TAKING SENDAI FORWARD

IOM STRATEGIC WORK PLAN ON DISASTER
RISK REDUCTION & RESILIENCE 2017-2020

International Organization for Migration (IOM)

The UN Migration Agency

Cover
Building back after flooding in Bamako, Mali in August 2013.
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An average of 25.4 million people are displaced by disasters every year. This document sets out an operational plan to assist Member States in taking forward the priorities of the Sendai Framework for Disaster Risk Reduction. The plan situates mobility at the centre of IOM's efforts to support States to reduce risk and build resilience. It outlines a set of concrete assistance activities organized under Prevention, Preparedness, Response, Recovery and Partnerships, stressing the intrinsic links between mobility, risk and resilience.

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ACRONYMS AND ABBREVIATIONS

CADRI	Capacity for Disaster Reduction Initiative	IHR	International Health Regulations
CBI	Cash-Based Interventions	INFORM	Index for Risk Management
CCCM	Camp Coordination and Camp Management	IOM	International Organization for Migration
CDC	Centers for Disease Control and Prevention	MCOF	Migration Crisis Operational Framework
DMIS	Disaster Management Information System	MEND	Mass Evacuations in Natural Disasters
DRR	Disaster Risk Reduction	MICIC	Migrants in Countries in Crisis
DTM	Displacement Tracking Matrix	MiGOF	Migration Governance Framework
ECOWAS	Economic Community of West African States	NDRF	National Disaster Response Framework
EOC	Emergency Operations Centre	NFI	Non-food Items
FAO	Food and Agriculture Organization	PDD	Platform on Disaster Displacement
FSM	Federated States of Micronesia	SDGs	Sustainable Development Goals
GBV	Gender-Based Violence	SIDS	Small Island Developing States
HBMM	Health, Border and Mobility Management	UNCT	United Nations Country Team
HCT	Humanitarian Country Team	UNDAF	United Nations Development Assistance Framework
HLP	Housing, Land and Property	UNFCCC	United Nations Framework Convention on Climate Change
HRP	Humanitarian Response Plans	UNHCR	United Nations High Commissioner for Refugees
IASC	Inter-Agency Standing Committee	UNISDR	United Nations Office for Disaster Risk Reduction
IDP	Internally Displaced Person	WHS	World Humanitarian Summit
IEC	Information, Education, and Communication		

I. INTRODUCTION

There are today at least 244 million people on the move across borders worldwide[1], and another 763 million people have been estimated to move internally within countries.[2] Mobility, when dignified and properly managed, can bring important benefits for migrants seeking opportunities and a better life. It is also recognized that mobility can make significant, and often overlooked, social and economic contributions to communities and States of origin, transit and destination.

In the period 2008-2016, however, an average of 25.4 million people each year were displaced by disasters[3], triggered by natural hazards. Such hazards are increasingly caused or magnified by environmental factors, climate change and the compounding effects of fast-paced urbanization, population growth and rising inequalities. Beyond the direct human, material and environmental costs on affected communities and countries, disasters frequently result in large-scale movements of populations which can lead to reduced access to basic services and livelihood options, and increased exposure to violence, poverty and food insecurity for both the displaced populations and their host communities.

Further, data shows that disasters and environmental degradation have the potential to fuel conflict and fragility, reverse development gains, and hamper progress towards the Sustainable Development Goals (SDGs), especially for least developed countries, landlocked developing countries and small island developing states. As environmental degradation and climate change are expected to increase the frequency and worsen the impacts of sudden- and slow-onset disasters, the implications with respect to human mobility are projected to be significant.[4]

In the context of disasters, mobility is principally understood as a negative impact or factor that can give rise to heightened vulnerability and new risks for people on the move. While this can be and often is the case, IOM has highlighted the direct importance of mobility decisions in reducing risk and promoting resilience, and the conditions of extreme vulnerability that are associated with those who are unable to move out of harm's way, or to invest in alternative livelihood strategies amidst environment and climatic change pressures.[5]

The present paper outlines IOM's strategic approach to Disaster Risk Reduction (DRR) and resilience within the broader frame of the Organization's global mobility mandate. It presents a set of concrete actions that IOM will undertake over the course of 2017-2020 to assist Member States' efforts to reduce risk and strengthen resilience. In doing so, this document will bring to light the relevance of mobility as a fundamental human process that can increase risk, but can also be central to building resilience in contexts of sudden or slow-onset disasters, whether natural or man-made.

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[1] Trends in International Migrants Stock: The 2015 Revision, Population Division, Department of Economic and Social Affairs, UN (UN DESA), 2015.
[2] Cross-National Comparisons of Internal Migration: An update on global patterns and trends, UN DESA, 2013.
[3] Global Report on Internal Displacement 2016, IDMC and NRC, 2016.
[4] The Atlas of Environmental Migration, IOM, 2016.
[5] IOM Compendium of Activities in Disaster Risk Reduction and Resilience, IOM, 2013; Outlook on Migration, Environment and Climate Change, IOM, 2014.

2. SENDAI & KEY GLOBAL FRAMEWORKS

In advance of the Third UN World Conference on Disaster Risk Reduction in Sendai in 2015, IOM worked closely with the UN Office for Disaster Risk Reduction (UNISDR)[6], agency partners, and its Member States to support the integration of mobility and displacement in global efforts to reduce disaster risk. Agreed in March 2015, the resulting Sendai Framework for Disaster Risk Reduction 2015-2030 (Sendai Framework) outlines global commitments to reduce risk and promote resilience. Now part of the development architecture around the 2030 Agenda for Sustainable Development (2030 Agenda), the Sendai Framework is the first global agreement on disaster risk reduction to incorporate clear references to mobility and displacement. It not only recognizes the centrality of displacement management in the disaster risk reduction context, but also clearly acknowledges the role of migrants in strengthening prevention and preparedness, in supporting recovery and in promoting resilience to future disaster risk.

> Migrants as builders of resilience: Migrants play an important role in building the resilience of home and host communities through the exchange of resources and support. They and their networks can contribute to managing risk for the community at large. Migrants are often overrepresented in the healthy, productive age groups and provide diversified skills that can support disaster preparedness, response and recovery efforts, particularly in ageing societies.
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> World Migration Report 2015, IOM

Beyond the Sendai Framework, the need to build resilience to disasters is a central theme in a number of other international processes and agreements. The 2030 Agenda, also adopted in 2015, recognizes and reaffirms the urgent need to reduce the risk of disasters as part of its commitment "to leave no one behind". It makes direct references to the outcomes of the Third UN World Conference on Disaster Risk Reduction and the Sendai Framework and outlines 25 specific targets related to disaster risk reduction and resilience in 10 of the 17 SDGs.

The Paris Agreement, adopted in December 2015 by the parties to the United Nations Framework Convention on Climate Change (UNFCCC), recognizes the need to protect vulnerable populations, including migrants; calls for enhanced action to address loss and damage; and establishes a special Task Force on Displacement, to develop recommendations for integrated approaches to avert, minimize and address displacement related to the adverse impacts of climate change.

Further, as an outcome of the World Humanitarian Summit (WHS) in 2016, the biggest donors and aid providers signed up to the Grand Bargain, which commits to "significantly increase prevention, mitigation and preparedness for early action to anticipate and secure resources for recovery".[7] The Platform on Disaster Displacement (PDD), also launched on the sidelines of the WHS, seeks to address the protection needs of people displaced across borders in the context of disasters and climate change.[8] The New Urban Agenda[9], agreed in Quito in October 2016, commits to strengthening resilience in cities by implementing better urban planning, quality infrastructure and improving local responses.

Also of significance, the New York Declaration for Refugees and Migrants, adopted the same year by the UN General Assembly, recognizes the importance of disasters, climate change and other environmental factors as drivers of large-scale, unmanaged migration that need to be addressed. The Declaration makes direct references to the Sendai Framework, the 2030 Agenda and the Paris Agreement, emphasizing the importance of aligning these processes in order to effectively address the priorities set out within respective agenda.

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[6] As the UN office for disaster risk reduction, UNISDR supports the implementation, follow-up and review of the Sendai Framework. UNISDR is led by the United Nations Special Representative of the Secretary-General for Disaster Risk Reduction (SRSG/ASG).
[7] The Grand Bargain - A Shared Commitment to Better Serve People in Need, 2016.
[8] The PDD will play an important role to follow-up on the work started by the Nansen Initiative to implement the recommendations of the Protection Agenda, a toolbox to better prevent and prepare for displacement and to respond to situations when people are forced by disasters to find refuge, within their own country or across the border.
[9] The New Urban Agenda aims to sets global standards of achievement in sustainable urban development, rethinking the way we build, manage, and live in cities through drawing together cooperation with committed partners, relevant stakeholders, and urban actors at all levels of government as well as the private sector.

The Sendai Framework is also central to the UN Secretary-General's Prevention Agenda, which acts as guidance to the UN system for supporting countries avert crises and build resilience more effectively. As the Secretary-General notes, "climate-related natural disasters are becoming more frequent and their destructive powers more intense". His vision on the Prevention Agenda calls for a "risk-informed development strategy" for long-term prevention and achievement of the 2030 Agenda."[10]

The Sendai Framework calls for focused investments within and across sectors by States at local, national, regional and global levels in the following four priority areas:

The Sendai Framework asks the UN system to support the implementation of these priorities coherently with the 2030 Agenda and other relevant international agreements. This led to the creation of the UN Plan of Action on Disaster Reduction for Resilience (UN Plan of Action)[11], which provides the UN system with a common framework to strengthen system-wide coherence; build UN system capacity to deliver coordinated, high-quality support to countries on disaster risk reduction; and, ensure that disaster risk reduction remains a priority for UN organizations.

IOM has committed to support its Member States to deliver on the Sendai Framework. As a leader on the Global Compact for Safe, Orderly and Regular Migration and a member of the Task Force on Displacement under the Warsaw Mechanism on Loss and Damage, IOM is also committed to advancing the DRR agenda as part of a system-wide effort, working collaboratively with UN partners and the international system in line with the UN Plan of Action. The Organization's portfolio of work focusing on DRR and resilience contributes to all the priorities of the Sendai Framework aiming to substantially reduce disaster risk and losses in lives, livelihoods, health and in assets of persons, businesses, communities and countries.

With IOM's entry into the UN system as a Related Agency in 2016, a unique opportunity now presents itself for IOM to scale up its engagements and operational partnerships in support of Member States, and to promote greater attention to the mobility dimensions of DRR within inter-agency planning frameworks and mechanisms, such as the United Nations Development Assistance Framework (UNDAF), Humanitarian Response Plans (HRP) and the Capacity for Disaster Reduction Initiative (CADRI)[12].

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[10] The Vision of the Secretary General on Prevention, UN, 2017.

[11] Full name: UN Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development. The updated plan was adopted by the UN Chief Executives Board for Coordination (CEB) in 2016.

[12] Established in 2007, CADRI was set up as a mechanism responding to the need for a coordinated and coherent UN-wide effort to support Member States develop their capacities to prevent, manage and recover from the impacts of disasters, in line with the Hyogo Framework for Action 2005-2015, and the subsequent Sendai Framework. IOM joined CADRI as an observer partner in 2016.

3. IOM'S ADDED VALUE AND COMPARATIVE ADVANTAGE IN DRR AND RESILIENCE

As the global migration agency, IOM brings a unique perspective and comparative advantage in supporting Member States to implement the Sendai Framework given the intrinsic links between mobility, risk and resilience. IOM is also highly operational, with the ability to work directly with beneficiary groups to identify and integrate their particular needs and capacities into programming that is aligned with national frameworks and priorities.

Guided by its migration governance policies at the global level, and working at the request of its Member States, the Organization's DRR and resilience work capitalizes on longstanding experience managing mobility in various complex crisis environments over several decades, as IOM currently works across 100 countries through a network of 400 offices.[13] Over the years, IOM has developed contextual analysis capacity and a strategic data collection and analysis tool on the nexus of crisis and mobility, the Displacement Tracking Matrix (DTM).[14]

ADDED VALUE
- Global lead on mobility management in support of States' efforts
- Bringing together DRR with a mobility management perspective
- Migration governance policy and framework for crisis prevention & response

OPERATIONAL COMPARATIVE ADVANTAGE
- Direct operational delivery capacity and beneficiary interface
- Data collection and analytic capability
- Community participation methodology
- Linking humanitarian interventions with recovery & development

IOM adopts a projectized and flexible business model that brings operational agility to managing and mitigating the impacts of sudden- and slow-onset displacement crises through both immediate life-saving support, and longer-term support for recovery, stabilization and resilience. Through its early and sustained presence, and direct access to affected populations, IOM places beneficiaries at the heart of its efforts to assess and reduce core drivers of disasters and displacement, underpinned by a participatory community-engagement approach.

At the planning level, DRR and resilience constitute a core service sector in the Organization's institution-wide Migration Crisis Operational Framework (MCOF)[15]. Through MCOF, IOM incorporates risk and resilience into country-specific strategic planning processes and resource mobilization efforts, reflecting the strategic relevance of this area of work for IOM in addressing the mobility dimensions of crisis.

Over the last five years, IOM has implemented more than 160 DRR-related projects in over 70 countries through over $245 million in programming. Since Sendai alone, IOM has implemented over $116 million of DRR programming through 64 projects in 47 countries.[16]

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[13] For past IOM activities in the area of DRR, see Compendium of IOM's Activities in Migration, Climate Change and the Environment, IOM, 2009 and Compendium of IOM Activities in Disaster Risk Reduction and Resilience, IOM, 2013.
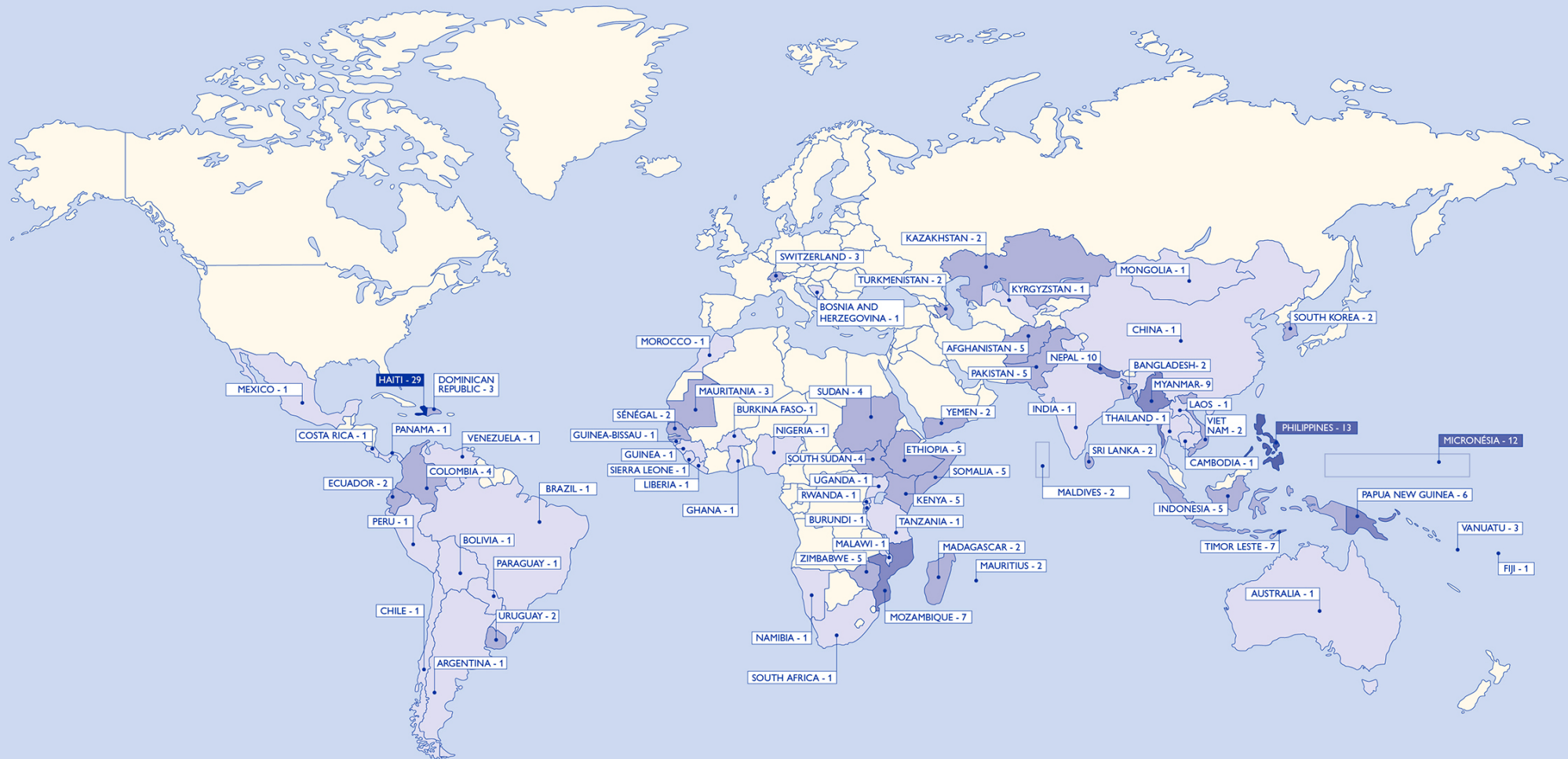
[14] IOM's Displacement Tracking Matrix (DTM) is a system to track and monitor displacement and population mobility. It is designed to regularly and systematically capture, process and disseminate information to provide a better understanding of the movements and evolving needs of displaced populations, whether on site or en route.

[15] MCOF is a practical, operational and institution-wide strategic planning tool to improve and systematize the way in which the Organization supports its Member States and partners to better prepare for and respond to migration crises. IOM Member States unanimously adopted Resolution 1243, endorsing the Migration Crisis Operational Framework (MCOF) in 2012.

[16] This includes 36 projects in Asia and the Pacific, 13 in Africa, four in the Middle East and North Africa, four in Central America and the Caribbean, four in South-Eastern Europe, Eastern Europe and Central Asia, and four global or multi-country projects managed through the European Economic Area. These projects include 42 disaster prevention initiatives, 30 preparedness initiatives, 20 emergency response initiatives and 19 initiatives that involve building back better during recovery. These 163 projects include dedicated initiatives as well as broader projects and programmes with components of DRR.

IOM GLOBAL DRR ACTIVITIES 1 JANUARY 2012 - 12 MAY 2017

KAZAKHSTAN - 2
SWITZERLAND - 3
TURKMENISTAN - 2
KYRGYZSTAN - 1
MONGOLIA - 1
BOSNIA AND HERZEGOVINA - 1
CHINA - 1
SOUTH KOREA - 2
MOROCCO - 1
AFGHANISTAN - 5
NEPAL - 10
BANGLADESH- 2
HAITI - 29
DOMINICAN REPUBLIC - 3
PAKISTAN - 5
MYANMAR- 9
MEXICO - 1
MAURITANIA - 3
SUDAN - 4
YEMEN - 2
INDIA - 1
THAILAND - 1
LAOS - 1
VIET NAM - 2
PHILIPPINES - 13
MICRONÉSIA - 12
COSTA RICA - 1
PANAMA - 1
VENEZUELA - 1
SÉNÉGAL - 2
BURKINA FASO- 1
GUINEA-BISSAU - 1
NIGERIA - 1
SRI LANKA - 2
CAMBODIA - 1
ECUADOR - 2
COLOMBIA - 4
BRAZIL - 1
GUINEA - 1
SOUTH SUDAN - 4
ETHIOPIA - 5
MALDIVES - 2
PAPUA NEW GUINEA - 6
SIERRA LEONE - 1
SOMALIA - 5
INDONESIA - 5
PERU - 1
LIBERIA - 1
UGANDA - 1
RWANDA - 1
KENYA - 5
VANUATU - 3
GHANA - 1
BURUNDI - 1
TANZANIA - 1
TIMOR LESTE - 7
BOLIVIA - 1
MALAWI - 1
MADAGASCAR - 2
FIJI - 1
PARAGUAY - 1
ZIMBABWE - 5
MAURITIUS - 2
CHILE - 1
URUGUAY - 2
AUSTRALIA - 1
NAMIBIA - 1
MOZAMBIQUE - 7
ARGENTINA - 1
SOUTH AFRICA - 1

NUMBER OF DDR PROJECTS

| 1 | 2-5 | 6-10 | 11-15 | 16-29 |

4. KEY CONCEPTS AND APPROACHES

4.1 Mobility & Disaster Risk Reduction

An inter-governmental expert group recently defined 'disaster risk' as:

> 'The potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined probabilistically as a function of hazard, exposure, vulnerability and capacity.'[17]

'Disaster risk reduction' is then defined as:

> 'Preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience and therefore to the achievement of sustainable development.'[18]

IOM supports its Member States with DRR activities to reduce disaster-induced displacement, as well as mitigate the negative impacts of displacement on those affected, through strengthened capacity in disaster prevention, preparedness, response and recovery. This requires that individuals, communities and authorities are able to make timely and strategic mobility choices before, during and after a sudden or slow-onset disaster event.

IOM's approach to risk reduction is based on the premise that exposure, vulnerability and resilience are to a large degree shaped by mobility options and choices and that mobility is thus an underlying dynamic of risk.[19] For example, while unplanned and unmanaged mobility often generates new sets of personal vulnerability and risks, planned and well-organized movement of individuals can help people preserve and access resources to cope and recover in the face of adversity. Whether undertaken through organized evacuation assistance, a planned Government relocation programme, or traditional migratory patterns, humane and orderly movement of individuals can be essential to helping people protect life and assets, access assistance and livelihood opportunities and progressively recover as conditions allow. In addition, other forms of movements, such as labour migration, can result in diaspora networks that can provide significant support to disaster risk reduction efforts through remittances, skills and technology transfer, as well as through investment in community-based risk reduction initiatives[20].

4.2 Mobility & Resilience-Strengthening

Closely related to DRR, the concept of 'resilience' has been defined as:

> 'the ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management'[21]

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[17] Report of the open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction, UN, 2016.
[18] Ibid.
[19] Human Mobility in a Socio-Environmental Context: Complex Effects on Environmental Risk, L. Guadagno / IOM, 2017.
[20] See for example ''Migration, Development and Natural Disasters: Insights from the Indian Ocean tsunami'', Naik, Stigter and Laczko, IOM Migration Research Series No. 30, 2007.
[21] Report of the open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction, UN, 2016.

Similarly, IOM understands resilience-strengthening as a "strategy to promote agency, coping and self-reliance capabilities, and to create opportunities for informed decision-making, while simultaneously building capacity to manage the underlying drivers of vulnerability and displacement".[22] By incorporating resilience perspectives across its programmes, IOM seeks to empower vulnerable or affected people to better prevent or mitigate their crisis conditions, including through mobility choices, while reducing vulnerability to future, protracted or reoccurring shocks and stresses. Consequently, IOM incorporates resilience-building dimensions not only within its disaster risk reduction portfolio, but in a range of initiatives across its broader programmatic work to deliver life-saving humanitarian assistance, provide solutions to displacement, promote community stabilization, support peace-building, facilitate recovery from crisis and promote development.

IOM recognizes the importance of individuals' and communities' access to information in order to strengthen both disaster risk reduction and resilience. Timely, reliable and actionable information can generate a greater range of strategic mobility options, support critical decision-making in crisis situations, and help shape preventative or mitigating action prior to the onset of adverse events. Further, information regarding unmanaged, residual risks, as well as information related to livelihood viability and access to secure housing, land and property, can have great bearing on decisions related to possible return, local integration or resettlement elsewhere.

4.3 Mobility & Risk-Informed Development

Development will not be sustainable if it is not informed by risk. The concept of "risk-informed development" recognizes that development programmes do not necessarily reduce hazards and associated displacement risks but may in fact create new risks or exacerbate existing ones. Further, achieving sustainable development requires that countries and communities are resilient to shocks and stresses, which otherwise will undermine the efforts of States to advance national development goals. The concept of risk-informed development, therefore, requires an expanded understanding of DRR as a central strategy to reducing poverty and advancing broader social and economic development aims.

The 2030 Agenda recognizes that shocks and stresses can reverse years of development gains and underscores the need to strengthen resilience. It sets forth the following core target on resilience:

> 'By 2030 build the resilience of the poor and those in vulnerable situations, and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters'.[23]

In line with IOM's mandate to support States' efforts to achieve the SDGs, IOM seeks to ensure that risk and resilience perspectives are integrated in the planning and delivery of IOM's core migration management services and development activities, including in migration health, immigration and border management, migrant assistance, labour mobility and human development, as well as in work addressing the linkages between migration, environment and climate change.

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[22] Resilience-Building in Crisis, Pre-Crisis and Fragile Contexts, IOM, 2016 (Draft).
[23] Transforming our world: the 2030 Agenda for Sustainable Development (target 1.5), UN, 2015.

5. IOM MISSION STATEMENT ON DRR AND RESILIENCE

To assist Member States to implement the Sendai Framework by advancing mobility-based strategies in disaster risk reduction and resilience.

IOM's objectives are fourfold[24]:

1. reduce disaster-induced displacement by harnessing the dimensions of mobility in prevention and preparedness (linked to Outcome 1 & 2)

2. mitigate the impacts of displacement through risk-informed response (linked to Outcome 3)

3. strengthen resilience by building back better in recovery and reconstruction (linked to Outcome 4)

4. expand and strengthen partnerships to support integration of mobility in global risk reduction efforts (linked to Outcome 5)

5.1 Programme Beneficiaries

The beneficiaries of this work plan will be individuals, households and communities that are vulnerable to displacement resulting from disasters.[25] Beneficiaries will additionally include the following groups[26]:

- Persons displaced by disasters within their country (internally displaced persons)[27];

- Persons displaced across borders as a result of disasters[28];

- International migrants affected by disasters in their destination or transit countries[29];

- Communities affected by a disaster but that are not displaced, including communities that host the above categories;

- And other vulnerable mobile populations.

Finally, beneficiaries will include Member States represented by various government entities at national, sub-national and local levels, as well as local and international non-governmental partners and other key stakeholders.

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[24] These objectives will contribute to achieving the overall goal of the Sendai Framework, which is to ''prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience.''

[25] In line with the UN Plan of Action, this work plan covers disaster risk created by slow and sudden onset natural hazards (geophysical, meteorological, hydrological and climatological), including extreme climate events, as well as technological and biological hazards.

[26] In line with IOM global policy frameworks, e.g. the Migration Crisis Operational Framework and the Principles of Humanitarian Action. With the exception 'affected communities', the listed beneficiary groups are to be understood as 'migrants'. IOM defines a 'migrant' as Any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence and whose imminent return thereto is not envisaged or possible regardless of: (1) a person's legal status; (2) the voluntariness of the movement; (3) the causes for the movement; or (4) the length of the stay.

[27] For the most commonly used definition of Internally Displaced Persons (IDPs), refer to 'Guiding Principles on Internal Displacement', Office for the Coordination of Humanitarian Affairs, United Nations, 2004.

[28] For a discussion on 'cross-border disaster displacement', refer to 'Agenda for the Protection of Cross-Border Displaced Persons in the Context of Disaster and Climate Change', The Nansen Initiative, 2015.

[29] For more information on situations in which migrants are present in a country experiencing natural disaster see 'Guidelines to Protect Migrants in Countries Experiencing Conflict or Natural Disaster', MICIC Initiative, 2016.

6. STRATEGIC OUTCOMES AND PROGRAMMING

6.1 Strategic Outcome I: Prevention - 'having the choice to stay'

In support of Objective 1, IOM will seek to achieve the following strategic outcome:

STRATEGIC OUTCOME 1
Reduced risk of disaster-induced displacement through effective disaster prevention – 'having the choice to stay'

Moving forward from 2017, IOM will support Member States to reduce the risk of disaster-induced displacement for vulnerable individuals and communities. Support will include the development of multi-hazard risk assessments at the local level, in rural and urban contexts. Assessments will determine the nature and extent of disaster risk that could potentially harm exposed people, property, services, livelihoods and the environment on which they depend, as well as trigger significant unplanned population movements. Special measures will also assess risks to health and health systems.

PROJECT EXAMPLE 1
Disaster Risk Management for Resilience, Afghanistan, 2015-2018

Approximately 60 percent of Afghanistan's population is exposed to natural hazards, impacting an average of 235,000 people each year, and adding to already widespread conflict-induced displacement. The severity of these disasters is exacerbated by decades of conflict, combined with drought and environmental mismanagement, impacting rural mobility dynamics and affecting the sustainability of local livelihoods. Against this backdrop, IOM is implementing an initiative that seeks to reduce the mobility impacts of disaster events by strengthening the national Disaster Management Information System (DMIS) combined with resilience-building initiatives at the local level that include risk education, early warning systems, risk-mitigation infrastructure and cash-for-work programmes. Specifically, the construction of retaining walls was undertaken in order to protect communities from the impacts of floods and landslides.

IOM will utilize the findings of risk assessments to inform the design of structural and non-structural community-based disaster risk reduction and management actions. Critical to the sustainability of such actions will be the substantive involvement of individuals and communities in the planning, implementation, monitoring and evaluation of DRR programming. Assistance may include specific infrastructure support that protects communities from local hazards (see project example 1) or 'disaster-proofing' existing critical infrastructure facilities through proper design, construction or retrofitting. Initiatives will also include public awareness-raising through, for example, the production and dissemination of Information, Education, and Communication (IEC) materials, as has been done extensively by IOM in Micronesia and the Marshall Islands (see project example 2).

PROJECT EXAMPLE 2
Climate Risk Education for Small Island Developing States (SIDS), 2012-2016

The Federated States of Micronesia (FSM) and the Republic of the Marshall Islands (RMI) are at the frontline of climate change impacts and extreme weather events. As small island states, they face limited options for mobility and relocation, and the impacts of typhoons, storm surges, droughts, floods and landslides are frequently felt. IOM's Climate Adaptation, Disaster Risk Reduction and Education (CADRE) programme integrates climate risk education within school curricula and raises awareness in local communities regarding climate risks and possible adaptation practices. The project has contributed to increasing the capacity of communities and households to anticipate, and adapt to, slow-onset climate-change effects or extreme weather events.

In certain situations, risk assessments will determine that *in situ* risk reduction actions are not viable. At the request of Member States, IOM will support planned relocations as a means of reducing the exposure of vulnerable populations to hazards.[30] In supporting comprehensive, sustainable approaches to planned relocations, the Organization will draw from its operational experience globally in this field of work, including in the Philippines, Sri Lanka, Colombia, Mozambique, Papua New Guinea and Vietnam.[31]

IOM will make use of its expertise in housing, land and property (HLP); population movement operations; and local integration and livelihoods support in relocation sites. Support to planned relocation from high-risk areas will be a last resort, where the frequency or intensity of hazards make other risk management options too costly or ineffective, or when regions and sites face irreversible ecosystem degradation. In addition, IOM will contribute to the efforts of academic and intergovernmental actors producing practical guidelines to assist governments and communities involved in planned relocations[32].

Livelihoods support will constitute another key element of IOM's disaster prevention strategy going forward.[33] Cash and other livelihood assets create a broader range of choices for vulnerable populations to invest in community-level prevention mechanisms, and enhance their mobility options in responding to risk. IOM will design livelihoods support that incorporates a good understanding of market systems to Do No Harm and to generate a broader set of response options.

As diversified livelihoods tend to be less vulnerable to trends, shocks and seasonality, support will also be given to livelihoods diversification.[34] Assessments will determine how mobility is a vital element of existing livelihood strategies in each given context, and mobility will be supported as a risk reduction or adaptation measure by ensuring the safety and freedom of circulation of individuals and communities, and freeing their migration routes from material and political obstacles.

In recognition of the primary responsibility of States to prevent and reduce disaster risk, IOM will support States to risk-inform their national, sectoral and local development strategies. States will be supported to develop or update DRR and climate change adaptation strategies and plans to reflect displacement as a core dimension of disaster risk, and the potential of mobility as a tool for risk management and resilience. Through its national and regional training workshops for policymakers and practitioners, IOM will provide institutional capacity-building at the national and regional levels to help governments better understand and address key mobility challenges arising from disasters and climate change.

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[30] The risk reduction potential of planned relocations is recognized in key international frameworks on disasters and climate change. The Sendai Framework highlights the need for national and local authorities to "formulate public policies, where applicable, aimed at addressing the issues of prevention or relocation, where possible, of human settlements in disaster risk zones, subject to national law and legal systems," para. 27(k). The UNFCCC Cancun Adaptation Framework invited parties to undertake "measures to enhance understanding, coordination and cooperation related to national, regional and international climate change induced […] planned relocation, where appropriate," para. 14(f).

[31] Planned Relocations: Managing Human Mobility to Reduce Risk: IOM's Perspectives and Priorities, IOM, 2015.

[32] See Guidance on Planned Relocations, Georgetown University, 2015: https://isim.georgetown.edu/Planned-Relocations

[33] The *Sustainable Livelihoods Framework (SLF)* defines livelihoods as comprising "the capabilities, assets (including both material and social resources) and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base." Sustainable Livelihoods Guidance Sheets, DFID, 1999.

[34] Households with multiple income-generating strategies can resort to alternative sources of cash or food in the event of disaster and therefore achieve a greater capacity to cope and bounce back.

Further, IOM will implement specific initiatives to strengthen multi-stakeholder platforms for DRR coordination that include civil-society, private sector and diaspora groups, while ensuring inclusion of vulnerable groups, such as women, youth, people with disabilities and migrants. Regional and country offices will also be required to incorporate DRR and resilience in their strategic planning documents, where relevant, such as MCOFs and MiGOFs[35] and mainstream the mobility dimensions of DRR in country-level United Nations Development Assistance Frameworks (UNDAF).

PROJECT EXAMPLE 3
Mainstreaming Mobility into National Policies, FSM, 2013

The government of the Federated States of Micronesia (FSM) developed a nationwide Disaster Risk Management and Climate Change Policy in June 2013. IOM supported the FSM Office of Environment and Emergency Management to successfully mainstream environmental migration in the text of the policy document. The FSM now recognises "the rights of island communities to their ancestral lands, while also acknowledging the role that migration has played, and will continue to play, as an adaptation strategy to a changing environment." The policy sets out provisions to prevent displacement resulting from environmental degradation through adaptation strategies, and at the same time acknowledges the role of well-managed migration as a possible positive response to environmental change.

Throughout 2017 to 2020, IOM foresees assisting countries with research, assessments and capacity-building on migration, environment and climate change policy. Additionally, IOM will assess opportunities for harnessing labor mobility, diaspora resources and remittances in disaster risk reduction and climate change adaptation.

In line with specific targets of the UN Plan of Action, IOM will assist Member States in setting national targets and indicators on displacement to support reporting to the Sendai Framework Monitor, and provide capacity-building on displacement data collection disaggregated by age, sex, disability, and location within and across borders. In the framework of its membership in CADRI, IOM will also assist countries to review current gaps in existing disaster risk reduction policies, and support the development of multi-sectoral loss databases that incorporate displacement data, as well as associated thematic guidelines and tools. Through outreach and advocacy efforts, events, statements, publications and communication products will be dedicated to the mobility dimensions of disaster risk reduction.

6.2 Strategic Outcome II: Preparedness - 'building capacity for response'

Also in support of Objective 1, IOM will pursue the following strategic outcome:

STRATEGIC OUTCOME II

Improved capacity of States and communities to effectively anticipate, respond to, and recover from, the mobility consequences of disasters, through strengthened disaster preparedness – 'building capacity for response'

Risks will remain even after effective DRR measures have been put in place. These 'residual' risks will require States and communities to be equipped with adequate emergency response systems and recovery capacities. Support will be given to strengthen disaster preparedness of States and communities to ensure that appropriate and timely action is taken to mitigate the impacts of disasters. Mitigation involves supporting mobility as a life-saving strategy while also reducing the duration and impacts of disaster-induced displacement, when it occurs. Such support will include contingency planning, stockpiling, arrangements for coordination, evacuation and risk education, and associated training and field exercises. Additionally, IOM

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[35] IOM's Migration Governance Framework (MiGOF) presents a set of principles and objectives which, if respected and fulfilled, would ensure that migration is humane, orderly, and benefits migrants and society.

will pilot a preparedness monitoring report[36] to facilitate systematic gathering of data on countries where risks may result in, or increase, displacement and related humanitarian need within the next six months.

Migrants are often among the worst affected in times of crisis. They may lack hazard awareness, have reduced access to social networks, and face language, cultural and legal obstacles to accessing emergency and recovery assistance. IOM will continue to promote the inclusion of international migrants in disaster preparedness, response and recovery action of States.[37] Training will be extended to emergency management personnel in countries of destination to facilitate the development of preparedness protocols that better meet the specific needs of migrants in the event of a disaster. In 2017, the roll-out of an online training programme will take place to increase preparedness and response capacities of countries of origin, targeting consular staff so that they can assist their nationals more effectively in the event of a disaster.

PROJECT EXAMPLE 4
Early Warning & Early Action, Indonesia, 2015

Indonesia is frequently impacted by earthquakes, tsunamis, landslides, volcanic eruptions, flooding and drought. Working closely with the national and local governments, IOM supported the development of regional-level emergency operations centres equipped with state-of-the-art information and communication technology and radio communication systems linked with technical training support. These EOCs now support quick, provincial-wide flow of disaster information between critical response actors in order to monitor hazards, reduce risk through mobility responses and to track and respond to forced mobility consequences of a disaster, as it occurs. The project was successful in upgrading the capacity of the Government to undertake effective disaster risk management, particularly through improved early warning capacity and better response preparedness for adverse events.

IOM will support national and sub-national initiatives to develop early warning capacity and associated systems needed to generate and disseminate timely and meaningful warning information (see project example 4). This support will enable individuals, communities and organizations at risk to prepare and employ appropriate mobility responses in sufficient time to reduce the possibility of harm or loss. In the context of mitigating the risks of infectious disease outbreaks, IOM will work with counterparts along international borders and migration routes to build capacity on early warning.

PROJECT EXAMPLE 5
Strengthening Displacement Tracking Capacity in West African States, 2017

West Africa increasingly suffers from hydro-meteorological and climate-related hazards. These hazards are exacerbated by a range of factors, including weak environmental controls, poor land use and rapid urbanization. Local and national governments are frequently called upon to manage the mobility impacts of a disaster, however, responses are imperiled by weak data collection and analysis capacities that are vital for response and recovery interventions. Focusing on countries within the Economic Community of West African States (ECOWAS), IOM is training officials on population mobility tracking, data collection methodology and data protection principles based on IOM's DTM. The project is providing a vital contribution to increasing the preparedness capacities of States to respond more effectively to the mobility dimensions of a disaster in line with international standards and principles.

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[36] Biannual internal *IOM Emergency Preparedness Monitoring Report,* published by the Preparedness and Response Division.
[37] Migrants in Countries in Crisis Initiative (MICIC) is a government-led, multi-stakeholder consultative initiative to improve responses for migrants in countries experiencing conflict or natural disaster. IOM serves as the Secretariat and is an active member of the MICIC Working Group along with UNISDR, UNHCR, Georgetown University, ICMPD and the European Commission for International Cooperation and Development. The MICIC Initiative has produced guidelines to protect migrants in countries experiencing conflict or natural disaster (MICIC Initiative Guidelines). These are voluntary, non-binding, targeted suggestions to promote better protection of migrants in countries experiencing crises.

Timely, well prepared and effectively managed evacuation processes are critical to the survival and protection of exposed and vulnerable individuals before, during and after the onset of a disaster. IOM will continue to provide country-specific capacity-building workshops on planning for mass evacuations, based on the Comprehensive Guide for Planning Mass Evacuations in Natural Disasters ("the MEND Guide")[38]. In addition, disaster preparedness assessment missions for requesting countries will generate guidance and recommendations on effective evacuation preparedness.

Under the framework of the 2017-2021 Global Camp Coordination and Camp Management (CCCM) Strategy, IOM will continue to support national preparedness activities and planning ahead for contingencies and the potential need for CCCM interventions in natural disaster contexts. This support will build on existing frameworks and guidance, and will focus on regions and countries at high disaster risk of new or continuous displacement.[39] IOM will organize CCCM training for agency and government partners to enhance capacities in camp coordination, camp management and camp administration.

PROJECT EXAMPLE 6
Preparing and Preserving Open Spaces for Response, Nepal, 2015-2018

Nepal is a hotspot for geophysical activity and ranked high in terms of vulnerability to disasters. Disaster risks are compounded by rapid growth in population and urbanization. To strengthen the resilience of local communities, IOM, in support of the Government's National Disaster Response Framework (NDRF), has been supporting an initiative to identify, protect and preserve open spaces designated for humanitarian purposes and that can be used to provide safety and assistance for people displaced by disasters. The project is mobilizing women's groups, youth clubs, local authorities and businesses to maintain the spaces. On April 25, 2015, a severe earthquake struck near the city of Kathmandu in central Nepal killing 9,000 people and damaging or destroying more than 600,000 structures. The spaces, identified to meet the communities' projected needs, were used to great effect in the aftermath of the country's 2015 earthquake.

Closely linked to the Organization's CCCM programming, support will be extended to national authorities and humanitarian actors to track and monitor disaster-induced displacement through the Displacement Tracking Matrix (see project example 5). To enhance preparedness in disaster-prone areas, IOM will integrate DTM as appropriate into capacity building activities, map potential evacuation and displacement sites (see project example 6), and establish data collection methods before a disaster strikes.

IOM has strengthened its institutional readiness for emergency response by creating and expanding its global non-food item (NFI) pre-positioning hubs and putting forward institutional commitments under the Grand Bargain to increase readiness and develop internal systems to implement Cash-Based Interventions (CBI) and support countries with service provider agreements for cash transfers.[40]

IOM also plays an important role in the implementation of the International Health Regulations (IHR 2005). Within its Health, Border and Mobility Management (HBMM) framework, the Organization will continue to build the core capacities of its Member States for building public health emergency preparedness, as mandated by the IHR. Focus will be placed on points of entry, within border spaces and along migration routes, ultimately aimed at building mobility-sensitive and disaster resilient health systems (see project example 7).

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[38] The MEND Guide was published in 2014 as a result of result of a collective effort initiated by the Global CCCM Cluster. The Guide serves as a reference providing key background considerations and a template to assist planning bodies at national, regional, municipal, and other levels – both urban and rural – in the development and/or refinement of evacuation plans in accordance with emergency management principles.
[39] CCCM seeks to improve living conditions of displaced persons and migrants in transit, by monitoring displacement flows, facilitating the effective provision of assistance and protection in camps and camp-like settings, advocating for durable solutions and ensuring organized closure and phase-out of camps.
[40] Cash Based Interventions (CBI): IOM Strategic Vision and Goals 2017-2020 (Draft), 2017.

6.3 Strategic Outcome III: Response - 'managing mobility in a disaster'

In support of the second Objective of this plan, IOM will pursue the following strategic outcome:

STRATEGIC OUTCOME III

Rapid, effective and risk-informed emergency response that addresses the immediate needs of disaster-affected populations, as well as secondary risks generated as a result of prolonged displacement – 'managing mobility in a disaster'

When disasters overwhelm national response capacities, IOM will support Member States to address the immediate needs of affected populations as well as secondary risks generated as consequences of prolonged population displacement. Emergency response programming will be designed to include migrants and other mobile populations in line with the recommendations of the MICIC Guidelines. IOM will provide affected populations with emergency evacuation and transportation assistance to move people and livelihood assets out of harm's way.[41] IOM will provide emergency shelter support when responding to shelter needs of displaced populations, taking into account local hazards and the need for risk mitigation measures.

IOM's Camp Coordination and Camp Management services will consider hazards in the design and implementation of camps or sites, and anticipate measures to prevent Gender-Based Violence (GBV) as well as minimize undignified living conditions and lack of access to basic services. In out-of-camp and urban settings, risk-reducing initiatives to manage displacement and access to basic services will be contextualized and implemented. These services will include measures to reduce the environmental and social footprints of activities on ecosystems and host and surrounding communities to avoid the creation of new hazards that could lead to renewed displacement. To support targeted and accountable CCCM responses, IOM will deploy the Displacement Tracking Matrix to capture information on population movements and needs, and incorporate risk-analysis, as appropriate.

IOM also leverages the capacity of NFI assistance to build resilience. In carrying out such support, the Organization will seek to empower local actors to undertake planning, implementation and monitoring of NFI distribution with a view to build local capacity. Local procurement of relief goods will contribute to revitalizing local economies and materials selection and purchasing processes will consider potential impacts on the local environment. NFI assistance will be based on local needs analyses and is adapted to meet evolving needs, which supports longer-term recovery objectives. Targeting strategies are sensitive to potential hazards in distribution sites and tailored to support ongoing mobility, viable return/resettlement or local integration processes.

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[41] Special measures will be included for specific at-risk groups. See for example 'Special Measures for the Evacuation of Migrant Children: A Reference Checklist', IOM / MICIC, 2017.

6.4 Strategic Outcome IV: Recovery - 'fostering resilience in recovery'

In support of Objective 3, IOM will pursue the following strategic outcome:

STRATEGIC OUTCOME IV
Improved disaster resilience in recovery and reconstruction – 'fostering resilience in recovery'

As recovery typically begins immediately in the aftermath of a disaster, it can often reproduce risk conditions that had precipitated displacement in the first place. Therefore, it is important to address underlying drivers of risk from the beginning in order to prevent disasters and displacements from reoccurring and to build back better. As a core principle underpinning its post-disaster recovery activities, IOM will invest in measures that strengthen resilience and promote durable solutions[42] to displacement by assessing and addressing root causes of disaster risk. In doing so, inclusive approaches will consider the specific vulnerabilities of migrants, as well as other vulnerable and marginalized groups, including women, youth and persons with disabilities.

PROJECT EXAMPLE 8
Building Back Better, Pakistan, 2010

In July 2010, flash-flooding in Pakistan wreaked havoc in 15,000 villages, affecting some 18 million people. IOM responded through the 'One Room Shelter Project' to provide 30,000 flood resistant durable shelters. A key feature of the project was to empower people to lead their own reconstruction process through a system of conditional cash payments. The project made use of locally salvageable materials, local labour and locally purchased material inputs. Key to the 'build back better' approach was support to training in flood-resistant building methods stressing adoption and adaptation of local designs. IOM also supported a national communications initiative that raised awareness of assistance entitlements, disseminated key risk information and promoted a humanitarian hotline. The communications project led by IOM was subsequently incorporated into the Government's national disaster risk management strategy in recognition of its important contribution to the strengthening resilience in recovery and reconstruction.

Moving forward from 2017, Member States will be supported with community-based multi-hazard risk assessments to inform and guide recovery investments. These activities will contribute to ensuring that shelter, housing, health care, public infrastructure and livelihood support activities are planned in a risk-informed manner. IOM will support communities to rebuild hazard-resistant transitional shelter and housing, and provide training and information outreach support to promote hazard-resistant building techniques (see project example 8). The Organization will support hazard-resistant reconstruction of other key community infrastructure to restore basic services.

Additionally, debris removal and infrastructure initiatives will be linked with cash-for-work opportunities. This support will reengage affected individuals in productive activities, improve coping capacities and revitalize livelihoods, while simultaneously boosting the circulation of cash to stimulate local market activity. Planned relocations will also be considered as a means of reducing the exposure of populations to residual or new risk in the recovery context, while considering the need for risk-informed and diversified livelihood opportunities in relocation sites.

As early as possible, in-kind and technical training support will restore livelihoods and enterprise activities, fostering self-reliance and countering the emergence of aid dependency. The Organization will assess how mobility can play a role in expanding income-generating options, and support mobility and diversification as a risk reduction or adaptation measure. To protect community investments and businesses from future hazards, livelihood support will be embedded within wider community-based disaster risk management strategies, as appropriate.

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[42] For more information on IOM's approach to resolving displacement see IOM Framework on the Progressive Resolution of Displacement Situations (PRDS), 2016.

Migration and remittances can play a powerful role in supporting recovery and reconstruction. In this light, measures can be taken to facilitate migrant and diaspora contributions to help affected households, communities and systems recover and rebuild. This may include assessments of existing remittances flows, policy advocacy to reduce money transfer costs, replacement of lost documentation (to enable access to banks) and family tracing. IOM will assess the possibility of sponsoring the temporary return of qualified nationals that can contribute with specific expertise, including in disaster risk management, to support resilient recovery.

6.5 Strategic Outcome V: Partnerships – 'strengthening coordinated support for mobility-based resilience'

In support of Objective 4, IOM will seek to achieve the following strategic outcome:

STRATEGIC OUTCOME V
Expanded and strengthened partnerships to promote integration of mobility in efforts to reduce risk and build resilience

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Partnerships are fundamental to DRR and central to the successful implementation of the Sendai Framework. At the global level, steps will be taken to enhance partnership with Member States and agency partners through increased dialogue initiatives on mobility, risk and resilience. Key takeaways from such dialogue will be reflected in policy and operational planning efforts on disaster risk reduction and resilience to support implementation of this work plan.

IOM will seek to strengthen its partnership with UNISDR as the UN office leading the coordination of disaster reduction activities, and work closely with UNISDR focal point agencies to support monitoring and coordination of activities related to the implementation of the UN Plan of Action. This will also require working closely with UNISDR and partner agencies to support the bi-annual Global Platform for Disaster Risk Reduction as the main forum for development of DRR partnerships and for reviewing progress in the implementation of the Sendai Framework.

As a member of the Inter-Agency Standing Committee (IASC), IOM will assist IASC task teams and reference groups relevant to DRR and resilience by contributing with good practice and by supporting the production of practical guidance and tools. In the 2017-2020 period, IOM will support the IASC Task Team on Strengthening the Humanitarian-Development-Nexus and the Reference Group on Risk, Early Warning and Preparedness. IOM will also continue to contribute to an ongoing IASC initiative on harmonized risk assessments through its engagement and use of INFORM[43].

At the country-level, IOM will work as a member of the UN Country Team (UNCT) and the Humanitarian Country Team (HCT) to support the integration of mobility dimensions of DRR in HRP and UNDAF, where such are available. In line with its observer status in CADRI, the Organization will engage in inter-agency partnership initiatives that assist the roll-out of CADRI activities at the country level.

IOM will continue its collaborative work with government-led, multi-stakeholder initiatives, such as the MICIC Initiative and the Platform on Disaster Displacement (PDD). The Organization will explore working with specific government counterpart agencies in the framework of building capacity in disaster preparedness and support the integration of mobility considerations in nationally-owned disaster risk reduction strategies and plans.

IOM will also continue to partner with key institutions and intergovernmental agencies working on joint programming, guidelines, and research initiatives. This may include continued collaboration with the Georgetown University and the United Nations High Commissioner for Refugees (UNHCR) to develop, disseminate and operationalize guidelines on planned relocations. The Organization will also enhance collaboration with FAO in support of joint programming initiatives on the nexus of climate change, migration, agriculture and food security.

Further, in ensuring that programming makes the best possible use of locally available expertise and experience, partnerships will be pursued with the private sector and civil society to strengthen coordination around disaster risk reduction.

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[43] INFORM is the first global, objective and transparent tool for understanding the risk of humanitarian crises developed and maintained by IASC partners with the support of the European Commission. See more on: (http://www.inform-index.org/InDepth).

Partnerships with local communities will also build on previous work to systemically map and understand local indigenous knowledge and practices that can help shape effective and locally appropriate DRR interventions.[44]

7. MONITORING, EVALUATION & LEARNING

Monitoring, evaluation and learning will be core to the success of this work plan. IOM will invest in the enhancement of its global institutional and country-level systems and staff capacity to effectively develop and apply monitoring and evaluation frameworks on risk and resilience. Doing so will improve IOM's capacity to measure and report on institutional-level progress against the targets set out in this work plan and in the UN Plan of Action. This will help demonstrate the impact that the UN system, as a whole, is making in supporting Member States and other stakeholders implement the Sendai Framework and related aspects of the 2030 Agenda. Investments are also foreseen in the development of a standardized outcomes, outputs and performance indicators registry to support field-level project development, implementation, monitoring and evaluation.

The number of countries that IOM supports with disaster risk reduction activities are presented in the tables in Annex I of this document. In addition, these tables set out institutional-level cumulative targets for achievement in 2017, 2018, 2019 and 2020 using 31 December 2015, the year of the Sendai Framework, as a baseline. The baseline includes projects that began between 1 January 2012 and 31 December 2015. The tables offer a tool for IOM to use in monitoring its global work on DRR and for reporting against the annual DRR targets established by the UN Plan of Action. The targets are indicative and based on a review of the volume of past programming globally. The targets are subject to modification taking into account the evolving DRR operating environment, as well as predictions regarding future funding availability and country-specific needs.

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[44] See for example 'Indigenous Knowledge for Disaster Risk Reduction: Documenting Community Practices in Papua New Guinea', IOM, 2015.

ANNEX 1
Global-Level Output Indicators and Institutional Leads

TABLE 1: PREVENTION

#	INDICATOR	SENDAI PRIORITY	IOM INST. LEAD[45]
1.	# countries supported with multi-hazard risk assessments	1: Understanding disaster risk	DOE/TRD
2.	# countries supported with community-based disaster risk management	3: Investing in resilience	DOE/TRD
3.	# countries supported with Information, Education, Communication (IEC) on mobility, risk and resilience	1: Understanding disaster risk	DOE/TRD
4.	# countries supported with planned relocation assistance	3: Investing in resilience	DOE/TRD
5.	# countries supported with sustainable and diversified livelihoods support	3: Investing in resilience	DOE/TRD
6.	# countries supported to risk-inform their national, sectoral and local development strategies and/or develop DRR and climate change adaptation strategies and plans and/or conduct institutional capacity-building	2: Disaster risk governance	DOE/TRD/MECC
7.	# countries supported with strengthened multi-stakeholder disaster coordination that includes civil-society, diaspora and the private sector, and/or other stakeholder groups	2: Disaster risk governance	DOE/TRD
8.	# countries/regions with IOM strategic planning documents that incorporate DRR and resilience	2: Disaster risk governance	DOE/TRD
9.	# countries supported to include mobility dimensions of DRR in development planning (UNDAF)	2: Disaster risk governance	DOE/TRD
10.	# countries supported with research and assessments on migration, environment, and climate change policy	2: Disaster risk governance	DMM/MECC
11.	# countries supported with capacity-building training on migration, environment and climate change	1: Understanding disaster risk	DMM/MECC
12.	# countries supported to harness labor mobility, diaspora resources and remittances for investment in risk reduction and/or climate/environmental change adaptation	2: Disaster risk governance	DMM/MECC
13.	# countries supported in reporting on displacement through the Sendai Framework Monitor*	3: Investing in resilience	DMM/TRD/PRD
14.	# countries supported to review current risks and losses, strengths, weaknesses, and gaps in existing DRR policies, plans, programmes and investments (ex. CADRI)*	1: Understanding disaster risk	DOE/TRD
15.	# countries supported to develop multi-sectoral loss databases that incorporate displacement*	1: Understanding disaster risk	DOE/TRD/PRD

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[45] DOE = Department of Operations and Emergencies, TRD = Transition and Recovery Division, PRD = Preparedness and Response Division, DMM = Department of Migration Management, MECC = Migration, Environment and Climate Change Division, MHD = Migration Health Division, MICIC = Migrants in Countries in Crisis, ICP = International Cooperation and Partnerships Department

#	INDICATOR	SENDAI PRIORITY	IOM INST. LEAD
16.	# thematic guidelines and tools developed in support to countries on DRR*	2: Disaster risk governance	DOE/TRD
17.	# events resulting in outcome documents/DRR strategies to support countries in addressing gaps and challenges*	1: Understanding disaster risk	DOE/TRD
18.	# IOM statements, publications and communications products dedicated to DRR*	1: Understanding disaster risk	DOE/TRD

*UN Plan of Action Indicators

TABLE 2: PREPAREDNESS

#	INDICATOR	SENDAI PRIORITY	IOM INST. LEAD
1.	# countries supported with community-based preparedness	4: Preparedness to "Build Back Better"	DOE/PRD
2.	# IOM preparedness monitoring reports	4: Preparedness to "Build Back Better"	DOE/PRD
3.	# countries supported to include migrants in disaster preparedness, response and recovery	4: Preparedness to "Build Back Better"	DOE/TRD/PRD
4.	# countries supported with improved early warning systems	3: Investing in resilience	DOE/PRD
5.	# countries supported with preparedness planning revision or drafting on Camp Coordination and Camp Management (CCCM), including mass evacuation (MEND) preparedness	4: Preparedness to "Build Back Better"	DOE/PRD
6.	# Regional Offices supported to build capacity of country missions with preparedness planning for displacement tracking	4: Preparedness to "Build Back Better"	DOE/PRD
7.	# IOM NFI pre-positioning regional hubs for non-food item distribution reinforced	4: Preparedness to "Build Back Better"	DOE/PRD
8.	# countries with service provider agreements for cash transfers	4: Preparedness to "Build Back Better"	DOE/PRD
9.	# countries supported with public health emergency preparedness	4: Preparedness to "Build Back Better"	DOE/MHD

TABLE 3: RESPONSE

#	INDICATOR	SENDAI PRIORITY	IOM INST. LEAD
1.	# countries supported with emergency evacuation and transportation assistance to reduce risk exposure	4: Preparedness to "Build Back Better"	DOE/PRD
2.	# countries supported with risk-informed emergency shelter	4: Preparedness to "Build Back Better"	DOE/PRD
3.	# countries supported with on-going risk-informed Camp Coordination and Camp Management (CCCM) sectoral responses	4: Preparedness to "Build Back Better"	DOE/PRD
4.	# countries supported with displacement tracking and data collection (DTM) on movements, needs and vulnerability	4: Preparedness to "Build Back Better"	DOE/PRD

TABLE 4: RECOVERY

#	INDICATOR	SENDAI PRIORITY	INST. LEAD
1.	# countries supported with multi-hazard risk assessments	4: Preparedness to "Build Back Better"	DOE/TRD
2.	# countries supported with hazard-resistant transitional shelter and/or housing	4: Preparedness to "Build Back Better"	DOE/TRD
3.	# countries supported with hazard-resistant community infrastructure and services restoration	4: Preparedness to "Build Back Better"	DOE/TRD
4.	# countries supported with debris removal and/or infrastructure repairs linked with cash-for-work opportunities	4: Preparedness to "Build Back Better"	DOE/TRD
5.	# countries supported with planned relocation assistance	4: Preparedness to "Build Back Better"	DOE/TRD
6.	# countries supported with sustainable livelihoods recovery and diversification strategies	4: Preparedness to "Build Back Better"	DOE/TRD
7.	# countries supported with community-based disaster risk management	4: Preparedness to "Build Back Better"	DOE/TRD

TABLE 5: PARTNERSHIPS

#	INDICATOR	SENDAI PRIORITY	IOM INST. LEAD
1.	# dialogue initiatives with Member States and agency partners supported at global level	1: Understanding disaster risk	DOE/TRD/ICP
2.	# ISDR initiatives supported at global level (e.g. Global Platform)	1: Understanding disaster risk	DOE/TRD/ICP
3.	# IASC task teams / reference groups supported at global level	2: Disaster risk governance	DOE/TRD/PRD
4.	# UNDAFs that reflect mobility, risk and resilience supported by IOM	2: Disaster risk governance	DOE/TRD
5.	# HRPs that reflect disaster risk reduction and resilience	2: Disaster risk governance	DOE/TRD
6.	# CADRI initiatives supported at country-level	1: Understanding disaster risk	DOE/TRD
7.	# Partnerships on migrant-inclusive DRR supported at country-level	4: Preparedness to "Build Back Better"	DOE/TRD/PRD
8.	# PDD initiatives on cross-border disaster displacement supported at global or country level	4: Preparedness to "Build Back Better"	DMM/MECC
9.	# Preparedness partnerships supported at country-level (e.g. MEND, CCCM, DTM etc.)	4: Preparedness to "Build Back Better"	DOE/PRD
10.	# research, guidelines and programmatic partnerships (e.g. with Georgetown University, UNHCR, FAO)	2: Disaster risk governance	DOE/TRD/MECC

PROJECTS OVERVIEW
IOM'S GLOBAL WORK ON DISASTER RISK REDUCTION AND RESILIENCE

LAST 5 YEARS
(2012-2017)

160+ PROJECTS

74 COUNTRIES

$245 MILLION
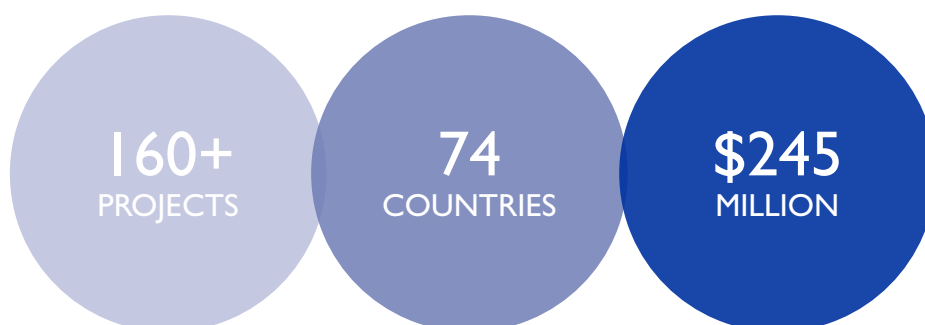
DRR BUDGET BY DONOR TYPE

- Bilateral Donors
- UN
- IOM
- EU
- Other Organizations
- Private Sector

14.12 MIL
1.50 MIL
11.08 MIL
1.73 MIL
0.22 MIL
217.27 MIL

LARGEST DONORS

AUSTRALIA $10.05 MIL
CANADA $6.24 MIL

US $111.19 MIL

UK $52.58 MIL

JAPAN $17.71 MIL

EU $8.41 MIL

14 COUNTRIES
supported with community-based disaster risk management

5 COUNTRIES
supported with improved early warning system

33 COUNTRIES
supported with capacity-building on migration, environment and climate change

6 COUNTRIES
supported with hazard-resistant community infrastructure & services restoration in recovery

NEW PROJECTS SINCE SENDAI (2015-2017)

DRR PROJECTS BY REGION

56%
20%
6%
6%
6%
6%
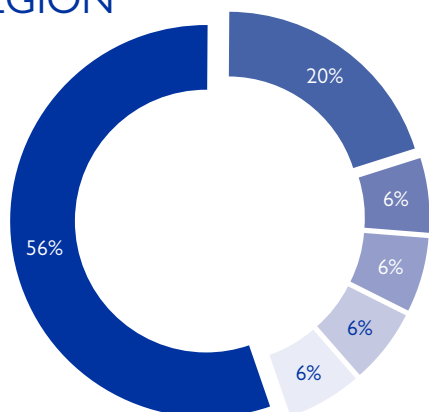
- Asia and the Pacific
- Africa (Southern, Eastern, Central and West Africa)
- MENA
- South-Eastern Europe, Eastern Europe and Central Asia
- Central and North America and the Caribbean
- Global/Multi-Country

ACTIVITY TYPE

42
30
20
19
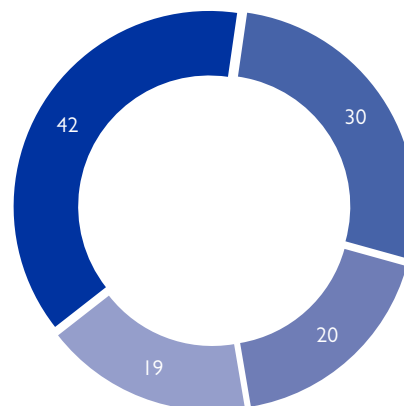
- Prevention
- Preparedness
- Response
- Recovery

LARGEST DONORS SINCE SENDAI

| UK 49.87 MIL | US 28.32 MIL | | | | |

CANADA 1.59 MIL
EU 4.89 MIL
JAPAN 13.71 MIL
OCHA 4.25 MIL

64 PROJECTS

47 COUNTRIES

$116 MILLION

7 research, guidelines and programmatic partnership initiatives on DRR (2016)

5 UNDAFs that reflect mobility, risk and resilience supported by IOM (2016)

10 Platform on Disaster Displacement (PDD) initiatives supported by IOM (2016)

ANNEX 3
IOM Membership in Key Disaster Risk Reduction Networks

Inter-Agency Standing Committee (IASC) – In 2016, IOM became a full member of the IASC following the entry of IOM into the UN system as a related organization.[46] IASC is the primary mechanism for inter-agency coordination of humanitarian assistance and involves the key UN and non-UN humanitarian partners. In the framework of IASC, IOM is the global lead for the Global Camp Coordination and Camp Management (CCCM) Cluster for natural disasters and is a member of the Global Cluster for Early Recovery (GCER) and its Strategic Advisory Group. IOM supports the work of IASC subsidiary bodies relevant to IOM's DRR and resilience work, including the IASC Task Team on Strengthening the Humanitarian-Development Nexus in Protracted Contexts and the Reference Group on Risk, Early Warning and Preparedness.

Migrants in Countries in Crisis Initiative (MICIC) - A government-led, multi-stakeholder initiative to improve responses for migrants in countries experiencing conflict or a natural disaster. IOM serves as the Secretariat and is a member of the MICIC Working Group alongside UNISDR, UNHCR, Georgetown University, ICMPD and the European Commission for International Cooperation and Development. An important component of MICIC focuses on improving the ability of States and other stakeholders, to prepare for, respond to, and protect the dignity and rights of migrants affected by disaster events occurring in their countries of destination.

UN Senior Leadership Group on Disaster Risk Reduction for Resilience (SLG DRR) - IOM is a member of the SLG DRR which is convened by the UN Special Representative of the Secretary-General for Disaster Risk Reduction and assisted by UNISDR. The SLG promotes the implementation of the UN Plan of Action on Disaster Risk Reduction for Resilience and works to ensure alignment of the Plan of Action with other relevant initiatives of the UN, for example, the humanitarian-related work on risk, early warning and preparedness of the IASC.

UN Disaster Risk Reduction Focal Points Group - IOM is a member of the UN Disaster Risk Reduction Focal Points Group. The objective of this inter-agency group is to support the UN SLG, by contributing to the operationalisation, progress monitoring, and high level advocacy in relation to the UN Plan of Action on DRR. The Focal Points Group is also tasked to advocate for, and ensure integration of, risk reduction within the strategic planning and monitoring frameworks of respective member organization in order to enhance risk sensitive sustainable development in their sectoral / thematic domains or areas of work.

The Capacity for Disaster Reduction Initiative (CADRI) - IOM is an observer partner to CADRI. Established in 2007, CADRI aims at responding to the need for a coordinated and coherent UN-wide effort to support Governments develop their capacities to prevent, manage and recover from the impacts of disasters, in line with the Sendai Framework. CADRI Partner Agencies aim to strengthen existing capacity development initiatives and programmes and work in collaboration with UN and non-UN coordination mechanisms to ensure a better alignment of support in capacity development in disaster risk reduction offered to countries.[47]

Platform on Disaster Displacement (PDD) - IOM is a standing invitee of, and contributor to, the PDD. The main objective of the PDD is to follow-up on the work started by the Nansen Initiative, a state-led consultative process on cross-border disaster displacement, and to implement the recommendations of the Nansen Initiative's Agenda for the Protection of Cross-Border Displaced Persons in the Context of Disasters and Climate Change ('The Protection Agenda'). The Protection Agenda was endorsed by 109 governmental delegations during a Global Consultation in October 2015.

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[46] IOM had since 1991 been a Standing Invitee.
[47] At the moment, CADRI brings together six United Nations organizations – FAO, OCHA, UNDP, UNICEF, WFP and WHO – and GFDRR, IFRC, IOM, UNESCO, UNITAR, UNOPS and WMO as observers to deliver coordinated and comprehensive support in capacity development for disaster risk reduction to countries at risk.

ANNEX 4
Key Terms and Definitions

Build Back Better	The use of the recovery, rehabilitation and reconstruction phases after a disaster to increase the resilience of nations and communities through integrating disaster risk reduction measures into the restoration of physical infrastructure and societal systems, and into the revitalization of livelihoods, economies and the environment.[48]
Camp Coordination and Camp Management	Seeks to improve living conditions of displaced persons and migrants in transit, by monitoring displacement flows, facilitating the effective provision of assistance and protection in camps and camp-like settings, advocating for durable solutions and ensuring organized closure and phase-out of camps.[49]
Community-based disaster risk management	Promotes the involvement of potentially affected communities in disaster risk management at the local level. This includes community assessments of hazards, vulnerabilities and capacities, and their involvement in planning, implementation, monitoring and evaluation of local action for disaster risk reduction.[50]
Climate adaptation	Adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities.[51]
Disaster	A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic and environmental losses and impacts.[52]
Disaster displacement	Situations where people are forced or obliged to leave their homes or places of habitual residence as a result of a disaster or in order to avoid the impact of an immediate and foreseeable natural hazard. Such displacement results from the fact that affected persons are (i) exposed to (ii) a natural hazard in a situation where (iii) they are too vulnerable and lack the resilience to withstand the impacts of that hazard. It is the effects of natural hazards, including the adverse impacts of climate change, that may overwhelm the resilience or adaptive capacity of an affected community or society, thus leading to a disaster that potentially results in displacement.[53]
Disaster loss database	A set of systematically collected records about disaster occurrence, damages, losses and impacts, compliant with the Sendai Framework for Disaster Risk Reduction 2015-2030 monitoring minimum requirements.[54]
Disaster risk	The potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined probabilistically as a function of hazard, exposure, vulnerability and capacity.[55]

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[48] Report of the open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction, UN, 2016.
[49] Emergency Manual, IOM, Version 1.8.
[50] Report of the open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction, UN, 2016.
[51] Adapted from the United Nations Framework Convention on Climate Change Glossary, UNFCCC.
[52] Ibid.; The Platform for Disaster Displacement (PDD) specifies that disasters refer to disruptions triggered by or linked to hydro-metrological and climatological natural hazards, including hazards linked to anthropogenic global warming, as well as geophysical hazards. PDD Strategic Framework 2016-2019, PDD.
[53] Agenda for the Protection of Cross-Border Displaced Persons in the Context of Disasters and Climate Change, The Nansen Initiative, 2015.
[54] Report of the open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction, UN, 2016.
[55] Ibid.

Disaster risk assessment	A qualitative or quantitative approach to determine the nature and extent of disaster risk by analysing potential hazards and evaluating existing conditions of exposure and vulnerability that together could harm people, property, services, livelihoods and the environment on which they depend. These include: the identification of hazards; a review of the technical characteristics of hazards such as their location, intensity, frequency and probability; the analysis of exposure and vulnerability, including the physical, social, health, environmental and economic dimensions; and the evaluation of the effectiveness of prevailing and alternative coping capacities with respect to likely risk scenarios.[56]
Disaster risk governance	The system of institutions, mechanisms, policy and legal frameworks and other arrangements to guide, coordinate and oversee disaster risk reduction and related areas of policy.[57]
Disaster risk reduction	Disaster risk reduction is aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience and therefore to the achievement of sustainable development.[58]
Displacement	A forced removal of a person from his or her home or country, often due to armed conflict or natural disasters.[59]
Early warning system	An integrated system of hazard monitoring, forecasting and prediction, disaster risk assessment, communication and preparedness activities systems and processes that enables individuals, communities, governments, businesses and others to take timely action to reduce disaster risks in advance of hazardous events.[60]
Internally Displaced Persons	Persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized State border.[61]
Migrant	Any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence and whose imminent return thereto is not envisaged or possible regardless of: (1) a person's legal status; (2) the voluntariness of the movement; (3) the causes for the movement; or (4) the length of the stay.[62]
Migration	The movement of a person or a group of persons, either across an international border, or within a State. It is a population movement, encompassing any kind of movement of people, whatever its length, composition and causes; it includes migration of refugees, displaced persons, economic migrants, and persons moving for other purposes, including family reunification.[63]
Mitigation	The lessening or minimizing of the adverse impacts of a hazardous event.[64]

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[56] Ibid.
[57] Ibid.
[58] Ibid.
[59] Glossary on Migration, International Migration Law Series No. 25, IOM, 2011
[60] Report of the open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction, UN, 2016.
[61] Guiding Principles on Internal Displacement, UN Doc E/CN.4/1998/53/Add.2, United Nations Commission on Human Rights, 1998.
[62] Glossary on Migration, International Migration Law Series, IOM, 2017 (draft).
[63] Ibid.
[64] Report of the open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction, UN, 2016.

Natural hazard	A hazard that is geophysical (e.g. earthquakes, landslides, and volcanic activity), hydrological (e.g. avalanches and floods), climatological (e.g. extreme temperatures, drought and wildfires), meteorological (e.g. cyclones and storms) or biological (e.g. disease epidemics and insect or animal plagues). [65]
Planned relocation	A planned process in which persons or groups of persons move or are assisted to move away from their homes or places of temporary residence, are settled in a new location, and provided with the conditions for rebuilding their lives. Planned relocation can be voluntary or involuntary, and usually takes place within the country, but may, in very exceptional cases, also occur across State borders. [66]
Preparedness	The knowledge and capacities developed by governments, response and recovery organizations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters. [67]
Prevention	Activities and measures to avoid existing and new disaster risks. [68]
Reconstruction	The medium- and long-term rebuilding and sustainable restoration of resilient critical infrastructures, services, housing, facilities and livelihoods required for the full functioning of a community or a society affected by a disaster, aligning with the principles of sustainable development and "build back better", to avoid or reduce future disaster risk. [69]
Recovery	The restoring or improving of livelihoods and health, as well as economic, physical, social, cultural and environmental assets, systems and activities, of a disaster affected community or society, aligning with the principles of sustainable development and "build back better", to avoid or reduce future disaster risk. [70]
Residual risk	The disaster risk that remains in unmanaged form, even when effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained. [71]
Resilience	The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management. [72]
Response	Actions taken directly before, during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected. [73]
Slow-onset disaster	A disaster that emerges gradually over time. Slow-onset disasters could be associated with, e.g., drought, desertification, sea-level rise, epidemic disease. [74]

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[65] Adapted from The International Disaster Database, Centre for Research on the Epidemiology of Disasters (CRED).
[66] Agenda for the Protection of Cross-Border Displaced Persons in the Context of Disasters and Climate Change, The Nansen Initiative, 2015.
[67] Report of the open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction, UN, 2016.
[68] Ibid.
[69] Ibid.
[70] Ibid.
[71] Ibid.
[72] Ibid.
[73] Ibid.
[74] Ibid.

Structural and non-structural measures	Structural measures are any physical construction to reduce or avoid possible impacts of hazards, or the application of engineering techniques or technology to achieve hazard resistance and resilience in structures or systems. Non-structural measures are measures not involving physical construction which use knowledge, practice or agreement to reduce disaster risks and impacts, in particular through policies and laws, public awareness raising, training and education.[75]
Sudden-onset disaster	A disaster triggered by a hazardous event that emerges quickly or unexpectedly. Sudden-onset disasters could be associated with, e.g., earthquake, volcanic eruption, flash flood, chemical explosion, critical infrastructure failure, transport accident.[76]
Transitional shelter	Transitional shelter is an incremental process which supports the shelter of families affected by conflicts and disasters, as they seek to maintain alternative options for their recovery. Through its five characteristics, transitional shelter can be: upgraded into part of a permanent house; reused for another purpose; relocated from a temporary site to a permanent location; resold, to generate income to aid with recover; and recycled for reconstruction. The process starts with the first support offered to families and extends over the period of securing land rights and reconstruction, which may take several years.[77]
Vulnerability	The conditions determined by physical, social, economic and environmental factors or processes which increase the susceptibility of an individual, a community, assets or systems to the impacts of hazards.[78]

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[75] Ibid.
[76] Ibid.
[77] Transitional Shelter Guidelines, IOM, 2012.
[78] Report of the open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction, UN, 2016.