GNDR STRATEGY
2016-2020

Stronger Together
The Global Network of Civil Society Organisations for Disaster Reduction (GNDR) was established in 2007 to help reduce disaster risk caused by extreme hazards, shocks and disturbances and support the transition to a safer, more resilient, sustainable society. Network members include over 850 civil society organisations and associations, primarily national and local development practitioners working at the community and sub-national levels in 137 countries across virtually every geographical region of the world.

Our strength comes from the diversity of perspectives, capacities, creativity and outreach of our broad membership, many of whom have established relationships with governments and citizens in both donor and recipient countries. Our members are bound by a commitment to voluntarily work together in a mutually supportive way, helped by a global infrastructure and governance arrangements that creates bridges across regions and links the local, national and regional to global levels.

This places GNDR in a unique position to support civil society to co-create and share knowledge and information, connect public policies and local realities, channel resources across institutional scales, and strengthen collaboration across Northern and Southern-based actors to reduce risk and advance resilient development.

This 2016-2020 strategy is a general framework that informs how we work together and guides our decisions on where resources — time, money and effort — will be invested. This living document may adapt over time as experience and understanding is gained and gaps and challenges identified. The process and content was informed by inputs from regional consultations with members, insights gained from the implementation of GNDR’s 2012-2015 strategy, and the findings of an external evaluation. It outlines how GNDR will strengthen the way civil society works together to advance resilient development and reduce disaster risk of all kinds, working with state and non-state stakeholders, and connecting local to global by speaking with a collective voice.

Join us in this challenge. We are stronger together.

Farah Kabir, Chair of GNDR’s Global Board
April 2016
“Communities around the world, with different voices, languages and cultures can join hands and work together to shape the way forward”

Jiuta Korovulavula, GNDR member from Foundation for the Peoples of the South Pacific, Fiji
“Disasters, many of which are exacerbated by climate change and which are increasing in frequency and intensity, significantly impede progress towards sustainable development.”

Sendai Framework for Disaster Risk Reduction

**Context**

As the world’s population and global economy continue to grow, the current pattern of development is creating an overconsumption of natural resources and degradation of the environment on which we all depend. These changes are exposing people and their assets to an increasing frequency and intensity of extreme shocks and disturbances, including climate change.

A direct consequence is that the risk of disasters is increasing for all people, particularly for the poorest people living on the ‘frontline’ – the first to be hit by floods, droughts, the impact of tsunamis, earthquakes, mudslides and much more. Some of these disasters hit the media headlines. Many are ‘everyday disasters’ – they go unnoticed and yet destroy lives and livelihoods away from the cameras. Whilst some progress is being made for those poorest and most marginalised, the risk of disaster is increasing faster than their ability to manage it. This is leading to a steady rise in disaster losses and population displacement, undermining hard earned development gains and threatening social stability. This current pattern and rate of development is unsustainable. Twenty-five years after governments adopted the UN ‘International Decade for Natural Disaster Reduction’ and ten years after the adoption of the UN’s ‘Hyogo Framework for Action on Disaster Reduction’ global disaster risk has not reduced significantly.

Disasters, which undermine development gains and cause increasing levels of disruption, can however create the impetus for change; an impetus that must be seized. In a dramatic fashion, disasters highlight the shortcomings of development processes and challenge us to recognise the limits to our growth and use of resources. They show that the inadequacy of climate change mitigation and adaptation, continued unsustainable consumption and production patterns, together with growing economic disparity within and between countries have consequences for all of us. Particularly for the poorest and marginalised groups whose voices aren’t often heard. Disasters change public attitudes and challenge political priorities – demanding greater investment in safety, resilience and sustainability. We must be prepared to learn from disasters and harness this impetus for change in a positive way so that we can find a different pattern of development which offers us a more resilient and sustainable future.
Moving towards a more sustainable future requires concerted effort and commitment from many different institutions, organisations, and importantly, affected people. Achieving a more resilient approach to socio-economic development that reduces exposure and vulnerability, thus preventing the creation of new disaster risks cannot be achieved by sectors, organisations, governments or individuals acting in isolation.

States have overall responsibility for the protection and wellbeing of their citizens. But bringing about change on this scale involves everyone. This means multi-stakeholder and multi-sector collaboration, giving a strong voice to people most affected by extreme hazards. The negotiation of post-2015 frameworks, particularly the Sustainable Development Goals, the Paris Climate Agreement and the Sendai Framework for Disaster Risk Reduction, offers a vital opportunity for cross-sector collaboration. Escaping from patterns of unsustainable development demands a breaking down of silos, barriers, changes of mindsets and new ways of working together across sectors.

Our challenge is working together to create a strong, resilient future.

**Stronger, together.**

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**Since 2005...**

- **1.35m lives lost**
- **218m affected per year**
- **184m displaced**
- **1.4bn in fragile situations**

Disasters caused by natural hazards have claimed 1.35m lives

Disasters caused by natural hazards have affected on average 218m people per year

Between 2008-2014 a total of 184m people were displaced by disasters

Nearly 1.4 billion people live in fragile situations and that is projected to grow to 1.9 billion by 2030. By 2030, around 62% of the world’s poor are expected to be living in fragile situations, up from 43% today

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Official statistics don’t paint the full picture...

GNDR’s frontline programme, launched in 2009, shows that from a local-level household perspective it is the recurrent low-severity disasters (often referred to as “extensive risk”) that cause the majority of loss and damage. These small-scale losses are uninsured, do not mobilise national or international assistance and have to be managed locally. They tend to be unaccounted for on government databases and aren’t captured in international statistics. So the official statistics don’t paint the full picture.

The GNDR #365disasters campaign reports on daily disasters around the globe and highlights that communities at-risk, particularly low-income households in low and middle-income countries, have to cope with a complex, uncertain and unpredictable mix of extreme shocks and disturbances. This is often in fragile and insecure situations where informal settlements are the norm and the ‘drivers of risk’ are far outside of their control.

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1 Source: Natural Disasters and climate change: Managing risks and crises differently. – High Level Leaders’ Roundtable briefing document, World Humanitarian Summit, 2016;

The value of multi-stakeholder participation in tackling the challenges of resilient development is increasingly being recognised. The role of ‘non-state’ stakeholders in the post-2015 development frameworks is more prominent than in previous frameworks. Civil society has a vital part to play in enabling people to articulate needs and priorities, and realise their aspirations and rights, whilst complementing and supporting governments in the development and implementation of frameworks, policies, standards and plans at local, national, regional and global levels. Civil society has solid relationships and extensive operational experience of working at the community level, particularly with poorer, marginalised people. As an independent development actor, civil society is uniquely positioned to foster public participation, facilitate the inclusion of the most vulnerable and marginalised populations and support state and non-state partnerships to transition towards a more inclusive, resilient and sustainable development.

Yet civil society is itself characterised by a diverse range of high and low-capacity organisations. Work often takes place in a fragmented and uncoordinated manner. There is the challenge of limited collaborative capacities to support broader public participation and more effective engagement of citizens in the formulation, implementation and monitoring of development policies and plans.

Below are some specific gaps and challenges to an effective and well-functioning civil society:

- Multiple small local actors working in an isolated and fragmented manner
- Weak institutional capacities and working relationships for cooperation and collaboration
- Limited trust and space for civil society participation in government decision-making processes
- Agency competition for access to adequate and predictable long-term financial resources
- Poor connectivity amongst civil society and with other stakeholders
- Underdeveloped vision, leadership, mutuality and strategic intent for integrated approaches

GNDR has shown that through its diverse membership it can play an important and valuable role in tackling these gaps and challenges. There is huge potential, and this strategy highlights how GNDR is planning to strengthen civil society organisations, particularly those working with the most marginalised communities, to unlock potential and to make a considerable impact towards greater resilient development.

“Any effort to reduce vulnerability of people and strengthen their resilience must begin at the local level.”
Ban Ki Moon, UN Secretary General, Report for the World Humanitarian Summit, 2016
Six Roles for Civil Society

The impact made by different GNDR members around the world highlights various roles for civil society. Here are six examples:

**Implementer**
Delivering local level action in partnership with the state and other groups

- Development Workshop France (DWF) in Vietnam has worked with the Vietnam Bank for Social Policies to introduce targeted credit for poor families specifically for strengthening the resilience of their homes. These practices have been adopted by the Vietnamese Government in its DRR actions. At the Ministry of Construction’s request, DWF also works with the Government to support the development and implementation of construction codes that reflect both local risk and capacity realities.

**Knowledge Sharer**
Researching, gathering, developing and sharing knowledge, expertise and innovative practices

- Pattan Development Organisation in Pakistan has established Disaster Knowledge Centers to provide information in accessible formats to community members before, during and after disasters. These centres collect and disseminate lessons from the local level, especially around the underlying risk factors which have caused hazards to develop into disasters.

**Monitor**
Ensure greater accountability and transparency through monitoring, reporting and evaluating local-level progress

- Janathakshan in Sri Lanka has worked with the country’s National Disaster Management Authority to monitor progress of the HFA by documenting views of local communities and other stakeholders. They did this through use of Views from the Frontline, a participatory local monitoring tool, in conjunction with five other CSOs.

**Advocate**
Mobilising, lobbying and campaigning for the needs and priorities of marginalised people

- ONG Inclusiva, in Chile, advocates for the participation of persons with disabilities in local level emergency committees so that their knowledge and capacities can be drawn upon. They successfully lobbied for their permanent inclusion in the Emergency Local Committee in Peñaflor Town, Chile, and in this position, contributed significantly to efforts to remove architectural, cultural and technological barriers for people living with disabilities in the town. The town has subsequently been certified as a Safe Community and is one of the members of UNISDR’s Making Cities Resilient Campaign. ONG Inclusiva has won the 2014 Risk Award for their work in advocating for the needs of persons with disabilities during disasters in Peñaflor Town, and for their inclusion in decision making. The Risk Award is a joint project by the Global Risk Forum, UNISDR, and the MunichRe Foundation.

**Capacity Builder**
Strengthening capabilities at the local level

- Save the Earth Cambodia strengthened the leadership capacities of communities in Samaka, Cambodia, to help them run micro-insurance projects for their flood and drought affected areas. Self organisation led to a strong structure of local governance that has helped them protect themselves against disasters and build support from a local government officer.

**Connector**
Facilitating and building bridges across different groups and scales to strengthen local level engagement

- The National Society for Earthquake Technology (NSET), a CSO in Nepal, brought together different groups from Lalitpur Sub Metropolitan City, in Nepal, to review existing DRR plans and programs and to discuss ways to ensure local risks are tackled effectively. Participants included community members, local government, the Nepal Red Cross, and members from the Disaster Risk Management Committee including representatives from sub-committees on First Aid, Search and Rescue, Fire Fighting, and Vulnerability Assessment Sub-Committees.
GNDR in action – enhancing the influence of civil society

GNDR’s focus has always been on strengthening the capability of members to work together, connecting with other civil society organisations to work with relevant state and non-state development actors across different levels, and voicing the views of at-risk local people and local realities at the frontline.

Undertaking joint actions such as the Frontline programme, including Views from the Frontline and Action at the Frontline has engaged members and created a valuable opportunity to work together. This work has strengthened the ability of member organisations, and the communities they serve, to learn from local experience and to undertake joint actions. The principle of repeating cycles of action and learning, to identify new and effective ways of working to build resilience, has become central to the network and informs many of our activities.

Since our foundation in 2007, there has been great progress and significant achievements. Here are some headlines:

1. **Growing membership**: GNDR has a diverse and growing membership of over 850 members encompassing a diverse range of civil society organisations, associations and networks working at all administrative levels in 137 countries worldwide.

2. **Stronger global collaboration**: Since launching in 2007, GNDR has established a global institutional capacity to enable civil society to work in a more coherent and coordinated manner, including a global Secretariat with regional hubs, together with a regionally-representative Global Board.

3. **Enhanced policy monitoring**: The groundbreaking global monitoring initiative Views from the Frontline involved the mobilisation of over 500 organisations across 69 countries to lead a participatory local monitoring process measuring progress in strengthening community resilience. In 2011, based on the impact of Views from the Frontline, GNDR was awarded a UN Sasakawa “Letter of Commendation” and credited for shifting the emphasis of global DRR policy dialogue on the need to close the implementation gap between national policies and local practices. Building on this success and learning from it, the Frontline programme was developed and discussions are on-going with other civil society organisations about the feasibility of using Frontline as the basis of a global monitoring mechanism to measure local progress across the post-2015 frameworks – the Sendai Framework for Disaster Risk Reduction, the Sustainable Development Goals, and the Paris Agreement on Climate Change.

4. **Improved advocacy**: In 2015, GNDR members initiated a global advocacy campaign “Reality Check: Impact at the Frontline”. The campaign contributed to the 2015 Sendai World Conference on Disaster Risk Reduction and promoted the important role of civil society in ensuring the development and implementation of resilience policies and practices that are informed by, and connected to, local realities.

5. **Increased sharing of knowledge and practice**: The action-research programme Frontline gathers local level experience and knowledge and makes it available to communities, civil society organisations, and local and national governments to strengthen understanding and action on community resilience. We will continue to share and engage with groups concerned with
disaster reduction, sustainable development and climate change adaptation, encouraging people concerned with these themes to work together on integrated actions that strengthen resilience and achieve sustainable development.

**365 disasters campaign:** In partnership with regional and national civil society organisations, GNDR has been running a disaster-a-day campaign that highlights both the large and the small scale “everyday” disasters around the world. Although the smaller, localised disasters account for a large proportion of disaster losses, they do not receive adequate recognition and support from national or international actors. The campaign draws attention to the daily realities of at-risk people and is gaining increasing levels of social media coverage.

### Key challenges to address

These activities have provided important insights and highlighted significant challenges still to be overcome:

- Achieving greater inclusion and engagement of citizens in governance processes to ensure that policies take into account local realities, such as complexity and fragility
- Closing the implementation gap that exists between national policies – what is intended, and local practices – what actually happens
- Increasing domestic accountability and political ownership for policy obligations and necessary resource commitments
- Developing coherence and mutuality across inter-related development frameworks
- Strengthening multi-stakeholder collaboration and coordination mechanisms.

### Building our strategy together

As we seek to build on the strong foundations established since 2007, a fundamental part of our approach to sharing ideas and experiences, and setting out our future goals and plans, has been to involve members from all regions as much as possible. Key steps to this member-driven approach include:

- Leadership from a ‘Strategy sub-group’ of Global Board members;
- Sharing information and gathering inputs through online discussions;
- Regional face-to-face workshops during 2015 in South America, Central America, Europe, West Africa, Southern Africa, North Africa and Asia with participants joining from different places to reflect on achievements, barriers, lessons, future goals, plans and activities;
- Inputs from GNDR members through the Regional Development Coordinators in their area;
- Global Board gatherings through online meeting technology;
- The GNDR Global Summit in April 2016 will bring together 150+ members and partners to explore the strategy and opportunities at regional, national and local levels.

This consultative approach to setting out our strategy was combined with an independent, external evaluation of GNDR. This was a participative and consultative process allowing lessons learnt to feed into the new strategy and strengthening future monitoring and self-assessment. Headline findings noted achievements made so far, particularly the impact of Views from the Frontline in increasing the recognition of local realities in global and national DRR policies and in bringing together local civil society actors; the increased regional focus of the network enabled by the introduction of the Global Board regional representatives and recruitment of Regional Development Coordinators; developing the governance and infrastructure of the network; the challenge of mobilising resources; the need to identify strong strategic partners; and the value of integrating a monitoring and evaluation structure into GNDR’s work.

Building the strategy enabled consultation with a wide range of stakeholders from inside and outside GNDR and civil society, which included members, Secretariat, Global Board members, UN agencies, strategic partners and donors.

The full external evaluation and an executive summary is available at www.gndr.org
Purpose – Vision – Values

Our Purpose

GNDR is a voluntary network of civil society organisations, associations and individuals who are committed to working together, and engaging with partners and other stakeholders, to increase community resilience and reduce disaster risk around the world.

Our Vision

A vibrant, active, collaborative civil society supporting people and their communities, particularly poor and vulnerable groups, to prepare for, mitigate, respond to and recover from disasters, and adapt to hazards and a changing climate.

Our values

GNDR members believe that we can achieve more by working together. By undertaking joint actions and providing mutual support, we can achieve shared objectives and reach common goals. We share core values that bind us together:

• Trust and openness to listen, share and learn from one another that enables us to build consensus and mutual understanding
• Transparency and mutual accountability
• Equity and respect for diverse identities, needs and perspectives
• Commitment to work together in a collaborative, inclusive and participatory manner

Interaction between our members, a Secretariat, and a regionally-representative Global Board is guided by these shared values.
Our approach

As the emphasis of the post-2015 development agenda – Sustainable Development Goals (SDGs); the Sendai Framework for Disaster Risk Reduction; the Paris Climate Agreement – moves from creating policies at a global level to implementation at national and local levels, GNDR is focused on ensuring communities most affected by disasters are part of, and benefit from these policies. These six principles guide our approach:

PRINCIPLE 1: **Start at the local level**
Recognise the local context and understand local perspectives of risk

It is vital that the understanding and experience of different challenges faced by people across the world – disasters, migration, poverty, climate change, environmental degradation and humanitarian crises – is used to inform not just global frameworks and national policies but also the approaches to implement these policies at the local level. The reality for people on the disaster frontline living with fragility, insecurity and informality needs to be understood so that policies and practices are appropriate and effective.

PRINCIPLE 2: **Partner and collaborate**
Work with and across all groups and levels

At the heart of the creation and development of GNDR is the belief that civil society organisations are ‘stronger together’. Partnering with organisations within and across different regions and sectors on shared activities provides solidarity, increases the opportunity to secure political space and enhances impact. Collaboration goes beyond civil society partnerships and is also needed with a range of state and non-state actors including government departments, international agencies, other networks, the private sector, media, academia, and more. The way forward is to build bridges between states and citizens; policy makers and practitioners, scientists and local experts, form alliances and partnerships, learn and work together to tackle complex challenges and move towards safer, resilient, sustainable societies.

PRINCIPLE 3: **Leave no one behind**
Strive for equity-sensitive approaches that ensure the inclusion of all groups, particularly those most at-risk

People and groups within society are often affected in different ways by the impact of extreme hazards and disturbances. Different levels and types of vulnerability are often a consequence of disparities and inequalities within countries. In particular, special attention must be given to poor, vulnerable and marginalised groups who have limited access to government planning and decision-making processes and yet possess substantial local capacities, indigenous knowledge and expertise. An equity-sensitive approach requires consideration of the social and economic divisions within society, which are most frequently associated with wealth, but also include age, residence (urban or rural), gender, ethnicity, occupation, disability, geographic region, and education level.

Important actions for GNDR to bring alive this principle in our structure as well as our work include:

- Foster GNDR structures, policies and activities that contribute towards inclusivity, equality and equity;
- Provide a work environment and space that is welcoming, safe, respectful and inclusive of everybody regardless of gender, ethnicity, religion, caste, sexual orientation and age;
- Give special attention to the participation of people disproportionately affected by disasters in planning and decision-making processes;
- Include an equality perspective in all campaigns and advocacy work.
PRINCIPLE 4: Mobilise local resources
Build on existing capacities, knowledge and other sources of resilience

Local reality offers up challenges and also opportunities that are often missed at national and global levels. Whilst securing financial and other resources at international, regional and national levels is vitally important, there is a need to recognise that there are often resources at the local level which are underutilised. GNDR’s Frontline programme, providing a ‘bottom-up approach’, highlights the value of gathering and sharing the experiences and detailed knowledge of the threats, consequences, and underlying factors that enable or prevent communities from protecting and enhancing their lives, livelihoods and assets. A core principle is that existing resources and capacities must be used to the full and local sources of resilience are the starting point. Collaboration is a pre-requisite for the effective use of existing capacities to inform policy making as well as action planning.

PRINCIPLE 5: Align across policies
Ensure coherence across disasters, climate change and other development activities

In complex, uncertain and unpredictable situations, vulnerable households adopt coping strategies that are holistic, flexible, and iterative. People do what they can to both protect and enhance lives, livelihoods and assets. The complex intertwined nature of the threats and hazards to which people are exposed cannot be adequately addressed with a focus on single-issue solutions. It requires coherent approaches across different administrative scales and the humanitarian and development frameworks and activities in the Sustainable Development Goals (SDGs) and Agenda 2030. GNDR believes that a focus on community resilience must be part of all international frameworks as it is the foundation and basic building block of a resilient society.

PRINCIPLE 6: Hold institutions and individuals to account
Enhance accountability to affected populations

A critical insight gained from our first Views from the Frontline programme “Clouds but little rain...” was that progress in setting up and strengthening national structures, policies and legislation does not automatically translate into increased resources to support local implementation and changes in local practices. The allocation of resources is one of the most telling indicators of political commitment. Closing this gap between national policy obligations and local practice requires stronger political ownership of the risk reduction and resilience agendas. This requires greater public and legal accountability on the part of government institutions to populations at-risk. A well-informed and engaged citizenry, supported by a strong civil society, can play a vital role in holding governments and other actors to account, exerting pressure to fulfil both institutional and individual mandates, duties and obligations.

Recognising that our commitments as a civil society network also need to be matched by accountability is important. GNDR’s core values of transparency and mutual accountability help to guide our approach in establishing and delivering this strategy. The Core Humanitarian Standards on Quality and Accountability are relevant to the work of GNDR members and help to ensure our own accountability to people and communities at the frontline of disasters.
Strategic Objectives 2016-2020

OBJECTIVE 1:
Increase the impact of civil society in influencing policies and practices at local, national and international levels

• Evidence-based policy advocacy enhanced at all levels
• Strengthened public education campaigns and awareness raising at all levels of society
• Monitoring of public policy implementation is strengthened

OBJECTIVE 2:
Enhance collaboration capabilities of civil society and cooperation with other stakeholders

• Strengthened GNDR Governance and Secretariat institutional and operational capacities at all levels
• Existing civil society networks are strengthened and the formation of new networks is facilitated where needed
• Enhanced capabilities of GNDR members to coordinate and partner with each other and with other actors

OBJECTIVE 3:
Strengthen the creation, analysis and sharing of knowledge

• Knowledge generated through collaborative action-learning
• Enhanced sharing of new and existing scientific and indigenous knowledge, information and practices amongst members and other stakeholders

All three objectives are mutually reinforcing and many of the activities being undertaken will deliver multiple outcomes. The continued development of our Frontline programme, for example, will strengthen collaboration capabilities, enable cooperation with various other stakeholders, develop new knowledge and provide many opportunities to help monitor, guide and develop appropriate policies and practices at local, national and international levels. The following pages provide headlines as to the main activities that will deliver these outcomes and reach our overall objectives.
**Strategic Objective 1**: Increase the impact of civil society in influencing policies and practices at international, national and local levels

Focused on how civil society applies its strengthened collaborative capacities and enhanced knowledge base to speak with a collective voice and undertake joint actions at national, regional and global levels to influence resilient development and the reduction of disaster risk.

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<th>Outcomes</th>
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<td><strong>1 Evidence-based policy advocacy enhanced at all levels</strong>&lt;br&gt;Working with GNDR members, associations and networks at the national level to speak with a collective voice and implement actions that affect changes in policies and procedures through evidence-based advocacy and lobbying activities targeting those people and public institutions that hold decision-making power. National advocacy activities that build consensus and forge coalitions with members undertaking advocacy and lobbying activities at regional and global levels will be supported, thereby strengthening local constituency representation and amplifying local voices at all levels of society.</td>
<td>a) Pilot national advocacy toolkit to inform development and implementation of national advocacy plans&lt;br&gt;b) Scale out of national advocacy action planning in designated countries&lt;br&gt;c) Connect local and national voices and constituencies up to the regional level&lt;br&gt;d) Connect national and regional voices and constituencies up to the global level</td>
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<td><strong>2 Strengthened public education campaigns and awareness raising at all levels of society</strong>&lt;br&gt;Emphasis is on communication activities designed to raise critical awareness, promote dialogue and engagement with various stakeholders, including at-risk populations, the media, and opinion formers. Social demand to change attitudes and practices will be leveraged on local and national government and non-state decision-makers. National-level actions will be supported by joint regional and global public awareness and education campaigns to raise critical awareness of government policies and obligations, promote responsible citizenry and raise social demand for public safety and protection.</td>
<td>a) Facilitate members to develop national-level public awareness and education campaigns (including social and other media channels) to raise critical awareness, increase citizenry engagement and social demand for safety and resilience&lt;br&gt;b) Facilitate and coordinate focused public awareness and education campaigns at regional and global levels</td>
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<td><strong>3 Monitoring of public policy implementation is strengthened</strong>&lt;br&gt;Activities focus on collecting and analysing information related to the implementation of public policies to strengthen resilience, particularly in relation to the Sendai Framework, SDGs and Climate Agreements. Emphasis is placed on measuring and analysing local-level progress towards strengthening resilience from the perception of at-risk populations and other local stakeholders. Participatory monitoring mechanisms will strengthen the ability of citizens to hold policy implementers accountable for their local practices and ensure policies are informed by local realities, where appropriate identifying gaps and areas for improvement.</td>
<td>a) Global scale out of local participatory monitoring process in low and low-middle countries (120+), including establishing post-2015 baselines&lt;br&gt;b) Disaggregation, analysis, compilation and dissemination of monitoring results at all levels, including informing government country progress reports and evidence-based advocacy and campaign activities</td>
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**Strategic Objective 2: Enhance collaboration capabilities of civil society and cooperation with other stakeholders**

Focused on enhancing and establishing the processes, structures, mechanisms and spaces at national and regional levels where civil society organisations, association and networks can interact, listen and share experiences, build trust and constructive relationships, increase understanding of mutuality and reduce isolation through associations and alliances for collaborative actions on matters that affect them.

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| **1 Strengthened GNDR governance and Secretariat institutional and operational capacities at all levels**  
To increase the network's support, responsiveness and accountability to an active, diverse and growing membership across 130+ countries. | a) Improve representative governance structures at regional and national levels  
b) Strengthen coordination and operational capacities at global, regional, national levels  
c) Enhance communications capabilities, including regionalised website and interactive knowledge portals and platforms  
d) Develop diverse long-term funding for GNDR activities at global and regional levels  
e) Ongoing recruitment, retention and engagement with GNDR members |
| **2 Existing civil society networks are strengthened and the formation of new networks is facilitated where needed**  
The focus is on strengthening regional networking capabilities. Depending on regional capacities and needs, a programme of support will improve governance structures, management and communications systems, resource mobilisation, membership services, knowledge management and other capacities. | a) Mapping and capacity assessment of relevant civil society networks and/or platforms at the regional levels  
b) Strengthen the capacities of existing national and regional networks to enable meaningful and structured strategic partnerships and joint actions at national, regional and global levels  
c) Support the establishment of new regional networks and/or platforms, including technical assistance in resource mobilisation |
| **3 Enhanced capabilities of GNDR members to coordinate and partner with each other and with other actors**  
Focus is on improving the ability of individual GNDR members to develop partnerships, collaborate on joint actions across different sectors, and work in connected ways with civil society, state and non-state actors. | a) Ongoing membership review and capacity assessments of GNDR members  
b) Facilitate peer-to-peer support to strengthen collaborative capabilities as appropriate  
c) Identify and facilitate forums and partnerships with other civil society organisations, and state and non-state actors, including the private sector |
### Strategic Objective 3: Strengthen the creation, analysis and sharing of knowledge

Resilient development must be based on a comprehensive understanding of risk and resilience, particularly taking into account the perspectives and needs of people at the local level. Activities will focus on co-creating, sharing and using new and existing scientific and indigenous knowledge, information and practices, to increase mutual understanding, build consensus, develop systems-wide perspectives and improve cooperation.

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<td><strong>1 Knowledge generated through collaborative action-learning</strong></td>
<td>a) Develop and promote participatory action-learning methodologies, including user guidelines e.g. participatory local-level risk assessment and mapping; action planning; policy monitoring</td>
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<td>Focused on supporting the development and application of participatory action-learning and research methodologies and tools to enable local people, civil society and local authorities to increase their knowledge and understanding of risk through collaborative action to assess, analyse and map risk in all its dimensions of vulnerability, capacity, exposure and hazards, including its possible impact at relevant social and spatial scales. The knowledge and information generated will inform the development and implementation of policies and programmes to strengthen resilience, including periodic monitoring with associated baselines, to measure progress.</td>
<td>b) In partnership with other civil society actors, develop and test an integrated participatory local monitoring process (and associated baselines) for post-2015 development frameworks (DRR/Climate/SDGs) in a prioritised number of pilot countries</td>
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<td><strong>2 Enhanced sharing of new and existing scientific and indigenous knowledge, information and practices amongst members and other stakeholders</strong></td>
<td>a) Assess knowledge management and learning needs of GNDR members</td>
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<td>Activities will increase the exchange of ideas, experiences and innovation between regions and members.</td>
<td>b) Facilitate and strengthen peer-to-peer learning &amp; knowledge development mechanisms across the membership, including exchange visits and establishment of South-South Learning Academies</td>
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<td>c) Develop use of innovative communication technologies to gather, analyse, disaggregate and share relevant knowledge and good practices</td>
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<td>d) Strengthen linkages between GNDR members and academia, research institutions and knowledge centres.</td>
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Spotlight on proposed activities

**Frontline monitoring of the post-2015 frameworks**
GNDR is working with other development and climate change networks to develop a ground-up monitoring mechanism that measures local perceptions of progress across the post-2015 global agreements (Sendai Framework for Disaster Risk Reduction, Sustainable Development Goals, and the Paris Climate Agreement). This cross-framework monitoring reflects the interconnection of disasters, development and climate change at the local level, and will complement the national level monitoring states will be required to do. GNDR will build on its experience in local level monitoring gathered through Views from the Frontline in 2009, 2011 and 2013, and Frontline, a project piloted in 2015 which generates local risk data. Members will be supported to undertake surveys with local communities, civil society organisations and governments, and revisit sites after two years to understand how perceptions of threats and barriers to action have changed. Local case studies will be developed to understand how and why the changes have occurred.

**Collaboration capacity development plans**
An online capacity assessment of members in each region will be conducted, assessing how members currently work with others and where challenges and opportunities exist. From these assessments, capacity development plans will be produced for each region. A critical part of these plans will be creating linkages between different members based on their identified gaps and strengths. This will help those members and networks who share contexts, and can offer complementary strengths, work together towards shared goals.

**South-South Learning Academies**
Learning Academies will provide members with an extended period of learning through online modules, peer-to-peer knowledge exchanges and field visits. Participants will get to learn about approaches to resilience in different contexts, hear about each other’s work, visit DRR projects in different countries, and plan collaborative activities. Learning Academies will be held in different locations around the world. Experiences from the Academies will then be shared online with the broader GNDR membership, so that as many members as possible can take part in this learning journey.

**Global campaigns**
Every two years GNDR will analyse the findings that emerge from our local monitoring, looking across all the regional priorities to pull out a shared global message. This shared message will form the basis of a global campaign. Together we will work to communicate this consistent message for the need for change across the globe, so that our voices may be louder and more impacting. With help from our members, we will launch our campaigns at UNISDR’s Global Platforms, identify key global conferences to promote the campaign, and organise events in each region to make our call for change. Where appropriate, members will be supported to develop awareness and media actions at the national and local level to further raise social demand for the change we are wanting to see. Advice will be given on tweeting, talking with governments, and tackling difficult sells. At the end of each campaign, we will hold an event to learn from the campaign experiences.
Working together

The objectives of our strategy will only be achieved if we maximise the knowledge and capacities of our diverse membership. The recent and continuing development of the Global Secretariat with Regional Development Coordinators and the Global Board structure is designed to enable widespread involvement and engagement by members in the creation, design and delivery of GNDR programmes, campaigns and other activities. This is an important part of our principle of partnership and collaboration.

Use of technology to help discussions and actions can help, and facilitating cross-member communication is important as well as making the most of Global Summits and other face-to-face meeting opportunities.

MEMBERS

Our 850+ members, spread across more than 137 countries, are made up of individuals, community-based organisations, faith-based groups, local, national, regional and international non-governmental organisations, including networks and associations working on disaster risk reduction, sustainable development, climate change and other development-related issues. They have incredible impact, living and working with communities in conditions of poverty, inequality, vulnerability and exposed to extreme shocks and disturbances of all kinds. Particular attention is given to those social-economic groups who are disproportionately affected by disasters, including women, children, older persons, persons with disabilities, indigenous peoples and migrants. GNDR brings members together in a voluntary network of civil society organisations, associations and individuals who are committed to working together, and engaging with partners, to increase community resilience and reduce disaster risk around the world. A full list of members is at the back of this document.

SECRETARIAT

A small GNDR secretariat operates as a support team through a global hub in London, UK and regional hubs in Africa, Asia and Latin America. The Secretariat is registered in the UK as a charity with the main responsibilities of supporting the broader membership in the development, coordination and implementation of GNDR strategy, including the mobilisation of adequate technical, human and financial resources. To undertake this role the Secretariat has established the necessary institutional arrangements including internal management and administrative capacities to provide adequate representational, financial, communications, accountability and coordination functions for its membership.

As part of the strategy process, GNDR will review its Secretariat institutional and operational capacities and ways of doing things to develop an open and collaborative structure and culture that supports decentralised decision-making, encourages creativity, experimentation and learning, and fosters collaboration for the delivery of the 2016-2020 strategy.
GLOBAL BOARD

GNDR members are represented by a Global Board that functions as the executive decision-making body responsible, on behalf of the broader membership, for setting the strategic direction and oversight to GNDR’s development, including the approval and monitoring of annual work plans and budgets.

The Board is also responsible for advising on strategic relationships with other organisations, including the development of collaboration agreements with other alliances and coalitions. Strengthening representation of regions and countries currently under-represented at Board level is an important consideration moving forward.

Serving on the Board are twelve regionally appointed representatives, three UK-based charity trustees and a Secretariat director. The trustees serve as GNDR legal custodians and have specific responsibilities for ensuring GNDR’s strategic objectives, work plans and budgets are compliant with the organisation’s charitable mandate and UK legal requirements. All board members attend regular conference calls and participate in technical sub-committees supported by external advisors who provide guidance on specific technical, policy and constituency issues.

Regional Representatives

Ms Farah Kabir (Chair)  
South Asia  
Country Director, Action Aid Bangladesh  
Member of Funding Committee, Civil Society Education Fund 2009-present, Climate Action Network South Asia 2011-present

Mr Peter Akanimoh (Vice-Chair)  
West Africa  
Executive Director, Global Relief and Development Mission  
Member of Micah Global Transition Task Force; Member of Refugee Highway Partnerships, Africa Leadership Team.

Mr Emad Adly  
North Africa West Asia  
General Coordinator, Arab Network for Environment and Development (RAED)  
Chairperson Egyptian Sustainable Development Forum (ESDF), Co-founder & Chairperson of the Arab Office of Youth and Environment (AOYE); UN Non-Governmental Liaison Service (UN-NGLS)

Dr Ali Ardalan  
Central Asia  
Director of Disaster and Emergency Health, Tehran University of Medical Sciences  
Chair of National Steering Committee on Community Disaster Resilience; Chair of National Committee of Disasters and Disabilities

Ms Zenaida Willison  
Independent  
Advisory Board, Partners for Resilience  
Board Member, Adventist Development and Relief Agency-International and Asia; UNISDR member of Advisory Board on Local Actors for the ISDR Asia Partnership

Ms Papiloa Foliaki  
Pacific  
Deputy Chair, Tonga Community Development Trust Board of Trustees

Mrs Graciela Mercedes Salaberry Vacani (Vice-Chair)  
South America  
Executive Director, Society of Friends of Meteorological Wind Development Environment  
President of Urugauyan Network of Environmental NGOs, Permanent Secretariat of the Latin-Ibero-American Federation of Societies of Meteorology FLISMET

Mr Kheswar Beehary Panray  
Southern Africa  
Chief Executive Officer, Environmental Protection and Conservation Organisation (EPCO)  
Member of National Ramsar Committee of Wetlands

Mr José Ramón Ávila Quiñonez  
Central America  
Executive Director, Asociacion de Organismos no Gubernamentales (ASONOG)  
VFL RCO as Concertación Regional de Gestion de Riesgos (CRGR), representing El Salvador, Guatemala, Honduras & Nicaragua

Mr Rod Snider  
North America  
Director – Quality and Learning International Services Department, The American Red Cross

Mrs Lorna P Victoria  
South East East Asia  
Advisor, Centre for Disaster Preparedness Foundation Inc.  
Board member Centre for Disaster Preparedness Foundation Inc.

Ms Nicole Stolz  
Europe  
DRR Focal Point, Caritas Switzerland  
Member of Swiss NGO DRR Platform

Mrs Oenone Chadburn  
Head of Humanitarian Support, Tearfund UK

Mr Nigel Timmins  
Humanitarian Director, Oxfam International  
Start Network Board member

Ms Emma Hillyard  
Group Financial Controller, The Orders of St John Care Trust

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PARTNERSHIPS ARE CENTRAL TO OUR APPROACH

Part of the support we bring to members is through our collaboration with a diverse range of organisations and networks enabling members to engage and partner together on issues of disaster risk reduction, resilience and sustainable development. This goes beyond civil society organisations and networks and also includes government departments, United Nations agencies, development banks, private sector institutions, donors, academia, media and research entities. For example, in most economies 70-85% of overall investment is made by the private sector with small and medium enterprises particularly at risk.

To deliver this 2016-2020 strategy, GNDR will continue to foster linkages between practitioners, businesses, researchers, governments, donors and policy makers to help increase opportunities for technical and operational collaboration, promote integrated approaches, mobilise resources and share lessons learnt across national, regional and global levels.

“Achieving ambitious outcomes for people, particularly in fragile and crisis-affected environments, requires a different kind of collaboration among governments, international humanitarian and development actors, and other actors.”

Ban Ki Moon, UN Secretary General, 2016
Supporters and resources

Support for GNDR comes from a range of different organisations. We are appreciative for the past and current support – financial, but also in time, energy, and expertise – that hundreds of individuals and organisations have provided over the years.

Thank you to our current financial supporters:

- BMZ – German Federal Ministry for Economic Cooperation & Development
- USAID OFDA
- Federal Department of Foreign Affairs /Swiss Confederation
- Netherlands Ministry of Foreign Affairs
- World Bank’s GFDRR
- DFID
- EU Humanitarian Aid and Civil Protection department (ECHO)

Securing the required financial resources

Developing a sustainable long-term financial base to support independence of action is an important aspect of the realisation of GNDR’s strategy. We are building a diverse funding base comprising bi-lateral and multi-lateral donor institutions, as well as support from private foundations, corporate bodies, civil society actors and individuals.

We submit funding applications to potential partners at global, regional and national levels in both Northern donor and Southern recipient countries. GNDR representatives in recipient countries will be supported with regional and localised fundraising activities.

Importantly, it is recognised that the sustainability and engagement in GNDR is dependent on what is essentially a voluntary association. A substantial part of GNDR’s work is and will continue to be supported through ‘in-kind’ contributions from member organisations, e.g. staff time, efforts and organisational resources towards joint actions such as the Views from the Frontline monitoring programme and the Reality Check advocacy campaign. Where appropriate, the GNDR Secretariat will seek to provide members with technical assistance, training and capacity building support to help foster solidarity and goodwill for coordinated action and facilitate their engagement in such actions.

Budget for Strategy

<table>
<thead>
<tr>
<th>GBP 000’s</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Total: Global Hub &amp; Regional Offices</td>
<td>901</td>
<td>1,051</td>
<td>1,068</td>
<td>1,085</td>
<td>1,103</td>
<td>5,208</td>
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<tr>
<td>Programmes Total:</td>
<td>2,132</td>
<td>1,630</td>
<td>2,501</td>
<td>1,543</td>
<td>2,432</td>
<td>10,238</td>
</tr>
<tr>
<td>1 Increase the impact of civil society in influencing policies and practices at international, national and local levels</td>
<td>1,363</td>
<td>876</td>
<td>1,424</td>
<td>763</td>
<td>1,410</td>
<td>5,836</td>
</tr>
<tr>
<td>Evidence-based policy advocacy enhanced at all levels</td>
<td>208</td>
<td>400</td>
<td>225</td>
<td>268</td>
<td>200</td>
<td>1,301</td>
</tr>
<tr>
<td>Strengthened public education campaigns and awareness raising at all levels of society</td>
<td>83</td>
<td>273</td>
<td>127</td>
<td>292</td>
<td>138</td>
<td>911</td>
</tr>
<tr>
<td>Monitoring of policy implementation is strengthened</td>
<td>1,073</td>
<td>204</td>
<td>1,073</td>
<td>204</td>
<td>1,073</td>
<td>3,625</td>
</tr>
<tr>
<td>2 Enhance collaboration capabilities of civil society, and cooperation with other stakeholders</td>
<td>513</td>
<td>209</td>
<td>690</td>
<td>364</td>
<td>709</td>
<td>2,484</td>
</tr>
<tr>
<td>Enhanced GNDR Governance and Secretariat institutional and operational capacities at all levels</td>
<td>112</td>
<td>96</td>
<td>281</td>
<td>324</td>
<td>324</td>
<td>1,138</td>
</tr>
<tr>
<td>Existing civil society networks are strengthened and the formation of new networks is facilitated where needed</td>
<td>127</td>
<td>93</td>
<td>120</td>
<td>26</td>
<td>96</td>
<td>462</td>
</tr>
<tr>
<td>Enhanced capabilities of GNDR members to coordinate and partner with each other and with other actors</td>
<td>275</td>
<td>20</td>
<td>288</td>
<td>13</td>
<td>288</td>
<td>884</td>
</tr>
<tr>
<td>3 Strengthen the creation, analysis and sharing of knowledge</td>
<td>257</td>
<td>545</td>
<td>387</td>
<td>417</td>
<td>313</td>
<td>1,919</td>
</tr>
<tr>
<td>Knowledge generated through collaborative action-learning</td>
<td>130</td>
<td>278</td>
<td>148</td>
<td>139</td>
<td>139</td>
<td>834</td>
</tr>
<tr>
<td>Enhanced sharing of new and existing scientific and indigenous knowledge, information and practices amongst members and other stakeholders</td>
<td>126</td>
<td>267</td>
<td>239</td>
<td>278</td>
<td>174</td>
<td>1,084</td>
</tr>
<tr>
<td>Grand Total</td>
<td>3,033</td>
<td>2,681</td>
<td>3,569</td>
<td>2,629</td>
<td>3,534</td>
<td>15,446</td>
</tr>
</tbody>
</table>
“There is simply no other global actor comparable to GNDR in the DRR area.”
Nicole Stolz, Caritas Switzerland (Swiss NGO DRR Platform), Switzerland

“Because of our association with GNDR, our resolve and conviction for DRR deepened. Moreover, our understanding about DRR and underlying factors of risks and disasters has also been enriched. Due to our association with GNDR, we feel strong to make officials accountable for their failures as we know that we would have some support at the global level.”
Sarwar Bari, Pattan Development Organisation, Pakistan

“GNDR is the organization that best meets the need to support the action of citizens in the field of disaster reduction”
Adelfo Solarte, Asociación Civil Uniandes, Venezuela

“GNDR plays a critical role in bringing various networks together to share information, provide updates and plan joint actions.”
Megan Williams, ACFID, Australia

“GNDR has enabled learning in the areas of research, monitoring, analysis and processing of information, not previously had. [It] has enabled contact with the Government and other organizations, it has strengthened the local networks of Risk Management and linked up with other NGOs working on the issue of development, to encourage them to incorporate disaster risk reduction into their projects.”
Abelina Caro Ilarraza, CESAP, Venezuela