

Partners for Resilience

Annual report 2012



The Netherlands  Red Cross



Cordaid 

RED CROSS-RED CRESCENT
CLIMATE CENTRE  International Programme
for Red Cross and Red Crescent Societies
The Netherlands  Red Cross

 WETLANDS
INTERNATIONAL

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Front cover picture: Two boys sit at a heightened concrete boardwalk in the Catmon Barangay, in the city of Valenzuela in Manila, where PfR works to reduce flood risks.

All pictures in this report are taken at PfR programme areas or events in 2012.

List of abbreviations / acronyms

ACCRA	African Climate Change Resilience Alliance
ANACC	Alianza Nicaragüense ante el Cambio Climático
BPBD	Badan Penanggulangan Bencana Daerah (Disaster Minigation Agency)
CATIE	Centro Agronómico Tropical de Investigación y Enseñanza
CBDRR	Community-Based Disaster Risk Reduction
CBO	Community-Based Organisation
CCA	Climate Change Adaptation
CCROM	Centre for Climate Risk and Opportunity Management
CDKN	Climate and Development Knowledge Network
COMUSAN	Comisión Municipal de Seguridad Alimentaria
COP	Conference of Parties
CSO	Civil Society Organisation
DIPECHO	Disaster Preparedness European Commission Humanitarian Organisation
DRM	Disaster Response Management / Disaster Risk Management
DRR	Disaster Risk Reduction
DSG	District Steering Group
EMR	Eco-system Management and Restoration
ENNDA	Ewaso Ng'iro North Development Authority (Ministry of Regional Development Authorities)
ERCS	Ethiopia Red Cross Society
GRCS	Guatemala Red Cross Society
IAB	International Advisory Board
IFRC	International Federation of Red Cross and Red Crescent Societies
IND	Inner Niger Delta
IPCC	Inter-Governmental Panel on Climate Change
IRI	International Research Institute (for Climate and Society)
IWASCO	Isiolo Water and Sewerage Company
KRCS	Kenya Red Cross Society
LGU	Local Government Unit
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MFS-II	Medefinancieringsstelsel (Co-funding scheme)
NGO	Non-Governmental Organisation
NLRC	Netherlands Red Cross
NRCS	Nicaragua Red Cross Society
NWSB	Northern Water Services Board
OPIDIN	Outil de Prediction des Inondations dans la Delta Interieur du Niger (Prediction tool for floods in IND)
PAGASA	Philippine Atmospheric, Geophysical and Astronomical Services Administration
PEDDR	Partnership for Environment and Disaster Risk
PfR	Partners for Resilience
PME	Planning, Monitoring and Evaluation
PMI	Palang Merah Indonesia – Indonesia Red Cross Society
PRCS	Philippines Red Cross Society
PRA	Participatory Rural Appraisal
PROVIA	Programme of Research on Climate Change Vulnerability, Impact and Adaptation
RAAN	Región Autónoma del Atlántico Norte
RCCC	Red Cross Climate Centre
REGLAP	Regional Pastoral Livelihoods Advocacy Project
SE-CONRED	Coordinadora Nacional para la Reducción de Desastres
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UN ISDR	United Nations International Strategy for Disaster Reduction
URCS	Uganda Red Cross Society
VCA	Vulnerability and Capacity Assessment

The above table only lists abbreviations that are used more than once in the text, and/or that are not explained in the text

Foreword

A young man in Dire Dawa, Ethiopia, uses a weighted stick to help him sow saplings to reforest a hillside



Partners for Resilience, one of the largest global programmes that is working on the interface of disaster risk reduction, climate change adaptation and ecosystem management and restoration, is almost mid-way. This report presents an overview of our activities in 2012 that show how the integration of the three approaches has moved from concept and first initiatives to firm and concrete practical results. It highlights successes and challenges, and indicates how these affect the remaining half of the programme.

The report provides an overview of activities carried out and initiatives started in 2012 by Partners for Resilience. In nine countries in Latin America, Africa and Asia the alliance members and their local partners have **worked with local communities on strengthening their resilience**. Examples are the construction of ponds to improve water provision, the diversification of livelihoods such as agriculture to better cope with drought, terracing of hill slopes and planting of trees to reduce risk of landslides, and setting up early warning system and introduction of contingency plans to address and respond to disasters. In all countries our partners have combined their knowledge and expertise, firstly by mapping the hazards – floods, storms, droughts, fires, landslides – that can push communities' vulnerabilities beyond coping levels, and consequently designing plans that strengthen the communities in their ability to withstand these. They did so by regarding the hazards explicitly along longer temporal scales, including effects of climate change and introducing seasonal forecasts, and by taking a landscape approach, linking cause and effect of hazards, vulnerabilities and disasters along larger spatial scales and introducing the importance of ecosystem management and restoration. Making relevant information available, comprehensible and applicable to partners provided challenges, but as relationships strengthened these were met more easily.

The report shows that the combination of various areas of expertise has clearly benefited the interventions. Different approaches were taken in comparing, aligning or even integrating tools and ways of working. A concrete example is the adjustment of risk assessment tools, which now incorporate both changes in risk over time (including climate change) and wider spatial dimensions (such as the wider watershed affecting risk in a particular location). Another is the use of 'serious games' to allow a range of actors to experience disaster risks, and ways to manage them, thus linking knowledge and ideas to action. Parties that previously had little knowledge about each other's work explored and experienced the benefits of the partnership. At the same time each organisation is used to working on the basis of defined mandates and within its own plans, processes and procedures, which have grown out of decades of experience. Adjusting these, and moreover applying these in fields previously unexplored, has not been without challenges. Overcoming these required an investment of time and resources of all partners, often larger than we anticipated at the outset of the programme.

The collaboration, including the revision of tools and methodologies, also brought our organisations closer together and exposed them to novel ways of working that have strengthened their own organisation. As such, the partnership itself contributed to **strengthened civil society** – within the Partners for Resilience set-up as well as with other NGOs and CBOs. In fact this was the effect of deliberate actions and initiatives, under our programme's second strategic direction. In the different countries, to various degrees, PfR partners have established strong ties between themselves and with other partners, and as a result we are seeing the integrated approach being embraced by non-PfR partners as well. Our expectation is that this will strengthen the push with governments to prioritise the

integrated approach of disaster risk reduction – climate change adaptation and ecosystem management and restoration in their development plans

The **dialogue with governments** in fact constitutes the third strategic direction on which we are working. In most countries relationships have been established and strengthened, at local and national levels, on basis of which this dialogue can be further shaped over the coming years. Obviously such dialogues build on on-the-ground experience on the integration, community involvement and civil society support, and therefore it is no surprise that in several countries this strategic direction is only now beginning to be prioritised, whereas others already show more progress. Here, perhaps even more than in the more practical engagement with communities and CBOs/NGOs, the various ways of working within our alliance, and the different (sometimes legally sanctioned) mandates pose challenges which the organisations need to overcome.

At a supra-national level various initiatives have been taken that both support the development of appropriate risk reduction plans, and enable the dialogue with institutional donors and governments to eventually scale-up the programme. Partners have participated i.a. in UN conferences on climate change, international meetings on climate services, and the Asian Ministerial Conference on Disaster Risk Reduction. Furthermore, supported by the Netherlands Ministry of Foreign Affairs, PfR engaged with the World Bank's Global Facility on Disaster Reduction. In 2012 the Minimum Standards for Climate Smart Disaster Risk Reduction and the Minimum Ecosystem Standards have been introduced and partners in the nine countries are increasingly applying these, and using them in policy dialogues at national and international levels. Also a Resilience Vision document was developed, based on academic debate as well as on partners' practical experience to date. This document summarises how we operationalise making improvements to community resilience. Our experience is now followed closely by many practitioners and policy makers around the world.

The state of affairs described above is reflected in the financial side of the programme. After a slow start expenditures are accelerating, especially now that community interventions are taking shape. The agreed commitments enable the partners to cover this trend and develop initiatives that further strengthen and disseminate the integration of the three approaches. The increased funding of concrete risk reduction activities at community level also positively impacts on the balance between direct costs and support costs.

Finally partners have taken first steps in exploring ways to sustain the programme after 2015 when MFS-II funding will end. Effectiveness of these efforts relies on tangible results, synergetic collaboration and established relationships with relevant external stakeholders – all of which have been strengthened in 2012.

At various levels within the PfR set-up (Country Teams, Programme Working Group, Steering Group and Co-ordination Team) we provide support to the effective co-ordination and implementation of the programme. Besides a strong focus on on-the-ground implementation, special emphasis is put on strategic orientation, support to practical tools, monitoring and reporting. We will continue this in 2013, with additional emphasis on facilitating the policy dialogue in the nine partner countries as well as with the Netherlands government, increasing the cost effectiveness of the programme, better measuring the impact, and ensuring the sustainability of the results – strong, resilient communities that are able to effectively deal with disaster risks and that protect and shape their own development.

The Hague, 28 April 2013.

Juriaan Lahr

Head International Assistance, Netherlands Red Cross

General performance indicators

Two children in
Malabon where PfR
works in several
barangays



Budget | Of the total MFS-II contribution of € 36,154,497.13 for Partners for Resilience, € 9,158,190 was spent in 2012. This figure includes expenditure for overhead.

Coverage | In all countries community selection has taken place and baseline surveys have been carried out. In a few countries some are still being added, but in general risk reduction plans have been or are being developed for most communities. In total Partners for Resilience reached 261,375 beneficiaries in 2012.

Coverage (gender specific) | Of the above number, 47% is female (122,705 beneficiaries) and 53% (138,670 beneficiaries) male.

Coverage (communities) | The total number of communities where Partners for Resilience in 2012 engaged with activities under its three strategic directions is 391. It should be noted that this is the number of communities that conducted risk mapping activities.



2.1 Introduction

To strengthen the resilience of communities the alliance members work with implementing partners – Civil Society Organisations (CSOs). The strengthening of the organisations enables them to better achieve this aim. Therefore several initiatives are carried out that are aimed specifically at strengthening the organisations. Some of these activities are carried out explicitly in relation to the programme's strategic aims (under 'MDGs and themes, programme element 2', chapter 4) whereas others are exclusively aimed at building organisational capacities.

2.2 Civic engagement

Diversity of socially-based engagement | Partners are best able to work effectively in and with communities when their legitimacy and representation are acknowledged by these same communities. To achieve this, accountability and responsiveness to stakeholders, especially the aforementioned communities, are key. An important means is the issuing of an annual report. The indicator is measured on a scale from 1 (no annual reports exist or is being developed) to 4 (last year's annual report is available). All partners aim to achieve a minimum score of 3. Indonesia, Nicaragua and the Philippines are below this level. Kenya (increase) and Mali (equal score) are already at their target level, and all other countries score between 3 and 4, reflecting wider, more intensive and/or more frequent consultations than envisaged. It should be noted that Indonesia and the Philippines country teams have adjusted their target to the maximum score of 4.

Diversity of political engagement | The second indicator for civic engagement is the fact whether or not community committees that are being supported by PfR are invited to participate in regular dialogues with the government. It is a reflection and manifestation of the political engagement of the aforementioned civil society organisations. In all nine countries the partners expect that eventually about one third (30%) of the supported committees will be invited (Uganda's target is set at 50%). As indicated in the previous annual report, such invitations were hardly received since in many cases these committees were still being established, and most emphasis was put on their functioning rather than the dialogue with governments. Also practical experience re. Implementing DRR/CCA/EMR activities and the setting-up of designated platforms was also regarded conditional for establishing the dialogue with governments. Experience in 2012 indicates that in several countries the engagement levels indeed increased, to 76% in Ethiopia and Guatemala to 50% in Uganda and 100% in Mali. In all other countries the scores remained at 0% (Philippines 3.5%), and the effects that were expected in 2012 are now foreseen by the respective teams in 2013.

2.3 Level of organisation

In each of the nine countries PfR has set the goal of having, in 2015, at least one DRR/CCA/EMR umbrella organisation established. Additionally it assesses not only if such an umbrella organisation is active, but also to what extent it is engaged in a structured dialogue with peers and with the

government. Most countries set the aim that 70% of these organisations is engaged in such dialogues (Philippines set this at 80% and in Indonesia and Uganda the PfR partners expect that all will be engaged). Finally the level of organisation is assessed in terms of sound and diversified human and financial resources. PfR regards the increase of the percentage of local government budget spent in the programme's target areas on DRR/CCA/EMR. In Indonesia partners expect this annual increase to be 10%, in other countries it is set at 30%.

Organisational level of civil society | The existence of network and umbrella organisations in the individual countries is a manifestation of civil society's organisational level. Obviously PfR partners operate within and contribute towards other networks that are focused or at least linked to their own field of work (DRR, CCA, EMR). In all countries PfR partners are now engaged in such networks. Examples of newly entered or established networks in 2012 are the Ethiopia Environmental Protection Authority in Ethiopia, the Climate Roundtables and the collaboration with the governing bodies SECONRED, MARN, MAGA, INSIVUMEH in Guatemala, the establishment of dedicated institutions (VLDRCs and DMCs) in the Mahanadi Delta and the functioning of Netcoast and Cenderet platforms in India, co-operation with meteorological institute BMKG in Indonesia, the establishment of the Waso Nyiro River Users Empowerment Platform (WRUEP) which embraces more than 50 community institutions in Kenya, and the Climate Action Network of Uganda.

Peer-to-peer communication | Like last year PfR partners are engaged in dialogue with peers and governments. The nature of the meetings is increasingly structured, albeit that also many informal and unstructured meetings take place. Reference is made to i.a. the examples presented above, and to the respective paragraphs in chapter 3.

Financial and human resources | As indicated in the introduction of this paragraph, the increase in local government budget dedicated for DRR/CCA/EMR is also regarded as an indication for the extent to which the PfR partners have organised themselves and, building on this collective strength, have been able to have an impact on the level of these budgets. Obviously this builds on the level and intensity of dialogue with the government, but is a process that is expected to show results only after a number of years into the programme.

2.4 Practice of values

PfR partners monitor, at global alliance level as well as with the local partners at country level, how their organisational values are translated: by means of involvement of the target group in decision making, and by means of the availability and application of transparent financial procedures.

Internal governance (democratic decision making and governance) | The involvement of the target group in decision making is assessed on basis of a combination of four indicators: whether affected people are involved (or in any case whether their rights are recognised), whether people who are not affected by decisions but who are influential and/or powerful are sufficiently informed, whether the level of involvement of the target group is adequate (given type of organisation, type of issues at stake and local culture), and whether the participatory process takes place in a time-efficient manner. All countries work towards a score of three out of four regarding these indicators. In 2011, when the programmes were being developed, the scores ranged from 2.4 to 3.25. Only Indonesia remained at a low score (1.2). Since then most countries have maintained or even improved this: in Ethiopia for example (from 3.0 in 2011 to 4.0 in 2012) partners have set up several women groups that play an important role in (the further mobilisation of) community involvement. In Guatemala much emphasis has been put on youth involvement, i.a. through schools, while in Kenya community committees that were set-up during the first year take a central role in all phases of the programme.

Transparency | Another indication of the how values are practiced is the level of transparency of financial procedures. The indicator is a combination of four aspects: the existence of such procedures, the staff's knowledge of these, the production of financial reports within a reasonable period of time after the period ends, and the level of quality of these reports. All country teams have set an end-of-programme target of 3 (out of a maximum of 4), and several countries (Ethiopia, Guatemala, Kenya, Philippines and Uganda) already surpassed this – except for the Philippines this signals an improvement for all these. India, Indonesia, Mali and Nicaragua continue to perform at the same level as in 2011, these countries' scores range from 2.0 to 2.65.

2.5 Perception of impact

A fourth aspect to regard of the functioning of civil society is the way the impact of their work is perceived. Here three indicators are regarded: responsiveness towards governments and counterparts, the social impact of their work at community level, and the policy impact with governments

Responsiveness | To operate effectively and to yield impact it is important for partner organisations to be considered by both government and counterparts. This is reflected not only in the engagement of partner NGOs and CBOs with the government on integrated DDR/CCA/EMR but also by the extent to which government institutions are involved in PfR programme activities, like participating in meetings, field visits, training and/or joint implementation. Obviously the level depends on the programme set-up (involvement of government officials from the start), implementation progress (larger number of activities for which government officials can be invited), locations (more locations implies more opportunities), and history of prior contacts with government officials. The Philippines, where NGO engagement with barangay officials (local government) is traditionally strong, indicates a rise from 29 to 58 cases of involvement with PfR activities. Also other countries indicate that involvement of government officials has sharply increased: in 2011 such meetings were often one-off, related to the initiation of the programme, but in 2012 these had risen in all countries, from 3 in Kenya and 7 in Uganda up to 26 in Nicaragua and 27 in Indonesia. For the latter for example a milestone was the participation at the fifth Asian Ministerial Conference on DRR, held in Jogjakarta in 2012. In India partners built on collaboration with the government of Bihar and the World Bank on introducing novel ways of wetlands management of Kabar Taal. In Mali PfR partners worked with the government on the National Climate Change Policy and the Strategy Document for Growth and Poverty Reduction. Both documents now highlight the importance of using a landscape approach for disaster risk reduction, together with a combination of scientific and traditional knowledge.

Social impact | Partners have included several ways to involve the communities they work with in the various stages of the programme, from selection, assessment and development of plans to the actual implementation and monitoring. This involvement is conditional to ensure effective and lasting impact at the local level. An indicator for this is the risk assessments that are conducted always with active and wide community participation. Since many country teams were still in the process of organising and carrying out such assessments late 2011 for some or even all selected communities it is obvious that the scores for this indicator are (substantially) higher in all countries. Only Mali managed to carry out all assessments already in 2011, and has added no new ones to this in 2012. It should be added that, while in the process of selecting communities and carrying out risk mapping, the teams of Ethiopia, India and Nicaragua concluded that there was room to add more, and these new targets have been included in the proposed revision of M&E indicators shared with the Netherlands Ministry of Foreign Affairs early 2013.

Policy impact | The level of impact of PfR's work is also reflected by their ability (and indeed success) to influence government policy, planning and/or budgeting. As an indicator partners regard the annual

increase of the budget spent on DRR/CCA/EMR related activities. After having focused on vulnerabilities and needs assessments with local communities, partners have taken first steps in establishing a policy dialogue with governments. Results in terms of increased budgets however are not yet visible – only in Nicaragua there has been a slight increase in related budgets (7%). Moreover it is noticed external developments can have a major impact on the allocation of these budgets, like in Mali where many government funds in 2012 were redirected in support of the fight against Tuareg and Islam rebels). Also it is foreseen that election of new (local) governments may lead to an adjustment of government priorities, which may in turn affect the funding for DRR/CCA/EMR-related activities. The degree at which relations can be (re)established and budgets setting can be influenced rely on long(er) term and wide engagement, and results are expected to become more visible during the second half of the programme.

Also initiatives in relation to national and international conferences and meetings, especially regarding the official recommendations and resolutions are a reflection of policy influence. Paragraph 5.3 and 5.4 present several actions of PfR partners at this level, like engagement with WMO, World Bank and UNFCCC, and participation at the Asian Ministerial Conference on Disaster Risk Reduction.

2.6 Environment

PfR partners, as members of civil society in their respective country, operate in a socio-economic, socio-political and socio-cultural context. They participate in networks of civil society organisations, taking into account this context. In the PfR the engagement in a structured dialogue with peers and with the government on DRR, CCA and EMR is regarded as a reflection of this. As indicated above (under 'responsiveness' and 'organisational level of civil society') all partner organisations are engaged in networks, firstly in their own PfR networks which have in some cases been newly established (like in Indonesia) and secondly in wider networks, like in India, Kenya, Nicaragua and Uganda. In Ethiopia for example there is active collaboration with the Ethiopia Environmental Protection Authority, while in Guatemala PfR partners are involved in so-called Round Tables on Climate Change. In Indonesia partners co-sponsored and were actively participating in the UN-initiated South-South Citizenry-Based Development Academy. In Mali PfR partners, through the representative of Wetlands International, have regular meetings with the Netherlands embassy, not only in relation to the PfR programme but also to discuss progress on other programmes in which the embassy is involved. In Nicaragua PfR partners participated in the Technical Committee for Adaptation to Climate Change, which developed the regional climate change strategy in the RAAN region. Finally in Uganda PfR works in close collaboration with the Climate Action Network of Uganda (CAN-U). More information on these and other initiatives can be found in chapter 3.

Three women from the
cooking stove committee
in the village of Genda
Yusuf, eastern Ethiopia



3.1 Introduction

In their second year into the PfR programme partners in the nine countries have further established relations with communities. In some villages risk assessments have been carried out, and with all other communities risk reduction plans have been developed. For this tools and approaches were compared and aligned, and training between partners took place. Also training in livelihood approaches, and actual diversification of livelihoods, is visible in the nine countries, albeit at various scales.

Under the second strategic direction the PfR collaboration was further strengthened, and also relations with other networks and platforms have been established and intensified, including with knowledge centres. Finally the activities under the first and second strategic directions have laid the foundation for policy dialogue which is taking shape (to various degrees) in the countries.

It should be noted that of the many activities that have been carried out in 2012, the paragraphs below present only a small proportion. To be better able to see the interlinkages between first, second and third strategic direction the activities have been presented per country rather than per strategic line.

3.2 Ethiopia

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	2013
1a	# of mitigation measures implemented per community	3	0	4
1b	% of community mitigation measures are environmentally sustainable	100%	0%	100%
1c	# of community members reached with DRR/CCA/EMR activities	90,000	0	47,385
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments			
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	25	0	9
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	25	0	9
1.1.c	# of community members covered by risk plans	54,000	0	38,835
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment			
1.2.a	# of community members that are trained in livelihood approaches that take ecosystems into consideration	4,800	0	2,160
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	14,000	0	11,483
2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy			
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	25	0	25
2b	# of network/ umbrella organisations, developed and active	1	0	3
2c	% of PfR partner NGOs, and CBOs co-operating with them in the PfR program, engaged in structured dialogue with peers and government on DRR/CCA/EMR	70%	0%	27%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions			
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	200	0	118
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	5	0	4
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks			
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	12	0	8
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	15	0	4
3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level			
3a	# of distinct initiatives that are started that are aimed at enabling a more conducive environment for DRR/CCA/EMR activities	8	0	3
3b	% of annual increase of government spending in target areas on DRR/CCA/EMR	30%	0%	0%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	-	-	-
3.1	Government institutions at local, national and international level endorses PfR approach			
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	3	0	10
3.1.b	# of (local) government institutions actively engage in activities	16	0	13
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	1

Community interventions | In 2012, partners carried out more risk assessments, out of which community managed action plans have been developed. Different activities were implemented to decrease vulnerability of target groups. In the area supported by CARE partners SSD, women groups have been formed, sensitized, trained and provided with funds to save and generate more income. Local women are role models for other women to stimulate participation. The funds allow local women

to save and manage cash for future emergencies and develop small businesses. Other partners constructed ponds in areas where drought is a major problem for communities. In one of those sites, in Hidibabo community in the Oromiya region, travelling for water more than 8km every day is not an exception. The realisation of the pond in this area was a joint effort from Cordaid partner ACORD, communities and the district water office in the area. The District office supervised the construction of the pond whereas communities contributed with labour and construction and fencing materials (in order to keep animals out for hygiene reasons). The pond increased the availability of water from one to six months for human consumption and reduced the time of water fetching of local women significantly. In the Goru Gotu woreda, the Ethiopian Red Cross reclaimed 70 hectares of degraded land in four micro watersheds by constructing physical soil and water conservation structures, such as the establishments of hillside terraces and micro basins. These physical structures reduce runoff, conserve soil and concentrate nutrients and enhance water infiltration and retention. As a result, once barren and unproductive micro watersheds are regenerating. Soil depth is improving, growth of different local grasses and trees is increasing and the survival and growth of newly planted tree seedlings is improving. As ecosystems in the conserved area enclosed by the community are recovering, some areas becoming a habitat of different birds and wild animal species.

Strengthening civil society | As for the second strategic direction, local partners facilitated trainings for local DRR committees, local community leaders and local governments. Through these trainings, DRR committees are able to mobilize community members for action plans on ecosystem based mitigation activities. As a result, local communities, trained by CARE's partner SSD, have been able to close 58 hectares rangeland for restoration and constructed soil bunds to prevent erosion and conserve soil fertility and water retention capacity. Local Cordaid partner ACORD constructed and equipped community DRR information centres. These centres enable local DRR committees to document learning in relation to ecosystem based and climate proof disaster risk reduction and share this with others. It also empowers committees and communities to take collective decisions and actions. The local partners also strengthened their cooperation with local knowledge and resources organisations such as the Ethiopia Environmental Protection Authority and the RCRC climate centre. Through cooperation with these actors, partners have facilitated easier access to information on climate and ecosystems. Local Cordaid partner AFD carried out a study on government and community level early warning systems and how gaps between the two can be addressed. Additionally, trainings on data collection, reporting and participatory planning have been facilitated. The produced document serves as a resource material for other partners to learn from. The RCCC supported the Ethiopian Red Cross to access satellite imagery information on land cover change in cooperation with the agricultural and rural development office. The map showed significant vegetation cover change in 2012 compared to the 2008 image.

Policy dialogue | Partners facilitated the connections between local communities and their institutions, local government officials, knowledge centres to achieve integration of disaster risk reduction, climate and ecosystems in development planning. In many cases, there is a good cooperation with local government authorities. Partners involved local government partners such as from the woreda administration, agriculture and rural development, water resources development and health offices in a series of activities such as trainings, experience sharing visits and planning meetings. At national level, developing constructive policy dialogue is still a challenge for the partners. To address this, partners will be further trained on policy dialogue and documentation to enable them to show good practices. A few good practices have yet been demonstrated by local Cordaid partner ACORD that developed an environmentally friendly and climate smart community based urban agriculture initiative for the most polluted river in the country (Lower Akaki River Basin in Addis Ababa) and presented their community managed disaster risk reduction in the national green economy consultation workshop, which will be published as a successful case study by OECD.

3.3 Guatemala

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	2013
1a	# of mitigation measures implemented per community	1	0	4
1b	% of community mitigation measures are environmentally sustainable	100%	0%	82%
1c	# of community members reached with DRR/CCA/EMR activities	10,359	0	47,385
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments			
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	4	0	17
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	4	0	17
1.1.c	# of community members covered by risk plans	2,411	0	38,835
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment			
1.2.a	# of community members that trained in livelihood approaches that take ecosystems into consideration	800	0	2,160
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	482	0	11,489
2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy			
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	4	0	25
2b	# of network/ umbrella organisations, developed and active	8	0	3
2c	% of PfR partner NGOs, and CBOs co-operating with them in the PfR program, engaged in structured dialogue with peers and government on DRR/CCA/EMR	70%	0%	27%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions			
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	20	0	118
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	2	2	4
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks			
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	7	0	8
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	1	0	4
3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level			
3a	# of distinct initiatives that are started that are aimed at enabling a more conducive environment for DRR/CCA/EMR activities	3	0	3
3b	% of annual increase of government spending in target areas DRR/CCA/EMR	20%	0%	0%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	-	-	-
3.1	Government institutions at local, national and international level endorses PfR approach			
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	7	0	10
3.1.b	# of (local) government institutions actively engage in activities	8	0	13
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	1

Community interventions | Based on the Micro Projects Protocol that partners in Guatemala and Nicaragua developed (stipulating identification of specific mitigation and adaptation measures, identification and selection of the actual projects, and the process of implementation, monitoring and evaluation) all partner organizations have started developing small mitigation projects in their working

areas. Many families in the communities already started applying simple local mitigation measures, such as soil conservation measures and re-forestation. Furthermore communities have been involved in the set-up of community and municipal tree nurseries and communal leaders have been involved in the exchange of experiences on community forestry. In order to improve sustainability, mitigation measures are implemented with local resources and materials to enable the communities to maintain them in the long-term. Besides, measures will not damage the environment and are in most cases beneficial for the environment. Most communities have included climate smart tools and involvement of elderly people in the development of local risk management plans. In some communities, a link has been established with a local agricultural institute to established agricultural demonstration plots with drought tolerant sorghum.

A management plan of the San Vicente river

To complete the diagnostic information of each community and get recommendations for possible micro projects, Cordaid partners Caritas Zacapa commissioned a research on 'Characterization and management plan of the micro basin of the San Vicente River' with a focus on DRR/CCA /EMR providing information on the current state of the micro watershed, the causes of its destruction, the main impacts and responses to mitigate the effect of impacts through the management plan to ensure the conservation and sustainability of ecosystems. For this investigation, 7 communities of Cabañas (Cerro de Piedra, Los Encuentros, El Solis Sunzapote, Plan de la Cruz, Lomas de San Juan, Santo Thomas) have increased their knowledge on sustainable management of watersheds and raised their awareness that many of the activities and practices developed for corn and beans are severely damaging and degrading the watershed of the River San Vicente.

Besides technical measures, communities and particularly local youth have been sensitized through activities in a school campaigns and prepared school response plans. Furthermore, community members of local coordinating disaster reduction committees have been trained in a range of topics, such as the legal basis and structure of national disaster risk reduction, disaster preparedness and DRR organization, first aid, shelter management, damage assessment and information management. In several communities, recovery of local/traditional knowledge has been facilitated to stimulate climate change adaptation. Examples are the knowledge on traditional seeds and agriculture to stimulate more diversity in crops and the promotion of natural fertilizers to avoid use of chemicals.

Strengthening civil society | Communities in the department in Sololá supported by CARE receive information from official bodies on climate and disaster trends. The local partners are translating this (technical) information for the local communities, so it is well understood by all. Wetlands International has supported the partners by developing the terms of reference for two studies on climatic parameters for adaptation plans and ecosystem services in a watershed, which will be realized during 2013. Through these studies, communities will be better informed about ecosystem management and the effects of climate change. Moreover, the results can be used for decisiontaking and advocacy. In the area of Solola, a micro watershed committee of the Masa River has been activated, in which representatives from 36 communities are included, among which 6 communities are beneficiaries in the PfR program. In addition, partners have been involved in the formation process of a Roundtable on Climate Change in the Department of Solola, which has the support of the National Roundtable on Climate Change. This departmental roundtable will consist mainly of community members and institutions that are related to natural resource management and the environment, as well as those related to climate change and will serve as an advisory body in this area. Also in the Zacapa region, partners initiated communication with the national climate roundtable to install a regional climate roundtable.

Partners also cooperated with ministries, municipalities to facilitate the integrated approach, such as the establishment of municipal tree nursery and the development of school committees that are responsible for school response plans with the Ministry of Education at department level. Teachers in the respective schools have been trained and teach children on climate change and ecosystems and also coordinate the establishment of school committees. Furthermore they established cooperation with universities in the country, through which students and teachers will get trained in the PfR integrated approach, through which students will share their knowledge on basic topics with the

communities such as forest preservation, food security etc. In addition, through the cooperation with these universities, partners are able to promote the integrated approach with other stakeholders.

Policy dialogue | At national level as Alliance the country team has established coordinations and dialogue with the governing bodies SECONRED, MARN, MAGA, INSIVUMEH, in order to jointly define a working path of advocacy according to the country's priorities in risk reduction, climate change and ecosystem management. A more detailed plan for dialogue will be finalized in 2013. Partners also focused on the creation, training and awareness raising of local and municipal disaster committee, which are in process of being acknowledged by the executive secretary of the national coordinator of disaster risk reduction (SE-CONRED). Finally, as mentioned above, partners are also in close contact with the Ministry of Education, where they have started a process to review education tools, to be able to address DRR, CCA and EMR issues in public schools.

Awareness campaigns in schools in Quiché and El Estor

At the end of 2012, an awareness campaign and a Vacations School were conducted in the working area of the Guatemalan Red Cross, communities and municipalities of Quiché and El Estor.

The activities were aimed at children and young people, with the aim of increasing awareness and knowledge about the issues of disaster risk reduction, climate change adaptation and ecosystem management and restoration. Activities conducted were the presentation of the puppet show "The Show of Nature", the story "The weather is my friend", and performing Risk Reduction Rally.

At the end of the activities of the awareness campaign and Vacations School 1,236 children of the urban communities of Quiché and El Estor had participated.

3.4 India

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	2013
1a	# of mitigation measures implemented per community	3	1	1.6
1b	% of community mitigation measures are environmentally sustainable	100%	100%	67%
1c	# of community members reached with DRR/CCA/EMR activities	71,402	0	22,615
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments			
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	209	0	209
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	209	0	209
1.1.c	# of community members covered by risk plans	71,402	0	71,402
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment			
1.2.a	# of community members that trained in livelihood approaches that take ecosystems into consideration	1,600	0	2,958
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	4,800	0	2,504
2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy			
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	209	0	209
2b	# of network/ umbrella organisations, developed and active	1	0	1
2c	% of PfR partner NGOs, and CBOs co-operating with them in the PfR program, engaged in structured dialogue with peers and government on DRR/CCA/EMR	70%	0%	57%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions			
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	75	0	75
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	12	2	13
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks			
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	7	0	8
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	3	0	4
3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level			
3a	# of distinct initiatives that are started that are aimed at enabling a more conducive environment for DRR/CCA/EMR activities	1	0	2
3b	% of annual increase of government spending in target areas DRR/CCA/EMR	30%	0%	0%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	-	-	-
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	-	-	-
3.1	Government institutions at local, national and international level endorses PfR approach			
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	1	0	10
3.1.b	# of (local) government institutions actively engage in activities	1	0	18
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	1	0

Community interventions | Partners initiated the implementation of risk reduction plans in 60 communities. Activities implemented for improvement of natural capital included promotion of sustainable agricultural practices with 249 farmers (use of flood resilient crops, crop rotation and use of organic manures to improve nitrogen fixing and overall soil fertility); renovation of village ponds (3) to improve water availability; and plantation (55,700 plant saplings). A weak asset base renders the communities living in the project area vulnerable to cyclical fluctuation in local employment leading to migration. The project team facilitated availability of employment guarantee cards (which secures 100 days of local employment to working members under the Government of India sponsored Mahatma Gandhi National Rural Employment Guarantee Act MNREGA programme) to 2,151 households during the year. Partners worked through a village cluster approach; in which the individual community risk assessments are compiled to encompass the village level and thus ensure risk mitigation measures are complementing and strengthening each other at a landscape level. (see box).

As an effort to increase disaster preparedness, the project supported formation of 270 taskforces (within the ambit of disaster management committees) to ensure that early warning systems are in place, search and rescue operations are effectively mobilized and health and sanitation facilities are available and restored at an earliest in the event of a disaster. As a result, families have family survival kits (for 10 days in the event of floods) and individual grain banks in place. Further, toilets and houses have been constructed with raised plinths and raised water pumps, with the goal to remain functioning during incidences of flooding. These activities have been supported by leveraging funds through several government agencies.

Strengthening civil society | Work under the strategic direction on civil society capacity building is organized at two levels. The first level focuses on building the capacity of the NGO network involved in project implementation in terms of their ability to design and implement community based and integrated risk reduction plans for building livelihood resilience. The second level is focused on the civil society network that operates within the project areas and plays an important role in resilience building. Activities under the first level include for example the systematic compilation and interpretation of risk assessment outcomes and development of cluster level risk reduction plans. As for the second level, the focus of strengthening CSO network was on enabling village level institutional arrangements to coordinate design, implementation and review of these plans, considering the multi-sectoral nature of risk reduction plans.

In 209 villages in the Mahanadi Delta and Gandak-Kosi floodplains, dedicated institutions (VLDRCs and DMCs) have been formed with clearly defined roles responsibilities, risk reduction plan implementation arrangements and monitoring and review processes. The roles of these institutions with respect to existing Panchayati Raj Institutions (PRIs) have also been clarified. Within Mahanadi Delta, Pani Panchayats (formed under Odisha Pani Panchayat Act, 2002) have been constituted as the key local institution responsible for water management. Considering the role of water in disaster risk in Mahanadi Delta, strengthening the role of Pani Panchayat and in particular broadening their ambit in water management was identified under the risk assessment as a key intervention strategy. Local

A cluster approach in the Mahanadi Delta

The Participatory Risk Assessment Tool that was developed by the partners in India was used to finalize risk reduction plans in 125 villages. Based on geology and geo-morphological set up of the delta which influence the disaster risk, the individual village plans were compiled at the level of three clusters: coastal delta (facing the risk of cyclones and floods, salinity intrusion and tidal inundation); central delta (facing the risk of floods and waterlogging) and deltahead (facing the risk of droughts and floods). 9 model villages (3 each from each cluster) have been identified as demonstration villages where in the project would showcase implementation of integrated approaches and use the outcomes to leverage funds for the rest.

Village Level Disaster Resilience Committees (VLDRC) were formed under the Village Panchayats in each of the 125 villages as the nodal local institution responsible for implementation of the plans. During the reporting period, the project team was able to integrate risk reduction plans in the village level developmental plans for 8 villages.

Within the coastal cluster, PfR supported plantation of 24,675 saplings as a means to control soil erosion in river banks as well as support fuel and fodder requirement of intervention villages. In addition, a local team of network NetCoast created 24 ha mangrove buffer through plantation of mangrove saplings in shorelines of 8 coastal villages through the support of Integrated Coastal Zone Management Project (ICZMP). The Gram Panchayats have agreed to declare the mangrove areas as non-rearing zones to prevent grazing by cattle. The plantation will be taken care of and maintained by the VLDRCs.

partners worked with Krishi Vigyan Kendra (KVK – an extension and outreach organization of Indian Council of Agriculture Research) to promote improved crop varieties, the use of flood tolerant paddy varieties, cropping practices and appropriate livelihood diversification options, as a result farmers have adopted improved farming techniques.

Policy dialogue | During the current year focus was on making the DDMP process inclusive (bringing in perspectives from local communities) and integrated (integration of ecosystem and climate change adaptation aspects), and highlighting the role of ecosystems in water related disaster risk. PfR further worked with the planning processes in Puri, Odisha and West Champaran, Bihar to help develop model DDMPs which integrate EMR, and CCA elements.

Risk assessments in Gandak-Kosi floodplains highlighted the role of wetland degradation and fragmentation of hydrological regimes in increasing disaster risk. Generation of local evidence by CARITAS and work with the Government of Bihar and World Bank has enabled initiation of a World Bank supported project on integrated management of Kabar Taal and building capacity for wetland management in State of Bihar.

During the 11th Conference of Parties meeting of the Convention on Biological Diversity (CBD), Wetlands International worked with the MoEF to highlight the role of water and wetlands in biodiversity conservation. A side event was organized to develop concrete and practical recommendations for enhancing recognition of integrated water management as a means of achieving conservation of inland water and meeting the related targets under the CBD Strategic Plan 2011-2020. The presentations and discussions held conclusively underlined that integration of wetlands within water management underpins success in achieving the Aichi biodiversity targets. This was currently being undermined by lack of emphasis on the co-benefits when the sectors of wetlands conservation and water management work closely together.

3.5 Indonesia

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	2013
1a	# of mitigation measures implemented per community	3	0	2
1b	% of community mitigation measures are environmentally sustainable	100%	0%	0%
1c	# of community members reached with DRR/CCA/EMR activities	47,259	0	4,543
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments			
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	30	10	23
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	30	6	19
1.1.c	# of community members covered by risk plans	34,759	0	15,531
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment			
1.2.a	# of community members that trained in livelihood approaches that take ecosystems into consideration	2,000	0	952
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	8,280	0	275
2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy			
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	43	0	28
2b	# of network/ umbrella organisations, developed and active	13	0	2
2c	% of PfR partner NGOs, and CBOs co-operating with them in the PfR program, engaged in structured dialogue with peers and government on DRR/CCA/EMR	70%	0%	83%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions			
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	118	0	145
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	13	3	16
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks			
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	16	0	16
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	2	0	0
3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level			
3a	# of distinct initiatives that are started that are aimed at enabling a more conducive environment for DRR/CCA/EMR activities	2	0	1
3b	% of annual increase of government spending in target areas DRR/CCA/EMR	10%	0%	0%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	2
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	-	-	-
3.1	Government institutions at local, national and international level endorses PfR approach			
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	41	0	64
3.1.b	# of (local) government institutions actively engage in activities	40	0	27
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	1

Community interventions | Communities initiated new mitigation activities and enhanced earlier efforts. These measures are part of extensive risk assessments and the development of a disaster risk reduction plan. Examples are land and water conservation measures in community lands through reforestation around water sources, water conservation and water trapping, reforestation and putting in place windbreaks. In Banten Bay and NTT, communities carried out mangrove and tree planting.

Communities also undertook efforts to adapt their livelihoods, such as a focus on organic livestock breeding, developing home gardens as well as land conservation through reforestation and terracing.

Seven of the eight communities where CARE works developed 'road maps' (community action plans) for their own community. Through the technique of appreciative enquiry communities are challenged to make vision maps based on of their own dreams. The vision maps are transformed into activities that incorporated CCA, DDR and EMR components. The roadmaps prioritize these activities over time, helping communities enhancing their own resilience.

Wetlands International established different community groups for a coastal restoration programme in which mangroves play a role in both biodiversity conservation and a source of livelihood for local communities. Different participatory rapid assessments have been carried out, involving community representatives, village government authorities, informal leaders and land lords. Awareness raising campaigns were carried out with the established community groups aimed to enhance understanding and knowledge and to stimulate behaviour and habit changes toward the improvement of the environment.

Strengthening civil society | The 5th South South Citizenry Based Development Academy (SSCBDA) was organized in Indonesia and aimed to explore how communities are strengthening their resilience in a changing world and to provide a venue for experience and learning exchange. Around 160 people coming from communities, civil society organizations, research institutes, knowledge centres as well as Indonesian government representatives came together to participate in this event. The event provided a venue for dialogue with a range of stakeholders. Partners enhanced their partnerships with different actors, such as the meteorological institutes and universities. Partners were also active in putting the integration of CCA and EMR in DRR on the agenda of other platforms and networks

Policy dialogue | Partners have been involved in dialogue with ministries and other authorities to address the need for addressing climate change and ecosystem aspects into DRR and to address underlying factors of risk. For example, local Cordaid partners were active in addressing the need of people-centred approaches to integrated DRR, CCA and sustainable environmental management, which resulted in a reflection of this message in the final document of the fifth Asian Ministerial Conference on DRR (AMCDRR) and for which partners address follow-up. Furthermore partners identified how DRR/CCA and EMR can be integrated within district development programs in local districts and promoted resilience increasing policies. CARE is a member of the provincial Watershed forum in NTT, advocating the PfR approach, has set up FILA, a network to link government and meteorological data with community members. ECHO funded project AID aims at increasing attention for DRR and gender and DRR mainstreaming in education.

3.6 Kenya

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	2013
1a	# of mitigation measures implemented per community	3	0	1
1b	% of community mitigation measures are environmentally sustainable	100%	0%	43%
1c	# of community members reached with DRR/CCA/EMR activities	40,000	0	28,513
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments			
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	13	11	13
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	13	11	13
1.1.c	# of community members covered by risk plans	40,000	7,700	34,000
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment			
1.2.a	# of community members that trained in livelihood approaches that take ecosystems into consideration	1,600	0	631
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	4,800	0	865
2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy			
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	13	0	7
2b	# of network/ umbrella organisations, developed and active	1	0	1
2c	% of PfR partner NGOs, and CBOs co-operating with them in the PfR program, engaged in structured dialogue with peers and government on DRR/CCA/EMR	70%	20%	40%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions			
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	150	0	61
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	4	3	1
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks			
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	7	0	6
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	7	0	5
3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level			
3a	# of distinct initiatives that are started that are aimed at enabling a more conducive environment for DRR/CCA/EMR activities	5	0	3
3b	% of annual increase of government spending in target areas DRR/CCA/EMR	30%	0%	0%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0%
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	1	-	-
3.1	Government institutions at local, national and international level endorses PfR approach			
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	5	0	5
3.1.b	# of (local) government institutions actively engage in activities	4	0	3
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	0

Community interventions | Communities in Merti carried out risk assessments with harmonized risk assessment tools and consequently prepared disaster risk reduction plans and contingency plans. Main hazards in the area are floods, droughts, conflicts and human and animal diseases. Several mitigation measures have been implemented as a result of the assessment. The project distributed 36 irrigation pipes that could benefit 230 most at risk/most vulnerable households to produce vegetables

for domestic consumption and the local market. This has increased the land under agriculture, has reduced the food deficit months among these households, improved communities' ownership and contributions (both in cash and in kind). 120 most at risk household in Gafarsa have benefited from the distribution of six water tanks (reservoir), each with the capacity of 10,000 liters. During the wet season, these households pumped water from the riverbed to these tanks and used it to irrigate their vegetable farms after the seasonal river dried up completely. These households have become sources of motivation for other households in the area, where communities believe that relief aid is the only way to survive the dry season. Households were also provided with certified vegetable, fruit and crop seeds. The most vulnerable households also benefitted from three greenhouses and relevant technical support to maintain these, which enables households to produce basic foods in a controlled and regulated environment. Other measures were technical support to small fish farming and flood recede opportunistic farming, supported by early warning systems, a management plan for rangeland zonation and a place for fodder storage when pasture is scarce. Finally, partners also distributed tree seedlings to support regeneration of natural vegetation along the riverbanks and to support environmental clubs in schools.

Strengthening civil society | The Waso Nyiro River basin, which is the PfR operational area for Kenya, is a place saturated with many CBOs, self-help groups, associations, committees, and umbrella organizations having diverse interests. Moreover, they hardly coordinate; rather they often compete with each other for resources. Cognizant of the roles these local institutions play in resilience building, a team of Kenyan Red Cross Society (KRCS) and local Cordaid partner MID-P (Merti Integrated Development Programme) conducted an institutional assessment in the entire river basin. Based on the outcomes, the team identified potential local partners and invited them to discuss how best these very fragmented but important local partners would be coordinated and used to build resilience. 75 participants (of which 23 were women) agreed to establish the "Waso Nyiro River Users Empowerment Platform – WRUEP" which embraces more than 50 community institutions. Representatives of WRUEP officially registered the platform with the Kenyan government, opened a bank account, participated in a PfR sensitization workshop and advocacy and lobby training, prepared a six months action plan and budget and submitted this to KRCS and MID-P/Cordaid for funding support. Local community organizations have also been trained in leadership skills and rangeland and water management. Furthermore PfR partners have been trained in early warning, early action, participatory video and participatory monitoring and evaluation, often cascading the knowledge to community organizations.

Apart from this initiative, some collaboration has already been forged between PfR partners and the Kenya Agricultural Research Institute and Kenya meteorological service.

Policy dialogue | Advocacy, networking and resource mobilization is one of the five thematic/programme areas for WRUEP. Representatives of the WRUEP and a local journalist network were brought together for an advocacy and lobby training organized by the local partners. The main objectives of the training were to enhance skills and knowledge in advocacy, to familiarize participants with the relevant contemporary policy environment and to help the groups form linkages. At the end of the training, WRUEP members prepared their advocacy and lobby action plan which is mainly focusing on influencing county government offices to access some of the allocated money for risk reduction and

Reducing risk of conflict in Merti, Kenya.

During the risk assessment process in communities in Merti, Kenya, conflict was identified as one of the hazards affecting the communities in the project area. There are two main causes of the conflict: resource-based conflict (esp. during drought/dry season) and politicized tribalism. KRCS and MID-P together with the Provincial Administration, District Steering Group, Food for the Hungry International and Friends of Nomads engaged in a series of peace-building initiatives aimed at restoring peaceful co-existence between Sericho and Habaswein, Borana and Samburu, and Basa and Wajir living in the project area. The communities also improved an established conflict early warning and early action system so that communities would prepare for various scenarios and appropriate actions to reduce damage or deaths.

The impacts of such initiatives are being felt among the communities: reduced cases of cattle rustling, extended grazing areas, easy movement of people and livestock during dry seasons among these conflicting communities.

climate change adaptation activities. This action plan was integrated in the WRUEP main action plan. WRUEP will also be used to facilitate linkages and discussion between the lower and upper stream users of Ewaso Nyiro River.

Cordaid was actively engaged with the Ministry of Environment in the development of implementation plans for the National Climate Change Response Strategy and was nominated to be part of the adaptation thematic group. During several meetings, DRR and Eco-system management aspects have been consistently included in all documents on adaptation sub-components. Cordaid has also actively participated in the formation of community land legislation. Currently Cordaid and MID-P are mobilizing communities to attend the task force meetings at the county forum.

To enhance advocacy efforts, partners reviewed the relevant institutions and policies at national level and identified and prioritized institutions for advocacy efforts. In order to ensure local effects, partners identified the relevant niches at local levels (f.e. drought management authority, county governors) and started engaging with a local organization working upstream in the Ewaso Nyiro basin, which has good experience with policy influencing.

3.7 Mali

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	2013
1a	# of mitigation measures implemented per community	3	0	3
1b	% of community mitigation measures are environmentally sustainable	100%	-	100%
1c	# of community members reached with DRR/CCA/EMR activities	30,030	-	27,800
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments			
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	20	0	20
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	20	0	20
1.1.c	# of community members covered by risk plans	18,080	0	27,800
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment			
1.2.a	# of community members that trained in livelihood approaches that take ecosystems into consideration	1,200	0	1,395
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	3,604	0	1,758
2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy			
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	10	0	20
2b	# of network/ umbrella organisations, developed and active	1	0	1
2c	% of PfR partner NGOs, and CBOs co-operating with them in the PfR program, engaged in structured dialogue with peers and government on DRR/CCA/EMR	70%	1%	100%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions			
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	25	0	35
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	3	0	5
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks			
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	7	0	30
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	2	0	5
3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level			
3a	# of distinct initiatives that are started that are aimed at enabling a more conducive environment for DRR/CCA/EMR activities	1	0	0
3b	% of annual increase of government spending in target areas DRR/CCA/EMR	30%	0%	-80%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	-	-	-
3.1	Government institutions at local, national and international level endorse PfR approach			
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	1	0	20
3.1.b	# of (local) government institutions actively engage in activities	7	0	17
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	1

Community interventions | Twenty committees for prevention and management of disasters, six to ten members each, were installed in the twenty villages involved in the project during twenty village general assemblies. In five partner rural districts, four districts (comprising ten villages) are concerned about these ecosystem rehabilitation measures. Based on risk assessments, measures such as the fixation of sand dunes have been implemented, as shifting winds in combination with recurrent

droughts threatened agricultural land and even entire villages. Through the biological fixation of dunes, agricultural land is restored for crop farming (millet, sorghum). Also flood forests have been restored which are used by boatmen during tornados as refuges to save their lives. In other villages drought and desertification have led to soil erosion and created a large channel through which rain water runs off. During heavy rain, water run-off creates a channel passing near the village, causing the flooding of the entire village and farmlands, with loss of life and properties as a result. By supporting local communities to build clay dikes on which local grasses are planted, its populations and their belongings are protected against unexpected floods. At the end rainy season in October (October) the survival of the planted young trees and grasses (reforestation, dike protection, sand dune fixation, etc.) was about 85%. Other activities are related to livelihoods diversification, such as the creation of vegetable gardens, where local women groups grow potatoes, onions, lettuce etc. In addition, farmers have been provided with certified and tested crop varieties (see box).

Improving agricultural production in Mali

The recurrent droughts occurring during the last decades have resulted in crop seed varieties that are not well adapted to climate variability. As a result, crop production and productivity are decreasing drastically, making poor farmers more vulnerable. Therefore, local partners have distributed crop varieties (tested and certified by the national agriculture research Institute (IER)) to farmers to boost crop production. At total 31 500 kg of R1 crop varieties have been distributed to 650 beneficiaries and 630 ha has been farmed. At the end of this cropping, the beneficiary farmers will reimburse 63 000 kgs. The latter represents the second generation of the seeds (R2) and will be distributed to 1300 farmers for the next cropping. The mechanism will allow the majority of the farmers of the project area and beyond to get crop seed varieties adapted to climate variability and to enhance productivity.

Strengthening civil society | During the reporting period, local partners and CBO's were trained in techniques and technologies in Ecofarm sustainable agriculture. The purpose of this training was to enhance the knowledge and practices of participants on the principles, methods and strategies of Ecofarm in order to support the communities benefiting from the different projects to appropriate this farming technique that adapts to climate variability. Examples are crop rotation, soil and water conservation, erosion control, food and fodder banks, crop seed protection techniques etc. At the end of the training participants developed an action plan for the implementation of the techniques. Specifically composting and mulching systems have been identified as suitable options and arrangements have been made for implementation. Partners have also been trained in participatory video, to enhance documentation and stimulate the exchange of lessons learnt between communities. The RCCC supported the local partners with monthly climate updates and provided feedback on how to integrate climate considerations into the developed community action plans.

Policy dialogue | Partners capacitated decision makers and at different levels (local, regional and national) about the integration of DRR, CCA and EMR with a special emphasis on how ecosystems can contribute to reduced risks such as floods. Partners also support and catalyze the inclusion/integration of DRR/CCA/EMR activities in the local development plans of the remaining four rural districts and the two strategic policy documents of the Malian Government: the National Climate Change Policy and the Strategy Document for Growth and Poverty Reduction. The main messages are to use a landscape approach for disaster risk reduction, to combine scientific and traditional knowledge as tools to reduce disaster risk and to mainstream the integrated approach in policy strategy.

As for government resources however, funding dropped dramatically. In 2012 there was 80% less spending on early warning, mitigation of natural hazards and/or natural resources management on community level than 2011 – funds were re-allocated in support of the government's war efforts.

Capacitating decision makers in Mali

PfR partners led a policy advocacy meeting to sensitize high-level decision makers, donors and CSOs to integrate DRR/CCA/EMR into existing or/and future strategic policy documents and financing agendas. Participants at the meeting were from the National Parliament (chair of the meeting), Embassies (Dutch, Swedish, Danish), Ministries (Co-chair, Ministry of Environment and Sanitation), Environment Agency for Sustainable Development, etc.

Through key note speeches followed up by a discussion, the following recommendations were put forward during the meeting: decentralize policy dialogue to at local levels (districts and local communities), integrate local knowledge into adaptation measures and improve communication between different stakeholders on climate change, to make climate information more accessible to communities and to scale up best lessons learnt and good practices of adaptation measures. Additionally, partners were able to successfully promote the integrated risk assessment toolbox with the result of GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) using the tools in a similar initiative in the region.

3.8 Nicaragua

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	2013
1a	# of mitigation measures implemented per community	1	0	0,57
1b	% of community mitigation measures are environmentally sustainable	100%	0%	45%
1c	# of community members reached with DRR/CCA/EMR activities	13,286	0	2,045
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments			
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	28	0	28
1.1.b	# of communities developed collective risk reduction plans based on climate trend risk mapping	28	0	28
1.1.c	# of community members covered by risk plans	13,286	0	0
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment			
1.2.a	# of community members that trained in livelihood approaches that take ecosystems into consideration	420	0	581
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	930	0	179
2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy			
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	28	0	28
2b	# of network/ umbrella organisations, developed and active	12	0	6
2c	% of PfR partner NGOs, and CBOs co-operating with them in the PfR program, engaged in structured dialogue with peers and government on DRR/CCA/EMR	83%	0%	67%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions			
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	142	0	20
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	5	5	2
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks			
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	25	0	23
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	2	0	51
3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level			
3a	# of distinct initiatives that are started that are aimed at enabling a more conducive environment for DRR/CCA/EMR activities	6	0	6
3b	% of annual increase of government spending in target areas DRR/CCA/EMR	10%	0%	7%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	-	-	-
3.1	Government institutions at local, national and international level endorses PfR approach			
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	28	0	18
3.1.b	# of (local) government institutions actively engage in activities	30	0	26
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	1

Community Interventions | Partners started implementing agroforestry practices and mitigation measures, mostly based on previous good practices, such as crop diversification, irrigation by gravity, community seed banks, fire rounds to limit the spread of forest fires and allow for the fire brigades to extinguish forest fires through access routes as well as building dams in areas of landslides and reforestation. Environmentally sustainable mitigation measures in the working area include primarily

conservation of soil and water, dams, crop rotation, community seed banks, landslides containment works and reforestation. Climate and ecosystem aspects are being taken into account through the Micro Projects Protocol, guiding the partners in the development of good mitigation and adaptation measures. Both local partners organized a workshop on school security for 55 principals of school cores and one representative of the Ministry of Education in Somoto (a school core is formed by five schools in general). Additionally, workshops were conducted for 86 teachers, school principals and representatives of the Ministry of Education of the municipalities Las Sabanas and Cusmapa, providing them with the information and the right tools for disaster risk management in their schools. Subsequently, 60 teachers were trained in first aid techniques to help their students at the time of an emergency. 19 schools also benefitted from an accompaniment for the preparation of school safety plans, signaling evacuation routes, training of school security brigades, and demonstration drills. Partners also focused on the rediscovery of indigenous knowledge that may be of use for early warning and climate change adaptation. They conducted workshops on the development of native seeds through seedbanks and pest management methods. Community and municipal disaster risk management structures were formed/updated with approval of the municipal councils. Regarding the development of the management plan of the subbasin Tapacali, the Nicaraguan Red Cross has initiated negotiations with one of the national universities. The university will not only support the development of the management plan, but also provide specific studies and a university course for 30 persons on Integrated Water Management in the context of CCA.

Strengthening civil society | Local partners have trained local disaster management committees in disaster risk management, climate trends in the region, services and functioning of ecosystems, the formation of structures and risk management basin management and the development of adaptation strategies to climate change. Different relevant local networks have been strengthened in their organizational and operational capacities such as the network of rosquilla producers (a local cookie in Somoto), for example to raise awareness on the link between economic activities and sustainable use of natural resources. .

Partners have been in dialogue with peers and government in different instances, such as through an education fair during the international Day of Disaster Risk Reduction and through a campaign -supported by the Ministry of Natural Resources and Environment- to reduce the use of plastic bags and to promote good waste management. In the beginning of 2012, the regional climate change strategy in the RAAN has been approved by the Nord Atlantic Region Board (maximum authority in the region). The Nicaraguan Red Cross participated in the technical committee for adaptation to climate change and will use the approved strategy and implementation plan as a tool to identify concrete adaptation actions based on PfR efforts (such as successful micro (adaptation) projects and an information and education campaign. CARE in cooperation with a local university created and implemented the university course "Climate Change Adaptation and Risk Management with a focus on watersheds and ecosystems." In this course participated 28 representatives from different governmental and non-governmental institutes.

Partners started the formulation of Watershed Management Plans and the formation of Watershed Committees of the Tapacalí and Inalí microbasins. As the two partners are supporting different

Watershed management in sub river basins in Madriz

In Nicaragua, PfR partners chose to work in two sub river basins, Tapacali and Inali of the department of Madriz to contribute to the overall implementation of the national water law.

PfR partners have divided their support to the river basin management plans by working in different communities. CARE will accompany the elaboration process in the sub basin Inali, while the Red Cross will focus on the sub basin Tapacali. Although they use a different methodology, both PfR partners will accompany the development of the same management plans based on the structure directed by ANA, the National Water Authority that counts with a General Direction for Watersheds. ANA defined a specific process to be followed.

After this, the management plan will be linked with territorial planning and supplemented by municipal strategies on CCA, DRR and EMR. In 2012 the elaboration of the management plans and the establishment and training of the local river basin committees has started, creating an interesting learning opportunity for the partners.

Due to the conditions under which the law on the sub river basins is written, there is still a possibility to influence on the development of the river basin committees. for PfR to carry out a successful experience.

communities in the same area, each of them started to develop sub-basin management plans. (see box)

Policy dialogue | In 2012, partners identified the most important institutions to be targeted and initiated first contacts with those. At the local level, partners engaged with government authorities regarding the implementation of micro projects. During a public consultation for the elaboration of the municipal budget in town San Lucas, 32 communities submitted their demands and needs in relation to community projects. The candidate mayor showed interest for those demands related to PfR's integrated approach and assigned a 10% counterpart for the micro projects identified by the PfR partners.

3.9 Philippines

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	2013
1a	# of mitigation measures implemented per community	1	0	0.2
1b	% of community mitigation measures are environmentally sustainable	100%	0%	100%
1c	# of community members reached with DRR/CCA/EMR activities	65,000	0	24,849
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments			
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	42	5	6
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	47	0	31
1.1.c	# of community members covered by risk plans	65,000	0	92,401
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment			
1.2.a	# of community members that trained in livelihood approaches that take ecosystems into consideration	2,000	0	0
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	7,800	0	0
2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy			
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	42	0	31
2b	# of network/ umbrella organisations, developed and active	1	0	1
2c	% of PfR partner NGOs, and CBOs co-operating with them in the PfR program, engaged in structured dialogue with peers and government on DRR/CCA/EMR	80%	0%	0%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions			
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	30	0	82
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	5	1	3
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks			
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	11	0	0
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	1	0	0
3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level			
3a	# of distinct initiatives that are started that are aimed at enabling a more conducive environment for DRR/CCA/EMR activities	2	0	0
3b	% of annual increase of government spending in target areas DRR/CCA/EMR	30%	0%	0%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	-	-	-
3.1	Government institutions at local, national and international level endorses PfR approach			
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	67	0	69
3.1.b	# of (local) government institutions actively engage in activities	56	0	58
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	0

Community interventions | 31 communities completed the risk assessments and developed risk reduction plans, which include contingency plans, barangay disaster action plans and evacuation plans. Furthermore the community members were reached via their participation in an array of the alliance members' series of stakeholders' meetings, training/workshops and public awareness activities.

Philippine Red Cross implemented various preparedness for response activities as a result of the successive discussions, assessments and risk reduction planning with the communities. In Agusan del Sur, 6 boats were identified by the communities as crucial to address early warning and evacuation of at risk population during flooding. In Valenzuela City, the communities also identified boats as an essential tool for the trained community members that they can utilize when flooding arises. Communities have started exploring how livelihoods can be adapted to recurrent floods. PfR partners will help them with developing pilots to test new approaches and, and to further improve these approaches with external support. CARE partners trained communities in Community-based Disaster Risk Management training (CBDRM) and Disaster Preparedness Training (DPT) and Project Cycle Management Training.

Wetlands International conducted a feasibility study for a bio-rights scheme in partner communities in Surigao del Norte, which will be further taken up for implementation during the first half of 2013 in cooperation with the Department of Environment and Natural Resources (DENR). The scheme will initiate mangrove rehabilitation and combine this with enterprise development.

Strengthening civil society | All communities have been provided access to information on disaster trends, climate projections and ecosystem data. Scientific data was obtained from the government's meteorological and environmental agencies, with whom partners engage regularly. Two of the government agencies are also partner in mainstreaming disaster preparedness in schools and communities. Staff and volunteers from the partners organizations have been trained and also training of trainer initiatives have been developed. A process of game development was started to enable partners to use it as a tool to communicate and discuss difficult topics such as probability, environmental degradation and linking communities with decision makers. A student from King's College was placed with the Philippine Red Cross team to review and validate the risk assessments done by the program team, leading to recommendations such as triangulation with existing secondary data and meteorological and environmental agencies in the country and regular validation/updates in the future.

Training for the formulation of risk reduction plans

CARE partners trained communities in Community-based Disaster Risk Management training (CBDRM) and Disaster Preparedness Training (DPT). These are prerequisites that will equip the communities with the knowledge and skills needed to understand DRR and enable them to formulate their contingency and risk reduction plans. In CARE areas, following project cycle management training, initial design of at least one mitigation activity per community have been drafted. Among the mitigation activities identified are planting of indigenous trees to reinforce riverbanks against floods and erosion and rehabilitation of potable water system damaged by floods.

Prior to the conduct of DPT in the communities, a training of trainers on DPT was done to prepare the CARE partner staff. In the two sessions conducted, the regional weather forecast office PAGASA provided inputs on understanding hazards and weather forecasts which will help in the drafting of Early Warning Systems in the communities.

PRC staff from Agusan del Sur and Surigao del Norte, participated in the CARE Contingency Planning workshop. During discussions, WI provided useful questions to strengthen the ecosystem approach in analysing the situation of the community. In the disaster preparedness training a weather specialist of PAGASA explained how to understand weather forecast reports released by PAGASA, including climate trends and the El Nino Southern Oscillation phenomenon. He expressed his willingness to participate in trainings where he could share his technical expertise

Policy dialogue | The Philippines Red Cross started a process to promote integration of development plans, contingency plans, barangay development action plans and school based disaster preparedness plans into government institutions strategic and institutional plans, as a way to enhance institutionalization beyond the programme. A similar process has been started to integrate School

Based Disaster Preparedness Plan (SBDPP) into the Philippine education system at different levels, including dialogue with the Ministry of Education.

Partners have been able to reach out to different government agencies, offices, institutions at local and national levels. These agencies have also actively participated or served as resource persons. With LGUs much focus has been on compliance with the RA 10121 law on DRR.

3.10 Uganda

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	2013
1a	# of mitigation measures implemented per community	10	0	8
1b	% of community mitigation measures are environmentally sustainable	100%	0%	100%
1c	# of community members reached with DRR/CCA/EMR activities	70,307	0	32,293
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments			
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	94	0	30
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	94	0	30
1.1.c	# of community members covered by risk plans	75,000	0	63,591
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment			
1.2.a	# of community members that trained in livelihood approaches that take ecosystems into consideration	7,628	0	1,519
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	7,628	0	10,879
2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy			
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	94	0	76
2b	# of network/ umbrella organisations, developed and active	2	0	1
2c	% of PfR partner NGOs, and CBOs co-operating with them in the PfR program, engaged in structured dialogue with peers and government on DRR/CCA/EMR	100%	0%	100%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions			
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	142	0	134
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	7	0	6
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks			
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	7	0	7
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	10	0	5
3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level			
3a	# of distinct initiatives that are started that are aimed at enabling a more conducive environment for DRR/CCA/EMR activities	3	0	3
3b	% of annual increase of government spending in target areas DRR/CCA/EMR	30%	0%	0%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	-	-	-
3.1	Government institutions at local, national and international level endorses PfR approach			
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	6	0	5
3.1.b	# of (local) government institutions actively engage in activities	4	0	7
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	0

Community interventions By the end of 2012, all partners in Uganda had facilitated the risk assessment in 76 communities. Several mitigation measures have been implemented as a result of the risk assessments, mainly to address risk related to droughts and floods. Different examples are the promotion of drought tolerant seeds, introduction of water harvesting, small scale irrigation, cement water harvesting technologies and flood resistant shelters. Other initiatives have been village saving

and loan associations, peace building activities and enhancing knowledge and awareness on community early warning-early action. Measures related to ecosystem protection or management included tree planting, fruit trees distribution, the development of agroforestry systems, fuel saving technologies such as energy saving stoves and the use of bio-gas as well as protection of wetlands for fishing.

Livelihood diversification is an important intervention, designed and implemented to increase peoples income and options in the face of recurrent hazards. Examples of livelihoods diversification are the introduction of options such as apiary, poultry keeping, vegetables production and the introduction of goats.

Strengthening civil society | A partnership with the Climate Action Network of Uganda (CAN-U) has been established, which comprises of more than 1,200 member organizations including International NGOs, local NGOs, CSOS, Academia, government, etc. The partnership consists of a joint research in two selected thematic areas; assessing the potential and barriers for agricultural and livestock insurance for small holder farmers and assessing the climate change governance in Uganda. Field level work has started and PfR target areas have been included in the research, whereas partners' staff was involved as key informant. The partnership with non-PfR members will assist PfR partners to learn from the existing platform and has created the opportunity to undertake joint lobby and advocacy and to increase PfR's visibility among the diverse stakeholders in the country. Some Partners also engaged with other yet existing networks, such as a DRR platform in the Teso sub region, and established a new for which other actors were mobilized and respective government departments. Partners have been trained on the capacity to integrate ecosystem and climate elements into project planning and implementation and were equipped with knowledge, skills and attitude regarding community managed disaster risk reduction. All partners have facilitated the access of climate information to the communities through establishing linkages between the communities and meteorology department or other existing sources of information. (see box) Partners were also able to access improved agricultural input and improved production skills and experiences through linkages with universities and agricultural research institutes.

Policy dialogue | Joint lobby and advocacy meetings are conducted at national level while, individual partners implement at separate districts. The partners jointly participated in the review of the first National Climate Change policy design. In the national DRR forum (which is managed by the Office of the Prime Minister/OPM) CARE is represented to discuss on policy-advocacy related issues on DRR. There are plans to put a local DRR forum in place on district level, which would allow for further promotion of the PfR approach, though this is not yet formalized.

In 2012, partners started a process to identify the main obstacles in relation to effective implementation of the integrated approach. An assessment and analysis has been specifically carried out in districts of Amuria, Katakwi, Napak and Nakapiripite, where four Cordaid implementing partners operate. Through a range of qualitative methods, partners identified several obstacles, amongst others institutional gaps, lack of capacities among different stakeholders and ineffective implementation of

Applying climate information in Uganda

Communities in the [target area] used to rely on traditional weather forecasting from selected community elders. This knowledge is losing its credibility as climate patterns have become more variable. Other sources of climate early warning information are coming from the national meteorology department, who analyses and disseminates information to district administrative offices on regular basis.

However, the information does usually not reach the local communities. They either do not know how to interpret the technical terms or do not receive the information from the district due to shortage of funds for dissemination. Local PfR partner CARE facilitated the meteorology officer based in Ngeta Zonal Agricultural and Research Development Institute to disseminate climate early warning information through media such as radio talk shows, community dialogues or meetings, notice boards and school handouts.

For the first time in the history of the district, the community experienced direct contact with the meteorologist to ask questions, receive feedback and agree on follow-up actions. The district department heads, in collaboration with the meteorologist, helped to interpret and illustrate the implications of the weather forecast information for different sectors like agriculture, road, health and sanitation, education among others (e.g. prolonged rains cause roads and gardens to flood, etc). The initiative brought the knowledge institute closer to the district to share information timely and appropriately. Through this awareness raising and the close interaction with meteorologist, the communities came to appreciate, demand and applied weather forecast information to enable appropriate and early action.

current policies, ordinances and by-laws. As a result of the analysis, localised and appropriate local level bi-laws that protect the natural resource base of the community have been put in place to avoid further environmental and soil degradation due to large scale tree cutting for charcoal burning and fuel wood. For example, Cordaid partners TPO and Socadido facilitated the drafting of bi-law at sub county level to protect local ecosystems. In addition, the Uganda Red Cross Society (URCS) advocated for the formulation of a bi-law on tree cutting in Apac district, which is currently to be approved by the district local government council. At district level CARE achieved sensitization campaigns related to the International Day for DRR, meteorological data on quarterly weather forecasts, World Environment Day, a participatory community video on 'environmental conservation our responsibility', and set aside a demonstration site for woodlot. These activities have contributed to that the sub county and district developed by-laws and ordinance for protection and management of ecosystems.

Southern Partner Organisations

Programme element 3

In Merti, Kenya, a farmer arrives at a collectively owned barn to store hay



4.1 Introduction

The PfR programme, by virtue of engaging partner organisations, also works to strengthen the capabilities of these organisations. Activities and initiatives focus, implicitly or explicitly, on strengthening these. Several indicators are applied to present initiatives in this field.

4.2 Capability to act and commit

Strategy and planning | Each of the implementing partners of the PfR alliance members is an established organisation that has a long history of activities in the humanitarian, development or environmental field in their respective country. All have a co-operation experience with alliance members and/or within their own international network. Their capability to act and commit is firstly assessed in relation to their strategy and planning ability: on a scale from 1 (lowest capability) to 4 (highest capability) organisations can be ranked. Each organisation has a target of achieving at least level 3. On average the score for the nine countries is 3.2, with a range of Indonesia (2.05) to Philippines (3.75) and Mali (4).

Financial capacity | The second indicator of the organisations' capability to act and commit is related to the level of funding of the organisations. On a scale from 1 to 4, it is indicated whether an organisation's budget in 2012 was funded less than 25% (score 1), between 25-50% (score 2), between 50-80% (score 3) or between 80-100% (score 4). The teams in all countries have set the aim of achieving at least level 3. On average the partners have almost achieved this aim (score is 2.9), but underlying figures show variation between 1.65 (Indonesia) and 2.8 (India) to 3 (Ethiopia, Guatemala, Kenya) and even 4 (Philippines).

Human resource capacity | A third indicator for the capability to act and commit relates to human resources. Under the second strategic direction of the programme, aimed at strengthening NGOs, one of these refers to the number of staff that is trained in DRR/CCA/EMR. Such training is conditional for an effective implementation of activities in communities. In 2011 already the prior agreed number of staff was trained in all nine countries, except for Indonesia. This gave reason to adjust the targets upward, and based on the newly set figures the scores are at 89% of the target (805 out of 902). Only Indonesia and Guatemala have already surpassed the adjusted targets – albeit that their initial targets have not been adjusted.

Effective leadership | As a final indication for organisations' capabilities to act and commit the effectiveness of the leadership is assessed. For this programme the focus is on the accountability of each organisation's leadership to both staff and stakeholders. Again the indicator presents a score ranging between 1 (staff members have access to most minutes of management meetings) to 4 (staff members are on request informed by management on background, criteria and interests of certain decisions, while senior staff and/or members of the governing body show transparency in financial matters and are open for discussion). Target value for each country team is 3, and the overall score for 2011 has not changed. Underlying however are Indonesia (2.65) and Nicaragua (2.00) who lag behind,

and Mali that has already achieved the maximum score (4,00). Kenya has slightly improved its 2011 score (from 2.00 to 3.00). The low scoring countries will be actively monitored and supported in 2013 in moving closer to the country target.

4.3 Capability to achieve

PME system | Effective planning, monitoring and evaluation (PME) is important to achieve and improve results of actions. Hence the application of a well-functioning PME system is important to assess the capability to achieve. Scores range from 1 (There is no plan and budget, and monitoring is not well systematised and is done largely ad-hoc) to 4 (there is a well-functioning planning, budgeting, and monitoring & evaluation system, and the information generated is used to improve the functioning of the organisation). On average the programme is moving closer towards the target: 2011's score of 2.7 rose in 2012 to 2.9. Some countries clearly improved their performance re. PME systems: Kenya from 2.5 to 2.8 and Uganda from 3.0 to 3.5. Guatemala indicated it dropped below the target value (2.33). All other countries have unchanged scores, some below the target (Nicaragua at 2.0, Indonesia at 2.65 and India at 2.8), the others at or above 3. It should be noted that both Indonesia and Philippines increased their target from 3 to 3.75.

Service delivery | A second indicator to assess the capability of organisations to achieve is their level of service delivery. Within the Partners for Resilience programme this is being regarded by applying one of the indicators under the three strategic directions, namely the number of communities where partner NGOs/CBOs have facilitated access to knowledge on disaster trends, climate projections and ecosystem data. While much of the programme's focus in 2011 has been on setting up effective structures and adjusting and aligning vulnerability assessment tools, consequently their scores for concrete access to disaster trends, climate projections and ecosystem data were limited. In 2012 however all countries showed a significant increase. Ethiopia, Guatemala, India, Mali and Nicaragua in fact have already achieved or even surpassed their target (with Ethiopia and Nicaragua working towards upward revised targets).

4.4 Capability to relate

Policy dialogue (external) | Developing and building on a sound relation with external stakeholders (NGOs, CBOs, national and local institutions) is a key component of the Partners for Resilience programme. Under the second strategic direction indicators are included that reflect this: engagement of PfR's partner organisations in structured dialogue with peers and government on DRR/CCA/EMR, the number of organisations (also non-PfR) that is involved in DRR/CCA/EMR networks, and the number of times that DRR/CCA/EMR-related topics are on the agenda of platforms and networks.

As indicated in last year's annual report efforts in 2011 were focused on setting up the own implementing organisations, on aligning and adapting tools, on selecting communities and carrying out assessments as the basis for action plans, progress in the field of external policy dialogue (with NGOs and with government) was still limited. However, as was foreseen then, progress has become visible in 2012 as the indicators 2c, 2.2a and 2.2b show progress. For the engagement of partner NGOs/CBOs in structured dialogue with peers and government for example, scores range from 27% (Ethiopia and Guatemala) at the low end to 100% (Mali and Uganda).

Policy dialogue (internal) | Besides the external policy dialogue, partners also engage in internal dialogues. Within the Partners for Resilience programme this is assessed in terms of accountability and responsiveness to stakeholders, and is measured on a scale from 1 (no annual reports exist or is being developed) to 4 (last year's annual report is available). All partners aim to achieve a minimum score of 3. Indonesia, Nicaragua and the Philippines are below this level. Kenya (increase) and Mali (equal score) are at their target level, and all others score between 3 and 4, reflecting wider, more intensive and/or more frequent consultations than envisaged. It should be noted that here as well Indonesia and the Philippines country teams have adjusted their target to the maximum score of 4.

External influence | The external influence is the third component of the capability to relate. One of the indicators under the strategic directions is applied here: the number of processes that started to reduce identified national and local institutional obstacles to DRR/CCA/EMR activities in the communities. Reference is made to the previous chapter. As with the external policy dialogue (see previous paragraph) most focus of 2011 was on setting up the own implementing organisation, on aligning and adapting tools, on selecting communities and carrying out assessments as the basis for action plans, and therefore not much energy was devoted to identify obstacles, let alone to reduce them. While in Kenya, Mali, Philippines and Uganda results have yet to become manifest, other countries in 2012 indeed show significant increase under this indicator, from 2 in India to 6 in Nicaragua and 7 in Indonesia. Here also some countries (Ethiopia, Guatemala and Nicaragua) have raised their country specific target.

4.5 Capability to adapt and renew

PME system; Outcome monitoring | Both elements relate, under PfR, to the (appropriateness of the) partners' PME system. Reference is made to paragraph 4.3 where the application of a PME system is discussed.

Policy review | A third indicator of the capability to adapt and renew is the carrying out of a policy review. Within the Partners for Resilience programme this is assessed through the number of (partner) NGOs/CBOs that have established co-operation with knowledge and resource organisations (e.g. meteorological institutes and universities), counting the active engagements and relations between both sides, dealing with DRR/CCA/EMR. This indicator is a key indicator under the second strategic direction as well, and reference is made to the previous chapter under the various country overviews.

4.6 Capability to achieve coherence

Effectiveness | To regard the effectiveness in relation to the capability to achieve coherence, the applied indicator assesses the degree to which the strategy is elaborated in activities and work plans. This indicator is also applied and discussed in relation to the capability to act and commit, and reference is made to the discussion in paragraph 4.2.

Efficiency | Efficiency as an indication of the capability to achieve coherence is assessed in relation to the external financial audit. All countries have set a target of 75% (i.e. for 75% of the partner organisations (annual) audit reports refer to efficiency procedures). Like in 2011 the countries again showed a wide variety: the Indonesia team reported that none of the external annual financial audits addresses efficiency, while in India all of these audits paid attention to efficiency. Between these two countries either remained at the same level as 2011 (Guatemala at 75%, Philippines at 69% and Uganda at 60%) or reported an increased (Ethiopia from 67 to 75%, Kenya from 70 to 87%).

Two women listen to a trainer during a participatory video training in Xejuyup village in Guatemala



25% own contribution | In 2012 each of the Partners for Resilience alliance members was funded for no more than 75% out of funds from the Ministry of Foreign Affairs, as can be seen in the annual reports of all organisations. Like with any government decision the Netherlands Red Cross includes the PfR decision in its balance sheet. For the Netherlands Red Cross in 2012 the total received contribution from the Ministry of Foreign Affairs for its activities was € 13,425,000. This represents 43% of its total income, and thus the Netherlands Red Cross (and the PfR alliance) complies with the 25%-norm.

DG-norm | None of the alliance members employs staff with a salary that exceeds the DG norm of €126,975.31. Reference is made to section D1 of each of the partners' audit reports.

Efficiency | The efficiency is indicated as the direct costs per beneficiary. In 2012 this was € 6,906,470 / 251,375 = € 27.48. Reference is made to the remarks in chapter 8 re. the way the 'actuals' figures are accounted.

Quality system | In March 2012 the ISO certification of the Netherlands Red Cross has been renewed, following an audit carried out by Lloyds LRQA Business Assurance. Reference is made to annex 3. For reasons of comprehensiveness only the front page is included.

Budget | Of the total MFS-II contribution of € 36,154,497.13 for Partners for Resilience, € 9,158,190 (incl. overhead) / 8,233,890 (total of the country programmes) was spent in 2012. Reference is made to the remarks in chapter 8 re. the way the 'actuals' figures are accounted.

Partner policy | The indicator concerns the Netherlands Red Cross. In 2012 no major incidents have taken place, nor have there been deviations from the partnership and co-operation policy. It should be noted that, with the adoption of 'A New Way of Working' as its new guiding document for international assistance, the Netherlands Red Cross from 2012 onwards puts more emphasis on the kind and modalities of partnership and co-operation with sister National Societies. To this extent it has carried out an exhaustive assessment of a great number of potential partner National Red Cross and Red Crescent Societies, as a basis for a well-informed decision on which Societies to approach for future co-operation, either programmatic or strategic.

Harmonisation and complementarity | A great number of joint activities have been planned and carried out within PfR. In the first year, many workshops took place where methodologies and tools were compared and aligned, and in many places baseline assessments have been a joint undertaking as well. In several countries, where partners work in the same geographical areas, risk reduction plans were formulated based on mutual consultation between partners, or even as a joint effort. Furthermore contacts with governments, knowledge institutes and other stakeholders were carried out in a harmonised and complementary way. Where implementation of actual risk reduction activities is well underway partners also compare approaches and discuss ways to further align and harmonise their approach – although especially in places where partners work individually, the need for this may be felt not as strongly as in other places where such harmonisation is conditional for proper implementation.

At international level partners have carried out activities jointly and capitalised on the complementarity of their approaches, mandates and experience, like during the meeting of the World Bank's Global Facility for Disaster Reduction (see par. 6.4).

Learning ability of the organisation | In 2012 many activities have taken place, individually within organisations but particularly collectively at alliance level, both within the countries and at overall alliance level, as indicated under 'Harmonisation and complementarity'. Although partners apply various ways to improve the programme and facilitate innovation, and despite the documentation of good examples in several places, there has not yet been a systematic assessment of what good practices are, and hence no fundamental changes to the overall programme have been introduced. The mid-term evaluation, being carried out at the time of drafting this report, as well as the impact assessment that will be carried out with the Universities of Wageningen and Groningen, are expected to provide valuable information for this. Also the second PfR Global Conference, which will take place in September 2013, and on-going initiatives in relation to the Learning Agenda, will contribute to this.

Community members are cleaning a community pond in Bhapur block, Nayagarh, in the India state of Odisha



In addition to the many activities that were organised at country level under the three strategic directions (as presented in chapter 4), alliance members have complemented those activities with efforts at a global scale and in support of national country programmes, such as research, publications, capacity building efforts and cooperation with knowledge institutes.

6.1 Research, publications and communication

Resilience vision document | In November last year, the partners published a resilience vision document. The publication was the product of a Resilience workshop in March with several experts in the subject matter (amongst others John Twigg), Programme Working Group Members and participants from Uganda, Indonesia and India. The main objectives of the workshop were to gain a deeper understanding of the resilience concept and to discuss the concept in the context of the Partners for Resilience programme. As a result, the foundations for the resilience vision document have been developed, in which a much needed integrated approach towards community resilience is presented. The building blocks and key principles of the vision will be used as a tool to advance the programme for the remaining period of the programme, will be further used in an upcoming mid-term review in 2013 and an impact assessment of the programme.

Partners for Resilience website launch | During 2012, a Partners for Resilience website has been developed in order to communicate more effectively about the integrated approach of the alliance and the specific country based programmes. This website is also used by partners in-country for communications and dialogue and is available both in English and Spanish.

Global Learning from Participatory Rural Appraisals | The assessment phase of the PfR programme included Participatory Rural Appraisals (PRAs) done by the many partners, which include different tools to assess risks. The innovative approach of PfR encouraged partners to innovate and move beyond business-as-usual when carrying out these PRAs, particularly in trying to integrate ecosystems, climate, and disaster risk reduction in these tools. In order to generate understanding and learning of this process, Wetlands International and the Climate Centre initiated an assessment that aims at understanding if and how the integration of climate and ecosystems in these tools is supporting a more “integrated” approach towards risk reduction, including the strengths and challenges. The synthesis of information and case studies derived from the assessment and the process partners went through allows each country team to learn from experiences of others around the world.

IPCC and the Special Report on Managing the Risks of Extreme Weather Events (SREX) | On 28 March the Intergovernmental Panel on Climate Change (IPCC) released the full Special Report on Managing the Risks of Extreme Weather Events (SREX). The report assesses the scientific information on questions in relation to extreme weather and climate events and related disasters. The Climate Centre advocated for the ‘PfR vision’ in several IPCC SREX presentations.

Stressing the need of integration of sectors | While partners experienced in disaster risk reduction are increasingly mainstreaming CCA and EMR into their work, Wetlands International is also

increasingly highlighting the important role of restoration and management of ecosystems in relation to disaster risk reduction. To this end, WI developed a special web area on the Wetlands International website, highlighting coastal areas as well as DRR work in arid and mountain areas and the PfR partnership.

Global internship programmes | Through its global internship programme, the Climate Centre has engaged several Junior Researchers to work in the field on the Ecosystem-Based and climate smart DRR approach. These graduate students have conducted field and desk research that will help inform PfR decision-making and programming in the years to come. Examples are research on the integration of the DRR/CCA/EMR tools in Ethiopia, research on women pastoralists in Kenya, demonstrating that there is a high likelihood that women will be negatively affected by future disasters and the development of a manual for Participatory GIS at community level.

Private sector | At the outset of the programme PfR partners envisaged collaboration with the private sector, and agreements were made with two umbrella organisations to explore this: NL Engineers and Verbond van Verzekeraars. Several meetings took place, and unfortunately led to the conclusion that from a global perspective it is not possible to link up individual (member) organisations up with local requests – from the side of the private organisations there was need for more detailed information, whereas from PfR side requests for support can only be specified when exact expertise of interested organisations is known. Also financial aspects, geographical scope and investment in time and personnel resources, from both sides, were issues that contributed to this situation. Yet both sides – PfR as well as the two umbrella organisations – still believe that there is great merit in co-operation, and to this end national or even local links in the nine countries will be facilitated.

6.2 Review and upgrading of tools

Participatory games for learning and dialogue: new developments | Well-designed games, like climate-risk management measures, highlight decision-making with consequences. The climate center has developed a variety of games which are being used as tools to create awareness on climate change adaptation issues among communities, but also among decision makers. Through games different groups can learn how systems work and how they deal with risks in a playful way, while dialogue is stimulated at the same time. The Climate Centre has been scaling up its work on participatory games for climate-risk management through a variety of initiatives such as within research projects, within numerous workshops, trainings and other events, through case studies in books and through the release of videos on gameplay experiences which also offer training for (future) game facilitators.

Forward and flexible-looking decision making | The Climate Centre has introduced participatory games in research workshops of the consortium to help people understand better the concepts and concepts behind 'Forward looking decision making' (FFDM) and know how to act on these principles. In addition to designing and developing a game to help stimulate discussion and dialogue on FFDM, the Climate Centre is working to train local facilitators to lead the ACCRA research workshop sessions and also assisting them in the development of an action plan to identify opportunities to use the game in their work beyond the scope of ACCRA. In November 2012, PfR staff in Uganda was trained in game facilitation.

6.3 International dialogue and collaboration with networks and knowledge centres

Influencing and shaping ‘resilience-thinking’- donor government consultations | The PfR partners have invested in various (informal) international discussions to shape resilience thinking in future development and humanitarian work and financing. The need for innovative thinking in addressing changing risks within the international policy community, involves not only innovation of approaches enrolled within the PfR countries (such as games, participatory video) but also for example presenting IPCC SREX report key messages through a game session ‘Paying for Predictions’ with senior policy makers of the Overseas Development Institute (ODI).

Influencing the Ministerial Declaration of the World Water Forum | In the lead up to the World Water Forum, Ministers and Heads of Delegations met in Paris, France in February 2012 to develop a Ministerial Declaration. Wetlands International participated in the discussions and bring forward the key role of ecosystem services. Furthermore, working through representatives of the Dutch government, Wetlands International succeeded in getting recognition of the value of ecosystems in disaster prevention. The final declaration mentions the *‘strengthened role of ecosystem protection and restoration in reducing Water-Related Disasters’*.

UNFCCC- tracking successful adaptation-smart-monitoring for good results | In May the Climate Centre participated in Bonn in a meeting which was organised by GIZ, Adaptation Partnership, US AID and UK Aid. The objective of this meeting was to capture the thinking on M&E for adaptation and explore whether some key messages and recommendations could be identified for the work at national level, portfolio level and project level. The PfR work in Asia on minimum standards received substantial interest, as these were seen as potential ‘markers’ for funding of climate aware and climate smart activities out of adaptation resources.

UNFCCC COP18: Development & Climate Days | Working in collaboration with the Global Environment Facility (GEF), the International Institute for Environment and Development (IIED) and the Climate and Development Knowledge Network (CDKN), with additional support from the Japan International Cooperation Agency (JICA) and Canada’s International Development Research Center (IDRC), the Climate Centre organized Development & Climate Days, that featured participatory games about climate risk management and development, interactive discussions, and high-level panels, that aimed to spur learning and collaboration amongst participants, and inject fun into the climate and development dialogue processes. Central themes covered at D&C Days were highly relevant to PfR including the challenges and opportunities for integration of climate services into climate-smart development, and devising climate-smart DRR approaches. The event brought together over 200 scientists, experts, funders, practitioners and policy-makers working on adaptation to climate change from around the world to share the latest developments and activities of the respective groups.

Collaboration with PEDRR | Regular exchange took place with PEDRR, the Partnership on Ecosystems and DRR, whose work closely resembles that of PfR. Wetlands International drafted a book chapter on the importance of wetlands ecosystems and water resources management for reducing risks on destructive floods and, hence, increasing community resilience. PfR experiences were used as a basis, and consequently the publication of the book (by PEDRR and UN University Press) will help to disseminate and eventually upscale the PfR approach.

CDKN Asia | A new Climate and Development Knowledge Network (CDKN) funded project in Asia commenced in 2012. It sought to utilize opportunities arising from Partners for Resilience (PfR) to derive and utilize the evidence base from PfR experiences to shape policies for scaling-up community resilience-building. Through this project, the Partners for Resilience, and especially its Indonesia and Philippines country teams, aim to contribute to expressed policy demands, utilizing their locally-

grounded experience to advance local, national, regional and international policy and practice. The collaboration will produce results that will support decision-makers in designing and delivering climate compatible development. Some of the key deliverables in 2012 included the development of Minimum Standards for climate-smart disaster risk reduction, the design and development of participatory games, especially adapted to the Asian context. Also, experiences and tools on the use of smart forecast based decisions (i.e. routinely taking humanitarian action before a disaster or health emergency happens, making full use of scientific information on all timescales) will be shared and used in PfR.

World Meteorological Organization (WMO) and the Global Framework for Climate Services | The vision of the Global Framework for Climate Services (GFCS) is to enable society to better manage the risks and opportunities arising from climate variability and change, especially for those who are most vulnerable to such risks. This will be done by improving the quality and utility of climate information to guide sectoral decision making through risk assessment, by strengthening early warning, and by enhancing capacities for risk reduction, preparedness to respond, and risk transfer. The Climate Centre, jointly with the IFRC Secretariat engaged in numerous meetings and consultations with WMO in 2012 on the GFCS, calling for a central place of DRR in the Global Framework, and stressing the importance to focus on the most vulnerable people and key areas. Consultations with WMO in relation to the GFCS will stay on the Climate Centre's agenda for the coming year. The Climate Centre will continue to use its experience in PfR to feed the consultations, and will contribute to more and better access to climate services for PfR partners and communities (and beyond) to the above services.

6.4 Global policy dialogue

World Bank Global Facility for Disaster Risk Reduction and Recovery | Consultative meetings took place with the Dutch Ministry of Foreign Affairs to discuss the upcoming GFDRR Consultative Group meeting in November 2012. The Netherlands Government was president of the Consultative Group in 2012 and hosted the event. Partners attended the meeting and presented their newly published resilience vision document (see par. 5.1) to the GFDRR members. Two participants from the Philippines were invited to present their views on community resilience from a local perspective. In a meeting with several knowledge institutes hosted by the Netherlands Space Office, a discussion was held on the use of climate information and the relevance of connecting science and communities on the ground. Through the use of a participatory game "paying for predictions", the present knowledge institutes and PfR members discussed dealing with changing risks and the importance of good climate information for local communities.

5th Asian Ministerial Conference on Disaster Risk Reduction | Several partners participated in the 5th Asian Ministerial Conference on Disaster Risk Reduction (AMCDRR) in Jogjakarta, Indonesia, 22 – 25 October 2012, with key theme "Strengthening Local Capacity for Disaster Risk Reduction". As part of the delegates, Partners for Resilience (PfR) Indonesia team, its local partners, Wetlands International and the Red Cross Climate Centre actively promoted their specific approach towards 'Ecosystem and Climate Smart DRR' to tackle vulnerability of communities and reduce disaster risk in East Nusa Tenggara, the region where they implement their programme. During the pre-conference, WI made a presentation on the innovative approach of PfR which integrates ecosystem and climate adaptation issues into existing community-based DRR work, during a side event and upon the invitation of BNPB. Moreover, WI highlighted the need to increase investments in 'natural infrastructure' and stressed environmental degradation in coastal, river basin & mountain areas as so-called 'underlying risk factors' which increase disaster risk. The 2012 Yogyakarta Declaration strongly recognizes the need to integrate climate change adaptation into DRR policies and approaches; with regards to the role of ecosystems and 'natural capital', some references on 'natural capital' and need to enhance investment in natural resources management are made.

6.5 Capacity building

Participatory video training in Uganda | In February 2012, ten PfR field delegates travelled to Katakwi, Uganda from around Africa to learn how to help farmers become filmmakers, during a five-day participatory video training hosted by the Climate Centre. After two days of initial training in video techniques and participatory video facilitation, trainees traveled to a Uganda Red Cross Society field site and began introducing video documentation techniques to community members. Despite never having held video cameras, community members quickly learned basic techniques and began scripting their own films around changes in the climate and dry-season fire risks in their community. In just one and a half days, the filming process was complete and trainees began editing the footage collected by the community filmmakers. On the last day of the video training, the completed films were screened in the community, with a large crowd of community members looking on in amazement and awe at the work of their peers. The PfR trainees, representing a variety of countries including Kenya, Ethiopia, Uganda, Senegal and Mali, reported that the participatory video process significantly built their own video production capacity and that they were keen to begin their own projects in their country of work.

6.6 Cross-cutting themes in practice

Water grab | Work on the concept of water grab as a cross-cutting theme has been further advanced by WI in 2012. With increased water stress due to ecosystem degradation and growing demand, water grab is a highly relevant issue for several PfR project sites. As foreign governments and investors secure rights to arable lands in developing countries, local communities and ecosystems lose their resilience and ability to adapt to the impacts of climate change. Several initiatives were taken to address the issue, among others the development of case studies and publications related to the issue. WI launched the emerging issue of water grabbing amongst others at the 6th World Water Forum in Marseille, France. The Forum brings organizations in the water sector together every three years and aims to identify, understand and seek solutions to some of the most urgent water issues, from the local to the global scale.

WI's aim was to get the importance of wetlands for water provision higher on the agendas of decision makers and to raise awareness on key water issues such as integrating wetlands in river basin management and the future of the Niger River in Mali.

Mangroves for coastal resilience | Wetlands International works towards reversing the rapid loss of mangrove forests and promoting a sustainable use of this invaluable ecosystem. Different initiatives were taken to address the role of mangroves in disaster risk reduction and resilience building, such as the publication of a brochure, a web area, and community of practice and reports.

Early warning early action | An important focus area of the Climate Centre in 2012 was the development and dissemination of 'early warning, early action'. In many cases more lives can be saved and suffering reduced if communities and organizations can act before a disaster strikes. Although it is much more effective to for example evacuate people before a flood than to rescue people during the flood, it remains a challenge to have access to, use and understand climate information on different timescales that enables early action on the ground. The Climate Centre distributes seasonal forecast to the PfR partners each month and supported the improvement of the communication of these forecasts. In addition, the Climate Centre analysed past seasonal forecasts and calculated how often a disaster materializes after an extreme forecast.

Well gardening in Foussi
village By fofana ibrahima
sadio in Mali



During 2012, Partners focused mainly on the first two questions from the global learning agenda, as those were most relevant in the first phase of the programme. Therefore the first two questions will be the main focus in this chapter. In some cases, countries formulated focus themes for learning at country level. Some countries developed a specific plan with all partners to substantiate the answer to the learning questions and already produced specific materials related to the learning questions, such as videos and case studies.

As said, during the first phase of the program, partners have focused mainly on the first question in the learning agenda: *What knowledge and tools do communities need to carry out integrated risk assessments?* and –as a result of the identification and implementation of risk reduction measures- the second question: *what are effective/innovative (technical and social capacity) measures to reduce disaster risk and to adapt to climate change in a sustainable way?* This chapter aims to demonstrate the different activities and key lessons learnt in the nine countries.

In addition to the learning at country and partner level in the countries, RCCC and WI, with help of junior researchers, conducted a global assessment during 2012 on how climate and ecosystem aspects have been included in the risk assessment tools. This exercise aims to highlight examples of main challenges in the integration processes, of creative adjustments to PRA's and how programming can benefit from incorporating climate and ecosystems in PRA tools. The results of the assessment will become available in the beginning of 2013.

Ethiopia | The partners in Ethiopia identified major challenges in applying the integrated approach in a workshop at the beginning of the year and organized a capacity building workshops to address the knowledge and skills gaps. In the meantime the partners already dealt with some of these issues while implementing the program and on basis of that developed first questions to the different questions. The partners identified that in order to carry out an integrated risk assessment, communities need user-friendly tools and knowledge on climate and environmental issues. Effective measures are the recognition and use of indigenous knowledge, the introduction of alternative livelihoods in a drought context, connecting communities with relevant local institutes such as meteorological institutes and knowledge of natural resource management. Different structures are needed to allow for effective application of an integrated approach, such as the a well organized community, local resource centres that allow a flow of information to and from the community, a people centred early warning system and self-development/protection initiatives such as a livestock insurance system.

Guatemala | Partners in Guatemala held a workshop to develop plans on answering the learning questions. These plans contain a first inventory of information to answer the questions, such as challenges and processes. In this way, the learning agenda serves as a tool to track progress but also as a means to generate specific (learning) products such as case studies, tools etc. Several lessons learnt have already been identified. In the remaining time of the programme, partners will have several meetings for linking and learning specifically based on the first learning workshop and identify more lessons learnt.

They identified that initially, the partners facilitate the risk assessments in the communities. However, in order to answer the question of what tools and knowledge communities need, similar as in Ethiopia,

partners identified that there is still a process needed to make the communities have more ownership in the risk assessment process. To this end, community leaders will need to be trained in the methodologies. Questions such as who should do the facilitation within these communities and how facilitation ensures that all possible viewpoints are captured in the risk assessment are important for follow-up. For the second question, partners identified that it is very important to include livelihoods in the plans, as they are of big importance for the community. Also, it is important to have multidisciplinary measures; measures that contribute to different goals at the same time. An example is agroforestry, that contributes to soil and water conservation but also improved diets. For the third question, the partners identified a range of institutions/organizations and related mechanisms that have a role in the communities. It is very important to consider the context of each community and define what institutions are most relevant to work with. One important result of the PfR programme is that disaster committees have been formed that also apply the integrated approach. Partners identified several steps that need to be taken to reach the desired situation at the end of the programme period.

India | The partners in India produced several case studies on their approaches and work. Specifically their village cluster approach, in which risk reduction is regarded from a landscape perspective is regarded as a successful approach that may serve as an inspiration for other countries and which was shared by the partners in different events. Cordaid was invited by the UNISDR/ESCAP group at South and South East Asia level to share best practices in Community Managed Disaster Risk Reduction and Climate Change Adaptation and as a result has been invited to become a 'think tank' member of the UNISDR group at South and South East Asia level. Wetlands International South Asia (WISA) and Cordaid organized learning events that focused on enhanced understanding of community resilience through EMR, DRR and CCA. Participation of RCCC ensured climate integration into risk planning. However, field level integration of climate change knowledge is still a challenge.

Partners in India ensured an integrated approach at the initial phase during preparation of the Participatory Risk Assessment Tool. Climate change elements were captured by understanding the trend in hazards, resource availability and utilization. Risk assessments formed the basis for developing integrated risk reduction plans. Sites within a similar landscape and hazards were clustered to plan interventions. The cluster plans helped identify specific capacity building needs and interventions to improve natural resource capital, diversify livelihood options and enhance disaster preparedness. For example: in Mahanadi delta, the saline tolerant and flood tolerant varieties of paddy were promoted in the coastal cluster, flood tolerant varieties in the central delta and drought tolerant varieties in the delta head clusters. Similarly for livelihood diversification, improved variety of livestock and poultry rearing was promoted in central cluster, integrated pisciculture in delta head and ornamental fish culture, crab fattening, livestock and poultry in coastal cluster. By considering the landscape and interconnectedness of different villages, the partners can be more effective in addressing disaster risk in a sustainable way.

The approach is further promoted at policy level, for example Cordaid and WISA engaged with Sphere-India to integrate ecosystem management and climate change adaptation in the District Disaster Management Plan template. Moreover, Cordaid is mainstreaming DRR, specifically on the role of community in Disaster and Role of NGOs in Disaster as a core group member for writing chapters in National Policy Guidelines. WISA also promoted evidence on the role of ecosystem services (particularly wetlands) in disaster risk reduction.

Indonesia | A 5-year work plan was developed specifically for joint activity initiatives related to the learning agenda. However, it was a challenge for partners to come up with a shared plan how partners will answer the questions, a discussion at country level on the learning agenda is yet to take place. At the same time, individual partners carried out several learning initiatives.

CARE & PIKUL agreed on its own learning agenda, a joint vision of priorities for learning up to 2015. Since 2011, the team established a regular linking, learning, and sharing session that is managed by CARE knowledge management and community outreach specialist. The team focused on the consolidation and updating of CARE & PIKUL assessment tools with integration of DRR/CCA/EMR, livelihood resilience, and tools used by other consortium members. The tools were consulted at various levels and tested, and finally the team decided to combine qualitative and quantitative data collection methods. CARE and PIKUL paid specific attention to appreciative inquiry (asset based approach) for communities to envision their future and develop actions to realize their vision. It is an approach that invests highly on people's self-dependency and challenges individuals or groups on their strengths and self-ability to solve their own problem, rather than being dependent on external supports. The team has established a people reached database and started monitoring of actors and success stories.

In June 2012 Cordaid partners Karina and Caritas Maumere reviewed the risk assessment tools which integrate CCA and EMR and analysed how they were used. They identified some critical factors while using the assessment tools. Full participation at hamlet level is important to guarantee that the risk assessment considers all relevant factors, similarly it is important to involve different groups such as village leaders, traditional leaders and religious leaders. They also found that assessment activities need to be planned around livelihood activities to allow for community members to participate. It is important that communities are involved in the planning process of the assessments as this increases their participation and ownership. Lastly, the partners found it is important to have creative facilitators that are able to keep the community motivated during the entire process.

Cordaid partner LPTP reinforced the participatory disaster risk assessment tool with communities, which was appreciated by the communities for its participatory approach, as opposed to former more top-down methods. LPTP recognized the importance of using the community assessment as a basis for information management at village level. Through planning with the village government officials there is an appreciation on how the community assessment can be used to support / strengthen the village data system.

The fifth South-South Based Development Academy in Kupang, Indonesia was an important learning event for all partners. 160 participants such as community leaders, civil society organisations, research institutes and government officials participated in the event. The participants had in-depth discussions on five thematic areas: (1) Water management (2) Sustainable livelihoods / Bio rights (3) Disaster Risk Reduction (4) Climate adaptive capacity, and (5) Bio fuels. The discussions resulted in concrete recommendations to communities, practitioners and government. The SSCBDA demonstrated commitment for local innovation and capacity and provided a venue for dialogue and exchange between various stakeholders.

Kenya | Partners agreed to include question one and two in their monitoring and evaluation framework for regular tracking. A communication strategy was developed and partners used Sharepoint as a means to share and store documents. The RCCC and WI recruited a researcher to support the partners in reviewing the risk assessments and strategic plans and policies of potential current stakeholders to engage with. The researcher also travelled to Uganda in December, contributing to regional information-sharing between partners.

The Kenyan Red Cross conducted a short assessment among the Burat community related to the first learning question. The assessment shows that 76% of them need a simple way that helps them to see the link between climate change and eco-system degradation and their livelihoods (Currently most of them they do not see the clear linkage due to the slow pace of the impact). 57% of them also mentioned that they need knowledge and skills on how to be creative and a risk taker without risking the small resources they have (how can a poor be creative and risk taker?). 81% indicated that they

prefer community discussion in the risk assessment process within their own age and gender group. Focus group discussions in Biliko showed that an organized community is very important to reduce risks and adapt to climate change. It practically means that a community is well sensitized, open minded, is aware of its risks and vulnerabilities, realizes its own capacities and is organized and willing to take collective action.

The two implementing partners in Kenya, KRCS and MID-P, used using different risk assessment approaches (VCA and PDRA respectively). AS partners are working in the same area, the different approaches tended to weaken collaboration at the field level and also confused community members. In order to address this challenge the team sat together, discussed and managed to harmonize these approaches and tools by extracting and combining the strengths of each approach. The harmonized approach was found to be more relevant, effective and easy to apply.

WI and RCCC supported the partners to ensure that CCA and EMR issues are discussed and incorporated in all risk assessments.

Mali | Partners in Mali found that the different available toolboxes are useful to carry out integrated risk assessments. These toolboxes include methodologies such as territory resource natural maps, agricultural calendar, historical profile, Venn diagram, vulnerability matrix etc. Questionnaires and interviews are useful to complements these tools. Partners in Mali have implemented several measures and regard the combination as effective. Examples are the introduction of improved seeds of rice and millet and practices for improved soil fertility and moisture such as mulching and composting. Ecosystem based measures are the construction of dykes with local grass and tree species and reforestation activities, for which local communities get loans to invest in income generating activities. Also microfinance and capacity building of existing social institutions is important, along with strengthening of risk reduction and management committees with a clear terms of reference. The field team organized a participatory video training to enable local communities to show their situation and ideas by means of a video. As a result, the villagers of community Noga made a video called "Reforestation in Noga PfiR village". The video shows different scenes of reforestation activities within the PfiR programme. Through participatory video, communities themselves can show their work and their learnings.

Nicaragua | The partners in Nicaragua undertook the same process as in Guatemala and developed a plan for answering the linking and learning questions in the remaining programme period.

In response to question 1 in the learning agenda, the Nicaraguan partners identified that the creation of an "ABC" of the integrated approach targeted at different stakeholders (communities, local/national government and NGO's) would be very useful. Such a guide could also guarantees sustainability and replication of lessons learnt after the program period. Some important issues that will have a place in such an ABC are 1) that communities must have the understanding that they can do something to reduce their current and future risks, and not always depend on external funding 2) that PRA tools are helpful but often need a trained facilitator 3) that communities need to learn how to recognize what is risk, for example by applying a participative tool like a game and/or tools that facilitate participation and to assess experience and personal knowledge of the communities and 4) that communities need simple tools to monitor the development of the phenomena. Through development of an ABC guide, the relevance of the integrated approach (CCA, EMR, DRR) is demonstrated, which allows the creation of didactic and strategic concepts of applying an integrated approach with families, communities and the wider society. In response to the second question, they identified a range of measures, the process to reach those and the challenges, needs and lessons learnt in relation to these measures. Some examples are the development of micro projects with the communities in a participative manner, (sub basin) watershed management plans, the strenghtening of community structures and integrating community based plans into municipal development plans through awareness raising.

Philippines | Cordaid partner IIRR has supported the PfR Philippines team in learning by means of presence in the annual review and planning workshop and the coordination meetings. Apart from a focus on the questions in the global learning agenda, the partners also established questions in their own learning agenda where they specifically looked at the factors for successful facilitation of a partnership and the challenges. Two concrete products have been produced during 2012 as a result of this. A tool kit on integrating climate and ecosystem data in disaster risk assessment was drafted and finalized. Moreover, around 16 case stories were documented through a mini-writeshop conducted within the PfR midyear review and planning workshop. The Philippine partners participated in several events to share experience and lesson learnt with PfR and external partners. They joined the SSCBDA in Indonesia and shared their lessons learnt with the Indonesian partners, provided inputs to the minimum standards for climate smart and ecosystem based disaster risk reduction. Additionally, they shared the information on the PfR framework with a national climate change network Aksyon Klima. As a result of the defined competencies in the minimum standards document, IIRR designed a capacity assessment tool to identify the capacity gaps among the partners. A capacity building programme will be developed on basis of this for the remaining period of the programme. During a ToT on participatory video, partners gained knowledge on how to capture lessons learnt on video.

Uganda | WI in close collaboration with RCCC and the PfR Uganda team worked together to plan, organise and executed a training workshop in Lira, Uganda on how to integrate EMR and CCA into DRR approaches. The workshop also included a field visit, in which the links between DRR, CCA and EMR were observed by the participants in the field.

Partners organized a first learning workshop in the second half of the year to discuss and learn from community risk assessment approaches, to refresh and enhance knowledge on DRR/CCA and EMR and to create a common understanding on the learning agenda. Some key lessons on applying the risk assessments were generated among the participants, for example the length of the assessment process and the related difficulty of keeping communities motivated as well as the difficulty of translating DRR concepts into local languages. The facilitator and DRR advisor within the workshop highlighted the fact that communities always contribute information that is already integrated; partners need to know how to capture this data. He also indicated that the tools are currently owned by the organisations while communities need to know how to use them to own them.

Cordaid established a partnership with the Climate Action Network-Uganda and Oxfam GB to jointly support research and learning that relate with the second learning question. The joint learning focuses on the assessment of opportunities and barriers for agricultural and livestock insurance for small holder farmers and assessment of climate change governance in Uganda. Both studies are expected to generate learning to feed PfR's program work. In addition, most partners established linkages with locally based knowledge centres through which they were able to access technologies such as drought tolerant seeds and advise on improved agricultural practices. The lessons learnt will be documented and disseminated after the research. Other learning activities included a participatory video training and exchange visits. Partners founds that involving government officials in exchange visits in the field can be an effective way to advocate for and discuss ecosystem restoration and management, as practices on and linkages between disasters, climate and ecosystems can be observed at the spot.

A woman in Uganda, where PfR supports communities to address increasing droughts by diversifying their livelihood options



Total programme expenses including overhead

Total all countries

	Budget		Actuals		Balance	
Outcomes						
Intervention strategy 1: strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	59%	5,207,940	65%	5,318,377	-2%	- 110,437
Intervention strategy 2: strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	23%	1,993,000	21%	1,714,937	14%	278,063
Intervention strategy 3: policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	18%	1,583,790	15%	1,200,579	24%	383,211
Total of the outcomes	100%	8,784,730	100%	8,233,893	6%	- 489,950
Reserve		248,808		0		248,810
Total of the programme		9,033,538		8,233,893	9%	- 241,140
Overhead						
Management & Administration	5,4%	436,280	4,8%	397,661		38,619
Programme Management Costs	4,6%	368,620	4,6%	378,759		- 10,139
Alliance fee	2,1%	189,261	1,2%	147,879		41,382
Total overhead		966,990		924,299		69,862
Total budget of the programme		10,027,699		9,158,192		869,507
Targets for the cost categories						
Costs directly invested to achieve the outcome	65%	6,585,480	84%	6,906,474		- 320,994
Support costs	35%	2,199,250	16%	1,327,419		871,831
Total of targets for costs categories	100%	8,784,730	100%	8,233,893		550,837
Out of which						
Monitoring and Evaluation	5%	711,400	5%	396,220	44%	315,180
Linking and Learning	5%	449,270	6%	512,329	-14%	- 63,059
Technical Assistance	6%	908,470	9%	743,084	18%	165,386
Origin of funding (including overhead)						
Requested Ministry of Foreign Affairs (MFS-II)	90%	9,043,143	87%	8,010,393		1,032,747
Netherlands Red Cross	5%	459,183	7%	635,457		- 176,277
CARE Nederland	1%	69,483	0%	0		69,480
Cordaid	4%	375,330	5%	423,849		- 48,519
Red Cross Climate Centre	1%	55,560	0.7%	63,494		-7,934
Wetlands International	0,2%	25,000	0,3%	25,000		0
Total of funding of the programme	100%	10,027,699	100%	9,158,192	8%	869,498

It should be noted that the figures of the actuals, and consequently of the balance, are based on accountant-proved figures of the individual partners (CARE Nederland, Cordaid, Netherlands Red Cross, Red Cross Climate Centre and Wetlands International), whose accounting is in turn based on different foundations, i.e. on the contracts that they have agreed with their implementing partners. For some their contract(s) relate to the full programme period, hence the total costs until 2014/2015 are included, while for others contracts are signed annually, hence they include costs for one year. As a consequence the figures display a trend that does not correspond well with the actual activities that have been carried out in the nine countries and at a supra-national level, as described in the previous chapters, most notably in chapter 3. The fact that the 'actuals' in the overall financial figures are above or below the budgets is not a reflection of the actual situation in the field, but rather of the different accounting applied by the various partners.

Appendix 6 presents the overviews for each individual country – where the above also applies.

Intra-organizational developments and the functioning of the country

In Talibura on the island of Flores in Indonesia, a staff working in the PfR programme points out risk areas on a map.



9.1 Introduction

This section focuses on developments within the different organisations, to assess how this impacts the functioning of the organisations in relation to programme implementation. Also it describes how the country teams have functioned and what challenges they have encountered, and it highlights (programmatic) initiatives in which the organisations have been involved that somehow relate to PfR.

9.2 Ethiopia

CARE Ethiopia & SSD | There is no significant change reported concerning the technical staff at organizational (CARE and SSD) level, except for the project manager who changed position and was replaced. In the organizational structure the PfR programme used to be managed under CARE Ethiopia's Food Security programme, and now falls under the responsibility of the 'Pastoral School Aged Girls' unit.

Cordaid & AFD, ACORD | Cordaid's long term partners, AFD and ACORD, have recruited field staff that is qualified and experienced in PfR's key thematic areas to ensure that the planned programme results will be delivered. Moreover ACORD recruited a new Country Director plus several Community Development Facilitators, and reviewed its five year strategic plan. Both new staff and reviewed focus will enhance to the organisation's contribution to PfR. ACORD, and also AFD, have developed project implementation performance standards, and improved effectiveness and efficiency by providing training, technical support staff (specifically a water technician and finance expert). Both organisations intend to mainstream and replicate the approach across other programmes and beyond.

Cordaid and its implementing partners started to apply their experience in participatory risk review and reflection process (PRRRP) of other programmes and customised it for PfR. It will help to track overall performance, e.g. by holding regular reflection sessions with beneficiaries and other stakeholders. In essence these are participatory (or even self-) monitoring, evaluation and learning tools

Ethiopia Red Cross | As part of an overall organizational restructure, ERC recruited a new Secretary General and two Deputy Secretary Generals. Moreover the co-ordination of food security and climate change adaptation programmes has been positioned in a permanent unit under the Disaster Management Department, headed by a newly recruited department manager. An organisational assessment indicated the need to introduce an integrated performance management system, to strengthen capacity building of branches, and to refocus projects and programmes. The DSG for Operations has introduced monthly departmental and sectoral meetings to discuss progress, challenges faced, actions taken and recommendations for the way forward.

Furthermore ERCS is strengthening its Food Security and Climate Change divisions at HQ, and its programme management capacity at all branches, including a monitoring system, as part of ERCS' PME system, to better track progress. The PfR programme will benefit from this, and achievements are becoming visible.

Wetlands International | After attaining the legal registration with the Kenya NGO Board in December 2011, Wetlands International has been able, with ups and downs, to establish a project office with three staff in Nairobi, operating under the Wetlands International African (WIA) - Regional Office based in Dakar, Senegal. Nevertheless the Nairobi office has undergone some staff turn-over of three persons. Despite this the project work continued, and during the year a new Administrative Assistant and Programme Associate joined the organization, and a MSc student of Lund University carried out an internship.

Red Cross and Crescent Climate Center | The Climate Centre's East Africa program officer resigned at the end of June in order to take another position within the Red Cross movement. Her position is was quickly filled.

Functioning of the country team | As compared to 2011, the country team has shown significant improvement in implementing joint activities. It undertook monthly coordination meetings, organised the exchange of relevant information re. progress and experiences (at these meetings and elsewhere), facilitated joint activities of partners, organised capacity building workshops, and linked PfR with other partners. Member partners have jointly reviewed PfR's Ethiopia Plan of Action as well as reports on progress, and strengthen each partner's commitment to the programme.

Internalising PfR | The team worked on strengthening knowledge of its own partners and of local government on how to integrate CCA and EMR into DRR tools. A joint initiative was taken in this respect with WI-Kenya office and the RCCC, and also exposure visits were conducted, jointly with Red Cross staff of Kenya and Uganda. Furthermore Cordaid, being the country lead in Uganda, facilitated a workshop on Linking and Learning, focusing explicitly on harmonisation of basic (minimum) DRR/CCA/EMR tools for effective planning and implementation.

The country team has also administered outsourced joint activities through binding MOU among alliance partners financing as per the % their budget shares, despite the challenge in refunding from partners side (the case in point is ERCS). Reportedly by all individual member partners, the involvement of their respective senior management team is an integral part of the PfR country team function since its inception in 2011. Since then the team has been the PfR program implementation unified decision maker at the country level.

The Country team shared a concept note on the research in indigenous knowledge assessment. Similarly, a discussion was initiated, and a concept note shared and agreed with ACCRA and Bahir Dar University, to explore i.a how to make better use of the outcomes of research on the integration of DRR, CCA and EMR, e.g. for policy briefs and dialogue. Finally the PfR Country Lead attended the Royal Netherland Embassy bi-annual NGO coordination and information meetings, where he presented the PfR programme and updated about its progress.

Both CARE and Cordaid have applied the knowledge on the integration of DRR, CCA and EMR, and moreover on resilience, in their approach for several of their other programmes as well. Support was provided by Wetlands International and the Red Cross Climate Centre as well as own partners. Methods used included outcome mapping, baseline survey and participatory video documentary. CARE applied it e.g. in its 'Water, Sanitation and Hygiene Transformations for Enhanced Resilience' programme, while Cordaid mainstreamed it in its Pan African programme and Urban programme, and included climate change adaptation in ACORD's new Pan African strategy, covering not only ACORD Ethiopia, but ACORD Kenya, Uganda and Tanzania. Furthermore products and experiences of PfR have been used in the development of Ethiopia's recent national Climate Resilient Green Economy Strategy as well as regional and local government led watershed management interventions.

At the Ethiopia Red Cross PfR has contributed to improved knowledge management, as well as to capacity building of branches, giving them a more central place in the organisation's work with and for vulnerable communities. Also experience of integrating DRR, CCA and EMR is feeding the development of the ERCS' strategy on Food Security and Climate Resilience.

Wetlands engaged an MSc student of Lund University in Sweden, as an intern for three months. This internship was made possible through the Junior Researcher Internship Programme of the RCCC. Furthermore, at Wetlands' international strategic workshop in India all WI staff working on PfR from all countries met and shared the skills and experiences on how to incorporate ecosystem approaches into the DRR processes.

Finally, several external projects that the Climate Centre is responsible for have had positive synergies with PfR Country teams. In particular, a grant from the Climate Development Knowledge Network (CDKN) in Asia funded the elaboration of a set of guidelines called the Minimum Standards for Climate-Smart Disaster Risk Reduction. This document has been disseminated within PfR, and is a resource for PfR Ethiopia.

9.3 Guatemala

CARE/Vivamos | No personnel changes took place in the support team

Cordaid/Caritas Zacapa | A new General Director of Caritas Zacapa took office in 2012, and also a new team member, specialised in gender, was contracted..The support team for PfR remained unchanged.

Red Cross | The technical staff has been entirely changed because of resignations, job performance, and poor coordination. Currently the team holds four field technicians (one focusing on communities, one on environment and two on education) and two technical assistants. The selection for the National Coordinator was in progress in 2012 but is at the time of drafting this report completed. In addition the Disaster Secretariat of the Guatemalan Red Cross (GRC) provided a project co-ordinator for direct support, and a team of volunteers who are experienced and knowledgeable about climate change and ecosystem management. Finally a new Deputy Technical Co-ordinator was appointed in support of the activities in Quiché.

Red Cross Climate Centre | Since the beginning of 2012 a new staff member provided support to the partners in Guatemala.

Wetlands International | A Country Programme Co-ordinator and a Development Technician were hired in 2012, the latter in support of WI's Biorights project.

Functioning of the Country Team | For personal reasons, the regional coordinator left the region in October 2012. However, from Italy she will continue with the regional coordination with a more strategic approach, maintaining communication with the country team via email and teleconferences and by travelling four times a year to the region. Since November 2012 a Programmatic Officer for the regional coordination in both countries was contracted. He focuses on facilitation, monitoring and process planning, and moreover stimulates the implementation of joint activities

The Country team has monthly meetings and convenes with or without the co-ordinator when required for strategic agreements or the organisation of joint activities. Technical Committee meetings (Country

Representatives and/or Technical Project Manager) are held twice per year in one of the partners' project areas to enhance exchange and learning. The country team is increasingly regarded and approached as one alliance by external national and international stakeholders like external authorities or ECHO representatives..

Internalising PfR | As for knowledge and skills development, most PfR partner organizations have promoted the holistic DRR/CCA/EMR approach in other initiatives and within their organizations. The Biroright Project, an initiative of CARE and Wetlands International, incorporates organization, training and community building in order to strengthen DRR/CCA/EMR. It is funded by the Humanitarian Innovation Fund and is being implemented in four communities, complementing and enhancing activities in the microshed Masa' in Solola with risk mapping, community training and COCODES (the Community Development Co-ordination). As a result the scope PfR programme is now expanded to also include these four communities. The project implementation period is from February 1, 2012 to October 31, 2013. The project has a total Budget of 207.779 Euros.

In addition, CARE and the Red Cross have included the PfR comprehensive approach in their projects under the DIPECHO Action Plan VIII. The implementation period of these projects is July 1, 2012 to December 31, 2013.

Although GRC has gradually integrated a broader view, linked to climate change adaptation, into its strategic plan for risk reduction, the integrative approach of PfR, especially climate change and ecosystem issues, has required new strategic alliances with governing bodies or experts in the three areas.

In June 2012 members of Caritas Zacapa participated in a workshop at and with the Permaculture Institute of El Salvador (IPES) focused on permaculture designs, food forest, food production, water and effective microorganisms, thematic analysis and institutional monitoring actions. As a result of this workshop it was proposed to do work with microorganisms in Camotán and with permaculture in Cabañas (two plots at the higher and two at the lower part of the San Vicente River watershed). Additionally in 2013 two systems with so-called 'square garden' will be implemented, together with a rainwater capturing system and two Mandala designs. These projects will be piloted in the PfR area. Furthermore, facilitated by Zootropic, members of Caritas Zacapa and the Wetlands representative in Guatemala attended a training course on the importance of dry forest for resilience building in Guatemala. This course has resulted into cooperation agreements between Caritas and Zootropic to work in the communities located in the area of the Heloderma reserve

9.4 India

Cenderet | During the reporting period none of the partners was confronted with staff turnover in relation to PfR, except for Cenderet, implementing partner of Cordaid. The funds flow of CENDRET from Cordaid was blocked by the Ministry of Home Affairs mid-way during 2012. Fr. Sirinus Topno, member of the PfR – India Task Force and Project Administrator, CENDRET passed away on October 10, 2012. This was soon followed by leaving of Mr. Bipin Bihari Das, Coordinator of CENDRET due to change in jobs. A new team has since been put in place at CENDRET by XIMB administration. Cordaid and ASK have been in dialogue with Mr. Amar Nayak (the new incumbent Coordinator, CENDRET) to work out plans for smooth implementation of the remaining part of the project at CENDRET.

Functioning of the country team | The Country Team (or Task Force as it is referred to in India) coordinates PfR activities on-the-ground on basis of an annual workplan. The team met formally ten times during the year to finalize intervention plan at the two project areas. ASK has undertaken seven

missions during the year to the project sites to support finalization of intervention plans. NetCoast partnership conducts monthly review meetings of field coordinators to assess progress and impediments which are shared with the Project Coordinator, with intervention made as required. Similar internal processes are in place within Caritas.

PfR works on various levels simultaneously: in villages, with district administrators and state departments and government, and with the National Disaster Management Authority and the Ministry of Environment and Forests.

Internalising PfR / WI-SA has integrated PfR programme into its regional strategy as a collective target on wetlands and disaster risk reduction. The CMDRR programme of Cordaid has factored in the environment conservation aspects for better delivery of disaster risk reduction in their programmes. However, integration of CCA for field level implementation requires further support from RCCC

The wide support from senior management of the implementing organizations is a further sign of the internalisation of PfR. WI-SA Governing Body takes keen interest in progress of project implementation, and conducts a bi-monthly review as well as undertakes periodic field visits. Similarly, Cordaid has allocated additional resources towards cluster planning and inclusion of ecosystem and climate change dimensions in risk reduction planning. Senior management response to support emergency as well as strategic investment in PfR project sites is increasingly positive. Within Caritas, the management has reviewed terms of reference of senior staff to ensure better implementation of project activities

WI-SA developed its regional targets under the revised Wetlands International Strategic Intent 2011-2020, bringing clearer emphasis on the role of wetlands in societal development, including DRR. The mandate of the PfR programme has been formally integrated into the regional strategy as a specific collective target on wetlands and DRR, wherein WI will work towards increasing community resilience to natural hazards through better environmental management in three significant wetland systems (Chilika Lake in Odisha, and Kabar Taal, Bihar and Loktal Lake in Manipur).

Both WI-SA and Cordaid organized learning events that focused on enhanced understanding of community resilience through EMR, DRR and CCA. Cordaid, in its annual learning cycle event, included specific sessions on resilience building through ecosystem management and climate change adaptation. Wetlands International held an internal strategy workshop wherein the approaches for integrating EMR, DRR and CCA in risk assessment were discussed and shared. In particular, the cluster approach used by PfR – India team (focusing on coastal delta, central delta and delta head clusters in the Mahanadi delta region, and Gandak and Ganga clusters in the Gandak-Kosi floodplain) was further assessed for implementation in other PfR countries.

Caritas, considering the significance of PfR India programme in relationship with its strategy has revised Terms of Reference of two key senior staff to focus on advocacy and thematic convergence within programme implementation.

PfR- India programme is yet to connect and engage with Ecosystem Alliance implementation in India

9.5 Indonesia

CARE | Since the start-up of PfR CARE International Indonesia (CII) has seen many changes in staff at its national office (CII programme director, PfR programme manager and CII programme operation manager) as well as in NTT. There the Monitoring, Evaluation and Reporting Officer, the Community

Livelihoods Specialist and Programme Manager left the programme, and the Knowledge Management and Community Outreach officer moved up to become the new Programme Manager, leaving a vacancy for her previous function.

CARE co-operates with Perkumpulan PIKUL for the implementation of PfR in Kupang in a multi-year partnership. During 2012 the Project Leader left the programme and was replaced. Two Field Facilitators were promoted to District Coordinators for the two PfR implementation districts and their positions have been filled within a month. Also an Advocacy Officer was recruited in 2012.

One of the most significant challenges encountered by CII in the PfR programme is the amount of human resources that is required for contribution and decision making for PfR Indonesia at strategic level (within the PfR Country Team). The transition in the senior managerial structure has impacted on CII's ability to do so. In practice until October 2012, PfR Programme Manager for CII is also acting Regional Programme Manager for CII in NTT. Despite these two functions he managed to attend all PfR Country Team meetings. The dual function brings benefits to the programme at the strategic level, but limited the focus on program implementation, particularly for activities linked with the implementing partner PIKUL (see below). Also it slowed down the contract addendum process with PIKUL, and delayed in finalisation of other project documentation (such as activity reports, assessment reports, etc.). CII is seeking funding to split the function and hire a dedicated Regional Programme Manager for CII in NTT.

In 2012 a proposal for DIPECHO 8 (18 month funding) was approved, running from 1 July 2012- 31 Dec 2013) This project is carried out in consortium lead by Handicap International and Plan International as the third partner. Special focus is on gender inclusive DRR and DRR mainstreaming in education, in which relations with education authorities benefit the PfR programme.

In July 2012, AXA Group and CARE signed an agreement for CARE and AXA partnership as part of the Partners for Resilience program whereas AXA agrees to cover CARE's committed own contribution to the PfR programme. AXA also finances additional climate change awareness activities that include recruitment of a Communication Officer and approximately 10 capacity building activities for AXA staff in disaster risk management and climate change. One initiative for concrete and practical co-operation related to support to the PfR community of the Oekiu village which is particularly water scarce. During World Water Day, AXA staff raised E 6,500 to fund technical assistance, capacity building, awareness rising, and marketing, and to build infrastructure and develop IEC materials. The co-operation includes engagement with a water expert from the Kupang Catholic University who developed a water management master plan for Oekiu village. All activities are implemented by CII. The programme was visited by senior management from various international AXA divisions and staff of CARE Indonesia, CARE France, and CARE Nederland. CII works closely with CARE Nederland and CARE France associated with this new partnership.

Finally CARE and PIKUL have not managed to start implementation of activities in the Bena village (TTS district). The village leader, who has been ruling for several decades and is the main land owner, is shown inconsistent support for PfR, to a degree that it has been decided to replace Bena with another village, to be selected early 2013.

Cordaid | Following the closure of the Cordaid Liaison Office in Yogyakarta in December 2011, Cordaid Indonesia's support function was transferred to Karina KWI (National Caritas of Indonesia), one of Cordaid's implementing partners for PfR (and other Cordaid sponsored programmes), based in Yogyakarta. Former Cordaid staff provided support to Karina KWI for PfR coordination at Jakarta and NTT provincial level, as well as to other Cordaid partners working on DRR projects. An additional staff member joined the team, focusing exclusively on provincial level support.

Cordaid's implementing partners for PfR are Insist (with local partners Mitra Aksi, FIRD, Payo-Payo and Nen Mas II), Karina with Caritas Maumere, LPTP (Lembaga Pengembangan Teknologi Pedesaan) and Bina Swadaya Konsultan. Partners work with a total of 11 communities in Sikka, Ende and TTS districts in NTT. Insist works with local government agencies and academia in research to identify with community, local government and CSO policies advocacy priorities to promote resilience in 4 districts in Indonesia. At village level, assessment has been implemented in 7 villages in Sikka and Ende district; villages are using local knowledge and historical trends to map capacity, risks, hazards and climate patterns over time; for environmental assessment the community maps the village land. 3 villages completed and started implementing their village risk reduction plans in 2012 with focus:

- Drought and Food Security: through reforestation for land conservation and water conservation,
- Typhoon, Environmental Degradation: reforestation for land and water conservation putting in place wind breaks and improving soil productivity,
- Flood and Environmental Degradation reforestation for land conservation, water protection / trapping to conserve water

All villages develop organic agricultural livelihoods activities; to improve productivity of soils and contribute to diverse, productive and environmentally sustainable livelihoods. 3 community organizations are established in Karina villages. Assessment processes and action planning in Karina, Bina Swadaya and LPTP villages aim to contribute to high community ownership of planning and action through community led processes. At district level partners cooperate with government departments on environment, agriculture and extension services, forestry, and development

Networks are being strengthened; the DRR Forum in Maumere district within which Caritas Maumere, LPTP, Wetlands and PMI are active focus's on the introduction of disaster management regulations for the district as well as coordinated ERP in the event of disaster; Caritas Maumere was active in setting up the forum and with other PfR partners brings perspective on the importance of integrating DRR-CCA-EMR. The forum meets on a regular basis and all PfR partners in Sikka are actively involved. All partners worked with the DRR forum for the DRR Day celebration (October 2012) and the planned People's Party (April 2013) to share community and partner experiences in a range of efforts with other NGOs, district DRR forum, government, private sector, and academia. Additionally Insist network representing 22 NGOs throughout Indonesia is exploring resilience through disaster, climate and environmental risk proof livelihoods and government programs and policies at district level. Caritas network of Indonesia representing 37 Catholic Diocese. Karina is mainstreaming DRR and Emergency response preparedness in diocesan work throughout Indonesia; critical issues include livelihoods, migration, and food security. KARINA's have developed their 2013-2017 strategic plan, which takes into account the important of integrating DRR-CCA-sustainable environmental management

Throughout 2012 Cordaid's partners have been engaged in structured dialogue with peers and government on DRR/CCA/EMR; Karina, LPTP and Insist have dialogue with the Disaster Management agency, BNPB and Disaster Management Forum (PLANAS), and Ministry of Environment on planning and implementation of AMCDRR 5 and national resilience programs planning. Key focus is taking into account Community Resilience Strengthening through DRR, CCA and sustainable environmental management, alignment between various sectorial programs that focus on resilience strengthening and with DNPI (Dewan Nasional Perubahan Iklim/National Council of Climate Change) planning for the national strategy on climate change adaptation and mitigation to take into account DRR and sustainable environment management

During two major national and regional events in 2012, the SSCBDA in May in NTT and the AMCDRR 5 in October in Jogjakarta, Cordaid partners with PfR partners shared the importance of integration of people centred approaches to DRR, CCA and EMR, the role of children, youth and media in DRR and engaged BNPB, PLANAS and Ministry of Environment in dialogue; in preparation for, during and as

follow up to the events. The Jogjakarta Declaration of the fifth AMCDRR reflected the message in the final document; partners are engaging with government and non-government actors in AMCDRR 5 declaration follow up. Ministries for Environment, Disaster Management, Development Planning and Coordinating Committee on Climate Change approach Insist, LPTP and Karina for joint cooperation on harmonizing national resilience strengthening programs and strategies, which are currently sectorially focused

Karina's 5-year strategy (2013-2017) under the approval of the Bishop's Conference of Indonesia and involving up to 22 dioceses around Indonesia identifies the importance of integrating DRR, CCA and sustainable environmental management in resilience strengthening; 3 national presentations given to Caritas partners on PfR efforts / results during 2012. LPTP using results from PfR amongst other programs is planning to mainstream DRR, CCA, EMR in all efforts of the organization following agency planning in November 2012.

Red Cross | In the Netherlands Red Cross Indonesia office in Jakarta several changes took place in 2012. In the NLRC Jakarta programme office there were changes in the organizational structure. Previously, the Disaster Management Programme was managed by a specific division, but since May the programme was united for disaster management and health/water and sanitation programme. Programme manager promoted to managing both disaster and health/water and sanitation programme to have more integrated programme management. Previously the Disaster management was manage in specific division, with one project officer and one project assistant. In the new structure, Disaster Management Programme assistant no longer exist as per 2013, and new DM PO is going to hire in February 2013 to give more supports in programme implementation.

The process of DM officer recruitment took several months to find the right candidate to able working with PMI. The experience and ability to working in red cross environment is important criteria as PMI as red cross has unique way of working in humanitarian sector.

PMI and NLRC signed an agreement in 2012 to build PfR in NTT in two districts (Sikka and Lembata) as a continuation of the previous ICBRR programme. Focus of activities so far has been mainly assessing and subsequently establishing and strengthening PMI and community capacity. Currently PfR activities are being implemented in four villages, and another four villages will be selected early 2013.

Contrary to the Sikka district PMI Lembata district is inexperienced for long term programme implementation, therefore PMI NHQ deployed staff to provide targeted technical advice on programme implementation and management, including on ways to increase the pace of implementation of the programme. Staff availability at NHQ is limited since more project areas need to be covered. However, one dedicated staff has been made available to manage PfR's implementation.

Delay in the first quarter of project implementation has put PMI behind compared to other PfR partners. However PMI has designed a work plan aimed to achieve the targets in the remaining time. Yet the integration of DRR, CCA and EMR still needs to be improved as PMI experience in CCA and especially EMR is limited.

Red Cross Climate Centre | RCC's main focal point, Bec Mcnaught, moved to Vanuatu in April. This resulted to a change in portfolios. Bec Mcnaught focuses on reporting, IEC materials input, coordination meetings, and technical input, Carina Bachofen focuses on minimum standards and Parsons contract, while Knud Falk supported PfR's contribution to the Asian Ministerial Conference on DRR and Climate, and focused on reporting for the Climate Development Knowledge Network (CDKN) reporting.

The CDKN contract was signed and kick started at the start of the year. This meant increased implementation with PfR partners in Philippines and Indonesia. Contracts have been/are being arranged with related consultants and implementers including Parsons School of Design, three consultants (associated with minimum standards and games development), IIRR and Netherlands Red Cross.

In early 2013 the Climate Centre will recruit an additional resource person for assistance in the Asia region – this will include support to PfR particularly on Bec's activities since she will go on maternity leave.

Wetlands International Indonesia Programme | During the year 2012 reporting period, it is generally no significant intra-organisational development obstacle experienced, mainly due to the fact that all office and personnel set-up has been settled during the end of 2011 reporting period. The only issue need to be communicated at the earliest possibility is the status of working contract between Wetlands International – HQ and Wetlands International – Indonesia Programme which is due in June 2013. This will become an important factor to determine the continuation of planned activities for the year of 2013.

Functioning of the Country Team | The implementation of the Partners for Resilience Program in Indonesia currently involves 14 organizations in-country with RCCC supporting from outside, working at different levels. In the basic Alliance structure, Alliance members are represented in the Program Working Group at Netherlands and looks into operational management. Country teams are responsible for the management of country programmes and thematic matters. Finally local partners are responsible for the implementation.

Netherlands Red Cross facilitates the country lead in PfR Indonesia and is coordinating alliance activities at the country level. There were two Linking and Learning Officers for PfR Indonesia, one based in CARE office in NTT and another at NLRC-I office in Jakarta. However, towards end of the year, the partners decided not to renew the contract of the former, and engaged in discussion on whether this function should be reviewed.

The Team meets monthly in Jakarta, focusing mainly on PfR's joint activities. Discussions that need decision are taken up in these meetings. In these meetings, Country Representatives and/or Program Managers of each organisation participates. At the Provincial level, a meeting amongst local partners is also held every six-weeks. At these meetings opportunities are identified where partners can share experiences and learn from each other.

Consensus and decision-making in both meetings appear slow processes. The various organisations have different agendas and priorities, and representatives participate with different mandates. CARE indicates that it feels that insufficient leadership at both levels is a main factor. Cordaid stresses that the great number of partners, nationally as well as locally, requires more time for consultation, and thus slows down decision making and planning of joint activities. NLRC indicates that, given the different perceptions, interest, mandates and goals, collaboration within PfR Indonesia needs to be reviewed. Especially in the field of advocacy the different mandates of the partners lead to different approaches that cannot easily be merged into one PfR-approach. However, late 2012 the Alliance in Indonesia finally agreed on a joint Advocacy Agenda. The process undertaken to reach consensus was painstakingly slow and required a lot of time investment.

Internalising PfR | The concept on the integration of DRR-CCA-EMR is taken up by each partner at different levels and is not consistently applied through joint national interventions. Cordaid's partners have presented the PfR strategy and concept in national events: Insist participated at an international

research symposium on climate change in Yogyakarta, LPTP engaged in dialogue with KLH on development of a national strategy on climate resilient villages with the importance to link DRR and environmental aspects in the concept of climate resilience, while Karina works with BNPB on the development of a national policy on linking of DRR and climate change). Other partners have introduced the concept to other stakeholders during socialization activities and trainings/workshops. With the PfR concept Vision on Resilience released in 2012, PfR Indonesia has shown interest in contextualizing it to the Indonesia context,

Especially the application of climate related information remains a challenge to partners. Appropriate and applicable data will not only strengthen community interventions but also support PfR partners in dialogue with BMKG (Indonesia's meteorological agency) at provincial and national level. CARE initiated FILA, a network and forum to link government and meteorological data with community members.

Nevertheless, there are various collaborations amongst partners that already took place even outside the reporting period. In 2011, WIIP was trained by PMI on risk assessment. In the same year, WII also trained PfR staff members from other partners on Environmental Impact Assessment. WII also provided support to Cordaid's partners on Ecosystem Assessment and Manganese Mining mapping activities in Noebesa Village, Amanuban Tengah District, TTS in 2011. At local level joint collaboration towards stakeholders includes partners working in the same geographical area approaching the district BPBD to strengthen position and explore areas for cooperation. Local level activities are becoming more aligned: at Flores island for example, Sikka district level, partners Karina, Caritas Maumere, Wetlands International and PMI attend coordination meetings in the Sikka district, sharing work plans and identifying opportunity for partner-to-partner cooperation based on needs and opportunities. Partners are offering training to each other and their communities in Community-based First Aid and Volunteer network building, emergency preparedness and response, and engagement in livelihoods assessments.

9.6 Kenya

Red Cross | There has not been any significant change within Netherlands Red Cross (NLRC) with respect to staffing during this reporting period. The move of NLRC East Africa Regional Office from IFRC Regional Delegation Office to KRCS Office compound towards the end of the year facilitated a closer collaboration with KRCS HQ.

The Kenya Red Cross Society (KRCS) has implemented several organisational changes which mostly contributed positively to the PfR programme: decentralisation of decision taking and resources, assignment of a proactive and supportive branch coordinator at the Isiolo branch where PfR is operational, identification and engagement of Red Cross volunteers as PfR focal persons in most of the operational communities, and finally salary increment and incentives for the staffs involved in the implementation of the project. KRCS also decided to provide technical and financial support to the recently established Waso River Empowerment Platform (WRUEP), an umbrella organization covering the entire Ewaso Nyiro lower river basin.

Wetlands International | After the establishment of their office in Kenya, WI continued to build the organisation hiring staff, setting up systems for finances, administration and project management, implementing safety and security procedures. During the reporting period, the office has recruited some staff and also experienced turnovers of three staff members. There was also an intern from the Climate Centre for three months, who helped WI to review the VCA and PDRA reports. WI also provided technical support to MIDP to establish environmental clubs in schools, setup tree nurseries,

carryout environmental awareness, internal capacity building on natural resources management and institutional support. Wetlands International Africa office has been supporting the Kenya office in communication and capacity building. A staff from WI Kenya also participated in International strategic workshop which was focusing on incorporation of ecosystem approaches into the DRR process. The office team also undertook a three days safety and security training.

Cordaid | The programme officer of Cordaid, who had been actively involved in PfR since its launch, resigned and was replaced. Though the resignation of the programme officer caused delays in the implementation of some of the advocacy activities, Cordaid's programme coordinator has rendered the required support to the country team and effectively participated in the various joint activities. Cordaid has been providing technical support and funding to its PfR implementing partner, Merti Integrated Development Programme – MID-P. In addition to its regular staff, MID-P identified and trained community level PfR 'champions' in all of its four operational communities to provide day to day technical support to the community. However, some of the planned activities have not materialized due to the late release of funding from Cordaid to MID-P because of financial procedures.

Red Cross Climate Centre | The Climate Centre's East Africa program officer resigned at the end of June in order to take another position within the Red Cross movement. Her handover was carried out in July 2012. Several external projects that the Climate Centre is responsible for have had positive synergies with PfR Kenya. In particular, a grant from the Climate Development Knowledge Network (CDKN) in Asia funded the elaboration of a set of guidelines called the Minimum Standards for Climate-Smart Disaster Risk Reduction. This document has been disseminated within PfR, and is a resource for PfR Kenya. In addition, the Climate Centre completed a Health Risk Management in a Changing Climate project, which worked on flooding and diarrheal disease in Western Kenya. The example of community-based contingency plans and health risk management activities were used in trainings for PfR Kenya and also to encourage regional information-sharing.

The close collaboration, coordination, meetings and discussions among the PfR-Kenya team has also contributed for intra-organizational learning and development among the partner organizations. While at the outset of the programme implementing partners had knowledge about one or two of the three approaches (DRR, CCA and EMR), during the first two years their scope has widened and now generally covers all three: Netherlands Red Cross and Cordaid have learnt about Early Warning Early Action (working across time scales) from the Climate Centre, and about a landscape approach from Wetlands. Reversely, Climate Centre and especially Wetlands International have increased understanding of disaster risk reduction – including for the latter climate change adaptation.

Functioning of the Country Team | Partners in Kenya work closely together in planning and implementation at national level (PfR alliance members based in Nairobi), country and community level (implementing partners and community representatives) in Merti. Also trainings are facilitated jointly, and resources like vehicles are shared. In 2012 the Country Team met monthly, held three quarterly review meetings and two planning meetings. With the community level teams there were thirteen meetings, and per community five to six meetings with representatives were held. The Isiolo branch of the KRCS has been instrumental in the co-ordination between implementing partners and with communities.

In May 2012 the Netherlands Embassy participated at an event to mark the formal launch of the PfR Kenya Programme. The embassy addressed the partners and gave insight on the expectations of the programme. In October, The Royal Netherlands Embassy in Nairobi organised a meeting of all MFS II funded organisations. All the PfR Kenya partners were represented in this meeting which provided an excellent opportunity to meet all the other organisations working on MFS-II funded projects in Kenya, the Dutch Embassy staff and Dutch Government personalities. The PfR Kenya partners also had an

opportunity to meet Mr Rolf Wijnstra of the Department of Social Development in the Ministry of Foreign Affairs based in The Hague. Having experience as a policy adviser, he shared his experience in civil society capacity building and advice on advocacy and policy work.

During a visit of the overall PfR co-ordinator programme progress was discussed and emphasis was put on documentation of case stories, and on sustainability of the programme.

Internalising PfR | The PfR resilience vision and the documents for minimum standards for climate adaptation were shared. PfR partners worked to ensure that EMR and CCA approaches are integrated into the DRR processes. However, the thinking on how to implement the different approaches at various levels still requires time for the different organisations to absorb each others' different ways of working. With EMR and CCA approaches and most of the poverty reduction measures, capacity building and policy and advocacy input have been delivered through the trainings. Reviews are planned to assess how communities and implementing partners are using these skills.

9.7 Mali

Wetlands International | During the first semester, a field survey person of ODI / Sahel, resigned and was immediately replaced by a new investigator. This change did not have a major impact on the conduct of project activities in the concerned villages in the municipality of Youwarou.

Red Cross Climate Centre | The Climate Centre's Mali program officer left to take another position in the region. Her handover was done during August 2012.

CARE | The directly involved team remained unchanged. At the central CARE Mali office an M&E officer also supporting PfR resigned and was replaced..

Functioning of the Country Team | At various level meetings are held to exchange experiences, monitor progress, and plan activities. At village level between fieldworkers and committees, at field level between the co-ordinators of CARE International and Wetlands International. The field co-ordinators also meeting regularly with the field officers and focal points for civil society organisations. Furthermore there are quarterly meetings of the extended project team with civil society representatives and members of the village committees. Finally the PfR co-ordinator of CARE International in Mali and the Country lead (from Wetlands International in Mali) meet twice a year with the directors of the involved organisations and civil society organisations involved. At all levels partners enjoy good working relations, and uniform approaches have been developed.

Internalising PfR | Partners carry out joint implementation at all stages of the PfR programme: there is intensive collaboration between the team civil society organisations, knowledge centres, and local communities. Also Disaster Risk Reduction committees and networks for NGOs involved in risk management have been created jointly. Finally common monitoring mechanisms are in place.

EMERGENCY: 'food for work' in Mali

The EMERGENCY project funded by the Embassy of the Netherlands in Mali provides a safety net to protect the livelihoods of beneficiaries in the short and medium term, to enable a more rapid economic recovery related to weak floodwaters in the Inner Niger Delta.

The project builds on actions identified by the people affected to reduce disaster risk and to strengthen their resilience. Consequently the EMERGENCY project facilitates the implementation of several PfR activities by community members as 'food for work'. The implementation of these PfR activities coincides with critical periods of the rainy season. The 'food for work' approach allows them to carry out PfR activities (tree planting, construction of hand-made dykes around settlements, establishment of a 1 ha communal home garden, and construction of fish ponds) while at the same time meet their nutritional needs during the rainy season - usually a period of chronic food deficit, especially in 2011 with exceptionally little rainfall.

By introducing the 'food for work' approach the EMERGENCY project has been a catalyst for the implementation of PfR activities, within but also beyond PfR communities. The beneficiaries have strongly welcomed the initiative which has strengthened their confidence not only in this approach but also in other PfR (-related) projects.

During the recent rebellion in the northern regions of Mali, including a section of the area covered by the PfR project, members of the PfR Alliance and partners have used the DRR approach with the same communities as part of the implementation of "emergency program" of CARE International funded by the Embassy of the Netherlands and other partners (see box).

Several external projects which the Red Cross Climate Centre is involved in have had positive synergies with PfR Mali. In particular, a grant from the Climate Development Knowledge Network (CDKN) in Asia funded the elaboration of a set of guidelines called the Minimum Standards for Climate-Smart Disaster Risk Reduction. This document has been disseminated within PfR, and is a resource for PfR Mali.

The PfR project in Mali has created a line of collaboration with project "Reducing Disaster Risk" funded by GIZ (Germany) in the regions of Kayes and Koulikoro. Similarly, a strong focus of collaboration exists between the PfR project and the Environment Agency for Sustainable Development (AEDD) which is responsible for the implementation of activities of the "National Strategy for Climate Change Adaptation." The organizations are individually engaged in MFS-II Alliances in Mali - some of them are partner organisations for both PfR and Ecosystem Alliance and the WASH alliance. Furthermore the members of the PfR Alliance, mainly CARE International and Wetlands International, have good relations of cooperation with the Dutch Embassy in Bamako, having closely participated in meetings to draft the embassy's multi-year programme for Mali (2013-2017). Also they received funding from the embassy for the OPIDIN project, a Flood Prediction Tool in the Inner Niger Delta (OPIDIN) and for a project in an area adjacent to the PfR areas: Programme d'Amenagement du Delta Interieur du Niger (PADIN), aimed at helping local people in the Mopti region to understand at an earlier stage than before (i.e. in August/September) key characteristics of the next flood: the highest expected flood level, when the flood peak will be reached, which areas will be affected and which inundation zone will remain dry, and when the water will recede from the floodplains. This information will help them to adjust their planning for economic activities. Finally the embassy also funds an emergency response project (Food-SAP) aiming at reducing the impacts of the food and water crisis in Mopti and reduce its negative impacts and consolidating gains of the PfR and PADIN project.

9.8 Nicaragua

CARE | The only change in staff with PfR partners in Nicaragua was with CARE where both the technical co-ordinator and the financial manager left due to better job opportunities. Furthermore the President of AMMA, one of CARE's local partners, participated in the local elections for mayor in Somoto.

Red Cross Climate Centre | As stated in the section on Guatemala a new staff member started in 2012, providing support to both PfR countries in Central America.

Wetlands International | Communication and co-operation with partners in-country improved greatly in 2012. The Regional Representative of Wetlands International based in Panamá, participated in several on-site meetings, and also exchange of documents as well as participation in joint activities improved.

Functioning of the Country Team | The Country Team meets every month to discuss progress and align activities. Although each organisation applies its own approach, due to the sharing of implementation areas there is frequent contact on practical alignment of field activities in the same department, e.g. a joint activity to mark the International Day for Disaster reduction. As described in the

section on Guatemala, the Country Lead is performing her function from Italy, and in relation to this an additional Programmatic Officer has been contracted in November 2012.

Internalising PfR | Several initiatives have been taken in 2012 in relation to knowledge and skills development of the partners, focusing on a holistic DRR/CCA/EMR approach within the organisations. Also they have engaged in several complementing projects.

CARE implemented the Livelihoods and Adaptation to Climate Change project in seven municipalities in the departments of Nueva Segovia and Madriz. This project, funded by the European Commission (EC) coincides with PfR, specifically in the town of San Lucas and the department Madriz, and complements its scope

With respect to watershed management, CARE has shared with the rest of the alliance tools and instruments of territorial planning including a watershed approach of the Project CARE-MARENA-PIMCHAS which have been validated by the Ministry of Environment and Natural Resources (MARENA). The instruments are being applied by the CARE partners within PfR (CARE, INPRHU and AMMA), as well as by the technical units of the municipal government of San Lucas. There the application has greatly contributed to studies into

As part of the project First Response Initiative (IPR) the Nicaragua Red Cross developed several trainings on capacity building in disaster management, focusing on school safety plans, community response plans, social development of micro projects, drills and simulations. The project was funded by the Canadian Red Cross and supported by the Costa Rica-based Reference Center Community Education Red Cross (CREC). Furthermore the Nicaragua Red Cross participated in a DIPECHO VIII project (in collaboration with the Spanish and Italian Red Cross), in a project to raise awareness of climate change that began 2012, and a Water and Sanitation project with funds from the American Red Cross that is presented to the PfR community in Cusmapa (El Rodeo) as an example.

EC funded programme complements PfR

Based on CARE Nicaragua's programmatic vision is was able to complement PfR with an EC funded programme, enabling technical and financial complementarities for several actions:

- University course (FAREM) on 'Climate Change and Risk Management with a focus on Watersheds and Ecosystems'
- Joint training with the Ministry of Education at departmental level of Madriz (CARE-MINDED) on school security plans, CCA, DRR and 'Riesgolandia' (game on risk awareness)
- Joint management with the national Water Authority (ANA) regarding the certification of sub- and micro-watershed committees
- Joint consolidation of the methodology and technical processes for the elaboration of CCA strategies at municipal level
- Workshops with the sub- and micro-watershed committees on the national general law 'Ley 620'
- Joint participation in Food Security and Nutrition Conference 2012

9.9 Philippines

CARE | CARE partners have recruited additional staff for the work in the more complicated context and densely populated urban area of Malabon. Also a new Design, Monitoring and Evaluation officer started in 2012, supporting the Project Director, Project Coordinator and DRR Advisor in the CARE partner ACCORD. A proposal submitted to ECHO's Disaster Preparedness Programme for 18 months, has been approved and started in June 2012. The project complements the geographic and thematic priorities of PfR. In effect, combined PfR-DIPECHO projects are being implemented in 25 communities from seven municipalities and one city, therewith up-scaling the PfR approach. In Malabon, CARE's partners CNDR and ACCORD, have engaged in the Noah's Ark Project, a collaboration between the Corporate Network for Disaster Response (CNDR) and the local government.

Cordaid | IIRR has hired a Regional Director for Communications Development who will provide strategic input for PfR.

The Netherlands Red Cross | The NLRC provides for the lead of the alliance in both Indonesia and the Philippines. The Country Lead who has carried out this function since the start of the programme, Elike van Sluis, has left the programme and was replaced by Guineviene de Jesus, who continues to fulfil this role from the Philippines. A Dutch project officer, providing support to the Country Lead and the Philippine Red Cross (PRC) left in 2012 and was replaced by a local programme management advisor. Both are also involved in an expanding portfolio of co-operation activities of the NLRC and the PRC. Furthermore new PRC staff will support the PfR programme in Lobby and Advocacy and in Monitoring and Evaluation, while on the other hand two Community Development Organisers of the PRC who supported PfR left in 2012. As for the development of supporting projects, PRC and NLRC cooperated with WI and CARE partners in the Philippines in a proposal for the Nationale Postcode Loterij (National Postal code Lottery – NPL) covering PfR areas. RCCC provide input to this proposal.

Wetlands International | Two volunteers of Wetlands International started working for PfR in 2012, supporting not only the Philippine programme, but also the Indonesia and India programme, working from Kuala Lumpur.

Red Cross Climate Centre | The main focal point, despite having moved to Vanuatu, has continued to support the PfR programme, including the work on the Minimum Standards, support of the Parsons School of Design, the Asian Ministerial Conference on DRR, and the Climate and Development Knowledge Network (CDKN). Implementation of a programme with the latter commenced in 2012. Involved partners include the aforementioned Parsons School of Design, consultants for the Minimum Standards, game developers, IIRRR and the Netherlands Red Cross. The RCCC provided input to the aforementioned joint PRC-NLRC proposal for NPL.

Functioning of the Country Team | In 2012 twelve monthly national level face-to-face meetings were held, focused on Philippine-based partners, based on agreed agenda and action points. These meetings have grown into a venue for partners to update each other on accomplished and planned activities, and for stimulating learning. Since representatives of Wetlands International and the Red Cross Climate Centre are based outside the country they could not participate, but maximised their input via frequent Skype conversations with partners, and during on-site co-ordination meetings. The meetings have enabled IIRR to identify areas for updates and articles and strategic advice.

9.10 Uganda

CARE | No significant changes in staff have taken place. A staff member represented CARE in two consortia: of Africa Climate Change Resilience Alliance (ACCRA) and the Emergency Capacity Building (ECB), both aimed, like PfR, at building community resilience to disasters and the effects of climate change.

Another complementing initiative, the Global Water Initiative (GWI) project, experienced a sudden change. The new related strategy of the donor shifts the programme away from direct implementation (of three-year periods) with physical infrastructure (bore holes) to an exclusive focus on research and advocacy. This abrupt change might reduce the expected complementary role to the PfR program.

In this period, it was noted that the local partner in PfR and the GWI project (Joy Drilling Deliverance Church Uganda) had gaps in management of GWI project funds. As a result, information on the challenge was shared with sub grants manager and risk manager for technical assistance and as a precaution the funds transfer to the local partner for PfR was also halted. Consequently, the collaboration was ended and the CARE PfR team had to take on all pending activities earmarked for

the local partner. Currently a suitable new local partner organization is to be selected. Although some of the activities were achieved, some run out of season and will be implemented in 2013.

Cordaid | No developments of importance are influencing the programme. Generally however the country leadership is asking more time from the DRR advisor in Kampala than expected.

Partner projects were intended to start their first year of the project implementation phase by late 2011 or early 2012. ECO Uganda, Caritas Moroto, Socadido, TPO Uganda and Caritas Uganda have formed their project teams. Caritas Moroto's accountant moved to another organisation but this did not affect the programme. Some of the organisations have trained their (new) staff members on CMDRR. Implementation of activities was somewhat delayed because of late transfers from HQ.

Uganda Red Cross Society | During the period, the Disaster Management directorate recruited the Assistant Programme Manager- Disaster Risk Reduction to support DRR programmes. This has improved on efficiency and effectiveness in implementation of the planned PfR activities. Two taskforce meetings were held which comprised of internal DRR practitioners from the URCS branches and headquarter directorates. Ideas generated through experience sharing/learning have given further guidance and direction to implementation of activities for improved DRR programming.

The project branches also mobilised extra 150 CBDRR volunteers to boost the existing team (80) CBDRR groups, bringing the programme closer to the targeted communities. This has further scaled up implementation especially in the construction of the energy saving stoves. With the support of the project, Katakwi branch has set up a community conference/learning centre as part of strengthening its branch capacity.

Red Cross Climate Center | The Climate Centre's East Africa program officer was replaced mid 2012.

Wetlands International | After attaining the legal registration with the Kenya NGO Board in December 2011, Wetlands International has been able, with ups and downs, to establish a project office with three staff in Nairobi, operating under the Wetlands International African (WIA) - Regional Office based in Dakar, Senegal. Nevertheless the Nairobi office has undergone some staff turn-over of 3 persons.. Despite this the project work continued, and during the year a new Administrative Assistant and Programme Associate joined the organization, and a MSc student of Lund University carried out an internship.

Functioning of the country team | The PfR country team which comprises three implementing partners and two technically supporting organization meets bi-monthly base discuss and decide on relevant issues. One of the meetings focused specifically on lobby and advocacy. Also the country workplan was approved stipulating not only activities but also roles and responsibilities. As alliance members' experience and working relationship grows, the annual work plan development culture can lead to more joint strategic planning for the remaining PfR programme period.

Country Team members met with the head of Development co-operation of the Netherlands embassy in Kampala, explaining the aims and activities of PfR.

In the country team CARE leads the lobby and advocacy strategy. Over the year, two separate meetings were conducted. The first aimed to have each partner to strengthen lobby and advocacy initiatives at the district and community levels. The second meeting aimed to have the country team document disasters events in the country and their effects

Partners increasingly share a similar message when participating in national forums. This was particularly visible in the participation in the drafting of the Uganda Climate Change policy. Also partners provide input to forums increasingly based on PfR experience, like at the National Climate Change Advocacy and Communication strategy for Climate Action Network-Uganda (led by Cordaid's implementing partner Ecological Christian Organisation ECO), and at the review of the first national Climate Change Policy and costed implementation strategy. Finally a baseline survey, led by Uganda Red Cross Society, was undertaken on behalf of Partners for Resilience (PfR) implementing the Climate Proof Disaster Risk Reduction Programme (CPDRRP) in 6 districts of Katakwi, Apac, Amuria, Otuke, Nakapiripirit and Napak in 36 communities.

In general during the period promising progress has been observed in the functioning of the country team. The country team has moved in better experience and actions as compared to previous year to have effective coordination and leadership of the program. However, some challenges needs to be improved to enhance the efficiency and effective coordination of the program. Case in point, timely and completed report submission by some alliance members still challenge that needs improvement.. In addition, it has been observed that resource contribution for joint activities, specifically contribution to stage country baseline has took several weeks.

Internalising PfR | The country work plan on which partners have agreed includes joint Monitoring and Evaluation activities, for which partners facilitate exchange visits. An example is the invitation by Uganda Red Cross to TPO (implementing partner of Cordaid) to the former's project site in Apac district. Also joint workshops were organised where PfR partners shared experiences and enhanced their understanding of (the integration of) DRR, CCA, EMR, and discussed each partner's use of assessment tools. It will be followed-up by a review to ensure a (better) integration of DRR/CCA/EMR into the tools. Also exchange visits were made to CARE and URCS sites in Otuke and Apac. Key observations were on communities' approaches to climate change, disasters and how they interrelate with environment.

Visits like these will enhance and facilitate experience sharing and cross fertilization among the PfR partners.

Internalising PfR: exchange visits in Uganda

Partners in Uganda organise field visits to each other's project sites to exchange experience and foster learning. An example is the invitation by Uganda Red Cross to TPO to the former's project site in Apac district. This learning visit was related to ecosystems management and restoration activities and showed how the local government of the Apac district is working with its partners to restore and manage critical ecosystems. *It also provides funds from its local government budget to the partners for activity implementation.* Also the communities in Apac embraced tree planting at household level. A majority of households have now acres of trees planted.

TPO is applying this learning to encourage the communities in its own areas to sustain the planted trees to maturity and protect the indigenous species.

Also within the individual organisations several initiatives were taken to facilitate a wider application of the PfR-approach in related programmes, sometimes with the involvement of other partners. CARE for example developed Country Office Programme Quality and Learning guidelines, including a section on Climate Change, partly building on the increased knowledge on climate change approaches, and with reference to the Minimum Standards developed in PfR Asia under CDKN funding. that advocate for the integration of climate change information in programming at all levels. CARE involved PfR partners in the drafting of the guidelines.

TPO Uganda organised a DRR training for its entire middle management and staff, both at national office and in the field, in order to better mainstream DRR across all TPO's programmes. Also senior management was trained on DRR principles and approaches. These initiatives contributed to the full integration of DRR as a core thematic area within TPO's Uganda Country Plan, including in TPO's strategic plan 2012-2016, with clear outcome indicators and targets.

Similarly, CORDAID PfR partners (TPO, CARITAS Uganda and SOCADIDO) have had series of meetings to align the CMDRR activities, share, network and harmonise the advocacy and

communication strategies. The meetings have enabled the CORDAID partners to strengthen cooperation, learning and sharing, reach collective decisions like the collective development of the PfR advocacy and communication strategy, among others.

Several external projects that the Climate Centre is responsible for have had positive synergies with PfR Uganda. In particular, a grant from the Climate Development Knowledge Network (CDKN) in Asia funded the elaboration of a set of guidelines called the Minimum Standards for Climate-Smart Disaster Risk Reduction. This document has been disseminated within PfR, and is a resource for PfR Uganda.

As part of the capacity building Wetlands International organised an international strategic workshop in India for all WI staff working on PfR from all countries. This workshop provided training and sharing of skills and experiences on how to incorporate ecosystem approaches into the DRR processes.

Finally in this reporting period, a number of activities done jointly with the PfR Uganda Partners managed to influence the way we work and how our partners also work. Uganda PfR partners, during their meetings, assessed each organisation's documents and concluded that, compared to the previous year, they contained more references to ecosystem in relation to programme development and implementation..

Prof. Hilhorst of Wageningen University at a meeting in The Hague organised by PfR to mark the Int'l Day for Disaster Reduction



10.1 Introduction

The very situation that PfR seeks to address, disasters, have at several places affected the implementation of activities: droughts in the Horn of Africa, earthquakes in Central America, and storms and landslides in South-East Asia lead to the temporarily hold of activities, and obstructed access to implementation sites. Also violence, most prominently in Mali, have impacted on the programme. Furthermore political events like elections have in some countries diverted attention. Finally legal developments like newly introduced Acts have had an impact in several places.

10.2 Ethiopia

Drought | In the CARE Ethiopia/SSD operational area, delayed “Sugum” rains (March – April) affected the project implementation especially for small scale irrigation scheme construction in the first six months of the project period. The river used for this purpose dried up for a period of four months and therefore SSD had fetched water from a site 15kms away to continue the work on the irrigation scheme. There was scarcity of causal labour due to population mobility in search of water and livestock feed. Some households were engaged in cash for work in the Productive Safety Net Project (PSNP) to cover their household food shortfalls. Food prices and wage labour increased during this period. SSD readjusted its wage labour from 20 to 25 birr (almost one euro) daily per person. The situation has significantly improved (i.e. population returned, river flowing and causal labour available).

The ERCS 2011 drought response operation was also highly demanding the close involvement and follow up by the ERCS officials, again slowing down implementation of the programme

Despite occurrence of this natural hazard incidence, the commitment, participation and support of communities and local community institutions has still actively continued. The project relations with the government and partners are healthy. The implementations of other activities of the project are also being underway smoothly.

Legal developments | Project implementation of Cordaid partners AFD and ACORD was delayed due to the extended time taken by the SNNP and Oromia Regions Government signatory bodies to review the CPDRR proposal before signing the official agreement.

The issuance of the new legislation pertaining to Ethiopia Civil Society organizations and their implementation modalities also contributed to overall delay in the implementation of the project. This new legislation redefines several working modalities, one of them being the distribution of direct and indirect project costs (70/30). As a result of previous budgeting practice, the administrative costs surpassed the 30%-threshold. Because the project proposals were prepared and approved by Cordaid before prior to this legislation taking effect the budgets do not meet the requirements. Several meetings were held between AFD and the Agency to create understanding and to gain approval for the project with the current budget. Such negotiations take considerable time, and hence delay the project implementation.

10.3 Guatemala

Disasters | The earthquake of November 7, 2012 affected the region of the municipalities of Santa Catarina Ixtahuacán and Nahuala. Although no significant damages were reported in the region and activities were not affected, it led to the cancellation of the National Forum "An Integrated Approach to DRR, CCA and EMR" with external stakeholders in the themes of DRR, CC and EMR that was planned for 8 and 9 November 2012. The event was rescheduled for late January 2013.

Security | In 2012 there were no significant safety issues in the program working area that threatened the physical integrity of the staff who execute the program and their property.

Political developments | No significant changes took place re. policies, laws and regulations related to DRR/CCA/EMR. The 2012 national and municipal elections, and related changes in staff with the municipalities, delayed networking opportunities but generally had no negative impact on PfR activities targeting for example the National Coordinator for Disaster Reduction (CONRED), or the National Council of Protected Areas (CONAP). At CONAP, Guatemala's lead agency on ecosystems and biodiversity and an important partner for PfR, a new Secretary and Executive Secretary took office in 2012. Also at Municipal level the change of officials had no effect in either one of the working areas of the PfR Program. In case of the Municipality of El Estor activities were not started in the year 2012 because the refusal to accept the outcome of the 2011 elections, which hindered the municipal government to take up its functions. The operation in this township is at institutional and civil society level and with governing bodies. Also in the municipality of Quiché the population was dissatisfied with the election results, however, progress was made in the activities. Finally in case of the Municipality of Cabañas the elections of 2011 the mayor was re-elected and hence the political environment remained unchanged.

10.4 India

There have been no major changes in external environment. The Water and Biodiversity interlinkages have emerged as strong focus for the MoEF. The United Nations has declared 2013 as an international year for water cooperation. Similarly, the Convention on Biological Diversity (CBD) has identified Biodiversity and Water as the main theme for annual International Day for Biological Diversity. With India as the president of the Conference of Parties for 2013 and 2014, there is a strong opportunity to build on the water, biodiversity and disaster risk connection with specific messaging for the policy makers.

The India government has intervened in funding support of Cordaid to India: since August 2012 funds for CENDERET, and academic institution working closely with the India Government and the State of Odisha, are blocked – even though the Intelligence Unit of the Ministry of Home Affairs has indicated it hasn't find any wrong-doings by the organisation. Reasons for the withholding of funds are the criticism by Cordaid-supported organisations, mainly in North-East India, over the India government construction of a nuclear plant in Tamil Nadu, while it is also said that objections of the Netherlands government against a permanent seat for India in the UN Security Council also played a role. Funds are currently released to CENDERET through Caritas, Cordaid partner working in Bihar. Yet, as a consequence CENDERET has been unable to implement the planned interventions in the second half of 2012. The organisation has reduced its staff capacity and has significantly changed its administrative arrangement – both with an impact on the overall achievement of CENDERET in Mahanadi Delta region

10.5 Indonesia

Disasters | No disasters occurred on Timor island. In Flores there was a volcanic eruption, and some minor floods occurred.

Legal developments | 2012 saw the development of a new law concerning coastal protection.

10.6 Kenya

Disasters | There have been no significant disaster events in 2012 that affected PfR.

Security and political developments | There were at least three tribal conflicts, mainly over scarce resources and political incitement. Over time it has been noted that conflicts always escalate in pre-election years when ethnic tensions are stirred-up and communities are incited against each other by political kingpins who benefit as the intimidation leads to mass movement and displacement of people – preventing them from voting. Also in the run-up to the 2013 elections many politicians in their bid for (re-)election give out money and promise food aid if they are being voted. This weakens the spirit of self-reliance, enforces dependency and reduces local contribution among the community which puts further hurdle for PfR.

The country is at war in Somalia and sympathisers of the situation in Somalia have continued to issue terrorist threats.

Legal developments | Finally Kenya is in the process of implementing the new constitution promulgated in 2010. This process is coming with many realignments which have to be taken into account in implementing project activities. For the different government offices that have mandates that relate to PfR the realignments the process has (also) created overlap and confusion regarding mandates.

10.7 Mali

2012 was a year of institutional crisis in Mali (Coup d'état of March 2012) and insecurity because of the rebellion in the northern regions of Mali including northern Mopti and north of Mopti. where PfR is implementing activities in the beneficiary villages and municipalities of Youwarou and Deboye, in the Youwarou Prefecture. Because of this uncertainty, the offices of CARE International and Wetlands International Mopti were closed for at least one month (February 2012) and field activities of the project were halted. After the security situation improved project activities were slowly resumed. The villages of the municipality of Youwarou, being situated in the midst of insecurity that have benefited from only the different building training sessions and installation of rain gauges, but the implementation of other field activities were proved impossible.

All field activities under the three strategic directions, planned for the period from July to December, could not be performed: large parts of the project areas were occupied by rebels, and as a consequence not only inhabitants of the areas fled south to the major cities, but also field partners, state administrators, and staff of technical services fled the occupied areas. The emergency measures taken throughout Mali prevented public meetings (limiting risk of attack suicides) and thus made advocacy and lobbying impossible.

In this situation members of the PfR Alliance in Mali permanently held crisis meetings to discuss opportunities to somehow continue the programme, albeit on a limited scale – activities that were feasible were implemented and others planned for future years.

10.8 Nicaragua

Disasters | On May 20 (in the evening) the upstream population of El Castillito (in Las Sabanas, served by the Red Cross) have reported tremors, and on the next day the downstream community of El Chichicaste (in San Lucas, served by CARE) reported landslides which affected the performance of PfR. The landslide included 'Cerro La Corona'. It activated the Local Prevention and Disaster Committee (COLOPRED) and Municipal Prevention and Disaster Committee (COMUPRED) and lead to the evacuation of seven families. The event forced the PfR teams of CARE and the Red Cross to adjust their support: georeferencing was applied to assess the risks of homes in both communities, and the findings were shared with the COMUPRED of Las Sabanas and San Lucas as well as with mayors and INETER.

Security and political developments | In the months of March – May, and in September and November 2012, there were protests from various sectors of the society. Some of these protests in the department of Madriz included the blocking of land access routes (Pan American Highway), and as a result access of PfR was delayed for several weeks, delaying planning and implementation of PfR activities.

Moreover between May and November much of the attention in Nicaragua was focused on elections. This affected the availability of public authorities and officers from state institutions for co-operation meetings with PfR. Moreover it has had a profound effect on the security situation in Nicaragua. In the urban areas of Somoto, San Lucas, Las Sabanas and Cusmapa, gangs/youth have demonstrated, and population was exposed to vandalism and constant threats. Consequently PfR decided to terminate field visits, and reduce both the number and duration of activities in these areas. Because of roadblocks in politically contested areas the mobilisation of the PfR team was difficult. The situation has lead to the realisation that authorities lack the power to control such situations, and therefore PfR partners have started working on designing proposals that promote the integration of the youth network of Chorotega Indigenous as interest group in the formation and strengthening of social network in relation to DRR, CCA and EMR.

While in Las Sabanas the mayor was re-elected, new mayors took office in Somoto, Cusmapa (Madriz region) and in Puerto Cabezas (RAAN region). PfR will work to establish good relations with these newly elected officials. In San Lucas the former leader of the Coordination of Indigenous Chorotegas (CPICH) was elected as mayor. In his former capacity CARE has, within the PfR framework (activities under the first strategic line), established good relations. It is hoped that PfR will benefit from these good relationships in their relations with local government.

Finally the security situation in the Caribbean coast is characterised by robbery, rape and crime-related conflicts. As a consequence the organisation of PfR events requires effective planning, even more so because of the low presence of banks which forces participants to carry cash money.

Legal developments | At legislative level, there were significant changes in the management of funds and transparency in the municipal budget execution. The reformation of the Laws 40 and 261 by the National Assembly implies that the number of councilors per community will tripplle, many of the additional members work closely with the PfR programme. This change boosts advocacy opportunities.

At the same time the Municipal Administrative Contracting Act (Act 622) was amended: the ceiling has been raised to 20,000 US\$ with only one tender required, possibly affecting transparency.

Another significant change relates to the position of women. The National Assembly passed the 'Comprehensive Law against Violence Against Women'. The increased rights and liberties that this law guarantees enables women to participate more in public functions. Consequently in the town of San Lucas the judiciary trained 60 women leaders from communities served by PfR, training them on issues that coincide with PfR's.

Economic developments | In the second half of 2012 the coffee industry of Nicaragua was affected by coffee rust (*Hemileia vastatrix*) and angular leaf spot. The resulting drop in coffee production (national economic loss is estimated at US\$ 100 million) also impacted on income for families working as coffee pickers and small farmers in the coffee industry, particularly in San Luca. Also the municipalities of Las Sabanas and Cusmapa are affected. This in turn has prompted the migration of families, and as a result less people attended PfR activities. Additionally rising fuel and food prices, coupled with low trading prices of agricultural products, is also forcing rural people to seek other employment alternatives outside of the PfR working area. This also limited participation of beneficiaries in PfR training during the last months of 2012.

10.9 Philippines

Disasters | The Philippines were hit by a series of storms, even typhoons, and related floods and landslides. Having only just started recovery from 2011's tropical storm *Washi* (local name *Sendong*), so-called super typhoon *Bopha* (local name *Pablo*) brought yet more havoc. It affected thirty provinces in Visayas and Mindanao, and in the latter it affected PfR communities in Surigao del Norte and Agusan del Sur. Volunteers of the Philippine Red Cross, organised in so-called *143 teams*, applied PfR-related learning by initiating massive pre-typhoon information dissemination and early warning. Cynically the typhoon also provided environmental advocates with yet more arguments in their push for more climate change-related initiatives along DRR-CCA-EMR lines. Several have already been initiated by national government units DENR, DILG, HLURB and NCIP in partnership with Local Government Units (LGUs), in further mainstreaming DRR, CCA and EMR and biodiversity initiatives into their respective development plans. This is already actively supported in the capacity building of the LGUs.

2012 has required partners carrying out many emergency response actions, which allows for lessons from PfR to be built into emergency response actions. But as it involves the same partner organizations, at times this also implied periods of some slowdown in PfR programme implementation.

Security | Partners are concerned about the killing of a Filipino environmental advocate in Palawan and a Dutch in Central Luzon. PfR partners have revisited their advocacy strategy and decided to Furthermore Philippine Red Cross co-ordinates on-site visits of foreign partners closely with IFRC and

Disaster proneness of the Philippines

The great number of events in 2012 underlined once again the disaster proneness of the Philippines

January: landslide related to mining in Compostela Valley province, killing 25; 100 people missing

February: earthquake in Negros-Cebu region; 41 killed, 54 injured, 34,507 families affected; heavy rainfall and flooding in Zamboanga Del Norte; 13,327 families evacuated

April: flash floods in Cagayan affecting 3,768 people

June: flash floods in Mindanao; 6 killed, 68 missing

July: tropical storms *Enteng*, *Ferdie* and *Gener* (international name *Saola*); 4 killed, 28,631 affected; tornado in Jagna, Bohol, 85 houses destroyed, € 25,000 damage to agriculture and infrastructure; Flashfloods in Maguindanao affecting 14 villages

September: landslide in Cebu and in mining-related in Mati, Davao Oriental, killing 7 people

October: landslide in South Cotabato, 600 people evacuated; tropical storm Ofel and related landslide in Aurora, 1,250 families evacuated

December: super-typhoon Pablo (international name *Bopha*). 1,000 people killed, 800 missing, 6.2 million people affected of which 1.2 million displaced. Damage to agriculture € 300 million and infrastructure € 150 million.

ICRC. CARE Nederland applies security protocols for travel, and the CARE partners in the Philippines maintain strong links and trust with communities, including on security issues.

Political developments | In anticipation of the May 2013 elections, CARE partners have started discussing the implications and possible contingency actions to reduce the possible adverse effects on project implementation.

The particular urban project area in Potrero, Malabon is slated for demolition in May 2013. This new development is contained in a document issued by the Department of Interior and Local Government (DILG). Earlier in a news article, then DILG Secretary Robredo pronounced that government aims to relocate about 100,000 residents along riversides in Metro Manila starting 2012 up to 2016. The issue of demolition has long been hovering for residents along Tullahan River. There are current offers of in-city, outside-of-the-city (government relocation sites like in Bulacan) and back-to-the-province relocation. These however should be carefully reviewed in terms of financial viability and presence of risks, among other concerns. The project's continuity would definitely have to be examined in this light.

10.10 Uganda

Disasters | The African Initiative on Climate Change (CIGI, 2007) has identified Uganda as one of the most vulnerable countries in the world to climatic change and contains three of the ecosystems identified by the Intergovernmental Panel on Climate Change (IPCC) as most vulnerable to climate change: water-basins, mountain ranges and dry lands.

A long spell of drought, communities disputes, questionable commitment of the local government and the State and its institutions, food insecurity and uncoordinated interventions by non-state actors are some of the external factors making the survival of these communities very difficult. This situation makes the communities dependent on emergency handouts-particularly in the northern part of the Country where two PfR partners operate – an approach that is different from that of Community Managed Disaster Risk Reduction emphasised by PfR partners in Karamoja. This poses a great challenge.

The first quarter of 2012 was characterised by a period in which most households were engaged in agricultural activities and search for food to meet their individual household demands. This affected the community participation during project implementation, since the majority of the local community members were busy in local markets, urban centres or harvesting from the bushes and forest in order to provide for their household food requirements.

The subsequent wet season provided both challenges and opportunities for the program. During the implementation of the second quarter phase there was too much rain. The challenges from prolonged rains lead to limited access to communities, damaged infrastructure, and flooded crop fields. Some of the activities were delayed, e.g. the construction of the energy saving stoves and brick moulding, since there was no sun shine for drying.

Insecurity | Insecurity induced by land wrangle in one of the PfR sub counties between the native community and some government politicians who were suspected to be campaigning and influencing sections of the community members to allocate part of their communal range land to the government for livestock farming, has created an atmosphere of tension, insecurity and conflicts. This was particularly at CARE operational area. Otherwise, the period could be considered as stable and smooth setting for the program operation.

Legal developments | The Ugandan government policies and plans towards disasters such as drought have mainly focused on response rather than preparedness or disaster reduction, addressing the consequences rather than the causes. Although the Uganda government early 2012 completed the drafting the Climate Change Policy and the National Disaster Preparedness and Management Policy is in place, the benefits of its implementation are yet to be realised. This two policy developments are among the key positive external developments that potentially support the PfR impacts in the country.



Girls in Somoto,
Madriz, Nicaragua

11.1 Introduction

The PfR partners, while implementing the activities under the three strategic directions, monitor and address also the quality of their interventions to make them even more appropriate for the given situations, the efficiency of all actions to be able to achieve maximum output and impact, and the sustainability to ensure that efforts and results will continue to provide benefits to the communities and stakeholders well beyond the formal programme period.

11.2 Quality

The inclusion of quality aspects in the country programmes is assessed in terms of beneficiary satisfaction, the development and application of standards, and the introduction of improvements and innovation.

Ethiopia | In Ethiopia PfR partners agreed to apply a common tool to measure community satisfaction: participatory risk review and reflection process (PRRRP), targeting the implementing communities, and with wide community involvement. Achievements will be assessed against the baseline, external evaluation reports will provide extra benchmarks, and community indicators will link satisfaction with particular interventions.

Apart from the standard monitoring and reporting, programme review meetings are held and joint monitoring is conducted biannually to check progress and propose corrective actions where needed. Furthermore almost all PfR organizations use the government technical standards and/or its derivatives to ensure quality of programme activities. This includes i.a. the use of multidisciplinary teams for thematic areas such as livelihood, water works, natural resource management, and livestock healthcare.

The government itself, like NGO stakeholders, also undertakes quarterly monitoring of projects: observation of outputs, holding discussions with different community groups.

Local innovations are stimulated via experience sharing among communities.

Guatemala | All partners use specific methods to measure beneficiaries' satisfaction, with methods that respect their culture, customs and context. This is particularly relevant when working in areas like Quiché where authorities and organisations have made promises in the past that they have not lived up to. The communities in Quiché have therefore been approached with care and patience. What is also important in this respect is that the PfR organisations do not apply a technically driven top-down approach but rather act as facilitator. Communities in Zacapa and Chiquimula have indicated their satisfaction with Caritas regarding this approach.

The Country Team, with partners, jointly conducts its annual planning. In regular meetings each partner's progress, challenges, innovations are reviewed. The reporting process (6 and 12 months) is

standardised within the programme, as well as monitoring, micro project planning, and minimal planning of training contents. For daily work each partner applies its own ways to plan and monitor. Additionally Cordaid, for its Central American programme, has conducted a study to assess the impact of its activities in communities in Honduras, El Salvador and Guatemala.

The programme implementation is evaluated through meetings with the Technical Committee, where also improvements are proposed. Moreover this Committee has designed the Learning Agenda in more detail and agreed to review the implementation of specific activities and lessons learned/ best practices twice per year. The results of these reviews will be reflected in the reports (annual and biannual) and in the planning for next year. Each partner organises its own periodic review through staff meetings and field visits.

Finally partners stimulate innovation, i.e. in relation to recovering traditional and local knowledge, applying participatory video, implementing pilot projects that use effective micro-organisms and permaculture, and introducing participatory games on DRR/CCA/EMR.

India | No beneficiary satisfaction has been carried out yet, as community-level activities have only recently started. A social audit, to be carried out by ASK, is foreseen for 2013, which will include this.

The three key partners CENDRET, Caritas and NetCoast work with common formats re. Planning and implementing activities, and internal reporting. Preparations have started to implement a Management Information System. It is currently used by Caritas and will be shared with NetCoast, intended to better organise and streamline data collection from field to organisation level. Furthermore ASK has been providing support to project planning, implementation and evaluation. The feedback is taken on-board by the Task Force (Country Team). Based on this improvements in report writing have been ensured through workshops targeting the organisations' key reporting persons.

Within the India programme innovation is stimulated through the sharing of field experiences and implementation challenges, linkages with knowledge institutes, and the continuous appraisal of state-of-the-art approaches in the fields of DRR, CCA and EMR.

Indonesia | CARE and Pikul have established a database containing information on people reached. With data entry of previous activities still in process. In conjunction with this, CARE partners have been preparing monitoring and evaluation visits of field facilitators and project leaders. CARE and Pikul have taken first initiatives for applying 'outcome mapping' and 'most significant change' techniques for qualitative monitoring and evaluation. A special tool will be designed for this, including interview questions – people to be interviewed will be selected from the aforementioned database.

Also Cordaid partners carried out various initiatives to assess satisfaction of beneficiaries. Karina implemented an internal community and partner level reflection in November 2012 as a strategy to gauge community level satisfaction and recommendations to strengthen interventions; lessons will be applied in 2013. Insist held a series of consultation meetings with stakeholders at district level and with community members involved in their research in July 2012. (LPTP will implement an internal review with communities and stakeholders involved in implementation in June 2013.)

Cordaid applies an organizational scan with partners involved in PfR projects; this reviews organizational position, administration, finance and transparency. Furthermore all partners utilize the Community Selection form as a part of consistently compiling data on villages assessed and selected for inclusion in the project. Project implementation is assessed through partner monitoring (including by Karina Jogja staff), report verification and cross referencing with key stakeholders.

Since PMI just started the project implementation beneficiaries have not yet been reached. However the involvement of volunteers who live and work in the respective communities contributes to assessing the community's level of satisfaction. Steps have been taken in the development of a curriculum for training of volunteers which includes assessment of communities' exposure to hazards and related needs as a basis for the baseline survey, PRA and risk mapping. Implementing teams are provided with regular monitoring support both by PMI HQ and by NLRC Jakarta.

Communities where Wetlands International has been implementing activities have shown interest not only in engagement in the 'regular' programme activities, but also in carrying out rehabilitation activities funded by community resources.

The presence of Wetlands field facilitators who stay and live with communities is regarded as a significant trigger to the high level of communities' willingness to engage on the programme.

In order to ensure the standardized way of working, series of formats, process, standard ways of working and reporting have been introduced at community group level. These are mostly applied in relation to the achievement on tree planting progress.

In the asset-based approach, introduced by CARE, innovation is a central element. The team is challenged to develop creative solutions and innovative approaches. Additionally the monthly Linking, Learning and Sharing session within CARE and Pikul and the communities they are working in (and often involving external parties as well) also fosters innovation. Wetlands has been introducing new mangrove techniques at sandy substrate, including the selection of suitable mangrove species and planting areas. Furthermore a hybrid engineering technique was developed and introduced to deal with the problem of abrasion.

Indonesia: communities invest with own resources

The introduction of mangrove functions has protected and strengthened the communities' livelihoods in the villages of Talibura and Reroroja on the island Flores. Even prior to the PfR programme communities have agreed on a rehabilitation programme, funded by their own resources. This was the result of an intense consultation and awareness programme and live experience during the 1992 tsunami that took thousands of lives.

Prominent persons, such as Babah Akong in NTT and H. Madsahi in Banten Bay (both recipients of Presidential Kalpataru award for their pioneering work on mangrove rehabilitation), as well as Mosalaki in NTT, have provided full support apply their knowledge and power to invite local communities' commitments. This has been an important factor in laying the foundation for the successful implementation of the PfR programme.

Kenya | In Kenya the partners organise, as part of their field visits, reviews of implementation in which community representatives take part. The meetings include a focus on community satisfaction. Also community development committees conduct meetings: four times in 2012 they presented their action plans and implementation updates to the communities involved for their feedback and comments.

Innovation is stimulated in Biliko, where WRUEP agreed to establish a demonstration and innovation site to test, adapt and improve certain technologies, varieties and indigenous practices that would better address the needs of Biliko's community

Mali | The PfR team involves beneficiaries in all stages throughout the programme: it organises quarterly and biannual progress review meetings, it presents results of regular monitoring and evaluation to the beneficiaries for discussion, and it carries out opinion surveys to assess their satisfaction.

All partners work together closely and apply standard ways of working.

Nicaragua | In Nicaragua partners assess beneficiaries' satisfaction, albeit each in its own way. The Red Cross organises workshops and evaluates satisfaction of participants. CARE applies a tool where it assesses whether or not beneficiaries feel that objectives have been achieved, and what opportunities they see for improvement.

The Country Team, with partners, conducts its annual planning jointly, including the budget. In regular meetings progress of each partner, problems faced, innovations, etc. are reviewed. The reporting process (annual and half year) is standardized within the programme. Standardized forms of work are constructed, like the monitoring protocol and system, profile for the micro project planning, and the minimal content of training. For planning and monitoring of daily work, each partner organization has its own way of working.

The programme implementation is evaluated through meetings with the Technical Committee, where also improvements are proposed. Moreover this Committee has designed the Learning Agenda in more detail and agreed to review the implementation of specific activities and lessons learned/ best practices twice per year. The results of these reviews will be reflected in the reports (annual and biannual) and in the planning for next year. Each partner organises its own periodic review through staff meetings and field visits.

Innovation is stimulated within the alliance through information sharing, although not in a systematic way. An innovative feature that is included in the programme is the new methodology of the National Water Authority for the formation of the basin committees. Additionally each partner organisation has its own approach to innovation. CARE for example encourages innovation by promoting exchanges of experience and share information on good practices information at intercommunity level. It seeks to build local expertise and potentiates those leaders/women leaders who demonstrate curiosity in learning. Furthermore, within the team best practices from previous projects related to climate change and integrated watershed management are shared.

The Nicaraguan Red Cross does not have expertise in all PfR subjects. Therefore, it is looking for ideas through the network of organizational partners that are adjusted and tested. For example, returning to the experience of Save the Children to address the issue of biomarkers with children, looking how to video document best practices, adapting tools of the Colombian Red Cross (CC games) and the Red Cross Federation (IFRC's 'safe construction'), developing a new university degree retaking the experience of the Nicaraguan Communal Movement Somoto and Trocaire. All PfR implementing partners are developing games for DRR/CCA/EMR awareness raising and dialogue, with support of the RCCC.

Philippines | Partners monitor the programme on a regular basis (monthly, quarterly, mid-year and year-end). Corresponding reports were used as feed-back mechanisms to the programme teams as well as major stakeholders including community partners, LGUs and other government agencies. Additionally partners meet to discuss, also informally, progress and reports.

Uganda | The satisfaction of beneficiaries is assessed by means of feedback from the DRR committees, and routine monitoring by the project staff. Also an MoU has been signed with the district local government, outlining duties and responsibilities of involved parties.

CARE partners carry out a post-activity assessment (evaluation) after each key activity. And each community that it supports undertakes a 'community audit' (self-evaluation) at the end of the year. The output of it serves as input to the annual Project Team Meeting and Planning, and feeds the adoption of corrective measures, and application of lessons towards improvement of implementation. Innovations are stimulated through participatory planning, M&E and learning. Innovations and lessons are applied not only in PfR but also in other CARE projects, where applicable.

To safeguard the quality of programmes technical staff of the government provides input, e.g. for verification of agricultural inputs, design and construction of water facilities, etc.

Partners also work on introducing and improving standardised ways of working, albeit mainly within the own organisation. As for collective activities the programme implementation is continuously assessed, and improvements are introduced through planned internal quarterly reviews and the involvement of government technical persons in monitoring and follow-up.

Quality control mechanism are put in place, starting from planning, monitoring (including spot checks), quarterly review meetings in which lessons learnt are shared and activity implementation revisited as per the required standards and criteria. This has enabled the URCS team to assess progress and also streamline the implementation processes.

One significant improvement has been the collaboration that has brought the local sub-county authority aboard in form of establishing a tree nursery site. SOCADIDO has provided for the seed, while the authorities will maintain the nursery, and avail the seedlings to the other communities throughout the sub-county.

Innovation is being stimulated through interaction with other NGOs that are implementing similar projects in the region. The engagement of communities in inter-community contests in the form of dance, drama and music generate new ideas, and effectively communicate the same to the rest of the communities. Also the allocated responsibility of communities to take active charge in project implementation (decision making, leadership and management) implies that each community is given a chance to try out what they think can work to solve their problem/ reduce the risk of the identified hazard. Especially TPO is active in this field.

11.3 Efficiency

Ethiopia | The general agreement for all implementing partners in Ethiopia is to implement project activities as per the allocated budget with the view to achieve the desired results of the project but efforts will be made to reduce expenditures without compromising the quality of the programme. In all PfR operational areas, there is a common minimum standard where partners can base the cost per beneficiary.

Guatemala | Each alliance organisation applies its own ways to keep costs per beneficiary low. CARE indicates that community participation in e.g. micro projects and mitigation measures implies their provision of resources. Also it stimulates partners to agree more on sharing costs, but due to the geographic location of the respective working areas this remains difficult to achieve. Red Cross volunteers also offer their working time for free (except a per diem for food). At the organisational level supplier agreements are critically assessed, considering price versus quality. Finally Cordaid/Caritas Zacapa also works with communities offering their labour as an investment for the programme. In some places the communities contributed also cash resources for the implementation of micro projects.

India | In India convergence is sought with ongoing government investments in developmental sectors. As a parallel investment Rs 44,429,660 was generated within target villages for implementation of risk reduction plans. Moreover the partners have increased the target group for their risk reduction plans to 71,402 community members, effectively lowering the expenditure per beneficiary.

Indonesia | CARE has been applying the so-called 'appreciative inquiry', which challenges individuals or groups on their strengths and self-abilities rather than being dependent on external support for solving problems. Also it limits allowances during meetings. Of the Cordaid partners only Karina has thus far been able to allocate a percentage of its programme costs (i.e. 30%) to activities under the first strategic direction at community level. Other partners are, in the starting-up phase, still investing

substantially in capacities – although it is foreseen that these will reduce once implementation activities take off. Also PMI has spent mostly on meetings and trainings for staff, and on monitoring, as implementation of the programme was delayed. In 2012 it spent 23% of the budget for the entire year. Finally Wetlands, as part of its efficiency strategy, carried out various activities (toward same objectives and different actors) in integrated sessions, to reduce un-necessary costs of logistical arrangements.

Kenya | PfR partners increasingly share resources among partner organisations, e.g. staff from one organisation travels with other organisations that are also going to the particular area. In addition, almost all trainings are conducted jointly and facilitated by the staff of the partner organisations (except the advocacy and lobby training). This has saved substantial resources money which would otherwise have been paid to consultants (for facilitating different trainings) or spent on multiple separate trainings rather than on ones where facilities are shared. Training venues were also selected by considering the lowest costs per person and its owners. PfR is increasingly using guest houses that are owned and managed by women self help groups in PfR operational area. The innovation and demonstration site that WRUEP is planning to establish in Biliko, will in the future also serve as a training venue for PfR target communities. Finally the programme has also been benefiting from voluntary services of Red Cross Volunteers, Champions and Interns organized and sent by RCCC.

In addition, to the specific poverty reduction activities targeting the most at risk/vulnerable households (of which cost per individual is relatively high), PfR-Kenya is also focusing on activities of which many households can benefit with low(er) cost, e.g. early warning and early action initiatives, community preparedness, community awareness raising, environmental protection etc. Finally the community has also been raising resources (in cash and in kind) from the community members and external organizations to implement their action plan identified by PfR support.

Mali | Wetlands International and CARE carry out PfR from the same office in Sevaré. Monthly team meetings ensure that staff of both organisations are on the same page and take the best of the specific knowledge and expertise that both agencies have to offer

Nicaragua | The different partners in Nicaragua apply their own ways to keep track of the costs per beneficiary. CARE assesses the realised expenditures and the level of progress. To keep costs low partners share e.g. vehicles where possible. The Red Cross carries out cost-benefit assessments for substantial purchases – which are preferably done in large amounts to lower costs. Also communities and municipalities are grouped for training. Volunteers support activities for free (except for per diem for food)

Although the number and size of communities has remained unchanged, more institutions participated in 2012 in San Lucas. There are however no additional programme costs for CARE because costs are shared with another CARE project in the same region. Through the coordination with the First Responder Initiative programme (IPR) with funding from the Canadian Red Cross it was possible for the Nicaragua Red Cross to train more of its members than originally scheduled, at a lower cost.

Philippines | Partners address efficiency in various ways. CARE indicated it carries out community trainings within the targeted communities rather than at an external location, and moreover scheduling such meetings during the harvest season also means that participants will bring their own food. Also school activities are often done for several schools combined across neighbouring barangays. Finally it indicates that for in relation to procurement procedures of CARE or implementing partners usually the strictest is applied. IIRR always strives for an optimal combination of activities and participants to minimise costs.

Uganda | At the organization level, efforts are usually made to keep the costs per beneficiary low by combining activities that would otherwise have been carried out separately. Sites for trainings are for instance selected for joint use, and transportation means are shared.

Projects are community and family centred which ensures that the costs of service delivery are low while maximising benefits to households. By tapping into existing community resources and social capital through the community support structures approach, communities and households are empowered to directly participate and contribute to delivery of services. In this way they contribute to the further reduction of costs.

As part of human resource recruitment policy, local staff from within the target project area is recruited, which ensures that costs of movement and access to essential services provided by the project are much lower. URCS works with a limited number of staff but with many community volunteers who work directly with the communities. This alone has reduced the administrative costs.

Other factors however contribute to increased costs per beneficiary, e.g. a sudden rise in fuel prices limited the opportunity for constant visits by the branches to the communities.

11.4 Sustainability

Ethiopia | The conventional mechanism followed is to make agreement with the local government, because it is believed that the government is responsible to sustain the results of a project. All PfR implementing organizations signed operational agreement with their respective Regional Governments, and based on the mandate provided for them by the Charities and Societies Agency/CSA, except ERCS, which signed an MoU with local government. The project agreement made with the Regional Government is to deliver the project results as stated in the project document. Therefore, it is assumed that the government plays a role in sustaining the results of the project. In addition, ERCS has also signed an agreement with communities on how results will be maintained during and after the programme. In the same manner, project implementation agreements are made between partners committees based on community action plan. Finally the project exit strategies contain agreements re. sustainability beyond the programme.

More importantly, the undertaken capacity building activities of relevant government partners, CMDRR organizations and community members, coupled with their involvement in the entire project cycle management, makes them custodian of the interventions – ongoing as well as future. The sustainability issue is treated in such a way that government and the selected communities will take up the achievements of the project through project handing over procedures and sustain them.

Guatemala | While with several communities specific community development plans and contingency plans have been developed that stretch beyond the PfR programme period, separate agreements have been made with COCODE and COLRED. Both have been established on basis of legal provisions, have institutionalised governance structures, and function through the active participation of community leaders.

In some working areas commitments with local governments have been made. In Solola (CARE) have maintained contacts with city municipal in an attempt to link the results of the programme with the priorities of the Municipal Planning Departments of Nahualá and Ixtahuacán Santa Catarina. In Quiche and El Estor (where Red Cross is implementing PfR) the advocacy process on the holistic approach has started with municipalities, the COMREDs and community leaders in order to give continuity to the issues, not to the programme. It is a slow process, partners strive to reach concrete commitments with municipal authorities

Caritas and the municipality of Cabanas (Zacapa) have agreed to sign a letter of understanding that will establish a commitment to supporting the communities in the activities to be held in the remaining two years of the project. The Municipal Planning Department (DMP) is committed to support the formation of communities of the micro watershed of the San Vicente River as well as other initiatives that benefit the community during the implementation process of the programme.

Nationally the advocacy has started with the governing bodies in the field of DRR/CCA/EMR in 2012, As a first result a National Forum is to be held at late January 2013.

With partner NGOs and CBOs however there is still no formal agreement. Yet in the working area of Solola it is expected that the partner Vivamos Mejor can continue to monitor the results obtained in the framework of PfR, ensuring its maintenance. The Red Cross, meanwhile, through stakeholder mapping know the NGOs and various community organizations (COCODE, COLRED) present in its working area. However, there too the realisation of agreements is still lacking.

Although Wetlands also has not formally established agreements it maintains good cooperative relationship and participates actively in initiatives with Defenders of Wildlife, the Pine-Oak Alliance, the National Network of Ecological Restoration, the Private Institute for Climate Change (ICC), and Biocultural Corridor Coordinating Group Strategic Ecosystems. All these organizations are more permanent in time than PfR and by working with them, building on their structures, it is expected that holistic focus of DRR/CCA/EMR is known and adopted in their work at local, national and regional levels.

India | Project implementation at village level is done through the village level institutions (VLDRCs, DMCs, PRIs). These agencies are responsible for implementing as well as reviewing the extent to which village level risk reduction plans have been implemented and risk reduction effected. Their structure is expected to last beyond the PfR programme period. In consultation with PRIs, the PfR programme has constituted VLDRCs and DMCs in all the identified target villages. The roles and responsibilities of these institutions have been clarified and agreed with the PRIs.

The means of ensuring continuation of the implementation and maintenance of risk reduction plans is through integration in Panchayats level developmental plans of PRIs. The PfR-India network is working proactively to achieve this integration. The PfR-India network targeted this integration to be enabled in 54 Gram Panchayats (28 in Mahanadi Delta, Odisha and 26 in Gandak-Kosi floodplains, Bihar). Of this, in 19 Gram Panchayats of Bihar, the integration has been complete, while in 8 Gram Panchayats of Mahanadi Delta, Odisha partial integration has been achieved.

Involvement of partner NGOs to continue activities and sustain the results achieved under PfR – India is being ensured primarily through creating linkages with organizational strategies and building capacities within networks. Internally WISA has included ecosystem based disaster risk reduction as one of the 10 regional targets to be pursued over 2011 – 2020. Similarly, Cordaid has ensured a better focus on integration of EMR and CCA in DRR approaches through reorganizing its operations in Asia and diversifying resource mobilization strategies. The two organizations are working with national ministries, NGOs and knowledge centres to ensure that the emphasis on resilience building is maintained through integrated approaches linking EMR, DRR, and CCA. The NetCoast, an umbrella organization of NGOs working on coastal restoration has included CMDRR and CCA elements within its organizational strategy. Caritas has included wetlands and water management in its organizational policy and advocacy objectives within the work programme in Gandak-Kosi floodplains.

The implementation strategy formulated for the PfR-India distinctly focuses on ensuring complementarily with the on-going government investment in actions that support resilience building.

Thus, in the possible situation of budget reduction, results can be achieved by emphasis on increasing resource allocation within the on-going programmes. The ability to continue the programme in the event of reduced staff capacity has not been planned for across the entire network. Caritas has planned to reduce the overall staff time allocation to PfR-India in 2013 as a part of cost optimization strategy at field level.

Indonesia | Partners work individually on measures that contribute to sustainability of the programme's approach and outcomes beyond 2015. CARE and Pikul work with a joint learning agenda (internal to both organisations) that focuses i.a. how to organise learning and on which topics, reaching consensus on enabling systems to support activities and learning dynamics (including i.a. the People Reached database as mention in the Indonesia section of par. 5.2), and on the 'equal partnership' principle through mutual understanding and respect of each other values For the PfR programme CARE & Pikul apply the 'asset based approach' to achieve not only commitment but also secure sustainability: engagement with actors is not so much to make them more powerful, but rather to empower them to grow and to create more actors (domino effect). Pikul intends to maintain relations with all actors beyond the PfR period.

The CBOs set-up by Karina and Caritas in Maumere adhere to pre-existing structures that have been endorsed by village heads. These provided a good basis for introduction of the DRR, CCA, EMR agenda, and to do so in a sustainable manner. Each community will be supported in exploring strategies to integrate their efforts within village development plans, align with new or existing village regulations and explore funding support under a variety of government programmes which will enable the continuation after 2015. LPTP plans to also apply this approach.

At a national level Karina, Insist and LPTP have introduced the concept of PfR to the government and is positively received. To retain this positive stance and create an environment that will contribute to the programmes sustainability 'evidence building' re. the PfR approach is important.

Karina, the national Caritas of Indonesia, has taken PfR strategies into account in developing its 5-year strategic plan. LPTP as an institution have agreed that the integrated DRR-CCA-EMR approach should become included in all programme development for all its operational divisions. To initiate this the Board of LPTP will support programme planning and implementation in each division. The CSO network of Insist is recognizing its own position with regard to resilience as it relates to not only linkages between DRR, CCA, EMR but also social transformation. This will be disseminated within the Insist network during the life of PfR and aspects mainstreamed within the strategy of the Insist network.

PMI cooperates actively with other Red Cross partners, especially with the ones also working in the same project site, to build on the programme's outcomes. To further ensure sustainability PMI is planning to build the capacity of the communities it works with by recruiting and training the community to be able to support themselves on disaster risk reduction.

Finally Wetlands International IP, works on a contractual basis with local community groups. It is a key feature of its Bio-Rights approach. The contracts are signed prior to the disbursement of conditional loan/grant and official execution of the agreed activities. The contract has to be endorsed and witnessed by Head of Village. This contracting have come into effect as of June 2012. It will contribute to sustainability of the PfR activities. Two community groups have managed to attract government and private financial and material support based on the demonstration of good programme results.

Kenya | KRCS has been using various strategies that contribute to the continuity of the positive impact of PfR project far beyond 2014. It has changed the communities' attitudes to proactively act before a disaster and rely on its own local means and resources to build resilience – both are key factors in

achieving sustainability. There are encouraging signs that show the effort is bearing fruit: communities are taking control of their development activities, actively contributing and participating in various activities.

Another example is that community organizations are strengthened and unity is built among the fragmented local institutions. KRCS has reactivated community development committees and strengthened them with new membership and by-laws in all of its operational communities. It also played a key role in the establishment of Waso River Users Empowerment Platform (WRUEP), which embraces more than 50 community institutions and covering the entire river basin.

KRCS also encouraged community development committees to locally raise money from the community to fill possible financial gaps after the project has ended. This would also be a source of pride and confidence for the community to claim that they have done it by their own. Some communities have already been paying membership fee and regular contributions for the development committees.

Furthermore the PfR programme works to link the community with relevant government offices like the local agricultural office, schools, health stations, county level drought management authority office, District Steering Group (DSG), Ewaso Nyiro North Development Authority (ENNDA), local chiefs (assigned by the government). Since these institutions last longer than the project period, this may help to sustain the outcomes. In addition to global forecast information provided by the Climate Centre on a monthly basis, the East Africa officer for PfR has been providing support for the use of local climate forecasts by the communities targeted by PfR. This forecast information will continue to be locally available after the programme, and the support from the Climate Centre has aided in its uptake and usability by the WRUEP, now and into the future. Finally, in order to fill a potential technical capacity gaps after 2014, KRCS identified and trained Red Cross volunteers from the community themselves. Most of these volunteers are already supporting the CDCs and community members.

Mali | Since involved stakeholders (CBOs, communities, municipalities) have included PfR project activities in their development plans it is expected that they remain committed to the PfR results through the allocation of (municipal) budget lines and the application for other funding sources also beyond the duration of the projects. Furthermore some results will be maintained because of the establishment of mechanisms and management committees, like for prevention and management of disaster risk, the management of vegetable gardens, and the management of revolving funds for micro credit schemes.

Nationally, the project has been registered with the Environment Agency for Sustainable Development (AEDD) on the list of projects dealing with adaptation to climate change in Mali. Therefore, good practices and lessons learned from the project will be documented and made available to this Agency for dissemination and application to large scale by other communities or projects, but can also be used in political debates aiming for a better consideration of the approach DRR / CCA / EMR in policy documents and strategies.

Agreements with CBOs and NGO partners include guidelines ('how-to-do') for project activities, plus a programme of capacity building for improved implementation – to be applied during the PfR project period and beyond.

The development plans of the rural districts are an influential reference document for other projects and investors who (intend to) intervene. The integration of PfR project activities in these development plans contributes to retaining dedicated budget lines in the municipal budget that will allow for continuation of activities during as well as after the PfR programme has ended. The inclusion of activities in the

Development plans also facilitates rural districts to apply for alternative funding in case of budget cuts and/or recruiting new staff.

Nicaragua | Several laws that support community management provide PfR with an opportunity to facilitate the sustainability of the programme results, like Law 337 which mandates the establishment of risk management structures at all levels. Furthermore in 2012 PfR partners, in collaboration with local governments, supported the creation and update of Compured and Colopred. Also it contributed to the establishment of two sub-committees for river management of Tapacalí and Innali, under the national Water Act (Act 620).

PfR also worked on increased public awareness as a means to convince communities to manage their risks, based on their own (acquired) know-how. Special workshops, trainings and exchange visits have been conducted for this.

One of the criteria for the selection of micro projects is sustainability. Through a participatory process, each community defined its own micro project, and committed to provide input (e.g. labour). Also in some cases the municipality, UNDP, Marena and Plan Nicaragua provided co-funding support. For the implementation communities are trained, and is involved in the implementation, management and maintenance of the micro projects.

In the definition of the PfR programme implementation strategy, sustainability beyond 2014 has been taken into account. Based on conversations with leaders and local authorities the participatory design of an exit strategy that allows visualizing sustainability issues at community and public institutions is considered, which i.a. includes the commitments with leaders and teachers, to share knowledge and feedback to the rest of the community, and to promote learning at school on reforestation and cleaning campaigns in schools and areas near rivers, and the establishment of tree nurseries. Teachers are committed to making replica workshops on school safety plans to other teachers to achieve a multiplier effect.

However, in both areas where the PfR programme is implemented the intention is to continue working on the integration of DRR, CCA and EMR after the formal end of the implementation period.

In Madriz collaboration agreements have been signed, municipal staff has been appointed to function as liaisons to implement PfR actions, certification has been issued by the municipal councils to implement participatory processes, and municipal budget has been allocated to complement the development of micro projects. In the RAAN interventions are likely to be sustainable because of the close collaboration with the Regional Government, the city of Puerto Cabezas, and the existing Technical Roundtables.

Philippines | Several institutional drivers for sustainability were identified in 2012, relating to capacity building strategies and organisational structures. A first example is the rights-based approach that CARE partners apply. It encourages marginalised and disadvantaged people to take part in programme implementation without fear of being manipulated by authorities and elite groups. They are empowered to take more charge of their own future, giving them confidence and tools which lasts after the project. The PRC, on the other hand, continues to focus on the organisation and strengthening of the PRC 143 volunteers across the villages where PfR programme is being and will be initiated. The community organizing effort eventually also contributes to the ability of members to raise their voice in programme management, and to a sense of ownership that will render PfR initiatives more sustainable.

Much emphasis is put on the development of training and dissemination material that can be used not only during but also after programme implementation. Moreover much of the material is in dialect.

Additional to training material much practices (good and bad) are documented and shared with stakeholders. Especially IIRR is active in this respect.

Furthermore programme agreements have been captured in legal arrangements and plans, i.e. LGU resolutions, Comprehensive Land Use Plans (CPUs) and Comprehensive Development Plans (CDPs). This way capacity is built of LGUs as mandated authorities in DRR/CCA/EMR. Working with the Department of Education and the Department of Interior and Local Government for mainstreaming DRR/CCA/EMR in the school curriculum and in the Rationalized Planning System of local government units is also starting to create sustainability in relevant programme components. Formal agreements have yet to be executed. The integration of PfR approaches in these ensure new incoming local officials will continue PfR-based initiatives.

Finally the Philippines Red Cross' local programme teams have embarked on the development of a community-driven sustainability plan, which takes into consideration the plans of other major stakeholders that have a social mandate within the communities, like LGUs, national government agencies (i.a. DENR and NCIP), other civil society organisations, and the private sector.

Uganda | The Uganda team works along various tracks to ensure sustainability of the PfR programme activities. Firstly it works on capacity building at community level. There trainers and local resource persons from within the communities are trained to provide ongoing support for risk reduction activities. Also it supports the formation and capacity building of the DRR committees that have been elected by the communities. Additionally the committees are trained on lobby and advocacy, effectively empowering them to reach out to other stakeholders, during as well as beyond the PfR timeframe..

In 2012 Caritas , following similar initiatives of other partners in the preceding year, established 12 community organizations to implement DRR measures in both Tepeth and Nabwal parishes. Much emphasis is put on a solid institutional framework to ensure that risk reduction efforts are sustained. The community-based organisations themselves take responsibility for management of all stages of DRR interventions, including the mobilisation of local resources. The organisations have developed bi-laws and are in the process of registering with the local government as legal CBOs, enabling them to attract support from both the local government and other stakeholders. This will ensure that the gains will be consolidated as the CBOs progress.

Some partners facilitated the signing of agreements with communities on how the initiated results will be maintained, specifying their roles and what is expected from the NGO. Agreements have also been made with the land owners on community contributions so that any potential conflict will be avoided. The partners in Uganda also work to link-up the community organisations into the governance structures at the higher sub-county level. In some cases the DRR community organization has been earmarked by the sub county authorities to be given the mandate to take up the role of the Local Disaster Management Committees as defined in the local government structure of administrations. The legal embedding contributes to sustaining the structures and results of interventions beyond the programme period. Another sustainability measure is working with government sector heads for integrating the PfR approach in their development plans.

TPO signed a contract with the Local Government specifying roles and responsibilities for both. It also signed an agreement with National Semi Arid Resources and Research Institute, a government agricultural research institute to support adoption of new technologies aimed at mitigating the effects of drought. By promoting such linkages between public research centres and local target communities research opportunities will be disseminated and results will be maintained.

Two Cordaid partners contributed to the establishment and facilitation of a DRR platform in the Teso area. This platform started to attract donors for the DRR lobby and advocacy intervention, and works to engage other NGOs that will be active within this sub-county after 2014.

Annex 1

Monitoring protocol data

In Nairobi the Kenya PfR Country Team meets with Mr. Wijnstra, PfR account manager at the Ministry of Foreign Affairs



General

Beneficiaries	target	baseline	2012
# of beneficiaries reached	422,979	0	261,375
# of female beneficiaries reached	215,310	0	122,705

Programme element 1: Civil society

Civic engagement	target	baseline	2012
Diversity of socially based engagement			
- The organisations are accountable and responsive to stakeholders	3.1	2.7	3.0
Diversity of political engagement			
- % of supported community committees that are invited to participate in regular dialogue with government bodies	38%	NA	30%
Level of organization			
Organisational level of civil society infrastructure (CSI)			
2.b # of network/ umbrella organisations, developed and active	10	0	19
Peer-to-peer communication			
2.c % of partner NGOs/CBOs engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	68%
Financial and human resources			
3.b % of increased local governments budgets in target areas on either early warning, mitigation of natural hazards and/or natural resources management on community level	29%	-	0%
Practise of values			
Internal governance (democratic decision making and governance)			
- The target group is involved in decision making	3.2	2.9	3.0
Transparency			
- The organisations have transparent financial procedures and practise transparent financial reporting	3.1	2.9	3.0
Perception of impact			
Responsiveness			
2.c % of partner NGOs/CBOs engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	68%
3.1.b # of (local) government institutions actively engage in activities	19	-	182
Social impact			
1.1.a # of communities that conducted climate trend risk mapping	229	26	391
Policy impact			
3.b % of increased local governments budgets in target areas on either early warning, mitigation of natural hazards and/or natural resources management on community level	29%	-	0%
3.d # of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	8	-	1
Environment			
Socio-economic, socio-political and socio-cultural context			
2.c % of partner NGOs/CBOs engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	68%

Programme element 2: MDGs and themes

1	Communities are more resilient to climate (change) induced hazards	target	baseline	2012
1a	# of mitigation measures implemented per community	34	-	26
1b	% of community mitigation measures environmentally sustainable	100%	-	92%
1c	# of community members reached with DRR/CCA/EMR activities	418,286	-	237,428
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments			
1.1.a	# of communities that conducted risk mapping that take account of information about climate change and its impact on disasters	229	26	391
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	177	22	34,371
1.1.c	# of community members covered by risk plans	248,688	18,386	349,026
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment			
1.2.a	# of community members that trained in ecosystem based livelihood approaches	15,640	-	12,590
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	44,598	-	38,580
2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy			
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	242	-	449
2b	# of network/ umbrella organisations, developed and active	10	-	19
2c	% of PfR partner NGOs, and CBOs that co-operate with them in the PfR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	68%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions			
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	461	-	788
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	28	20	61
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks			
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	63	-	126
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	27	-	77
3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level			
3a	# of distinct initiatives that are started that are aimed at enabling a more conducive environment for DRR/CCA/EMR activities	15	-	24
3b	% of annual increase of government spending in target areas on DRR/CCA/EMR	29%	-	0%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	9	-	7
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	8	-	1
3.1	Government institutions at local, national and international level endorses PfR approach			
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	18	-	209
3.1.b	# of (local) government institutions actively engage oin activities	19	-	182
3.1.c	# of countries where connection between DRR, CCA and EMR has explicitly been mentioned in official government documents 90=no, 1=yes)	9	8	10

Programme element 3: Southern partner organisations

	target	baseline	2012
Capability to commit			
Strategy and planning			
- Strategy is elaborated in work plans and activities/projects	3.2	3.0	2.9
Financial capacity			
- Funding of organisation's annual budget	3.1	2.9	2.6
Human resources capacity			
2.1.a # of (partner)staff trained on DRR/CCA/EMR	461	-	518

Effective leadership				
-	The organisation's leadership is accountable to staff and stakeholders	3.1	2.9	2.7
Capability to achieve				
PME system				
-	The organisations have well-functioning PME systems	3.1	2.8	3.1
Service delivery				
2.a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	242	-	449
Capability to relate				
Policy dialogue (external)				
2.c	% of partner NGOs/CBOs engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	68%
2.2.a	# of organisations (incl. non-PfR) involved in DRR/CCA/EMR coalitions	63	-	126
2.2.b	# times DRR/CCA/EMR related topics on agenda platforms/ networks	27	-	77
Policy dialogue (internal)				
-	The organisations are accountable and responsive to stakeholders	3.1	2.7	3.0
External influence				
3.a	# of processes started to reduce identified national and local institutional obstacles to DRR/CCA/EMR activities in the communities	15	-	24
Capacity to adapt and renew				
PME system				
-	The organisations have well-functioning PME systems	3.1	2.8	2.9
Outcome monitoring				
-	The organisations have well-functioning PME systems	3.1	2.8	2.9
Policy review				
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organizations	28	20	61
Capability to achieve coherence				
Effectiveness				
-	Strategy is elaborated in work plans and activities/ projects	3.2	3.0	3.1
Efficiency				
-	% of organisations in which efficiency is addressed in the external financial audit	75%	59%	66%

Organisation

25% own contribution				
	# of organisations funding with maximum 25% funding from other sources	target	baseline	2012
		3.1	2.9	2.9
DG-norm				
	# of management and board members with an annual salary above DG-norm	0	0	0
Efficiency				
	Costs per beneficiary (direct costs / # beneficiaries) ¹	€ 85.72	-	€ 27.48
Quality (system)				
	ISO certification on Netherlands Red Cross is renewed	yes	yes	yes
Budget				
	Budget spent per year ¹	7,992,720	-	9,158,190
Partner policy				
	Incidents of deviation from partnership/ cooperation policy (for NLRC)	0	-	0
Harmonisation and complementarities				
	% of planned joint activities implemented (per individual year)	80%	0%	54%
Learning ability of the organization				
	Programmatic changes based on good practices	5	-	0

Note: due to the adjustments in monitoring data and definitions, proposed to the Ministry of Foreign Affairs in February 2013, targets, baselines and (2011) scores differ for several indicators..

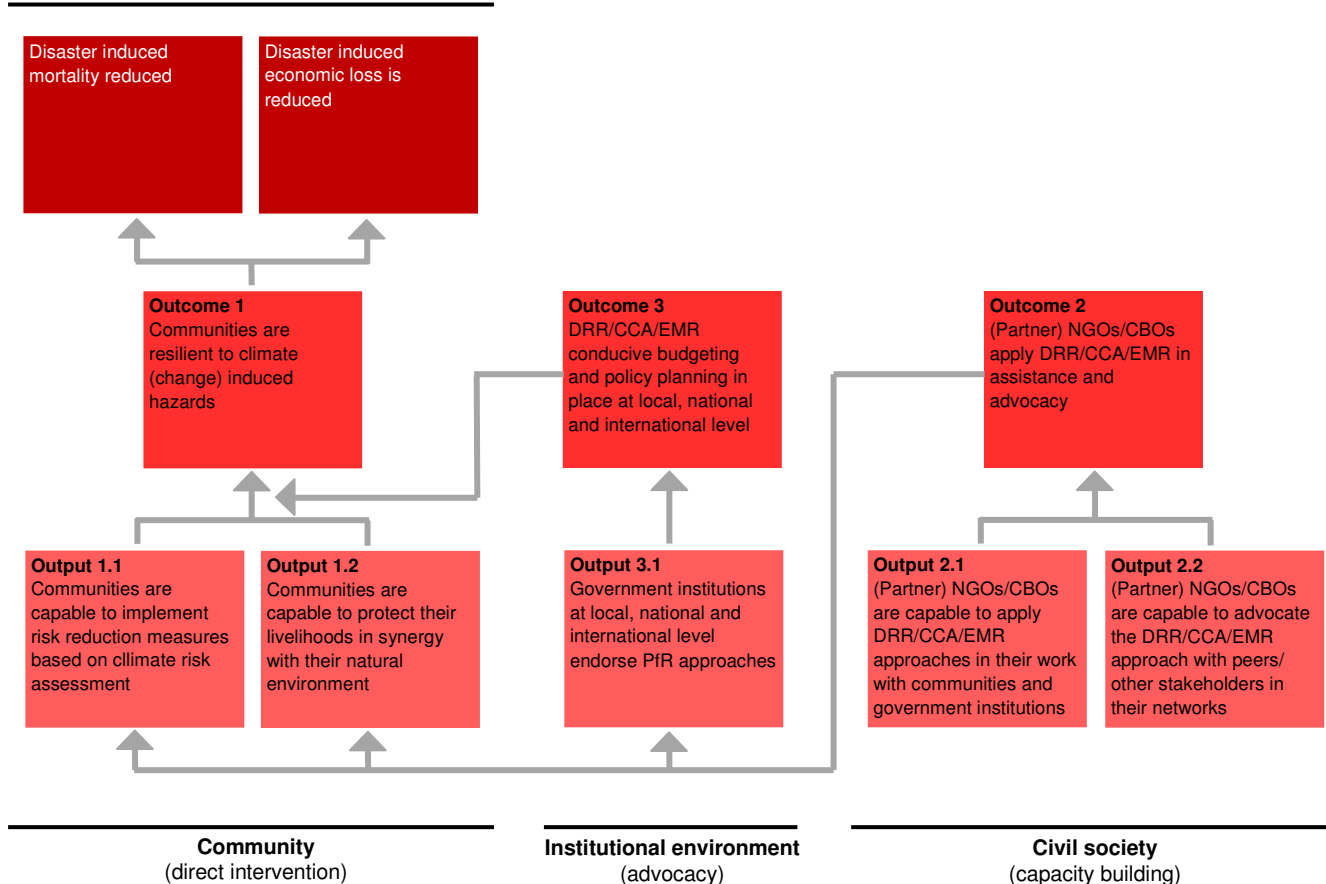
Annex 2

Intervention logic

(programme element 2)

The various programme elements under the programme's three strategic directions (i.e. programme element 2, as presented in chapter 3) are interrelated: a conducive environment in terms of government legislation, policy planning, budgeting, etc. (outcome 3) will contribute to the ability of NGOs and CBOs to work on actual risk reduction measures in communities (outcome 1). Moreover stronger NGOs and CBOs (outcome 2) will not only enable more (and more effective) risk reduction and livelihoods protection activities in communities (output 1.1 and 1.2 respectively), but will also contribute to a stronger voice for civil society to engage in policy dialogue in their efforts to ensure that government institutions endorse the PfR approach of integrated DRR, CCA and EMR (output 3.1). Eventually all activities under PfR's three strategic directions will lead to a reduction of disaster induced mortality and economic loss, and as such contribute to achieving MDG 7a: sustainable living environments.

Millennium Development Goal 7a



Annex 3

ISO certification Netherlands

Red Cross

Staff of PiR partners trained in Yabello, Ethiopia. The team was introduced to, and played, a game quiz on climate change.





CERTIFICAAT

Hiermee wordt verklaard dat het kwaliteitsmanagementsysteem van:

**Het Nederlandse Rode Kruis
Internationale Hulpverlening
Leeghwaterplein 27
2521 CV Den Haag
Nederland**

is goedgekeurd door Lloyd's Register Quality Assurance
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**Alle activiteiten die worden uitgevoerd binnen het Landelijk
Bureau ten behoeve van Internationale Hulpverlening.**

Certificaat no:	Datum van afgifte eerste certificaat	:	19 maart 2007
RQA661785	Datum van afgifte huidige certificaat	:	19 maart 2013
	Certificaat vervaldatum	:	18 maart 2016


 Afgegeven door: Lloyd's Register Nederland B.V.



Op dit document zijn de aan de ommezijde vermelde voorwaarden van toepassing.
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 Gegevens zijn vervaardigd met RQA's elektronische registratie en afgegeven door Lloyd's Register Nederland.

Annex 4

Alliance members and their implementing partners

Community members are involved in embankment repair in Raghapur Panchayat, Bhagalpur, Bihar in India.



CARE Nederland

Ethiopia	CARE Ethiopia, Support for Sustainable Development (SSD)
Guatemala	CARE Guatemala, Vivamos Mejor
Indonesia	CARE Indonesia, Perkumpulan PIKUL
Mali	CARE Mali, GRAT
Nicaragua	CARE Nicaragua, Asociación de Municipios de Madriz (AMMA), Instituto de Promoción Humana (INPRUH)
Philippines	Assistance and Cooperation for Community Resilience and Development (ACCORD), Agri-Aqua Development Coalition Mindanao (AADC), Corporate Network for Climate Response (CNDR), Cordillera Disaster Response and Development Services (CORDIS RDS)
Uganda	CARE Uganda, Joy Drilling Deliverance Church

Cordaid

Ethiopia	AFD, ACORD
Guatemala	Caritas Zacapa/ASPRODE
India	NetCoast, Cenderet (through six local organisations), Caritas India (through six local organisations)
Indonesia	Insist, Karina, Bina Swadaya (programme proposal), LPTP (programme proposal)
Kenya	MID-P (Merti Integrated Development Programme)
Philippines	IIRR ¹
Uganda	Socadido, Caritas Moroto, Ecological Christian organisation, TPO

Netherlands Red Cross

Ethiopia	Ethiopia Red Cross Society
Guatemala	Guatemala Red Cross Society
Indonesia	PMI – Indonesia Red Cross Society
Kenya	Kenya Red Cross Society
Nicaragua	Nicaragua Red Cross Society
Philippines	Philippines Red Cross Society
Uganda	Uganda Red Cross Society

Wetlands International

Ethiopia	Wetlands International Kenya ¹
Guatemala	Wetlands International Panama Office ²
India	Wetlands International – South Asia
Indonesia	Wetlands International Indonesia Programme (WIIP)
Kenya	Wetlands International Kenya
Mali	Wetlands International Mali, AMPRODE/Sahel, ODI/Sahel, GRAT
Nicaragua	Wetlands International Panama Office ²
Philippines	Wetlands International Malaysia Office ¹
Uganda	Wetlands International Kenya Office ¹ , RAMCEA (Ramsar Centre for East African Wetlands)

¹ providing technical advice and capacity building

² implementing partner, although working from a regional office

Annex 5

Implementing partners per country

PfR Steering Group,
Programme Working Group
and International Advisory
Board meet in The Hague



Ethiopia			
Alliance member	Implementing partner	State/Province	District / region
CARE	Care Ethiopia	Afar Regional State	Mille Woreda
	SSD	Afar Regional State	Mille Woreda
Cordaid	AFD	SNNPR, South Omo	Nanagatom district
	ACORD	Oromia reg. state, Borena zone	Mio district
NLRC	ERCS	South Gondar	Libo
		East Hararghe	Harer

Guatemala			
Alliance member	Implementing partner	State/Province	District / region
CARE	Vivamos Mejor	Sololá department	Nuahalá municipality
	CARE Guatemala	Sololá department	Nuahalá municipality
Cordaid	Caritas Zacapa/ASPRODE	Zacapa (dry corridor)	
NLRC	GRCS	Quiche, Isabal Dept.	Joyabaj municipality

India			
Alliance member	Implementing partner	State/Province	District / region
Cordaid	CENDERET (through 6 local organizations)	Orissa	Mahanadi delta
	Caritas India (through 6 local organisations)	Bihar	Gandak-Kosi floodplains
Wetlands Int'l	WI-SA	Orissa	Mahanadi delta
	Netcoast	Bihar	Gandak-Kosi floodplains

Indonesia			
Alliance member	Implementing partner	State/Province	District / region
CARE	Perkumpulan Pikul	Nusa Tenggara Timur	Kupang, Subdistricts Kupang Timor and Fatuleu; TTS district, Amanuban Selatan sub-district
	CARE Indonesia	Nusa Tenggara Timur	Kupang, Subdistricts Kupang Timor and Fatuleu; TTS district, Amanuban Selatan sub-district
Cordaid	Insist	Nusa Tenggara Timur	Ende (South Ende sub district)
	Karina	Nusa Tenggara Timur	Sikka (sub district Tano Wawo, Magepanda, Waigate)
	LPTP	Nusa Tenggara Timur	Ende and Sikka district
	Bina Swadaya	Nusa Tenggara Timur	Amanuban Tengah sub-district in Timor Tengah Selatan (TTS)
Wetlands Int'l	WI-IP	Nusa Tenggara Timur	Ende, Sikka, Banten Bay
NLRC	PMI	Nusa Tenggara Timur	Sikka, Lembata

Kenya			
Alliance member	Implementing partner	State/Province	District / region
Wetlands Int'l	WI-Kenya	Eastern Kenya	Isiolo district, Ewaso Nyiro River Basin
Cordaid	MID-P	Eastern Kenya	Merti, Isiolo and Garbatulla district
NLRC	KRCS	Eastern Kenya	Meru

Mali			
Alliance member	Implementing partner	State/Province	District / region
CARE	CARE Mali	Mopti (Inner Niger Delta)	Borondougou, Konna
	GRAT	Mopti (Inner Niger Delta)	Borondougou, Konna
Wetlands Int'l	WI-Mali	Mopti (Inner Niger Delta)	Borondougou, Deboye, Dialloubé, Konna, Youwarou
	AMPRODE/Sahel	Mopti (Inner Niger Delta)	Borondougou, Deboye, Dialloubé, Konna, Youwarou
	ODI/Sahel	Mopti (Inner Niger Delta)	Borondougou, Deboye, Dialloubé, Konna, Youwarou

Nicaragua			
Alliance member	Implementing partner	State/Province	District / region
CARE	CARE Nicaragua	Región Autónoma del Atlántico Norte (RAAN); Madriz dept	Somoto district
	AMMA	Región Autónoma del Atlántico Norte (RAAN); Madriz dept	Somoto district
	INPRUH	Región Autónoma del Atlántico Norte (RAAN); Madriz dept	Somoto district
NLRC	NRCS	Región Autónoma del Atlántico Norte (RAAN); Madriz dept	Somoto district

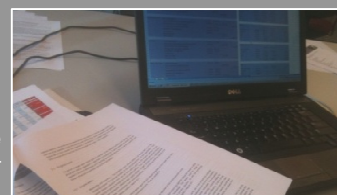
Philippines			
Alliance member	Implementing partner	State/Province	District / region
CARE	CORDIS RDS	Provinces Benguet	Municipality of Tadian
		Mountain Province (Luzon)	Municipality of Bokod
	CNDR	National Capital Region	Malabon City
	ACCORD	National Capital Region	Malabon City
	AADC	Agusan del Sur	Municipality of Talacogon
NLRC	PNRC	National Capital Region	City of Valenzuela
		Agusan del Sur	Mainit, Claver
		Surigao del Norte	Municipalities of Esperanza, Bunawan

Uganda			
Alliance member	Implementing partner	State/Province	District / region
CARE	CARE Uganda	Lango sub region	Otuke district
	Joy Drilling Deliverance Church	Lango sub region	Otuke district
Cordaid	Socadido	Teso sub region	Amuria district
	Caritas Moroto	Karamoja sub region	Napak district
	ECO	Karamoja sub region	Nakapiripit district
	TPO	Teso sub region	Katakwi district
NLRC	URCS	Teso sub region	Katakwi district
		Lango sub region	Apac district

Annex 6

Financial overviews PfR and individual countries

The coordination team in the Netherlands is responsible for consolidation of all country data



Total programme expenses including overhead

Total all countries

	Budget		Actuals		Balance	
Outcomes						
Intervention strategy 1: strengthening community resilience Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	59%	5,207,940	65%	5,318,570	-2%	- 110,630
Intervention strategy 2: strengthening civil society Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	23%	1,993,000	21%	1,716,280	14%	276,720
Intervention strategy 3: policy dialogue and advocacy Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	18%	1,583,790	15%	1,200,740	24%	383,050
Total of the outcomes	100%	8,784,730	100%	8,235,600	6%	549,130
Reserve		248,808		0		248,810
Total of the programme		9,033,538		8,235,600	9%	797,940
Overhead						
Management & Administration	5,4%	436,280	5.5%	457,760		- 21,480
Programme Management Costs	4,6%	368,620	4,7%	390,470		- 21,850
Alliance fee	2,1%	189,261	1.2%	147,880		41,380
Total overhead		966,990		996,110		- 1,950
Total budget of the programme		10,027,699		9,231,710		795,990
Targets for the cost categories						
Costs directly invested to achieve the outcome	65%	6,585,480	84%	6,926,140		- 340,660
Support costs	35%	2,199,250	16%	1,309,510		889,740
Total of targets for costs categories	100%	8,784,730	100%	8,235,650		549,080
Out of which						
Monitoring and Evaluation	5.0%	711,400	4.8%	392,960	44%	318,440
Linking and Learning	5.0%	449,270	6.1%	503,620	-14%	- 54,350
Technical Assistance	6.0%	908,470	9.3%	768,690	18%	139,780
Origin of funding (including overhead)						
Requested Ministry of Foreign Affairs (MFS-II)	90%	9,043,143	90%	8,308,820		734,320
Netherlands Red Cross	5%	459,183	4%	404,780		54,400
CARE Nederland	1%	69,483	0%	0		69,480
Cordaid	4%	375,330	5%	423,850		- 48,520
Red Cross Climate Centre	1%	55,560	0.8%	69,250		-13,690
Wetlands International	0,2%	25,000	0,3%	25,000		0
Total of funding of the programme	100%	10,027,699	100%	9,231,710	82%	795,980

Ethiopia

	Budget		Actuals		Balance	
Outcomes						
Intervention strategy 1: strengthening community resilience Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	68%	833,870	76%	1,456,800	89%	-622,930
Intervention strategy 2: strengthening civil society Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	21%	256,980	17%	335,520	11%	-78,540
Intervention strategy 3: policy dialogue and advocacy Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	11%	130,320	7%	128,610	0%	1,710
Total budget of the Ethiopia programme	100%	1,221,170	100%	1,920,930	100%	-699,760
Targets for the cost categories						
Costs directly invested to achieve the outcome	69%	839,580	85%	1,631,140	113%	-791,460
Support costs	31%	381,600	15%	289,890	-13%	91,710
Total of targets for costs categories	100%	1,221,180	100%	1,920,930	100%	-699,750
Out of which						
Monitoring and Evaluation	8%	96,168	3%	53,450	44%	42,720
Linking and Learning	5%	60,733	3%	61,470	-1%	- 740
Technical Assistance	10%	122,809	4%	76,800	37%	46,010
Origin of funding (including overhead)						
Requested Ministry of Foreign Affairs (MFS-II)	90%	1,099,062	90%	1,728,890	-53%	-629,830
PfR organisations	10%	122,108	10%	192,030	-97%	-69,910
Total of funding of the Ethiopia country programme	100%	1,221,170	100%	1,920,930	-57%	-699,750

Guatemala

	Budget		Actuals		Balance	
Outcomes						
Intervention strategy 1: strengthening community resilience Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	53%	673,000	63%	437,940	40%	235,060
Intervention strategy 2: strengthening civil society Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	27%	345,900	17%	120,720	39%	225,180
Intervention strategy 3: policy dialogue and advocacy Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	20%	257,170	20%	135,580	21%	121,590
Total budget of the programme	100%	1,276,070	100%	694,230	100%	581,840
Targets for the cost categories						
Costs directly invested to achieve the outcome	76%	966,870	90%	627,110	59%	339,760
Support costs	24%	309,200	10%	67,120	41%	242,080
Total of targets for costs categories	100%	1,276,070	100%	694,230	100%	581,840
Out of which						
Monitoring and Evaluation	8%	100,492	4%	28,480	72%	72,010
Linking and Learning	5%	63,464	5%	33,070	48%	30,390
Technical Assistance	10%	128,330	9%	64,930	49%	63,400
Origin of funding (including overhead)						
Requested Ministry of Foreign Affairs (MFS-II)	90%	1,148,463	90%	624,830	46%	523,630
PfR organisations	10%	127,607	10%	69,400	46%	58,210
Total of funding of the Guatemala country programme	100%	1,276,070	100%	694,230	46%	581,840

India

	Budget		Actuals		Balance	
Outcomes						
Intervention strategy 1: strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	62%	390,690	66%	455,010	104%	-64,320
Intervention strategy 2: strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	15%	92,880	16%	108,810	26%	-15,930
Intervention strategy 3: policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	23%	143,480	18%	124,960	-30%	18,520
Total budget of the programme	100%	627,050	100%	688,770	100%	-61,720
Targets for the cost categories						
Costs directly invested to achieve the outcome	84%	527,520	99%	681,720	250%	-154,200
Support costs	16%	99,530	1%	7,050	-150%	92,480
Total of targets for costs categories	100%	627,050	100%	688,770	100%	-61,720
Out of which						
Monitoring and Evaluation	8%	49,381	5%	36,750	26%	12,630
Linking and Learning	5%	31,185	5%	35,360	-13%	-4,170
Technical Assistance	10%	63,060	10%	65,690	-4%	-2,630
Origin of funding (including overhead)						
Requested Ministry of Foreign Affairs (MFS-II)	90%	564,345	90%	619,920	-10%	-55,570
PfR organisations	10%	62,705	10%	68,860	-10%	-6,150
Total of funding of the India country programme	100%	627,050	100%	688,770	-10%	-61,720

Indonesia

	Budget		Actuals		Balance	
Outcomes						
Intervention strategy 1: strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	64%	922,360	65%	1,292,280	68%	-369,920
Intervention strategy 2: strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	18%	252,290	19%	374,770	22%	-122,480
Intervention strategy 3: policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	18%	258,760	16%	311,410	10%	-52,650
Total budget of the programme	100%	1,433,410	100%	1,978,460	100%	-545,050
Targets for the cost categories						
Costs directly invested to achieve the outcome	75%	1,081,110	80%	1,592,630	94%	-511,520
Support costs	25%	352,300	20%	385,830	6%	-33,530
Total of targets for costs categories	100%	1,433,410	100%	1,978,460	100%	-545,050
Out of which						
Monitoring and Evaluation	8%	112,882	5%	94,010	17%	18,870
Linking and Learning	5%	71,289	9%	170,770	-140%	-99,490
Technical Assistance	10%	144,153	10%	197,570	-37%	-53,420
Origin of funding (including overhead)						
Requested Ministry of Foreign Affairs (MFS-II)	90%	1,290,069	90%	1,780,680	-38%	-490,610
PfR organisations	10%	143,341	10%	197,780	-38%	- 54,440
Total of funding of the Indonesia country programme	100%	1,433,410	100%	1,978,460	-38%	-545,050

Kenya

	Budget		Actuals		Balance	
Outcomes						
Intervention strategy 1: strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	57%	393,140	56%	643,990	55%	- 250,850
Intervention strategy 2: strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	23%	159,300	28%	317,190	34%	- 157,890
Intervention strategy 3: policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	20%	136,360	16%	185,660	11%	- 49,300
Total budget of the programme	100%	688,800	100%	1,146,850	100%	- 458,050
Targets for the cost categories						
Costs directly invested to achieve the outcome	65%	447,720	79%	907,250	100%	- 459,530
Support costs	35%	241,080	21%	239,600	0%	- 1,480
Total of targets for costs categories	100%	688,800	100%	1,146,850	100%	- 458,050
Out of which						
Monitoring and Evaluation	8%	54,240	5%	62,380	- 15%	- 8,140
Linking and Learning	5%	34,260	5%	62,430	- 82%	- 28,170
Technical Assistance	10%	69,270	11%	126,680	- 83%	- 57,410
Origin of funding (including overhead)						
Requested Ministry of Foreign Affairs (MFS-II)	90%	619,920	90%	1,032,200	- 67%	- 412,280
PfR organisations	10%	68,880	10%	114,650	- 66%	- 45,770
Total of funding of the Kenya country programme	100%	688,800	100%	1,146,850	-66%	- 458,050

Mali

	Budget		Actuals		Balance	
Outcomes						
Intervention strategy 1: strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	62%	417,320	61%	207,610	63%	209,710
Intervention strategy 2: strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	26%	174,220	27%	93,750	24%	80,470
Intervention strategy 3: policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	13%	85,490	12%	41,600	13%	43,890
Total budget of the programme	100%	677,030	100%	942,960	100%	334,070
Targets for the cost categories						
Costs directly invested to achieve the outcome	89%	603,280	93%	319,770	85%	283,510
Support costs	11%	73,750	7%	23,190	15%	50,560
Total of targets for costs categories	100%	519,280	100%	942,960	100%	334,070
Out of which						
Monitoring and Evaluation	5%	53,320	8%	27,430	49%	25,890
Linking and Learning	%5	33,670	9%	31,100	8%	2,570
Technical Assistance	6%	68,090	21%	71,140	- 4%	- 3,060
Origin of funding (including overhead)						
Requested Ministry of Foreign Affairs (MFS-II)	89%	609,330	90%	308,670	49%	300,650
PfR organisations	11%	67,700	10%	34,290	49%	33,420
Total of funding of the Mali country programme	100%	677,030	100%	342,960	49%	334,070

Nicaragua

	Budget		Actuals		Balance	
Outcomes						
Intervention strategy 1: strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	53%	574,830	51%	184,750	53%	390,080
Intervention strategy 2: strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	22%	240,110	25%	89,360	20%	150,750
Intervention strategy 3: policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	26%	279,830	24%	84,650	27%	195,180
Total budget of the programme	100%	1,094,770	100%	358,750	100%	736,020
Targets for the cost categories						
Costs directly invested to achieve the outcome	77%	841,070	83%	299,030	74%	542,040
Support costs	33%	253,700	17%	59,720	26%	193,980
Total of targets for costs categories	100%	1,094,770	100%	358,750	100%	736,020
Out of which						
Monitoring and Evaluation	8%	86,210	8%	27,740	68%	58,480
Linking and Learning	5%	54,450	9%	31,020	43%	23,430
Technical Assistance	10%	110,100	18%	63,390	42%	46,700
Origin of funding (including overhead)						
Requested Ministry of Foreign Affairs (MFS-II)	90%	985,290	90%	322,890	67%	662,410
PfR organisations	10%	109,480	10%	35,860	67%	73,610
Total of funding of the Nicaragua country programme	100%	1,094,770	100%	358,750	67%	736,020

The Philippines

	Budget		Actuals		Balance	
Outcomes						
Intervention strategy 1: strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	48%	312,130	37%	42,000	50%	270,130
Intervention strategy 2: strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	31%	204,090	39%	44,890	30%	159,200
Intervention strategy 3: policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	21%	136,830	24%	27,010	20%	109,820
Total budget of the programme	100%	653,050	100%	113,900	100%	539,150
Targets for the cost categories						
Costs directly invested to achieve the outcome	78%	508,450	68%	77,090	80%	431,360
Support costs	22%	144,590	32%	36,810	20%	107,780
Total of targets for costs categories	100%	653,040	100%	113,900	100%	539,140
Out of which						
Monitoring and Evaluation	8%	51,430	10%	11,920	77%	39,510
Linking and Learning	5%	32,480	19%	21,920	32%	10,550
Technical Assistance	10%	65,670	25%	28,590	56%	37,080
Origin of funding (including overhead)						
Requested Ministry of Foreign Affairs (MFS-II)	90%	587,740	90%	102,520	83%	485,220
PfR organisations	10%	65,311	10%	11,390	83%	53,930
Total of funding of the Philippines country programme	100%	653,050	100%	113,900	83%	539,150

Uganda

	Budget		Actuals		Balance	
Outcomes						
Intervention strategy 1: strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	62%	690,600	60%	598,200	75%	92,400
Intervention strategy 2: strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	24%	267,230	23%	231,270	29%	35,960
Intervention strategy 3: policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	14%	155,550	16%	161,270	- 5%	-5,720
Total budget of the programme	100%	1,113,380	100%	990,740	100%	122,640
Targets for the cost categories						
Costs directly invested to achieve the outcome	69%	769,880	80%	790,500	- 17%	- 20,620
Support costs	31%	343,500	20%	200,240	117%	143,260
Total of targets for costs categories	100%	1113,380	100%	990,740	100%	122,640
Out of which						
Monitoring and Evaluation	8%	87,680	5%	50,810	42%	36,870
Linking and Learning	5%	55,370	6%	56,470	- 2%	- 1,090
Technical Assistance	10%	111,970	7%	73,890	34%	38,080
Origin of funding (including overhead)						
Requested Ministry of Foreign Affairs (MFS-II)	90%	1,002,040	90%	891,700	14%	110,340
PfR organisations	10%	111,340	10%	99,040	- 12%	- 12,290
Total of funding of the Uganda country programme	100%	1,113,380	100%	990,740	11%	122,640

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