



# Passing the Baton

Annual report 2020 and reflections 2016-2020

## Strategic Partnership Dialogue and Dissent 2016 - 2020

Partners for Resilience (PfR)

Submitted: October 31, 2021



**Now you hear us**

*Four videos on capacity strengthening for lobby and advocacy.*

These videos show how local communities and local organisations have been empowered by the support received from Partners for Resilience under the Dialogue & Dissent programme.



Water Resource Management Association in Isiolo county, Kenya.  
Credit: CARE, Makmende media

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Over ten years, Partners for Resilience (PfR) is working with communities, civil society and governments in ten selected countries to increase resilience in the face of rising climate and disaster risks, and to foster systemic change. In these low and lower middle-income countries, climate-related disasters and environmental degradation are leading to significant social and economic costs. Poor and vulnerable people become trapped in a vicious circle. There is limited space for people to raise their voice and make their needs known to decision-makers. To change this, PfR engaged with 1,039 civil society organisations (CSOs). Representatives of women, men, youth and elderly have supported the development of disaster risk reduction (DRR) plans that integrate climate and ecosystems. Once implemented, these plans contribute to strengthening the resilience of vulnerable communities. 630 CSOs have increased their capacity to lobby and advocate for community resilience. This resulted in 63 policies, guidelines and laws taking an integrated, inclusive approach to improving community resilience in the past five years.

PfR strengthened the capacity of civil society to engage in lobbying and advocacy leading to the incorporation of [Integrated Risk Management](#) (IRM) in relevant policies, investments and practices, helping vulnerable communities to become more resilient to disaster risk. This was underlined by the [external end-evaluation](#) (June 2020): “*there is broad agreement that the PfR programme is highly relevant and of added value in line with its objectives.*” This was further elaborated upon by the analysis that PfR has to a large extent been successful in strengthening the capacity of CSOs, achieving meaningful results in terms of improved policies and enhanced practices, thereby making communities resilient in the face of increasing disaster risk.

## Linking local realities to global dialogues

In the main global policy dialogues (New Urban Agenda, the Sustainable Development Goals (SDG's), the Sendai Framework for Disaster Risk Reduction and the Paris Agreement on Climate Change) PfR influenced and lobbied on reflecting local realities in global policy dialogues and vice versa. The global policy work draws many lessons from country and regional teams on opportunities and challenges in pushing the disaster risk reduction, climate and environmental agenda through these leading policy frameworks. This on-the-ground evidence strengthens advocacy at the global level where political momentum and financing is being galvanized into local action.

Key examples are the adoption of a resolution on Climate-smart Disaster Law and Policies, Climate and the Environmental crisis recognised as one of the major 5 challenges in the [IFRC 2030 strategy](#) at the International Red Cross Conference – which has an impact on 192 national societies globally. PfR helped to shape the [Nature Based Solutions for Climate Manifesto](#) – a prominent summit initiative. Furthermore PfR contributed to the commitment to urban resilience, among others through the [Water as Leverage](#) programme. PfR underlined the importance of risk-informed decisions for sustainable development and bringing local and national experiences to the international arena. At the 2019 High-Level Political Forum (HLPF) on the SDGs, PfR through IFRC's privileged position to intervene in closed sessions, highlighted to Member States the close links between disasters and development, calling on governments to implement development initiatives that are socially and environmentally conscious, as the SDG agenda cannot be achieved if maladaptation impacts poor on already vulnerable communities (for further details see chapter 2.1).

## Capacity Strengthening and Advocacy

The [ACT for Resilience Toolbox](#) bears witness of the wealth of manuals, guides, checklists, criteria, and other tools that were used and developed in the different countries and programme wide to support advocacy capacity and to guide the integration of IRM in ongoing policy, development, planning and implementation processes from local to national level. Notable examples in the toolbox are the [IRM Advocacy Manual](#), [Policy Brief Guidelines](#), [Step by Step Guide to Inclusive Resilience](#) and [A Landscape Approach to Disaster Risk Reduction in 7 Steps](#). These resources will remain accessible on the PfR [website](#) and [library](#).

The COVID-19 pandemic from March 2020 onwards, had a large impact on programme planning and implementation. The formation of strong local networks in the past five years enhanced communities' social structures that have demonstrated their value in the disaster domain and beyond. The support to COVID-19-affected communities (please read the report [‘PfR's COVID-19 project: bridging response to long-term](#)

[resilience](#)' (March 2021)) largely benefitted from the access and capacities that these networks provided and are essential to 'build back better'.

Local ownership and leadership was also displayed at the PfR virtual [global conference](#) named '*Passing the Baton*'. During this knowledge-sharing fair, several speakers reflected on 10 years of PfR: the challenges, the experiences, the learnings, and the results, and how to take the PfR legacy forward in the upcoming decade of action. An inspiring [video](#) captures this ownership and global collaboration across CSOs, while the flagship report '[Local Action, Global Ambition](#)' details a decade of work and impact by the PfR alliance.

**Key achievements and best practises** (for details please check chapter 3):

- **Uganda Climate Bill:** PfR [trained](#) 35 members of parliament and government staff on integrated risk management, and strengthened the influencing capacity of CSOs, vulnerable groups and indigenous communities to better understand, analyse and shape this [national Bill](#).
- **Now You Hear Us:** [four short videos](#) show how community members, civil society actors and decision makers interact. They narrate how support to civil society organizations strengthens communities' voices and fosters successful advocacy with tangible results. In these videos, examples from [Haiti](#), [Indonesia](#), [Kenya](#) and [South Sudan](#) are captured.
- **Camel Caravan Kenya:** originally conceived as a one-off event and financially supported by PfR, since 2018 the [camel caravan](#) is fully funded by local and national stakeholders in Kenya. Moreover, the caravan has grown into a movement, organized by local CSOs and supported by multiple donors.

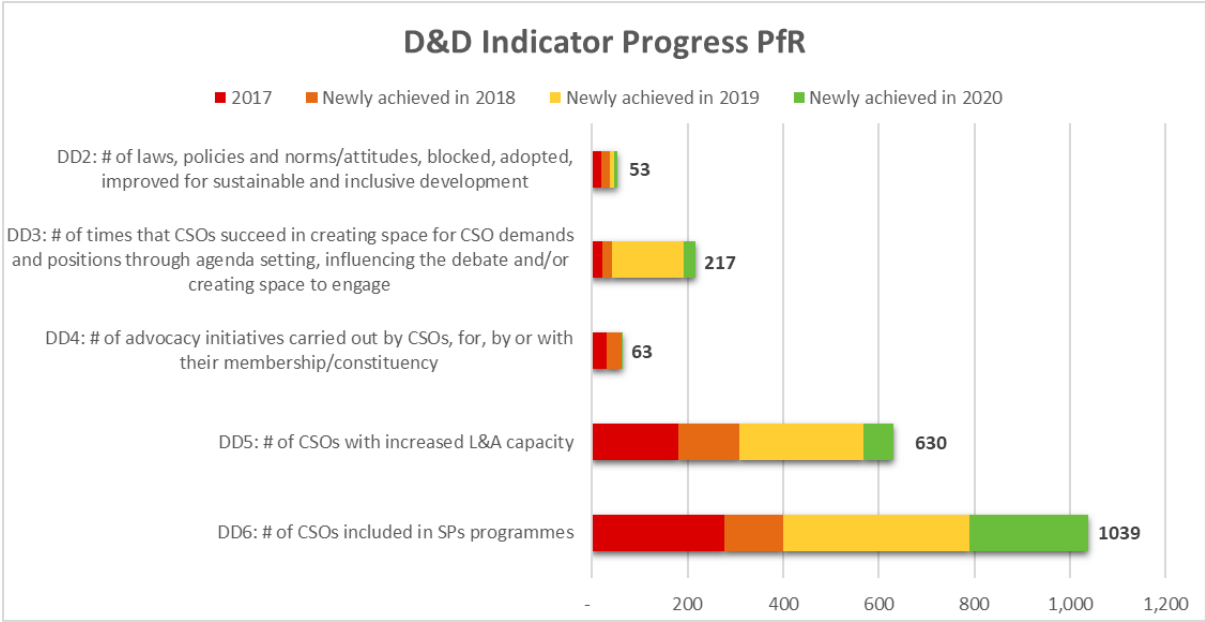
**Key learnings** (for details please check chapter 3):

- **Importance of localization:** the formation of strong local networks has enhanced communities' social structures that have demonstrated their value in the disaster domain and beyond.
- **Diversifying the funding base is challenging:** it remains a challenge for (especially smaller) CSOs to diversify their funding base, and a key lesson in this regard is that in the capacity strengthening support it is essential to specifically focus on capacities related to resource mobilisation.
- **Working in partnership across levels and programmes:** the global focus of PfR has shown to be relevant for linking local needs to national policies and global commitments, enabling evidence-based advocacy at global fora. In future this can be further strengthened ensuring even better participation of national/ local CSOs in global dialogues to ensure their voices are heard and at the forefront of the debate.
- **Influencing investments requires a targeted approach:** the most significant achievements have been recorded in the domains of policy and practice, whereas in the area of influencing investment, achievements are more limited. Collaboration with the private sector needs specific expertise, a targeted approach and pilots that show the added value of collaboration.
- **Integrated solutions are complex and challenging, but necessary to tackle multi-sectoral challenges:** more, better and quicker evidence creation is needed (such as the three best practices mentioned in this chapter) and finance that is targeted, long-term, while being flexible, to work across sectors. The challenges that the world is facing are multi-sectoral - as the climate and biodiversity crisis is affecting all walks of life - so development plans, finances and impact cannot be sectoral, and require an integrated approach.

## In conclusion

In spite of a very challenging last year of programme implementation due to COVID-19, the Dialogue & Dissent programme was rounded up with an overall sense of positivity and optimism. In most countries results have been impressive and a strong basis for further lobby and advocacy work has been build, paving the way for local organisations to take the PfR legacy forward, and to continue promotion of the integrated risk management approach. Although PfR's application to continue the programme under the Power of Voices facility was not successful, we are confident that local organisations will find ways to continue the promotion of integrated risk management, influencing policies, practices and investments in their context. We would like to thank the Dutch Ministry of Foreign Affairs, especially the departments of Inclusive Green Growth and Social Development, for its collaboration and for the opportunity to invest in dialogues and capacity strengthening, to scale transformational change to achieve humanitarian, environmental and development aims, which is needed more than ever in today's world.

**2020 results and overall progress 2016-2020**



					
<b>630</b> CSOs	<b>944</b> CSOs	<b>53</b> Dialogues	<b>217</b> CSOs	<b>1,039</b> CSOs	<b>1,428</b> Government/ institutional stakeholders
with increased capacity for IRM dialogues	trained on dialogue capacity for IRM	with specific focus on inclusive development	succeeded in influencing the debate and agenda setting	included in the programme	engaged in IRM
<i>DD5</i>		<i>DD2</i>	<i>DD3</i>	<i>DD6</i>	

**Reflections on numbers:**

When analysing the dialogue and dissent indicators there are three main points to highlight with regards to the 2020 and five year figures.

- First of all, in line with the Theory of Change (ToC), you can see that during the first years of the programme, the focus has been on building the IRM lobby and advocacy capacity of CSO's (DD5). This indicator has a relatively small new number in 2020, namely 62, compared to 568 in the years before. Nevertheless, a substantial number of new CSO's (DD6) was still reached in this last year, 249. At the end of the programme, a shift has been made towards new connections with policy makers and practitioners.
- The relationships with government/ institutional stakeholders is built to influence debates and policies. However, the COVID-19 pandemic has caused challenges for engagement with policy makers and practitioners to influence debates (DD3). This indicator is substantially lower in 2020, with a figure of 26, than in 2019, when CSOs succeeded 149 times. The difficulty to engage is also shown by the low number of new advocacy initiatives by CSOs with their constituency (DD4), the total for 2020 being 2.
- Finally, it is valuable to see that the majority of the 1,039 CSO's (72%) that were involved in the programme (DD6), were also trained and enhanced their lobby & advocacy capacity (DD5).

## 2 Impact, progress, results and learnings

In January 2020 PfR partners jointly kicked off the final year of the Dialogue & Dissent programme during the annual 'country & regional leads week'. Four main objectives for 2020 were central on the agenda of the meeting:

1. capacity strengthening of key civil society partners;
2. ensuring tangible community-level IRM activities through lobbying for complementary funding;
3. reinforcing coherent dialogues and linkages from local to global;
4. consolidating the wealth of IRM evidence and learning, including an [external end evaluation](#).

The COVID-19 pandemic from March 2020 onwards, had a large impact on programme planning and implementation. The formation of strong local networks in the past five years enhanced communities' social structures that have demonstrated their value in the disaster domain and beyond. The support to COVID-19 affected communities largely benefitted from the access and capacities that these networks provided and are essential to Build Back Better.

In this chapter the main milestones in 2020 are discussed and an overall reflection is made for the full implementation period 2016-2020. The thematic areas covered are: capacity strengthening and policy dialogues (2.1) as well as the collaboration and ownership of local organisations (2.2). Inclusivity (2.3), the enabling environment (2.4), and ToC assumptions (2.5) are elaborated upon, ending with paragraphs on challenges and how they have been overcome (2.6) and finances and administration (2.7). Best practises and learnings are covered in chapter 3. For more details on the country, regional and global programmes and the background of PfR have a look at the appendices.

### **2.1. Milestones and progress regarding the two main goals: capacity strengthening of civil society organisations on policy dialogues (lobby and advocacy).**

#### **Advocacy capacity strengthening of civil society organisations**

Under the Dialogue & Dissent programme PfR focused on strengthening civil society's influencer's role of government policies and practices, and public and private investments with a bearing on disaster risk reduction, climate change adaptation and ecosystem management and restoration. This in contrast to the focus on strengthening civil society to implement concrete IRM/ DRR measures at local level that marked the 2011-2015 programme. It has taken time for the transitioning of 8 country programmes and the 2 new ones (Haiti and South Sudan) to get to grips with this changed, and at times very new role, for alliance members and implementing partners.

After the inception of country dialogue trajectories with customized ToC's in 2016, the partners hit the ground running in terms of engaging with allies and decision makers to promote the concept and principles of integrated risk management. This has meant that learning-by-doing has been a major capacity strengthening approach throughout the programme. Meanwhile, since 2016, self-assessment and monitoring (using the [Dialogue Capacity Framework](#) – DCF) provided a basis for country teams to consciously address identified capacity gaps, and organise and facilitate appropriate capacity strengthening activities along with materials, such as training sessions on advocating for integrated risk management, negotiation, and how to develop an effective policy brief. Besides, exposure and exchange visits have been organized to share experiences and learnings among partners and stakeholders, for example during the mid-term [country learning exchange](#). The objectives and realities in the dialogue trajectories drove teams to organise a multitude of workshops, trainings and to develop information materials related to very diverse topics such as youth engagement (Y-Adapt), Forecast-based Financing, Nature-based Solutions, etc. For more detail, see the 2019 [Capacity Strengthening Analysis](#), an analysis of how civil society partners are gaining strength to advocate for integrated risk management inclusive policies, practices and investments.

#### **Achievements in 2020**

In 2020 all country teams have been heavily involved in finalising capacity activities geared to sustainability, with resource mobilisation at different levels being a priority, as well as consolidation of communication materials and tools. The [ACT for Resilience Toolbox](#) bears witness of the wealth of manuals, guides, checklists, criteria, and

other tools that were used and developed in the different countries and programme wide to support advocacy capacity and to guide the integration of IRM in ongoing policy, development and spatial planning and implementation processes from local to national level. It will remain available on PfR website.

## **COVID-19**

The COVID-19 pandemic and related measures provided the most important obstacle to progress of regular and concluding activities. However, many partners, like ACCORD in Philippines, took advantage of the lull in external activities to optimize internal systems like MEAL. In Indonesia, India, Philippines, and Kenya an increase in digital participation was reported of many local and national CSOs' representatives in national, regional and global level meetings and events, thus providing good learning opportunities.

Conversely, local capacities and established relations/ cooperation with relevant stakeholders have benefitted from the COVID-19 response in 2020:

- In Haiti for example, the Red Cross youth has succeeded in strengthening the capacity of its local branches for the implementation of IRM activities and linked to the response of COVID-19 in an autonomous way. Watch [this video](#) to learn more.
- In Indonesia, partners still delivered on the advocacy work during the pandemic, whereas the external support was very limited due to travel restrictions. Partners could successfully facilitate the making of COVID-19 response plans in their respective areas (e.g. Maumere Diocesan Caritas and Timor Tengah Selatan Disaster Risk Reduction Forum contributed to COVID-19 planning).
- In the Philippines, during the COVID-19 response, the Red Cross recognized the added value of working together with the [Calamianes Resilience Network](#) to coordinate the response and to support the network in the development of IEC messages and handwashing stations. This buy-in has resulted in improved tools for staff and volunteers and as such will actually be maintained, providing an opportunity to mainstream the IRM approach at scale.
- In India, the Climate Centre managed to dovetail IRM messages with COVID-19 messages and outreach and capacity strengthening where possible, to invest in long-term community resilience with respect to diseases, disasters, climate and eco-systems.

An overview of the challenges and achieved results is summarised in the report: ['PfR's COVID-19 project: bridging response to long-term resilience'](#) (March 2021).

## **Civil society and stakeholders**

Mostly building on the first PfR programme (2011-2015), alliance members, implementing partners and local, municipality, district and county level Community Based Organisations (CBOs) and CSOs were the obvious initial targets for knowledge and skills development in lobby and advocacy for the IRM approach. In Mali PfR initiated and facilitated the creation of [user group unions and coalitions](#) from village to region level in Mopti and Kayes regions, ensuring they are fully equipped to operationalise their role in promoting an integrated risk management approach.

Over the years and in all 10 countries, PfR increasingly engaged with a wider variety of stakeholders, seeking to mobilise and strengthen them in constructive dialogues for common causes. Engaging with these stakeholders has seen a mix of informing, awareness raising, capacity strengthening, and influencing, with government officials joining or even requesting targeted information or training. The external evaluation report mentions: *'While D&D funding did not make provision for doing so, PfR dealt with this dilemma pragmatically by embedding capacity strengthening activities, like sensitisation and information sharing, within their broader lobbying and advocacy work that targeted a range of other actors, including government.'*

## **Policy dialogues (lobby and advocacy)**

Policy work has shown progressive success since 2016 with 2020 challenging the traditional way on negotiation because of COVID-19 impact. The virtual world of working has opened new possibilities for participation in many global platforms, allowing teams across the globe to be part of meetings they traditionally would not have had a chance to be part of because of travel restrictions (visas, language, accreditation, long travel distances). Partners such as the United Nations, the African Union, and the NL Government demonstrated confidence in PfR as a partner of choice in influencing by approaching PfR to broker partnerships and to host virtual dialogues. While the virtual world seems efficient, traditional influencing is greatly impacted as some virtual meetings have restricted engagement to 'participation only'.



That noted, our experience of working on policy dialogues over the last few years shows that here is **increasing coherence between the global climate, urban, DRR and sustainable development agendas**. The engagement aimed at ensuring that developed (inter)national policies are translating into concrete integrated actions and investments locally. In this regard, the global policy work drew many lessons from country and regional teams on opportunities and challenges in policy making processes, e.g. from documentation in Kenya and Uganda on disaster risk reduction/ climate change adaptation policy development, useful for lobby engagement at global levels. At the same time the global lobby activities contributed to capacity strengthening through opportunities for hands-on joint lobby efforts between the global team and regional and country teams.

On **Sendai Framework for DRR (SFDRR)** the main event was the [Global Platform for DRR](#) in May 2019 in Geneva. PfR contributed to agenda setting and various key sessions ensuring inclusion of IRM messages focussed on inclusivity, landscapes and nature-based solutions, in addition to optimizing outcomes from dialogues from national and regional levels that were preparatory processes for the global platform. The outcomes of the global platform were then taken back to the national level, where work continued on the development of national and local DRR plans and strategies (e.g. in Ethiopia), as well as initiating work on analysis of implementation of Target E of the Sendai Framework. The outcomes also informed PfR's messaging for COP25. PfR successfully hosted a [Networking Event](#) which drew a good 120-125 participants with diverse speakers that included community advocates and high level representatives at Ambassador and Under-Secretary General level.

The integration of DRR, CCA and sustainable development was captured in the [African position paper for the global platform](#), and in addition the [Global Declaration](#) (chairs summary) included components of IRM. Draft Terms of Reference (ToR) and a Memorandum of Understanding (MoU), which have now been transformed into a grant agreement between the International Federation of the Red Cross and Red Crescent Societies (IFRC), the Netherlands Red Cross (NLRC - acting on behalf of Partners for Resilience) and the Africa Union (AU), have been developed in close consultation with the AU to lead the development of the African Union Climate Change Strategy, providing opportunity to integrate eco-system management and restoration and disaster risk reduction components in the regional climate strategy.

On **SDG dialogues** the main event of focus was the High-Level Political Forum in July 2019. In preparation, the PfR team in Indonesia influenced their government in drafting its country's [Voluntary National Review \(VNR\)](#) by highlighting some case studies from PfR's work and its contribution to the SDG agenda. Building on the positive experience of Mali in 2018, **PfR Indonesia worked with its government (Ministry of National Development Planning) in the drafting of the VNR** and ensured PfR case studies were included. PfR underlined the importance of risk-informed decisions for sustainable development and bringing national experiences to the international arena. At the 2019 HLPF, PfR through IFRC's privileged position to intervene in closed sessions, highlighted to Member States the close links between disasters and development, calling on governments to implement development initiatives that are socially and environmentally conscious, as the SDG agenda cannot be achieved if maladaptation impacts poorly on already vulnerable communities.

The UN Climate Action Summit in September focused more strongly on humanitarian concerns than had been anticipated, both with the summit itself and in events alongside it. PfR helped shape summit workstreams on resilience and adaptation, centred on the most vulnerable and on the management of climate shocks, collaborating closely with the United Kingdom government in the run-up. PfR also closely coordinated with the Netherlands government, among a small group of countries supporting the United Kingdom and Egypt. Furthermore, PfR helped harness synergies with IFRC Secretary General As Sy's role in the **Global Commission on Adaptation**.

The humanitarian focus was emphasized in the IFRC's [Cost of Doing Nothing report](#), supported by PfR and produced jointly with the World Bank; it included strong messages on humanitarian impacts. The launch of the **Risk-Informed Early Action Partnership** was among key commitments at the Climate Summit, announced by the Prime Minister of Bangladesh and with a secretariat hosted by the IFRC. PfR helped shape the [Nature Based Solutions for Climate Manifesto](#) – a prominent summit initiative and contributed to the commitment to urban resilience.

PfR strengthened its collaboration with the NDC partnership, supporting Guatemala, Kenya and Uganda in compiling their Nationally Determined Contributions (NDC's). Earlier in the year, the IFRC [Heatwave Guide for](#)

[Cities](#), which PfR developed together with at least 25 partners, was launched by IFRC President Francesco Rocca alongside the High-Level Political Forum for the Sustainable Development Goals in New York.

Over the past few years, Partners for Resilience has invested strongly in the promotion of **climate-smart disaster law and policy** work, including tool development to strengthen capacities. As a strategic opportunity, the Netherlands Red Cross Society and the Red Cross Red Crescent Climate Centre identified [IFRC's Disaster Law](#) team as an important partner to reach many more National Societies. PfR has collaborated with and supported the IFRC disaster law team in various regions to promote alignment between the DRR law work and climate-smart laws and policies. The work has taken an enormous leap forward over the past few years and has now become a standard element of IFRC's work and national society advocacy guidance in the 192 countries that IFRC is representing. One of the results of this collaboration was the **adoption of a resolution on Climate-smart Disaster Law and Policies and Climate and the Environmental crisis** recognised as one of the major 5 challenges in the [IFRC 2030 strategy](#) at the International Red Cross Conference in December 2019.

Under **Investments**, PfR/ Wetlands International, in collaboration with the Netherlands Water Partnership provided input into the NIWA/ Netherlands International Water Ambition consultation meetings. Furthermore, Wetlands International, together with The Nature Conservancy, got funding confirmed to further develop [Global Mangrove Watch](#), a mangrove mapping tool that will make geospatial data on mangroves available to support enhanced policy and practice on mangrove conservation and restoration.

On **women and environmental protection**, following multiple engagements with UN-Environment, PfR was accepted as a partner in the [Network of African Women Environmentalists \(NAWE\)](#). The Network comprises UNDP, the United Nations (UN) Climate Technology Centre and Network, the Africa Development Bank, the Waangari Mathai Foundation, FAO and UN Women and a network of young Climate and Environmental activists, as well as Royal Houses from Kingdom of Buganda and Prince of Monaco. The NAWE network plays a fundamental role in championing women change leaders in the adaptation and restoration agenda. NAWE also links to the Global Landscapes Forum, a knowledge-led multi-stakeholder forum dedicated to promoting the landscape approach where PfR can amplify its networks and expand the reach of its audience on promoting the IRM approaches.

## **2.2. Cooperation with local organisations: participation, ownership and added value working in partnership**

Since 2011, PfR started the programme with over [50 contracted civil society organizations](#), community-based organizations, and multi-stakeholder platforms to help communities assess risk, as well as plan, implement, evaluate and learn from policy dialogues. The total number of (contracted and non-contracted) CSOs in the programme (indicator DD6) has increased from 275 in 2016 to 1,039 in 2020. The number of times CSOs succeeded in influencing the debate and agenda setting (indicator DD3) has increased from 22 times in 2017 to 217 times in 2020. Over the years the network of partners gradually has grown and matured; new partners have been identified throughout the process in order to advance PfR's agenda. The following overview summarizes the stakeholders PfR engaged with:

- **Implementing (contracted) national partners.** Among those partners are local/ national CSOs with a strong tie to one global network organisation: e.g. Karina in Indonesia which is part of the global Caritas family, just as Cordaid. Or CARE Guatemala, part of CARE International, just as CARE Nederland. The National Red Cross Societies which are part of the International Federation of the Red Cross and Red Crescent Societies and with which the Netherlands Red Cross has bilateral ties. Also part of this group are independent organisations, contracted by Alliance members (e.g. IMPACT Kenya, ECO-Uganda). The five alliance members work in total with more than 50 of such in-country partners.
- **Non-contracted partners**, local organisations with whom there is collaboration but no contract: local CSOs and CBOs such as farmer groups or village committees, which are supported by PfR, e.g. in the field of capacity strengthening for lobby & advocacy and with whom PfR works together to lobby and advocate for IRM.
- **Multi-stakeholder platforms** (CSO networks, fora and alliances) in many shapes (including government, investors and other (non-usual) stakeholders) at different levels have been set up and supported. E.g. the Camel Caravan and the Isiolo County Civil Society Network headed by PfR partner MID-P, in Kenya. In South Sudan PfR has initiated and strengthened the functioning of the [Kinnaite](#)

[Wetlands Working Group](#), which brings together local government, CBOs and CSOs to plan and implement sound measures to preserve and carefully exploit natural resources in the Kinnaite Wetlands area in a peaceful way.

- **Civil society**, more generally defined, including the media, universities, think tanks and other communities of practice active in relation to IRM-topics. PfR Ethiopia has cooperated with the universities of Jigjiga and Semera, which now offer [academic courses on IRM](#). Semera university will continue to support partner CSO AISDA to further build its advocacy capacity. In Uganda, national and regional [media](#) houses were trained in the IRM approach, to ensure that the media pick up on related disaster, climate and eco-system issues and publish accurate information.
- **Government departments** and their officials at national, sub-national and municipal level, which are targeted for capacity strengthening as part of a wider engagement strategy. These build-up and strengthened networks will ensure continuation and scalability of the IRM approach.
- **Alliance member organisations** in the respective PfR countries. These are registered CSOs, some under the umbrella of the “mother” organisations (e.g. Cordaid Kenya), sometimes partners of the same network organisation with a national registration (e.g. Wetlands Sahel in Senegal).

### Achievements

The [external end evaluation](#) concludes that ‘*PfR has been successful in strengthening the capacity of CSOs, and achieving meaningful results in terms of improved policies and enhanced practices, thereby making communities resilient in the face of increasing disaster risks. It was noted that the programme was able to balance coherence and diversity, which allowed PfR to respond to different local contexts. Linkages to global frameworks have helped shape legitimacy for IRM promotion and to a certain extent global frameworks have been localized. Ownership and leadership from CSOs on policy dialogues has increased considerably.*’ The country annexes of the evaluation provide details and examples.

The “[now you hear us](#)” videos show how local people and local organisations have strengthened their capacities to lobby and advocate for integrated risk management. The PfR exhibition “[Faces of Resilience](#)” shows local champions that have taken an active role in their community to strengthen people’s resilience.

### Sustainability

Partner CSOs, CBOs and platforms created and supported, have made significant progress towards sustainable capacity for IRM promotion, particularly in terms of institutionalization of the IRM concept in their strategies and, formalisation of CBO and platform structures. This resulted in gaining legitimacy, advocacy, resource mobilisation, strengthening of knowledge base, external communication, connecting to peer networks and platforms, and engaging with decision makers. IRM Champions in civil society and government entities have been empowered to promote IRM and an inclusive voice of the most disaster risk affected. This has been reported on in the preceding [annual reports](#) and in the 2020 Flagship Report “[Local Action, Global Ambition](#)”.

### 2.3. Inclusivity: gender and vulnerable groups

Inequality and exclusion undermine resilience, affecting the ability of people and communities to adapt to shocks. For this reason, climate change and disasters disproportionately affect the vulnerable. Inequities will deepen unless vulnerable people are specifically targeted, particularly those that face intersecting inequalities ([CARE 2020](#)). For this reason, Partners for Resilience has made an effort to particularly address women and vulnerable groups.

Partners for Resilience has seen increasing attention to gender and inclusion over the duration of the programme. Important milestones have been the development of the [Step-by-step Guide to Inclusive Resilience](#) and a review of gender across the programme. In the reporting for the final two years, the [gender marker](#) was applied to all country programmes, generating recommendations and follow up action. Unfortunately, the main recommendations of the gender review could not be taken up due to the ending of the programme. However, through these hands-on tools, the shared and increasing awareness of the importance of gender and inclusion in PfR will continue to bear fruit in other resilience programming.

A number of highlights on gender and inclusion for 2020 (see also the annexes for each country/ region):

- Across the programme, there is increasing attention for women empowerment, women as change agents. E.g. in Central America, the Regional Concertation on Integrated Disaster Risk Management adopted the Gender Policy in Risk Management, emphasizing the participation of women as leaders.

In Uganda, following a [study on climate risks and vulnerability for women, girls and small-holder farmers](#), the Ministry of Water and Environment decided to adopt gender responsive measures, a critical step towards engendering its strategies and plans. In Indonesia, the revived gender working group in NTT Province is ensuring gender mainstreaming in planning and budgeting, as well as addressing women's empowerment and protection issues, and identifying gender issues in disasters. In Mali, PfR supported (existing) women's groups to participate in the unions and coalitions and occupy important positions there. Success is illustrated by 50% of the IRM champions being women, who will continue beyond PfR from their new position to advocate for the specific needs of women in terms of access to agricultural land, to fisheries and vegetable gardening.

- The photo exhibition [Faces of Resilience](#), launched at the Netherlands Ministry of Foreign Affairs and continued online, features women, men, girls and boys who have increased their resilience with support of PfR. The exhibition was updated to include the impact of COVID-19 and related measures, and is a testimony to the importance of taking an integrated approach to reduce disaster risk.
- Challenges faced by vulnerable groups are increasingly being recognized and addressed. In India, PfR investigated how gender perceptions have a bearing on ecosystem services and how risks affect genders differently. Before, only panchayat (village council) members and politically strong people decided on issues, but now with CSO facilitation, problems of different ages/ genders/ vulnerable sections of community are addressed and mainstreamed. In Kenya, the country team has managed to ensure women and vulnerable groups are included in the committees and community planning groups like the Water Resource User Association (WRUA) and LAPSSSET. At the policy level participation of women and youths in decision making has been significant. Local partners have also realized the importance of gender mainstreaming by developing organizational gender policies and strategies. In Haiti, the National Red Cross Society integrated gender and social inclusion into all its operations resulting into the development of a national strategy opening the door for the integration of more gender aspects.

At the same time, many challenges remain. Particular challenges are the social structures and culture acting as barriers to the empowerment of women and vulnerable groups, and the limited number of women staff in partner CSOs and targeted stakeholder organizations, including government and private sector. Looking back, while the programme made a significant attempt to address gender issues, more could have been done had the programme undertaken a detailed gender analysis in each country at the start, and used the results to design a gender monitoring framework. In order to achieve the transformational change required, more targeted and in-depth work to build leadership and increase participation of vulnerable groups remains necessary.

#### **2.4. Context, enabling environment and civic space**

Comparing the context in the countries/ areas where PfR worked at the start of 2016, overall one can conclude that the risk context remains increasingly challenging. The COVID-19 pandemic amplifies poverty, vulnerability and inequality. Those with the least means suffer most. On top of the pandemic, other hazards continue as well. Multiple examples of events that exacerbate risks of communities have been mentioned in earlier PfR reports. To list a few: the COVID-19 pandemic, the [locust infestation](#) in the Horn of Africa, floods in India, typhoons in the Philippines, degradation of the security situation in West Africa, and the continued socio-politically instability in Ethiopia. For further context analysis per country/ region please check appendix 4.

The overall reported trend regarding the enabling environment for CSOs is one of shrinking civic space. In general governments are monitoring more closely how and where International non-governmental organisations (NGOs) are working. An example of this is e.g. in Uganda where CSOs were required to re-register with the NGO board in 2019. However, we also saw some positive developments providing more space for CSOs to engage in policy dialogue on IRM. As cited in the 2019 report the Indian central government doubled the budget for disaster management (however mostly for relief and not for disaster risk reduction). Ethiopia saw a new less restrictive CSO law in 2019, but the country is facing severe political unrest since end 2020.

At the regional level in the Horn of Africa, policy developments favourable to community resilience/ IRM are happening. For example the process continued to adopt the [Intergovernmental Authority on Development transhumance protocol](#) allowing migration in search of pastures and water which is paramount to the very survival of transhumant pastoralist communities. Besides, the Climate Change Strategy for the African Union, facilitated by PfR, is in an advanced stage of being adopted.

Globally, policy space remained open for dialogues, and the dynamic of global events has changed due to COVID-19. Online events do offer both opportunities and challenges: in theory a larger audience can join online, but do local partners and the most vulnerable have equal means and voice to join? PfR and its network of partnerships over the years have entered to political spaces, e.g. in the preparation and follow-up of the Global Platform on DRR May 2019, the New York Climate Summit and the Climate Adaptation Summit (25-26 Jan 2021). [The Decade of Action on Climate Adaptation & Ecosystem Restoration](#) (2021-2030) clearly provide opportunities for the world that should be seized and thus lobbied for the invest in strengthening community resilience.

Over the years 2016-2020 the collaboration between PfR and Dutch embassies has evolved and strengthened with inspiring results for follow-up. Examples include involving PfR in private sector events (e.g. [Water as Leverage](#) in India and Indonesia), participation and exchange in key events (e.g. the launch of the Eco-DRR programme in Uganda, PME workshop in Philippines), and joint visits to programme working areas (e.g. to the Niger Delta, Mali). After the D&D programme has ended PfR continues to collaborate with Dutch embassies in multiple countries to identify joint opportunities of working together on implementation of the Dutch Development Agenda.

## 2.5. Assumptions Theory of Change

The Theory of Change and its assumptions have overall proven to be valid. This is underlined by the outcome of the final evaluation which showed that PfR was successful in showing the benefits of an IRM approach to policy makers and practitioners at all levels. Furthermore, the strengthening of capacities of CSO's to lobby and advocate for IRM is highlighted. Through the alliance and its partners *'good results were achieved in influencing national, sub-national and community level authorities to adopt and champion IRM policies and practices'*. Besides PfR's effectiveness over the past years, the increasing attention for and acknowledgement of climate change with the Decade of Action, makes the programme even more relevant.

When zooming in, two assumptions will be addressed in more detail. First of all, the **bottom up approach has greatly shown its added value**. External stakeholders have mentioned that the international contributions of PfR are particularly relevant because of the use of local and national level experiences as input for the global level dialogues. An example is how the testing of resilient indicators in Jakarta informed UN-HABITAT.

Secondly, it may be good to point out that although CSOs know how to position themselves to influence policy and many great results were achieved with CSO's, **some teams encountered challenges with governments and the private sector, especially to reach sustainable investments**. The assumption that improved IRM policies would lead to risk informed investments may have been too simple. In Kenya for instance the team said that a very clear strategy for engaging the private sector from the beginning would have helped.

Looking at 2020, this has really been the year of harvesting on the long term outcomes of especially enhanced policies and practices, but also investments. India is a great example to show all three with the uptake of the Kanthot Gram Panchayat Development Plan (GDP) model by the [Gujarat Institute of Disaster Management](#) with the prospect that all GDPs in the State will include IRM measures, the identification of 130 wetlands for priority restoration by the government, and the approval of investments to reduce livelihoods, ecosystem and disaster risks by the district authorities of Uttarkashi.

The COVID-19 pandemic has made implementation challenging for most teams, especially since the programme is so much based on networking and collaborating with others. An example from West Africa shows the hampering effect the epidemic has had. Last year, PfR partners together with ECOWAS developed a cross-border contingency plan for Mali, Guinea, and Burkina-Faso. 2020 should have been the year of putting the theory into practice, but the implementation was halted due to the COVID-19 crisis. However, teams have been flexible in adopting their plans and could, partially because of already established networks, offer valuable contributions to COVID-19 responses. Furthermore, research conducted by PfR partners in the Philippines about COVID-19 recovery/ resilience has been an important trigger for discussions on broader issues of resilience and alignment with the Manila Bay Sustainable Development Master Plan (MBSDMP).

To conclude, PfR looks positively at the future seeing that through continuous engagement with key stakeholders at different levels, CSO's are now engaged and able to (advocate to) influence policies. This is in line with the ToC and the assumption related to CSO's as advocates for vulnerable people. One of the

commitments made is that PfR partners and government agencies in Indonesia will in 2021 discuss the Yayasan Sheep research on the effectiveness of DRR and climate change adaptation (CA) policies implementation in NTT Province, with the aim to gather insights for the Climate Change National Action Plan. Nevertheless, the work that PfR set out to do is not yet finished and there are a number of recommendations formulated in the Flagship Report "[Local Action, Global Ambition](#)" (p. 55). The first one to mention here is that investment in disaster risk reduction and resilience building must be scaled up to tackle the climate crisis. Secondly, governments, investors and donors should ensure that any development initiative is risk-informed and seeks to eliminate risks.

## **2.6. Challenges and how they have been overcome**

In the past five years the following main challenges arose and were addressed:

### **Transition from service delivery towards lobby and advocacy work**

The Dialogue & Dissent programme required quite a mind-shift from some of the partners PfR works with, as not all partners were experienced in this area of work, and in cases, lobby and advocacy is not part of their mandate. Therefore, capacity strengthening efforts for lobby & advocacy focused in the first 1-2 years on PfR's contracted partners. Gradually the network was expanded (see 2.2.) and partners became familiar and confident about policy work and engagement with various stakeholders. Partners were very clear about the changes they would like to achieve, and also realized that in order to achieve the desired outcomes you have to connect with all relevant stakeholders, like-minded ones, and sometimes stakeholders with opposite interests.

Over time partners gained a very good understanding of the issues at stake, possible solutions, and the different interests of different groups. This clear mapping helped to move the IRM agenda forward. What remained missing in some cases, was additional funding to support some concrete activities, especially in the light of (physical) evidence creation. For countries like Haiti and South Sudan who were missing the evidence of PfR1, it was even more challenging to start up this new programme. Fortunately, in some countries complementary programmes could be implemented, also in Haiti and South Sudan, supported by various alliance members, and by mobilizing local support.

Lobby and advocacy work cannot be captured in timeframes, it evolves and continuously happens. The consultations for the African Union Climate Change Strategy were not completed before the programme deadline, and seen by the NL Embassy in Ethiopia, IFRC, NLRC and PfR partners as an essential debate to contribute to and to build on the very good relationship with the AU. While a short extension was granted, this was not sufficient and the NLRC decided to use own funding to continue to support this process into 2021 and 2022.

### **A global pandemic**

Overall the programme was implemented according to the original planning in most countries and at all levels – even despite a global pandemic in the final year of implementation. COVID-19 has overwhelmed the capacities of institutions and organizations, across countries and across the globe. The immediate effects of the pandemic are in the health domain, while it also exposed vulnerabilities in other sectors. The pandemic led to a series of quick decisions and policy changes, and many learnings in a short time, requiring everyone to adapt. The pandemic greatly affected the CSOs, communities and individuals PfR represents.

For many countries COVID-19 has affected achievements across the wider development spectrum, with communities suffering secondary effects that stretch to income, food security, access to water, health and hygiene facilities, and gender equality. Vulnerable groups are even more disadvantaged. Consequently, PfR's response to the pandemic was holistic to draw synergies between these different fields, responded to specific local needs of affected communities, and was, where possible, aligned and flexible enough to adapt to specific containment actions of governments. Funded by the Dutch Ministry of Foreign Affairs, based on a revision of the Dialogue & Dissent budget, PfR provided support to the most vulnerable people in PfR working areas. An overview of the challenges and achieved results is summarised in the report: '[PfR's COVID-19 project: bridging response to long-term resilience](#)' (March 2021).

### **Investment domain**

The 2016 Inception Report of the programme lined out two lobby and advocacy goals in relation to investments. That "*civil society strongly argues for IRM (proofing) of investments*" and that "*investments are earmarked for*

*IRM and there is IRM proof for investments being implemented*". This area of work has been most challenging while good results have also been achieved. In Kenya for example, where research was done on [the impact of LAPPSET and other megaprojects](#), challenging planned investments for its serious consequences on water flows, lives and livelihoods in the Ewaso N'giro river basin. At the global level, The London School of Economics conducted research for PfR on "[Advancing Risk-Informed Investments](#)" and on "[Building Resilience with private sector engagement](#)", and CARE conducted a research on "[Climate adaptation finance, fact or fiction?](#)", monitoring reporting on climate adaptation funds by various donors.

The external evaluation also highlighted the challenge under investments: "*Conclusion 9 – IRM-related lobbying and advocacy for improved policy and enhanced practices was successful but results relating to investments, a domain conceptually not fully clarified among PfR stakeholders, were fewer.*" There has been a stronger focus on public investments indeed and it should be recognised that civil society organizations in general often do not have a 'natural fit' with the for-profit/ private sector beyond corporate social responsibility programmes. We recognize that, therefore, more guidance in the investment domain could have strengthened this component of the programme. However, we also notice renewed and altered ambitions on a local scale, where water, environmental and climate impact on businesses are being discussed with Small and Medium Enterprises (SMEs) and local Chambers of Commerce. Through further strengthening CSOs' capacity and aligning interest and support with governments, future steps can be taken to engage with the private sector and/ or to influence investment plans, such as further influencing policies and licenses. An important connecting and brokering role can be played here by the Netherlands and European embassies.

**Diversifying the funding base is challenging:** it remains a challenge for (especially smaller) CSOs to diversify their funding base, and a key lesson in this regard is that in the capacity strengthening support it is essential to specifically focus on capacities related to resource mobilisation. Funding ensures legitimacy and continuation – building on the foundations that are built or strengthened under Dialogue & Dissent. Further learning took place through the submission of the [Power of Voices policy framework](#). It was a very close call to be selected, and while we have confidence in the selection process, the result of no further funding is a harsh reality for the alliance and the constituents it represents. To mark the words of I. Ahmed, Head of Policy and Advocacy at Kenya Red Cross and co-applicant, as shared during the appeal process on July 28<sup>th</sup>, 2020:

*"We know that global ambition is not translating to local action at scale. Despite global solidarity captured in global policy frameworks, the poorest and most vulnerable are being left behind. A far-reaching, multi-scalar approach is needed and civil society has a vital role to play in leading efforts to achieve impact on the ground. The context of our work is informed by real daily dynamics, of communities in need but also working to strengthen their own resilience, by a complex national and regional level policy setting that increasingly speak to each other but also requiring separate attention; and of global agendas that if not mainstreamed in local conversations, risk being lost."*

The alliance is proud that other funding was mobilised in May 2019. A complementary [Eco-DRR programme](#) was launched, in collaboration with UN Environment (UNEP) and funded by the European Commission. This programme complements the Dialogue & Dissent programme, to ensure strengthened CSO capacity and evidence, and to continue to increase the resilience of communities. Based on a proven track record, strengthened capacities locally and ten years of collaboration, PfR is confident new avenues for resource mobilisation are on the horizon.

## 2.7 Finances and administration

The total reported costs consists partly of actual reported costs and partly of commitments. The total actually realized costs up to and including 2020 amount to € 49,117,092. The total realized costs turned out to be lower than was expected at the beginning of 2020. It was expected that the total budget would be realized including the approved Covid-19 shift. Ultimately this turned out to be unfeasible and €1,003,711 (2%) was underspent on a total budget of €50,366,250. The decrease in the Covid-19 realization (resulting in an underspending of €602,955) and the termination of some planned activities, including major regional lobbying processes and a travel ban, due to the covid pandemic are the main reasons for this. We regret that we were not able to use the entire amount and would like to think along with the Ministry, if this is possible, to find a suitable activity for this in 2022 in line with the ambitions and goals of the Dialogue & Dissent programme. For a detailed financial overview we refer you to 'Financieel Jaarverslag 2020'

## Inspiring story: PfR global conference ‘Passing the Baton’

10 years of PfR was celebrated with a [global conference](#). On 11 November PfR hosted a Knowledge Fair, with 25 sessions covering a large variety of resilience topics. On 12 November PfR hosted a plenary session to look back on 10 years of working together on strengthening community resilience and to reflect on the way forward. During the “passing the baton” ceremony, several speakers reflected on 10 years of PfR: the challenges, the experiences, the learnings, and the results, and how to take the PfR legacy forward in the upcoming decade of action.

Isabella Ann Mendoza, of the [Institute for Climate and Sustainable Cities](#) in the Philippines, cited research initiatives with Visayas State University had generated “localized projections for climate change that inform local planning”. She said that through these efforts, “we have been able to raise the capacity of vulnerable communities to generate and understand the evidence before them and mobilize the manpower and resources they need for their right to sustainable development and resilience. We have been able to break through the siloed and highly sectoral perspective of local policies and collaborate across political jurisdictions towards genuine landscape approaches.”

From Uganda, where PfR has been working on the development of a [Climate Bill](#) (which was enacted by Parliament on 27<sup>th</sup> April 2021), Christine Kaaya, coordinator for the [Parliamentary Forum on Climate Change](#), said the alliance had been “very instrumental” in supporting the harmonization of positions by the various stakeholders involved. She added: “PfR has also been instrumental in capacity-strengthening of Members of Parliament on integrated risk management through exposure in workshops, which has helped the incorporation of these IRM approaches in the development process for the Climate Bill.”

A [video](#) illustrating the concept of ‘Passing the Baton’ was launched. The ‘passing of the baton’ symbolises how we are working together as one team, from local to global and that through capacity strengthening and policy integration we have created (local) ownership – also beyond the current programme. The global conference showed highlights and learnings from the PfR programme. The flagship report [‘Local Action, Global Ambition’](#) detailing a decade of work and impact by the alliance was virtually presented to the Netherlands government. J. Lahr, Chairman of the PfR Steering Group, handed over the results to P. Copper, Senior Policy Officer on Climate at the Netherlands Ministry of Foreign Affairs, who said the most obvious opportunity for future joint work “very much relates to the progress of sustainable development and poverty reduction, and on the humanitarian side as well.” He added that this had all recently come under huge pressure from what he called “the three C’s”: Covid, Climate Change and Conflict. More than ever, there is a need to work together, and with the approaching fifth anniversary of the Paris Agreement “hopefully we can celebrate a big leap forward”.



The following three *inspiring stories/ best practises* are in essence what PfR stands for and achieved during the Dialogue & Dissent programme, notwithstanding multiple other achievements across countries (see for details per country the annexes).

### **Uganda Climate Bill**

In Uganda, the initial draft Climate Bill inadequately addressed the most vulnerable groups' needs. PfR trained 35 members of parliament and government staff on [Integrated Risk Management](#), and strengthened the influencing capacity of CSOs, vulnerable groups and indigenous communities to better understand and analyse the Bill. PfR created opportunities for 53 CSOs to signal their priorities. PfR consultations with CSOs and stakeholders for a [Policy Gap Analysis](#) in 2017 resulted in [recommendations](#) for improvements to ensure local voices were heard in the Bill's implementation. Forty per cent of the recommendations were integrated into the draft Bill which is enacted by Parliament in November 2020. The act is providing for some crucial next steps. It leads to a coordinated approach to tackle with climate change responses. This will require a framework and action plan that will guide budgeting, planning, financing and monitoring climate programmes at the national and sub-national level. The [Climate Change](#) Bill was [enacted](#) by parliament on 27<sup>th</sup> April 2021.

The next challenge is to ensure that the Climate Change Act is being implemented and enforced and that the finances are able to reach those that are most affected. The PfR trained CSOs will continue to follow up on the next steps and have the capacity to make a difference – however finances are essential, certainly to maintain an independent added value to government.

### **Now You Hear Us**

PfR ensures voices of local communities are heard. By supporting the work of local communities and civil society organizations and by strengthening their abilities to lobby and advocate, people are empowered to participate in development processes. Individuals supported gain confidence, experiences and skills to influence decision makers and to contribute to sustainable changes in their communities and related plans and policies.

**Four short videos** "[Now you hear us](#)" show how community members, civil society actors and decision makers interact. They narrate how support to civil society organizations strengthens communities' voices and fosters successful advocacy with tangible results. Examples from [Haiti](#), [Indonesia](#), [Kenya](#) and [South Sudan](#).

### **Camel Caravan in Kenya**

During the annual [camel caravan in Kenya](#), approximately 200 people from different counties trek 240km in five days along the Ewaso Ngiro river in Isiolo county. This is done to raise awareness and funds for disaster risk management and impacts of a changing climate, and to inform communities on proposed infrastructure developments. Originally conceived as a one-off event and financially supported by PfR, since 2018 the camel caravan is fully funded by local and national stakeholders in Kenya. Moreover, the caravan has grown into a movement, organized by local CSOs and supported by multiple donors.

The campaign enabled communities upstream and downstream of the Ewaso Nyiro basin to exchange knowledge, experiences, and understanding of how activities upstream affect the equitable sharing of water resources downstream. The Ewaso Ngiro river supports the livelihoods of approximately 3.6 million people.

In 2017 PfR/ Wetlands International and the Kenya National Environmental Management Authority (NEMA) signed a [memorandum of understanding](#). NEMA is the organization mandated to ensure investments are risk informed. Through this partnership, PfR and NEMA facilitate dialogues with the community to ensure awareness raising on the importance of responsible investments. The MoU is still in effect. The collaboration outcomes include the adoption of the Wetlands Regulations, adoption of Wetlands Management Plans for Suguta Marmar, Kisima and Kelele wetlands and currently the development of Sio-siteko Transboundary Wetlands Management Plan and the establishment of Transboundary Wetlands Management Committee. Wetlands International collaborates with NEMA in hosting the World Wetlands Day every year.

*Lessons learned based on five years of implementation:*

- **Importance of localization:** the formation of strong local networks has enhanced communities' social structures that have demonstrated their value in the disaster domain and beyond. The support to COVID-19 affected communities largely benefitted from the access and capacities that these networks provided and are essential to build back better.
- **Diversifying the funding base is challenging:** it remains a challenge for (especially smaller) CSOs to diversify their funding base, and a key lesson in this regard is that in the capacity strengthening support it is essential to specifically focus on capacities related to resource mobilisation. Funding ensures legitimacy and continuation – building on the foundations that are built or strengthened under Dialogue & Dissent.
- **Working in partnership across levels and programmes:** the global focus of PfR has shown to be relevant for linking local needs to national policies and global commitments, enabling evidence-based advocacy at global fora, e.g. from documentation in Kenya and Uganda on Disaster Risk Reduction/ Climate Change Adaptation policy development, and close alignment with government in e.g. Indonesia. In future this can be further strengthened ensuring even better participation of national/ local CSOs in global dialogues to ensure their voices are heard and at the forefront of the debate.
- **Influencing investments requires a targeted approach:** the most significant achievements have been recorded in the domains of policy and practice, whereas in the area of influencing investment, achievements are more limited. The private sector can play a key role in the approval of IRM-related policies and laws – further advancing solutions to become more affordable and with greater social, environmental and public-health benefits than traditional 'grey-infrastructure'. This needs specific expertise, a targeted approach and pilots that shows the added value of collaboration.
- **Integrated solutions are complex and challenging, but necessary to tackle multi-sectoral challenges:** breaking through silo's, changing behaviour and integrating sectors is challenging and time-consuming at best. Integrated Risk Management as a concept is a solution to bring multiple stakeholders together and work on sustainable long-term impact, however is not easy to understand, communicate and to include in an advocacy agenda. More, better and quicker evidence creation is needed (such as the three best practices mentioned in this chapter) and finance that is targeted, long-term, while being flexible, to work across sectors. The challenges that the world is facing are multi-sectoral - as the climate and biodiversity crisis is affecting all walks of life - so our plans, finances and impact cannot be sectoral, and requires an integrated approach.