

Partners for Resilience

Annual report 2015



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Front cover:

Sumilda Carolina López Alvarado, preschool teacher in San José de Cusmapa, presents the risk map that her community drew at the start of the PfR programme. She explains that even though her community is called "La Fuente" ("The Source") and is one of the sources of the Tapacalí river, it suffers from drought during the dry season. The drought usually lasts from mid-November to mid-May, but it appears that rains are now more unpredictable than in the past.

In this community, the PfR programme supported the creation of two water reservoirs (dug manually as no vehicle can reach this remote place) and agro-ecological growing of coffee for all families. Organic coffee was planted together with fruit trees, in order to give shade to the coffee plants (it can lower the temperature by up to 3°C) to make it better adapt to changing climate conditions. The trees also stabilise land against landslides and erosion, and allow for a better infiltration of water in the high part of the Tapacalí river basin.

(All pictures in this report are taken at PfR programme sites or events in 2012, 2013, 2014, and 2015)

List of abbreviations and acronyms

A		M	
A2R	Anticipate, Absorb, Reshape	MAG	Ministry of Agriculture
ACTED	Agency for technical Cooperation and Development	MARN	Ministry of Environment and Natural Resources
AEI	Interinstitutional Strategic Agenda	MDGs	Millennium Development Goals
ASDENIC	Asociación de Desarrollo Social de Nicaragua	MEFCCA	Ministry of Family Economics, Community, Cooperatives
B		MFS-II	Mede-Financierings Stelsel/cofunding scheme (2 nd phase)
BDP	Barangay Development Plan	MoFA	Ministry of Foreign Affairs
BRACED	Building Resilience and Adaptation to Climate Extremes and Disasters	MOOC	Massive Online Open Course
BSDMA	Bihar State Disaster Management Authority	MNREGA	National Employment Guarantee
C		MoFA	Ministry of Foreign Affairs
CBO	Community-Based Organisation	N	
CCA	Climate Change Adaptation	NBA	Niger Basin Authority
CED	Community Economic Development	NDMA	National Disaster Management Authority
CIAT	International Centre for Tropical Agriculture	NGO	Non Government Organisation
CIDSE	International Cooperation for Development and Solidarity	NMA	National Meteorological Agency
CMDRR	Community Managed Disaster Risk Reduction	P	
CNB	National Curriculum Base	PAGASA	Philippines Atmospheric, Geophysical and Astronomical Services Administration
COLRED	Local Risk Reduction Committee	PECCN	Poverty, Environment and Climate Change Network
CONAP	National Council of Protected Areas	PEDRR	Partnership on Environment and Disaster Risk Reduction
CONRED	National Coordinating office for Disaster Reduction	PDPMC	Parish Disaster Preparedness and Management Committees
COP	Conference of Parties	PfR	Partners for Resilience
CPGC	Committee for Prevention and Disaster Management	PHIVOLCS	Philippine Institute for Volcanology and Seismology
CRA	Community Risk Assessment	PICC	Platform of Intervening in Climate Change
CSO	Civil Society Organisation	PRI	Panchayati Raj Institutions (local gov. India)
D		R	
DDMP	District Disaster Management Plan	RACCN	North Caribbean Coast Autonomous Region
DENR	Department of Environment and Natural Resources	RENOC	National Network of Watersheds
DRMFSS	Disaster Risk Management and Food Security Sector	S	
DRR	Disaster Risk Reduction	SFDRR	Sendai Framework for Disaster Risk Reduction
DRRM	Disaster Risk Reduction Management	SIP	School Implementation Plan
E		SRI	System of Rice Intensification
EDD	European Development Days	T	
EMR	Ecosystem Management and Restoration	TTS	Timor Tengah Selatan
EU	European Union	U	
F		UNEP	United Nations Environment Programme
FbF	Forecast based Financing	UNFCCC	UN Framework Convention on Climate Change
G		USD	United States Dollar
GNDR	Global Network for Disaster Reduction	V	
H		VLDRC	Village Level Disaster Resilience Committee
HFA	Hyogo Framework for Action	VOICE	Voluntary Organisations in Cooperation in Emergencies
I		W	
ICTA	Agricultural Science and Technology Institute	WASH	Water, Sanitation, and Hygiene
IFRC	Int. Federation of Red Cross Red Crescent Societies	WBCSD	World Business Council on Sustainable Development
INAFOR	National Forestry Institute	WCDRR	World Conference for Disaster Risk Reduction
IRM	Integrated Risk Management	WFP	World Food Programme
INTA	Nicaragua Institute for Agricultural Technology	WRUEP	Waso River Users Empowerment Platform
L		WWA	World Weather Attribution
LGU	Local Government Unit		

Introduction

A staff member from one of the PfR organisations discusses tenure claims for inhabitants of the Catmon barangay in Malabon, Manila.



Many hazards are becoming more frequent and less predictable as a result of climate change. At the same time, environmental degradation erodes nature's ability to regulate these merely water-related hazards and to provide food and water. Hazards that turn into disasters, whether slow or sudden-onset, and whether large or small, affect ever more people, especially the poorest and most vulnerable who have, as a result of their socio-economic status, also the least capacity to protect themselves. At the same time development investments do not always take disaster risk into account, and may even increase these risks. Consequently the poorest and most vulnerable find themselves trapped in a vicious circle of poverty, vulnerability and marginalisation. Also the financial implications are increasing with more disasters undermining and undoing investments in poverty reduction, as well as putting a strain on budgets for relief and recovery.

Partners for Resilience, a partnership of five humanitarian, development, climate and environmental organisations, promotes resilience as key in halting and reversing this trend. We combine our experience and approaches and have embarked on a trajectory to jointly make communities better able to prevent, mitigate and respond to rising disaster risks. Our unique approach to the building of community resilience, developed with more than 50 local implementing partners, integrates climate change and ecosystem management and restoration into disaster risk reduction, which we refer to as 'integrated risk management' (IRM). With it, we put local disaster risk in the context of longer-term trends of rising and changing risks, as well as of wider landscapes where causes and effects of risks are often far apart. In the first-ever large-scale programme of its kind, we have brought together our expertise in a truly holistic manner.

Partners for Resilience is proud of its achievements of the past 5 years. As this report shows, our programme reached more than 638.527 beneficiaries in 549 communities in nine countries worldwide. We supported communities to assess their risks and develop and implement risk reduction measures. They protected, strengthened and adapted their livelihoods, and are now better able to ward-off and deal with disaster risks. The programme has been based on the capacities communities have to change course, and supported them. Our partner organisations applied the integrated risk management approach in their work with communities and in the dialogue with peers and government institutions, who now increasingly endorse the approach and provide support where possible. At international level we ensured that policies create a conducive environment for community resilience and vice versa: that our experiences and evidence at local level feeds policy development at higher levels.

Strong civil society organisations, like the ones operating within Partners for Resilience, play a central role in this, for in the end the local level is point of departure and destination when assisting people. PfR sees that building resilience is increasingly being taken up in international policies and frameworks as a key approach to further aims in the fields of disaster risk reduction, climate change, sustainable development and ecosystems management. Their overlap provides increasing opportunities to address disaster risks through community resilience strengthening, and as such also reflects the bridge function that this approach brings to these different domains.

This report presents the activities and results in the fifth and final year of the Partners for Resilience Programme under MFS-II. The results underline the need for on-going and targeted engagement with key stakeholders and decision makers to ensure integrated risk management is incorporated in

policies, investments and practices. We will however continue to build on our results – stronger communities, effective networks, close collaboration with governments, intensive engagement in international forums – and expand our reach so that effects will be long lasting, and results can be further taken to scale. We therefore look forward to our continued engagement under the new Strategic Partnership, where we will continue to work with our local partners and with the Netherlands Ministry of Foreign Affairs on stressing, through targeted dialogues, the importance of IRM to be taken into account in policies, investments and practices, to ultimately make communities more resilient for possible disasters.

Finally I like to remark that this report follows the same format as previous annual reports. Together with this report however, a five year reflection report *Partners for Resilience 2011-2015* is being issued, which presents a critical and constructive review on how the programme evolved over time, and what the main challenges and successes have been. The outcomes of this review are feeding the further development of the afore-mentioned Strategic Partnership 2016-2020.

The Hague, 30 July 2016

Juriaan Lahr
Head of International Assistance
Netherlands Red Cross.

Summary

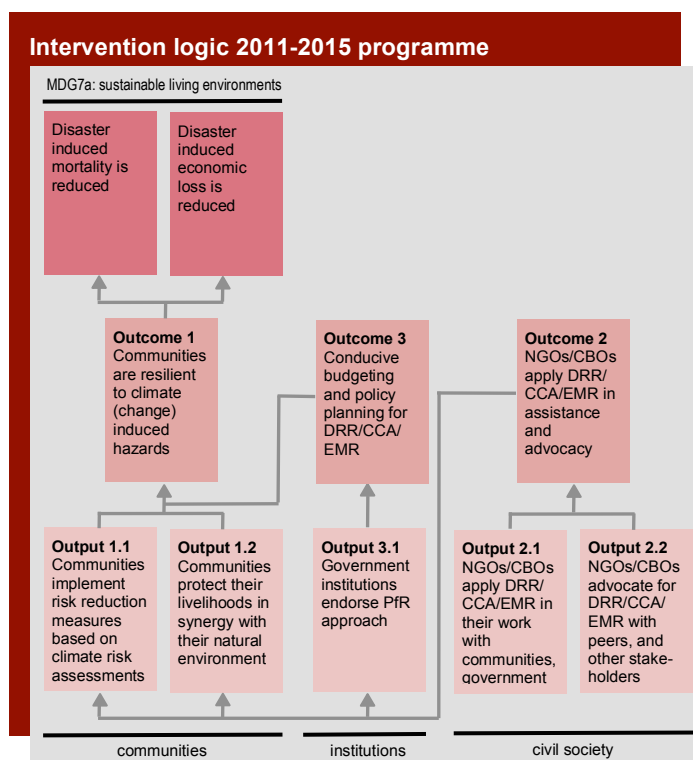


A group of women in Dire Dawa, Ethiopia, fetches water from a newly constructed well system.

Introduction | The Partners for Resilience (PfR) members have been working as an alliance in the field of Integrated Risk management (IRM) since 2011. Together with their local partners in southern countries, PfR works to build and strengthen community resilience by integrating Disaster Risk Reduction (DRR), Ecosystem Management and Restoration (EMR) and Climate Change Adaptation (CCA), referred to as Integrated Risk Management (IRM). This report marks the end of the first five year phase of the PfR programme. In 2015 the focus has been very much on sustaining the programme activities and to prepare for the next five year programme phase: the new Strategic Partnership with the Netherlands Ministry of Foreign Affairs. Under the new Strategic Partnership the PfR alliance members (CARE Nederland, Cordaid, the Netherlands Red Cross, the Red Cross and Red Crescent Climate Centre, Wetlands International, and their partner civil society organisations in the south), will continue their joint work, in promoting the application of Integrated Risk Management aimed at strengthening and protecting livelihoods of vulnerable communities. PfR focuses primarily on climate-related natural hazards, whose underlying causes and potential for disasters result to a large extent from human induced processes.

The new strategic partnership (2016–2020) will combine and strengthen PfR’s and the ministry’s knowledge, expertise and networks in the above fields, focusing on targeted dialogues to promote the increased and sustained application of IRM in policies, investments and practices. In this strategic partnership synergies will be sought through regular dialogue, including with the Ministry of Foreign Affairs and its embassies, to maximise intervention results. It will build on the learnings and experiences gained in the first phase, and on existing access to key stakeholders, and will contribute to national and international agreements like the Sendai Framework for Disaster Risk Reduction, the new Climate Agreement, and the Sustainable Development Goals .

Set-up of the programme | The programme is implemented along three strategic lines: strengthening communities’ resilience through targeted interventions at local level, working with civil society organisations to promote the integrated approach, and engaging in policy dialogues with governments to create an enabling environment. The various elements under these three directions are strongly interrelated (see box, and Annex 2). Helping to create a conducive environment in terms of government legislation, policy development, planning and integration, and budgeting (outcome 3) is assumed to contribute to the ability of civil society 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 regarding their efforts to ensure that government institutions endorse the Partners for Resilience approach of



ecosystem and climate smart DRR (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 Millennium Development Goal 7a: "Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources."

Overview of achievements | To cope with the vast amounts of data, the use of a methodology and monitoring protocol (see Annex 1) that is highly reliant on indicators was agreed with the programme's principal donor, the Netherlands Ministry of Foreign Affairs. This annual report is structured on the basis of that protocol.

Chapter 1 briefly summarizes a number of key general performance indicators. PfR worked in 549 communities. It reached 638.527 beneficiaries (319.120 of them female, 50%). With support from PfR risk mapping in these communities has been conducted, and in total 597,622 people are now covered by risk plans (in some cases plans that are developed for a single village have a wider reach, hence the number is higher than that of direct beneficiaries who are explicitly targeted), and 98,277 community members have diversified their livelihoods.

Chapter 2 presents more details concerning to programme element 1, Strengthening Civil Society, covering civic engagement, levels of engagement, practice of values, perceptions of impact, and socio-economic environment. As in the next two chapters, the target indicators are either numbers, percentages or scores on a four point scale.

Chapter 3 is a compilation of 2015 country reports, highlighted by tables treating a wide range of interlinked themes and activities, interspersed with case stories in boxes or as texts further explaining the data in the tables.

As for the national programmes, all countries have in quantitative terms achieved or exceeded the programme's aims, as agreed per indicator. One indicator where several countries have yet to achieve their target relates to the percentage of annual increase of government spending in target areas on DRR/CCA/EMR. In that respect lobby and advocacy efforts will remain particularly relevant in these countries, which will be followed up in the next 2016-2020 phase of the programme.

Chapter 4 deals with different aspects of capacity building of NGOs and CBOs in the nine countries where PfR operates, building on the 5C model. Although attribution is sometimes difficult to demonstrate, all elements score on average above their target, some of them even considerably. Only for eight of the individual 126 country performance indicators the score of an individual country slightly dropped, each due to incidental circumstances.

Chapter 5 concerns organisational matters of the Netherlands Red Cross, like the percentage of own contribution in the organisation's turnover, the application of a quality management system, and the learning ability of the organisation.

Chapter 6 provides a full overview of activities related to promoting PfR on a global scale. PfR actively engaged in many international meetings. In March 2015, the UNISDR conference took place in Sendai, during which the Sendai Framework for Disaster Risk Reduction was agreed. Furthermore, as the Millennium Development Goals (MDGs) expired in 2015, follow up Sustainable Development Goals have been formulated for the period 2016-2030, aiming at eradicating poverty and ensuring sustainable development in all countries. Moreover a new Climate Agreement has been agreed at the UNFCCC COP 21, held in Paris in November 2015. PfR Alliance members took an active role in each of these processes. As these agreements are very much aligned to each other, integration and closer coordination of the different frameworks will create synergy. Under the new Strategic Partnership

programme PfR continues to engage in the further development and the actual implementation of the international frameworks.

Chapter 7 presents a great number of learning initiatives, reflecting that, although no specific targets have been set, a major aim of the programme is to learn from the experiences on the integration of DRR, CCA and EMR and the work with communities, civil society and government. Countries, through various meetings and initiatives, identified and discussed good practices on the integration of DRR/CCA/EMR, and are using these (and other examples and experiences) for disseminating the implementation of the integrated approach at community level, and disseminating it at national and international levels. In this final year of the PfR programme a Global conference has been organised, in the Hague in October 2015, to share experiences from the first phase of PfR and to plan ahead for the next phase, during which we will further build on our previous work. Much effort has also been put in the 'Learning from PfR' study, conducted by researchers from the Universities of Wageningen and Groningen. The main outcomes and recommendations of the study are presented in this chapter.

Finally | In the final year of programme implementation, increased focus was on quality, cost-efficiency and sustainability. Partners increasingly focussed on ensuring continuation of activities and, where needed, on ensuring funding to sustain their efforts. The signing of the new Strategic Partnership gave a great boost to our joint efforts. The new agreement acknowledges all the work done and results reached during PfR1: the alliance has been able to proof our holistic approach, and the members combined their experience and approaches to jointly better enable communities prevent, mitigate and respond to rising disaster risks. Local disaster risk is put in the context of longer-term trends of rising and changing risks, as well as of wider landscapes where causes and effects of risks are often far apart. In the first-ever large-scale programme of its kind, PfR has brought together its expertise in a truly holistic manner.

General performance indicators

A singer goes from village to village in Merti, Kenya. His songs carry a message of the need to protect against disasters.



Budget | At the moment of drafting this annual report, the exact expenditures are not known yet. Figures will be shared as soon as they become available.

Coverage | In all countries community selection has taken place and baseline surveys have been carried out. Subsequently risk reduction plans have been developed for most communities. In total Partners for Resilience reached 638.527 beneficiaries in 2015.

Coverage (gender specific) | Of the above number, 50% is female (319.120 beneficiaries) and 50% 319.407 beneficiaries) male. PfR made many efforts in the application of the participatory tools to include the risk perceptions and potential solutions offered by women and other vulnerable groups. Even though the risk plans cover the populations in specific geographical areas as a whole (in which case a 50% male-50% female coverage applies) interventions have been made gender sensitive, by incorporating the views of women groups and the establishment of women self-help groups – in often patriarchal societies.

Coverage (communities) | The total number of communities where Partners for Resilience in 2015 engaged with activities under the three strategic directions is 549. In all these communities PfR supported the risk mapping activities, and the development of disaster risk reduction action plans.

Civil Society

Programme element 1

In Sunzapote, in Guatemala's Zacapa district, PfR assist with the construction of ecologically friendly water and irrigation system.



2.1 Introduction

To support communities in building resilience, civil society actors (PfR partners as well as other organisations) are trained in the application of climate smart and ecosystem based disaster risk reduction. Partners cooperate with knowledge institutes, meteorological offices, public funding schemes and other relevant stakeholders in order to keep improving on their work to build community resilience. Traditional and science-based knowledge are combined and closer cooperation between the communities and the relevant stakeholders has been established. Innovative tools such as flood prediction tools, GIS information, participatory video and games are being used to increase knowledge and capacities of partners and the community organisations that they support. Documentation of the key achievements and lessons of PfR programme has in some countries been done through so-called 'write-shops' (see also chapter 7, Linking & Learning), which has led to a great collection of case studies that is available now, including on PfR's website.

The work of PfR centers on making people, communities and systems better prepared to withstand catastrophic events (both natural and manmade), enabling them to bounce back more quickly and emerge stronger from these shocks and stresses. PfR promotes four building blocks for resilience: encouraging communities to anticipate the risks they face, respond when disaster strikes while maintaining basic structures and functions, adapt to changing risks and the inherent livelihood options, and finally transform risks by addressing root causes and be active partners with governments in implementing disaster risk reduction. Throughout its work at the community level, where interventions were designed to achieve the four building blocks, we have invested in a wide range of activities. Key features are:

- addressing risk in a holistic way by combining various disciplines;
- working across time scales by regarding imminent and future disaster;
- applying a landscape approach by incorporating disaster origin and effects on a wide spatial scale;
- working with various stakeholders, making disaster risk reduction everyone's priority.

The main strength of the Alliance has been its capacity to operate and connect at all levels. Through linking local communities and village organisations with the public authorities, scientific institutions and with the corporate sector, it facilitated the communities to express their needs and requirements. This requires diplomatic skills of those involved in working with the communities and higher level administration. The staff in the field gained this knowledge through the cooperation mechanisms and linking & learning efforts, facilitated by PfR. In that respect it was very useful to bring stakeholders together (community leaders, government officials, technical experts, etc.) in workshops, forums and expos, and to facilitate exchanges of experiences.

The work with Civil Society Organisations (CSOs) is conditional for the strengthening of community resilience. Depending on the country, context and PfR member, these CSO's are local offices or national societies of the PfR members part of national civil society, local partner NGO's, networks or community based organizations. To enable the CSO's in building resilient communities, alliance members support actions that strengthen their capacities, both in the implementation of the PfR programme, as well as in their organisational development. Initiatives for the latter, related to indicators that were defined specifically for this aim, are discussed in this chapter.

2.2 Civic engagement

Diversity of socially-based engagement | Communities' acknowledgement of partners' legitimacy and representation is a key condition to work effectively in and with communities. In order to achieve this, accountability and responsiveness to stakeholders, especially towards the target communities, are key. An important means is the issuing of an annual report with which partners make themselves accountable. The indicator is measured on a scale from 1 (no annual report exists or is being developed) to 4 (last year's annual report is available). In 2015 it is clear that all partners made good progress towards this aim, as most of the organisations score 4 now.

The organisations are accountable and responsive to stakeholders									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	4.0	3.0	3.5	2.7	2.0	1.0	1.0	4.0	3.0
Target	3.0	3.0	3.0	4.0	3.0	3.0	3.0	4.0	4.0
Score 2012	4.0	4.0	3.5	2.7	3.0	3.0	1.0	2.5	3.5
Score 2013	4.0	3.75	3.5	3.5	3.0	4.0	4.0	4.0	3.5
Score 2014	4.0	4.0	4.0	4.0	3.5	4.0	4.0	4.0	4.0
Score 2015	4.0	4.0	3.7	3.8	3.5	4.0	4.0	4.0	4.0

Especially in *Mali* and *Nicaragua* partners have progressed well towards this indicator: they did not have the habit of developing and sharing annual reports back in 2011 at the start of the PfR programme. Now the development and publishing of annual reports has become part of their organisational systems. In *Indonesia* the score is a bit lower now; this is mainly due to the involvement of some new partners who are not yet at the desired level. This has attention and additional capacity building support is provided to these partners.

Diversity of political engagement | The scores on this indicator are very much linked to the progress made regarding the policy dialogue. Scores are percentages that reflect the organisations (as part of the total number of organisations) that are invited at least twice a year to participate in meetings with government bodies that are related to DRR, CCA, EMR.

% of supported community committees that are invited to participate in regular dialogue with government bodies									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0%	0%	0%	0%	0%	0%	0%	0%	0%
Target	90%	30%	30%	30%	30%	30%	30%	30%	50%
Score 2012	76%	76%	0%	0%	10%	10%	0%	35%	50%
Score 2013	76%	100%	0%	25%	15%	60%	100%	100%	70%
Score 2014	79%	100%	30%	54%	20%	60%	100%	100%	70%
Score 2015	79%	100%	30%	83%	20%	60%	100%	100%	70%

In *Guatemala* community organisations participate in dialogue with government. Key stakeholders are consulted for activity planning and implementation. Community leaders, and local and institutional authorities, are in dialogue in order to ensure on the one hand government support, and on the other hand to guarantee community leaders' active participation, also in decision-making processes.

In *Kenya* the decentralization from Central to County Government took shape with the establishment of the County Governments. This has brought power and resources closer to the people and in turn has led to community members wanting to engage in County Affairs and participate in development activities in their areas. However the limited capacities of the County Government officials to enact laws and legislation proves to be an obstacle, and PfR partners have taken the opportunity and invested in building the capacity of County officials and supported them in developing risk reduction policies for Isiolo County.

In *India* the design and implementation of village level risk reduction plans was characterised by a high level of community participation (see box) In *Indonesia*: in cooperation with communities, local government and other stakeholders, PfR partners have increased the number of communities that have access to data, have effective practices, participate in networks and have the confidence to engage with local governments. Some 83% of the target communities is now in dialogue with a range of local government departments, including agencies such as the meteorological department, the environmental department, forestry, food security, health, agriculture, village development, the agency for cooperatives and enterprise development and the district parliament and district head.

In *Mali* Contingency Plans have been developed at the municipal and the community level, and the Contingency plans are now part of the local government development plans. This allows rural districts and communities to mobilise resources within the government structures.

Village Risk Reduction Plans in India

Village level risk reduction plans in India are designed and implemented with substantial community participation. These plans are endorsed by the village Panchayats and local government officials at the Block office, after which community members themselves undertake implementation activities, led by Village Level Disaster Resilience Committees (VLDRCs). PfR’s partner NGO’s play a facilitating role to ensure that the risk reduction plans developed under the PfR project are community owned and community driven. Once the village risk reduction plans are approved at Panchayat level, they become part of the government development programme; this gives local communities and Panchayat leaders a strong instrument to mobilise support and funds from the district authorities for the implementation of the local risk reduction plans.

The plan addresses community preparedness by building skills that are required at the time of a hazard event, such as early warning, search & rescue, first aid, evacuation. Construction of disaster resilient infrastructure is also addressed. The plan also looks at improving the villages’ natural capital by seeking to reduce hazard risks by ensuring ecosystem management and restoration. Finally the plan addresses issues related to the socio-economic vulnerabilities of people, by laying special emphasis on diversifying their livelihood options.

2.3 Level of organisation

In all countries PfR has established coordination and cooperation with knowledge and resource organisations. Besides that, PfR Alliance members take part in DRR/CCA/EMR global coalitions and umbrella organisations. Linking with knowledge institutes has helped the further development of the PfR programme, putting new gained knowledge and insights in practice at the local level. Being part of larger networks creates opportunities to have a voice at decision-making bodies, e.g. government institutes responsible for risk reduction policies and practices.

Organisational level of civil society | The existence of network and umbrella organisations in the individual countries is a manifestation of civil society’s organisational level. Besides working under PfR, partners do also operate within and contribute towards other networks that focus on resilience building.

2b # of network/ umbrella organisations developed and active	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0	0	0	0	0	0	0	0	1
Target	1	8	1	13	1	1	12	1	2
Score 2012	3	11	1	2	1	1	6	1	1
Score 2013	3	14	1	18	1	1	14	1	2
Score 2014	3	15	1	31	2	1	15	1	3
Score 2015	3	15	1	41	2	1	15	3	3

In all countries PfR partners engage in relevant networks. Generally the scores in the above table show that partners have achieved or even surpassed the earlier set targets. This means that they do acknowledge the importance to work with others who do similar kind of work. Linking up with other stakeholders has different purposes: sharing and learning of experiences is one of them, making use of expertise and lessons learnt of others is another good reason. Sometimes others strive for the same changes: joint lobby & advocacy can be very beneficial to have a better impact.

In *Mali* a network called Platform for Intervening in Climate Change (PICC) was set up in order to enlarge and equip the group of civil society organisations for lobby & advocacy. The

NGO members of the platform were trained on DRR/CCA/EMR, on contingency planning, and on lobby & advocacy. The PICC is going to play a key role in the implementation of the Strategic Partnership 2016-2020; it has been strengthened sufficiently during PfR1 to play this future role.

Reference is made to chapter 3 where the activities under this indicator are presented for individual countries.

Peer-to-peer communication | Throughout the implementation period, the PfR partners have been engaged in dialogue with peers and governments. This is in fact a key element of the programme, as will be presented in the next chapter, particularly under strategic objective 2 and 3.

2c % of partner NGOs, and CBOs that co-operate with them in the PfR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0%	0%	0%	0%	20%	0%	0%	0%	0%
Target	70%	70%	70%	70%	70%	70%	83%	80%	100%
Score 2012	27%	80%	57%	83%	40%	100%	67%	80%	100%
Score 2013	50%	100%	94%	85%	45%	60%	100%	100%	100%
Score 2014	73%	100%	88%	93%	71%	70%	100%	100%	100%
Score 2015	81%	85%	88%	93%	75%	70%	100%	100%	100%

The above table indicates that in each country PfR partners have achieved or even surpassed their set target.

In *Uganda* PfR partners participated in national level policy review and development forums. This included participation on the national climate change policy development and the development and validation of the Guidelines for the National Climate Change Indicators. In both events experiences of PfR were shared. On similar events, such as World DRR Day, World Environment Day, World Water Day, PfR engaged with similar stakeholders to share the views and approaches of PfR.

Further initiatives and activities that illustrate how they have done so are presented in chapter 3.

Financial and human resources | The success of the partners engaging with governments, and of their ability to impact the level of budgets that governments allocate for DRR/CCA/EMR has improved over the years. The figures indicate an increase in levels compared to the previous year. Low scores, e.g. 0% does not imply that the dialogue has not been successful. Especially if positive changes had been reach in previous years, the government spending remained at a predictable level, which also contributes to further sustaining programme results. A challenge to measure this indicator is that budgets may shift between ministries line departments, and may expand or shrink in the process, making it difficult to account for a change in the size of the budget specifically for DRR/CCA/EMR. The difficulty in capturing the increase in budgets implies that several countries present a score of 0% whereas there might have been an increase, though it is too difficult to trace exact figures.

3b % of annual increase of government spending in targeted areas on DRR/CCA/EMR									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0%	0%	0%	0%	0%	0%	0%	0%	0%
Target	30%	20%	30%	10%	30%	30%	10%	30%	30%
Score 2012	0%	20%	0%	0%	0%	0%	7%	0%	0%
Score 2013	0%	33%	511%	0%	0%	10%	10%	0%	0%
Score 2014	15%	53%	0%	0.5%	4%	10%	12%	0%	30%
Score 2015	24%	100%	30%	0%	5%	10%	12%	0%	30%

For the majority of countries (notably Ethiopia, Indonesia, Kenya, Mali and the Philippines) it remains a challenge for PfR to ensure that governments move from awareness and addressing DRR/CCA/EMR in their strategies and plans to indeed increase dedicated spending. At the same time however, there are great examples in PfR working areas where targeted communities have been able to mobilise government funding. Reference is made to chapter 3 for specific examples.

2.4 Practice of values

In several ways PfR partners monitor how their organisational values are being translated: by means of involvement of the target group in decision making, and by means of the availability and application of transparent financial procedures. They do this both at global alliance level and at country level.

Internal governance (democratic decision making and governance) | Much emphasis is put in ensuring that local disaster committees represent their villages, and that community members continue to be involved in the implementation of activities. Scores for this indicator range from 1 to 4, and for a positive assessment of each of the following questions one point is awarded: are affected people involved (or in any case are their rights recognised), are people who are not affected by decisions but who are influential and/or powerful sufficiently informed, is the level of involvement of the target group adequate (given the type of organisation, type of issues at stake, and local culture), and does the participatory process take place in a time efficient-manner.

Target group is involved in decision making										
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda	
Baseline 2011	3.0	3.0	2.4	1.2	2.5	3.0	3.0	3.5	4.0	
Target	4.0	3.0	3.0	3.75	3.0	3.0	3.0	3.0	3.0	
Score 2012	4.0	4.0	2.4	1.2	3.0	3.0	3.0	3.25	3.5	
Score 2013	4.0	3.5	3.0	3.0	3.0	4.0	4.0	3.4	3.5	
Score 2014	4.0	4.0	3.5	3.3	3.0	4.0	4.0	3.5	4.0	
Score 2015	4.0	4.0	3.5	3.5	3.0	4.0	4.0	3.875	4	

In *Ethiopia*, the DRR committees established with support from PfR play a leading role in community mobilisation, in conducting risk assessments, and in implementing & monitoring associated risk mitigation measures. In the Kebeles (municipalities), they take a leading role in identifying sites for natural resource conservation, and targeted (groups of) beneficiaries for programme services. DRR committees and local government have strengthened linkages and plan regular meetings. Government development agents use the DRR committees as contact points for agricultural extension services.

In *Guatemala* the decision of having general consultation meetings for implementing community activities was maintained, with the involvement of people from the whole community: their participation and approval of actions supported operational decisions by community leaders. At the municipal and national levels, decisions were made in conjunction with the municipal authorities and representatives of governing institutions, while respecting their individual priorities.

In *India*, each community (i.e. the target group) is highly engaged the decision-making processes, not only in the development of risk reduction plans, but also in their implementation, up-dating and continued functioning. The participation of representatives from the marginalised sections of the community is ensured in the community managed VLDRS institutions that have been formed under the project for implementing the disaster risk reduction plans. Of particular significance is the participation of women that has seen a good increase over the period of project implementation.

In *Indonesia* good progress has been made to improve the capacity and connection at all levels; linking the local community and village organisations with the public authorities, scientific institutions and the

corporate sector, enables the communities to express their needs and requirements. This requires diplomatic skills of those involved in working with the communities and higher-level administration. The staff in the field and at headquarters gained this experiences and knowledge though cooperation mechanisms and linking and learning efforts. Most effective was to bring stakeholders (community leaders, government officials, technical experts, etc.) together in workshops, forums, expo's etc. and facilitate exchange of experiences. Although good progress has been made to involve the target group in decision-making, some further strengthening of this is required in the next programme phase.

Transparency | Another indication of how values are practiced is the level of transparency of financial procedures. The indicator combines four aspects: the existence of such financial procedures, the staff's knowledge of these, the production of financial reports within a reasonable period of time after the project period ends, and the level of quality of these reports. All implementing partners have made good progress to improving on all these four aspects.

The organisations have transparent financial procedures and practise transparent financial reporting									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	3.0	2.7	2.4	2.7	2.5	3.0	2.0	3.4	3.0
Target	3.0	3.0	3.0	3.8	3.0	3.0	3.0	3.8	4.0
Score 2012	3.5	3.5	3.5	2.7	3.0	2.5	2.0	3.5	3.5
Score 2013	3.5	3.8	3.8	3.0	3.0	3.8	3.8	3.6	3.5
Score 2014	3.8	4.0	4.0	3.8	3.0	4.0	4.0	3.6	3.7
Score 2015	4.0	4.0	4.0	4.0	3.0	4.0	4.0	3.8	4.0

2.5 Perception of impact

A fourth aspect of the functioning of civil society is how the impact of its work is perceived. Three indicators are regarded: responsiveness towards governments and counterparts, the social impact of the work at community level, and the policy impact with governments.

Responsiveness | To operate effectively and to yield impact it is important for partner organisations to be acknowledged and valued by both government and counterparts. On the one hand this is reflected in the engagement of partner NGOs and CBOs with the government when it comes to the integrated DDR/CCA/EMR approach, on the other hand it is reflected by the level of involvement of government institutions in the PfR programme activities, like participating in meetings, field visits, training and/or joint implementation. Obviously the level depends on the programme set-up (involvement of government officials from the start), implementation progress (larger number of activities for which government officials can be invited), locations (more locations implies more opportunities), and the history of prior contacts with government officials.

3.1b # of (local) government institutions actively engaged in activities									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0	0	0	0	0	0	0	0	0
Target	16	8	1	40	4	7	30	65	4
Score 2012	13	25	18	27	3	17	26	58	7
Score 2013	13	46	18	44	4	17	45	117	7
Score 2014	32	50	29	43	4	20	49	117	7
Score 2015	34	50	29	44	4	20	49	117	7

Almost each of the country teams managed to surpass the targets set, which shows the importance of engaging government institutes. Reference is made to chapter 3 under the respective countries.

Social impact | Partners have included several ways to involve the communities they work with in the various stages of the programme, from selection, assessment and development of plans on one end of the spectre to the actual implementation and monitoring on the other. This community involvement is

considered conditional to ensure effective and lasting impact at the local level. An indicator for this is if and to what extent the risk assessments are conducted with active and wide community participation.

1.1a # of communities that conducted risk assessments that take account of information about climate change and its impact on disasters									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0	0	0	10	0	0	0	0	0
Target	25	26	209	30	13	20	28	42	94
Score 2012	17	17	209	23	13	20	28	31	30
Score 2013	32	23	223	35	13	20	30	42	93
Score 2014	37	32	223	51	10	20	55	44	93
Score 2015	37	32	223	51	10	20	55	44	93

The scores for the various countries indicate that all partners have included as many or even more communities under this group of activities than planned – Kenya being an exception. After the mid-term review in 2013, the *Kenya* country team agreed to focus more on quality than thinly spreading and decided to reduce the number of communities from 13 to 10 in 2013. The exit in the three communities was made in a responsible way by systematically linking the communities to government structures and/or other projects being supported by PfR members.

In the *Philippines* at the community level, capacities of the most vulnerable sectors and community-based organizations such as homeowners' associations were strengthened through trainings and learning sessions. As a result, community members have better participation in local governance. In many of PfR areas, the capacities of PfR-trained community members is recognized by making them part of the local DRRM councils. Participation of the most vulnerable sectors in the communities in local councils provides them opportunities to bring their agenda in local development.

The locally developed and owned risk reduction plans are very empowering to local communities: they have a concrete plan that can be implemented partly by themselves, and once linked to and embedded in government development programmes, the community plans are a good instrument to mobilise resources from the government. Reference is made to chapter 3 for more country-specific information.

Policy impact | The level of impact of PfR's work is also reflected by the influence of the partnership on government policy, planning and/or budgeting. As an indicator partners monitor the annual increase of the government budget spent on DRR/CCA/EMR related activities. Preceding any success in this field is the establishment of a policy dialogue with governments. These have been established after the country teams devoted much of their time and energy in the initial stages of the programme on community assessments. Reference is made to chapter 3 for more detailed information per country.

3b % of annual increase of government spending in targeted areas on DRR/CCA/EMR									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0%	0%	0%	0%	0%	0%	0%	0%	0%
Target	30%	20%	30%	10%	30%	30%	10%	30%	30%
Score 2012	0%	20%	0%	0%	0%	0%	7%	0%	0%
Score 2013	0%	33%	511%	0%	0%	10%	10%	0%	0%
Score 2014	15%	53%	0%	0.5%	4%	10%	12%	0%	30%
Score 2015	24%	100%	30%	0%	5%	10%	12%	0%	30%

Also initiatives in relation to national and international conferences and meetings, especially regarding the official recommendations and resolutions are a reflection of policy influence. For this, an indicator is agreed that also highlights progress under the programme's third strategic direction.

3d # of technical recommendations, resolutions and conference proceedings making reference to DRR/CCA/EMR approaches	
Global	
Baseline 2011	0
Target	8
Score 2012	1
Score 2013	3
Score 2014	19
Score 2015	22

Rather than other indicators under the strategic directions, the above one is specifically targeted at supra-national level. Reference is made to chapter 6 (Global reach) where a number of actions of PfR partners are presented. It should be noted though that active engagement at international conferences not automatically and directly translates in adoption of recommendations, and moreover that (direct) attribution of lobby initiatives in this respect is not always possible. Yet at several conferences and meetings it can be witnessed that attention for the links between DRR, CCA and EMR is increasingly recognised in official documents.

Actions that demonstrate policy impact are closely related to indicator 3c, focussing on international lobby and advocacy. Partners are actively engaged in international events, like the Hyogo Framework for Action/Sendai, held in Sendai, March 2015, the COP21 held in Paris in December 2015, the EU Resilience Forum, held in Brussels, during the European Development Days in June, and several other international and regional forums. Also within partners' international networks official meetings took place where PfR partners managed to include reference to DRR/CCA/EMR. Finally, there have been numerous bilateral meetings that indirectly contributed to specific international and regional dialogues.

3c # of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	
Global	
Baseline 2011	0
Target	9
Score 2012	7
Score 2013	8
Score 2014	14
Score 2015	17

2.6 Environment

Socio-economic, socio-political and socio-cultural context | 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 CSO networks, taking into account this context. The engagement in a structured dialogue is regarded as a reflection of this. It also reflects progress regarding peer-to-peer communication ('Level of organisation', par. 2.3) and Responsiveness ('Perception of impact', par. 2.5).

2c % of partner NGOs, and CBOs that co-operate with them in the PfR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0%	0%	0%	0%	20%	0%	0%	0%	0%
Target	70%	70%	70%	70%	70%	70%	83%	80%	100%
Score 2012	27%	80%	57%	83%	40%	100%	67%	80%	100%
Score 2013	50%	100%	94%	85%	45%	60%	100%	100%	100%
Score 2014	73%	100%	88%	93%	71%	70%	100%	100%	100%
Score 2015	81%	100%	88%	93%	75%	70%	100%	100%	100%

Reference is made to par. 2.2 and to the respective sections per country in chapter 3.

3

MDGs and themes Programme element 2

In Noga, Djalloubé, Malinese woman are attending a community gathering where they are being updated about the implementation of the risk reduction measures in their village.



3.1 Introduction

In the final year, work under the first strategic direction (strengthening communities in their risk reduction and livelihoods) focused on consolidation and strengthening of existing interventions. Work under the second (civil society organisations) and third (policy dialogue) strategic direction was more intense: building-up relationships with other NGOs, knowledge centres and platforms requires a sustained approach over a longer period of time, and since the engagement builds on achievements under the first direction it was sequenced in that order. Emphasis has been put on bridging the work done under the 2011-2015 programme period, towards the new strategic partnership 2016-2020. Especially documentation of evidence base has been an important activity: this will support the IRM trajectories in the next phase of PfR.

3.2 Ethiopia

Introduction | In June Ethiopia's National Meteorological Agency (NMA) declared that as a consequence of the strong El Niño effect, the spring 'belg' rains had failed, and that the drought would severely affect agriculture yields of large sections of Ethiopia's population. Two months later the Government, with UN and NGO support, indicated that the number of people that would need emergency food and nutrition assistance by the end of 2015 would increase 55 percent, from 2.9 to 4.55 million. The drought resulted in reduced or delayed planting, poor germination and crop stunting. Pasture hardly regenerated and livestock productivity decreased. Milk yields across the northern part of the country were well below normal, and collapsed in some pastoral areas. The government took strong leadership in the mitigation of these effects through a wide range of health, water, food distribution and agriculture related interventions, adding up to nearly 700 million Ethiopian Birr (33 million USD). However, the scale of the El Niño related impacts threatened to overwhelm the significant support that the government already provided.

In PfR working areas, communities made use of their Contingency Plans in order to deal with the consequences of the drought. As a result of the PfR programme they were able to cope although two seasons of rain failed. A total of 37 kebeles were able to cope until end December; no emergency support was provided. Outside of PfR areas the PfR partners organised emergency response with food and non-food items provision. This assistance concentrated in three districts of Afar Region identified as primary hotspots.

PfR has taken steps to conduct an assessment to learn more about the impact of the PfR activities on the resilience and coping abilities of the affected populations. This research will be conducted in 2016 and will feed the IRM Dialogue in Ethiopia and other countries, as well as regional and global initiatives under the new Strategic Partnership.

With the purpose of sharing learnings and good practices of PfR member partners, the Ethiopia country team and implementing partners, the Federal DRMFSS and other potential partners, organized a day-long conference. Main aim was to start up dialogues ensuring replication and scaling of the integrated approach beyond the PfR circle. The conference capitalized on successes, challenges and

lessons learnt from the PfR programme and participants discussed the impact, efficiency, sustainability and up-scaling of PfR. In order to sustain programme activities, a programme agreement has been made with the regional government (by law of the Ethiopian Charities and Society Agency). The agreement should ensure a joint responsibility in delivering the project results as stated in the programme document of each partner; besides sustainability is ensured as government signed for taking up the programme achievements, and will continue supporting community initiatives.

Community interventions | The Ethiopia programme continued working with 37 communities reaching 114,429 people who are now covered by risk reduction plans, and engaged actively with 34 government organizations at various levels to ensure technical, legal and financial support to address the root causes of identified risks. Previously achieved results were reinforced in the 37 Kebeles.

Partners continued to build the capacity of local government, communities and local leaders by means of discussions, trainings, workshops and exchange of best practices. This enhanced their knowledge and active participation in providing the required support to the implementation of their community action plans. In order to link up government authorities with traditional structures, various community dialogues fora were held between local government and local leaders. The issues discussed mainly related to improving cooperation on resilience-building activities, and connecting to several government institutes to ensure technical, legal and financial support.

As programme targets had been largely reached, the focus towards the end of the programme was increasingly on ensuring that the interventions are cost effective and sustainable and have the right ingredients to enable replication and scaling-up. The DRR committees, established with support of PfR, have been playing a leading role in community mobilization, carrying out risk assessments, and implementing and monitoring associated risk mitigation measures. In the Kebeles (municipalities) they took the lead in identification of sites for natural resource conservation, and targeted (groups of) beneficiaries for programme services. Communities participate in development works that protect their natural resources, and generally show more risk-aware behaviour. For example, local communities think carefully now in case they construct houses or latrines: apart from taking into account the best location, they also build it on higher platforms above flood level. Moreover the PfR programme has strengthened the link between the DRR committees and the local government actors through regular meetings. Government development agents are using the DRR committees now as contact points for agricultural extension services, and it is expected that collaboration continues beyond 2015.

The integrated approach and the risk reduction plans and measures that PfR supported to develop over the past years have paid off in 2015. At least at the initial phases of the current drought situation almost all PfR targeted communities were able to cope with the situation of failure of two rainy seasons. Therefore communities could sustain without external support two more seasons related to non-PfR communities. However, the present drought period has also exceeded the capacities of these communities, for which in the end additional support was required.

In each community, around five mitigation measures have been implemented. Mitigation measures have been replicated in communities in a few new areas, leading to an increased number of beneficiaries in 2015. Partners continued small-scale mitigation projects: improved access to water and sanitation, participatory rangeland rehabilitation which availed pasture for livestock in the long dry season, and physical and biological conservation measures including seedling production & planting in degraded areas which contributed to reduced run-off and the conservation of soil and nutrient. Support was also provided to enhance water infiltration and retention, and to improve beekeeping, being an alternative income generating activity. Improved agricultural practices ensured increased food security.

Partners worked with small-scale/drip irrigations, saving and credit cooperatives, improved livestock husbandry packages and aloe soap production through women self-help groups. Supported community

mitigation measures were environmentally sustainable. Due to peer-to-peer learning, training, and an increase of mitigation measures, more community members benefitted from the programme.

For pastoral communities, access to water is the main risk. This risk has been addressed through the construction and rehabilitation of a total of 18 water schemes that provide access to water for extended dry periods. Training on the management of these schemes and hygiene and sanitation promotion complement this intervention: 155,870,000 litres of water can be harvested from these schemes annually and serves households reaching 6,036 people (of population of over 19,175) for 3-6 months in the project areas. The schemes are also important for the livestock population of about 40,000.

A total of 18 Women Saving and Credit groups have been established, of which four in 2015. Accordingly the project staff works in collaboration with the Woreda concerned line offices (Woreda Women Affairs, Pastoralist offices & administration) and conducted different meetings with all the women group members in four Kebeles. During this reporting period, a discussion forum on the distribution of revolving money was organized with a total of 30 people, among them 20 women and 10 men (Kebele leaders and Development Agents from each Kebele). The meeting was conducted in the presence of the heads of various offices in the Woreda administration. The new beneficiary groups have been trained in the first quarter of 2015 and already saved 18,600 Ethiopian birr (on average USD 930). The project also disbursed 131,700 Ethiopian birr (USD 6,585) for a revolving fund, available to 72 women members of the group as a second round for those who fully repaid their first round loan. Partners organized a training session in business and financial management for members of four cooperatives in four targeted Kebeles in order to facilitate good saving and financial management.

In total partners supported the rehabilitation of 400 hectares of degraded environments in seven micro watersheds in Ebinat and Gorogutu by constructing 600 km hillside terraces, 28,370 trenches, 43,180 micro-basins, 22,561 eyebrow basins, and 1,855 m³ wood and stone check-dams. The programme also supported the development of two nursery sites and production and plantation of 1,720,000 indigenous and exotic multi-purpose fruit and non-fruit tree seedlings (Olive, Moringa, Olia Africana, Apple Mango, Cassava, Coffee, Guava, Acacia saligna, chines mollie) on the newly constructed 400 hectares and on the farmyards of the community members aimed at enhancing regeneration of the degraded environments. The activities were implemented in a cash-for-work approach, part of the safety net programme of the Ethiopian government. This way, food insecure community members can cover their immediate needs while engaging in the construction and nursery management works for 60 to 90 days. By the end of 2015, a total of 4,680 hectares of rangeland (240 ha severely degraded and denuded environments) had been rehabilitated through soil and water conservation measures.

1 Communities are more resilient to climate (change) induced hazards		Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
1a	# of mitigation measures implemented per community	3	0	2.5	3	3	5
1b	% of community mitigation measures environmentally sustainable	100%	0%	82%	100%	100%	100%
1c	# of community members reached with DRR/CCA/EMR activities	90,000	0	47,385	84,174	105,626	114,429
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments						
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	25	11	17	32	37	37
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	25	11	17	32	37	37
1.1.c	# of community members covered by risk plans	54,000	7,700	38,835	89,273	105,626	114,429

1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment						
1.2.a	# of community members that are trained in livelihood approaches that take ecosystems into consideration	4,800	0	2,160	3,800	5,757	14,395
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	14,000	0	11,483	18,235	18,404	33,397

Besides mentioned benefits, programme activities helped to decrease tensions between communities: where farmers previously drained mud from slides and released this to neighbouring fields, the soil conservation measures have stopped these slides. The villagers have aptly renamed their mountain from 'Zegeroch' (conflict) to 'Anania' (peaceful).

Strengthening of civil society | While implementing the programme in 37 communities, partners cooperated closely with the Woreda administration and different line departments, such as women affairs, agriculture & rural development, pastoral development, livestock health and rangeland management, irrigation development, natural resource management, cooperative promotion, water development, disaster risk management and food security offices. In the final year of implementation, the focus of assessing the outcomes is moving from output and outcome to impact. Since building resilience is a process that relates to many interdependent structures within communities, this requires intensive, focused and sustained efforts. While technical, legal and financial support continued where needed, organisations and institutions adopted the approach in their strategies (see for example par. 4.2).

Partners strengthened their knowledge through two exchange visits for PfR staff, DRR committees and government representatives. Also partners from the PfR Kenya country team participated, leading to a fruitful exchange of experiences, challenges and lessons learnt. The joint monitoring and review visits helped to capture best practices, which can be used for policy lobbying on DRR/CCA/EMR. As a result it provides fertile ground for partners to push the dialogue with local government to prioritise the integrated approach in their (long-term) development plans.

In 2015 communities conducted meetings to update potential local disaster scenarios for which the contingency fund may be used. The fund is deposited into the account of the respective community and withdrawal of funds is managed by the DRR committees. Drought-related diseases were identified as a main potential risk; therefore it was decided to use the fund for the provision of supplementary food items and medicines.

Pilot Direct Financing

Disaster affected communities need to exercise the formal way of planning, implementation and controlling of disaster risk prevention and mitigation actions so that they can access funding agencies directly with limited technical support from the government or NGOs. Since the objective of the local disaster committees is to guide community members to work on community resilience building, a participatory approach is maintained. Thus, the present piloting exercise on direct funding is to allow some communities within the PfR programme to exercise project planning, implementation and evaluation actions in the DRR/CCA/EMR framework.

Before the direct financing was to take effect, community orientation was carried out as to what direct financing was meant for: the need for community action planning, implementation and monitoring & evaluation of the action plan in collaboration with the NGO partner and relevant local government staff. Fund transfer to respective local disaster committees was made based on the rating of communities' achievements in the PfR programme. All respective stakeholders signed an agreement that the transferred fund will be used to implement the community action plan. Accordingly, six out of eight DRR-CBOs received the pilot fund. The 'as-per-action-plan' utilization of the fund is being followed up by the NGO partner and the local government.

2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	25	0	25	33	36	37
2b	# of network/ umbrella organisations, developed and active	1	0	3	3	3	3
2c	% of partner NGOs and CBOs that cooperate with them in the PfR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR	70%	0%	27%	50%	73%	81%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions						
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	200	0	118	271	292	387
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	5	4	4	5	17	25
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks						
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	12	0	8	8	18	26
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	15	0	4	14	30	38

Policy dialogue | In the programme's final year, the country team in partnership with PANOS Ethiopia (a media agency) captured and documented the learning and experiences of the five years PfR journey. Partners distilled more than fifteen case studies in a write-shop (see par. 7.1.1). The studies tell the processes of building resilience for vulnerable populations. During the write-shop, each of the case studies was presented, critiqued and reviewed by the participants with regard to content, clarity, and consistency, and were subsequently edited. Additionally, audio-visual materials were developed to communicate the integrated approach to a wider audience, for resource mobilization, policy dialogue at different levels and to enable future capacity building. The finalised case studies are published in a book to be shared widely with resilience practitioners and policy makers at all levels.

3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
3a	# of distinct initiatives started that are aimed at enabling a more conducive environment for DRR/CCA/ERM activities.	8	0	3	5	9	19 ¹
3b	% of annual increase of government spending in target areas on DRR/CCA/EMR	30%	0%	0%	0%	15%	24%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0	0	1	1
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	1	0			3	3
3.1	Government institutions at local, national and international level endorses PfR approach						
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	3	0	10	10	19	27
3.1.b	# of (local) government institutions actively engage in activities	16	0	13	13	32	34
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	0	1	1	1

¹ Mitigation measures have been replicated in communities in a few new areas, leading to an increased number

Communities engaged actively with 34 government organisations at various levels, ensuring future technical, legal and financial support to address the root causes of identified risks. In 2015, review meetings and workshops were held in both Woredas, involving government and NGO stakeholders, during which the PfR integrated approach was presented and discussed. The District governments have decided to continue working with the local DRR committees, established under PfR.

3.3 Guatemala

Introduction | In 2015 emphasis has been on consolidation of earlier results, often achieved by re-visiting and updating plans and reinforcement of some of the trainings. Collaboration with other CSOs and networks continued as in previous years. A major achievement of the programme, has been the signing of the Strategic Inter-Institutional Agenda (AEI), that will ensure continued engagement of government institutions in agreed activities beyond the programme's timespan (2011-2015).

Community interventions | In the final year of the programme the PfR partners in all target areas supported the communities to update their earlier developed risk maps. In Sololá, the final update was carried out with support from students of the Local Environmental Management from the San Carlos University, applying the Participatory Community Mapping methodology. This methodology had been provided for students and teachers as educational support for the university. Maps were prepared and updated, taking into account the region's climatic conditions and variations. In the Zacapa region, the process of the update of the risk maps was led by members of COLRED, which was accredited in 2015. Follow-up will be provided for strengthening this structure in order to secure a risk-map updating process, including the effect of (changing) weather trends. Communities have been trained in reading rain gauges and sentinel sites that will enable them to generate water level forecasts for real-time decision making purposes. A risk atlas, prepared earlier by one of the local partners, has been provided to each target site this year.

A risk map's key function is to provide information for targeted response, and in 2015 all communities updated their emergency & disaster response plans. Sentinel sites have been set up in the communities, including installation and training on using and maintaining rain gauges and thermometers. This enables COLRED to record data and monitor information for issuing community warnings. The challenge is to link community plans to municipal disaster risk reduction and development plans, so it is necessary for communities to share their action plans with municipal authorities. Due to the work done in each region 25,140 beneficiaries are now covered by the emergency & disaster response plans. A participatory, inclusive and gender-based methodology has been defined to work with community leaders, and to achieve ownership by the communities.

In the final year of the PfR programme, at least one disaster mitigation measure, mostly in relation to strengthening or diversifying livelihoods, was implemented in all the 32 target communities. The impact of these measures is important as they allow on-site learning for people to improve their risk knowledge and take targeted actions. All measures were identified by the participants themselves and were included in the community priorities for strengthening resilience. Implementation of mitigation measures requires community participation to understand the benefits. They were applied for demonstration purposes so that the people involved could understand the benefits and the properties of the materials used. Support from academic centers in each region allowed these entities to engage in the process of developing new risk reduction measures. A revision of measures has been carried out under the eco-criteria guide, with the support of Wetlands International, to ensure that all measures are sustainable.

Measures included the installation and use of improved fuel wood saving stoves, (traditional) activities like living barriers and soil conservation, *tapexcos* (mattings) to reduce risks of accidents in passion

fruit management, and reforestation and establishment of forestry nurseries. Furthermore various 'school gardens' were established and re-visited. They serve as an educational activity for livelihoods adaptation, exploring the results of a study on agro-biodiversity. The gardens have a traditional knowledge component facilitated by a female community leader who volunteers to accompany the technical staff in this activity, recovering and disseminating traditional knowledge on nutritional and healing plants introduced in the gardens.

For re-visiting, updating and sustaining livelihood knowledge and practices, partners adopted a methodology of community discussions, facilitated by programme technicians directly in the field, combined with practical activities, demonstrations and exchanges facilitated by community leaders. For example, partners worked with 35 teachers from 10 participating schools, training them on agro-ecological techniques for school gardens, and on how to transfer this knowledge to school children. Maintaining the exchange methodology beyond the programme timeline remains a challenge and depends on the community leaders who have to take on the responsibility to facilitate training workshops on prioritized topics. PfR country team in Guatemala ensures follow up through continuing activities with communities and strengthening the work of the leaders. The leaders can share information with the local communities, which is in line with their customs: sharing information between the most knowledgeable and the youth.

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
1a	# of mitigation measures implemented per community	1	0	0,7	1	1	1
1b	% of community mitigation measures environmentally sustainable	100%	0%	100%	100%	100%	100%
1c	# of community members reached with DRR/CCA/EMR activities	10,359	0	6,331	12,707	16,014	17,194
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments						
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	26	0	17	23	32	32
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	26	0	17	17	40	40
1.1.c	# of community members covered by risk plans	7,500	0	8,598	13,182	25,140	25,140
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment						
1.2.a	# of community members that are trained in livelihood approaches that take ecosystems into consideration	800	0	80	628	2,153	2,508
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	482	0	145	780	1,652	2,118

Furthermore partners worked with demonstration plots to show local farmers the options to improve, diversify and adapt livelihoods. In Zacapa, a link was established with the Agricultural Science and Technology Institute (ICTA) which promoted demonstration plots with drought resistant sorghum varieties (ICTA MITLAN, DR-85) in the communities of Sunzapote, Plan de la Cruz and Lomas de San Juan, including 20 farmers. Collection of native corn and bean seeds in the community of El Solís with the participation of 15 farmers. 121 female and male farmers from Cabañas have adopted permaculture as a measure to improve and adapt their livelihoods. The communities requested, approved and actively participated in developing these mitigation measures, thus facilitating their ownership and implementation. The environmental and agricultural brigades from the DRR committee in Cabañas - Zacapa have been trained on topics such as the proper use of agro-chemicals, the effects of climate change and the importance of protecting forests. The creation of the Forest

Incentives Programme for Small Land Owners was promoted in order to implement agricultural pasture systems, improved agriculture and agro-forestry with annual and perennial crops. Finally all mitigation measures identified are basically environmentally sustainable since they do not negatively affect eco-systemic services or biodiversity. In some cases materials were used such as the "geo-mat" (mat made of coconut fiber) that reduces soil erosion caused by rain, later becoming degraded into a substrate. Also "vetiver" plants are used, whose vertical root growth stabilizes the soil and reduces the force of runoff, as well as contributing to effective soil infiltration.

Strengthening of civil society | PfR continued working with many civil society organisations, umbrella organizations and government institutions in 2015, mainly on promoting and training of the integrated approach. The integrated approach has been accepted by CSO's and government institutions, among others through the implementation of the Strategic Inter-institutional Agenda (AEI) and the collective preparation and application of the educational support modules on DRR, CCA, EMR and Resilience. By implementing the AEI work plan, awareness was raised and teachers, technicians and authorities have been trained: the result is that they do no longer speak about disaster risk reduction without considering climate change and eco-system management. Especially the trained teachers are considered as ambassadors who not only disseminate the information at the schools and institutes, but through their pupils and students, also to their families.

Finally the engagement with government decreased because 2015 offered less opportunities.

2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	16	0	26	20	26	26
2b	# of network/ umbrella organisations, developed and active	1	0	11	14	15	15
2c	% of partner NGOs and CBOs that cooperate with them in the PfR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR	70%	0%	80%	100%	100%	85%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions						
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	20	0	188	243	402	1,124
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	2	2	4	4	7	8
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks						
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	7	0	13	137	158	183
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	1	0	35	90	144	218

Policy dialogue | Increased dialogue and planning at municipal and national level between the government authorities and civil society trough climate change round tables, and the Strategic Inter-institutional agenda (AEI), have united government agencies and civil society actors to implement risk reduction measures and to identify possible resources at regional and international levels.

The country's sensitive political situation in 2015 did not create problems. On the contrary, it has been a source of inspiration, facilitating increased civil participation in processes such as Partners for Resilience. In 2014 the Strategic Inter-institutional Agenda between the Ministry of Environment and Natural Resources (MARN), the National Coordinating office for Disaster Reduction (CONRED), and the National Council for Protected Areas (CONAP) has been signed. In August 2015, an extension of

the Letter of Understanding was signed and ratified up to 2020, which is also relevant for the new strategic partnership, i.e. IRM dialogues with respective ministries. The Agenda is unique in bringing together three government agencies at a national level to build community resilience.

The AEI has resulted in a strategic partnership with government entities, and serves as a platform for maintaining smooth relationships with the different Ministries that are involved, engaging them in the local programme development process to obtain local institutional endorsement. Each institution is having a focal point, a person officially appointed by the government entity, who directly communicates with the PfR Alliance. This strategy prevents that high-level institutional changes will affect programme development, particularly in relation to advocacy.

With efforts by the Alliance and government partners, the revision and reproduction of 4 educational support modules on DRR, CCA, EMR and Resilience were finalised, as well as an Education Kit that includes games and activities to support implementation; certification by the Ministry of Education was completed, as well as inclusion in the National Basic Curriculum. Several training-of-trainer workshops were held for replicating this product throughout the country.

3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
3a	# of distinct initiatives started that are aimed at enabling a more conducive environment for DRR/CCA/ERM activities.	3	0	9	25	40	55
3b	% of annual increase of government spending in target areas on DRR/CCA/EMR	20%	0%	33%	33%	53%	100% ²
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0	1	4	5
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	1	0	0	0	5	9
3.1	Government institutions at local, national and international level endorses PfR approach						
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	7	0	37	55	61	61
3.1.b	# of (local) government institutions actively engage in activities	8	0	25	46	50	50
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	1	1	1	1

3.4 India

Introduction | The PfR programme in India began with the goal of building the livelihood resilience of 40,000 persons of 184 villages in 10 districts of the states of Bihar and Odisha. Community resilience was to be built through a three pronged strategy of *improving natural capital*, *diversifying livelihood options* and *enhancing community disaster preparedness*. Under each of these three strategic directions, interventions at the field level for building community capacities and strengthening community institutions were identified.

Based on the identified hazards, vulnerabilities and capacities, detailed Village Level Risk Reduction Plans (VLRPP) were developed and Village Level Risk Reduction Committees (VLDRC) were formed

² The challenge in this indicator was the difficulty of measuring it because local governments do not have a separate budget line for DRR/CCA/MRE activities. Now 100% has been allocated to the budget, in comparison with previous years when no funds were available. This has been achieved with municipal investment through programme development and advocacy with the authorities.

in each village, through the facilitation of the PfR Task Force. The primary responsibility of the VLDRCs was to implement the VLRRPs and ensure the communities are prepared to face disasters.

The plan addressed community preparedness by building skills that would be required at the time of a hazard event, such as early warning, search & rescue, first aid and evacuation. Construction of disaster resilient infrastructure was also addressed. Another part of the plan looked at improving the natural capital of the villages so as to reduce their hazard risks by ensuring ecosystem management and restoration. The plan also addressed issues related to the socio-economic vulnerabilities of the communities, by laying special emphasis on diversifying the livelihood options of the communities. At all levels, the aspect of climate change and resultant extreme weather events were intertwined into the process. For example, while training farmers on sustainable agricultural practices, training on mitigating measures to reduce the impacts of climate change has been included.

Throughout the programme, PfR partners have diligently ensured collective action with stakeholders at all levels. At the field level the project activities were implemented in close collaboration with the Panchayati Raj Institutions (PRIs) i.e. the local governance systems. Community level institutions were the entry point for implementing integrated DRR. The interests of marginalised sections of communities were also addressed by paying special attention to inclusion.

Community interventions | In the final phase emphasis was very much on sustaining the programme: especially during the last two years the PfR Task Forces collaborated with the line departments of the government to mobilize technical, material and financial support for integrated DRR, and for supporting the implementation of the DRR action plans that have been developed by the local communities. The project facilitated the integration of Village DRR committees within village development plans of 56 villages, with the aim of making developmental investments disaster resilient. The project was also able to leverage more than 352 million rupees (= 4,33 million Euros) from district and state government development schemes, to finance the implementation of village and household level risk reduction measures. Throughout the programme local DRR committees, jointly with Panchayat Leaders, representing the local communities, have learnt how to cooperate with local and district authorities, and how to access the different subsidies that do exist for the poorest in India, of which people in the past had no idea of, neither that these subsidies exist, let alone how to get access to those. Among others these subsidies were used for improved houses, improved water & sanitation facilities, and the construction of embankments, in order to decrease the impact of the seasonal floods. Furthermore CSO's and CSO networks have increased insight and access to State government funding.

The PfR programme reached out to 38,824 beneficiaries: 23,934 beneficiaries in Mahadani delta (Orissa) and 14,890 beneficiaries in the Gandak-Kosi flood plains (Bihar) through direct livelihood interventions. Risk mapping has been conducted in 223 villages: 139 villages in Mahadani Delta and 84 villages in the Gandak-Kosi flood plains. This high number of communities could be involved through the so-called Cluster approach. Three main clusters have been identified. These clusters are formed by villages facing the same hazard risks (delta head, central delta and coastal) and joining human resources to implement environmental measures, such as the strengthening of riverbanks, de-siltation of channels, planting mangroves, in order to reduce water related risks.

Part of the plan addressed community preparedness by building skills that would be required at the time of a hazard event, such as early warning, search & rescue, first aid and evacuation. Construction of disaster resilient infrastructure such as raised plinth hand-pumps and toilets were also addressed. A total of 156 villages (90 in Bihar and 66 in Odisha) have a VLRRP implemented by a VLDRC. 152 villages have now early warning systems in place, 14,603 families are aware of and participate in implementing the plans,; and 3,621 community members are trained in evacuation, mock drills and first aid. 523 safe drinking water points have been established, 1,243 raised plinth toilets were constructed; 4,733 families have accessed life insurance, and 806 seed and grain banks have been established.

Another part of the plan looked at improving the natural capital of the villages so as to reduce their hazard risks by ensuring ecosystem management and restoration. For example villages located in the Gandak-Kosi flood plains (Bihar) or the Central Mahanadi Delta (Odisha) which would experience the risk of floods and/or water logging every monsoon season had plans that included EMR measures related to rejuvenating inlet and outlet channels to reconnect the natural drainage patterns of the landscape. Another EMR measure in these landscapes was undertaking plantations of embankments (especially of the river channels and canals) to minimize the risk of embankment breach and collapse. Many of the embankment plantations also had a dual benefit, as most of the trees that were planted had a commercial value, thereby providing the communities with additional income from the sale of the products. In Coastal Mahanadi Delta (Odisha) one of the EMR approaches were focused on shoreline management, by undertaking mangrove plantations to reduce the impacts of tidal surges and cyclones. In the Delta Head of the Mahanadi Delta (Odisha), which frequently experiences drought-like conditions, EMR approaches were centered around rejuvenation of ponds. Embankment plantations were undertaken at 77 locations. Besides 41 ponds and 23 canals have been rejuvenated.

The final part of the plan addressed issues related to the socio-economic vulnerabilities, laying special emphasis on diversifying livelihood options. Being largely agrarian communities, the focus was on strengthening the existing agricultural practices to improve productivity of crops. Communities were trained in sustainable agricultural practices like using flood resilient, higher yielding seeds and organic manure, and undertaking crop rotating practices. Farmer clubs were formed and market linkages were established. Self Help Groups (SHG's), especially for women, were revived and/or established as a means of diversifying community livelihoods. Common economic activities undertaken by the SHG's included mushroom cultivation, mat making, animal husbandry, small shops, tailoring units and dry fish production (especially in coastal Odisha). A total of 16,280 community members have diversified their sources of income, and 8,681 farmers have adopted sustainable agricultural practices. With PFR support, getting access to information, engagement with relevant agencies/authorities and support with applications 1,665 farmers do have crop insurances now, and 804 livestock have been insured.

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
1a	# of mitigation measures implemented per community	3	1	1.6	2.1	2,63	2,63
1b	% of community mitigation measures environmentally sustainable	100%	100%	67%	81%	81%	81%
1c	# of community members reached with DRR/CCA/EMR activities	41,402	0	22,615	32,636	38,824	38,842
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments						
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	209	0	209	223	223	223
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	209	0	209	223	223	223
1.1.c	# of community members covered by risk plans	71,402	0	71,402	71,402	71,402	71,402
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment						
1.2.a	# of community members that are trained in livelihood approaches that take ecosystems into consideration	1,600	0	2,958	13,145	16,024	16,024
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	4,800	0	2,504	12,692	14,280	16,260

At all levels, the aspect of climate change and resultant extreme events were appropriately intertwined into the process. For example, while training farmers on sustainable agricultural practices training on mitigating measures to reduce the impacts of climate change have been addressed. While planning

disaster resilient infrastructure in villages, care has been taken to construct at least one such measure by incorporating necessary design elements oriented towards extreme events.

Strengthening of civil society | As a first step to ensure the effective implementation of the project, capacity building of the PfR Task Force was necessary. In Odisha the PfR Task Force comprised mainly of NGOs working in environment related issues. In Bihar the task force was made up of NGOs with experience in livelihoods, empowerment and disaster management. The first challenge was to bring the entire task force to a common understanding of the integrated approaches to DRR, EMR and CCA. By using the CMDRR, Eco-Criteria, and Climate Minimum Standards & Climate Games toolkits, the PfR Task Force was trained on the basic concepts of integrated DRR. The task force was also trained on participatory approaches for conducting Hazard, Vulnerability, and Capacity Assessment (HVCA), the cluster planning approach, development of Village level DRR committees and engaging with Panchayati Raj Institutions (local authorities). At an administrative level the task force capacities were built on field implementation coordination, monitoring and reporting, use of Management Information Systems, financial management and reporting, and documentation and report writing.

Aside from this, the capacities of CSOs networks were built. VLDRCs were trained in early warning, search & rescue, first aid and evacuation. Farmer clubs and Self Help Groups have been trained in sustainable agriculture and/or fisheries practices and establishing market linkages. PRIs were trained in integrated DRR, whereas communities as a whole were trained in DRR/CCA/EMR approaches for risk reduction using simulation tools like climate games.

In 2015 various activities were carried out in the field of climate smart agriculture:

- Caritas together with an Agriculture University set up demonstration fields for flood resilient crops.
- In Orissa, 9 partners of NetCoast facilitated interaction between farmers and the Indian Council for Agriculture Research on sustainable agricultural practices.

2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	209	0	209	198 ¹	198	198
2b	# of network/ umbrella organisations, developed and active	1	0	1	1	1	1
2c	% of partner NGOs and CBOs that cooperate with them in the PfR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR	70%	0%	57%	94%	88% ¹	88%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions						
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	75	0	75	79	82	82
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	12	2	13	13	11	14
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks						
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	7	0	8	9	9	9
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	3	0	4	4	4	6

Policy dialogue | The PfR national team has been actively involved at all policy forums that have a scope for addressing integrated DRR approaches. Cordaid supported the National Disaster Management Authority (NDMA) to develop national policy guidelines on the 'Role of NGOs in Disaster Management' and 'Community Based Disaster Management'. The new National Disaster Management Plan has been published in May 2016.

Inputs on ecosystem based approaches to DRR contributed to the discussion on the Post 2015 Hyogo Framework for DRR. On behalf of the Government of Bihar State and the government of Odisha State. And, Wetlands International developed 'Integrated Wetland Management Action Plans' for Kanwar Jheel and Hirakud Reservoir respectively. If poorly managed both constitute disaster risks.

Efforts have been made to formally connect the PfR programme with government schemes and regulations. Partners looked for convergence between developmental and DRR investments, wherein developmental programmes incorporate DRR perspectives within their designs. More than 352 million rupees were leveraged from developmental funding under the PfR programme, in order to undertake interventions that had in-built DRR/CCA/EMR aspects. For example, the construction of individual household toilets was facilitated by the PfR project, wherein the design of the toilets were modified to incorporate DRR/CCA/EMR specific guidelines.

PfR was able to demonstrate convergence with on-going developmental programming, by undertaking many of the integrated DRR activities under the on-going development schemes and programmes of district level government departments. For example, activities to rejuvenate ponds and canals to reduce the hazard risks of communities, were funded by the on-going MGNREGA scheme of the government (100 day work guarantee for the poorest); and farmers were trained on improved agricultural practices by collaborating with the district level farmer training institute known as 'Krishi Vigyan Kendra'. At the state level, the PfR Task Force in Bihar actively engaged with the Bihar State Disaster Management Authority (BSDMA).

3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
3a	# of distinct initiatives started that are aimed at enabling a more conducive environment for DRR/CCA/ERM activities.	1	0	2	2	2	2
3b	% of annual increase of government spending in target areas on DRR/CCA/EMR	30%	0%	0%	511%	0% ¹	0%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0	0	2	2
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	1	0	0	0	3	3
3.1	Government institutions at local, national and international level endorses PfR approach						
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	1	0	10	10	10	10
3.1.b	# of (local) government institutions actively engage in activities	1	0	18	18	29	29
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	1	0	1	1	1

Finally the PfR team, in collaboration with the BSDMA, has set up a state of the art emergency operation cell known as 'Bihar Disaster Information Centre'. They are also actively supporting the state government, specifically the BSDMA, to develop District Disaster Management Plans (DDMP's) as well as building capacities of district authorities to implement the same, first in Madhubani District. The plan of West Champaran district has been recognised as one of the best in the State, and is being replicated now in other districts, and is published on the website of the National Disaster Management Authority (see: <http://ndma.gov.in/en/district-disaster-management-plan-ddmp.html>). PfR/Caritas India is requested to support the government in developing 6 more DDMP's in Bihar State.

3.5 Indonesia

Introduction | All final results in 2015 are above target. This is on the one hand due to conservative target setting, and on the other hand due to participation of neighboring communities in PfR activities. In addition, PfR work done in target villages has been replicated by other CSO partners in their respective working areas which also contributed to increased results.

Community interventions | A total of 76,571 people have been reached with activities in 51 communities. This is the number of community members who directly or indirectly benefitted, including government and NGO representatives. Risk assessments have been conducted in 35 communities from the onset of the project. Additional assessments and analyses were added in the following years, including climate trends, environment, water and livelihoods risk and analysis. The 2014-2015 increase to 51 communities in risk reduction planning can be contributed to the landscape approach, and to replication by non-PfR partners and neighbouring communities. Community groups dealt with a range of thematic issues emerging from their risk analysis (farmers, women, water, DRR). This resulted in 51 communities having developed collective risk reduction plans.

Contingency planning and mitigation measures varied between developing legal documents at village and district level (village regulations, Standard Operational Procedures, early warning systems), climate smart agricultural livelihood activities, sustainable natural resource management, climate projection, cooking stoves, etc. All measures aim at sustainable water & land management, livelihood diversification, increased income, energy efficiency and improved water management. The community mitigation measures are 100% environmentally sustainable by design.

1 Communities are more resilient to climate (change) induced hazards		Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
1a	# of mitigation measures implemented per community	3	0	2	1,7	3	5
1b	% of community mitigation measures environmentally sustainable	100%	0%	0%	25%	98%	100%
1c	# of community members reached with DRR/CCA/EMR activities	47,259	0	2,634	46,292	52,379	76,571
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1.1	Communities are capable to implement risk reduction measures based on climate risk assessments						
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	30	10	23	35 ¹	51	51
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	30	0	19	35 ¹	51	51
1.1.c	# of community members covered by risk plans	34,759	0	15,531	45,550	67,354	76,571
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1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment						
1.2.a	# of community members that are trained in livelihood approaches that take ecosystems into consideration	2,000	0	952	1,454	5,923 ²	7,426
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	2,000	0	275	682	3,426 ²	5,356

Livelihood improvement largely focused on diversification of sources of income (farming and seed bank, husbandry, traditional weaving, shop, fishing) and strengthening climate smart agricultural livelihoods. A total of 7,426 community members were skilled in improving agricultural techniques, like soil conservation, land-use inside the communities (home gardens), the selection of high quality seeds, preparing a seedling nursery, soil covering, pest management, organic fertilizer, crop rotation, post-harvest storage, and animal husbandry, including pigs and cattle. Livelihood activities also included access to information on the climate, the market development for products in order to support the selection of crops to grow, timing of planting, and the water regime to apply. The success of planting

sweet potatoes in the PfR villages was well received by the government of TTS District, and replicated (and funded) in 16 more villages. Several PfR villages have been able to mobilise government funding for DRR/CCA/EMR, and/or to get government commitment to contribute various amounts for small scale mitigation plans.

PfR addressed sustainability issues through government and non-government systems and structures. Examples of this are:

- Using villages regulations on specific issues, e.g. coastal protection, separate farming areas from animal's, restoration planning.
- Utilization of village development planning to include PfR approaches in government budgets
- Bio-tights mechanism to make contracts with village groups
- Start up of saving and loan groups
- Involvement of the private sector.

Strengthening civil society | Developments of tools as Eco-criteria, Minimum Standards, Manual Climate Games, and Climate trends have been instrumental for PfR. By 2015, partners facilitated the familiarization of these tools with 84 communities. The communities were also supported in making 3D maps, water catchment planning and the use of data-bases in discussions on disaster trends, climate projections, ecosystems and related actions.

The cooperation with knowledge and resource institutions with a total of 23 universities and technical agencies was a critical component of the success of the PfR alliance. It enabled extensive knowledge and results around disaster management, food, water and land, risk management, economic empowerment, climate risk proof livelihoods, and inter-village cooperation in early warning systems. The importance of linking scientific information with local knowledge and practices has been a critical factor for the sustainability of the interventions.

2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	43	0	28	41	81	84
2b	# of network/ umbrella organisations, developed and active	13	0	2	18	31	41
2c	% of partner NGOs and CBOs that cooperate with them in the PfR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR	70%	0%	83%	85%	93%	93%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions						
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	118	0	145	450	528	532
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	13	3	16	14	20	23
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks						
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	16	0	16	80	87	91
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	2	0	0	18	41	58

By 2015, a total of 91 coalitions have been formed to integrate DRR-CCA-EMR based on learnt lessons and approaches:

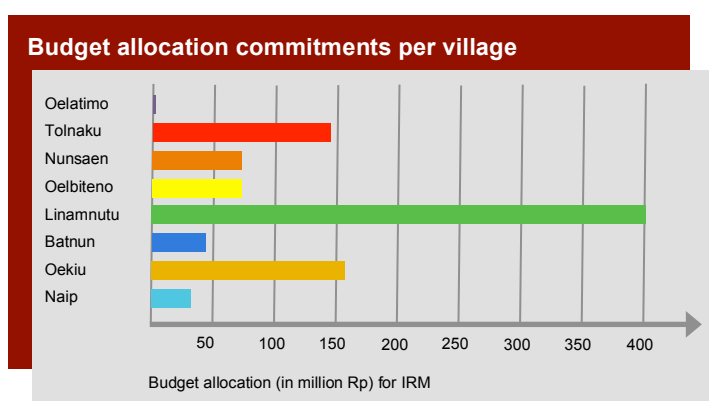
- On Flores island, partners cooperated on integrated water catchment management, DRR and natural resource management, including strategies for sustainable food and livelihood options. The approach will be applied to additional water catchments in the district. In Sikka, the concepts are endorsed at district level to be applied in villages not attended by PfR.

- On Timor, PfR raised the issue of drought management in provincial and district DRR fora and in CSO networks through integrated water, land and climate risk proof agricultural livelihoods. Government, private sector and CSO's showed their readiness to further develop the approach under the national government village development programme.
- At national level PfR actively engaged in the Disaster Management Law revision process, through engaging with the national Government in seeking to influence the national strategy on resilience strengthening.

PfR partners recorded various opportunities where lessons, practices, solutions and key messages were presented at platforms and networks at global level. Most important in 2015 was the World Conference on Disaster Risk Reduction (WCDRR) in Sendai, and the DRR forum and the water catchment forum in Sikka.

Policy dialogue | A total of 29 processes to reduce institutional obstacles to DRR/CCA/EMR activities in the communities have been initiated in 2011-2015. Five technical recommendations, resolutions, and conference proceedings are referring to DRR/CCA/EMR approaches. An example is the completion of the National Resilience Standards on two indicators in November 2015; *Improved community understanding on the risk of disaster and climate change* and *Strengthened Disaster Risk Management and Climate Change Adaptation*. Especially integrated water catchment and risk proof livelihood strengthening appeared instrumental.

The Indonesian country team had difficulties in assessing if and to what extent government expenditure increased during the programme period, as it is hard to measure this indicator and establish a proper baseline. As alternative, partners recorded what results have been reached in terms of financial allocations by government entities at different levels throughout the programme period. For one of the implementation sites, PfR looked at the increased budgets available at village level, after a new law was put in place that decentralizes budgets. Especially Linamnutu stands out: its village budget increased to IDR 400,000,000 (about € 27,000). Six other villages also succeeded to get government funds to contribute to small scale mitigation plans (see box).



The success of planting purple sweet potatoes in the PfR villages was well received by the BAPPEDA (Government Planning Agency) of TTS District and replicated (with funding) in 16 other villages³. There are more examples of successfully influencing the increase of government spending in target areas on DRR/CCA/EMR:

- Budget allocations for disaster simulation at village level and revolving funds for the self-reliance groups in TTS District.
- "Head of District Regulations" in TTS District on Village Fund Allocation no.29/2015 accommodated DRR Forum activities including risk reduction efforts.
- TTS District Mid-term Development Plan 2015-2019 states that climate projection resulting from PfR supported climate research can be used as reference. PfR villages are included as disaster-prone villages, receive support in water protection, and are included in the 50 Desa Tangguh (National programme on disaster resilient villages) in TTS District.

³ Not recorded in PfR monitoring system.

Alliance members were often invited to engage in dialogues on resilience building with the national DRR platform and government agencies working on resilience strengthening programmes. The primary concern was the convergence of DRR/CCA/ECM within the development of the national policy on resilience strengthening. The Alliance frequently responded to requests to present PfR approaches, lessons learnt, research and practices at national and international level.

PfR heavily invested in capacity building of staff members at various levels. Joint staff and community accompaniment was a key component of the on-the-job training. PfR engaged in 41 relevant networks to further enabling capacity building, learning from others, and engaging in joint work. The cooperation with knowledge and resource institutions, with a total of 23 universities and technical agencies, was a critical component for the success of PfR. This enabled extensive results in disaster management, food security, water and land, risk management, economic empowerment, climate risk proof livelihoods, and inter-village cooperation on early warning.

Several regulations for which PfR contributed to its introduction, significantly affected available budgets and resources:

- A climate portal interface for climate information in Ende District to continue the cooperation between government, university and farmers.
- The District Forestry Agency approval for community proposals for hardwood seeds to be planted to protect the water sources in three districts: TTS, Kupang, and Sikka Districts.
- The approval of community proposals by the District Environmental Agency for developing water traps and absorption wells in Sikka District.
- The Public Works agency approved bamboo seeds to be planted along the riverside and construct gabions for erosion protection in Sikka District.

By 2015, in total 131 government institutions have been reached through advocacy activities by the PfR partners, conducted either individually or jointly (bilateral or multilateral) at local and national level. Most activities took place in the form of workshops, exhibitions and information meetings. PfR activities were implemented with engagement of 44 different government institutions.

3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
3a	# of distinct initiatives started that are aimed at enabling a more conducive environment for DRR/CCA/ERM activities.	2	0	1	18	19	29
3b	% of annual increase of government spending in target areas on DRR/CCA/EMR	10%	0%	0%	0%	0,5%	0%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	1	1	1	1
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	1	0	0	0	4	5
3.1	Government institutions at local, national and international level endorses PfR approach						
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	41	0	64	86	129	131
3.1.b	# of (local) government institutions actively engage in activities	40	0	27	44	43	44
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	1	1	1	1

3.6 Kenya

Introduction | Initially the programme would be concluded by December 2014. However, as the outcomes of the programme became more visible during the course of implementation, it became imperative to extend the implementation period up to September 2015 in order to properly wind up, document and exit gradually and in a responsible way from the target communities. Due to remaining budget balance, Kenya Red Cross extended until March 2015, and Cordaid and Wetlands International until June 2015.

With the establishment of the County Government, Kenya has been undergoing tremendous changes both in legislation and in leadership. Devolution has brought power and resources closer to the people; this in turn has led to vibrancy in the community members wanting to engage in County affairs and participate in development activities in their area. At the same time County Government officials in many places lack capacities to enact laws and legislations, and PfR has risen to the occasion to invest and build this capacity and supported the development of DRM policy in Isiolo County.

Drought has been a major disaster in the last 5 years; with one major drought hitting the country in 2011/2012, and now again in 2014/2015. This situation affected implementation of activities as resources had to be re-prioritised to meet emergency demands. However it also created awareness on risk prevention and the opportunity of building capacity of the communities to activate their contingency plans to avoid potential disasters. One community in Merti has activated its contingency plans twice since the inception of the PfR programme.

Depletion of resources during dry seasons contributed to substantial insecurity, especially in Isiolo Country. Coinciding with the 2013 national elections it has led to exploitation of ethnic differences. As a result of deaths, intimidation and forced displacement many county residents losted their properties and moved to other areas. As a result of the conflict also several interventions have been delayed. Despite the various challenges, PfR partners were able to work on all of the issues set out in the original plans. Moreover, the drought situation, as well as repeated flash floods, enabled PfR to make people reflect on changing trends and open-up for new ways of addressing the challenges they face.

Community strengthening | In 2015 focus has been on continuation, replication, and sustaining of initiatives, on documenting PfR experiences and on developing & implementing a responsible exit strategy to wrap up the programme.

Under PfR the construction of energy saving stoves has been initiated in Burat, Biliqo, Iresaboru and Basa in 2014. High-risk groups were identified for a training to construct fuel-saving stoves. The trained community members on their turn cascaded the training to other community members in 2015. More than 500 households in the target areas are now using the fuel saving stoves. Besides a 40% firewood reduction, the stoves contribute to decreasing women's workload, reduction of respiratory and eye diseases, burning (especially of children) and an improved household sanitation.

Partners also supported the protection and restoration of the Kuro Bisan Owo spring, a natural hot spring found in Chari Ward in Merti Sub-County, Isiolo County. The pastoralist communities in the area have relied on the Kuro hot springs for ages, both for its medicinal value and as a drinking area for livestock. The lush variety of medicinal herbs and trees species around and within the Kuro area is widely used by herders. However, misuse by letting herds drink water directly from the source of the spring has led to contamination of the water. Also the dust and animal dropping have led to blocking water flows and drying-up of

Solar power for improved water management

In Dedecha Bassa community, where water is a scarce resource, partners installed a solar power system to ensure a clean and sustainable solution to pump the water from the deep well to the storage tanker where the pipe lines are connected. Attempts to provide the community with clean and adequate water have repeatedly failed. A recent assessment indicated that the lack of a sustainable and clean energy solution to pump the water from the deep well to the storage tanker was the prime reason. (-/-)

some springs and disappearance of vegetation. The PfR partners facilitated a consultation of the local communities and the water bureau and as a result it was decided to protect the spring and to construct underground culverts that take the spring water to three troughs at the lower side of the spring where it can be easily accessed by herders and their livestock. Clogged spring sources have been restored and re-vegetated. In the Dedecha Bassa community water provision was also a key issue that impacted on people's resilience. PfR assisted in providing an energy source that can pump water, and that is clean and sustainable (see box).

PfR continued with its adopt-a-tree project (see page 19 of PfR Planning Report 2015, and page 40 of the Annual Report 2014) targeting five schools in Dima Ado, Biliko, Goda, Basa and Taqwa. In return for planting and nurturing trees, the project hands out solar lamps to students, as an incentive and a good example of using natural energy rather than fuel/kerosene which was harmful to the environment, health and expensive for poor households.

In half of the PfR target areas, there is no mobile network or FM radio signal coverage. As a consequence sharing early warning information is difficult. Partners therefore decided to purchase and install a mast for Baliti FM Radio, in order to increase coverage. Already in 2014, the partners discussed and agreed with the management of Baliti radio to buy a mast with capacity to cover the entire area. Now that the mast is in place, the radio provides free airtime (1 hour per day) to pass early warning/early action information from the National Drought Management Authority and the Kenya Meteorological Office and to mobilize and sensitize the community on various issues. This radio programme will continue for at least three years, so beyond the PfR programme period.

Solar power for improved water management

(---) A contractor was engaged to carry out an assessment, to install, test and commission a solar power system with the backup support of the local partner. The pump was connected to both the solar power and a generator. This hybrid mechanism is useful in case the solar power is not enough during cloudy days or in the rainy season.

The water committees were trained on skills related to basic water management and maintenance of the system. The communities are now enjoying clean water and women are eased of the burden of fetching water from long distances. One of the key challenges is the regular bursting of the pipes. Therefore the water committees ought to regularly monitor and protect the water pipes, the regular contribution by the community for future maintenance should be maintained, audited and kept in a safe place.

1 Communities are more resilient to climate (change) induced hazards		Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
1a	# of mitigation measures implemented per community	3	0	1	2	3	3
1b	% of community mitigation measures environmentally sustainable	100%	0%	43%	57%	68%	85%
1c	# of community members reached with DRR/CCA/EMR activities	40,000	0	28,513	29,256	37,511	38,627
<hr/>							
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments						
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	13	0	13	13	10	10
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	13	0	13	13	10	10
1.1.c	# of community members covered by risk plans	40,000	7,700	34,000	36,000	37,511	38,627
<hr/>							
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment						
1.2.a	# of community members that are trained in livelihood approaches that take ecosystems into consideration	1,600	0	631	1,072	1,216	1,778
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	4,800	0	865	2,576	3,244	4,825

Strengthening of civil society | PfR contributed to the establishment and strengthening of an Umbrella Community Organization: Waso River Users Empowerment Platform (WRUEP), which was

established in November 2013 as an umbrella organization of 50 CBOs in the lower stream of Ewaso Nyiro (including the Community Development Committees and the CMDRR model communities) in order to bring the voice of the community to the policy makers and the general public. Reference is made to the PfR Planning Report 2013 (with first plans outlined on p. 18), 2014 (p. 19) and 2015 (p. 20), and the Annual Reports of 2012 (p. 23), 2013 (p. 43-45, incl. box), 2014 (pp.40-41) where concrete activities are presented.

WRUEP is still struggling with capacity limitations, which is largely contributed to poor leadership and lack of full time staff to implement activities. One of the major challenges has been the establishment of the demonstration sites that did not perform as expected due to poor follow up and funding shortage. As a way forward, the PfR alliance supported WRUEP through hiring two interns (programme and finance) to support the platform in the day-to-day running of the activities. Secondly PfR supported an annual general meeting of WRUEP board members to discuss the challenges and lessons learnt. From the discussion a new management was proposed, WRUEP was tasked with responsibility to fund raise and strengthen the management by electing new members and employing full time staff to implement activities post PfR1.

Finally the decentralisation process in Kenya made the lack of capacities, especially at county level, clear. The slow pace of the process however contributed to the fact that PfR training only commenced when the programme was nearing its end hence the total numbers remained slightly below target.

2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	10	0	7	9	10	10
2b	# of network/ umbrella organisations, developed and active	1	0	1	1	2	2
2c	% of partner NGOs and CBOs that cooperate with them in the PfR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR	70%	20%	40%	45%	71%	75%
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	90	0	61	64	78	80
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	4	3	3	4	4	4
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks						
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	7	0	6	6	7	7
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	7	0	5	9	16	19

Policy Dialogue | PfR Kenya actively engaged with the Ministry of Environment on the development and implementation of the plans for the *National Climate Change Response Strategy*, especially the sub-component on adaptation. PfR contributed also to the development of community land legislation.

PfR initiated a Camel Caravan Campaign for Climate Change Adaptation, Disaster Risk Reduction and Protection of The Ewaso Nyiro Ecosystem (please see the various Planning Reports and Annual Reports mentioned under the second strategic direction. In 2014, a documentary was shown about the threat of the degradation of the Ewaso Nyiro river ecosystem and its implication on people's livelihoods. (<https://www.youtube.com/watch?v=WqGHjssuQVs>). A prominent activity was the camel caravan: An average of 160 people participated in the 250 Km long trekking for six days from the two extreme ends of the Ewaso Nyiro river to meet mid-way at Archers Post. One of the major successes of the initiative has been the temporary suspension of the construction of a mega dam (so-called

Crocodile Jaw dam near Isiolo). Still, there are plans for the construction of this dam which will provide water resources for a planned “resort” city near Isiolo. Apparently the World Bank is considering a loan for the construction. The PFR country team will closely follow any new developments and take up the dialogue with relevant stakeholders under the investment domain” of the new PFR programme. The national water conservation and pipeline corporation who is the project manager is engaging the communities for further consultation. This is done through PFR partners; MID-P, WRUEP and IMPACT.

The camel caravan helped to improve the adverse relationship between different ethnic groups across the river as they are jointly advocating for common causes. The camel caravan campaign has been undertaken as an event under the County Government’s calendar spearheaded by PFR implementing partners in Isiolo and Laikipia. Currently there are on-going initiatives for seeking support to mark 2016 camel caravan campaign in Isiolo. (Video 2014: <https://www.youtube.com/watch?v=1K8e648hUwA>)

PFR supported the development of the Isiolo County Disaster Risk Management policy with a clear emphasis on the integrated approach: PFR Kenya Partners worked closely with the County Government of Isiolo in 2014 and 2015. PFR built on Kenya Red Cross’ special agreement with the transitional authority to build the capacity of counties in the field of Disaster Management. The integrated approach of DRR, CCA and EMR is clearly indicated as a guiding approach to build long term resilience in the disaster prone areas within the county. The policy document has been submitted to the County Assembly for ratification. This policy would compel the county government to commit human and financial resources for its implementation, which will be actively followed up under the new strategic partnership.

In July 2015, PFR, together with two other alliances funded under MFS-II (WASH, and the Ecosystem Alliance) organized a Market Place Event in order to share experiences with each other and with other stakeholders. The networking event attracted the government, private sector players, media as well as other non-governmental organizations. The alliances shared their success stories as well as their challenges. In 2016 PFR Kenya is under the Netherlands Embassy Strategic Partnerships, where all the partnerships supported by the Dutch Government coordinate. PFR2016-2020 continues to work with the partnerships under the Water and Energy sector (where PFR Kenya is categorised) through annual review and reflection meetings, and look for synergies in implementation and joint fundraising.

3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
3a	# of distinct initiatives started that are aimed at enabling a more conducive environment for DRR/CCA/ERM activities.	1	0	3	5	8	10
3b	% of annual increase of government spending in target areas on DRR/CCA/EMR	30%	0%	0%	0%	4%	5%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0	1	1	1
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	1	0	0	1	1	1
3.1	Government institutions at local, national and international level endorses PFR approach						
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	5	0	5	7	7	7
3.1.b	# of (local) government institutions actively engage in activities	4	0	3	4	4	4
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	0	0	1	1

3.7 Mali

Introduction | Contrary to the year 2011 during which a food crisis raged in the country because of very low rainfall, consecutive years showed favourable rainfall. The rainy season in 2015 even led to a flood that was higher than in 2012-2014. The year 2015 was also characterized by the increasing incidence of banditry, gear break explosives on rural roads, that establishing psychosis in the minds of the people and which has significantly reduced the number of field missions of the PfR Mali project staff. The security problem in the project area, which arose in the second quarter of 2015 has led to the withdrawal of the government staff in these areas (Youwarou Prefecture). Despite the increased insecurity, the social intermediation activities of the project continued with local NGOs that have a strong knowledge of the project area and are respected by the main stakeholders involved.

Community strengthening | 2015 saw the completion of the programme's activities and the achievement of its aims, with action plans developed, mitigation measures implemented, and committees for disaster prevention and management established - each consisting of seven male and female members and chaired by the village chief. These committees are the project's representatives in every village, and they have clear terms of reference.

During the period 2011 to 2015 the level of commitment of stakeholders and communities has evolved and increased substantially. Key success factors were the appropriation of the integrated approach, understanding and research of climate information and ecosystem services to prevent disasters, and adapt and use new farming techniques.

Village committees organises dike protection

In Simina village in Konna district, PfR partners supported the construction of a protective dike to deal with seasonal floods and run-off by reinforcing both sides with Vetiver grass. Water stored upstream of the seawall allowed the development of other benefits for the people such as traditional fish farming, brick making and water the animals. The dike requires an annual maintenance, and this work to be done by the villagers across all social classes.

According to Madiou Traoré, a farmer and member of the village's Committee for Prevention and Disaster Management (CPGC) "[...] Nowadays, we will do everything possible so that the dike can remain intact for our happiness. With this dike hope is reborn. I still remember when it rained, especially at night, no-one could sleep. Everyone was mobilized to deal with the water. Nowadays, we are protected against floods, there is no more massive displacement. We recognize that the dike has a positive impact on the disappearance of water borne diseases due to stagnant water in the village in the past".

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
1a	# of mitigation measures implemented per community	3	0	2	3	3	3
1b	% of community mitigation measures environmentally sustainable	100%	-	80%	80%	100%	100%
1c	# of community members reached with DRR/CCA/EMR activities	30,030	-	33,051	33,051	38.185	38,185
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments						
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	20	0	20	20	20	20
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	20	0	20	20	20	20
1.1.c	# of community members covered by risk plans	18,080	0	33,051	33,051	38.185	38,185
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment						
1.2.a	# of community members that are trained in livelihood approaches that take ecosystems into consideration	1,200	0	1,663	2,626	2,822	3,320
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	3,604	0	2,936	2,936	4,655	4,655

By 2015, each community targeted by the programme has implemented measures to respond to the highest risks in that community, which has also been incorporated in the village action plans.

Measures range from tree planting, the installation of rain gauges and the establishments of vegetables gardens. In 2015 earlier started work continued, and was replicated to additional areas.

The number of community members that have been trained in livelihoods approaches has increased considerably in 2015 due to expressed interest of communities for different training modules but also through the participation of five municipalities in the region of Segou. Community members were trained on (1) the use of improved seeds, (2) composting techniques, (3) vegetable gardening, (4) fencing around fields to keep livestock out, (5) the implementation of a protective dike around the village, (6) the management and use of rainfall data and (7) reforestation techniques, such as planting vetiver on the dykes. With the new knowledge the communities are able to strengthen their resilience to climate change while managing the environment. After three years (2015), the success rate of the trees planted is about 60%, which for Sahel condition is a rather good average. Plantations are not only mitigation measures but also resources: some trees have started to produce fruits, of which local communities could benefit in 2015. As local communities really see the advantage of (re)forestation, they have also started to invest themselves, buying young trees from their own resources.

Through the use of 'bio-rights' degraded land and ecosystems are being restored: bio-rights is a finance mechanism that provides small scale financial resources for socio-economic activities to rural poor communities who, in return, work on the restoration of ecosystems (such as planting flood forest) to restore ecosystem services for livelihoods and flood regulation. Under the PFR programme ecosystem restorations were directly linked to livelihoods improvement.

Strengthening of civil society | A network called Platform of Intervening in Climate Change (PICC) was set up in order to enlarge and equip the group of society civil for the advocacy purpose (See also PFR annual report, p.47). The NGO members of the platform participated in all sessions of trainings organized the last two years by the project (the advocacy and training on DRR/CCA/EMR, the contingency plan, the fight against aquatic weeds and invasive). The Platform is a member of the WASH Group in the 5th Region, Mopti. PICC should play a key role in the implementation of the 2016-2020 Strategic Partnership based on advocacy & lobbying. It has been sufficiently equipped during the PFR project to play this future role.

2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	10	0	20	20	20	20
2b	# of network/ umbrella organisations, developed and active	1	0	1	1	1	1
2c	% of partner NGOs and CBOs that cooperate with them in the PFR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR	70%	0%	50%	60%	70%	70%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions						
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	25	0	30	35	231	231
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	3	0	5	6	6	6
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks						
2.2.a	# of organisations (incl. non-PFR) involved in coalitions that work on the integration of DRR, CCA and EMR	7	0	39	39	39	39
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	2	0	1	1	1	1

PFR has established a partnership with several knowledge organisations: the meteorological agency of Mali that provides weekly newsletters, the Institute of Rural Economy which provides its expertise, the technical Services of the State that provide support on for example early warning, civil protection, the

Environmental Agency for Sustainable Development, and the Centre for Scientific and Technological Research, which produced a literature review paper on best practices and lessons learned on adaptation to climate change in Mali and Africa.

Policy dialogue | At the regional level, regional councils were targeted for the inclusion of the integrated approach in strategic documents and developments plans. The partners also organized a number of policy dialogues in Bamako for national policy makers including Members of the National Assembly. The main aim of these meetings was to inform and raise awareness about the effects of climate change and advocate for an integrated approach towards prevention and managing disaster risks in a changing climate.

The PfR team actively participated in the “environment and fight against desertification days”, an annual conference on environment and desertification. At this forum, all relevant stakeholders, including policy makers (several ministers), technical and financial partners (especially the Embassies), are involved. The Integrated Risk Management approach was received very positive by visitors of the information stands, and by the audience of the conference.

3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
3a	# of distinct initiatives started that are aimed at enabling a more conducive environment for DRR/CCA/ERM activities.	1	0	0	2	2	2
3b	% of annual increase of government spending in target areas on DRR/CCA/EMR	30%	0%	-80%	10%	10%	10%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0	1	1	1
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	1	0	0	0	1	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	1	0	2	5	7	22
3.1.b	# of (local) government institutions actively engage in activities	1	0	17	17	20	20
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	1	0	1	1

At the sub-regional level, PfR participated in projects and programme sessions, ministerial meetings and summits of Heads of State of the Niger Basin Authority (NBA), focusing particularly on the Niger River basin. This created opportunities to raise awareness among different participants about the relevance of the integrated risk management approach and some concrete results achieved in its implementation in Mali.

Twenty-two technical government institutions at local, regional and national levels, NGO’s and the platform of the Intervening in Climate change, have committed to safeguard the integration of DRR/CA/EMR and take the approach into account in their respective development programming.

3.8 Nicaragua

Introduction | Partners in Nicaragua finalized most of the PfR activities in 2014, using the first three months of 2015 for consolidation and sustaining the programme. As most of the results have already been mentioned in the 2014 annual report, this chapter will mention only a few remaining activities.

Partners conducted a few field visits and produced a video which incorporates some highlights of the programme. (https://www.youtube.com/watch?v=oyFC_lhE_hA).

A final evaluation of the implemented micro-projects was conducted and a joint exit strategy between partners planned. The lessons learned have been collected through case studies, the impact assessment of the programme, the development of two videos, and meetings of PfR technical committee, during which they shared the successes and actions to improve the developed processes.

A significant effect has been the government's decision to build an inter-oceanic canal without first disclosing the extensive studies on the impact on natural resources. For this reason, the affected population has expressed dissatisfaction. This impacted the PfR programme in addressing the sustainable management of the country's watersheds, for example the suspension of the second meeting of basin organised by the RENOC (National Network of Watersheds), and the low profile it had when it was possible to perform in March 2015.

Community interventions | PfR worked in Madriz and in the RACCN, in a total of 55 communities. The community micro-projects were identified by the target population and described in the community action plans. They cover a wide range of measures, like improved water management, improved hygiene, afforestation, alternative livelihoods like tourism, just to name a few. Wetlands International advised the integration of eco-systemic approach through complementary measures, and financed 17 micro-projects, implemented in coordination with the other partners. In total 127 mitigation measures have been implemented in 43 communities. It was ensured that all measures taken do not cause any negative environmental impact. For this some specific tools were used, like the environmentally sustainable standards of Wetlands, and the climate smart standards of the Climate Centre.

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
1a	# of mitigation measures implemented per community	1	0	1	1	2,95	2,95
1b	% of community mitigation measures environmentally sustainable	100%	100%	100%	100%	100%	100%
1c	# of community members reached with DRR/CCA/EMR activities	13,286	0	2,045	11,945	15,657	15,657
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments						
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	28	0	28	30	55	55
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	28	0	28	30	30	30
1.1.c	# of community members covered by risk plans	13,286	0	0	49,191	17,909	17,909
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment						
1.2.a	# of community members that are trained in livelihood approaches that take ecosystems into consideration	420	0	581	4,384	5,581	5,581
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	930	0	179	4,691	7,526	7,526

Strengthening civil society | PfR partners rounded-up several trajectories in 2015, joint as well as individual ones. Wetlands International finalized the micro-project with the owners of energy forests in Madriz department in 2015. During the first quarter of 2015, a database of energy forest owners was completed. INAFOR (National Forestry Institute) will use the statistical and monitoring data of this database to certify management plans of the fuel wood extraction areas. Besides, in the first months of 2015, Wetlands developed two manuals on ecosystem management and techniques used in the

development of various micro projects. It is a tool that will be delivered to MARN, INAFOR, town halls, unions, universities and the PfR alliance partners. By using these tools, it can be ensured that mitigation measures that are being implemented to reduce potential risks, are not causing any damage to the environment and contribute to increasing people’s resilience.

In 2014 and 2015, The Nicaraguan Red Cross developed a training transfer process of the PfR programme tools for volunteers of the Nicaraguan Red Cross at national level, with the aim to ensure incorporating into the current and future community work of its branches. Beginning 2015, the organisation signed a cooperation agreement with UCATSE, the International Center for Tropical Agriculture (Centro Internacional de Agricultura Tropical - CIAT) and the Association of Social Development of Nicaragua (Asociación de Desarrollo Social de Nicaragua - ASDENIC), to monitor climate data in the basin of the River Tapacali through the installation of weather monitoring stations alongside the Tapacalí river basin. These stations allow a better understanding of local weather patterns, give real-time information which can help local farmers to take measures related to their production, and the possibility to try out adaptation options. For this support will be provided by scientists.

Collectively the PfR members organized a workshop on agro-meteorological systems with different institutions (INTA, MEFCCA, MAG, NGOs, unions, Members of the National Assembly and with experiences from other countries such as Cuba, Honduras and El Salvador), where experiences were shared and proposals for the establishment of an early warning system for drought were made to the meteorological office and responsible authorities. Already 5 climatic stations were installed in northern Nicaragua within the programme. The partners also supported various stakeholders to better manage the Tapacalí watershed, applying complementing tools (see box).

Elements for watershed management

PfR partner CARE Nicaragua reproduced a number of copies of the game “A watershed well managed and a watershed poorly managed” and shared it with the Red Cross and Wetlands International. Furthermore the management plan for the Tapacalí watershed to which PfR contributed was reviewed by the National Water Authority at the beginning of 2015. The University of Central America conducted technical studies on risk of flooding, land-slides, erosion, drought, water quantity and quality, soil quality, agro-climatic study, socio-economic and bio-physical assessments and mapping of actors.

The outcomes improve the understanding of the risk profile of the sub-basin, and fed into curricula of capacity building through a 448 hours academic course for relevant stakeholders such as technical staff of municipalities, NGOs and other government agencies, and to community leaders through a training.

2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	28	0	28	38	64	64
2b	# of network/ umbrella organisations, developed and active	12	0	6	14	15	15
2c	% of partner NGOs and CBOs that cooperate with them in the PfR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR	83%	0%	67%	100%	100%	100%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions						
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	142	0	93	167	594	594
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	5	5	2	6	6	9
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks						
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	25	0	34	58	99	99
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	90	0	81	214	405	405

Throughout implementation of the programme, the Climate Centre, with universities in the United States and in Europe, coordinated internships to students in their research, which could benefit the PfR partners and the beneficiaries. In 2015 a student from the United Kingdom supported PfR, studying the perception of communities of climate change and on the monitoring of climate variables.

Policy dialogue | Until March 2015, PfR partners continued their cooperation and dialogue with most of the actors with whom they worked throughout programme implementation: government agencies, NGOs, associations and donors. These relationships facilitated the development of programme activities, which have been coordinated and supported by municipal governments, relevant governing bodies, cooperatives and civil society organizations. With a great number of institutes agreements have been signed for longer-term cooperation, at national, department/regional level.

At the municipal level, the municipal strategies for adapting to climate change and in the regional strategy for the Atlantic Coast North Caribbean, the management plans of Inalí and Tapacali watersheds, completed in 2014, have been endorsed and certified by the municipal and regional councils, as planning documents of municipal and regional government and the PfR approach are explicitly linked.

3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
3a	# of distinct initiatives started that are aimed at enabling a more conducive environment for DRR/CCA/ERM activities.	6	0	6	20	22	22
3b	% of annual increase of government spending in target areas on DRR/CCA/EMR	10%	0%	17%	10%	12%	12%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0	1	2	-
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	1	0	0	1	0	-
3.1	Government institutions at local, national and international level endorses PfR approach						
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	28	0	30	42	42	42
3.1.b	# of (local) government institutions actively engage in activities	30	0	26	45	49	49
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	1	1	1	1

3.9 Philippines

Introduction | As reported in the previous years, PfR Philippines partners are institutionalizing the integrated approach in their work outside the PfR programme. Philippine Red Cross has started to integrate PfR in its normal programming, especially in Disaster Management Services. CARE has included the integrated approach in its capacity building already since 2011 and ACCORD has consequently adopted it as its framework for all its projects and programmes. It is now integrated in the Community Economic Development (CED) Programme of AADC, while CorDis-RDS has embraced the approach in implementing its projects, carefully applying it in the particular context of its areas. IIRR, Cordaid partner in the Philippines, has been implementing a similar approach for communities in Cavite, Quezon, and Panay through climate-smart agriculture practices. In terms of support from senior management, all of the above partners show their support for PfR projects, from approval of memo's to support implementation, and in taking part in learning activities such as conferences and workshops. The PfR Coordinator has been visiting the Netherlands Embassy since 2012 to attend meetings with other MFS-II funded alliances active in the Philippines. Apart from fruitful information exchange these

meetings have also paved the way for future participation of the Dutch Embassy in major PfR events, also under the new Strategic Partnership as from 2016 onwards.

Community interventions | In the final year of the programme partners continued implementing mitigation measures and livelihood diversification in 44 communities. For example, in cooperation with local government units, partners have set-up a bamboo plantation to mitigate flooding and landslides, stabilize riverbanks, prevent further erosion and at the same time provide alternative livelihood opportunities. Partners continued to promote bio-intensive gardening as a way to deal with climate change effects and to improve food security and nutrition levels at household level. In 2014-2015 projects had more focus on Ecosystem Management and Restoration, and on livelihood activities. One of the challenges addressed in the mitigation projects was the extreme changes of climate (from hot to hotter weather events or drought) i.e. planted palay and bamboo plants in Agusan Del Sur died due to scarcity of water supply and drying up of farm land, hence, seedlings died and the survival rate of planted “*palay*” or rice and bamboos decreased. To overcome this and to sustain the mitigation projects, units of irrigation pumps were provided to farmer beneficiaries, so that they could pump water from the rivers to their agricultural lands. Farmers paid a small amount of rental fee for the use of the pumps: the villagers themselves are responsible for the maintenance and possible repair.

2015 saw the review of the School Improvement Plans (SIPs) at the School, District and Division Levels and the Barangay Development Plans (BDPs) for local governance at the Barangay and Municipal levels, ensuring that DRR, CCA and EMR are being integrated in these two plans. One of the challenges was the implementation of the integrated approach both in schools and in local planning systems. To ensure the continued implementation of activities after the 2016 elections, which would probably involve a change in administration at local level, a number of measures were undertaken. These comprised the conduct of exit planning meetings and the formulation of action plans, particularly for mitigation projects with all relevant stakeholders in the community, such as Department of Education staff, officials from Municipal Local Government Units and Barangay Local Government Units, and *Red Cross 143* volunteers.

PfR partners conducted a joint flood early warning system workshop in the municipality of Claver in partnership with the Local Government Unit wherein nine non-PfR barangays from Municipality of Claver were included. This workshop was funded by the Municipal Government. A similar workshop was conducted for the Municipality of Mainit. 10 barangays in Claver and Mainit, Surigao del Norte completed the installation of the Local Flood Early Warning devices. The establishment of this early warning system is in partnership with PAGASA and the Municipal Governments of Claver and Mainit.

In the project areas in the municipality of Claver, coastal erosion is a major problem leading to increased floods and storm surges. Partners therefore selected mangrove rehabilitation as a mitigation measure to revert this trend. They worked in partnership with the provincial and municipal environment and natural resources office (P/MENRO) of Surigao City. A Mangrove Restoration and Bio Rights Feasibility Study was already carried out by Wetlands International Indonesia in December 2012, providing a solid basis for the development of a rehabilitation plan. From September 2014 onwards until August 2015, PfR oriented partners and communities on mangrove ecosystems to increase awareness and capacities, amongst beneficiaries and project staff. A learning visit was organised to another mangrove area in the province. PfR partners planted a total of 14,850 propagules in 3 barangays. The project was supported by IEC materials on Mangrove Ecosystem Restoration to further increase awareness on the importance of mangroves, especially for flood and storm protection. The mangrove project is in partnership with the Provincial and Municipal Environment and Natural Resources Office of Surigao City.

Partners supported reforestation of 62 kilometres of the Lake Mainit shores for flood protection. They carried out several activities prior to and during the intervention, such as an awareness and education

campaign, a resources inventory and survey, maintenance needs and monitoring and evaluation methodologies. These activities contributed to increased awareness among residents on the importance of forests in the lake's ecosystem. A barangay seedling nursery was established and maintained. Since February 2015, 4,660 seedlings have been planted covering 5.99 hectares. A Memorandum of Agreement was signed between the Barangay Local Government Unit (B/LGU) of Quezon and Surigao State College of Technology (SSCT-Mainit Campus), in order to ensure the sustainability of the project and possible research for further development and replication to other coastal barangays.

In order to mitigate the effects of flooding and increase awareness on the significance of early warning systems, partners supported the installation of early warning equipment through the provision of empty cylinder oxygen tanks to 10 PfR barangays in Bunawan and Esperanza Agusan del Sur in Agusan del Sur province. The empty tanks are used as bells to the barangay when there is an ensuing natural hazard event. The cylinder tanks were mainly provided to the more far-flung puroks (neighbourhoods) in certain barangays. The flood water level gauge is a means to monitor the level of the water in rivers and low lying areas. The colour of the gauge signals the community to an appropriate response.

In two barangays in Agusan del Sur, PfR supported increased production of rice paddies, through SRI (System of Rice Intensification). In partnership with Agus Pinoy (NGO), training on SRI was conducted for 39 participants, which included the production of organic fertilizers from organic waste. A demo farm was established in one of the barangays and participants were provided with seedlings if they apply the SRI techniques. The demo was an answer to the above described dry conditions that were experienced.

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
1a	# of mitigation measures implemented per community	1	0	0,2	0,2	1,33	3,44
1b	% of community mitigation measures environmentally sustainable	100%	0	100%	100%	100%	100%
1c	# of community members reached with DRR/CCA/EMR activities	65,000	0	24,849	175,628	188,631	197,172
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments						
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	42	5	6	42	44	44
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	47	0	31	42	44	44
1.1.c	# of community members covered by risk plans	65,000	0	92,401	147,525	152,289	160,626
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment						
1.2.a	# of community members that are trained in livelihood approaches that take ecosystems into consideration	2,000	0	0	0	448	7,640
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	7,800	0	0	1,399	13,885	16,992

To support initiatives aimed towards addressing flood issues, as well as provide alternative livelihood opportunities in Barangay Balangkas, Valenzuela City, a material recovery facility was established alongside an Urban Garden. Improper waste management is a major problem in this urban area, leading to clogged waterways and diseases such as dengue. The recycling of materials and turning of organic waste into compost for urban gardening, provides the households with additional income and more nutritious food and are, through using spaces in a creative way, less prone to floods. After the installation of the centre, awareness raising activities and trainings, volunteers are now running the centre themselves, supported by local barangay and city government authorities.

Strengthening civil society | Across all areas, PfR fostered partnerships and collaboration with meteorological and scientific institutes, academic institutions, and CSOs to make information available and accessible for Local Government Units (LGU's) and communities. Rural communities were concerned about the impacts of climate change on agriculture. The information about climate projections is important for farmers whose agricultural activities depend on rainfall. Discussions about climate projections were done at the community level and become basis for planning livelihood and agricultural activities. In the last year of PfR implementation, the programme saw the need to further strengthen public awareness on localized climate change scenarios, especially for agriculture-dependent rural communities. PAGASA's climatology division has provided inputs for the staff, and agreed to share similar information at the level of LGUs and communities. To facilitate access to climate information, ACCORD participated in multi-stakeholders climate forum, which is being organized monthly by PAGASA. Information gathered from these kinds of activities will be rolled out to communities. PfR areas benefitted from having access to knowledge on disaster trends, climate projections and ecosystem data through different initiated meetings and training workshops with the community leaders and forum members. PAGASA provided inputs on the establishment and use of local flood early warning systems in several flood-prone areas.

Addressing floods along Tullahan river

Along the Tullahan River basin PfR works with the five city Local Government Units to collectively address the problem of flooding of communities. Efforts are geared at harmonizing the early warning system for the river basin. The LGUs, together with PfR partners, have formed an alliance that will sustain the efforts initiated by PfR. It was agreed to work within the existing formation, the MANATUTI River Management Council, and integrate DRR-related concerns in its programmes and activities. MANATUTI is a group of city environmental officers organized by the Department of Environment and Natural resources (DENR) representing the cities of Caloocan, Malabon, Navotas, Valenzuela, and Quezon. Its goal is to improve the water quality of Manila Bay and connected waterways through four clusters that focus on solid and liquid waste management, informal settler families, and habitat preservation.

PfR partners intend to continue their involvement on these issues through targeted IRM dialogues under the new PfR programme, among others in Manila Bay

2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	42	0	31	32	44	44
2b	# of network/ umbrella organisations, developed and active	1	0	1	1	1	3
2c	% of partner NGOs and CBOs that cooperate with them in the PfR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR	80%	0%	80%	80%	100%	100%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions						
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	30	0	82	93	147	192
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	5	1	6	6	6	6
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks						
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	11	0	0	32	40	49
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	1	0	0	0	1	9

Multi-stakeholders and inter local government collaboration has been widely promoted in PfR areas. Village officials in PfR areas discussed the formation of a Watershed Alliance in Tadian, Mountain Province. However, long-time issues on disputes related to political boundaries, land ownership, and cultural differences are challenging initiatives for improved watershed management. It will take more time to build trust between the different stakeholders and to lay a sound basis for joint work.

Policy dialogue | In PfR areas, Local Government Units at the barangay and municipal/city level participated in a series of trainings and workshops aimed at building DRR/CCA/EMR capacities: Community-Based Disaster Risk Management, Disaster Preparedness, and Contingency and Risk Reduction Planning Workshops have been organised. Mainstreaming sessions with LGUs were conducted to inform local development planners and decision-makers on how to integrate DRR, CCA, and EMR in the local development planning and budgeting processes. Baseline community risk

assessments (CRA) were compared with end-line CRAs at the end of the project period, and the outcomes are positive. Appreciation of the complex interrelations of natural hazards, climate change, ecosystem degradation and people's vulnerability has increased, and informed policy, investment decisions and practices of barangay and local government units. Specific community and LGU risk management capacities have been subsequently strengthened, thereby improving overall risk management capacities. The integrated risk management approach also reached other LGUs through learning sessions, linking and learning activities, and multi-stakeholders meetings.

Engagement with national government agencies (Department of Education, Department of Interior and Local Government, DOST-PAGASA, DOST-PHIVOLCS, Climate Change Commission, and National Disaster Risk Reduction and Management Council) and their regional and provincial offices, was also an essential advocacy strategy for PfR. These offices have provided the necessary technical assistance according to their capacities and expertise. There were also efforts to influence the national policies and programmes that guide local offices. PfR Partners participated in Department of Education activities and provided inputs to mainstream DRR/CCA/EMR in revised School Improvement Plan guidelines. Recommendations to improve the DRRM Law (RA10121) and its implementing rules and regulations were forwarded to the National Disaster Risk Reduction and Management Council.

3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
3a	# of distinct initiatives started that are aimed at enabling a more conducive environment for DRR/CCA/ERM activities.	2	0	0	40	62	89
3b	% of annual increase of government spending in target areas on DRR/CCA/EMR	30%	0%	0%	0%	0% ¹	0%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0	0	1	1
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	1	0	0	1	1	3
3.1	Government institutions at local, national and international level endorses PfR approach						
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	67	0	69	122	157	182
3.1.b	# of (local) government institutions actively engage in activities	56	0	58	117	117	130
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	0	0	1	1

At the regional level, PfR strongly promoted the landscape approach, which motivated the DRRMO heads in the cities of Caloocan, Malabon, Navotas, and Quezon (in the National Capital Region, Manila) to work together in planning, implementing, and assessing their DRRM programmes. A stakeholders meeting in June 2015, including the communities alongside the Taluhan river basin, was the start of a new Alliance, aimed at addressing issues on flooding and other risks that concerns the communities along Tullahan River.

Finally there has been a significant increase in local government budgets for DRR/CCA/EMR activities as a result of PfR's influence. Government contribution to the project activities has been through the provision of services such as facilities for meetings and trainings as well as transportation cost of their officials towards attending these meetings and trainings. There has been financial contribution from the Municipal authorities towards the implementation of selected mitigation activities such as the Rain Water Collector in Agusan Del Sur where the municipal contributed 40,000 PHP (approximately 750 Euro). Other amounts of investments include budget for trainings on DRR, CCA, and EMR initiated by Local Government Units, and cash and in-kind counterpart for various small-scale and livelihood activities (improvement of EWS, rehabilitation of water system, tree-planting, and others).

3.10 Uganda

Introduction | In 2015 many initiatives from previous years continued. The main interventions included the promotion and scaling up of the DRR measures, continued dissemination and application of climate information, and continued engagement with government and peers in lobby and advocacy efforts. The latter resulted in appropriate local policy development at sub county and district level on environmental protection, which should ensure sustainability of the PfR programme. Moreover it was felt that the continuous engagement of the target communities throughout the programme greatly contributed to the sustainability of the results.

In mid-2015, some parts of the PfR target areas started to receive below-average rainfall. This situation later has been found as part of the *El Niño* impact that is, at the time of drafting this report, affecting the Horn of Africa. In some areas in Karamoja region, where two PfR partners are operating, it has been observed as one of the worst dry spells / droughts in living memory. In some instances it contributed already to over 87% crop failure which obviously undermines food and income security both at community and household level.

Community interventions | Implementation of disaster risk reduction and mitigation measures continued in 2015 by all partners of PfR in Uganda. In 2015 it was witnessed that the measures taken in previous years contributed to the reduction of disaster risks, which could for example be observed during the prolonged dry season, during which people were able to cope as a result of improved irrigation, and the use of drought tolerant seeds.

Small-scale irrigation technologies enabled target communities to improve their irrigation-based agricultural practices. Vegetables and fruit production have increased the income of the target groups. Similarly, drought tolerant and early maturing seeds and planting materials were accessed from the different agricultural research institutions in the project areas and distributed to the community members. In most of the partners' areas, the Village Saving and Loan schemes continued availing small financial loan services. Over the course of the programme, the village saving and loan scheme have contributed significantly to stronger livelihoods. Those who participated have for example accessed loans to procure drought tolerant planting material, engage in local businesses that contribute to the diversification of the household income.

Where wetlands in some areas had already been demarcated in the year 2014, community support on the development of wetlands management plans has been an important follow-up activity. Other local partners also worked on the demarcation of wetlands in target areas through a bio-rights approach, meaning that partners provide small financial incentives to protect the wetlands resources. One of the local partners created better communication and collaboration between beneficiaries in the upper and lower part of the demarcated wetland.

All partners continued to receive the weather forecast messages sent by the Climate Centre and the national meteorology department. Especially for the latter, PfR partners facilitated the translation of the climate information into local language and in order to create practical messages to the direct users, for

Weather Forecasts & Community Radio

In Apac district, URCS partnered with the Apac District Local Government to share and disseminate district specific weather forecast information, following the installation of the Apac weather station in June 2014. According to Jasper Otimoi, the District Environment Officer, before the weather station was opened in June 2014, the district relied on information from the Meteorology Department in Entebbe; a development that was troublesome and unreliable, as it was not area specific and thereby relying on general information that communities felt was inaccurate. "The information was too generalized, making it very hard to pass over reliable data to the communities and this made the farmers suffer losses due to disasters which would otherwise be predicted and mitigation measures put in place," Otimoi, who also doubles as District Weather Focal Person, says.

With establishment of the district based weather substation, this has since become history. As Otimoi further states "the station now gathers data and disseminates it to the communities through radio talk-shows and meetings, something that helps in guiding farmers on when to start their field activities. I appreciate URCS for introducing and supporting the community radio initiative; as it is a cheaper mode of information dissemination. The weather forecasts have been consistently issued in Akokoro Sub County where URCS has supported the installation of three community radios

example through local radio, DRR/climate centres and open air sessions. The construction of the community level DRR/climate centres was concluded in 2015. These centres serve as a facility, where target community members gather and discuss weather information on a regular basis. Most of the community level DRR/climate centres have started to serve as demonstration sites and for dissemination of improved practices like water harvesting structures and vegetable production.

In Otuke district, communities received the quarterly weather forecasts from Uganda National Meteorology Authority through open-air sessions by a meteorologist and district staff. A total of 500–1,200 persons were reached each quarter. The Parish Disaster Preparedness and Management Committees (PDPMCs) took leadership in dissemination, placing printed copies on public notice boards. The PDPMCs engaged in monitoring access, use and benefits from the forecasts by communities using a simple evaluation-guiding tool.

The early warning facilitated early planning to reduce risks especially regarding the cultivation of crops. When rain was predicted, and possibly water logging foreseen, some community members harvesting their crops earlier, in order to be ahead of the water logging hazard. The collaborative relationship between the sub-regional Meteorology Office and local partner Socadido continued. The Meteorology Officer regularly met with target communities to assess both the scientific forecast, as sent by the Climate Centre and the national meteorology office, and traditional or indigenous knowledge forecasts. In case both forecasts show similar information, communities increase their confidence in the scientific climate information forecasts.

1	Communities are more resilient to climate (change) induced hazards	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
1a	# of mitigation measures implemented per community	10	0	2.5	3	3	3
1b	% of community mitigation measures environmentally sustainable	100%	0%	90%	90%	90%	90%
1c	# of community members reached with DRR/CCA/EMR activities	70,307	0	32,293	56,592	68,952	74,789
1.1	Communities are capable to implement risk reduction measures based on climate risk assessments						
1.1.a	# of communities that conducted risk assessments that take account of information about climate change and its impact on disasters	94	0	30	93	93	93
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	94	0	30	93	93	93
1.1.c	# of community members covered by risk plans	75,000	0	63,591	72,689	72,689	74,789
1.2	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment						
1.2.a	# of community members that are trained in livelihood approaches that take ecosystems into consideration	7,628	0	1,519	13,768	15,074	16,132
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	7,628	0	10,879	27,199	31,205	32,398

Strengthening civil society | In 2015, PfR partners continued to coordinate and promote their agendas using the networks or umbrella organizations supported and developed earlier, such as the Nakapiripirit Civil Society Forum and the Disaster Risk Reduction Platform for Teso. These networks continued to be the platform for quarterly based forum meetings, discussions and exchange of practices. In addition, the two networks started to attract other similar CSOs in the process of promoting the DRR/CCA/EMR agendas.

Partners also continued to take part in the first multi-stakeholder platform in Otuke district, established in 2014. Based on terms of reference that have been developed and managed by the District Community Development Office, the platform is aimed at scaling up integrated risk management into programming of different INGOs, CBOs, NGOs, private sector entities and local governments. A

management committee and a secretariat have been installed and a strategy for engagement has been developed, serving also to ensure sustainability beyond 2015.

Members conducted joint activities for the International Day for Disaster Reduction (13 October), World Environment Day, World Food Day and World Meteorology Day. In the meantime partners continued dialogue with peers and government authorities in similar topics as before, such as local policy development, enforcement in relation to natural resource management and scaling up of promising PfR practices. The results include a successfully implemented national disaster preparedness and management policy at district and sub county level, support for the capacity building of the recommended structure in the policy, and increased resource allocation by the district government for DRR interventions from 1 to 5% in 2015.

2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	94	0	76	93	93	93
2b	# of network/ umbrella organisations, developed and active	2	0	1	2	3	3
2c	% of partner NGOs and CBOs that cooperate with them in the PfR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR	100%	0%	100%	100%	100%	100%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, government institutions						
2.1.a	# of (partner) staff trained on DRR/CCA/EMR	142	0	134	239	239	239
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	7	0	6	7	7	7
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks						
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	7	0	7	32	44	44
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	10	0	10	14	18	21

Previously introduced natural resources and environmental management ordinances further assisted the sub county administration and community to develop a wetlands management plan. Communities have been sensitized on the bylaws that have been developed, which resulted in increased informal community surveillance, monitoring and reporting based on the bylaw and natural resources ordinance developed in 2013 and 2014. (The established monitoring and enforcement procedures of the local policy even resulted in the impounding of two trucks full of charcoal following a tip by the community to the police.) Charcoal burning and cutting of shea nut trees have reduced. Communities are increasingly engaging in other livelihoods activities like farming, apiary, trade and labour. PfR, through Caritas Moroto, facilitated the district natural resources management and conservation ordinance development based on the experiences of Care Uganda. Bylaws that regulate demarcated wetlands utilization, tree cutting, charcoal burning and bush burning have been introduced. The necessary awareness has been created and a coordination structure has been established. PfR, through Socadido and TPO, also facilitated development of the bylaw on the demarcated wetlands and further strengthened the supervision modality of the previously introduced wetlands management bylaw.

Partners facilitated several exposure visits, learning tours and trainings for their staff, for example on early warning. During this training, facilitated by ACTED (Agency for Technical Cooperation and Development) PfR staff gained knowledge and skills on operating an early warning system effectively and seized the opportunity to link the PfR supported early warning system to the ACTED and district government system.

Policy dialogue | Building on the evidence generated in previous years, partners have successfully engaged with local government and target communities to develop appropriate local level policy, in the form of by-laws and district bill (ordinances). The bylaws resulted into the prohibition of cultivation and encroachment of the wetlands, bush burning and tree cutting and the criminalization of charcoal and bush burning.

Partners were successful in leveraging funds and capacity for DRR with local authorities (see also under 'strengthening civil society'). PfR supported the adaptation of the Disaster Preparedness and Management Policy to the local level, which was approved in 2010, but not fully internalised. Before, the structures that support its implementation had not been operationalized and appropriate resources were not allocated at district level in Otuke district. In 2015, PfR trained district and lower level government and communities on the policy. The recommended structures for the policy implementation were established and local capacities built. As a result, disaster risk reduction plans are in place and partners were able to increase the resources allocated to implement disaster risk reduction measures.

Climate vulnerability assessments

Through Africa Climate Change Resilience Alliance (ACCRA) PfR supported the Ministry of Water and Environment by facilitating climate vulnerability assessments in five districts including Otuke, a district where PfR is active. The assessment was aimed at consulting rural communities and district local governments to inform development of climate change indicators. The data were used to develop a national climate change guideline that is being used by line Ministries to integrate climate change indicators into the National Performance Assessment System Tools.

PfR interventions are now considered as DRR/CCA inter-ventions under the guidelines. Since all local governments will be required by law to report on the indicators added to the National Performance Assessment System Tools, the full integration of these indicators will compel the Ministry of Finance Planning and Economic Development to allocate funds for climate change activities. Thus PfR, together with ACCRA, influenced the national level guidelines on climate change adaptation resources allocation.

3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level	Target	Baseline	Dec 2012	Dec 2013	Dec 2014	Dec 2015
3a	# of distinct initiatives started that are aimed at enabling a more conducive environment for DRR/CCA/ERM activities.	3	0	3	3	3	3
3b	% of annual increase of government spending in target areas on DRR/CCA/EMR	30%	0%	0%	0%	30%	30%
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	1	0	0	0	1	0
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	1	0	0	0	1	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	6	0	5	7	7	7
3.1.b	# of (local) government institutions actively engage in activities	4	0	7	7	7	7
3.1.c	# of countries where connection between DRR, CCA and EMR is explicitly mentioned in official government documents (0=no, 1=yes)	1	0	0	1	1	1

Southern Partner Organisations

Programme element 3

On their way to the school bus children in Valenzuela, Manila, use an elevated make-shift pedestrian walkway to cross patches of stagnant water.



4.1 Introduction

To support communities in strengthening their resilience, PfR partners are trained in the application of climate smart and ecosystem based disaster risk reduction. Apart from that, the PfR programme, by virtue of engaging partner organisations, also provides support in strengthening the capabilities of these organisations.

Several indicators are applied to present initiatives and progress in this field:

1. *The capability to act and commit*: This capability is about the ability to work properly: to plan, take decisions and act on these decisions collectively.
2. *The capability to deliver* on development objectives: This core capability concerns the organisations' skill to ensure that it is producing what it is established to do.
3. *The capability to adapt and self-renew*: This concerns the ability of an organisation to learn internally and to adjust to shifting contexts and relevant trends.
4. *The capability to relate to external stakeholders*: This capability is about building and maintaining networks with external actors. These actors include governmental structures, private sector parties, civil society organisations (CSOs) and in the end their constituencies.
5. *The capability to achieve coherence*: A main factor here is the strength of an organisation's identity, self-awareness and discipline.

4.2 Capability to act and commit

Strategy and planning | Each of the implementing partners of the PfR alliance members is an established organisation with a long history of activities in the humanitarian, development and/or environmental field in their respective country. All have experiences in cooperation with others and in working with alliance members and/or within their own (inter)national 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.

Strategy is elaborated in work plans and activities/ projects									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	3.0	2.7	2.5	2.1	3.5	3.5	3.0	2.8	3.0
Target	3.0	3.0	3.0	3.8	4.0	3.0	3.0	3.8	4.0
Score 2012	3.0	3.0	2.6	2.1	3.5	3.0	3.0	3.8	3.5
Score 2013	3.0	3.3	2.6	3.0	3.5	4.0	3.5	3.8	3.5
Score 2014	4.0	3.7	3.5	3.1	3.5	4.0	4.0	3.8	4.0
Score 2015	4.0	4.0	3.5	3.8	3.5	4.0	4.0	4.0	4.0

All organisations that are engaged in PfR have made good progress in developing a strategic plan which is translated into work plans and activities and projects. Apart from organisational plans, organisations developed joint plans for PfR activities. Although most organisations are used to cooperate with others, for some it was rather new to work so closely together in a real partnership with a joint plan and agenda. In all countries, regular meetings were scheduled in order to discuss strategic

issues, detailed work plans, and to constantly monitor progress made. Over the years there has been an increase in the joint work of the alliance members also outside the PfR framework.

Partners in *Ethiopia* for example used the integrated approach and the experiences of PfR in designing and implementing a new resilience programme in Somali region.

In *Guatemala* PfR partners developed more structured working relationships in 2014-2015. Inter-organisational coordination was a challenge in the beginning, with different working methods and reporting systems being applied, but eventually good working modalities have been found. Joint search for technical and financial implementation mechanisms contributed to consolidating strategic actions.

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 annual budget 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.

Funding of the organisation's budget									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	3.0	2.7	2.6	1.7	3.0	3.0	2.7	3.8	3.0
Target	3.0	3.0	3.0	3.8	3.0	3.0	3.0	3.8	4.0
Score 2012	3.0	3.0	3.8	1.7	3.0	3.0	1.0	4.0	3.0
Score 2013	3.0	4.0	3.0	3.0	2.0	4.0	4.0	4.0	3.0
Score 2014	4.0	4.0	3.2	3.3	2.5	4.0	4.0	4.0	3.0
Score 2015	4.0	4.0	4.0	4.0	2.5	4.0	4.0	4.0	3.0

Except for Kenya all organisations have been able to fund their annual (almost) fully, although having access to additional funding remains sometimes challenging. There are two reasons: the implementing partners came up with a relatively ambitious strategy that required more resources than they managed to raise, but decided to keep it as that for source of motivation (without frustrating themselves) and commitment beyond their current reach. Moreover, competition for funding is getting tougher.

Within PfR an increase for joint fund-raising can be witnessed, mainly aiming at leveraging PfR work. In some cases partners have succeeded to link the PfR work to other donors, while in other cases they have been able to access government funds for the implementation of DRR measures, both at communities and household level.

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.

2.1a # of (partner) staff trained on DRR/CCA/EMR									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0	0	0	0	0	0	0	0	0
Target	200	20	75	118	90	25	142	30	142
Score 2012	118	188	75	145	61	35	93	82	134
Score 2013	271	243	79	450	64	35	167	93	239
Score 2014	292	402	82	528	78	42	594	147	239
Score 2015	387	1.124	82	532	80	42	594	192	239

Training of involved staff members on the integrated approach has been an important part for the PfR programme throughout the implementation period. As training was provided to PfR country teams, participants could learn from each other's experiences and lessons in their respective areas: while some of them obviously had more knowledge on for example wetlands and eco-systems, others knew

more about climate related issues, mobilising communities, or facilitating the process of community managed disaster risk reduction, etc. For some learning events external support and technical input was provided, e.g. for the climate games, for others externals only facilitated the process, e.g. for the write-shops.

Throughout the implementation of the programme, cooperation among organisations grew at all levels: people knew well where to find which expertise, and they were all well aware and made use of each other's strengths and capacities.

For more information on the scores reference is made to the specific sections for each country as presented in the previous chapter.

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.

The organisation's leadership is accountable to staff and stakeholders									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	3.0	3.0	2.9	2.2	2.0	3.5	2.0	3.4	3.0
Target	3.0	3.0	3.0	3.8	3.0	3.0	3.0	3.8	4.0
Score 2012	3.0	3.0	2.9	2.2	3.0	4.0	2.0	3.5	3.0
Score 2013	3.0	3.5	3.0	3.3	3.0	4.0	3.3	3.6	3.0
Score 2014	3.3	4.0	3.0	3.7	3.0	4.0	3.3	3.6	3.5
Score 2015	3.3	4.0	3.0	3.8	3.0	4.0	3.3	4.0	3.5

Partners in all countries have made a significant change in being transparent in the work they do, and in engaging with relevant stakeholders. Apart from cooperation within Partners for Resilience, they are (where relevant) working together with other organisations. Coordination and cooperation with local authorities also increased substantially during the course of the programme. In most countries, local authorities are actively involved in the planning and the implementation of the PfR activities.

In *Guatemala* for example, all PfR activities have been implemented under the integrated approach and with the committed participation of all alliance partners. The directors of all partners have shown great responsibility for the programme at all times, and have widely reported decisions and joint agreements. The role of the directors was especially important in the development of the Strategic Institutional Agenda: Under the PfR programme mandate, work has been implemented within the framework of the Strategic Institutional Agenda, in which mutual support has resulted in a strategic relationship with government entities, engaging them in the programme development process to obtain local institutional commitment.

In *India* the governing boards and senior staff of alliance members organisations take a keen interest in implementation of the project. They undertake regular field visits, engage in discussions with staff of the implementing partners and with community members, and make recommendations for improving the project functioning. Partners do integrate disaster risk reduction in other programmes as well, ensuring that all development programmes take DRR/CCA/EMR into account. They realise that one cannot speak about disaster risk reduction without considering climate change and variability, and how these influence eco-systems. Still, there is room for improvement when it concerns communication between HQ's in Delhi and implementing the staff based at field level.

4.3 Capability to achieve

PME system | Effective planning, monitoring and evaluation (PME) is important to achieve and improve results of actions. Hence the application of a well-functioning PME system is important to assess the capability to achieve. Scores range from 1 (There is no plan and budget, and monitoring is not well systematised and is done largely ad-hoc) to 4 (there is a well-functioning planning, budgeting, and monitoring & evaluation system, and the information generated is used to improve the functioning of the organisation).

The organisations have well-functioning PME systems									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	3.0	2.3	2.8	2.7	2.5	3.0	2.0	3.2	3.0
Target	3.0	3.0	3.0	3.8	3.0	3.0	3.0	3.8	4.0
Score 2012	3.0	3.0	2.8	2.7	3.0	3.0	2.0	3.0	3.5
Score 2013	3.0	3.3	3.0	3.0	3.0	4.0	3.3	3.9	3.5
Score 2014	3.5	3.3	3.5	3.3	3.5	4.0	3.3	3.9	3.7
Score 2015	3.5	3.3	3.5	3.5	3.5	4.0	3.3	4.0	4.0

In *Guatemala* for example the PME system is well established for checking progress, and is increasingly also applied to analyse and implement improvement measures. The present PME systems include the budget and has been linked to constant financial and activity reporting, making it possible to monitor programme and budgetary developments. However, it is necessary to optimize information use for the continuous improvements of the interventions.

The PfR network in *India* has been able to develop and implement a detailed Management Information System to facilitate the relay of accurate data and information of the projects' implementation in the field. Meanwhile a three tiered system for data and information transfer continues to exist, wherein data and information from field interventions are collated at individual organisational level; followed by the collation of data at the site level, and finally the collation of data at the national level. To facilitate partners to adequately capture activities, a comprehensive format incorporating activities under the three strategic objectives has been developed. Capacity building sessions on PME were conducted, and M&E reports compiled bi-annually.

It should generally be noted that the second indicator that relates to monitoring and evaluation is the number of (partner) NGOs/CBOs that have established co-operation with knowledge and resource organisations. This is assessed through an indicator (2.1b) that also relates to progress under the second strategic direction and reference is made to the previous chapter.

2.1b # of (partner) NGOs/CBOs that have established cooperation with knowledge and resource centres									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0	2	2	3	3	0	5	1	0
Target	5	2	12	13	4	3	5	5	7
Score 2012	4	4	13	16	3	5	2	6	6
Score 2013	5	4	13	14	4	6	6	6	7
Score 2014	17	7	11	20	4	6	6	6	7
Score 2015	25	8	14	23	4	6	6	6	7

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.

2a # of communities where partner NGOs/CBOs have facilitated access to knowledge on DRR/CCA/EMR									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0	0	0	0	0	0	0	0	0
Target	25	16	209	43	13	10	28	42	94
Score 2012	25	26	209	28	7	20	28	31	76
Score 2013	33	20	198	41	9	20	38	32	93
Score 2014	36	26	198	62	10	20	64	44	93
Score 2015	37	26	198	84	10	20	64	44	93

In most countries the number of communities has been higher than originally planned, and also other communities, outside the scope of the PfR programme, have shown great interest in PfR and some of the PfR work has been replicated there. For some of these replications, for example certain mitigation matters, communities or households made their own resources available, sometimes they could be linked to government development programmes, for which funding came from the government, in other cases costs were covered by other programmes that are being implemented by alliance members.

In all countries the PfR scores have remained more or less at the same level as in 2014, i.e. no new communities have been added to the programme, and access was facilitated already in previous years, with the exception of Indonesia. As Indonesia started to work in the whole river basin area, more communities became part of the programme, although not funded directly by PfR. The involved communities exchanged their experiences with other, which gained the interest of neighbouring communities, who started replicating some of the PfR work. Therefore the number of communities that were facilitated by PfR is much higher than the number of communities directly involved. Also to these communities PfR made the used instruments (like eco-criteria, minimum standards, climate games, and climate trend) available. Besides PfR assisted these communities in making 3D maps, water catchment planning and data-bases to use in discussions on disaster trends, climate projections, eco-systems and related actions.

In *Guatemala* for example the partners have facilitated access of communities to weather and climate information by means of a station in the municipality of El Castor. Likewise in the Tapacali river watershed in *Nicaragua* five of such stations were installed. In *Indonesia* weather and climate information, combined with ecosystem assessments, is provided to a great number of communities through BMKG, Indonesia's meteorological office.

In *Uganda*, various measures have been taken to ensure that beneficiaries are satisfied and that results are maintained and improved. For example the satisfaction of the beneficiaries (community members) was continuously assessed through community meetings, feedback from the DRR committees, and routine monitoring by the project staff. Evidence is showing that the DRR committees are understanding and appreciating the approaches and technologies being promoted by PfR and that they are now taking the lead in implement the community DRR action plans. Furthermore a Memorandum of Understanding was signed with the district local government, outlining the duties and responsibilities of each party as far as the project outputs and results are concerned. Finally the involvement of designated local government technical staff was ensured, focusing on project aspects that require technical inputs, like for agriculture, design and construction of water facilities

4.4 Capability to relate

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

the number of organisations (also non-PfR) that is involved in DRR/CCA/EMR networks, and the number of times that DRR/CCA/EMR-related topics are on the agenda of platforms and networks.

2c % of partner NGOs, and CBOs that co-operate with them in the PfR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0%	0%	0%	0%	20%	0%	0%	0%	0%
Target	70%	70%	70%	70%	70%	70%	83%	80%	100%
Score 2012	27%	80%	57%	83%	40%	100%	67%	0%	100%
Score 2013	50%	100%	94%	85%	45%	60%	100%	100%	100%
Score 2014	73%	100%	88%	93%	71%	70%	100%	100%	100%
Score 2015	81%	85%	88%	93%	75%	70%	100%	100%	100%

Overall all countries have reached this target, and even score higher than original target.

2.2a # of organisations (including non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0	0	0	0	0	0	0	0	0
Target	12	7	7	16	7	7	25	11	7
Score 2012	8	13	8	16	6	30	34	0	7
Score 2013	8	137	9	80	6	39	58	32	32
Score 2014	18	158	9	94	7	39	99	40	44
Score 2015	26	183	9	91	7	39	99	49	44

Guatemala shows a figure beyond the original target: throughout implementation of the programme, it was felt that more relevant stakeholders should be involved, especially in regards to move forward with the Strategic Inter-Institutional Agenda, in which different Ministries are engaged, and in for example the work in schools, where linkages were established with Ministry of education, but also municipalities. The huge difference is because the PfR partners have been working with entities at national level and in the territories. In the baseline, only entities at national level were indicated, however the country team has recorded all with whom they have worked from local to national level now.

2.2b # of times DRR/CCA/EMR-related topics on the agendas of platforms/ networks									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0	0	0	0	7	0	0	0	0
Target	15	1	3	2	0	2	90	1	10
Score 2012	4	35	4	0	5	1	81	0	10
Score 2013	14	90	4	18	9	1	214	0	14
Score 2014	30	144	4	41	16	1	405	1	18
Score 2015	38	218	6	58	19	1	405	9	21

After successful implementation of the PfR programme at the community level, in all countries it was felt that in order to scale and guarantee sustainability of the programme, it is crucial to link up with relevant stakeholders at all levels, from local to district / provincial level, to national level. That was a key lesson that came back in the mid-term review, the global conferences during which partners shared their experiences and lessons, and the research done by Wageningen University (WUR). All country teams put additional efforts in building coalitions, and ensuring that DRR/CCA/ECM was on the agenda of relevant platforms and networks.

PfR Kenya Partners has worked very closely with the County Government of Isiolo in 2014 and 2015. Using partner's special agreement with the transitional authority to build the capacity of counties in the field of Disaster Management as an entry point, the PfR partners engaged the Isiolo County government to facilitate the County Disaster Risk Management Policy. The integrated approach of DRR, CCA and EMR has been the guiding approach to build long-term resilience in the disaster prone areas within the county. After a long process, the policy document has been submitted to the County Assembly for ratification now. This policy would enable the county government to commit human and financial resource for its implementation.

In *Indonesia*, the strengthening of networks and engaging in National and International forums continuously showed a high score during program implementation. A good example of PFR's ability to relate has been its role in the National DRR Month Celebration, PFR Alliance member PMI was entrusted to facilitate two main session during the conference which brought together about 6,000 DRR practitioners. Also the number of contacts with Government authorities increased significantly over the years. The list of contacts and engagements in policy development at the different levels is impressive. The PFR indicators fail to represent this while the system of monitoring the lobbying and formal or informal meetings was not standardised yet.

For more details in the achievements of the various countries reference is made to par. 2.3 (indicator 2c) and to the respective sections in chapter 3.

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 (In Ethiopia PFR partners collectively set the target at 4.)

The organisations are accountable and responsive to stakeholders									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	4.0	3.0	3.5	2.7	2.0	1.0	1.0	4.0	3.0
Target	3.0	3.0	3.0	4.0	3.0	3.0	3.0	4.0	4.0
Score 2012	4.0	4.0	3.5	2.7	3.0	3.0	1.0	2.5	3.5
Score 2013	4.0	3.75	3.5	3.5	3.0	4.0	4.0	4.0	3.5
Score 2014	4.0	4.0	3.7	4.0	3.5	4.0	4.0	4.0	4.0
Score 2015	4.0	4.0	3.7	3.8	3.5	4.0	4.0	4.0	4.0

This indicators is also applied and discussed in chapter 2. Reference is made to par. 2.2

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 started to reduce identified national and local institutional obstacles to DRR/CCA/EMR activities in the communities.

3a # of distinct initiatives that are started and are aimed at enabling a more conducive environment for DRR/CCA/EMR activities									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0	0	0	0	0	0	0	0	0
Target	8	3	1	2	5	1	6	2	3
Score 2012	3	9	2	1	3	0	6	0	3
Score 2013	5	25	2	18	5	2	20	40	3
Score 2014	9	40	2	19	8	2	23	62	3
Score 2015	19	55	2	29	10	2	22	56	3

This indicator provides a positive score for all countries, and is gaining traction especially after 2013, since country teams based their lobby and advocacy only after they could demonstrate progress in building community resilience. In *Guatemala* the Strategic Inter-institutional Agenda has boosted the score, while in the *Philippines* Memoranda of Agreements have been signed with Local Government Units, spurring their technical and material support to most PFR activities.

In *Indonesia* best practices in PFR implementation resulted in 29 processes to reduce institutional obstacles to DRR/CCA/EMR activities in the communities and 5 technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/ERM approaches. An example at national level has been the completion in November 2015 of the National Resilience Standards on two indicators: improved community understanding on the risk of disaster and climate change, and strengthened disaster risk management and climate change adaptation. PFR partners shared their

experiences, especially regarding integrated water catchment and risk proof livelihood strengthening appeared to be instrumental.

In *Ethiopia* the PfR programme was monitored frequently by the zonal and the regional government. Their feedback was very supportive. Review meetings were also held at Woreda level, involving government and NGO stakeholders. PfR influenced local government planning in all 37 communities. The district governments have decided to continue working with the DRR committees established in all 37 Kebeles because of their achievements in resilience building.

Philippines scores a bit lower on this indicator as in 2014: this is because some initiatives in the pipeline did not result in formal agreements. In 2015 the team only counted the number of written agreements with barangays and municipal or city LGU's regarding partnership cooperation with PfR.

For more details in the achievements of the various countries reference is made to chapter 3.

4.5 Capability to adapt and renew

PME system - Outcome monitoring | Both elements relate, under PfR, to the (appropriateness of the) partners' PME system.

The organisations have well-functioning PME systems									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	3.0	2.3	2.8	2.7	2.5	3.0	2.0	3.2	3.0
Target	3.0	3.0	3.0	3.8	3.0	3.0	3.0	3.8	4.0
Score 2012	3.0	3.0	2.8	2.7	3.0	3.0	2.0	3.0	3.5
Score 2013	3.0	3.3	3.0	3.0	3.0	4.0	3.3	3.9	3.5
Score 2014	3.5	3.3	3.5	3.3	3.5	4.0	3.3	3.9	3.7
Score 2015	3.5	3.3	3.5	3.5	3.5	4.0	3.3	4.0	4.0

For activities and initiatives in PfR countries reference is made to paragraph 4.3 where the application of a PME system in 2013 is discussed.

Policy review | Another indicator of the capability to adapt and renew relates to 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.

2.1b # of (partner) NGOs/CBOs have established co-operation with knowledge and resource organisations									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	0	2	2	3	3	0	5	1	0
Target	5	2	12	13	4	3	5	5	7
Score 2012	4	4	13	16	3	5	2	6	6
Score 2013	5	4	13	14	4	6	6	6	7
Score 2014	17	7	11	20	4	6	6	6	7
Score 2015	25	8	14	23	4	6	6	6	7

Already in 2013 all countries achieved their target, and in 2014-2015 some have further increased the co-operation with knowledge and resources organisations.

Especially *Ethiopia* shows a very high score compared to the original target. In order to implement the DRR action plans as developed by the communities, technical expertise was required to strengthen overall resilience, from among others the Woreda administration, women affairs, agriculture and rural development, pastoral development, livestock health and rangeland management, irrigation develop-

ment, natural resource management, cooperative promotion, water development, disaster risk management, and food security offices.

In *Indonesia* for example the collaboration has been extended to twenty universities and technical agencies. All PfR partners and the communities have been successfully engaging themselves in a number of new strategic directions, such as 3Rs approach, Bio-rights, Wind Mitigation, Inter-village Early Warning Systems, Accessing and utilizing Climate Forecast Information, Local Government Self-Assessment Tool, testing Ten Essentials for Making Cities Resilient, Eco-criteria, etc. The scoring of engagements with University or other resource institutions reached the 100%. This indicator is a key indicator under the second strategic direction as well, and reference is made to the previous chapter under the various country overviews.

4.6 Capability to achieve coherence

Effectiveness | Two indicators provide insight in the effectiveness in relation to the capability to achieve coherence. One focuses on the translation of strategy into work plans and projects. This indicator is also applied and discussed in relation to the capability to act and commit, and reference is made to the discussion in paragraph 4.2. The other assesses to what extent efficiency is addressed in the organisations' external financial audit.

Strategy is elaborated in work plans and activities/projects									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	3.0	2.7	2.5	2.1	3.5	3.5	3.0	2.8	3.0
Target	3.0	3.0	3.0	3.8	4.0	3.0	3.0	3.8	4.0
Score 2012	3.0	3.0	2.6	2.1	3.5	4.0	3.0	3.8	3.5
Score 2013	3.0	3.3	2.6	3.0	3.5	4.0	3.5	3.8	3.5
Score 2014	4.0	3.7	3.5	3.1	3.5	4.0	4.0	3.8	4.0
Score 2015	4.0	4.0	3.5	3.8	3.5	4.0	4.0	4.0	4.0

Percentage of the organisations in which efficiency is addressed in the external annual financial audit									
	Ethiopia	Guatemala	India	Indonesia	Kenya	Mali	Nicaragua	Philippines	Uganda
Baseline 2011	67%	75%	75%	0%	70%	100%	0%	60%	0%
Target	75%	75%	100%	75%	75%	75%	75%	75%	75%
Score 2012	75%	75%	100%	0%	70%	75%	0%	64%	20%
Score 2013	75%	75%	100%	0%	70%	100%	100%	93%	60%
Score 2014	75%	100%	100%	41%	75%	100%	100%	93%	60%
Score 2015	90%	100%	100%	100%	75%	100%	100%	98%	60%

Overall the capability to create coherence of the PfR partners largely depend on the dedication of the programme staff and their willingness to work together and to learn from each other. Throughout the implementation of the PfR programme we have seen that PfR partners have strengthened their coordination and cooperation, which in some countries goes beyond the PfR programme itself. Synergy has been created at all levels: joint learning was cross-cutting in all the PfR work at all levels, which is well documented. More information on this can be found in Chapter 7. *Indonesian* partners made a huge effort to improve on these indicators: especially the Red Cross and Wetlands Indonesia who scored lower on these indicators in the past. In *Uganda*, attention is being paid to cost efficiency, for example by combining activities, or bringing several communities together for training in one venue. Still partners feel that more can be done, and therefore the score (60%) is still below target (75%).

In Uganda a session is organised to disseminate the functioning of a Village Savings and Loan group. with VSLA group. PfR has been supporting the creation of such groups.



25% own contribution | At the time of submitting this report these figures are not yet known. However it is expected that, like in previous years, the Netherlands Red Cross (and the PfR alliance) will comply 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. This indicator will be accounted when the financial figures will be clear.

Quality system | In July 2015 Lloyds LRQA Business Assurance audited and approved the Netherlands Red Cross' quality system under ISO 9001:2008 for a three year period. Reference is made to annex 3. For reasons of comprehensiveness only the front page is included.

Budget | Once the financial figures are approved the expenditures (total as well as country programmes) will be accounted, relative to the total MFS-II contribution of € 35,683,819 for Partners for Resilience.

Partner policy | The indicator concerns the Netherlands Red Cross. In 2014 one incident of financial mismanagement was reported, concerning the Uganda Red Cross. The Netherlands Red Cross, as well as other supporting Red Cross organisations, have suspended their financial support to the National Society, pending an external investigation. It is expected that funding will not resume soon, and that this will likely affect the extent to which the Uganda Red Cross, as partner in PfR Uganda, can live up to its programmatic obligations. Scenario planning has commenced in 2014 and continues in 2015, for alternative utilization of the financial means originally allocated for Uganda Red Cross, amongst others reallocation to other country programmes where additional resources can be translated into increased results. The Netherlands Red Cross has notified the Ministry of Foreign Affairs, and updates them in case of new developments.

Harmonisation and complementarity | A great number of joint activities has been planned and carried out within PfR. In the first year, many workshops took place where methodologies and tools were compared and aligned, and in many places baseline assessments have been a joint undertaking. 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.

Learning ability of the organisation | In 2015 many activities have taken place, individually within organisations but particularly collectively at alliance level, both within the countries and at overall alliance level, as indicated in chapter 7.

Organisation indicators	Baseline	Score 2013	Score 2014	Score 2015
25% own contribution				
# of PfR organisations funding with at least 25% funding from sources other than the Ministry of Foreign Affairs	5	5	5	5
DG norm				
# of management and board members with annual salary above DG norm (2011 = EUR 126,975.31)	0	0	0	0
Efficiency				
Cost per beneficiary (direct costs / # of beneficiaries) ¹	0	€ 18,64	€ 8,30	n/a ²
Quality (system)				
ISO certification of Netherlands Red Cross is renewed (yes/no)	Yes	yes	yes	yes
Budget				
Budget spent per year	0	€ 9,829,190	5,193,540	n/a ²
Partner policy				
Incidents of deviation from partnership/cooperation policy (for NLRC)	0	0	1	n/a ²
Harmonisation and complementarities				
% of joint activities implemented	6%	70%	80%	n/a ²
Learning ability of the organisation				
Programmatic changes based on good practices	0	1 ²	0	n/a ²

¹ € 4,320,450 for 520,365 beneficiaries

² scores will be accounted as soon as the financial figures are available

At COP 21 in Paris, Dutch Prime Minister Rutte presents PfR as the Netherlands government's contribution to the UN Secretary General's 'A2R' initiative.



6.1 Introduction

The year 2015 has been outstanding for the Partners for Resilience. The year spawned ambitious new international policy frameworks that all have a strong focus on climate and resilience (the Sendai Framework on Disaster Risk Reduction, the new Sustainable Development Goals, and the recent Paris Agreement). The Partners have placed themselves on the map as important actors in these forums, with a special focus on the impact of rising risks on the most vulnerable groups.

This will lead in the new Strategic Partnership in 2016 to a successful start in which we can continue to the work of grass-root organizations and partners to invest in high-level policy ambitions, by fostering innovations, capacity building and continued dialogues at the forefront of our work, that will now be leveraged for policy dialogues on Integrated Risk Management.

6.2 Intra-organisational developments

In the final year, a lot of emphasis was placed on harvesting and documenting the outcomes of the five-year PfR programme. This has been done in various ways, amongst others with a fruitful set of case studies, resulting from write-shops, with the development of an online PfR library and the final PfR Global Conference in the Hague. The multiple examples and best practices now provide a strong basis for the coming five years' Strategic Partnership programme between the Dutch Ministry of Foreign Affairs and the Partners for Resilience. In addition, several partners succeeded in fund applications to sustain project gains through community interventions, providing a continued evidence base to and further scaling up of PfR's unique approach, amongst others in dialogue with the European Union, in the IFRC *1 billion's coalition*, in the *Global Resilience Partnership* and in the A2R resilience initiative of the United Nations.

6.3 Scaling up “Ecosystem-based and Climate smart” approaches to Disaster Risk Reduction in International Dialogues

For the disaster risk reduction agenda, 2015 has been an epic year where three major, UN sponsored global agreements were reached. In March the new framework and commitments on disaster risk reduction were agreed in Sendai, Japan. This was followed a few months later by the finalization of the Sustainable Development Goals, in New York. Finally in December a global climate agreement was reached in Paris at the COP21. In each of these international framework discussions, in the preparatory phases as well as during the conferences, Partners for Resilience have been active at multiple levels in global, regional and national engagement processes. Together with its wider networks of CARE International, the Red Cross Red Crescent Movement, Wetlands International and CIDSE / Caritas it continued to make the voice of vulnerable people heard.

6.3.1 Milestone I: Sendai

In her opening speech of an UNISDR/UNEP organized side event on the importance of ecosystems for DRR, HRH Princess Margriet of the Netherlands stated that in a crucial year when Sendai, the Sustainable Development Goals, and the Paris Climate talks intersected, the world faces “*a potentially lethal mix of global warming, unplanned urbanization, and degraded ecosystems. Unless we address challenges like climate change, degradation of the environment, and bad use of land, we will fail in our global ambitions to prevent suffering, but also to reduce poverty and enable sustainable economic growth for all*”.

Community-led efforts like reforestation, she pointed out, was now “at the core” of our work, while climate games like those developed in the PfR programme helped communities to become increasingly aware and prepared for hazard risks and understand how they are “connected through the landscape, and how they can work together for a safer future”.

With the alliances integrated approach as foundation, the various PfR partners brought solutions to the conference with a particular emphasis on the role of ecosystems and the management of climate risks. By invitation of the Netherlands government, text suggestions were provided for the ‘pre-zero’ and ‘zero’ drafts of the agreement. Partners also developed publications and position papers, individually as well as under the PfR banner, and through the Red Cross’ observer function to the UN PfR was able to follow the negotiations up-close. The close collaboration was underlined by the inclusion of Juriaan Lahr, chair of the PfR Steering Group, as official member of the Netherlands government delegation to the conference.

Partners for Resilience also organized a side event Sharing experiences from an integrated DRR approach. A key note speech was given by Minister Ploumen, who underlined the role of civil society and the private sector in addressing causes and effects of disasters, and mentioned that disasters are fall within the humanitarian and development domain. Juriaan Lahr, chair of PfR’s Steering Group, gave an overview of the results of PfR after four years of collective work, after which the audience engaged in a discussion.

Furthermore, invited by the Netherlands Ministry of Foreign Affairs, Wetlands International’s CEO facilitated the first public session of the ‘Delta Coalition’, the world’s first international coalition of governments created to team up in addressing the challenges that delta environments and their populations are facing such as coastal flooding, wetland loss, shoreline retreat and loss of infrastructure.

Cordaid and CARE Nederland, as part of the VOICE DRR Working Group, contributed to the ‘Joint Statement by European Civil Society Coalitions *“Achieving Impact Where it Matters”*’. And while recognising that most negotiations on the outcome text take place prior to the conference, PfR, through the Red Cross, nonetheless joined the negotiations as an observer, and was thus able to liaise especially with governments of the PfR countries. Eventually the Sendai Framework for Disaster Risk Reduction has set the goal of preventing new and reducing existing disaster risk, and PfR’s key concerns for the new framework (community participation, mainstreaming ecosystem approaches and climate information, multi-stakeholder collaboration, and strengthening livelihoods) were all mentioned. Positive for the most vulnerable people hit hardest by natural hazards, poverty is increasingly seen as one of the major causes of vulnerability to disasters. Livelihoods, poverty reduction and economic development are now high on the DRR agenda as well. Besides, there is further increasing attention for the involvement of the poorest and inclusive DRR for all groups, ensuring inclusion of vulnerable people in disaster prevention. Promoting gender equality and women’s leadership plas an increasingly important role in disaster prevention, and gender equality and disaggregated data are mentioned as being important in the framework.

The next steps (taken in 2015) towards the implementation of the SFDRR were the development of the indicators. PfR partners provided input to the working group on indicators in the Netherlands, and CARE Nederland (in collaboration with GDNR) contributed to support the process by member states to formulate the indicators into 2016 – an activity that PfR intends to further pursue under the new Strategic Partnership.

6.3.2 Milestone II: The UN global goals

With less direct engagement than for the Sendai Framework (see par. 6.3.1) PfR participated in the meetings that marked the agreement of the Sustainable Development Goals in New York, in the middle of the year. The Climate Centre took part in several meetings, and contributed to the IFRC Secretary General's speech to the UN. Strengthening community resilience has taken up a meaningful place in the framework: it is prominent in the first of the new global goals, on ending extreme poverty, but also in the second, on hunger, in Goal 11 on cities, and in Goal 13 on climate change.

6.3.3 Milestone III: COP 21

PfR at COP21 | The most recent event in 2015 was the climate agreement at COP 21 in Paris, where Partners for Resilience argued strongly that the focus must be on making sure climate commitments on resilience, including the US\$ 100 billion the Paris meeting earmarked in finance for the developing world by 2020, goes where it's really needed: to the most vulnerable people. Programmes like PfR and BRACED (DFID funded resilience initiative which has a partnership agreement with PfR), are linking local solutions to the aspirations embedded in COP 21 and the 'A2R' initiative on resilience launched on a special day by UN Secretary General Ban Ki Moon (see below). At a special event, Minister Ploumen and Juriaan Lahr, chair of PfR's Steering Group, signed the agreement for this new Strategic Partnership.

Individual and joint advocacy | The alliance members participated in a number of events, prior to and during the conference. Cordaid was involved in a documentary made for the Dutch news programme *Nieuwsuur*, focusing on the felt effects of climate change in Bangladesh⁴.

Cordaid was involved in a documentary making of *Nieuwsuur*, which actually showed the reality ground in the southern delta of Bangladesh, where the consequences of climate change are already felt and force people to migrate to other locations, often large cities as Dhaka or Chittagong. CARE Nederland was part of and supported the CARE International delegation, including the campaign of CARE Internationals' Poverty, Environment and Climate Change Network (PECCN) together with the Climate Action Network, other civil society groups and groups from developing countries. CARE Nederland and Cordaid, together with Dutch CSO ICCO, organised the event "*Climate Change(s) Development*" at the Humanity House in The Hague, several weeks prior to the conference. This event consisted of an Expert meeting and a Public event in which Ms Slingenberg (Senior Advisor of Mr Cañete, Euro-commissioner Climate Action & Energy) and Mr Rentenaar (the Dutch Climate Envoy) participated.

Prior to the COP21 the Climate Centre took their key message that climate science provides an essential ingredient in work on resilience to a major international scientific conference on climate at UNESCO headquarters in Paris, the largest of its kind ahead of COP 21. By helping to place messages like these squarely at centre stage, the Partners for Resilience played an important part in

⁴ see: <http://nos.nl/nieuwsuur/artikel/2070721-bangladesh-ground-zero-van-de-klimaatverandering.html>
http://www.npo.nl/bangladesh-ground-zero-van-de-klimaatverandering/22-11-2015/WO_NOS_2620125

building the new global resilience agenda in 2015. Through the new Strategic Partnership PfR can play its part in delivering on the agenda.

In Paris, Wetlands International launched a hotspot analysis and roadmap for accelerating action to safeguard the world's peatlands, supported by the Ramsar Convention on Wetlands, the UN Convention on Biological Diversity and the UN Convention to Combat Desertification,

Cordaid and its international networks CIDSE and Caritas were also involved in the advocacy for climate justice and for a good climate agreement, before and during the Paris Climate Summit / UNFCCC COP 21. A CIDSE paper '*Paris, for the People and the Planet*' was inspired by Pope Francis' Encyclical "*Laudato Si*" which was well received at the international level. The paper calls on governments to integrate political decisions within a moral dimension, putting at the centre the poorest communities who are suffering the most from climate change impacts and presents key asks to the international community on issues related to climate.

Whenever possible PfR partners and experiences are being linked to this international advocacy. For example, Cordaid sponsored the participation in the COP 21 of its local PfR partner organisation ECO-Uganda, which is also leading the Climate Action Network of Uganda. The director of ECO-Uganda was able to present the PfR programme experiences with the Uganda government delegation during the COP. He also took part in the PfR side event and the Cordaid / CARE NL / ICCO side event.

CARE supported the contribution of Philippine PfR partner organization ACCORD Inc. to present their successful efforts in resilience building during a Cordaid/CARE Nederland/ICCO event and participate in the PfR side event. Finally CARE Nederland and Wetlands International were both invited as a panellist at the COP21 side event of the European Commission 'Disaster Risk Management and Climate Change Adaptation: Two Sides of the Same Coin', where ACCORD highlighted successful experiences in integrated and inclusive disaster preparedness.

'A2R': Anticipate, Absorb, Reshape | The Netherlands Prime Minister Mark Rutte, at a speech at the conference, introduced the Partners for Resilience programme as the Netherlands government's contribution to the 'Anticipate, Absorb and Reshape' (A2R) initiative, launched by UN secretary general Ban Ki-moon. The multi-stakeholder initiative will help to address the needs of nearly 634 million people in mobilising finance and knowledge create partnerships at scale, coordinate initiatives, catalyse research and develop new tools. According to Mr Rutte, "We need to strengthen the resilience of people if we want them to develop. We therefore fully support the Secretary General's Climate Resilience Initiative and are proud to contribute. The Netherlands will support better decision making and national dialogues on resilience through the 'Partners for Resilience' programme."

Development and Climate Days | Finally, the Climate Centre's took joint stewardship of the 13th annual Development and Climate Days Event (D&C Days), together with expert centres CDKN, IIED, ODI and IDRC. Now in its 13th year this landmark side-event, taking place during the middle weekend of COP21, drew over 400 participants. One of the most popular sessions, *Taste the change: An experiential approach to rethink our climate choices through food*, was facilitated by the Climate Centre and participants were challenged to consider threats that climate change may pose to our diets. As Senegalese Chef Pierre Thiam prepared insect delicacies on stage, facilitator Pablo Suarez asked whether meat consumption would be sustainable as countries undertook de-carbonization. In the closing high-level panel, the former Irish president, Mary Robinson, called for global solidarity to tackle climate impacts, which fell disproportionately on the poorest people. She said the new UN global goals would not be meaningful without a "robust, binding climate agreement".

6.4 Other policy engagements in 2015

PfR alliance members have been active throughout 2015 in participating at events and providing input to initiatives and agreements. Engagement often took place individually or with several PfR partners. In each of the meetings the integrated approach was highlighted as the way forward in reducing disaster risks and strengthening the resilience of vulnerable communities. This message was often embedded in contributions that were forged along organisations' own strategic lines.

A2R: Anticipate, Absorb, Reshape | The partners provided strategic and technical support to the development of UN Secretary General Ban Ki-moon's 'A2R' initiative on resilience (see par. 6.3.3). This initiative will offer opportunities to leverage collective strengths of various networks (various UN initiatives, resilience programmes like GRP, IFRC's One Billion Coalition, BRACED) and connect it to the implementation of the resilience commitments from the Paris agreements.

The 'One Billion Coalition' and the effort to build community resilience | The Partners for Resilience have contributed in the development and set up of the International Federation's *One Billion Coalition for Resilience*. Introduced by the IFRC in late 2014 at the Fourth Community Resilience Forum in Cali, Colombia, the One Billion Coalition was formally launched at WCDRR in Sendai by International Federation President Tadateru Konoe, who said: "*What we need today is a forward-looking plan to address the critical risks that compromise sustainable development, and enable communities to become stronger and more resilient.*" PfR is formally recognized as a flagship programme under the One Billion Coalition.

European Development Days | Another important event related to resilience that PfR took part in during the year was European Development Days in Brussels June, where more than 5,000 specialists gathered for Europe's leading forum on global development and cooperation. PfR organised a side-event on community resilience and the Integrated Risk Management Approach, where PfR shared experiences and expectation in a panel at which also senior staff from the European Commission's Humanitarian Aid and Civil Protection department and the World Bank participated.

Cordaid and CARE NL are both members of VOICE. The VOICE DRR Working Group organised an event at the EDD, entitled 'Disaster Risk Reduction, Resilience, Climate Change adaptation: Joining the Dots for Sustainable Development'. The session aimed at 1) debating around the policies and frameworks that have influenced the Post-2015 DRR Framework, and then 2) proposing ways in which the EU can adapt its policies to the new DRR framework by 3) linking the new Sendai DRR Framework with the global debates around sustainable development goals and climate negotiations. This all will be framed around 4) civil society engagement and experiences in disaster risk reduction and climate change adaptation. Speakers were a Member of the European Parliament, a staff member from DG/ECHO, the director of GNDR, and field staff from World Vision International.

Scoping study on European Commission DRR policies and investments | As part of the global program Wetlands International implemented a small 'scoping study' to further investigate European Commission, DG DEVCO/EuropeAid policies and investments related to disaster risk reduction and community resilience. The results of this study are used for PfR's ongoing dialogues with EU DevCo (Development Commission) on how to further support and enhance community resilience in the Sahel region. For this purpose Wetlands International, Netherlands Red Cross and the RC Climate Centre developed a concept paper that was presented to EU DevCo.

White House Climate initiative | In 2015, the Red Cross joined a new initiative announced by the Obama administration: *Climate Services for Resilient Development*, an international public-private partnership to help developing nations vulnerable to climate impacts boost their resilience. The American Red Cross – one of eight founding partners – and with it the global Red Cross Red

Crescent planned to leverage pre-existing assets in, initially, Bangladesh, Colombia and Ethiopia. The American Red Cross works through the two relevant global reference centers: the Global Disaster Preparedness Center, which it hosts at its Washington DC headquarters, and the Climate Centre. By networking communities, civil society, and government agencies, the Red Cross Red Crescent will help scale up tools and educational games that enhance decision-making in hard-to-reach locations.

Ramsar Resolution on ‘Wetlands and DRR’ | Wetlands International provided textual input to several versions of a proposed Ramsar resolution on wetlands and Disaster Risk Reduction, put forward by the Philippines, and advocated on its position with a number of countries, including India and Switzerland, and to other countries through the PEDRR network. The resolution was adopted at the Ramsar COP in Montevideo in June 2015. As a follow-up, Wetlands International and UNEP have proposed their involvement in the development of implementation guidance, which was welcomed and will be followed up in 2016 and 2017.

Collaboration with PEDRR | As a chair of PEDRR (Partnership for Environment and DRR), a global network of UN agencies, NGOs and specialist institutes promoting the key role of ecosystems in DRR, Wetlands International has been leading the network in preparations for the new Sendai Framework for DRR 2015-2030 including the development of joint policy statements, communications and activities during the World Conference on DRR in Sendai. At the invitation of IUCN and WBCSD (World Business Council on Sustainable Development) in Geneva, Wetlands International made a presentation on wetlands related Eco-DRR approaches for a group of NGOs, scientists and WBCSD members. During the ‘PEDRR retreat’ in June 2015, Wetlands International contributed to the development of a new multi-year strategy of the PEDRR network 2015-2020 which will be built around the next three pillars: 1) Expanding partnerships and outreach, 2) Capacity building and technical support and 3) Scaling up Eco-DRR investments.

A paper titled ‘*Integrating landscape dimensions in disaster risk reduction: A cluster planning approach*’ was developed on Wetlands International’s experiences in up-scaling integrated approaches for DRR in India ‘Promoting ecosystems for Disaster Risk Reduction and Climate Change Adaptation – Opportunities for Integration.

6.5 New Developments and Innovation

Finally PfR members have been engaged in new developments, individually and through their respective international networks.

Forecast-based financing | Responding directly to calls for innovations to increase effectiveness across the humanitarian-development divide, Forecast-based Financing (FbF) work expanded in 2015 with several National Societies getting started, and new donor agencies becoming interested (using humanitarian, development as well as climate financing). In particular, FbF delivered the first results on the ground in the initial pilots supported by German Red Cross. Uganda Red Cross was the first ever to trigger forecast-based financing, enabling distribution of non-food items to target communities ahead of anticipated floods in the heavy rains of 2015. Based on El Nino forecasts, the Peruvian FbF pilot project triggered hygiene trainings by Peru Red Cross in two very dry provinces vulnerable to extreme floods in January 2016. Alongside the development of standard operating procedures within the Red Cross, the team also initiated a close working relationship and Memorandums of Understanding between Meteorological and Hydrological services and National Societies in Ethiopia, Mozambique, Peru, and Bangladesh. The Climate Centre’s technical inputs contributed to scaling up these mechanisms in the World Food Programme (WFP), in a programme now growing to hundreds of millions. The first triggers of this innovative financing were featured in a joint IFRC-WFP press release

during the first week of the Paris COP (see <http://climatecentre.org/news/661/releasing-disaster-funds-before-crises-would-transform-humanitarian-response-says-wfp-ifrc-joint-statement>).

Real time Attribution of Extreme events | The work of the Climate Centre on real-time attribution of extreme events, has resulted in several high-profile real-time assessments, attracting substantial media attention, for instance in the case of the European heatwave and England floods. In partnership with Princeton's Climate Central and the Climate and Development Knowledge Network at PWC, the Climate Centre has secured substantial financing to focus more of these efforts on developing countries, where the data and modeling groundwork is more elaborate, but the potential value all the greater. The outcomes of the attribution work are expected to enhance timely accurate messaging to highlight the urgency of climate smart programming across the board.

Reality of Resilience | Even though this new initiative is being developed by the Climate Centre in the context of the BRACED project, it is highly valuable to Partners for Resilience. This concept aims to identify actual examples of resilience and to learn from success. Floods, droughts, and landslides are some examples of extreme events that happen all of the time around the world, and yet we only hear about a select few, usually when there is mass suffering and casualty. Reality of Resilience aims to change that by documenting in real-time what works to strengthen resilience during extreme climate events. When an event surpasses a set threshold, the BRACED partners will contact people about their experience during and after the event. The Climate Centre will develop a story based on the local responses, highlighting different adaptation strategies and their outcomes.

At an inception workshop in Manlia, partners displayed what knowledge, expertise and tools they have 'for sale'.



7.1 The Learning Agenda: country-level initiatives

As the Partners for Resilience programme is one of the first to integrate DRR, CCA and EMR at a substantial scale, the initiatives under the three directions are closely followed to enable learning from the experiences, and many activities have been taken on in this respect. In order to streamline and structure the learning, three overall objectives have been agreed where Country Teams' 'linking and learning' initiatives worked towards:

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

Below a selection of the many initiatives and achievements in the field of Linking & Learning towards the three learning objectives are presented can be found. Apart for Linking & Learning initiatives at the country level, international efforts on Linking & Learning have taken place as well in 2015. Those are also described in this chapter.

7.1.1 Identifying good practices in integrated DRR/CCA/EMR

In *Ethiopia, Horn of Africa* good practices have been documented during a regional write-shop that was organised in May. More than 30 PfR staff members from Ethiopia, Uganda, and Kenya participated. The outcome was enormous: 15 case stories have been documented; all of them are published on the website of the Red Cross Climate Centre (see box).

Apart from the write-shop, a one-day regional conference was organised, led by PfR in partnership with the Disaster Risk Management and Food Security Sector of the Ministry of Agriculture, and the Ministry of Environment and Forestry. During this day, the PfR programme was shared with a wider audience, to enable learning of practical PfR experiences, and to foster replication and scaling of the integrated approach beyond the PfR network. The target audience was very broad: from the federal to the local communities, local DRR committees representatives, government from different levels, and the media. Furthermore representatives from PfR teams Kenya and Uganda participated, together with the respective government representatives.

Write shop in practice: East Africa

In the Horn of Africa, PfR organized an eight day write-shop to document PfR experience in May 2015. This intensive participatory workshop was organized in order to document five years' experience of successful implementation and learning. Facilitated by the Ethiopia country team and the Climate centre the workshop used the write-shop methodology developed by the International Institute of Rural Reconstruction (IIRR). More than 30 participants from Ethiopia, Uganda and Kenya converged in Debre Zeit (45 km from south of Addis Ababa) to document success stories and lessons learnt from implementing a climate smart disaster risk reduction programme.

During the write-shop, each of the case studies was presented, critiqued and reviewed by the participants for content, clarity, and consistency. Then author(s) with the assigned an editor sat together to incorporate the comments. By the eighth day, fifteen (15) case studies had undergone a rigorous iterative process of reading, editing and writing. Assisted by professional journalists, the largely field-based authors were able to change very rough case study drafts, to attractive coherent and comprehensive readable stories. (-/-)

In *Guatemala* four studies started up in 2013: good practices in wetlands, eco-systems characterization at a micro-basis, agro-biodiversity at a micro basis, and economic valuation of water at Sierra de Merendón. The results of these studies were taken into account for the micro-projects in 2014-2015, and for future projects. Additionally several joint training workshops were organised between partners and target communities with an aim to share experiences and identify best practices. It appeared that sometimes similar micro-projects are implemented but each partner approaches them differently in the communities they are active.

Write shop in practice: East Africa

(-/-) The finalized case studies will be published in a book that will be shared widely for resilience practitioners and policy makers. The case studies developed tell the painstaking but rewarding processes of building resilience amongst the most vulnerable populations

In *India* the Cluster Planning study helped to re-orient the programme's cluster approach, i.e. apart from looking at individual villages, partners consider a cluster of villages in the same 'risk' landscape, and teamed up to implement ecosystem restoration measures such as rejuvenating water bodies, undo water fragmentation to improve water flows and enhance coastal protection. The post cyclone Phailin Assessment on Community preparedness helped identifying that more systematic efforts are required to ensure household and community preparedness.

Also in Uganda, Nicaragua and Mali write-shops have been organized. The outcome of these write-shops, several case-studies, can be found in the PfR library (see also under 7.3)

7.1.2 Facilitating the implementation of integrated DRR/CCA/EMR approaches at community level

In *Indonesia*, all partners identified the need to familiarize the community with their own knowledge of historical events, information that all community members could relate to. Geographical data and information about ecology, climate change, natural (or man-made) disasters over the last decade was combined with information on present environment and climate conditions and resulted into a village database system. This appeared to be an important tool for integrated risk assessment, and helped local communities in identifying and analysing their main risks. 'Livelihoods' appeared to be one of the most important aspects of community resilience, including ensuring that at community level, people were able to better deal with emerging risks and the effects of climate change. Community members were involved directly in the development and implementation of the programme, through training such as on disasters and health, agriculture, livestock technology and eco-systems. In some villages the Resiliency Framework was introduced as an appropriate tool to enable communities and civil society organizations to think in an integrated and connected way necessary for the PfR approach. The framework covers different aspects and is based on experiences within PfR. Ensuring that people will 1) acquire an understanding that "risk exist" and can be dealt with 2) recognize that there are different groups and needs within a village 3) give consideration to both current risks and future risks, 4) are able to identify the interconnectedness of elements such as lives, livelihoods and assets 5) recognize that risk reduction is everybody's business, 6) appreciate the merits of applying a holistic approach to these issues, and 7) are able to link traditional/local knowledge with scientific knowledge.

In *Nicaragua*, community trainings targeted a large group of local stakeholders from the watershed areas (Inalí river and Tapacali rivers), like community leaders, producers, town hall technicians, government officials, workers unions, producer cooperatives and decision-makers. A key rationale to organise this with such diverse stakeholders was that their respective profile and expertise would be complementary, which would make it easier to understand the relationship between disaster risk reduction, climate change adaptation, and eco-system management and restoration. This group could

then further transfer this knowledge to the wider community, and promote the integrated approach in their respective villages.

Also in Nicaragua the partners introduced 'learning schools' in beneficiary communities, mainly in relation to agro-ecology. A flexible curriculum was developed, with both theoretical elements as well as practical exercises such as a plot of agricultural land where children can experiment with agricultural systems. The practical work reinforces learning with the selection of two crops like corn and beans. One agro-ecosystem analysis of the relationship between the crop, soil, plants (pests and diseases and beneficial insects) and the atmosphere was performed. Furthermore, exchange visits between schools were conducted in order to increase knowledge with the implementation of good practices, such as the establishment of soil conservation works and water, reducing risk and water infiltration, soil fertility and adaptation to climate change.

In *Ethiopia* targeted exchange and learning visits between communities in the two operational areas, helped communities, partners, and local stakeholders to understand the importance of eco-system management and restoration to achieve community resilience, and moreover, to learn from best practices in other areas that might be worth replication in their own area.

In *Guatemala*, there are good experiences with the developed Methodological Support Tools, which target groups of children from vulnerable communities were PfR works, and proved to be a great teaching tool to promote the integrated approach. It was acknowledged that the role of the community facilitators becomes stronger and more effective with good support materials, like training modules.

The same was acknowledged by the *India* country team: community facilitation to undertake integrated risk assessments, needs to be supported by effective tools, developed by PfR, such as the participatory risk assessment tool, the climate games toolkit, climate minimum standards, and the adapted eco-criteria. While communities are aware of stand-alone DRR and EMR initiatives that need to be undertaken based on their own experiences and indigenous practice, it was through PfR that they became aware of the basic principles of DRR/CCA/EMR and the interrelationship between them. Communities also learnt that action taken in any one domain may not be sustainable unless aspects of the other two are intertwined, and therefore they need to carry out integrated risk assessments.

Some innovative technical and social capacity measures enabled communities effectively to adapt to disaster risks and climate change:

Technical Measures

- Bio-shields in the form of sand-dunes and mangroves were developed along coastal areas (of Mahanadi Delta) protecting communities from saline ingress in the agricultural fields and cyclonic winds & storm surges.
- Integrated Wetland Management Action Plans have been developed for Kanwar Jheel and Hirakud Reservoir to restore the ecological character of the wetlands, thereby restoring their risk (mainly flood) buffering capacity.
- Communities were trained in and have adopted the use of high yielding, flood/drought resilient varieties of seeds for agricultural. Additionally they have been facilitated to diversify their livelihood practices into enterprises that are disaster resilient and adapted to changing climate patterns.

Social Capacity Measures

- Community driven initiatives for DRR and CCA were more effective in driving behavioral changes and were readily adopted by communities. One of the most successful behavioral changes facilitated by PfR was the altered hygiene behaviour of communities, wherein communities moved away from open defecation adopting WASH infrastructure and facilities.
- The project focused on building the social capital of communities by facilitating communities to form SHGs, farmers club and Pani Panchayats, thus increasing community resilience to disaster and enabling Climate Change Adaptation.

7.2.3 Facilitating implementation of integrated approach at local, national and international policy levels

Partners in all countries recognized the need for continuous learning, lobby and advocacy in order to promote the integrated approach: all partners are keen to establish, facilitate and coordinate a multi-disciplinary partnership that is required for the development and implementation of an integrated risk reduction programme in the target communities and beyond.

The above-mentioned write-shops support facilitation of implementation of the integrated approach at local, national, and international levels. They function as a learning process, delivering a concrete product of the learning process, and serve as a way of building capacity to document experiences. Partners are able to share the case studies in various national and international meetings; showing evidence of the integrated approach is a good way of getting the interest of governments and policy makers.

In *Guatemala* it was found that efforts and resources invested in country initiatives such as the Inter-institutional Strategic Agenda (AIE). are the best way to achieve broader impact for the integrated approach. The AIE is a good example of the principle of inter-institutional resilience in PfR's vision, and by joining national initiatives the partnership can ensure sustainability and replicability. The development and (partial) implementation of the four educational modules (as described under the AIE's second objective) and the support games kit are other good examples of getting the commitment of government entities. Four national-level authorities endorsed the modules, including the Ministry of Education, and the modules have been incorporated into the National Curriculum Base (CNB) of the formal educational system in Guatemala.

Partners in *Kenya* found that evidence based and a practice-oriented approach helps to incorporate PfR's integrated approach of DRR/CCA/EMR into policy documents. Practical examples and evidence of the approach at the community level have been well documented and well-designed for the target public. As the Kenyan government went through a process of decentralization, some responsibilities have been devolved to county level. Therefore it is important to establish linkages with county-level government first. Financing and facilitating the development of policy documents at the county level is a good way to ensure the integrated approach is incorporated; once the county level has been reached and adopted the integrated approach, reach out to the central government is easier.

Partners in *Mali* critically looked at the programme's successes and challenges, and identified several lessons learnt. In the first place, they found that an integrated approach requires the involvement of different institutions with different types of expertise. Exchange of expertise and capacities, as well as joint planning, monitoring and evaluation is a pre-requisite for the performance of an integrated approach. Moreover, strengthening the capacity of civil society organizations and their networks as well as community-based organizations (Disaster Risk Prevention Management Committees) greatly facilitates the implementation of an integrated approach and its sustainability. In order to meet the needs of the communities, communities must be involved in all steps of the risk analysis and the implementation of the action plans. Empowerment of local decision-makers and inclusion of activities in the local development plans facilitate the implementation of the integrated approach. The Mali partners organized several sessions to advocate for integrated risk reduction solutions within different ministries, members of the National Assembly of Mali and embassies.

Nicaraguan partners organized several joint events that allowed for cross-learning. One particular event concerned the launch of a management plan of the Inalí and Tapacali watersheds, with participation of government institutions, NGOs and universities. The established watershed committees receive support from the authorities and are now responsible for implementing the plan. Partners also

organized a regional forum on climate change adaptation in Estelí. The forum was initiated by various government institutions and NGOs and the Nicaraguan PfR partners contributed significantly to its development. They, as well as other organisations, presented different technologies for climate change adaptation. Finally, partners organized a national closing event for the PfR programme in Managua, with participation of community leaders, mayors, universities and NGOs. The event allowed for beneficiaries to express their experiences and share the results of the programme.

In *Uganda* PfR, through its partner Wetlands International, organized together with the Rain Foundation and the Uganda Ministry of Water and Environment a learning event on Integrated Catchment Based Approaches to Water Resources Management.

PfR *Indonesia*, in collaboration with the Rain Foundation, provided technical experts that assessed partners' water harvesting interventions and recommended the inclusion of the 3R approach (recharge, retention and re-use). Staff involved in PfR implementation found the technical support and learning gained from the technical experts valuable to enhance water-harvesting interventions.

7.2 Global PfR Conference

In October 2015 the PfR partners in the Netherlands organized the PfR Global Conference to take stock of and capitalize on the achievements, successes, challenges and lessons of this 5 year program and to discuss impact, efficiency, sustainability and up-scaling of the approach. With over one hundred participants from the PfR countries and alliance members' HQs, and with active contributions from PfR's Steering Group, International Advisory Board members and specialist staff from the partners, the conference marked the completion of the five-year PfR programme funded under MFS-II.

The findings and conclusions of the 'Learning from PfR' study (undertaken by Groningen University) were presented, followed by discussions on how these findings can be applied in future integrated risk programmes and the PfR Strategic Partnership 2016-2020.⁵ (see also par. 7.3)

In addition, partners tried to take stock of the achievements and lessons of the Global programme on lobby and advocacy and discussed the way forward for the Strategic Partnership with MoFA.

The Global Conference was very well received by the partners and helped to share, inspire and inform internal and external partners, networks and other stakeholders to improve PfR's outreach, strengthen linkages and identify opportunities for collaboration. It served also as an important stepping-stone in light of the new PfR programme.

Evaluation forms available upon request and the full report of the PfR Global Conference available at: <http://www.climatecentre.org/downloads/files/Report%20PfR%20Conference%20%282%29.pdf>

7.3 Learning from and about PfR – Research by University of Groningen

One of the key principles of the PfR programme is to stimulate learning and combining different knowledge systems, in order to learn as much as possible of the innovative approach. To this effect the

⁵ this study focused on experiences and key lessons from working in an alliance and external stakeholders, impact of the programme, integrated approach, role of communities and perceptions on PfR.

PfR partners have commissioned a qualitative “Learning from PfR” study to Globalisations Studies Groningen at the University of Groningen. This scientific qualitative study commenced in 2013 and covered the second half of PfR. It was aimed to enable PfR to promote its longer-term goals of mainstreaming the approach within the PfR partner organisations, and influencing policy formulation related to DRR, CCA and EMR at local, regional and (inter)national levels.

The purpose of the research ‘Learning from PfR’ is three-fold:

- *Assess the relevance* of the PfR approach (the programme and the integrated approach) towards building resilience,
- *Provide empirical evidence* about the contribution of PfR’s approach to enhancing the resilience of local communities, and
- *Gaining insight* into the institutional dynamics and interventions related of implementing PfR’s approach in the context of specific partners working in specific communities with their own social and economic make-up, political properties and community organisations.

At first, a desk study on all relevant documents has been performed, of which results provided the researchers with initial conclusions and more importantly, follow-up questions, which have been used by the researchers for the third phase of the study, collecting primary (empirical) data in six countries.

During the course of 2014-2015, junior researchers conducted this research in six of the nine PfR countries (Ethiopia, Guatemala, Kenya, Nicaragua, Indonesia and the Philippines). The results of the country studies will provide more in-depth and contextualized results of the programme and have been shared with partners end 2015, during the global PfR conference, held in The Hague (October 2015).

The research firstly aimed to find out how the PfR approach is received at the country level and if it resonates with local thinking, assumptions and needs. Building on the theory of change, the different views of PfR staff, community members and government officials are studied (chapter 2). Although similarities were predominant, perspectives of the key obstacles and barriers to resilience often diverged between PfR and communities.

Following the eight key principles of the PfR, the research secondly sets out to explore how the PfR approach has been translated into practise (chapter 3). Generally speaking the PfR approach was well received and perceived to be logical and valuable according to PfR staff. The approach was applauded since it enables integrated planning and project design and especially when a livelihood perspective is integrated into the approach. Sustainability, replicability, up-scalability proved to be challenging issues.

Drawing on the five capabilities framework, the factors that enable or obstruct the working of the alliance in the case study countries is analysed (chapter 4). As key strengths the study identified that: all stakeholders are convinced about approach; PfR shows it is possible to align NGO’s under one agenda and that the model provided for immense learning. The key challenges revolved around the long (top-down) start-up phase and around achieving coherence with very different mandates.

Learning from and about PfR: key findings

1. The resilience approach is relevant for its integrated nature and the focus on communities, yet risks to background the structural causes of vulnerability and the rights-base of populations to be protected by their government. Most successful were activities that combine DRR, EMR and CCA with tangible livelihood projects.
2. The PfR approach is highly relevant to communities and stakeholders, yet the framing of the approach is complex (many principles, building blocks, dimensions), also because of the (artificial) separation of domains and time frames.
3. It is a strong suit of PfR to build on existing community structures with the caveat that this risks reproducing existing inequalities.
4. The PfR approach is complex in its incorporation of many stakeholders in programming. As a result, there was a long inception phase, and 5 years appears to be a short time frame for such a complex programme.
5. Coordination has appeared to be a key factor in the success of PfR.
6. The emphasis PfR put on learning throughout the program was strongly valued on all levels and by all partners, however more could have been reached.
7. Local government often lacks power to enable community resilience
8. National government turns out to be a powerful actor in the enabling environment of communities and trickling-up of the PfR approach from local to national government has not been realised.

The fourth research objective was to explore how PfR interventions enhance community resilience and what challenges are encountered in doing so (chapter 5). The findings point towards the enhancement of all characteristics of community resilience, in which the main focus was on the enhancement of human, social and political resilience. Given the time of the research project, much of the 'impact' on the resilience characteristics and especially on natural, physical and financial resilience remains yet to be seen.

The study revealed several successes and highlighted (remaining) challenges as well. Generally the integrated approach is welcomed and well received by stakeholders, and has yielded many tangible results, especially where, at local levels, the integrated approach was combined with tangible livelihood projects. While the programme can generally build on community structures, the framing is often perceived as difficult, which also lead to a long inception phase. Governments are found to play a key role, yet their capacities and especially resources are often a limiting factor. Each of the key findings was accompanied by recommendations on how to adjust and improve the programme.

PfR has welcomed the report. It recognises that the researchers have assessed a rather complex programme. The report is detailed, particularly on operational issues, and has pulled out the programme's strengths and weaknesses very well. The findings and recommendations in the report have informed the development of PfR SP 2016-2020.

PfR has reflected on the findings and recommendations in a Management Note to the research, see Annex 6. The research is described in more detail in the five-year report of PfR. The findings and recommendations have greatly influenced the shaping of the PfR Strategic Partnership (2016-2020).

The Synthesis report of the research 'Learning from PfR' can be found at www.partnersforresilience.nl and www.rug.nl/research/globalisationstudies.

7.4 Partnerships and Joint Learning

Partners for Resilience and BRACED | In 2015, Partners for Resilience and the BRACED consortium (Building Resilience and Adaptation to Climate Extremes and Disasters, a programme sponsored by the UK's DfID), have officially signed a collaboration agreement. Overlaps with PfR's own programme in learning and knowledge management can lead to high standard learning initiatives and methods and tools from BRACED, including its webinars, the Reality of Resilience platform, and innovations from the Applied Improvisation Network, as well as partnerships with key knowledge networks such as IDRC, and will find their way into a range of Partners for Resilience efforts in 2016-2020.

Massive Online Open Course (MOOC) on Disasters & Eco-systems | A MOOC on 'Disasters and Ecosystems: Resilience in a Changing Climate', was launched in Dec. 2014, by UNEP through its Global Universities Partnership on Environment for Sustainability and Cologne University. In total 13,000 people from 183 countries participated, in particular from India, Germany, US, Kenya, Philippines, Pakistan, UK, Nepal, Greece, Bangladesh, Tanzania. Most participants were professionals working in sectors such as Agriculture and natural resources (33%), Engineering (20%), Social and Biological sciences (25%), 10% Business and finally students at universities. By March 2015, a total of 13,000 students from 183 countries enrolled. The online course consisted of a 'Leadership' and a longer 'Expert track'. PfR member Wetlands International contributed to the MOOC with case studies and interviews with experts on coastal resilience and ecosystem-based approaches for DRR including the example of 'Building with Nature' program at Central Java coast. In 2016, this MOOC will most likely be followed-up by a new open course, with focus on translating the post-2015 international framework agreements into action! Integrating development, risk and ecosystems, and aims to reach

policy- and decision makers, students and practitioners, sectorial actors from agriculture, water, risk financiers/business, and key groups such as land-use planners and planning engineers and civil society. Wetlands International is involved in the development of this online course. (see also https://iversity.org/en/courses/disasters-and-ecosystems-resilience-in-a-changing-climate?email_campaign=undefined&email_user=edc72d41-c6cc-4687-8df8-25193a7edd11)

7.5 Research, Policy Briefs

World Weather Attribution | The science of the climate attribution of extreme events is rapidly advancing and there is growing capacity to estimate whether a specific event is more or less likely today than in a world without climate change. These methods are becoming increasingly robust, using observations and climate models. We are now able to carry out such analyses more quickly, often within days of an extreme event.

PfR's Climate Centre worked with the World Weather Attribution (WWA) partnership: the Princeton University-based Climate Central group, Melbourne and Oxford Universities, and the Royal Netherlands Meteorological Institute. The group is overseen by a scientific steering body and brings in local partners appropriate to the event being studied. In 2015, the WWA team carried out a real-time analysis of the European summer heatwave that generated humanitarian concern, saying publicly they were "virtually certain" that climate change increased its likelihood – the first time such information was made available actually *during* a weather-related emergency.

The WWA team also analysed the severe drought in southeast Brazil, finding, by contrast, that human-induced climate change did not play a major role in the drought. Instead, the growing population and increasing water consumption was the likely culprit. At the end of 2015 when storm Desmond hit the UK, causing a small number of deaths and large-scale damage and disruption, the WWA team said they were confident that the risk of such storms had increased with climate change. The increase could be fairly small or almost double; the models did provide certainty. This information is useful for policy makers and planners working to address risk and hence will also be taken forward in parallel to PfR SP 2016-2020.

Policy brief and publications | Now that the Sendai Framework for Disaster Risk Reduction 2015–2030 has replaced its predecessor, the DRR community faces increasing pressure to scale up, helping local actors push development trajectories upwards. Policy-makers seek guidance from practitioners on reaching standards for adaptation that is crucial to national planning, which led to the Partners for Resilience's *Policy brief for post-2015 Framework for Disaster Risk Reduction: Key Messages on Building Resilient Communities*,

<http://www.climatecentre.org/downloads/files/PFR/PfR%20Policy%20brief%20HFAII%20May%202014.pdf>

Lead by the Climate Centre, PfR has become aware of the need for simple 'climate-smart' criteria to support community-based DRR programming and resilience-building, and to address this demand in July brought out *Minimum standards for local climate-smart disaster risk reduction, Informing the development of the post-2015 HFA*.

A *Forecast-based action* report was published in collaboration with Reading University in the UK and the International Research Institute for Climate and Society (IRI), the IFRC's forecasting partners, covering priorities for research on forecast-based financing as part of the university's programme entitled Science for Humanitarian Emergencies and Resilience. The paper examines the interdisciplinary challenges in moving towards robust frameworks for forecast-based action in the

humanitarian sector, critical in the light of changing risks worldwide, and focusing primarily on the most common natural disaster: floods.

Introducing humanitarians and environmentalists to 'decision science' insights and applications was a 2015 paper that described how humanitarian and environmental organizations can raise staff and volunteer awareness of decision science. It took as its principal case study a “highly interactive two-day retreat that included experiential activities, games, stories, brainstorming” and a self-assessment.

Another research paper centered on Forecast based Financing, *Managing the risk of extreme events in a changing climate, Trends and opportunities in the disaster-related funding landscape*, looked at “systematic action based on forecasts of (temporarily) increased likelihood of hazard occurrence, such as rainfall forecasts for the coming days, weeks, or months.” Such actions, it argued, are different from long-term risk reduction in that they can only be justified once the probability of a hazard has significantly increased; then by deploying resources rapidly, effectiveness and efficiency can be substantially enhanced compared to waiting for the disaster to happen before any funding is released.

A community member in Somoto, Nicaragua, shows the lay-out of a plot where the community grows vegetables, as part of a livelihoods diversification scheme.



Total programme expenses including overhead

Total all countries, 2015

Financial figures, not yet available at the drafting of this report, will be submitted as soon as possible.

	Budget		Actuals		Balance	
Outcomes						
Intervention strategy 1: strengthening community resilience Outcome 1: increased resilience of communities to disasters, climate change and environmental degradation	65%	2,847,820	50%	1,848,400	+35%	999,430
Intervention strategy 2: strengthening civil society Outcome 2: civil society organisations have increased capacity to apply DRR/CCA/EMR measures and conduct policy dialogue	19%	831,050	25%	932,600	-12%	-101,550
Intervention strategy 3: policy dialogue and advocacy Outcome 3: institutional environment is more conducive to an integrated approach of DRR, CCA and EMR	16%	679,320	24%	900,440	-33%	-221,120
Total of the outcomes	100%	4,358,190	100%	3,681,430	16%	676,760
Reserve		248,810		-		248,810
Total of the programme		4,607,000		3,681,430		925,570
Overhead						
Management & Administration	4.7%	214,420	4.1%	151,690	79%	169,330
Programme Management Costs	3.9%	181,160	3.3%	122,260	80%	144,060
Alliance fee	2.3%	106,510	1.2%	99,220	93%	99,220
Total overhead		502,100		373,160	82%	412,610
Total budget of the programme		5,109,100		4,054,590		1,338,180
Targets for the cost categories						
Costs directly invested to achieve the outcome	76%	3,501,320	75%	2,742,790	70%	2,464,570
Support costs	24%	1,105,680	25%	938,660	85%	935,250
Total of targets for costs categories	100%	4,607,000	100%	3,681,450	155%	3,399,820
Out of which						
Monitoring and Evaluation	5.0%	376,320	6.8%	249,290	66%	249,480
Linking and Learning	5.0%	381,510	14.1%	529,750	139%	529,990
Technical Assistance	6.0%	448,570	16.0%	587,330	131%	588,110
Origin of funding (including overhead)						
Requested Ministry of Foreign Affairs (MFS-II)	87%	4,009,050	81%	3,290,550	18%	718,490
Netherlands Red Cross	5%	234,690	10%	405,600	-73%	-170,910
CARE Nederland	1%	24,170	0%	0	100%	24,170
Cordaid	7%	311,310	3%	124,470	60%	186,840
Red Cross Climate Centre	1%	27,780	2.9%	117,520	-323%	-89,750
Wetlands International	0%	0	2.9%	116,460	-100%	-116,460
Total of funding of the programme	100%	4,607,000	100%	4,054,610	12%	552,390

Annex 1

Monitoring protocol data

At a meeting of the local Risk Committee in Somoto's Santa Cruz del Quiché, Nicaragua, First Aid material are put on display.



General

Beneficiaries	target	baseline	2013	2014	2015
# of beneficiaries reached	422,979	0	486,513	520,365	638,527
# of female beneficiaries reached	215,310	0	238,803	255,419	319,120

Programme element 1: Civil society

Civic engagement	target	baseline	2013	2014	2015
Diversity of socially based engagement					
- The organisations are accountable and responsive to stakeholders	3.1	2.7	3.7	3.7	3.8
Diversity of political engagement					
- % of supported community committees that are invited to participate in regular dialogue with government bodies	38%	NA	NA	NA ¹	NA

Level of organization					
Organisational level of civil society infrastructure (CSI)					
2.b # of network/ umbrella organisations, developed and active	10	0	56	72	82
Peer-to-peer communication					
2.c % of partner NGOs/CBOs engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	84%	88% ²	89%
Financial and human resources					
3.b % of increased local governments budgets in target areas on either early warning, mitigation of natural hazards and/or natural resources management on community level	29%	0	NA	NA ¹	NA

Practise of values					
Internal governance (democratic decision making and governance)					
- The target group is involved in decision making	3.2	2.9	3.5	3.7 ²	3.7
Transparency					
- The organisations have transparent financial procedures and practise transparent financial reporting	3.1	2.9	3.6	3.8 ²	3.8

Perception of impact					
Responsiveness					
2.c % of partner NGOs/CBOs engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	84%	88% ²	89%
3.1.b # of (local) government institutions actively engage in activities	19	0	292	368	350
Social impact					
1.1.a # of communities that conducted climate trend risk mapping	229	26	512	549	549
Policy impact					
3.b % of increased local governments budgets in target areas on either early warning, mitigation of natural hazards and/or natural resources management on community level	29%	0	NA	NA ¹	NA
3.d # of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	8	0	3	19	22

Environment					
Socio-economic, socio-political and socio-cultural context					
2.c % of partner NGOs/CBOs engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	84%	88% ²	89%

Programme element 2: MDGs and themes

1	Communities are more resilient to climate (change) induced hazards	target	Baseline	2013	2014	2015
1a	# of mitigation measures implemented per community	2.0	0	2.0	2.0	3.0
1b	% of community mitigation measures environmentally sustainable	100%	0	94%	94% ²	95%
1c	# of community members reached with DRR/CCA/EMR activities	418,286	0	439,391	520,365	638,527
1.	Communities are capable to implement risk reduction measures based on climate risk assessments					
1.1.a	# of communities that conducted risk mapping that take account of information about climate change and its impact on disasters	229	26	512	549	549
1.1.b	# of communities that developed collective risk reduction plans based on risk assessments that take account of information about climate change and its impact on disasters	177	22	512	549	548
1.1.c	# of community members covered by risk plans	248,688	18,386	557,863	597,662	617,678
1.	Communities are capable to protect and adapt their livelihoods in synergy with the natural environment					
2						
1.2.a	# of community members that trained in ecosystem based livelihood approaches	15,640	0	40,877	54,996	74,560
1.2.b	# of community members that have adapted, diversified or strengthened their livelihoods	44,598	0	71,172	98,277	123,067
2	(Partner) NGOs/CBOs apply DRR/CCA/EMR in assistance and advocacy					
2a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	242	0	484	553	576
2b	# of network/ umbrella organisations, developed and active	10	0	56	72	82
2c	% of PfR partner NGOs, and CBOs that co-operate with them in the PfR programme, engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	84%	88% ²	89%
2.1	(Partner) NGOs/CBOs are capable to apply DRR/CCA/EMR approaches in their work with communities, gov. institutions					
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	461	0	1,650	2,404	3,458
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organisations	28	20	69	83	99
2.2	(Partner) NGOs/CBOs advocate the DRR/CCA/EMR approach with peers/ other stakeholders in their networks					
2.2.a	# of organisations (incl. non-PfR) involved in coalitions that work on the integration of DRR, CCA and EMR	63	0	398	508	547
2.2.b	# of times DRR/CCA/EMR related topics on the agenda of platforms/ networks	27	0	373	660	766
3	DRR/CCA/EMR-conducive budgeting & policy planning in place in local, national and international level					
3a	# of distinct initiatives that are started that are aimed at enabling a more conducive environment for DRR/CCA/EMR activities	15	0	120	168	231
3b	% of annual increase of government spending in target areas on DRR/CCA/ EMR	29%	0	NA	NA ¹	NA
3c	# of regional, international lobby trajectories towards international governance bodies and donors started to undo adverse impact of DRR/CCA/EMR	9	0	8	14	17
3d	# of technical recommendations, resolutions and conference proceedings make reference to DRR/CCA/EMR approaches	8	0	3	19	22

3.	Government institutions at local, national and international level endorses PfR approach					
1						
3.1.a	# of government institutions reached with advocacy activities by civil society and their networks and platforms	159	0	339	439	330
3.1.b	# of (local) government institutions actively engage in activities	166	0	366	368	350
3.1.c	# of countries where connection between DRR, CCA and EMR has explicitly been mentioned in official government documents	9	8	8	9	9

Programme element 3: Southern partner organisations

Capability to commit		target	baseline	2013	2014	2015
Strategy and planning						
-	Strategy is elaborated in work plans and activities/projects	3.2	3.0	3.4	3.7 ²	3.8
Financial capacity						
-	Funding of organisation's annual budget	3.1	2.9	3.3	3.6 ²	3.9
Human resources capacity						
2.1.a	# of (partner)staff trained on DRR/CCA/EMR	461	0	1,650	2,404	3,458
Effective leadership						
-	The organisation's leadership is accountable to staff and stakeholders	3.1	2.9	3.3	3.5 ²	3.6
Capability to achieve						
PME system						
-	The organisations have well-functioning PME systems	3.1	2.8	3.3	3.6 ²	3.5
Service delivery						
2.a	# of communities where partner NGOs/CBOs have facilitated access to integrated DRR/CCA/EMR knowledge	242	0	484	553	576
Capability to relate						
Policy dialogue (external)						
2.c	% of partner NGOs/CBOs engaged in structured dialogue with peers and government on DRR/CCA/EMR	75%	1%	84%	88% ²	89%
2.2.a	# of organisations (incl. non-PfR) involved in DRR/CCA/EMR coalitions	63	0	398	508	547
2.2.b	# times DRR/CCA/EMR related topics on agenda platforms/ networks	27	0	373	660	766
Policy dialogue (internal)						
-	The organisations are accountable and responsive to stakeholders	3.1	2.7	3.7	3.7 ²	3.8
External influence						
3.a	# of processes started to reduce identified national and local institutional obstacles to DRR/CCA/EMR activities in the communities	15	0	120	168	231
Capacity to adapt and renew						
PME system						
-	The organisations have well-functioning PME systems	3.1	2.8	3.3	3.5 ²	3.5
Outcome monitoring						
-	The organisations have well-functioning PME systems	3.1	2.8	3.3	3.5 ²	3.5
Policy review						
2.1.b	# of (partner) NGOs/CBOs have established cooperation with knowledge and resource organizations	28	20	69	83	99
Capability to achieve coherence						
Effectiveness						
-	Strategy is elaborated in work plans and activities/ projects	3.2	3.0	3.4	3.7 ²	3.8
Efficiency						
-	% of organisations in which efficiency is addressed in the external financial audit	75%	59%	NA	NA ¹	NA

Organisation

25% own contribution	target	Baseline	2013	2014	2015
# of organisations funding with maximum 25% funding from other sources	3.1	2.9	2.9	tba	3.9
DG-norm					
# of management and board members with an annual salary above DG-norm	0	0	0	tba	0
Efficiency					
Costs per beneficiary (direct costs / # beneficiaries) ¹	€ 85.72	0		tba	
Quality (system)					
ISO certification on Netherlands Red Cross is renewed	yes	Yes		yes	yes
Budget					
Budget spent per year ¹	7,992,720	0		tba	
Partner policy					
Incidents of deviation from partnership/ cooperation policy (for NLRC)	0	0	0	1	1
Harmonisation and complementarities					
% of planned joint activities implemented (per individual year)	80%	0%	72%	80%	
Learning ability of the organization					
Programmatic changes based on good practices	5	0	9 ⁹	0	

¹Since the basis of this indicator is diverse, and moreover since it is a percentage of a percentage, a global add-up does not reflect a trend. Reference is made to the score of individual countries; ²individual countries are given equal weight in this global indicator, irrespective of the number of (implementing) organisations;

Annex 2

Intervention logic

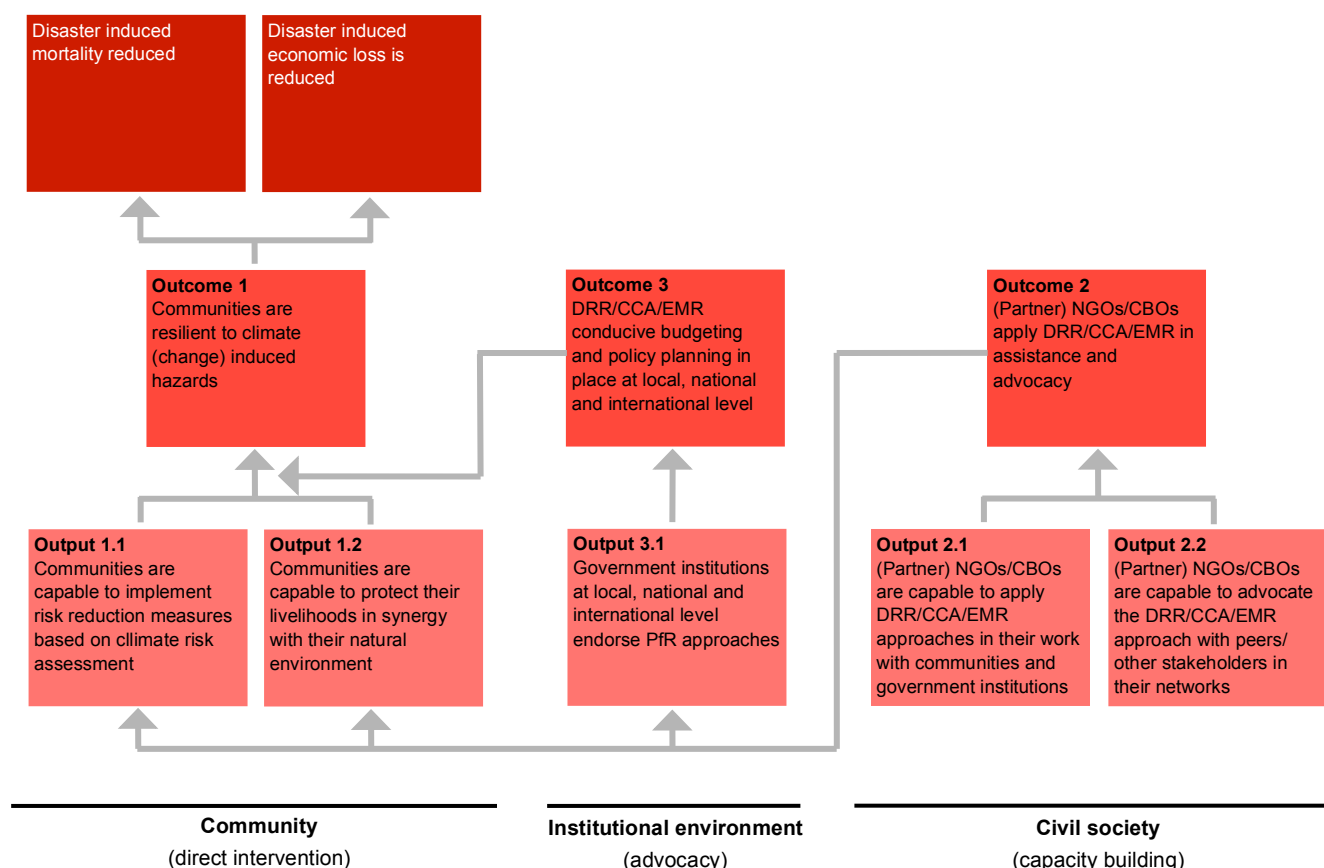
(programme element 2)



Children in a barangay in the city of Malabon in Manila, where PfR works with communities on improved risk management.

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

Millennium Development Goal 7a Sustainable living environments



Annex 3

ISO certification Netherlands

Red Cross

At a meeting in Astangranga in Puri, in the India state of Odisha, women listen to a presentation of the their village's Risk Committee.



CERTIFICAAT

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RQA661785	Datum van uitgifte huidig certificaat	:	10 juli 2015
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Annex 4

Alliance members and their implementing partners

At the island of Flores in Indonesia, PIR supported communities to construct elevated houses that are better able to cope with floods.



CARE Nederland

Ethiopia	CARE Ethiopia, Support for Sustainable Development (SSD)
Guatemala	CARE Guatemala, Asociación Vivamos Mejor
Indonesia	CARE Indonesia, CIS Timor
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, FAPAD

Cordaid

Ethiopia	AFD, ACORD, Ethiopia Catholic Secretariat (ECS), DDCMDRR
Guatemala	Caritas Zacapa, ASPRODE
India	Caritas India (through six local organisations)
Indonesia	Karina, Bina Swadaya, LPTP, YBTS
Kenya	MID-P (Merti Integrated Development Programme), IMPACT
Philippines	IIRR ¹
Uganda	Socadido, Caritas Moroto, Ecological Christian organisation, TPO Uganda, Caritas Kotido

Netherlands Red Cross

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

Wetlands International

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

¹ providing technical advice and capacity building

² implementing partner, although working from a regional office

Annex 5 Implementing partners per country



A group of boys in Dire Dawa, Ethiopia, take an interest in the terracing of hills – an activity by community members to reduce soil run-off.

Ethiopia			
Alliance member	Implementing partner	State/Province	District / region
CARE	Care Ethiopia	Afar Regional State	Dewe Woreda
	SSD	Afar Regional State	Dewe Woreda
Cordaid	AFD Arero	SNNPR, South Omo	Nanagatom district
	ACORD	Oromia reg. state, Borena zone	Mio district
	Ethiopia Catholic Secretariat (ECS)		
	DDCMDRR		
NLRC	Ethiopia Red Cross Society	South Gondar	Libo
		East Hararghe	Harer
Guatemala			
Alliance member	Implementing partner	State/Province	District / region
CARE	Asociación Vivamos Mejor	Sololá department	Nuahalá municipality
	CARE Guatemala	Sololá department	Nuahalá municipality
Cordaid	Caritas Zacapa/ASPRODE	Zacapa (dry corridor)	
NLRC	Guatemala Red Cross Society	Quiche, Isabal Dept.	Joyabaj municipality
India			
Alliance member	Implementing partner	State/Province	District / region
Cordaid	Caritas India (through 6 local organisations)	Bihar	Gandak-Kosi floodplains
Wetlands Int'l	Wetlands International South Asia	Orissa	Mahanadi delta
	Netcoast	Orissa	Mahadani Delta
Indonesia			
Alliance member	Implementing partner	State/Province	District / region
CARE	CIS Timor	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	YBTS	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	Wetlands International Indonesia	Nusa Tenggara Timur	Ende, Sikka, Banten Bay
NLRC	Palang Merah Indonesia (PMI)	Nusa Tenggara Timur	Sikka, Lembata
Kenya			
Alliance member	Implementing partner	State/Province	District / region
Wetlands Int'l	Wetlands International Kenya	Eastern Kenya	Isiolo district, Ewaso Nyiro River Basin
Cordaid	Merti Integrated Development Programme (MID-P)	Eastern Kenya	Merti, Isiolo and Garbatulla district
	IMPACT	Eastern Kenya	
NLRC	Kenya Red Cross Society	Eastern Kenya	Meru

Mali			
Alliance member	Implementing partner	State/Province	District / region
CARE	CARE Mali	Mopti (Inner Niger Delta)	Borondougou, Konna
	Groupe de Recherche et d'Application technique (GRAT)	Mopti (Inner Niger Delta)	Borondougou, Konna
Wetlands Int'l	Wetlands International Mali	Mopti (Inner Niger Delta)	Borondougou, Deboye, Dialloubé, Konna, Youwarou
	Association Malienne pour la protection et le Développement de l'Environnement au Sahel (AMPRODE/Sahel)	Mopti (Inner Niger Delta)	Borondougou, Deboye, Dialloubé, Konna, Youwarou
	Organisation pour le développement intégré au Sahel (ODI/Sahel)	Mopti (Inner Niger Delta)	Borondougou, Deboye, Dialloubé, Konna, Youwarou

Nicaragua			
Alliance member	Implementing partner	State/Province	District / region
CARE	CARE Nicaragua	Madriz department	Somoto district
	Asociacion of Madriz Municipales (AMMA)	Madriz department	Somoto district
	Nicaraguan Institute for Human Development (INPRUH)	Madriz department	Somoto district
NLRC	Nicaraguan Red Cross Society	Región Autónoma del Atlántico Norte (RAAN); Madriz dept	Somoto district

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

Uganda			
Alliance member	Implementing partner	State/Province	District / region
CARE	CARE Uganda	Lango sub region	Otuke district
	FAPAD	Lango sub region	Otuke district
Cordaid	Socadido	Teso sub region	Amuria district
	Caritas Moroto	Karamoja sub region	Napak district
	Ecological Christian Organisation (ECO)	Karamoja sub region	Nakapiripit district
	TPO Uganda	Teso sub region	Katakwi district
	Caritas Kotido	Karamoja subregion	Kotido and Kaabong Districts
NLRC	Uganda Red Cross Society	Teso sub region	Katakwi district
		Lango sub region	Apac district

Annex 6

'Learning from and about PfR': findings and reactions

Professor Dorothea Hilhorst presents the findings of the 'Learning from and about PfR' study to Juriaan Lahr, Chair of the Steering Group.



To enable programme-wide learning, the PfR partners have commissioned a qualitative “Learning from and about PfR” study to Globalisations Studies Groningen at the University of Groningen, under supervision of Prof. Hilhorst. This scientific qualitative study commenced in 2013 and covered the second half of PfR. It was aimed to enable PfR to promote its longer-term goals of mainstreaming the approach within the PfR partner organisations, and influencing policy formulation related to DRR, CCA and EMR at local, regional and (inter)national levels.

The purpose of the research ‘Learning from PfR’ is three-fold:

- *Assess the relevance* of the PfR approach (the programme and the integrated approach) towards building resilience,
- *Provide empirical evidence* about the contribution of PfR’s approach to enhancing the resilience of local communities, and
- *Gaining insight* into the institutional dynamics and interventions related of implementing PfR’s approach in the context of specific partners working in specific communities with their own social and economic make-up, political properties and community organisations.

Below the key findings are presented, plus the recommendations. In a management note PfR has commented on these, and described how it would follow-up on them. PfR wishes to emphasise that, for various reasons, the research does not comprise all programme countries. Therefore, although all findings are regarded highly relevant, PfR wishes to note that these cannot be applied to the full programme. Also the research has been carried out and concluded before the finalization of the programme, and thus before all results had become visible. Finally PfR believes that, where a deeper assessment would have been done by several of the country researchers, more findings could have been added, and some findings would have been more thoroughly substantiated. With these side notes PfR wishes to express its great appreciation for the research, and it welcomes the outcomes.

1. Finding: The resilience approach is relevant for its integrated nature and the focus on communities, yet risks to background the structural causes of vulnerability and the rights-base of populations to be protected by their government.

Recommendation: PfR ties its resilience approach more explicitly to vulnerability and rights-based approaches.

Reaction and follow-up: With the integrated approach being the core of the programmatic approach, and the community its main focus, PfR welcomes the apparent relevance of these. At the same time PfR considers tackling the root causes of vulnerability also an important element in its programme. Especially for the Red Cross, being traditionally more response and preparedness oriented, this constituted a shift that took time and effort to accomplish, The PfR alliance members have generally applied a needs-based approach to tackle these root causes. It is believed that, particularly for the Red Cross, rights-based dominated dialogues with governments could compromise the organisation’s special status with key decision makers and thus jeopardise access to vulnerable people also for the other alliance members. Structural causes of vulnerability, such as poverty, poor governance, inequality and inadequate access to resources can be tackled through both approaches, although the rationale and the strategy to address these issues might be different. In the PfR 2016-2020 programme, the dialogues on the application of the integrated

approach, pursued through Humanitarian Diplomacy that is based on a needs-based approach, will be the key strategy, based on the recognition that this renders a focus on underlying causes of poverty and vulnerability a central consideration.

2. Finding: Most successful were activities that combine DRR, EMR and CCA with tangible livelihood projects.

Recommendation: PfR maximizes the possibilities to incorporate tangible livelihood projects in its programmes.

Reaction and follow-up: PfR welcomes this finding and aims to apply this combination in further programming. The alliance also aims to incorporate insights into existing tools and guides, such as the community resilience checklist and the sustainability checklist. The alliance members and their partners will also promote that sustainable livelihoods are key in addressing underlying root causes of vulnerability, as part of the PfR 2016-2020. They aim to find additional match funding for livelihood related activities to complement the new financing facility from the Dutch government that focuses exclusively on strengthening capacities of partners in lobby and advocacy.

3. Finding: The PfR approach is highly relevant to communities and stakeholders, yet the framing of the approach is complex (many principles, building blocks, dimensions), also because of the (artificial) separation of domains and time frames.

Recommendation: PfR revisits and simplifies its frame, and reduces the emphasis on matches between domains and mandates of alliance partners.

Reaction and follow up: PfR is pleased with the recognition of the relevance of integrating DRR, CCA and EMR in its work with communities and stakeholders, since both the integrative approach and the community focus are the backbone of the programme. The PfR 2016-2020 programme will build on the efforts and experience of the Partners for Resilience programme, underlining the witnessed relevance. As this programme aims to build capacity of CSOs to engage in dialogues for integrated risk management, one important element is to ensure the integrated risk management approach is clear to relevant stakeholders. The PfR 2016-2020 programme provides the opportunity to discuss the integrated risk management approach in detail among the Netherlands-based alliance partners and during in-country workshops. Conceptual frameworks and practice will be further clarified and discussed to ensure the approach and key messages are clear to partners and stakeholders. Presenting and explaining the PfR mission and vision document at the outset of the PfR 2016-2020 will be a first step in this process.

PfR recognises that taking-up Climate Change and Ecosystem aspects was regarded as complex, and many partners expressed a desire for more intensive and targeted support throughout the programme in these fields. Due to limited resources however, the support has been provided through structures that were not (Red Cross Climate Centre) or not in all cases (Wetlands International) in-country, by means of workshops and the promotion of standards and approaches. PfR recognises that in the successor programme it needs to allocate dedicated resources closer to the levels where the demand for support is expressed and made higher budgetary allocation for Climate Change and Ecosystem aspects for that purpose.

4. Finding: It is a strong suit of PfR to build on existing community structures with the caveat that this risks reproducing existing inequalities.

Recommendation: PfR needs to emphasize inclusion in its programmes and monitor and address problems of inclusion and exclusion at community level.

Reaction and follow-up: The finding reaffirms PfR's conviction that rootedness in communities should be the basis for strengthening resilience, and that its approach has demonstrated the ability to work with and through these local structures. The alliance also agrees with the expressed risk of reproducing existing inequalities, and sees it as an important recommendation. At the same time however partners have targeted specific vulnerable groups, and applied dedicated policies, stemming from their international networks, especially in relation to gender. It recognises however that in reality, inclusion is also often related to the skills and efforts of a facilitator/volunteer at field level and the partner organisation(s) he/she cooperates with. Therefore PfR will pay particular attention in its work to these issues, for example during monitoring visits, and seek to critically assess inclusion and exclusion and see how this can be improved.

5. Finding: The PfR approach is complex in its incorporation of many stakeholders in programming. As a result, there was a long inception phase, and 5 years appears to be a short time-frame for such a complex programme.

Recommendation: PfR ensures in the next phase to build on and consolidate achievements of the first phase. From the start it takes a more participatory approach with the country teams and makes clear country specific agreements on a modus operandi.

Reaction and follow-up: PfR is aware that a partnership with many stakeholders is complex and that it takes times and resources to reach results. On the other hand, the long start-up phase has generated many lessons for the PfR 2016-2020, including the above. Several working groups with representatives from all partners, also in-country staff, are currently developing programmes and plans for PfR's Strategic Partnership programme 2016-2020. Building on their experience they will develop effective processes and mechanisms for example for governance (including co-operation mechanisms and greater involvement of senior management of implementing partners); Planning, Monitoring, Evaluation and Learning (including structures to systematically generate and apply lessons learned); finance (especially facilitating implementation of joint activities).

6. Finding: Coordination has appeared to be a key factor in the success of PfR.

Recommendation: PfR ensures that country-level coordinators are available full-time and capable to act independent of the different alliance partners.

Reaction and follow-up: This finding confirms PfR's managerial structure that provides full-time availability and capacity of lead positions at country level. However, given that staff is always employed by one of the partner organizations and country leads always risk to be perceived as favouring one organization over the other. One way to tackle this is to ensure that all team members and their motivations are heard, to be transparent about decision-making and keep in mind how activities and decisions will lead to the set goals and outcomes and to explore more participatory approaches to shape plans for joint activities. Also the above (Finding 5) mentioned governance structure will likely contribute to prevent a notion of favouritism, and global structures will also need to see to that.

7. Finding: The emphasis PfR put on learning throughout the program was strongly valued on all levels and by all partners, however more could have been reached.

Recommendation: PfR maintains a focus on learning and from the beginning includes country specific learning plans.

Reaction and follow-up: All partners value learning and know that an evidence base is a first step towards effective dialogues with stakeholders, and consider learning essential to ensure strategies

are well-gearred towards achieving the programme's goals. As results became clear towards the end of the programme, much documentation and learning activities took place in the programme's final year. PfR welcomes the recognition of its targeted initiatives in this field. Therefore the PMEL working group will discuss this aspect and develop a learning strategy and plan for its 2016-2020 programme, including guidelines for country specific learning plans, that feed into a global learning agenda. The programme will also seek collaboration with learning initiatives of other programmes that have a similar focus.

8. Finding: Local government often lacks power to enable community resilience.

Recommendation: PfR incorporates the issue of local government in lobby and advocacy and rethinks the expectations invested in local government that underpin its approach.

Reaction and follow-up: In the PfR 2016-2020 programme, country teams will formulate their plans based on a solid analysis of stakeholders and power relations. Lessons learnt from the previous programme cycle and this analysis will feed the lobby and advocacy strategy towards relevant stakeholders. The partners will see to it that these strategies are relevant and effective and will be adapted if necessary. As much as possible the capacities of local governments and community groups will be built jointly and simultaneously, in correspondence with recommendations of various international agreements like Sendai Framework for Disaster Risk Reduction, the Sustainable Development Goals, and the Paris Climate Agreement.

9. Finding: National government turns out to be a powerful actor in the enabling environment of communities and trickling-up of the PfR approach from local to national government has not been realised.

Recommendation: PfR steps up its efforts to engage in dialogue with national governments to enhance enabling policies and programmes for resilience.

Reaction and follow-up: PfR recognizes that targeting the national government is an important step in shaping an enabling environment to enhance resilience. It also agrees that in most PfR countries more emphasis has been put at local level engagement. In general terms PfR feels it is important to ensure that for each goal, the right level is targeted, either local or national. In the PfR 2016-2020 programme there will be ample opportunities to increase further engagement with different government levels, including the national level. Partners will decide at which level to engage with whom, based on a problem, stakeholder and power analysis and experiences from PfR 2011-2015. Due consideration will be given to the opportunities that national governments provide to create an enabling environment, of which consequently also dialogues at subnational levels will benefit.

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