

# Partners for Resilience

## Annual report 2011



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Front cover picture:

Inhabitants of the Agusan marshes in the Philippines are fully dependent on the services provided by this wetland.

Other pictures:

All pictures in this report are taken at PfR programme areas or events in 2011.

## 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

Children at the streets of  
a barangay in  
Valenzuela, Manila



In 2011 the human impact of disasters was severe. Although below the decadal average, the long-term trend is still upward: from an annual average of 100 disasters in the 1970s to over 400 in the early 2000s, last year's disasters killed some thirty thousand people and affected over two hundred million lives. Damage, even without the gigantic losses because of the Tohoku earthquake/tsunami, surpassed 150 billion US\$, making 2011 one of the costliest in many years. Especially in the Global South disasters cause widespread human suffering and wipe away gains in development that took many years and large investments to achieve, as the IFRC's World Disasters Report displays annually. The IPCC, in its special report on the risks of extreme events and disasters, has indicated that extreme weather events, which are increasing in frequency and intensity because of climate change, as well as gradual changes that emerge over longer time, result in more disasters especially in countries with low adaptive capacities in the Global South. The recently published Global Environmental Outlook summary for policy makers from UNEP shows that ecosystems world-wide continue to suffer from human activities, diminishing their potential to provide for livelihoods of people who rely on them. It is well documented that many factors are, often simultaneously, cause and consequence: urbanisation, increasing demand for energy, food and natural resources, migration, misguided development and conflicts.

It is perhaps less well-documented - but experienced almost daily by our organisations – that the resilience of people is an important key to reducing impact of disasters: better-prepared communities, where people rely on steady and diversified livelihoods, are better able to withstand hazards, deal with disaster situations, and recover from their effects. It is for this reason that we, as Partners for Resilience, have joined our forces to support the strengthening of the resilience of selected communities in nine countries in the Global South that are particularly vulnerable to disasters. Our programme takes a holistic approach by integrating the long-term and spatial implications of climate change and eco-systems management into effective disaster risk reduction, aiming to strengthen livelihoods and sustain development. The central focus on people's resilience makes our programme highly development-relevant.

The collaboration of our different organisations, the integration of our approaches, and adjustment of our systems and culture proved to be a major challenge in 2011. We devoted much of our first operational year to the setting-up and further development of our partnership, at headquarter level but especially within the nine countries. The five-year horizon under MFS-II gives us the opportunity to lay a solid foundation for our work with communities, and to build up evidence to effectively engage with a wide array of stakeholders. In many communities assessments have been carried out, action plans have been or are being developed, and partners engage with partner NGOs, governments, knowledge institutes and multilateral agencies, all in support of initiatives that aim to strengthen the resilience of vulnerable people. This report indicates that we have taken important first steps. The programme is gaining momentum, first results are achieved, and over the coming years tangible effects will be even more visible – effects that will indicate how stronger communities will be able to counter the negative disaster trend.

Juriaan Lahr  
Head International Assistance  
Netherlands Red Cross

A participatory risk mapping taking place in the Dawe district in Ethiopia



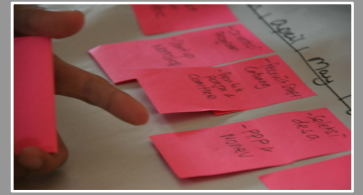
After one and a half years of preparation and after funding agreement with the Netherlands government under its MFS-II co-funding scheme, five Netherlands-based humanitarian, development and environmental organisations (CARE Nederland, Cordaid, the Netherlands Red Cross, The Red Cross Climate Centre and Wetlands International), together Partners for Resilience, started off their ambitious programme in January 2011. Country teams were established in the nine countries (Ethiopia, Guatemala, India, Indonesia, Kenya, Mali, Nicaragua, the Philippines and Uganda) – representatives of the alliance members in these countries, working with their implementing partner organisations. They met to plan activities for 2011 and beyond. The programme is innovative in its integration of three different approaches – disaster risk reduction (DRR), climate change adaptation (CCA) and ecosystem management and restoration (EMR) – and working from these different backgrounds the alliance partners devoted much of the first year to deepen their understanding on the different approaches, to develop a common understanding of its integration within the programme, and to align the various tools that are applied in each of the three domains. Also, after accommodating the overall budget reduction of the programme, the final selection of communities took place, and managerial structures were set-up to facilitate implementation of activities, exchange of experiences and report on progress. Finally baseline surveys were carried out, feeding in to the programme's monitoring and evaluation structure. Once these foundations were laid, country teams started their work with communities in developing risk maps, discussing possible interventions, and designing risk reduction plans. Also they set first steps in meeting with other civil society organisations and engaging with governments at local, district and national level.

At head quarter level in the Netherlands much time and energy has been devoted to facilitate the functioning of the country teams, to agree on programmatic arrangements (financial, legal and contents-wise), and to complement national activities with engagements at international level. Since much of the start-up phase was devoted to setting up structures and arrangements, the actual implementation under the programme's three strategic directions was delayed. It is believed however that the intensive set-up phase of the first months will pay off. The planning for 2012 already indicated an increase in activities.

This annual report will provide an overview of the activities that have been carried out in 2011, and thus present the progress that has been made in the various countries in working towards the strengthening of the resilience of communities that are affected by increased disaster risk in nine countries in the global south. Despite the considerable time and energy devoted to the setting-up of the programme structures, substantial progress has been made under each of the three strategic directions of the programme. The report presents this progress according to the monitoring protocol that has been agreed with the Ministry in May 2011. Obviously the multiplication of the number of countries, the number of communities within these countries, and the number of activities with these communities (as well as with partner NGOs/CBOs and government) would make a document that captures all developments too extensive. Rather, this report will present the overall trends under each subject included in the Monitoring Protocol, highlight important deviations, and present examples to illustrate achievements. For a full overview reference is made to the Partners for Resilience Monitoring overview 2011.

## General performance indicators

At a planning workshop in Bogor, Indonesia, activities are sequenced in time



**Budget** | Of the total MFS-II contribution of € 36,154,497.13 for Partners for Resilience, € 14,824,730 was spent in 2011. It should be noted that these actuals are based on figures of the individual partners whose accounting is based on different foundations Reference is made to chapter 8.

**Coverage** | In all countries community selection has taken place and baseline surveys have been carried out. In several countries beneficiaries are already engaged in actual risk reduction action plans, while in others processes that will lead to such plans are on-going. As becomes clear from the data included in the monitoring protocol Partners for Resilience in total reached 196,273 beneficiaries.

**Coverage (gender specific)** | Of the above number, 47.8% is female (93,873 beneficiaries) and 52.2% (102,400 beneficiaries) male.

**Coverage (communities)** | The total number of communities where Partners for Resilience in 2011 engaged with activities under its three strategic directions is 145. It should be noted that this is the number of communities that conducted climate trend risk mapping.

In Kenya staff from the different implementing partners meet to discuss the programme set-up



## 3.1 Introduction

The Partners for Resilience works through and with a great number of civil society organisations (CSOs) to achieve its aim of creating resilient communities in the face of increasing disaster risks. As stronger, more capable organisations are better able to achieve this, the strengthening of PfR's partner CSOs is an important aim in itself, and several initiatives are aimed specifically at this – initiatives that contain activities that are also carried out in relation to the programme's strategic aims (and are discussed in chapter 4), as well as initiatives that are separate and additional.

## 3.2 Civic engagement

**Diversity of socially-based engagement** | Legitimacy and representation are key conditions for being effective in working for and on behalf of communities. It implies i.a. that organisations are accountable and responsive to stakeholders, particularly the poor, vulnerable and marginalised communities with and for whom they work. Within Partners for Resilience the issuing of an annual report is considered an important indicator for this. The situation in the various countries differs, but (with one exception) the overall trend is steady, in several cases positive. In Ethiopia, Guatemala, Mali and Uganda the score is already at target level, while in India, Indonesia and Mali the situation in 2011 already exceeded the target for 2014/2015: partner organisations produced an annual report, several of them as recent as 2010 or 2011. Although no specific action has been taken within the context of PfR that has contributed to this, partners intend to see to it that this score will be attained over the coming years. In Uganda there has been no improvement in the situation since the baseline survey indicated that on average the partners have an annual report, albeit not a recent one. In the remaining countries the actual situation is below the desired situation: in Nicaragua none of the partners has an annual report or is working on one (for many organisations reporting is traditionally related to projects rather than to the organisation as a whole), while in the Philippines less partners have been or are working on an annual report than at the time of the baseline survey, early 2011.

The issuing of an annual report is also an indicator for internal policy dialogue as part of the capability to relate, which is discussed in paragraph 5.4.

**Diversity of political engagement** | Also the fact that community committees that are being supported by PfR are invited to participate in regular dialogues with the government is an indication of the political engagement of the CSOs. For all countries it is foreseen that eventually around 30% of the supported committees will receive such invitations (Uganda partners expect an even higher score: 50%). In 2011 however hardly any committee has been invited. In PfR's first year most of these committees were being established, and most energy has been invested in the internal functioning of the committees, rather than on seeking invitations for regular dialogue with the government, aimed specifically at DRR, CCA and EMR. Such regular dialogue can build on first engagements e.g. in the programme's inception workshops. Moreover only in a few countries there is already a designated body for this within the government structure, and consequently actions of PfR will focus also on ensuring the establishment of such a body. Upon this, in 2012 and beyond, the aforementioned committees are

expected to be invited to meetings – 30% but preferably more. Activities by PfR partners under the second and (especially) third strategic direction will enable this.

### 3.3 Level of organisation

PfR also pays attention to the level of organisation of the partner organisations: firstly to the number of network/ umbrella organisations that are active on DRR, CCA and EMR. In all countries PfR has set a target of at least one of such organisations, latest 2015. Additionally it is relevant to assess not only the number of such organisations but also the degree to which they are involved in structured dialogue, with the peers as well as with government, on DRR, CCA and EMR. In most PfR countries the programme's aim is set at 70%, while in the Philippines it is 80% and in Indonesia and Uganda 100%. Finally their human and financial resources are addressed in terms of being sound and diversified. For this, PfR regards the percentage of local government budget spent on early warning, mitigation of natural hazards and/or national resource management on community level. In Indonesia this is set at 10%, in all other PfR countries at 30%.

**Organisational level of civil society** | Regarding the number of network and umbrella organisations (beyond the own alliance at country level), in Guatemala, Indonesia, Mali, Nicaragua and the Philippines these have yet to be established and activated, although in Mali the PfR partners are member of another climate change related large umbrella organisation ('Civil Society Climate Network'). A specific DRR/CCA/EMR umbrella organisation will likely draw members from this network. In all other countries a network or umbrella organisation has been established already and/or PfR organisations are fully included in existing ones. Examples are NetCoast (see box) and Cenderet in India, and the collaboration of Cordaid in Kenya with the Kenya Climate Change Working Group, a network of civil society organisations working on climate change legislation and relevant policy areas. In Uganda, Cordaid and the Uganda Red Cross are involved in the formation of such a network in their geographical area of work, while CARE is supporting an existing forum of partners in another region. Since these networks are a main vehicle in the achievement of the programme's strategic aims the further establishment and on-going active engagement will be crucial in 2012 and beyond in each of the countries.

#### Network organisations in India: NetCoast

In India the partner organisations of PfR have joined forces and linked-up with NetCoast, a network of eight local NGOs working in the Mahanadi delta in Orissa. The roles and responsibilities of the PfR partners has been defined, as well as their operational area. Other partners that operated already in the network were engaged primarily in ecosystem restoration programmes. Because of the inclusion of PfR partners, the network's has now adopted disaster risk reduction as one of its strategic objectives. Training on facilitation of this was imparted to the partners of this network along with other capacity building workshops of PfR.

**Peer-to-peer communication** | In each of the nine countries PfR partners are engaged in dialogue with peers and with governments – be it by building on prior engagement, or e.g. through invitation to government representatives to attend inception workshops. Not all contacts are of a formal and frequent nature however, nor are they always univocal under/through a network or umbrella organisation. However in all countries steps are being taken to set up more structured contacts: while the baseline indicated no engagement, in Ethiopia 7% of the partner NGOs/CBOs is engaged in such structured dialogue with peers (and government) on DRR/ CCA/ EMR, in Mali 10%, in Indonesia 30%, In India 66%, in Kenya 40% and in the Philippines 80%. Only in Guatemala and Uganda such more regular and formal contacts have not yet been established. In Guatemala, this is due to the presidential elections in 2011, which limited structured dialogue between organizations and local governments. As mentioned before; Ugandan partners only recently started with the formation of platforms to initiate structured dialogue. Yet in other countries this formation is well underway.

In Kenya for example, PfR partners engage actively with peer networks like DSG, AWF (Isiolo branch), Arid lands, ENNDA, NWSB, IWASCO, and Local Water Users Associations. In India two NGO networks in which PfR participates (NetCoast and Cenderet) are in dialogue with the government



regarding the development of District Disaster Management Plans. The former also engaged with local Block Development Officials for smooth implementation of DRR plans that were approved by GramPanchayat (village councils that are i.a. responsible for identifying and prioritizing development projects). In Nicaragua all PfR partners participate in the ANAC network (the Nicaraguan alliance on climate change), a roundtable on Climate Change, COMUSAN, the climate change strategy in the RAAN and Madriz region. In Mali the partners are members of the Civil Society Climate Network, and this network is in dialogue with the government. In 2011 the dialogue was i.a. focused on the government's Strategic Framework for Growth and Poverty Reduction (2012-2016) and the National Policy on Climate Change and the accompanying Action Plan, to which the network provided input. In the Philippines, the increase was established through engagement of the local partners with a variety of actors in trainings and meetings at village level, municipal level, provincial level, national government and peer organizations. Moreover, PfR partners established contacts with an existing consortium that has potential in actively espousing DRR, CCA and EMR.

**Financial and human resources** | Finally it has been assessed whether and to what degree local government budget in the target areas has been increased on either early warning, mitigation of natural hazards and/or natural resources management at community level. Such an increase requires substantial and prolonged dialogue with the government. Since 2011 was the first year of the programme and dialogue with the government has only modestly been established through the above described networks and umbrella organisations, it comes as no surprise that in none of the PfR countries there is already a (causal) increase in the local government's allocation visible. All countries however strive to achieve an increase of 30% over the full programme period.

### 3.4 Practice of values

PfR members – at overall alliance level as well as with the local partners at country level – monitor how their organisational values are translated. Firstly the involvement of the target group in decision-making is an important factor, and secondly 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 (India, at the same level as at the time of the baseline survey), to 2.5 (Kenya), 3 (Ethiopia, Guatemala, Mali, Nicaragua, Uganda), 3.25 (Indonesia, equal to the baseline score) and even to above-baseline values (3.25 in the Philippines).

Thus, results have remained largely the same or increased slightly for most countries. This relates to the fact that for most partners participatory approaches are the core of their work. In India, for example, the vulnerability context and the needs assessments were conducted in consultation with the community, as well as the risk reduction plans that built on the findings which were cross checked with village level committees. The increase in the Philippines can be attributed to the application of both a rights based approach (RBA) and community based disaster risk reduction (CBDRR) as frameworks for the programme. In Mali, partners are using a participatory approach with all direct or indirect beneficiaries in the planning, implementation and monitoring and evaluation phase of the project.

The scores are likely to increase in 2012 for most countries, due to the involvement of community members and officials in the formulation and implementation and monitoring and evaluation of disaster risk reduction plans.

**Transparency** | A second aspect is the existence and application of transparent financial procedures. Like with the involvement of the target group, here as well four indicators are combined: 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. For 2011 each of them scored above their baseline, with Kenya and the Philippines already above the target. Scores range from 2 (Nicaragua), 2.4 (India) and 2.5 (Ethiopia) to 2.67 (Guatemala) and (the target of) 3 (Kenya) and above-target, like 3.5 (Philippines). Although Mali's score of 2.5 fits well in this list, it actually scored slightly below the baseline, due to newly introduced administrative regulations because of PfR, which took time to grow accustomed to.

### 3.5 Perception of impact

**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 (as discussed in par. 3.3) 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. All countries, to various degrees, have established such participation. 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. In some countries both the overall target and the actual realisation to date are modest (Ethiopia, India, Mali, Uganda, Kenya) while in other countries (Indonesia, Philippines, Guatemala and Nicaragua) both are at a higher level. It should be stated that there is a diversity in the level of involvement: in Uganda communities and villages have been selected in active consultation with representatives from the respective communities and the local government, while in Kenya the contacts with the Water Resources Management Authority and Ewaso Nyiro North Development Authority are more of an explorative nature. In Mali government representatives are present in most meetings, from risk analysis and community selection to setting-up working modalities and providing technical training. Engagement already started in 2010 when first meetings were held to explore possibilities for a PfR programme in Mali.

#### Involvement of NGOs and government in Ethiopia

In the Dewe area of Ethiopia PfR assisted in the set-up of risk reduction committees at community and kebele level, including a project management committee, a Community Managed DRR (CMDRR) committee and a Saving & Credit management committee. Focus has been mainly on CMDRR, where the DRR project staff, Woreda government experts, development agents and community members participated in a five day training on DRR, including risk assessment, climate change adaptation, traditional early warning, women empowerment and equal participation.

Consequently an experience-sharing visit, which included members of the risk reduction committees and government experts, was organised to Dylenagerarokebele of Mille Woreda of Afar region, which has a well-established and experienced community disaster risk reduction committee. The exposure visit was an excellent opportunity for the newly established Dewe project DRR committees to learn how the Mille Woreda DRR committees participated and involved in the community managed DRR risk assessment / mapping, project planning processes, implementation and M&E systems, community contingency planning and actions executed by the community, community institutions/CBOs and local government.

**Social impact** | Obviously, by basing their activities on assessments in and with the target communities, partner organisations maximise the impact of their interventions by ensuring that their activities respond to the actual needs of these communities. Except for Guatemala and Indonesia, where these are planned for early 2012, such assessments have been and are being carried out in practically all communities. Because of the addition and integration of CCA and EMR to/in DRR tools (traditional vulnerability assessments) the mapping of vulnerabilities resulted in a wide array of needs.

The partners will address many of these needs: directly through targeted interventions (like the design of irrigation schemes in Ethiopia) or indirectly by engaging with government to ensure the latter will take up relevant issues (like the lack of water availability due to dam construction in Mali). (This is congruent to the first strategic direction of the programme, and more information is provided in paragraph 4.2). In Mali, the further development of the programme, especially when applying the ecosystems lens to the initial area, lead to the realisation that the geographical scope needed to be extended to also cover village more upstream. Consequently the risk assessments were carried out in 20 communities instead of 6.

**Policy impact** | Finally, impact of interventions also relies on the degree to which government policy, planning, and/or budgeting can be influenced. As indicated in paragraph 3.3 the government budget serves as an indicator for this: increased spending on early warning, mitigation of natural hazards and/or natural resource management on community level. Activities in 2011 in most countries have focused primarily on assessing vulnerabilities and designing action plans, and where actual engagement with government already took place, like in Uganda, Kenya and Mali (see paragraph 3.5 under 'responsiveness'), none of them has successfully lobbied for such an increase (yet). Most countries will start such targeted encounters with the government in 2012.

Also the active contribution of partners at conferences, visible through recommendations or resolutions that make reference to DRR/CCA/EMR approaches, is a manifestation of activities that aim to increase impact at the policy level. In paragraph 4.4 a separate section presents the various initiatives taken in 2011 in this field, at local, district, national and international level.

## 3.6 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 already in paragraph 3.5 (under 'responsiveness') and paragraph 3.3 (under '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 Mali PfR partners, through the representative of Wetlands International, have meetings with the Netherlands embassy on a weekly basis, not only in relation to the PfR programme but also to discuss progress on other programmes in which the embassy is involved. In all countries meetings have been set-up with representatives from the Netherlands embassy to launch the programme, or in any case to inform them about the programme adequately.



### 4.1 Introduction

The bulk of the activities of the Partners for Resilience programme contribute to MDG7a: 'Ensuring sustainable living environments'. The activities are divided into three groups, each working towards reaching a particular outcome. These outcomes, phrased within the programme context, are responsive to the particular so-called 'result areas' under this MDG7a:

- *Outcome 1:* 'Communities are more resilient to climate (change) induced hazards' is responsive to the MDG7a Result Area 'Adaptation of poor/vulnerable groups to climate change and loss of biodiversity'
- *Outcome 2:* '(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy' is responsive to MDG7a Result Area 'Adaptation of poor/vulnerable groups to climate change and loss of biodiversity' and 'National policy aimed at reduction of soil, air water pollution and maintenance of natural resources'
- *Outcome 3:* 'Conducive budgeting and policy planning in place at local, national and international level' is responsive to MDG7a Result Area 'National policy aimed at reduction of soil, air and water pollution and maintenance of natural resources'

Each outcome is defined by an indicator and works towards a specific target value. Moreover, each outcome is the realisation of several outputs, also defined by an indicator and working towards a target value. Below, an overview is presented per outcome, followed by a discussion that presents the overall status of the programme on specific issues, and illustrates this with examples from the various countries. The relation between the outcomes and outputs is graphically presented in annex 2.

### 4.2 Outcome 1: resilient communities

The activities that are being and will be carried out at community level in the nine programme countries all contribute to increasing the resilience of vulnerable people to climate (change) induced hazards. The activities make sure that communities are capable to implement risk reduction measures, based on climate risk assessments, and to protect and adapt their livelihoods in synergy with the natural environment.

#### Outcome 1

Communities are more resilient to climate (change) induced hazards

(Responsive to MDG7a result area: 'Adaptation of poor/vulnerable groups to climate change and reduction of loss of biodiversity')

	Target value 2015	Baseline 2011	Realised 2011	Realised 2012	Realised 2013	Realised 2014	Realised 2015	Realised perc.
1a # of mitigation measures implemented per community (75 communities)	34	-	6					18%
1b % of community mitigation measures environmentally sustainable (validated by PfR partners on basis of pre-set criteria)	100%	-	100%					100%
1c # of community members reached with DRR/CCA/EMR activities	418,286	-	96,144					23%

**Tools and methodologies** | In all nine countries three main steps have been taken in relation to risk reduction at community level. Firstly tools and methodologies for assessing vulnerability of communities to disasters have been critically reviewed, especially regarding their responsiveness to the issue of climate change and the role of ecosystems on the prevalence and incidence of disasters. Given the fact that each partner, based on its individual experience and international network of knowledge and resources, has been working effectively with its own assessment tools and methodologies, the intention was not to overhaul each of these but merely to add elements to extend their usefulness by making them (better) responsive to the impact of climate change and the role of ecosystems. In most countries the technical specialists of the Red Cross Climate Centre and of Wetlands International provided technical inputs at workshops that were organised especially for this. In several places the sharing and harmonization of tools was done in consultation with government bodies: in Guatemala the partners worked with SE-CONRED (Secretaria Ejecutiva de la Coordinadora Nacional para la Reducción de Desastres – Executive Secretariat of the National Disaster reduction Coordination body) during a ‘tool-week’. Work is on-going on a technical agreement with SE-CONRED about the harmonization of tools. In Nicaragua the Ministry of Natural Resources (MARENA) has expressed its interest CARE’s Climate Vulnerability Capacity Assessment tool for its work from local to municipal level.

### India: tool pack analyses, assesses and plans

In India the partners have joint their tools to better understand communities, livelihoods and their dependence on natural resources, plus their vulnerability to hazards, and coping (short term) and adaptation (medium to long term) capacities. It forms the basis for future targeted risk reduction plans

In a first section, context analysis is carried out. It looks at the village profile (step 1) and applies tools for village mapping and institutional mapping. Subsequently community profiles (step 2) are drafted through social mapping, wealth ranking, income and expenditure profile, and credit mapping. Step 3 focuses on ecosystem profile: resources mapping, a Venn-diagram displaying relationships between communities, resources and institutions, a seasonal calendar for resource availability, natural resources transects, access to and control on resources.

The second section assesses the hazards and vulnerability. It starts with drafting the hazard vulnerability profile (step 4), applying time and trend analysis for hazard profile, seasonality of the hazards including changes induced by climate change, time and trend analysis of resources vulnerability, vulnerability mapping and mobility pattern mapping. Step 5 focuses on a capacity profile. It applies tools such as problem tree analysis, focus group discussions and coping mechanisms analysis.

The final section leads to the actual risk reduction plans. This will contain step 6 but is yet to be developed. It will rely on the expertise of the Partners while building on the full scope of vulnerabilities and capacities as carried out in step 1-5.

The additional value of working in a global setting became manifest in for example Guatemala and Nicaragua where experiences from the Philippines were regarded in the workshop where partners worked to add an ecosystem-based and climate smart approach to the various vulnerability tools and methods. In the Philippines meanwhile, with help of an intern from King’s College London (see par. 7.6), partners have agreed on a closer integration of the tools: they will apply and test three common ones, related to historical timeline, seasonal calendar and risk maps.

It appeared that the wider focus on climate change and ecosystems provided the implementing organisations with challenges – conceptual as well as practical. Where organisations have a traditional short(er) term focus on preparing for disasters and providing relief, the integrated approach introduced a much longer timespan that is to be regarded when designing interventions. Moreover the focus on ecosystems also implies that the geographical scope for these activities is widened. In Guatemala for example several communities were added to the ones already selected after the interrelationship of issues to be addressed within these communities became apparent, through the connection of micro river basins Chusunyab and Cucuba and the municipality Joyabaj in department Quiche. Similarly in Mali, upstream communities have been added to the programme area after mapping water resource functions displayed their close interrelationship with other villages that had been selected at an earlier stage. Conceptually the integrated approach, and the importance to address underlying causes of vulnerability, made the organisations that build on a history of response and response preparedness more aware of the longer-term development implications, while changing disaster profile of areas, due to climate change and ecosystem degradation, made the development-oriented partners more aware of the effects that disasters will have on their achievements.

**Community selection** | Secondly, communities have been selected on basis of their proneness to disasters. In several countries the implementing partners have chosen to extend their work in areas where they can build on prior engagement in certain regions (like for example in India in the Mahanadi Delta, Orissa and Ethiopia in the Oromia region), whereas in other countries some or all selected areas are new to several or all partners (like for example in Indonesia and Kenya). In some countries there was a mixed approach, like in Guatemala where Cordaid/Caritas build on previous engagement in the Zacapa region, and Vivamos Mejor (CARE partner) and the Nicaragua Red Cross selected specific (new) areas. For the Red Cross organisations, implementing exclusively via their own branches, the capability of these branches was also an element that was taken into account. Within each country the exact selection of communities took place in 2011. Sometimes this presented challenges to the partners. In the Philippines for example it was obvious to partners that poor and (mostly) informal settlements in Manila were particularly vulnerable to increased disaster risk. However it appeared difficult to identify exactly which groups in the barangays (villages) in the selected areas would need to be addressed. This was i.a. due to a lower social cohesion compared to rural areas, and a lack of relevant data on climate issues and ecosystems. In Guatemala two villages in the Joyabaj municipality that were originally selected eventually opted not to participate, being reluctant to accept external support. Together with the above described addition of other villages this delayed the baselines assessment in that area. In Mali the number of villages was extended, as explained as indicated in paragraph 3.5 under 'social impact'.

#### Vulnerability, capacities in villages in Guatemala

In the area in the Rio Masa sub-basin in Guatemala communities are prone to disaster risk. Most families have built their wooden homes on the river slopes in a 'cascade' without proper mitigation measures. Infrastructure is built in gorges and hills, which further increases their susceptibility. Recent storms cut off complete villages, leaving inhabitants without access to food, water and medicine for prolonged periods of time. Overall capacity is weak: there are no disaster response organisations active, nor is there government presence. Although the effects of climate change are recognized, community members do not know how to adapt to these. The communities suffer high levels of poverty, and the decision-making structures do not allow women to participate. There is limited access to radio and television, and some villages have no electricity.

In each of the nine countries the selection of communities was done in consultation with local and/or provincial government, and particularly at the inception workshops all partners made sure that government representatives were not only invited but also played an active role in the further formalization of the plans. In Uganda for example, PfR partners consulted government officials working at the Environment, Water and Meteorology Ministry and higher government representatives working at the Prime Minister Office under disaster preparedness and emergency management affairs for their orientation workshops.

**Risk mapping** | Following the community selection the organisations have engaged with the communities to carry out risk mapping, discuss the results, and explore opportunities for risk reduction and for protection of livelihoods. Hazards that were identified include drought and floods, conflicts, human diseases, livestock diseases, cattle raids, bush fire and wildfire, water scarcity, environmental degradation, unemployment, poverty, and gender based violence. In all nine countries PfR has established and/or further developed contacts with the meteorological services. Also other external partners were involved in the process of risk mapping: in Uganda for example representatives from the Public Health department of the Makerere University were involved in the mapping of health-related hazards. In the Philippines, in many situations scientific data on climate and ecosystems are only available at province level, and findings in communities, which relayed much on perceptions and local knowledge were at a later stage cross-checked with PAGASA (meteorological services), the Manila

#### Tropical storm displays villages' interrelationship

In October 2011 a tropical storm ('E-12') hit the department of Madriz in Nicaragua. CARE partners and the Nicaragua Red Cross each work there in one community (Chichicaste and Castellito) that because of the storm appeared more closely connected than many of its inhabitants had realized before. The community of Castellito, where the Red Cross is active, is situated up-hill, while the village of Chichicaste, where CARE partners are supporting the community, is situated down-hill. Due to the storm a landslide occurred which made the Castellito village actually slide down the hill, posing danger to the lower lying Chichicaste village. The event in a vicious way, manifested the interrelationship between the villages at different levels, which was not strongly realized before the event. Both CARE partners and the Red Cross were involved in the evaluation of the damages. Given the persisting disaster risk that this new situation poses the government is considering moving the Chichicaste village altogether.

Observatory and (at local level) with the Mines and Geosciences Bureau. A similar problem is occurring in Indonesia, although several contacts have been established for example with the Centre for Climate Risk and Opportunity Management (CCROM) in Bogor to access climate information. In Nicaragua, on the other hand, Vivamos Mejor (CARE partner) has set up a GIS centre, covering the regions where it works and is able to provide detailed climate information. The information is applied by the organisation but also adapted and shared with the communities through a radio-system. In several countries subsequent steps are being and have been taken to develop actual risk reduction plans and protection and adaptation measures to improve their livelihoods. In all situations this includes determining what the scope for action of the organisations is, and where advocacy can be complementary (substantiating PfR's third strategic direction of policy dialogue). Not all partners necessarily engage in such dialogues, especially in cases where addressing causes of vulnerability is politically sensitive.

One major challenge in the PfR program is to perceive risk beyond community level, especially in areas where floods occur. In Kenya for example upstream communities along the Ewaso Nyiro River, given their land and water use, are important target communities for reducing risk for downstream communities and politically also well connected. In India, PfR partners work for improving livelihood resilience in 212 villages within 15 districts of the Mahanadi Delta and the Kosi-Gandak floodplains. Risk assessments are being conducted in each of these villages to formulate intervention plans. However, this poses significant compilation and monitoring challenges, as each of these villages would have an individual plan, often failing to connect with each other, and thereby being unable to address risks that operate at higher scales as watershed or delta segments. A cluster approach has therefore been adopted to enable linking risk reduction plans for villages located in similar risk contexts and having opportunities for joint actions.

In the Philippines mining is a major source of increased vulnerability in Mindanao, where PfR partners operate. In Mali the construction of a dam does not only impact on water availability in the Inner Niger Delta (IND) but also touches on vested interests of politicians and sections of the business community. In such situations other alliance members, and their local partners, who are more comfortable in taking up the advocacy role will address these issues at the relevant places, utilising the power of PfR's diverse membership.

In some cases concrete risk reduction plans have already been drafted, including the use of early warning tools, evacuation drills, and first aid. In the Philippines for example Red Cross volunteers were equipped with standard disaster response kits. In Ethiopia several studies and environmental impact assessments have been initiated and concrete actions have been taken, like improved access to water in multipurpose springs, natural resource and ecosystem conservation (esp. seeding and planting), organising women saving groups, designing an irrigation scheme (including extension and completion of canals). Moreover activities like food provisions, rehabilitation of water schemes, slaughtering stock, and supporting veterinary services contributed immediately to minimising the extensive drought risks on the lives and livelihoods of affected communities. In Kenya PfR partners have worked with pastoralists of the Ewaso Nyiro River Basin who are confronted with reduced access to water during the more intense drought periods by changing community perception to keep fewer but more productive, diverse and adaptive livelihood (like camels or goats) than traditional stock. Obviously there is

#### Modern and traditional early warning in Mali

A survey in the PfR project area, carried out in the framework of the EU-funded project "Improved Drought Early Warning and Forecasting to strengthen preparedness and adaptation to droughts in Africa" (DEWFORA) has provided an inventory of scientific tools of early warning in Mali and traditional knowledge related to better 'read' the climate. The latter is related to the atmosphere, observation of the moon and stars, and observations of the behavior of birds. Through this survey PfR partners are better able to apply and balance the use of both traditional and modern early warning systems and increase the overall use of early warning on a large scale.

Additionally Wetlands International and its partners have developed a flood-predicting tool called 'OPIDIN' that provides flood information to stakeholders (farmers, herders and fishermen). This recurring flood is the engine of the socio-economic and ecological development of the Inner-Niger Delta: higher flooding implies a large inundated area which is most beneficial for rice production, fish production, cattle fodder. OPIDIN also functions as a preparedness tool for forecasting severe drought and unexpected seasonal floods which, contrary to the regular floods, can have a devastating impact on human lives and livelihoods.

an intrinsic relationship between disaster risk and improved livelihoods. In Guatemala the Masa' river and its smaller tributaries are an important source for drinking water, but also a site of increased disaster risk because of its down-stream pollution and flood risk. PfR partners have embarked on designing an integrated risk reduction and livelihoods strengthening approach that will benefit the local communities both upstream and downstream. A broader study on the Atitlan lake and its tributaries will be taken into account when implementing activities.

Generally the level of prior co-operation between the organisations and the familiarity with the target regions and selected communities proved to be determining factors in the extent to which communities have moved from mapping risks to drafting action plans.

**Further considerations and observations** | Within the communities, the involvement of the target groups in all stages (from carrying out the mapping to drafting the plans) was a key consideration. Working in communities where they had no prior network, the partners in Kenya established community organisations, that were able to identify the members most at risk and, with the membership of the latter, actively participated in the drafting of both a community development action plan and a contingency plan. The repeated droughts in the area proved to be a complicating factor: social support systems in communities are weakening, making more people vulnerable, and making it more difficult to determine which are the most-at-risk groups. Tools and training should be sensitive to related group dynamics and not be biased. In Nicaragua special focus was on involvement of women, ensuring that assessments and plans take into consideration the effects of climate change affect their traditional role re. the gathering of resources such as food, water and firewood. In Mali special risk maps were developed for women, youth and elderly, three groups that are particularly vulnerable, ensuring that they were given special attention when drafting the overall risk reduction plan. Also the partners have achieved synergy in their risk reduction plan by combining various approaches and sources of information for early warning (see box 'Modern and traditional warning in Mali') at the previous page.

Generally it has become clear that in 2011 all PfR countries have adapted their vulnerability assessment tools for communities (like Participatory Rural Appraisal - PRA) or Vulnerability and Capacity Assessments - VCA) to ensure the inclusion of ecosystem and climate change related risks. The application of these tools has in fact broadened risk perceptions in all project communities, and has (potentially in some countries, actually in other) increased the quality and scope of risk reduction measures by including a better understanding of and focus on the root causes of vulnerability, and make the community action plans more responsive and effective. At global level, the Climate Centre has started up the analysis of the integration of climate risks in these plans and national policy dialogues, as initiatives in Ethiopia, Indonesia and Kenya (presented in paragraph 4.4) illustrate. It will develop a set of minimum standards for climate risks assessments. It also will, during the PfR process, further strengthen of these minimum standards and improve the PfR understanding on how to apply them for PRAs in general. This could help international discussions on tools like PRA and VCA, and provide good practice experience on which climate smart elements can help to adjust tools beyond PfR.

Finally it should be stated that the very issue that the risk reduction plans are ultimately to address, namely recurring droughts, seriously hampered above described steps in Ethiopia. Being particularly impacted by the severe drought in the Horn of Africa, all partners in this country were to focus their attention and efforts exclusively on dealing with this crisis situation. Thus the severe drought frustrated the speed and ability of organisations, while at the same time it underlined the importance of their PfR work. Also storms and cyclones have affected the implementation of the PfR programme -albeit to a lesser degree than in Ethiopia- in the Philippines (cyclone WASHI that hit northern Mindanao in December 2011) and Nicaragua (tropical storm E-12 that hit Chichicaste and Catellinto in October 2011).



### 4.3 Outcome 2: strong NGOs and CBOs

<b>Outcome 2</b>								
<i>(Partner) CBOs/NGOs apply DRR/CCA/EMR in assistance and advocacy</i>								
<i>(Responsive to MDG7a result area: 'Adaptation of poor/vulnerable groups to climate change and reduction of loss of biodiversity')</i>								
<i>(Responsive to MDG7a result area: 'National policy aimed at reduction of soil, air water pollution and maintenance of natural resources')</i>								
	Target value 2015	Baseline 2011	Realised 2011	Realised 2012	Realised 2013	Realised 2014	Realised 2015	Realised perc.
2a # of communities where partner CBOs/NGOs have facilitated access to integrated DRR/CCA/EMR knowledge (disaster trends, climate projections, ecosystem data)	242	-	93					38%
2b # of network/umbrella organisations that are developed and active	10	-	6					60%
2c % of partner CBOs/NGOs that are engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	41%					55%

Activities not only aim at the communities, but also at the organisations working with these communities – the partner organisations of the PfR alliance members and the wider CBO/NGO field in which they operate. Aim of the activities is not only to enable them to apply DRR/CCA/EMR approaches in their work, but also to advocate this approach with peers and other stakeholders in their networks.

Building capacities of NGO's and CBO's to address DRR, CCA and EMR was one of the key activities accomplished in 2011. Only if NGO's and CBO's are well informed and equipped with the right knowledge and tools, they can contribute to effective implementation of activities with communities in the field and influence others to adopt the integrated approach. Moreover, initial contacts have been built with other actors, such as national platforms and networks, knowledge institutes, universities and other consortia. Collaboration with these actors will ensure that knowledge building and advocating for joint efforts in addressing disaster risk is disseminated outside the alliance.

**Capacity building of the partners** | The capacity building activities for all partners involved technical trainings on climate and ecosystem issues and workshops to plan effective work with the integrated approach. The activities for local partners, including volunteers, focus on more in-depth knowledge to apply yet existing tools to assess disaster risks for communities in a participatory way, such as the VCA from the Red Cross network or the Climate Vulnerability and Capacity Analysis (CVCA) from CARE. Moreover, partners have made efforts to include both climate as well as ecosystem considerations into these existing tools to be able to develop integrated disaster risk reduction plans. The RCCC and Wetlands International have been important actors in the process of adjusting these tools. Along with the development of tools to effectively assess the disaster risk in communities; series of workshops and trainings have equipped the partners with a better understanding of climate change issues and ecosystem management and restoration. For example in India, partners have become familiar with the use of GIS maps to understand the risk context at a landscape level during a village level demonstration workshop in Puri district. Using these maps demonstrates the need to integrate approaches and facilitate the identification of physical, human and ecological elements at risk. Also in Indonesia, partners were trained in understanding of the different approaches. An ecosystem mapping training was organized in Flores and Timor Island, relevant for both coastal based as well as in upland ecosystems. The training provided partners with knowledge on ecosystem services in relation to livelihoods and disaster risk. Assessments were adapted accordingly with the newly acquired information towards ecosystem-based disaster risk reduction. Apart from adding the elements of climate and ecosystems on disaster risk reduction; contingency planning and evacuation planning were

also part of the capacity building activities. In Central America training on DRR, CCA and EMR was also attended by other local partners of PfR alliance members, and in the case of the Red Cross by staff from sister National Societies in non-PfR countries in the region.

**Cooperation with knowledge institutes** | In several countries, partners established contacts with knowledge institutes and resource networks related to the work of Partners for Resilience. Cooperation with knowledge institutes and relevant resource networks can foster the adoption and sharing of practices, knowledge and technologies and build capacity to enable strengthening community resilience. Among these knowledge institutes are local and national meteorological offices that provide local partners with relevant climate data and projections as well as support in the validation of climate risk assessments. Contacts with these meteorological offices also offer the opportunity to advocate for dissemination and conversion of technical climate data to the understanding of local partners working with communities in the field, such as in the Philippines, where early warning systems are not always operational in times of need, such as during the floods caused by tropical storm Washi in December 2011.

In many cases, where communities do not have access to meteorological data for different reasons; partners have paid specific attention to the knowledge that already exists within the communities with regard to climate. This knowledge will be combined with the knowledge from the meteorological offices, if available.

Partners have also established the first contacts with local universities and in some cases active collaboration to create synergies and build skills in courses in DRR, CCA and EMR. For example in Nicaragua, a student carried out a study for the partners in which institutional actors were mapped for more effective advocacy efforts. Also Wetlands International is collaborating with CATIE (Centro Agronómico Tropical de Investigación y Enseñanza) a regional scientific knowledge centre located in Costa Rica, to share and compare tools. CATIE is part of a wider regional network that focuses on CCA, including tools. And finally a 'diplomado' (specialisation course/minor) with a local university [name?] has been created, focusing on the assessment of climate vulnerability. In Guatemala, PfR partners have established co-operation with the University del Valle in which local students will support activities in the PfR program. These local students are familiar with the socio-cultural background of the local communities and can be deployed for awareness raising and support of implementation of DRR/CCA/EMR measures. In Indonesia, a study from a student from IRI Columbia University identified areas of collaboration between government and civil society actors, for example by joint participation in climate field schools from the CCROM, where different cross-cutting issues such as DRR and food security can be discussed. Moreover, collaboration with the CCROM can help PfR partners provide climate data, train-the-trainers manuals, and assessment tools. In the Philippines an intern from King's College (see also paragraph 7.6) has assisted in gaining a better understanding of climate change adaptation but despite the highly valued work, partners opt to create more opportunities for local knowledge centres and enable their students to engage with PfR. Finally in Kenya contacts have been established with the University of Nairobi, and students are expected to contribute to the programme implementation in the coming years. Finally in Ethiopia, collaboration has been established with the John Hopkins University and Addis-Ababa University, while cooperation with the Meteorological Agency of Ethiopia was strengthened. In 2011, a student from King's College supported the country team in Ethiopia by identifying areas where the alliance could work more effectively together.

### Cooperation with knowledge institutes in Uganda

In Uganda, Partners have established collaboration with the Serere animal and agricultural research institute (SAARI). The institute, through PfR partners, supports farmers. They can experiment with various early maturing crops that are drought and pest tolerant, and they learn to diversify their business of farming by integrating livestock, livestock bi-products, and crops. They will also learn about appropriate practices relating to planting of crops for improved yields, preservation of traditional seeds and understand their susceptibility to climate change. In addition SAARI can engage in further research to assess potential livelihood strategies and adoption of climate proof practices and technologies for communities experiencing the effects of climate change.

Similarly, ECO Uganda, one of the implementing partners, initiated collaboration with the Dept of Veterinary Medicine at Makerere University with a focus on the creation of a sustainable young veterinary entrepreneurial platform to support cattle disease identification, treatment, control and supply of necessary inputs. Staff from the veterinary department will lead trainings and support the establishment of the platform.

**Collaboration across networks and other alliances** | The alliance members sought active engagement with other consortia and networks to forge collaboration and networking among relevant stakeholders dealing with DRR/CCA/EMR issues. In the Philippines, for example, PfR partners established contacts with partners that submitted a disaster preparedness proposal to DIPECHO, in which ecosystem management and restoration is a crosscutting issue. Cooperation between the two consortia will consist of sharing of training modules, developing joint advocacy messages and exchange of lessons learned. The Institute for Climate Change Research (ICC), which is created by the Guatemalan sugar industry, has shown interest in closer collaboration with PfR. This industrial sector is particularly active in the 'corredor bio cultural y desarrollo sostenible Zunil-Atitlán Juyu', where constant provision of clean water is crucial for their activities.

In Uganda PfR has linked up with the nationally active Climate Action Network, and plans to establish deeper contacts with the regional networks Teso (DRR forum) and the Global Water Initiative (on ecosystems). In Ethiopia the Disaster Risk Management and Food Security Sector (DRMFSS), under the Ministry of Agriculture and Rural Development, organises regular meetings and forums for organisations (governmental and NGOs) that work in the Disaster Risk Management sector. The meeting enables the participants to share information, experiences and receive (and discuss) monthly early warning information and response intervention updates. PfR partners also actively participate and disseminate experiences in integrating DRR/CCA/EMR by liaising with regional consortia, such as the African Climate Change Resilience Alliance (ACCRA) who is actively supporting governments amongst others in Uganda and Ethiopia to increase vulnerable communities' adaptive capacities and RegLAP (Regional Pastoral Livelihoods Advocacy Project) in Ethiopia (more examples are given in paragraph 3.3 under 'organisational level of civil society').

Partners have already actively involved government staff to participate in workshops and assessments. In Kenya, for example, local partners invited government officials to a participatory disaster risk assessment to enhance their knowledge in DRR/CCA and EMR concepts and actively engage them to support the local community action plans where possible. As indicated in paragraph 3.5 under 'Responsiveness', government representatives in Uganda were actively involved in the community selection during the programme's set-up phase.

Finally, regarding co-operation with the private sector, in Indonesia and in the Philippines collaboration has been established with HKV, a Dutch water management consultancy firm, on developing a flood early warning dashboard.

**Further considerations and observations** | The very fact that the PfR partners and their local partners have different backgrounds and ways of working, implies that knowledge and capacity building among staff and the communities they work with is an important first step in the program to facilitate access to knowledge and integrate and apply this knowledge in their work. 2011 have provided for a solid basis for all partners to be able to carry out their activities effectively.

#### Private sector collaboration in Southeast Asia: HKV

In both Indonesia and the Philippines collaboration has been established with consultancy company HKV. For several years the Dutch company has been working in the context of greater Jakarta on a flood prediction tool, combining specific relevant and current technical information re. water volume, flow, critical levels, etc. Collaboration with partners from PfR will enable it to add socio-economic information that is relevant in the response to the warnings that the dashboard may provide, like where specific marginalised groups live, and where response capacity is well- or poorly developed. Partners have indicated their interest to contribute to the further development, to provide and update data, and to possibly use it on a commercial basis in the future.

#### 4.4 Outcome 3: conducive institutional environment

<b>Outcome 3</b>								
DRR/CCA/EMR conducive budgeting and planning are in place at local, national and international level (Responsive to MDG7a result area: 'National policy aimed at reduction of soil, air water pollution and maintenance of natural resources')								
	Target value 2015	Baseline 2011	Realised 2011	Realised 2012	Realised 2013	Realised 2014	Realised 2015	Realised perc.
3a # of processes started to reduce identified national and local institutional obstacles to DRR/CCA/EMR activities in the communities (in terms of communication between departments, appropriateness of laws, etc)	15	-	4					27%
3b % of increased local governance budgets in target areas on either early warning, mitigation of natural hazards and/or national resource management on community level	29%	-	0%					0%
3c # of regional and international lobby trajectories towards international governance bodies and donors started to undo adverse impacts for DRR/CCA/EMR	9	-	8					89%
3d # of technical recommendations, resolutions and conferences proceedings make reference to DRR/CCA/EMR approaches	8	-	1					13%

PfR- and partner organisations can only successfully implement DRR/CCA/EMR activities if the wider context in which they do this is conducive. Therefore the programme also aims to increase this by actively lobbying local, national and international governance bodies, institutional donors and other stakeholders. Only in a conducive environment the DRR/CCA/EMR approach, based on best practices, can be scaled up to increase the resilience of people beyond the PfR timeframe and geographical scope. PfR partners have already actively participated and advocated in relevant policy arenas in 2011.

Most countries have developed an initial advocacy agenda, besides being engaged in more ad-hoc advocacy opportunities. These advocacy plans outline the policy and legislative areas and processes to engage with and lay out the role of each organization therein. Partners have also participated in national and regional forums to be able to identify the relevant policy areas to link with the PfR program.

**Initiatives at the local level** | At a local level, partners have engaged with government officials, by participating in roundtables, coordination and stakeholder meetings. They have also actively sought involvement of government bodies in their work, for example by inviting them to induction workshops of the program and community risk assessments. For example, in the Philippines, partners are actively engaging with Local Government Units (LGU's). PfR project staff is continuously updating the local government on project development in the area and in project area Surigao del Norte, the Philippines Red Cross has formalized a relationship with all barangays (smallest administrative division, equivalent to village) involved, gaining the LGU's support. These have resulted in resolutions amongst others for a commitment of a counterpart for local development action plans. This formalisation of relationship has set an example that will be reproduced in other parts of the country. The relationship provides a conducive environment to implement activities. Recent disasters in the region have increased the public's perception of LGU's obligation to help reduce the negative impacts of disasters, which may contribute to more support from and cooperation with LGU's. Also in Nicaragua, local government officials provided support in recognition of the PfR program and extended guarantees for further implementation. The PfR program is a win-win situation for both local government as well as the PfR partners, since government is not able to address all vulnerabilities in the municipalities alone, while the municipal government serves as an easy place to coordinate action with other actors for PfR partners.

**Initiatives at the district and regional level** | Partners work also at district and provincial level by influencing disaster management plans. Taking advantage of activities started under DIPECHO 7 in Indonesia, PfR continued its engagement with the Disaster Management Agency (BPBD) at provincial and district level in regular coordination meetings. PfR partner CARE is part of a provincial working group for the development of the NTT (Nusa Tenggara Timur) Province Disaster Risk Reduction Plan. The agency also participated in the PfR induction workshops of CARE. PfR partner Cordaid was in dialogue with the district level BPBD on disaster management regulation that take into account climate variation and environmental management and spatial planning.

In India, PfR partners have already actively contributed in a team formulating a District Disaster Management Plan (DDMP), initiated by the government of India (see box). Ecosystem management and disaster preparedness actions are now introduced in the template for the plans and have been rolled out in two districts. Besides these efforts, the partners also assisted in an environment and disaster risk reduction course organized by the National Institute for Disaster Management (NIDM). The course provided 23 DRR professionals from different countries with the concept of ecosystem based disaster risk reduction.

In Mali PfR has issued a research into the causes of the current drought in the Inner Niger Delta (IND) (see also box paragraph 7.5). The outcomes revealed that a planned construction of the upstream Fomi dam is expected to contribute negatively to the water provision to and availability in the IND. The French government and the World Bank finance the dam. The study will feed PfR's policy work in Mali in 2012 and beyond. In Kenya PfR works with ENDA and WATMA, two institutions that have a government mandate to manage the whole Ewaso Nyiro basin. Through their way of working these organisations are in close contact with the local communities along the basin, relating them also close to the practical work of PfR in this area.

**Initiatives at the national level** | Partners were also involved in national policy influencing and first efforts to engage with ministries, but also with the Netherlands embassy (as indicated in paragraph 3.6), have been made. For some countries, like Ethiopia, the focus so far has been on identifying issues and relevant bodies within the government system. However, preceding a regular engagement, Cordaid contributed to the development of the government's new Disaster Response Management (DRM) policy framework, as well as to the new training manual that will build on this. Although at its infancy this new policy framework, as well as the government's advocacy re. moving towards a 'green economy', are expected to provide an enabling environment for such regular engagement in 2012 and beyond.

In other countries actual engagement is taking place already. For example in Indonesia, the Ministry of Environment is developing a national government strategy on Kampung Iklim (Climate Resilient Village). Local Cordaid partner Insist is one of the three expert consultants to advise the ministry on this strategy and has advocated for inclusion of DRR and EMR in formulation of the concept. Since the strategy needs to be agreed by various ministries and EMR and DRR are cross-cutting issues in this strategy, a first step in the process of better alignment and cooperation between these ministries has been taken. In Kenya, partner Wetlands International initiated an assessment on upstream watershed

#### India: engagement with national, international forums

The Government of India, as per the provisions under Disaster Management Act, 2005 has initiated the process of District Disaster Management Plan (DDMP). The district level plans in existence had several gaps, key being lack of baseline/risk data, lack of clarity in roles and responsibilities of institutions, too much voluminous and emphasis on events post disaster. DDMPs stipulated under the Act are being formulated as per an improvised template developed through extensive stakeholder engagement.

The National Disaster Management Authority (NDMA) has identified Mahdubani District within Kosi – Gandak floodplains in Bihar as a model district for the purpose. Development of DDMP template is led by Sphere India (a national coalition of Humanitarian Agencies). The template developed as a result of the collaborative exercise has a better coverage of baseline information on the risk and hazard characteristics and clarity on roles and responsibilities of all participating institutions. Most importantly these plans have a focus on disaster preparedness based on proper risk assessment along with communities. PfR partners participate in the core DDMP formulation team, and review support by WISA. Through PfR, the DDMP template now includes ecosystem management as part of the risk assessment as well as disaster preparedness actions. The DDMP process has been rolled out in two PfR districts, Bettiah in Bihar and Puri in Orissa.

catchment management issues, to understand their impacts on communities downstream, to be able to influence policies of key actors on basis of this information. A first aerial survey of the river basin was carried out during the wet season, giving a good representation of the vulnerability levels of villages along the watershed and an initial idea of upstream water use. This information will serve as an important tool to advocate for using sustainability concepts; a landscape approach and the relation between up and down stream water users, and it was already put to use in submitting suggestions to the drafting team of the National Water Act. Apart from this initiative, the Kenya Red Cross Society and Mid-P (local partner of Cordaid) are already actively pushing for a government agenda that allocates more financial resources for DRR activities. Given the government's expressed interest in DRR, PfR partners are optimistic that they will be successful.

In Guatemala the engagement with SE-CONRED (see also paragraph 4.2 under 'Tools and methodologies') will facilitate the lobbying regarding its Disaster Reduction Law, and consequently also the strategies of various ministries government institutions (MARN – Ministry of Natural Resources, MINED – Ministry of Education, and MINSA – Ministry of Health), especially in the five different departments in which PfR partners work.

**Initiatives at the international level** | Besides participating in policy forums at district, provincial and national level, PfR partners are involved in processes that go beyond this level. For example, PfR partners in Indonesia participated in the Global Facility for Disaster Risk Reduction (GFDRR) Policy Forum. During the consultation process, strategic partnerships between the GFDRR and Civil Society Organizations (CSO's) were identified. These partnerships cover different areas like broadening of the GFDRR governance structure for inclusion of CSO's to increase accountability and effectiveness, leveraging the power and reach of CSO's in GFDRR's national policy dialogue and the promotion of CSO participation in sustainable recovery after disasters. Post disaster needs assessment (PDNA) for greater resilience building was another important topic on the agenda. Partners Cordaid, Care, the Netherlands Red Cross and the Red Cross Climate Centre have been involved in consultations throughout the year at different locations with the Global Facility, thereby strengthening cooperation with CSO's.

PfR Ethiopia participated in the Go Green Africa Fair and Conference, attended by local and international government officials, private sector and NGO's. Partners advocated for the need of environmental protection and restoration and promotion of sustainable rural livelihoods while addressing climate change issues in a panel discussion of a side-event at this conference. Building upon the efforts within PfR in Indonesia and the Philippines; Red Cross Climate Centre -with the input from both country teams- submitted a proposal to the Climate and Development Knowledge Network (CDKN) called *Climate-smart community resilience, facilitating innovative learning and policy dialogues, building upon delivery at scale in 'Partners for Resilience'*. The proposal was accepted in December 2011 and links with the objective of linking practical experiences with various policy arenas, including regional and international ones. At UN ISDR's Global Platform (Geneva, May 2011) staff from various PfR countries was able to bring in local concerns to an international audience. Moreover, under guidance of Wetlands International the alliance members successfully introduced changes to the chair's summary (see box).

#### Engagement at UN ISDR's Global Platform

In May 2011, PfR alliance members returned to UN ISDR's Global Platform. The previous edition, in 2009, marked the inception of the alliance, and in the 2011 edition they presented the programme that had been developed since to a diverse and international group of stakeholders. At a side event representatives from the Netherlands Ministry of Foreign Affairs, being the main donor of the programme, introduced the programme and underlined the government's commitment to not only engage in disaster response, but also to take a much more pro-active stance in reducing and preventing disaster risk. Staff from local Cordaid partner Insist (Indonesia), Cordaid (Ethiopia), Netherlands Red Cross delegation in Nicaragua, and Malinese Red Cross, took centre stage to bring their local concerns to an international audience.

Moreover, Wetlands International reviewed the 2009 Chair's Summary and the proposed documents for the 2011 Chair's Summary, after which a position statement was developed with the PfR members. The main messages regarding ecosystem services and climate change adaptation was key ingredients of DRR were successfully included into the revised Summary.

Also at the Ramsar Convention on Wetlands, Wetlands International has been successful in adding text on the role of wetlands for climate regulation and adaptation in the Climate Change Resolution of the conference.

Apart from more 'traditional' advocacy efforts by attending international and national policy events, the Red Cross Climate Centre has specific expertise in the use of games in relation to CCA and DRR, both for awareness raising and for stimulating better informed decision making by making use of climate information. Red Cross Climate Centre facilitated a games session called "Humans versus Mosquitos" amongst others during the seventeenth Conference of Parties (COP 17) in Durban, in which the rules of the game capture the dynamics of health risk management decisions and their consequences in a changing climate. The game involved a large number of participants, from different countries and from different backgrounds; both parliamentarians as well as Red Cross volunteers from Africa and Latin America.

Both Wetlands International and the Red Cross Climate Centre have been involved in the UNFCCC negotiations and COP 17 that took place in Durban in December 2011. An agreement with key relevance to Partners for Resilience was the decision on National Adaptation Plans (NAP's) to support developing countries – with a focus on the least developed countries (LDCs) – to develop and implement their national adaptation strategies. The Least Developed Countries Expert Group (LEG) has a big role in the process, but it also explicitly invites international organisations to engage with their expertise and actions. The Durban decision on the NAPs therefore provides a helpful context in the coming years for national engagement of civil society partners in this process – including opportunities for PfR partners to engage in national policy dialogues. In addition, civil society organisations in developed countries can, in addition to supporting their national partners in developing countries, engage with their own governments on the issue of mobilisation of the much needed resources for the implementation of the NAPs. The long-term efforts over several years – including persistent dialogue from civil society organisations like the Red Cross Climate Centre and Wetlands International – in advocating for increased attention to 'adaptation' in the UNFCCC process has paid off, and by COP17 the developed nations pledged strong support to the Least Developed Countries Fund (LDCF). Moreover, the awareness on the role of ecosystems for climate adaptation has increased, with specific attention for wetlands in reducing the impacts of floods and droughts and for coastal resilience. Finally Wetlands International is actively contributing to the Nairobi Work Programme, a guidance body on climate change adaptation especially for developing countries under the UN Climate Convention. It assists developing countries to improve understanding and assessments of impacts, vulnerability and adaptation to climate change. Wetlands International contributed to reports and knowledge products on adaptation planning in the water sector, and cost-benefit analysis of climate change adaptation initiatives.

Finally the Red Cross Climate Centre was invited as representative of civil society to provide inputs to PROVIA – Programme of Research on Climate Change Vulnerability, Impacts and Adaptation (PROVIA). This is a global UN-led collaborative initiative which aims to provide direction and coherence at the international level for research on vulnerability, impacts and adaptation (VIA). The RCCC intervention presented the recent lessons learned from starting PfR, including the process of comparing and revising the different assessment tools in use by the PfR organisations. Its contribution will feed in to PROVIA's process of developing revised technical guidance on tools and research methodologies – a process coordinated by Stockholm Environment Institute, SEI.

## 4.5 Internal and external developments and considerations

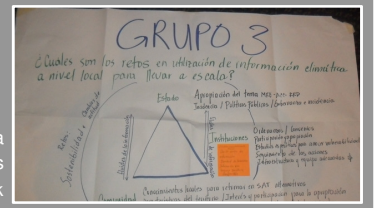
The most experienced challenge within the alliance (although to various degrees) has been the integration of climate change adaptation and an eco-systems approach into disaster risk reduction work. Especially the partner organisations of CARE, Cordaid and the Netherlands Red Cross have a wide experience in the latter, but by making these approaches as effective and efficient as possible they have often developed standard ways of working that, as a consequence, have limited flexibility. The broadening of the DRR-approach thus provides a challenge in institutional as well as practical terms. While climate change has been to some degree a concern already for the three organisations, eco-system management and restoration appeared rather new, and provided them with challenges in applying relevant information already from the start (community selection) but also in training their trainers, engaging with communities and addressing related issues with specialised parties, most notably within the government. The Red Cross Climate Centre and Wetlands International provide technical input in these processes, but since they are not physically present in every country this presents a logistical challenge to the alliance.

As for external developments, these relate to the political, socio-economic and meteorological situation in various countries. In Uganda new government policy and a recently established co-ordination body re. DRR are contributing positively towards the implementation of the PfR programme. However, frequent disaster hazards, currency devaluation and low capacity at the newly created district authority level may have a negative impact, although it did not have an effect yet in 2011. In Kenya and Ethiopia, as mentioned before, absorption capacity in selected communities was at times low, due the drought situation in the Horn of Africa in 2011. At the same time the Kenyan government is applying a proactive approach in addressing root causes of vulnerability. Instead of repeating the vicious cycle of emergency response and recovery, the government, especially the Ministry of Special Programmes is trying to include more DRR activities in its programmes. The Drought Management Authority was initialised by the Ministry of Special Programmes specifically to address drought issues, paying increasing attention to DRR. Furthermore the government is working on an intervention strategy for national Climate Change Adaptation plans, also with much emphasis on DRR. In the Mindanao region in the south of the Philippines, security issues are sometimes affecting the PfR project areas, by hampering the movement of PfR staff. Furthermore in the Philippines there is a fear that, like in 2011 (WASHI) another tropical cyclone may hit the area. PfR partners will then need to access non-MFS-II funding (e.g. from ECHO, local government or other institutional donors). Affected population will most likely expect PfR partners to also be active in post-disaster phase. In Indonesia the partners feel that, although there are government structures for disaster management from national level to district and municipal level that includes responsibilities for involved staff, the actual effect of have these structures differs considerably and is dependent on the motivation and knowledge of the officer concerned and the resources available. Finally in 2011 elections were held in both Nicaragua and Guatemala. Prior to the events dialogue has been on a low level, and after the elections PfR partners needed to build-up contacts with many newly installed government officials.



## Southern partner organisations Programme element 3

PfR organisations in Guatemala  
explore opportunities and approaches  
for upscaling PfR work



### 5.1 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.

### 5.2 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, and all have in fact scored at or above this level already at the end of 2011. Two countries, Mali and the Philippines, in fact have achieved scores between 3 and 4. The rationale for this is the increase in the number of communities within the programme for which plans had to be made, as indicated in paragraph 3.5 under 'social impact'.

**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 2011 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. Guatemala and Nicaragua remained at its baseline level (2.7) and India is progressing from a baseline value of 2.6 to a 2011 score of 2.8 (due to a budget increase of one of the partners). All other countries are already at level 3, and the Philippines has even surpassed this level due to the fact that CARE and its local partners have been successful in developing proposals that were funded by donors.

**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, and has thus been given much prominence in 2011. In fact in all nine countries the prior agreed number of staff has been trained, except for Indonesia where training will intensify early 2012. In some countries the actual number exceeded the agreed number, due i.a. to extension of the areas in which PfR is working – although the relation is not established everywhere: in Guatemala for example the same number of people are trained, but they will engage with more communities. In Nicaragua the figure for 2011 exceeds the prior agreed number since also members from other (contents-wise related) projects in Nicaragua and even Honduras participated, as well as government officials who were added. In Uganda training was extended to a number of volunteers and additional staff.

**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 in 2011 most teams have already achieved this. Only Kenya and Nicaragua have scored lower (albeit not lower than their baseline). In Mali the organisations attained a maximum score. Obviously all organisations that have already reached their target value strive to retain this level in 2012 and beyond, and even improve where feasible and possible.

### 5.3 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). Only Kenya, Nicaragua and Guatemala score below the general target of '3' (where the focus has predominantly been on awareness raising and alignment within the programme), in all other countries this target has been achieved already.

New methodologies are being developed, tested and considered for application in 2012 and beyond. One of them is 'participatory video', with which Cordaid's partner Caritas Zacapa/Asprode (Guatemala) has experience, another one is 'outcome mapping' which is being applied by CARE Nicaragua and Cordaid's partners AFP and Acord in Ethiopia.

**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. Given the fact that much of the programme's focus in 2011 has been on setting up effective structures and adjusting and aligning vulnerability assessment tools (see paragraph 4.2) results of concrete access to disaster trends, climate projections and ecosystem data is limited, and the scores reflect the degree to which the country programmes have moved from planning to implementing actions. In Ethiopia, Guatemala and the Philippines, such service delivery has yet to take place. In Indonesia, India, Kenya and Uganda several communities have been provided with access to the above described knowledge, and the remaining ones are included in the plans for 2012. In Mali the number of communities is well above the target, as explained in paragraph 3.5 under 'social impact'.

### 5.4 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 PfiR's partner organisations in structured dialogue with peers and government on DRR/CCA/EMR, the number of organisations (also non-PfiR) 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.

Generally, in all countries provisions have been made to set-up networks and engage in structured dialogues, but since most energy has been 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) is still limited. It is foreseen that first results in the area will become visible in 2012. More detailed information is provided in paragraph 4.3 (Outcome 2: strong NGOs and CBOs) and in paragraph 4.4 (Outcome 2: Conducive institutional environment).

**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. Two countries have not yet achieved this in 2011 (Nicaragua and the Philippines), as explained in paragraph 3.2 under 'diversity of socially-based engagement'. PfR in Ethiopia, Guatemala, Mali and Uganda have achieved a score of 3, while in India (3.5), Indonesia (3.6) and Uganda (4) these targets have been surpassed already, reflecting wider, more intensive and/or more frequent consultations than envisaged. The availability of annual reports is also related to 'civic engagement' (one of the result areas that contributes to civil society) and has also been discussed in paragraph 3.2. More details are provided there.

**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. In general terms it can be stated that, given the focus of the programme in 2011 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, not much energy has been devoted to identify obstacles, let alone to reduce them. It is expected that activities and tangible results in this area will be achieved in 2012 and beyond. Since this is an integral component of the programme's third strategic direction, more information on how this is being addressed can be found in paragraph 4.4 ('Outcome 3: institutional level').

## 5.5 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 5.3 under 'PME system'.

**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 paragraph 4.3.

## 5.6 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 workplans. 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 5.2.

**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. In 2011 the countries showed a wide variety: two countries (Indonesia and Nicaragua) have a low score. For Nicaragua this relates to the situation that not all organisations are familiar with producing annual reports beyond a project or programme scope (see also paragraph 3.2 under 'diversity of socially-based engagement'). In Indonesia none of the financial audits referred to efficiency procedures. In Ethiopia, Guatemala, Mali and Uganda scores are close to or at the desired level (60% and 75%), while in India, Kenya and the Philippines all audit reports refer to efficiency procedures.

Community members have drawn a map of their community to identify disaster risks (Ikobatum, Uganda)



**25% own contribution** | In 2011 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 2011 the total received contribution from the Ministry of Foreign Affairs for its activities was € 22,425,000. This represents 23% 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 2011 this was € 10,439,630 / 196,273 = € 52,19. Reference is made to the remarks in chapter 8 re. the way the 'actuals' figures are accounted.

**Quality system** | In May 2011 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. It should be noted that the cover sheet by mistake refers to 2010; the report is actually issued in 2011, as the footnote on each page indicates. For reasons of comprehensiveness only the summary is included.

**Budget** | Of the total MFS-II contribution of € 36,154,497.13 for Partners for Resilience, € 14,824,730 (incl. overhead) and 13,641,320 (total of the country programmes) was spent in 2011. 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 2011 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. Consequently possible deviations will be monitored even more closely.

**Harmonisation and complementarity** | A great number of joint activities have been planned within PfR. Already 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. Also at international level many activities have been carried out jointly, with several or all alliance members involved, in support of the national programmes. Yet for many country teams their planning appeared rather ambitious, as the target of 80% was not reached.

Additionally it should be stated that PfR is looking for other ways to assess this indicator, in order to make this more relevant and meaningful. Major joint initiatives like baseline studies are given a same weight as a weekly planning meeting. In a future report PfR therefore wishes to describe the nature of the reported joint activities better.

**Learning ability of the organisation** | In 2011 many activities have take 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'. The fact that the start-up of many activities (beyond the planning stage) generally took place during the second half of 2011 implies that nowhere within the alliance, either at national level nor at HQ level, an assessment has already been carried out where good practices have been systematically compared and changes to the overall programme have been introduced. This annual report will provide valuable input to such a process, as well as the foreseen mid-term evaluation, and a second PfR Global Conference. Also the Linking and Learning group will play an important role in this.

# Linking and learning

## The learning agenda and related initiatives

Staff of the Red Cross Red Crescent Climate Centre participates in a workshop at PfR Global Conference



### 7.1 Introduction

The linking and learning component of the Partners for Resilience program provides the opportunity to create, capture and share learning at all three programmatic strategic directions thereby contributing to improved quality, impact and harmonization of the programme, strengthened capacity in relation to the integrated approach and to provide for evidence and examples for dialogue with external stakeholders and for up-scaling. The alliance partners found that they can mutually reinforce each other's activities with an integrated approach. At the same time, partners in the alliance each have their specific expertise, scope and mandate. Therefore, most partners are being exposed to new information, which requires time to understand and practice. Therefore learning from each other is a crucial element in the alliance; taking place continuously.

### 7.2 The learning agenda

The learning agenda is leading in the learning process and the activities at local and global level. It lists the key learning objectives within the alliance:

- Learning objective 1 Identified good practices in integrated DRR/CCA/EMR
- Learning objective 2 How to facilitate implementation of integrated DRR/CCA/EMR approaches at community level
- Learning objective 3 How to facilitate implementation of integrated DRR/CCA/EMR approaches at local and national and international policy level

Eight learning questions have been formulated that guide the learning process. Each of these contributes to one of the three objectives. During the first year emphasis has been on the (mutual) understanding of DRR, CCA and EMR between the partners, and consequently to identify ways to integrate aspects of climate change and ecosystem management aspects into the partners' risk assessment tools, so that community assessments look at all aspects in an integrated way, irrespective by which partner(s) this is carried out, and provide a complete and substantial basis to develop actual risk reduction activities. This process met with several challenges. Firstly it turned out that the individual concepts (DRR, CCA and EMR) need to be well explained and understood, before they can be operationalized. In some areas in the Philippines for example, participants who were first introduced to the field of DRR initially regarded 'accidents' as hazards, which lead them to interpret 'disaster risk reduction' and the focus of the PfR programme in a different way. Similarly partners who did not work with 'ecosystems' before indicated that they found it difficult to translate and explain that concept into clear, tangible and practical terms. As ecosystems are most visible to communities in relation to trees, water, animals it appeared that these familiar elements were the most appropriate ways to explain and incorporate the ecosystem concept. Finally partners also learned to be careful when translating certain terminology into other languages. In Kenya for example the English word 'climate change' and 'ecosystem' needed to be translated into local languages Kiborana and Kiswahili. The translation into two different languages led to a discussion among the participants if the words –as an effect of the

translation- would be understood and interpreted well by local communities, for example when communities understand 'change of weather' in stead of 'climate change'.

In order to learn in a systematic way, a special linking and learning group has been created. This group is made-up by representatives of each country team. They see to it that partners acquire and share knowledge and experiences, and link up with networks, institutions, academia and the government to further improve the integrated approach and assure that the lessons learnt are further disseminated throughout the alliance. Underlying these various initiatives is a linking and learning plan that has been developed on basis of the learning agenda. This plan provides the framework that enables collection and sharing of lessons learnt, and answer the above mentioned central questions in the learning agenda, while allowing the country teams to define and organise (additional) elements for learning in a way that is most appropriate given their local setting.

Underlying the integration of the three approaches is the centrality of creating 'resilient livelihoods' as the central focus of the programme. Theories, approaches, policy frameworks and actions exist within, but hardly across, the disaster risk, ecosystem, livelihoods and other sectors. Apart from the practical integration of the three approaches in terms of tools, partners also engaged in conceptual and policy-related debates on the application of resilience. PfR India, for example, actively participated in a conference in Kuala Lumpur on 'Building livelihood resilience in a changing climate' (see box). Also other country teams have actively sought for collaboration with knowledge institutes to be able to learn from each other, and are in the process of organising dedicated linking and learning meetings in 2012, including on a regional scale like in East Africa, where partners from Ethiopia, Uganda and Kenya will meet.

In countries where the population possesses a good amount of indigenous knowledge, such as Ethiopia and Guatemala, partners focused on how to incorporate this knowledge in the program. In Ethiopia, partners developed the basis for a study on the extent, viability, effectiveness and realistic-ness of indigenous knowledge and practices employed by the community.

In 2011, country teams formulated their linking and learning goals and the activities to reach these goals. The formulation of plans and implementation of activities differs per country; some countries have more interest in certain topics than others. For example; the role of indigenous knowledge (Ethiopia and Guatemala), understanding different scales in risk assessments (India) and the integration of ecosystem and climate aspects in risk assessments (all countries). As a result, most countries have adapted the questions in the global learning agenda to their country context. Answers on the global learning questions will therefore include the diverse approaches, context and interests of the country teams. It is expected that in 2012, when implementation of activities is in full swing, a more comprehensive overview of lessons learnt can be presented.

### Exploring 'resilient livelihoods' in Asia

Partners in India, WISA and Cordaid, together with Ekga on Technologies and with financial support of the International Development Research Centre (IDRC) from India and Climate and Development Knowledge Network (CDKN) from the United Kingdom organized an Asia regional conference in Kuala Lumpur aimed to provide an interdisciplinary platform to researchers, practitioners, and policy makers working within the domains of environmental management, development and disaster risk reduction for developing a shared vision of livelihood resilience in a changing climate. 54 participants from 14 Asian countries discussed approaches, frameworks and policy challenges.

While there appeared a distinct commonality of aims there were differences in the way system boundaries and drivers for action were regarded and defined, cutting across domains of governance, information, communication technology, markets and institutional capacities – all being issues that need to be addressed to enable a wider and integrated framework for building resilient livelihoods. Participants recognised that the few examples of successful creation of resilience through ecosystem management, development and disaster risk reduction approaches existed, but that there is an urgent need to upscale these in order to influence the policy environment.



### 7.3 Partners for Resilience Global Conference

A working conference on the global elements of PfR, including the Linking & Learning component was held in September 2011. This conference was timed just after the inception phase and the national planning workshops in all nine countries: baselines of all countries were finalized and the vulnerability, capacity and needs assessments at the community level were in full swing. The conference was organised to take stock of baseline information, work plans and first narrative reports from the nine countries. Gaps, opportunities and risks were identified, plus ways of co-operation within and between countries to establish national, regional and global mechanisms for linking and learning. Also the complementing function of policy dialogue at different levels (a key intervention strategy of the programme) was further explored, including relevant global processes (in the context of i.a. UNFCCC, UN ISDR, World Bank initiatives) and ways to effectively communicate the work, findings and opinions of Partners for Resilience at national and international level.

Apart from a great number of representatives from PfR alliance members and partner organisations a number of external partners were invited to the conference to reflect and provide inputs to PfR from their on-going programs and identify potential collaboration:

- SCR – Strengthening Climate Resilience – a DFID funded consortium which has created the Climate Smart Disaster Risk Management approach (CSDRM)
- PEDDR – Partnership for Environment and Disaster Risk Reduction – a global partnership of UN agencies, international and regional NGOs aiming to influence policy, enhance implementation and better coordinate efforts in environmental management for disaster risk reduction, climate change adaptation and sustainable livelihoods
- ACCRA – Africa Climate Change Resilience Alliance – a consortium made up of Oxfam GB, Save the Children, Care International, World Vision and the Overseas Development Institute (ODI) to explore how existing Disaster Risk Reduction (DRR), Social Protection and Sustainable Livelihood interventions impact on adaptive capacity at the local level.

#### Highlights, outcomes of the PfR Global Conference

Participants discussed issues related to the gap between local practitioners and policy discussions at national and global levels. Governments are considered to be key to make sure policies become institutionalized, but implementation is often a major problem due to a lack of capacity. Furthermore some of the themes of PfR are rather politically sensitive (eg. mining, logging) and this is identified as a challenge within the alliance, since for some partners their fundamental principles and (legal) position refrains them from becoming engaged in such debates. Policy dialogues around DRR policies are usually considered to be less 'controversial' for the partners.

Furthermore participants concluded that often a lack exists between sectors and ministries when it comes to integration and harmonization of policies. Within the alliance capacity building to influence national/regional policy processes is needed. Furthermore there is a need for creating enabling mechanisms for joint identification and prioritization of policy needs from research; for communicating (translating) research in a language and form that can be understood by policy makers and for creating entrepreneurial capabilities in research agencies to integrate research into the policy making domain.

The first Global Work Conference contributed to a better understanding of the initiatives taken at a global level, and their linkages with the realities on the ground. The various country teams met for the first time with their peers from other countries, and there was a considerable exchange of experiences and ideas. A number of groups was set up to bring certain efforts and issues within the alliance (notably aligning and integrating tools, building capacity, integrating approaches and developing minimum standards, and collaborating with knowledge institutes) at a next level after the conference. Furthermore the participation with PEDRR resulted in a close collaboration at a meeting of the World Bank's GFDRR in Geneva where they highlighted the importance of integrating DRR, CCA and EMR, at side events and in the successful proposal for policy recommendations. Also several joint trainings on (ecosystem based) integrated risk reduction planning have been undertaken or are being planned, amongst others in India and East Africa. Finally Wetlands International has drafted a chapter on wetlands management for a book on ecosystems-based disaster risk reduction that is being developed by PEDRR and United Nations University press

## 7.4 International Advisory Board

To gain and apply strategic advice and thematic expertise to the alliance during the implementation of the programme an International Advisory Board (IAB) has been established, consisting of internationally renowned experts in the fields of DRR, CCA and EMR. The IAB's work extends from the reflection on global trends and developments concerning disaster risk reduction, climate change adaptation and ecosystem management and restoration to strategic advice regarding the monitoring and evaluation of results, and challenges and opportunities for the programme of the Partners for Resilience, in research, activities, communication, stakeholder relationship. Their feedback and comments will contribute to the improvement of the programme's implementation and the strengthening of its results. They met for the first time in full during PfR's first Global Conference (see par. 7.3), where they shared their vision on current global developments re. 'resilient livelihoods', and reflected on the overall linking and learning aims and discussions at the conference.

### International Advisory Board

**Alan Lavell** works with the Latin American Network for Social Study of Disaster Prevention (LA RED), the Latin American Social Science Faculty-FLACSO, and International Council for Sciences World Committee on Integrated Disaster Risk Research

**Coleen Vogel** is professor at the Witwatersrand University in Johannesburg, undertaking research in climate change and its relation to disaster risk reduction

**Zen Delica Willison** works with the south-to-south program of UNDP. She has direct and wide experience at the community level as well as networks with NGOs.

**Gustavo Wilches Chaux** has worked with many NGOs and institutes in Latin America in the field of DRR and CCA. He has advised the PREDECAN and is also member of LA RED.

**Mike Ounsted** has worked for both the environment and humanitarian sectors and chaired the advisory group for the DGIS funded Wetlands and Poverty Reduction Project.

**Toon Bullens** is a micro financing expert, having worked i.a. on cooperative insurance and innovation (Eureko/Achmea). He is the secretary of the Dutch "Climate for Space" programme.

## 7.5 Introducing concepts

Within Partners for Resilience 'water grab' and 'early warning early action' have been introduced as two concepts that inform and guide relevant approaches in the field of ecosystem management and climate change informed disaster risk reduction.

**Water grab** | At ever more places around the world the trends of growing competition for water on the one hand and reduced availability of freshwater due to ecosystem degradation and growing demands on the other hand are increasingly in conflict. These two trends are deepening the impact of droughts (like the recent events in the Horn of Africa and in West Africa) and has a profound impact on the poor. This stress and (often unfair) competition is a relevant issue especially for the PfR programmes in Mali and Kenya. Wetlands International has issued a study on the causes of weak flooding in the Inner Niger Delta in Mali (published in early 2012). It points to the crucial role that current upstream dam developments are playing in the weak flooding downstream, affecting the livelihoods of 1.5 million people. In order to further understand and also 'frame' these types of stress factors, Wetlands International has developed the 'Water Grab' concept. Wetlands International has aligned this also in its other MFS-II projects ('Ecosystem Alliance' and 'WASH') thus aligning the PfR elements in these. In 2012, a launch of the concept will take place, including a report that highlights the key issues related to the current droughts in Mali and Kenya.

### 'Water grab': crisis in Mali's Inner Niger Delta

In response to the ongoing drought in the Inner Niger Delta, PfR partners have been actively involved in addressing the social and economic consequences of the water crisis for the millions of people living in the area. The Dutch embassy expressed concern on the situation and raised a mission analysis on the causes and consequences of the drought and the poor hydrological situation of the flood in the delta. This mission was carried out by Royal Haskoning Altenburg & Wymenga, Wetlands International and GID, for specific and complementary skills to address this issue.

The study indicated that the construction of large water infrastructures and a changing climate are among the causes for the declining water levels in the delta. Results of the study have been shared with national, regional and local decision makers. Results will also be shared with major stakeholders, such as users of water resources up- and down-stream of the delta. Along with these results, concrete mitigation actions are proposed to counter-act the negative consequences of the drought situation and develop proper disaster management plans.

**Early Warning Early Action** | The Red Cross Climate Centre is promoting applications of climate information in humanitarian work across timescales. By making better use of this information, better risk reduction and preparedness activities can lead to more decreased levels of vulnerability and enable quicker response. This concept is called *Early Warning, Early Action*. Three steps have been taken to build capacity and promote this concept: the Climate Centre invested in databases with geo-referenced Disaster Relief Emergency Fund (DREF) data (i.a. in several PfR countries) to provide evidence on when (and based on which forecast information) pre-disaster funding pays off (largely by interns from Boston University). Furthermore it co-edited a publication by Columbia University's International Research Institute for Climate and Society (IRI): "A better climate for disaster risk management". And finally it facilitated further development of the 'Map Room' forecast and time scales tools within the Climate Centre-IFRC-IRI 'partnership to save lives'.

## 7.6 Co-operation with knowledge institutes in a global setting

The Climate Centre has brokered a partnership with several academic institutions, including particularly King's College London and Colombia University's IRI, to engage the use of *Junior Researchers* in PfR, to strengthen capacity building, but also to enhance global learning. A number of students have worked with different partners in PfR countries, for example in the Philippines, to help with the integration of climate change and ecosystem management into the different assessment tools. In Indonesia, a student from IRI focused on the interaction between PfR partners and local knowledge institutes in Indonesia. In several cases, the engagement of students has been a challenge as it started rather early in the programme. However the outcomes have been rewarding such as the integrated community risk assessment toolkit developed in the Philippines that has been shared widely within the alliance.

## 7.7 Participation at international events

Staff of Partners for Resilience actively engaged at international conferences, negotiations and meetings. In contributions, like presentations, resolutions drafting or formal and informal negotiations, they explained the importance of an integrated approach for disaster risk reduction within communities, taking both climate change adaptation and ecosystem management and restoration into account to yield the best effects. The overall aim of the engagement was to obtain a broad(er) recognition and to seek opportunities for up scaling of the approach. In paragraph 4.4 the initiatives have been presented.

Community members map  
the disaster history in  
Tolnaku Village, Indonesia



## Total programme expenses including overhead

Total all countries

	Budget		Actuals		Balance	
<b>Outcomes</b>						
<b>Intervention strategy 1:</b> strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	64%	4,948,430	62%	8,507,000	60%	- 3,558,580
<b>Intervention strategy 2:</b> strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	22%	1,713,760	23%	3,075,460	23%	- 1,361,700
<b>Intervention strategy 3:</b> policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	14%	1,081,730	15%	2,058,860	17%	- 977,130
Total of the outcomes	100%	7,743,910	100%	13,641,320	100%	- 5,897,410
Reserve		248,810				
Total of the programme		7,992,720		13,641,320		- 5,897,410
<b>Overhead</b>						
Management & Administration	5.4%	380,990	3.8%	511,580	-34.3%	- 130,580
Programme Management Costs	4.6%	321,910	3.2%	436,000	-35.4%	- 114,090
Alliance fee	2.4%	189,260	1.2%	227,940	-20.4%	- 38,680
Total overhead		892,160		1,175,520		- 283,360
<b>Total budget of the programme</b>		<b>8,884,880</b>		<b>14,816,840</b>		<b>- 6,180,770</b>
<b>Targets for the cost categories</b>						
Costs directly invested to achieve the outcome	65%	5,195,270	77%	10,439,630	-101%	- 5,244,360
Support costs	35%	2,797,450	23%	3,201,690	-14%	-404,240
Total of targets for costs categories	100%	7,992,720	100%	13,641,320	-115%	- 5,648,600
<b>Out of which</b>						
Monitoring and Evaluation	5%	381,510	4%	499,620	-31%	- 118,110
Linking and Learning	5%	376,320	5%	689,880	-83%	- 313,560
Technical Assistance	6%	448,570	6%	795,430	-77%	- 346,860
<b>Origin of funding (including overhead)</b>						
Requested Ministry of Foreign Affairs (MFS-II)	89%	7,900,320	94%	13,970,660	-77%	- 6,070,340
Netherlands Red Cross	5%	459,180	3%	410,730	11%	48,450
CARE Nederland	1%	69,480	0%	-	100%	69,480
Cordaid	4%	375,330	2%	341,600	9%	33,730
Red Cross Climate Centre	1%	55,560	0.5%	68,860	-24%	- 13,300
Wetlands International	0%	25,000	0.2%	25,000	0%	-
<b>Total of funding of the programme</b>	<b>100%</b>	<b>8,884,880</b>	<b>100%</b>	<b>14,816,850</b>	<b>19%</b>	<b>- 5,931,970</b>

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 which 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 chapter 4. In each of the nine countries much time and energy has been devoted to deepen the partners' understanding on the different approaches, to develop a common understanding of the DRR-CCA-EMR integration within the programme, and to align the various tools that are applied in each of the three domains – as was explained in chapter 1 –, and despite the fact that substantial progress was made under each of the three strategic directions, activities that will consume a substantial part of the programme, i.c. the implementation of actual risk reduction measures, has been modest in 2011. Thus the fact that the 'actuals' in the overall financial figures exceed the budgets is not a reflection of the actual situation in the field, but rather of the different accounting applied by the various partners.

Reference is made to Appendix 6, where the overviews for each individual country are presented.

# Annex 1

## Monitoring protocol data

In Malabon, Manila, community members discuss the lay-out of a barangay in preparation of discussions with their local government



### General

Beneficiaries	target	baseline	2011
# of beneficiaries reached	422,979	0	196,273
# of female beneficiaries reached	215,310	0	93,873

### Programme element 1: Civil society

Civic engagement	target	baseline	2011
<b>Diversity of socially based engagement</b>			
- The organisations are accountable and responsive to stakeholders	3.1	2.7	2.4
<b>Diversity of political engagement</b>			
- % of supported community committees that are invited to participate in regular dialogue with government bodies	38%	NA	43%

Level of organisation	target	baseline	2011
<b>Organisational level of civil society infrastructure (CSI)</b>			
2.b # of network/ umbrella organisations, developed and active	10	0	6
<b>Peer-to-peer communication</b>			
2.c % of partner NGOs/CBOs engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	41%
<b>Financial and human resources</b>			
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	target	baseline	2011
<b>Internal governance (democratic decision making and governance)</b>			
- The target group is involved in decision making	3.2	2.9	2.6
<b>Transparency</b>			
- The organisations have transparent financial procedures and practise transparent financial reporting	3.1	2.9	2.3

Perception of impact	target	baseline	2011
<b>Responsiveness</b>			
2.c % of partner NGOs/CBOs engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	41%
3.1.b # of (local) government institutions actively engage in activities	19	-	15
<b>Social impact</b>			
1.1.a # of communities that conducted climate trend risk mapping	229	26	145
<b>Policy impact</b>			
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				
<b>Socio-economic, socio-political and socio-cultural context</b>				
2.c	% of partner NGOs/CBOs engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	41%

## Programme element 2: MDGs and themes

1	Communities are more resilient to climate (change) induced hazards	target	Baseline	2011
1a	# of mitigation measures implemented per community	34	-	6
1b	% of community mitigation measures environmentally sustainable	100%	-	100%
1c	# of community members reached with DRR/CCA/EMR activities	418,286	-	96,144
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments			
1.1.a	# of communities that conducted climate trend risk mapping	229	26	145
1.1.b	# of communities that developed collective risk reduction plans based on climate trend risk mapping	177	22	98
1.1.c	# of community members covered by risk plans	248,688	18,386	102,238
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	-	1,016
1.2.b	# of community members that have undertaken actions to adapt their livelihoods	44,598	-	590
2	<b>(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy</b>			
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	242	-	93
2b	# of network/ umbrella organisations, developed and active	10	-	6
2c	% of partner NGOs/CBOs engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	41%
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	-	518
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	28	20	31
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 DRR/CCA/EMR coalitions	63	-	37
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	27	-	40
3	<b>DRR/CCA/EMR-conducive budgeting &amp; policy planning in place in local, national and international level</b>			
3a	# of processes started to reduce identified national and local institutional obstacles to DRR/CCA/EMR activities in the communities	15	-	4
3b	% 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%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	9	-	8
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	-	51
3.1.b	# of (local) government institutions actively engage in activities	19	-	15
3.1.c	# of countries where connection between DRR, CCA and EMR has explicitly been mentioned in official government documents	9	8	6

### Programme element 3: Southern partner organisations

Capability to commit		target	Baseline	2011
<b>Strategy and planning</b>				
-	Strategy is elaborated in work plans and activities/projects	3.2	3.0	2.9
<b>Financial capacity</b>				
-	Funding of organisation's annual budget	3.1	2.9	2.6
<b>Human resources capacity</b>				
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	461	-	518
<b>Effective leadership</b>				
-	The organisation's leadership is accountable to staff and stakeholders	3.1	2.9	2.7

Capability to achieve				
<b>PME system</b>				
-	The organisations have well-functioning PME systems	3.1	2.8	2.5
<b>Service delivery</b>				
2.a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	242	-	93

Capability to relate				
<b>Policy dialogue (external)</b>				
2.c	% of partner NGOs/CBOs engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	41%
2.2.a	# of organisations (incl. non-PfR) involved in DRR/CCA/EMR coalitions	63	-	37
2.2.b	# times DRR/CCA/EMR related topics on agenda platforms/ networks	27	-	40
<b>Policy dialogue (internal)</b>				
-	The organisations are accountable and responsive to stakeholders	3.1	2.7	2.4
<b>External influence</b>				
3.a	# of processes started to reduce identified national and local institutional obstacles to DRR/CCA/EMR activities in the communities	15	-	4

Capacity to adapt and renew				
<b>PME system</b>				
-	The organisations have well-functioning PME systems	3.1	2.8	2.5
<b>Outcome monitoring</b>				
-	PME system	3.1	2.8	2.5
<b>Policy review</b>				
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	28	20	31

Capability to achieve coherence				
<b>Effectiveness</b>				
-	Strategy is elaborated in work plans and activities/ projects	3.2	3.0	2.9
<b>Efficiency</b>				
-	% of organisations in which efficiency is addressed in the external financial audit	75%	59%	64%



## Organisation

25% own contribution		target	baseline	2011
# of organisations funding with maximum 25% funding from other sources		3.1	2.9	2.6
<b>DG-norm</b>				
# of management and board members with an annual salary above DG-norm		0	0	0
<b>Efficiency</b>				
Costs per beneficiary (direct costs / # beneficiaries) <sup>1</sup>		€ 85.72	-	€ 53.19
<b>Quality (system)</b>				
ISO certification on Netherlands Red Cross is renewed		yes	yes	yes
<b>Budget</b>				
Budget spent per year <sup>1</sup>		7,992,720	-	13,641,320
<b>Partner policy</b>				
Incidents of deviation from partnership/ cooperation policy (for NLRC)		0	-	0
<b>Harmonisation and complementarities</b>				
% of planned joint activities implemented (per individual year)		80%	0%	38%
<b>Learning ability of the organisation</b>				
Programmatic changes based on good practices		5	-	0

<sup>1</sup> For financial figures relating to 2011 exclusively reference is made to the explanatory text in chapter 8.

It should be noted that for a few number of indicators the baseline values have been slightly adjusted, due to additional information gathered since June 2011:

### Programme element 1: Civil Society

Indicator		Country	Adjustment
Civil engagement	Diversity of socially based engagement	Mali	baseline is 1, not 4
Practise of values	Internal governance	Ethiopia	target is 4, not 3
	Transparency	India	baseline 2.4 not 2.7

### Programme element 2: MDGs and themes

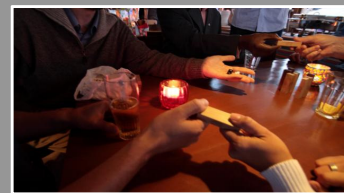
Indicator		Country	Adjustment
1.1.a	# of communities that conducted climate trend risk mapping	Mali	target is 20, not 6
		Kenya	target is 13, not 8
		Ethiopia	baseline is 0, not 15
		Indonesia	target is 30, not 10
		Philipp.	target is 42, not 10
1.1.b	# of communities that developed collective risk reduction plans	Ethiopia	baseline is 0, not 15
		Mali	baseline is 20, not 6
2.a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	Uganda	target is 94, not 92
		Mali	target is 20, not 6
3.c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	Ethiopia	target is 1, not 2
3.1.b	# of (local) government institutions actively engage in activities	Kenya	target is 4, not 1

Programme element 3: Southern partner organisations

Indicator		Country	Adjustment
Capability to commit	Strategy and planning	Kenya	target is 4, not 3
	Financial capacity	Guatemala India	baseline is 2.67 not 2.33 baseline 2.4 not 2.7
Capability to achieve	PME system	Guatemala	Baseline is 2.33, not 2.67
Capability to adapt and renew	PME system	Guatemala	Baseline is 2.33, not 2.67
	Outcome monitoring	Guatemala	Baseline is 2.33, not 2.67

## Annex 2 Intervention logic (programme element 2)

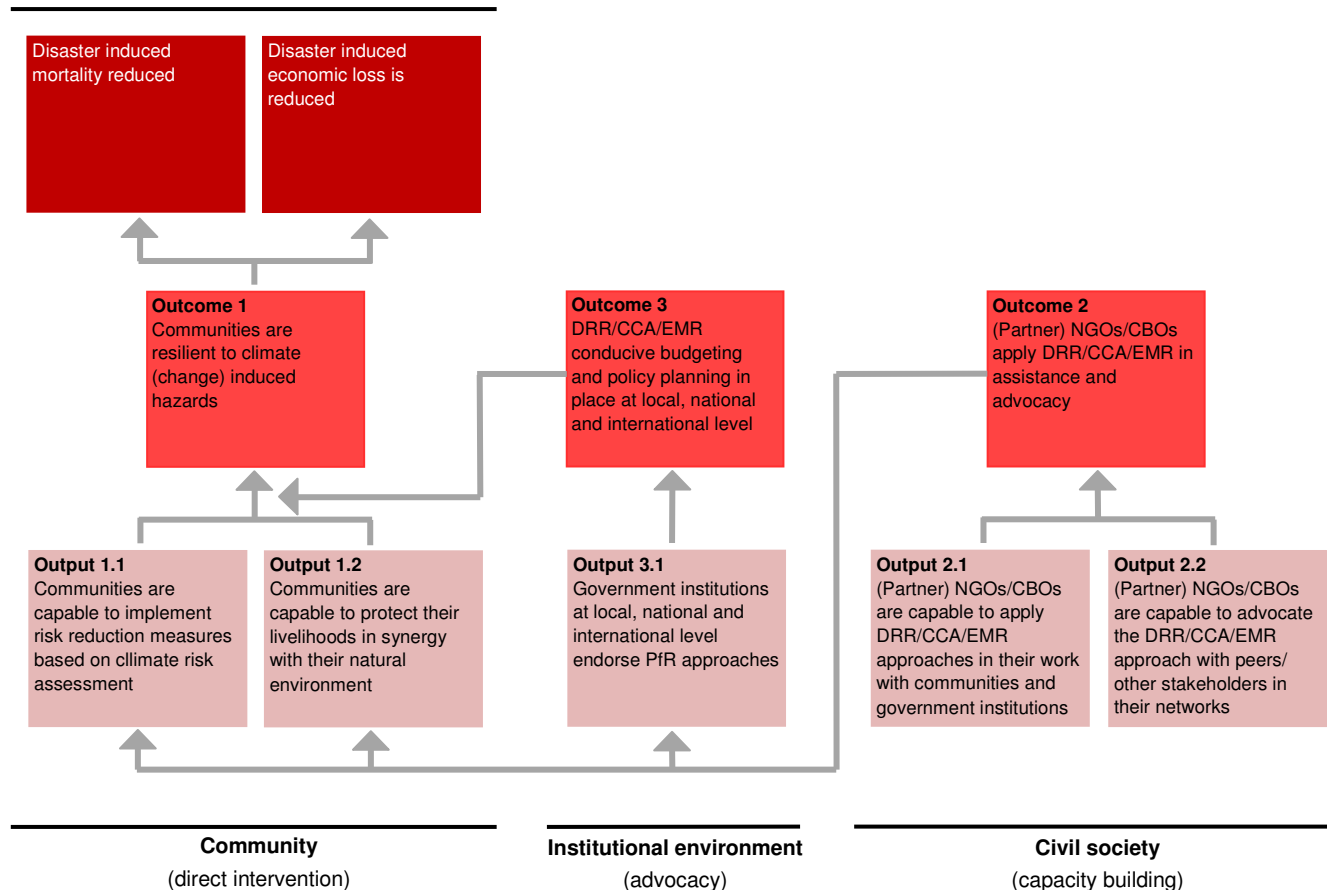
At the PfR Global Conference, games were presented to the participants: innovative tools on how to perceive and anticipate to hazards



The various programme elements under the programme's three strategic directions (i.e. programme element 2, as presented in chapter 4) 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

Sustainable living environments



## Annex 3 ISO certification Netherlands Red Cross

Villages in Orissa, India, attend a meeting where they discuss with PFR staff the Participatory Rural Appraisal tool.



### Surveillance bezoek

Rapport voor:

**Het Nederlandse Rode Kruis**  
**Het Cluster Hulpverlening**  
**Het proces Internationale Hulpverlening**

**LRQA referentie:** RQA 0632712/ 0013  
**Datum:** 7 juni 2010  
**Locatie:** Den Haag  
**Criteria:** ISO 9001:2008  
**Team:** R.J. Gmelig Meijling

**LRQA kantoor:** Rotterdam



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## Bijlagen

### Dit rapport is besproken met en geaccepteerd door:

Naam:	Functie:
Suzanne Laszlo	Clustermanager hulpverlening
Juriaan Lahr	Hoofd Internationale Hulpverlening

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Form: MSBSF43000 revn 3.4 1 May 2011

Rapport: RQJ408327120013 - 8-jun-11

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## 1. Management samenvatting

### Beoordelingsresultaat:

Op grond van de onderwerpen die zijn beoordeeld en de genomen steekproeven, is vastgesteld dat het kwaliteitsmanagementsysteem voldoet aan de eisen van de norm ISO 9001:2008.

### Systeemeffectiviteit en continu verbeteren:

- De organisatie is in staat om te voldoen aan de eisen die door cliënten en wet- en regelgeving worden gesteld.
- De tevredenheid van de donoren, Red Cross Movement partners, en de beneficiaries, wordt op structurele wijze gemeten. De mate van tevredenheid is goed en het aantal klachten is laag; vijf klachten in 2010.
- De organisatie heeft over een breed terrein verbetertrajecten lopen, en realiseert deze over het algemeen volgens plan. De organisatie werkt met relevante prestatie Indicatoren.
- Business risico's worden zodanig afgedekt dat de organisatie in staat is om ononderbroken levering van producten en diensten te garanderen.
- Het managementsysteem genereert zinvolle en betrouwbare informatie die de organisatie in staat stelt op feiten gebaseerde beslissingen te nemen.
- Positieve punten van de bedrijfsvoering en voorbeelden van klantgerichte verbeteringen zijn: verbetering van de toegevoegde waarde van evaluaties; de invoering van de nieuwe standaard project werkwijze RKP; het SP@RK Overdrive project; de sterke documentbeheersing; de heldere quality management review; de nieuwe no ty periods jaarplanning.

### Aandachtsgebieden voor het management:

- **Aandachtspunt 1106RGM01:** de doeltreffendheidsbeoordeling van de verbeterde Evaluations Planning & Follow up. Gemist worden: ikpunten (welke evaluaties zijn behandeld volgens de verbeterde methode) en ikmomenten (wanneer en hoe te beoordelen).
- **Aandachtspunt 1106RGM02:** de effectiviteit van MOU's met de afdeling Fin en de afdeling ICT moeten nog jaarlijks terugkerend in de management review worden beoordeeld. Benettis: de MOU's blijven zichtbaar en de ondersteuning door de partnerafdelingen wordt beoordeeld.
- **Aandachtspunt 1106RGM03:** de stand van zaken van Complaints in de List of agreements / actions vertoont hiaten. Gesproken is om de closed Complaints zichtbaar te houden totdat deze zijn opgenomen in de management review.
- **Aandachtspunt 1106RGM04:** het SP@RK Overdrive project krijgt te maken met een stroom van de gedetailleerde functionele specificaties. Die stroom wordt veroorzaakt door voortschrijdend inzicht. Deze tijd gerelateerde stroom gaat conflicteren met de ontwikkelingsplanning. Gesproken is over de voordelen van een gefaseerde product aanpak: Product 1 waarmee een pilot wordt getraaid gedurende een relevante periode (bv een financieel jaar), waardoor ervaringen en (voortschrijdend) inzicht worden opgedaan, die vervolgens in het uiteindelijke product 2 kunnen worden ingebracht.



## 2. Assessment samenvatting

### Inleiding:

Thema: de nieuwe RKP (Rode Kruis Project) aanpak.

LRQA of RvA logo's worden niet gehanteerd.

**Assessor:** Ir R.J.Gmeilg Meijling

**Assessment van:**

- Directie verantwoordelijkheid
- Het thema

**Auditee(s):**

- Juriaan Lahr – Hoofd Internationale Hulpverlening
- Marjn Both – Adviseur PMÉ

### Onderwerpen en informatiebronnen:

- Mgt review, interne audits, corr maatregelen, prev maatregelen en continu verbeteren.
- Klanttevredenheid, de lopende ontwikkeling van de Customer satisfaction meting.
- IT omgeving verbetering; de voortgang van het project SP@RK, de beheersing van het PCO project.
- De nieuwe RKP (Rode Kruis Project) aanpak.
- Risico beheersing
- Bewijsstukken: Management review May 2011; Interne audits; voorstel nieuwe aanpak O&O en IH dd 12 mei 2011; List of agreements / actions dd 14-12-2010; International Assistance Dept annual Planning; Risk Analyses form dd 3 feb 2011.

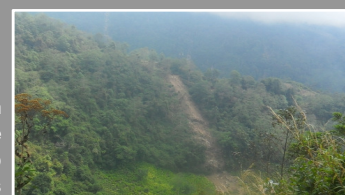
### Evaluatie en conclusies:

- De quality management review is geeft een duidelijk beeld van de stand van zaken van het systeem incl verbeterdoelstellingen realisatie.
- Interne audits planning is niet gehaald; oorzaakanalyse is uitgevoerd en verbetermaatregel is in gang gezet. (zie Impr log)
- Correctieve en preventieve maatregelen worden op effectieve wijze beheerst; effectiviteitsbeoordelingen worden gepland en uitgevoerd.
- Customer satisfaction meting: draht opdracht is opgesteld (Vide aandachtspunt 1006RGM01: Klanttevredenheid; Inzake de vraag "kijacht of dagelijkse business?"; de criteria die deze vraag beantwoorden zijn niet beschreven. Deze criteria kunnen goed worden meegenomen in de lopende ontwikkeling van Customer satisfaction meting.)
- Klachten in para 2.2 mgt review May 2011 en complaints van List of agreements / actions.
- De beheersing van registraties (documenten) is consistent en effectief.
- De effectiviteit van overleggen en managen gaat worden verbeterd door de instelling van no fly periods in de jaarplanning.
- Risico assessment beheersing, en de verbetering daarvan, bij projecten is aangetoond.
- Zie de nieuwe aandachtspunten 01 en 02 in de management samenvatting.

## Annex 4

# Alliance members and their implementing partners

In the Masa river basin in Guatemala landslides cause significant damage to people's livelihoods



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

<sup>1</sup> providing technical advice and capacity building

<sup>2</sup> implementing partner, although working from a regional office



## Annex 5 Implementing partners per country

At a village meeting in Iresaboru, Kenya, community members discuss the outcomes of a risk assessment



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 Dept.	Santa Cruz, Sacapulas, Joyabaj, San Bartolomé
		Isabal Dept.	El Estor

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

<b>Mali</b>			
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

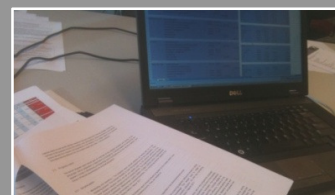
<b>Nicaragua</b>			
Alliance member	Implementing partner	State/Province	District / region
CARE	CARE Nicaragua	Región Autónoma del Atlántico Norte (RAAN); Madriz dept	Somoto district
	AMMA	Región Autónoma del Atlántico Norte (RAAN); Madriz dept	Somoto
	INPRUH	Región Autónoma del Atlántico Norte (RAAN);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

<b>Philippines</b>			
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

<b>Uganda</b>			
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	
<b>Outcomes</b>						
<b>Intervention strategy 1:</b> strengthening community resilience Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	64%	4,948,430	62%	8,507,000	60%	- 3,558,580
<b>Intervention strategy 2:</b> strengthening civil society Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	22%	1,713,760	23%	3,075,460	23%	- 1,361,700
<b>Intervention strategy 3:</b> policy dialogue and advocacy Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	14%	1,081,730	15%	2,058,860	17%	- 977,130
<b>Total of the outcomes</b>	<b>100%</b>	<b>7,743,910</b>	<b>100%</b>	<b>13,641,320</b>	<b>100%</b>	<b>- 5,897,410</b>
Reserve		248,810				
<b>Total of the programme</b>		<b>7,992,720</b>		<b>13,641,320</b>		<b>- 5,897,410</b>
<b>Overhead</b>						
Management & Administration	5.4%	380,990	3.8%	511,580	-34.3%	- 130,580
Programme Management Costs	4.6%	321,910	3.2%	436,000	-35.4%	- 114,090
Alliance fee	2.4%	189,260	1.2%	227,940	-20.4%	- 38,680
Total overhead		892,160		1,175,520		- 283,360
<b>Total budget of the programme</b>		<b>8,884,880</b>		<b>14,816,840</b>		<b>- 6180,770</b>
<b>Targets for the cost categories</b>						
Costs directly invested to achieve the outcome	65%	5,195,270	77%	10,439,630	-101%	- 5,244,360
Support costs	35%	2,797,450	23%	3,201,690	-14%	-404,240
Total of targets for costs categories	100%	7,992,720	100%	13,641,320	-115%	- 5,648,600
<b>Out of which</b>						
Monitoring and Evaluation	5%	381,510	4%	499,620	-31%	- 118,110
Linking and Learning	5%	376,320	5%	689,880	-83%	- 313,560
Technical Assistance	6%	448,570	6%	795,430	-77%	- 346,860
<b>Origin of funding (including overhead)</b>						
Requested Ministry of Foreign Affairs (MFS-II)	89%	7,900,320	94%	13,970,660	-77%	- 6,070,340
Netherlands Red Cross	5%	459,180	3%	410,730	11%	48,450
CARE Nederland	1%	69,480	0%	-	100%	69,480
Cordaid	4%	375,330	2%	341,600	9%	33,730
Red Cross Climate Centre	1%	55,560	0.5%	68,860	-24%	- 13,300
Wetlands International	0%	25,000	0.2%	25,000	0%	-
<b>Total of funding of the programme</b>	<b>100%</b>	<b>8,884,880</b>	<b>100%</b>	<b>14,816,850</b>	<b>19%</b>	<b>- 5,931,970</b>

## Ethiopia

	Budget		Actuals		Balance	
<b>Outcomes</b>						
<b>Intervention strategy 1:</b> strengthening community resilience Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	70%	898,930	80%	1,222,470	128%	323,540
<b>Intervention strategy 2:</b> strengthening civil society Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	20%	256,840	12%	190,370	-26%	66,470
<b>Intervention strategy 3:</b> policy dialogue and advocacy Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	10%	128,420	8%	123,940	-2%	4,480
<b>Total budget of the Ethiopia programme</b>	<b>100%</b>	<b>1,284,190</b>	<b>100%</b>	<b>1,536,780</b>	<b>100%</b>	<b>-252,590</b>
<b>Targets for the cost categories</b>						
Costs directly invested to achieve the outcome	66%	834,730	87%	1,333,850	198%	-499,120
Support costs	34%	449,470	13%	202,940	-98%	246,520
Total of targets for costs categories	100%	1,284,190	100%	1,536,790	100%	-252,600
<b>Out of which</b>						
Monitoring and Evaluation	5%	64,210	2%	26,550	59%	37,660
Linking and Learning	5%	64,210	3%	48,510	24%	15,700
Technical Assistance	6%	77,050	3%	42,080	45%	34,980
<b>Origin of funding (including overhead)</b>						
Requested Ministry of Foreign Affairs (MFS-II)	90%	1,161,170	91%	1,404,430	-21%	-243,260
PfR organisations	10%	123,030	9%	132,360	-8%	-9,340
<b>Total of funding of the Ethiopia country programme</b>	<b>100%</b>	<b>1,284,190</b>	<b>100%</b>	<b>1,536,790</b>	<b>-20%</b>	<b>-252,600</b>

## Guatemala

	Budget		Actuals		Balance	
<b>Outcomes</b>						
<b>Intervention strategy 1:</b> strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	55%	558,600	56%	1,246,630	56%	-688,030
<b>Intervention strategy 2:</b> strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	30%	304,690	28%	624,830	26%	-320,140
<b>Intervention strategy 3:</b> policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	15%	152,350	17%	371,110	18%	-218,760
<b>Total budget of the programme</b>	<b>100%</b>	<b>1,015,630</b>	<b>100%</b>	<b>2,242,570</b>	<b>100%</b>	<b>-1,226,930</b>
<b>Targets for the cost categories</b>						
Costs directly invested to achieve the outcome	65%	660,160	68%	1,518,490	70%	-858,320
Support costs	35%	355,470	32%	724,070	30%	-368,600
Total of targets for costs categories	100%	1,015,630	100%	2,242,560	100%	-1,226,920
<b>Out of which</b>						
Monitoring and Evaluation	5%	50,780	5%	117,560	-132%	-66,780
Linking and Learning	5%	50,780	6%	141,880	-179%	-91,100
Technical Assistance	6%	60,940	7%	164,620	-170%	-103,680
<b>Origin of funding (including overhead)</b>						
Requested Ministry of Foreign Affairs (MFS-II)	88%	895,960	93%	2,075,840	-312%	-1,179,890
PfR organisations	12%	119,680	7%	166,710	-39%	-47,040
<b>Total of funding of the Guatemala country programme</b>	<b>100%</b>	<b>1,015,630</b>	<b>100%</b>	<b>2,242,560</b>	<b>-121%</b>	<b>-1,226,920</b>

## India

	Budget		Actuals		Balance	
<b>Outcomes</b>						
<b>Intervention strategy 1:</b> strengthening community resilience Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	65%	362,770	65%	415,420	64%	-52,650
<b>Intervention strategy 2:</b> strengthening civil society Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	15%	83,720	18%	115,710	39%	-32,000
<b>Intervention strategy 3:</b> policy dialogue and advocacy Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	20%	111,620	17%	108,920	-3%	2,710
<b>Total budget of the programme</b>	<b>100%</b>	<b>558,110</b>	<b>100%</b>	<b>640,050</b>	<b>100%</b>	<b>-81,940</b>
<b>Targets for the cost categories</b>						
Costs directly invested to achieve the outcome	65%	362,770	98%	629,070	325%	-266,300
Support costs	35%	195,340	2%	10,980	-225%	184,360
Total of targets for costs categories	<b>100%</b>	<b>558,110</b>	<b>100%</b>	<b>640,050</b>	<b>100%</b>	<b>-81,940</b>
<b>Out of which</b>						
Monitoring and Evaluation	5%	27,910	6%	39,930	-43%	-12,020
Linking and Learning	5%	27,910	7%	43,610	-56%	-15,710
Technical Assistance	6%	33,490	12%	76,370	-128%	-42,880
<b>Origin of funding (including overhead)</b>						
Requested Ministry of Foreign Affairs (MFS-II)	92%	511,460	92%	587,420	-15%	-75,960
PfR organisations	8%	46,650	8%	52,630	-13%	-5,980
<b>Total of funding of the India country programme</b>	<b>100%</b>	<b>558,110</b>	<b>100%</b>	<b>640,050</b>	<b>-15%</b>	<b>-81,940</b>

## Indonesia

	Budget		Actuals		Balance	
<b>Outcomes</b>						
<b>Intervention strategy 1:</b> strengthening community resilience Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	65%	838,910	66%	1,371,080	70%	-532,880
<b>Intervention strategy 2:</b> strengthening civil society Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	17%	226,370	16%	341,040	15%	-114,660
<b>Intervention strategy 3:</b> policy dialogue and advocacy Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	20%	266,320	18%	374,990	14%	-108,670
<b>Total budget of the programme</b>	<b>100%</b>	<b>1,331,161</b>	<b>100%</b>	<b>2,087,830</b>	<b>100%</b>	<b>-756,201</b>
<b>Targets for the cost categories</b>						
Costs directly invested to achieve the outcome	65%	865,550	80%	1,678,120	107%	-812,570
Support costs	35%	466,060	20%	409,700	-7%	56,360
Total of targets for costs categories	100%	1,331,610	100%	2,087,830	100%	-756,220
<b>Out of which</b>						
Monitoring and Evaluation	5%	66,580	4%	76,000	-14%	-9,420
Linking and Learning	5%	66,580	5%	102,860	-54%	-36,280
Technical Assistance	6%	79,900	6%	121,290	-52%	-41,390
<b>Origin of funding (including overhead)</b>						
Requested Ministry of Foreign Affairs (MFS-II)	92%	1,228,010	96%	2,014,670	-64%	-786,660
PfR organisations	8%	103,600	4%	73,150	29%	30,450
<b>Total of funding of the Indonesia country programme</b>	<b>100%</b>	<b>1,331,610</b>	<b>100%</b>	<b>2,087,830</b>	<b>-57%</b>	<b>-756,220</b>

## Kenya

	Budget		Actuals		Balance	
<b>Outcomes</b>						
<b>Intervention strategy 1:</b> strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	70%	435,420	57%	153,260	80%	282,160
<b>Intervention strategy 2:</b> strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	20%	124,410	23%	62,660	18%	61,750
<b>Intervention strategy 3:</b> policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	10%	62,200	20%	54,040	2%	8,160
<b>Total budget of the programme</b>	<b>100%</b>	<b>622,030</b>	<b>100%</b>	<b>269,960</b>	<b>100%</b>	<b>352,070</b>
<b>Targets for the cost categories</b>						
Costs directly invested to achieve the outcome	65%	404,320	74%	199,490	58%	204,830
Support costs	35%	217,710	26%	70,470	42%	147,240
Total of targets for costs categories	100%	622,030	100%	269,960	100%	352,070
<b>Out of which</b>						
Monitoring and Evaluation	5%	31,100	7%	18,000	42%	13,100
Linking and Learning	5%	31,100	15%	41,460	-33%	-10,350
Technical Assistance	6%	37,320	16%	44,410	-19%	-7,090
<b>Origin of funding (including overhead)</b>						
Requested Ministry of Foreign Affairs (MFS-II)	91%	564,410	92%	247,640	56%	316,700
PfR organisations	9%	57,620	8%	22,320	61%	35,300
<b>Total of funding of the Kenya country programme</b>	<b>100%</b>	<b>622,030</b>	<b>100%</b>	<b>269,960</b>	<b>57%</b>	<b>352,070</b>



## Mali

	Budget		Actuals		Balance	
<b>Outcomes</b>						
<b>Intervention strategy 1:</b> strengthening community resilience Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	70%	363,500	66%	616,470	59%	-252,970
<b>Intervention strategy 2:</b> strengthening civil society Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	25%	129,820	25%	239,750	26%	-109,930
<b>Intervention strategy 3:</b> policy dialogue and advocacy Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	5%	25,960	9%	89,440	15%	-63,480
<b>Total budget of the programme</b>	<b>100%</b>	<b>519,280</b>	<b>100%</b>	<b>945,660</b>	<b>100%</b>	<b>-426,390</b>
<b>Targets for the cost categories</b>						
Costs directly invested to achieve the outcome	65%	337,530	85%	803,880	109%	-466,350
Support costs	35%	181,750	15%	141,790	-9%	39,960
Total of targets for costs categories	100%	519,280	100%	945,660	100%	-426,380
<b>Out of which</b>						
Monitoring and Evaluation	5%	25,960	4%	39,520	-52%	-13,560
Linking and Learning	5%	25,960	6%	59,270	-128%	-33,300
Technical Assistance	6%	31,160	9%	89,340	-187%	-58,180
<b>Origin of funding (including overhead)</b>						
Requested Ministry of Foreign Affairs (MFS-II)	89%	460,900	96%	911,580	-98%	-450,680
PfR organisations	11%	58,380	4%	34,080	42%	24,300
<b>Total of funding of the Mali country programme</b>	<b>100%</b>	<b>519,280</b>	<b>100%</b>	<b>945,660</b>	<b>-82%</b>	<b>-426,380</b>

## Nicaragua

	Budget		Actuals		Balance	
<b>Outcomes</b>						
<b>Intervention strategy 1:</b> strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	55%	429,210	54%	1,196,710	53%	-767,490
<b>Intervention strategy 2:</b> strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	30%	234,120	30%	661,660	30%	-427,540
<b>Intervention strategy 3:</b> policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	15%	117,060	17%	368,330	17%	-251,270
<b>Total budget of the programme</b>	<b>100%</b>	<b>780,390</b>	<b>100%</b>	<b>2,226,700</b>	<b>100%</b>	<b>-1,446,310</b>
<b>Targets for the cost categories</b>						
Costs directly invested to achieve the outcome	65%	507,250	64%	1,435,190	64%	-927,940
Support costs	35%	273,140	36%	791,510	36%	-518,370
Total of targets for costs categories	100%	780,390	100%	2,226,700	100%	-1,446,310
<b>Out of which</b>						
Monitoring and Evaluation	5%	39,020	5%	107,080	-174%	-68,060
Linking and Learning	5%	39,020	6%	135,560	-247%	-96,540
Technical Assistance	6%	46,820	6%	141,870	-203%	-95,050
<b>Origin of funding (including overhead)</b>						
Requested Ministry of Foreign Affairs (MFS-II)	90%	700,890	94%	2,100,970	-200%	-1,400,080
PfR organisations	10%	79,500	6%	125,730	-58%	-46,230
<b>Total of funding of the Nicaragua country programme</b>	<b>100%</b>	<b>780,390</b>	<b>100%</b>	<b>2,226,700</b>	<b>-185%</b>	<b>-1,446,310</b>

## The Philippines

	Budget		Actuals		Balance	
<b>Outcomes</b>						
<b>Intervention strategy 1:</b> strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	55%	299,900	56%	1,259,990	56%	-960,090
<b>Intervention strategy 2:</b> strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	25%	136,320	27%	606,230	27%	-469,910
<b>Intervention strategy 3:</b> policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	20%	109,060	17%	391,510	16%	-282,450
<b>Total budget of the programme</b>	<b>100%</b>	<b>545,280</b>	<b>100%</b>	<b>2,257,730</b>	<b>100%</b>	<b>-1,712,450</b>
<b>Targets for the cost categories</b>						
Costs directly invested to achieve the outcome	65%	354,430	71%	1,611,580	73%	-1,257,150
Support costs	35%	190,850	29%	646,150	27%	-455,300
Total of targets for costs categories	100%	545,280	100%	2,257,730	100%	-1,712,450
<b>Out of which</b>						
Monitoring and Evaluation	5%	27,260	2%	42,160	-55%	-14,900
Linking and Learning	5%	27,260	3%	61,840	-127%	-34,570
Technical Assistance	6%	32,720	3%	64,930	-98%	-32,210
<b>Origin of funding (including overhead)</b>						
Requested Ministry of Foreign Affairs (MFS-II)	89%	486,390	94%	2,128,980	-338%	-1,642,590
PfR organisations	11%	58,890	6%	128,760	-119%	-69,870
<b>Total of funding of the Philippines country programme</b>	<b>100%</b>	<b>545,280</b>	<b>100%</b>	<b>2,257,740</b>	<b>-314%</b>	<b>-1,712,460</b>

## Uganda

	Budget		Actuals		Balance	
<b>Outcomes</b>						
<b>Intervention strategy 1:</b> strengthening community resilience						
Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	70%	761,170	71%	1,024,260	76%	263,080
<b>Intervention strategy 2:</b> strengthening civil society						
Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	20%	217,480	16%	233,210	5%	15,730
<b>Intervention strategy 3:</b> policy dialogue and advocacy						
Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	10%	108,740	12%	176,580	20%	67,840
<b>Total budget of the programme</b>	<b>100%</b>	<b>1,087,390</b>	<b>100%</b>	<b>1,434,040</b>	<b>100%</b>	<b>346,650</b>
<b>Targets for the cost categories</b>						
Costs directly invested to achieve the outcome	65%	706,800	86%	1,229,970	151%	-523,160
Support costs	35%	380,590	14%	204,080	-51%	176,510
Total of targets for costs categories	100%	1,087,390	100%	1,434,040	100%	-346,650
<b>Out of which</b>						
Monitoring and Evaluation	5%	54,370	2%	32,820	40%	21,550
Linking and Learning	5%	54,370	4%	54,890	-1%	-520
Technical Assistance	6%	65,240	4%	50,540	23%	14,710
<b>Origin of funding (including overhead)</b>						
Requested Ministry of Foreign Affairs (MFS-II)	92%	998,980	92%	1,323,600	-32%	-324,630
PfR organisations	8%	88,410	8%	110,440	-25%	-22,030
<b>Total of funding of the Uganda country programme</b>	<b>100%</b>	<b>1,087,390</b>	<b>100%</b>	<b>1,434,040</b>	<b>-32%</b>	<b>-346,650</b>



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