with Private Sector
- Interaction and IDNDR Programme Development with Press and Audio/Visual Media

**Area 3: Disaster Reduction Awareness and Information.<sup>6</sup>**

In this Area, the Secretariat addresses the issues which lie across the **disaster-reduction "information spectrum"**. At one end, there are the information means and mechanisms available to inform and mobilize people and organizations about disaster reduction and the Decade. This is essentially public information and awareness-raising. At the other end there is information and data for use in the assessment, planning and application of disaster reduction

In particular, the Secretariat will seek to create a far more aware and receptive environment for Disaster Reduction and the Decade. By early 1994, the Secretariat will develop a capacity and strategy to take advantage of promotional opportunities (in particular after international news-making disasters) and to encourage IDNDR partners to do likewise - and to **promote and market** the disaster reduction /IDNDR "message" in ways that can appeal to the general public in different countries. As a first step this will entail having media/public relations capacity within the Secretariat so as to interact effectively, and as opportunities arise, promptly with the general and specialized audio-visual and print media.

With respect to public information and awareness raising, the Secretariat intends to develop and exploit still more effectively two "tools" which have met with some success - the IDNDR NewsLetter "STOP Disasters" and the annual IDNDR Day. The electronic networking and information dissemination capacity of UNIENET will be exploited. With respect to the Newsletter, distribution will be monitored and analyzed annually to ensure that it is reaching persons and organizations likely to benefit most from it. **"Reader satisfaction"** surveys will also be conducted annually (the first by the end of 1993) to provide guidance on content and editorial policy. Subject to the results of the 1993 survey, funds will be sought by which to increase production to 30,000 copies, and arrangements made for translation into more languages. As the Secretariat establishes regional representation, the information provided by "STOP Disasters" will be complemented within the Regions by regional newsletters

With respect to IDNDR Day, the Secretariat will increase its promotional efforts, notably by seeking **increased activism** by IDNDR National Committees and Focal Points. The Secretariat will also seek more active adoption of IDNDR Day by global affiliates of major organizations such as UNICEF and UNESCO National Committees, by National Red Crescent and Red Cross Societies, by commercial organizations, and organizations directly concerned by IDNDR Day themes

With respect to UNIENET, the Secretariat, in collaboration with the DHA-Geneva staff concerned, will 1) ensure that information on different aspects of the Decade is available and up to date 2) strive to expand the membership to involve more participants from the disaster-reduction constituency and 3) by

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**Programme D IDNDR/Disaster Reduction Awareness Raising and Public/Media Information.**

Programme Elements

- Annual Organization and Promotion of IDNDR Day
- Development of a Strategy to Popularize and Market Disaster Reduction and the IDNDR Worldwide
- Disaster Reduction Promotion in the Aftermath of Major Disasters
- STOP Disasters Continued bi-monthly publication of STOP Disasters, Bi-annual STOP Disasters readership survey and adapt in consequence
- Promotion of Universal use of STOP Disasters logo

**Programme E IDNDR/Disaster Reduction Information/Data Resources and Networking.**

Programme Elements

- Development of capacity to inform or refer to information sources on IDNDR and Disaster Reduction Information
- Development of a Global Disaster Reduction Referral System (comparable to INFOTERRA)
- Maintenance of Information about IDNDR on UNIENET



various means promote the use of UNIENET as a quick and inexpensive means of communicating and exchanging information on the IDNDR.

With respect to information and data for use in the assessment, planning and application of disaster reduction, the Secretariat will ensure that a comprehensive review is made of sources of such information and data, and that the means and procedures for accessing this information and data can be easily determined from points worldwide. There is a large, growing, but fragmented body of information worldwide relating to disaster reduction. One of the Decade's main challenges is making such information available to those who need it, where and when they need it, and in a useable form. The Secretariat, drawing on the UNDR's many years of familiarity with such sources of information and networks, is in a strong and central position to see that by the Decade's end, a "Disaster-Reduction Information Referral System" - (possibly comparable or complementary to UNEP's INFOTERRA).

#### Area 4: IDNDR Secretariat Performance and Capacity.<sup>9</sup>

In this Area, the Secretariat addresses the issue of its own ability to play an effective and efficient role in the Decade's implementation. This Area also covers the organization and conduct of major events - which at present concerns the World Conference.

The Secretariat will work in a manner that is rational and productive with respect to the global advancement of disaster reduction in general and to the IDNDR objective and goals in particular. To this end the Secretariat is drawing up the present IDNDR Secretariat Strategy, and Operating Plan to implement the Strategy. The Strategy will be reviewed periodically, the Operating Plan kept up to date,

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##### Programme F: Policy/Planning, Organization, Monitoring and Reporting

###### Programme Elements

- Preparation and maintenance of an IDNDR Secretariat Strategy and Operating Plan (ongoing)
- Planning for Remainder of the Decade and Beyond (including possible establishment of a permanent International Disaster Reduction Center)
- Integration of Disaster Mitigation Branch (organized geographically) with the IDNDR Secretariat into a DHA Disaster Reduction component; Secretariat to focus on D R advocacy, and DMB on D R monitoring and programming
- Development of Regional IDNDR capacities for all regions, comparable to Latin America
- Progressive expansion of the Scientific and Technical Committee (STC) into other disaster management disciplines, and increased representation of women
- Deactivation of the UN IDNDR Steering Committee and transfer of its responsibilities to the IASC
- Broadening of IDNDR Inter-Agency Working Group to include non-UN entities, establishment of work programme/concentration areas and rotating chairmanship
- Establishment of rotation of Special High Level Council Membership (SHLC)
- Recruitment/secondment of a Necessary Secretariat/DM Staff
- Preparation of a proposal for a single major target for the IDNDR (e.g. Schools) (early 1994)
- Periodic External Review of Secretariat Performance

##### Programme G Administration, Financial Management, Technical Support.

###### Programme Elements

- Day to day administration and management
- Management of the IDNDR Trust Fund
- Computerization: establishment of LAN, hookup to UNIENET, INTERNET, training

##### Programme C2. Fund Raising and Resource Mobilisation (For Secretariat).

###### Programme Elements

- For IDNDR Secretariat raise funds needed for 1994 staff and operations (by end of 1993)
- For World Conference (\$3m) (by early 1994)

##### Programme H. Secretariat Organization and Conduct of Major Events.

###### Programme Elements

- World Conference Fund Raising and Resource Mobilization Development of National and Regional Disaster Reduction Assessments, Information and Promotion .

and both will be revised if relevant internal or external factors change. The Strategy and the Operating Plan will thus, at any given time, provide the Secretariat Management, or external parties concerned, with a good picture of what and how the Secretariat is doing and plans to do. The Strategy and Operating Plan will **feed information into** reports, financial or planning submissions routinely required. They will also help guide and substantiate the fund-raising and resource mobilization to meet the Secretariat's needs.

As a means of monitoring the Secretariat's performance, of bringing about any needed changes to improve it, and of providing "transparency" in the use of funds and resources, the Secretariat will arrange for **external reviews** of its work every two years.

The Secretariat's "institutional context" is the UN Department of Humanitarian Affairs (DHA). The Secretariat will insure a position within the DHA structure that is rational, clear, and which **facilitates inter-action** with other parts of the UN System concerned with disaster reduction. At the same time, this position will ensure **direct and responsive relationships** with disaster reduction organizations and mechanism worldwide, notably IDNDR entities recommended and or established by the General Assembly and the UN Secretary General (IDNDR National Committees, the Special High Level Council, and the Scientific and Technical Committee).

The Secretariat will reinforce and consolidate that part of the Department concerned with Disaster Reduction - i.e. the Secretariat itself and the Disaster Mitigation Branch - through integration and rationalization of respective activities. It will also seek appropriate advantage from **existing programmes and resources** within the Department which can contribute to the Secretariat's capacity. These include, for example, certain aspects of the UNDP/DHA Disaster Management Training Programme (DMTP), the United Nations Emergency Information Network (UNIENET), and the considerable information relating to disaster-reduction programmes, organizations and activities the world over, which is collected in the DHA-Geneva Reference library, country and programme files as a result of over twenty years of work in this area first by UNDRO and recently by DHA itself.

With respect to the integration and rationalization of activities between the Secretariat and Disaster Mitigation Branch, a **single organizational entity for Disaster Reduction** will be established comprising the two entities under the guidance of the Director of the IDNDR Secretariat. The activities of the Disaster Mitigation Branch, organized geographically, will be oriented towards achievement of the Goal and Objectives of the IDNDR. The Secretariat will focus on the promotion of disaster-reduction, and the Disaster Mitigation Branch on the application of disaster reduction. Through the experience, expertise and contacts of the Disaster Mitigation Branch, the IDNDR Secretariat will seek to insure that it has available the necessary resources and ability to monitor and assess national capacities for disaster reduction, advise on measures to increase these, and help insure that international assistance is found if needed.

With the Disaster Mitigation Branch, the Secretariat intends to develop a Geographical Organization (Regional/Country desks) as rapidly as possible. This is essential for the regional/country focus of Strategy Area 1, and a means of considerably **facilitating interaction** with interested international organizations, and governmental/intergovernmental Aid entities which are virtually all geographically organized. The five Professional staff now in the Disaster Mitigation Branch are too few to provide this geographical coverage. But they can provide a core of expertise, which can be gradually expanded as additional staff are made available on secondment, or recruitment against contributions to the IDNDR Trust Fund.

The IDNDR Secretariat must have the human, financial and physical resources sufficient to its task, and to be in a position to **plan and act proactively**. These will be sought and planned for two year periods. The Secretariat should expend a minimum of effort in fund raising and resource mobilization for itself. Staff on extra-budgetary posts need to be assured of employment on one-year contracts at a minimum.

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The Professional Staff, and in proportional numbers the General Service staff, will be increased by various means so that all areas of the Secretariat's Strategy are properly covered.

**Secondment** of staff from other organizations will be sought whenever possible, with the requisite skills to perform clearly defined functions. In particular, efforts will be made to obtain staff on full or part-time secondment from UN Organizations as recommended by GA Resolution 44/236.

Despite the continuing uncertainties over the funding and status of the World Conference on Natural Disaster Reduction (Yokohama, May 1994), the Secretariat will carry out its responsibilities in the preparations. The Secretariat will actively pursue its present policy of obtaining **maximum involvement and commitment** from a broad representation of the sectors and international actors concerned by disaster reduction.

#### **1994-2000 ... and Beyond.**

The year 1994 has been formally identified as a year in which to assess the progress made in the Decade. At present the chief events for this are the World Conference on Natural Disaster Reduction, the Spring Session of the UN Economic and Social Council, and the General Assembly. These events will themselves have been preceded by preparatory meetings of various national, regional, or specific interest groups. The analyses, conclusions, and proposals for the future are likely to be **diverse, numerous and far-reaching**, and will require the Secretariat to further translate these into a coherent programme.