

Annual Report Nicaragua

Achievements January - December 2012



Reporting period	January – December 2012
Total budget for the reporting period	CARE: € 151,635.49 Red Cross: € 234,802.71 WI: € 48,052.16
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1 Part I – Intra-organisational developments

Are there developments within individual organisation(s) that impact on the ability of the organisation to implement the agreed activities? These can be e.g. reduced availability of staff or financial resources, because of or as a reaction to external developments: has staff been involved in the development of proposals or the management of other programmes? Is staff reduced or replaced? Have resources become available in less quantity and/or later than planned?

Regarding the partner organizations in the country, only with the technical team of CARE there was a change of personnel. The technical coordinator and the financial manager have submitted their resignations for better job opportunities. Furthermore, the President of AMMA, one of CARE's local partners, participated as a potential candidate temporarily re-election as Mayor in Somoto.

At the beginning of the year, there was a change of personnel in the Climate Center. The person hired by RCCC spend 20% of her time to provide technical assistance to the PfR program in Central America.

Wetlands International (WI) has improved communication and coordination with the partners in country throughout 2012. However, it is still limited by not having an officer at site in Somoto. However, there have been several meetings on-site attendance and greater exchange of documentation and joint activities (a step more practical than simply joint planning).

There were also changes within the regional coordination. For personal reasons, the regional coordinator left the region in October 2012. However, from Italy she will continue with the regional coordination with a more strategic approach. Four times a year she will travel to the region to attend the Technical Committee meetings and other events. In addition, communication continues with the country team via email and teleconferences.

In the month of September 2012 with help of representatives of the country teams in Guatemala and Nicaragua a Programmatic for the regional coordination in both countries was contracted. Since November 2012 he is facilitating, monitoring and planning the processes. In addition, he is pushing the common activities.

Both partner organizations in Nicaragua have promoted PfR holistic DRR/CCA/EMR and other initiatives within their organizations.

1. The Project Livelihoods and Adaptation to Climate Change, implemented by CARE in 7 municipalities in the departments of Nueva Segovia and Madriz, funded by the European Commission (EC), coincides with PfR, specifically in the town of San Lucas and the department Madriz, which facilitated to develop a joint benefit and complementarity in the scope of PfR.

2. With respect to watershed management, CARE has shared with the rest of the alliance tools and instruments of territorial planning with watershed approach of the Project CARE-MARENA-PIMCHAS which have been validated by the Ministry of Environment and Natural Resources (MARENA). It has also been pushing the implementation of these instruments within the PfR team of CARE (CARE, INPRHU and AMMA) and the technical units of the municipal government of San Lucas which has allowed the development the processes environmental technical, reduction risk and climate change studies in less time.

3. In 2012, several trainings were developed nationally in collaboration with the project "First Response Initiative (IPR) - capacity building in disaster management" with funding from the Canadian Red Cross

and supported by the Reference Center Community Education Red Cross (CREC) based in Costa Rica (school safety plans, community response plans, social development of micro projects, drills and simulations, etc.). In addition, there was a coordination with the Spanish Red Cross and the Italian Red Cross regarding collaborative actions with the DIPECHO VIII and a project to raise awareness of climate change that began 2012, and a Water & Sanitation project with funds from the American Red Cross that is presented in a PfR community in Cusmapa (El Rodeo).

Are there changes in the external environment of individual organisations that impact on its ability to implement the programme activities, eg. security issues or legislative changes?

Public policy context

At legislative level, there were significant changes in the management of funds and transparency in the municipal budget execution.

1. On May 31, 2012, the National Assembly of Nicaragua reformed the laws 40 and 261, relating to the Law for Municipal Autonomy. From 2013, the number of councilors per municipality will be tripled, which will mean a substantial increase in the payment of allowances and reduced funding for social and infrastructure works. Do not omit some of PfR program beneficiaries are part of these structures, which could facilitate the inclusion of items of interest of the Program in municipal management.
2. On the other hand, July 5, 2012 Municipal Administrative Contracting Act (Act 622) was amended, and the ceiling for conducting tender processes and contracts (one tender is required to purchase up to 20,000 USD) was increased, which streamline municipal procurement processes, but will also lower its transparency.
3. On January 26, 2012, the National Assembly passed the "Comprehensive Law against violence against women." In the town of San Lucas, the judiciary trained 60 women leaders from communities served by PfR, promoting women's participation in activities that promote their development and comprehensive protection and including the PfR.

Furthermore, by 2013, the structure of municipal budgets will be directed from the Central Government, which limits the impact of programs like ours in the designation of funds directed towards issues of DRR/CCA/EMR, but could open opportunities of collaboration if the items assigned to issues related to the PfR (water and sanitation, food security, etc..) are high.

Political context

The year 2012 and especially in the period from May to November, Nicaragua was occupied with the municipal elections. The availability of public authorities and state institutions at each level for coordination meetings was limited for a few months, and there were some difficulties in mobilizing (roadblocks). In the working area elections have had a different effect:

1. The mayor of Las Sheets was re-elected as mayor for another term, while in Somoto and Cusmapa mayors changed and became part of the municipal councils.
2. In the case of the RAAN, the mayor of Puerto Cabezas also change.
3. The outgoing Mayor and President of AMMA in Somoto, temporarily participated as a potential candidate for re-election as Mayor.
4. The leader of the Coordinator of Indigenous Chorotegas (CPICH) with whom CARE implemented activities in line 1, was nominated and elected as mayor. Although currently as mayor, potentialize greater openness and appropriation power for PfR.

In the social context

In the months of March, April, May, September and November 2012, there were protests from various sectors of the society. Some of these situations, there were drawbacks, because some protests blocked land access routes to the department of Madriz (Pan American Highway) and prevented the vehicle for hours and days, affecting the PfR/2012 planning.

Furthermore, an increasement of violence in Madriz and Managua has been reported in in election periods. In the urban part of Somoto, San Lucas, Las Sabanas and Cusmapa, gangs/youth have demonstrated vandalism and constant threats to the population due to which it was decided to return the field visits early, and shorten the duration or the number of activities. There is a perception that the competent authorities do not have the ability to control the situation. Therefore, it is proposed to formulate proposal that promote social integration of these youth groups.

The mobilization in the Caribbean coast is dangerous; robbery, rape, and conflicts linked to organized crime are regularly reported. Event organization requires effective transport, due to the limited presence of banking institutions in the area, and endangers the lives of staff.

Environmental context

The population of El Castillito (served by RC) have reported tremors on May 20 evening, 2012, and May 21, 2012 the community of El Chichicaste (served by CARE) reported landslides which affected

the performance of PfR. There was a dangerous event for the community, like the sliding of "Cerro La Concona", provoking the immediate activation of the COLOPRED and the COMUPRED, proceeding to the immediate evacuation of seven families. This forced the PfR teams of CARE and the Red Cross to adjust their planning to support (georeferencing proceeded to the risks of homes in both communities, and the COMUPRED of Las Sabanas and San Lucas, mayors, INETER , etc were informed).

Later in the second semester, there was a climate variability (due to the El Niño influence), provoking the emergence of diseases in the cultivation of coffee and beans, like in the case of coffee rust (*Hemileia vastatrix*) and angular leaf spot in the culture bean, affecting the food production and income generation. This has promoted the migration of families inside and outside the country, which had a direct impact on the actions of PfR, due to low attendance in the activities in the fourth quarter of 2012.

Economic context

The effect of rust on coffee plantations has created economic instability of one of the main export lines due to leaving the production with a loss of approximately \$ 100 million. This affected the PfR beneficiary communities. In San Lucas, there were up to 20% of damages in their coffee plantations, therefore, serving families with labor to pick coffee and small farmers are affected by economic losses. Besides, affectations were reported in Las Sabanas and Cusmapa. The Cooperative June 5 in Las Sabanas which brings together farmers from Cusmapa and Las Sabanas, estimates that the reduction in production is 40%.

Rising fuel and food prices, coupled with low trading prices of agricultural products, has stressed that rural people seek other employment alternatives outside of the PfR working area, generating migration. This has limited the participation of beneficiaries in the training of the months of November and December 2012.

2 Part II – Functioning of the country team

Does the team meet frequently, are all partners able to participate? Does the team effectively reach decisions?

The Regional Coordination has established Coordination Committee meetings to allow the participation of all PfR alliance members and its local partners. Objective of these meetings is to discuss the progress of the activities, agree upon common activities and unify criteria for implementation. It is important to find a central space for all organizations because it allows to know how each organization is responding to the goal of the program at country level and it is reviewed how to improve. During the year there were four Coordination Committee meetings: February 6 - 9 (CARE Nicaragua Office), May 7 – 9 (INPRHU Office, Somoto), August 6 - 8 (CARE Nicaragua Office), November 28 - 30 (Hotel El Colonial, Somoto).

CARE, INPRHU, AMMA and Red Cross work in the same area in Madriz which facilitates communication and coordination of joint actions. There is a willingness among the partners to coordinate, and the actual implementation of coordinated action has been improved throughout the year. For example:

1. PfR Baseline Nicaragua, which had a broad consultation process.
2. Protocol for Micro Projects.
3. Guidelines on what the watershed plans should contain.
4. Joint Development of the Program Communication and Visibility Strategy, on which the partners must work together to implement it.
5. Implementation of the educational fair for disaster risk reduction (12/10/12).
6. Design of a Monitoring and Evaluation System for PfR Nicaragua.
7. The design and planning of the Regional Segoviano "Coffee and Climate Change", scheduled for 31 January/2013.

Actions 1, 4, 5 and 6 realized by the consortium in 2012, have been developed under the cost-sharing model, with contributions from partners (CARE, Red Cross, Wetlands and less Climate Center). And although the contractual relationship is headed by a leading partner (Red Cross or CARE), participatory consultations of the technical and coordination teams were realized, and the decisions were taken together.

Under the joint collaboration, each organization has maintained its autonomy, its principles and ways of working. In meetings or work sessions decisions of PfR interest are taken and the uniqueness of each organization is respected.

On February 7, 2012 a meeting of the Steering Committee was organized in which representatives of senior management of the PfR partner organizations participated. A similar meeting was organized for August 7, 2012, but for various reasons it was not possible to realize.

It is recognized that it is important to involve managers from partner organizations for greater ownership of the progress and difficulties of the program.

From July 2012 one started with the organization of regular teleconferences of at least once a month with the regional team consisting of regional coordination, WI and RCCC. During these teleconferences the technical assistance provided by WI and RCCC to country teams in the region is discussed and decided upon. Decisions are made effectively.

Due to its presence in the country, WI participates in meetings of the Technical Committee, Steering Committee and the country team. It also provides direct support to each partner organization.

RCCC has a communication with the country team primarily via email. In addition, during the Regional Workshop that was organized in February 2012, with support of RCCC, the partners have participated in the co-design and development of a tool in game mode to promote participatory learning and dialogue on the core issues of PfR. During the meeting of the Steering Committee in May, RCCC was present and organized the production of a video about the game "Upper River Basin, Lower River Basin" in one of the communities.

Does it operate collectively vis-à-vis stakeholders (if not, why not?)

The PfR alliance in Nicaragua promoted the coordination with the Ministry of Education (MINED - Departmental and Municipal Delegations), which allowed to develop joint actions for addressing the issues CCA-DRR-EMR in the education system, as well as the articulation of PfR program work plans with risk management plans of MINED. It also established partnerships with the National Water Authority (ANA), getting closer to the national authorities to the municipalities of San Lucas, Somoto, las Sabanas and Cusmapa, depending on certification and institutionalization of the organizational processes of sub-basin committees and working order of the sub-basins and Tapacalí and Inali (PfR intervention area).

In the second semester of 2012, the consortium articulation was showed through joint actions in:

- Launch of the awareness campaign on the DRR Education Fair (10/12/12)
- Food Safety Fair (26/10/12)
- Seven development sessions for organization of the First Regional Segoviano Forum on "Coffee & CC" (5-11-2012 to 01/31/13)
- Four sessions for the organization of the Regional Roundtable on CCA (9/12/12), sharing of tools and methodologies for the development of Micro projects (organized by CARE involving RC) and characterization of native seeds (organized by CARE without participation of RC).

From outside the Alliance is perceived as different organizations working to implement this program. Each institution has its work models, policies and organizational structures.

Are activities of all partners aligned?

There is a common logical framework and the POAs has been agreed due to which the alliance in Nicaragua has a good alignment, however, still working in the same area, the implementation can be improved to generate more synergy taking advantage of the expertise of each partner organization. One of the activities in which already a better synergy is established, is the development of watershed management plans. CARE and RC are each responsible for the development of a subbasin plan covering some communities served by the other partner.

The particular difference between CARE and RC, is in the methodologies used to achieve sustainability at community and institutional level.

Working in partnership has a significant coordination cost, for example regarding the frequency of coordination meetings between all partners and at every level (Netherlands - regional coordination - Managua - RAAN/Somoto).

Is there a shared vision on 'resilience' and 'livelihoods', and how these should be addressed?

Although Nicaragua has not yet elaborated a single Alliance vision on "resilience" and "livelihood" and how these issues should be addressed, each organization of the Alliance has its vision.

Themes	Visions
Resilience	<p>CARE: Resilience is the capacity of a system, community or society exposed to hazards to resist, absorb, adapt and recover from the effects of timely and effective manner, including the preservation and restoration of the structures and basic functions.</p> <p>RC: Resilience is the ability of individuals, communities, organizations or countries prone to disasters, crisis and underlying vulnerabilities to 1) anticipate, 2) reduce the impact, and 3) address the effects of adversity, for then recover without compromising their long-term prospects. (source: IFRC, 2012)</p>

Livelihoods	<p>CARE: Livelihoods consist of the capabilities, assets (material and social) and activities required for the life of the people. A livelihood is sustainable when it can be adapted and retrieved from stresses and shocks, maintain or enhance its capabilities and assets, and provide opportunities for sustainable livelihoods for the next generation.</p> <p>RC: Livelihoods comprise the capabilities, assets (including natural, physical and social resources) and the activities of the home to the survival and future prosperity. (source: Manual Dial, 2011)</p>
How to direct these themes	<p>CARE: The "Resilience" and "Livelihoods" can and should not be addressed separately, their approach to community and institutional level should be linked and coordinated jointly with communities, decision makers and the involvement of public-private sectors. This should involve participatory analysis of the communities, identifying what are their livelihoods, potentials, threats and vulnerabilities, according to form the basis of the Development Plans for Community Resilience and articulated the Municipal Plans. Such strategies should consider the local knowledge and real skills, building on what the communities can do for themselves.</p> <p>RC: We believe that resilience is the result of a process of long-term sustainable development, including the proper management and protection of the population from their environment, threats to their safety and their livelihoods, taking present and projected future weather conditions into account. To build resilience, action can be taken regarding risk management, environmental management, community health, water and sanitation, education, safe buildings, land, etc.. It is essential to improve and protect livelihoods through the sustainable use of local resources (agricultural production to ensure food security and sovereignty and nutrition, agroforestry, ecotourism, small and medium enterprises, etc.), and a diversification process of the local economy. It is also necessary that the population through community based organizations (CBOs) and its authorities develop a good advocacy to achieve the inclusion of their needs in development plans and municipal investment.</p>

As expressed by WI, both the vision of resilience and livelihood must be conformed to the guidance provided in the document "A new vision for community resilience" which was published in November 2012 by PfR. Additionally, the development of minimum standards of ecosystems driven from several WI country offices (with a strong input from our region) are also a reflection of the vision of the organization about resilience. Finally, at global level WI together with RCCC the development of the "Principles of Resilience." In its development the regional input is again considered to be relevant and consistent with the national reality.

How do partners support each other's programme development and implementation in this respect?

There is constant support and coordination among partners, especially between CARE and the Red Cross due to the physical presence of the organizations in the department of Madriz, in this case Somoto. For example:

CARE facilitated the contact with the National Water Authority to form committees of watershed management of the micro basins of the rivers Tapacalí and Inali. In the case of the development of watershed management plans in Madriz organizations agreed on a framework of action since the start of the activity. Although the mode of implementation will be different (CARE supports a plan by consulting and CRN through a university) the requirements and standards necessary were identified jointly. WI will support capacity building of the committees established by the partners for each plan, as well as providing technical input to management plans be developed.

Red Cross provided school safety training to the principals of the school in Somoto.

RCCC developed watershed management game that is used with communities.

CARE, AMMA, INPRHU and Red Cross provided support to the community of El Chichicaste in San Lucas when it was hit by landslides. INPRHU initiated contact with INETER to have an official risk diagnosis to the community before the mudslide and Red Cross supported georeferencing affected homes, with GPS, staff and volunteers.

In the operational aspects alternation has been agreed, to cover the costs of joint activities in the field, for example an activity is assumed by CARE for 100% and the spending of the next activity is assumed by Red Cross, it is something that has worked very well and must be maintained.

In the case of the RAAN, WI and CRN are developing joint planning for the implementation of activities and practical arrangements for sharing costs.

Furthermore, WI has provided technical assistance in specific matters, like the comprehensive review given by WI to a popular guide on climate change of the Nicaraguan Red Cross, and the inputs to the development of local strategies for CCA in Las Sabanas and San José de Cusmapa to identify complementary technical studies related to EMR.

Are staff members invited to (planning) meetings or of partner organisations?

Meetings were held to implement field operational activities and/or training workshops, where CARE and/or Red Cross invited. For example:

- 1 workshop on urban risk;
- 1 training to elaborate the video on the implementation of the game “Upper River Basin, Lower River Basin” with the participation of the communities Moropoto (San Lucas) and Castillito (Las Sabanas).
- 4 workshops on methodologies and tools for community planning of watershed.
- 4 workshops on harmonization of indigenous knowledge.
- Training on school safety plans, development of social micro projects, and recording and making videos.
- Launch event of the Degree in climate change with a focus on watershed management and ecosystem.
- A training social areas and environmental sensitive (tool for watershed management).

Furthermore, the NRC has facilitated the integration of WI in discussions of technical committees related to the climate change strategy of the RAAN.

Have field visits to each other’s project sites already taken place?

During 2012 it has organized several visits to PfR program sites in Nicaragua and Guatemala. Examples:

- WI has visited both the RAAN and Madriz.
- INPRHU has had several projects in communities where the Red Cross works with the PfR program and knows the area very well.
- The field trips in Madriz during the Regional Workshop in which partners from Guatemala and Nicaragua participated (February 2012).
- An exchange between a community Cusmapa (served by RC) and a community of San Lucas (served by CARE / INPRHU / AMMA) to record with the RCCC a video on the watershed management game (May 2012).
- Joint information gathering by the technical teams to respond to the emergency of the sliding of the community El Chichicaste (May 2012).
- Coordination of actions by the technical team for the formation of subbasin committees of Inali and Tapacali which territory consist of the four municipalities where the program is involved.
- Visits to communities served by Vivamos Mejor/CARE in Nahuala, Guatemala during the M&E workshop organized by the regional coordination in Mazatenango, Guatemala (May 2012).
- A field trip to the area served by the GRC in Quiche, Guatemala with the participation of the national coordinator and administrator of the PfR program for the CRN and the delegate of NLRC in Nicaragua.
- A field trip to the community of Moropoto for submitting its proposed micro project (December 2012).

Does the team apply a strategy or implementation plan for the remaining years under PfR?

In August and September 2012 the country team together with the regional coordination has developed a consolidated annual operating plan for 2013 based on the established in the context of the intervention, the initial planning and the program monitoring protocol. Although this plan only reflects the activities for 2013, the country team is aware that there are only two years left for the implementation and that during the implementation of activities in 2013 the team should continue to define an exit strategy.

There is an analysis for the "Logical Route" considering the times and the three strategic lines and trying to reflect the sequence of actions, however the finalization of the implementation plan of some activities is lacking.

The PfR permits very valuable flexibility to leverage partners to coordinate activities with local stakeholders as need arises. For example, the Forum on coffee and projected climate change in January 2013, training and technical support to the MINED that occurred in 2012, in cooperation with the MARENA in Madriz and the RAAN to conduct awareness campaigns for expample on on plastic bags¹ and waste management.

¹ For example, look in the articles published in the media on the distribution of used bags:
<http://www.laprensa.com.ni/2012/07/28/departamentales/110216-entregan-bolsas-ecologicas>;

How is the DRR/CCA/EMR approach internalised, both contents and co-operation-wise? Is it applied in other DRR programmes as well?

Probably, the DRR/CCA/EMR approach is internalized in the country team and the technical teams in the field because they understand the relationship between the three topics.

CARE has a team with a programmatic vision and experience, however aware of the work on climate change and its comprehensive approach (DRR/CCA/EMR). However, this ability is not at the same level as the local partners (AMMA and INPRHU). It is necessary to strengthen them regarding advocacy and policy dialogue, cost-benefit analysis of adaptation options, monitoring and evaluation, gender and diversity. The Red Cross technical team is multidisciplinary, supporting the understanding of the integrated approach.

The comprehensive approach has been applied in various tools and activities, for example in the analysis of vulnerabilities and capacities (AVC/CVCA), baseline and monitoring system of the program, the communication strategy and visibility, and municipal/regional climate change adaptation strategies. Furthermore, the program has a basin management approach, which allows to link the 3 issues tangibly. Linked to this, there is the game "Upper River, Lower River" which integrates the three themes and the game facilitates participants to have a conversation about the integration of DRR, CCA and EMR.

From the perspective of WI, Nicaraguan Red Cross has made a strong effort to have staff dedicated to the theme of ecosystems, and incorporate it into its vulnerability analysis. Similarly, CARE has clear expertise in land management that incorporates many elements of natural resource management and livelihoods. Integrating climate and ecosystems also sought to strengthen through inputs to the Protocol for micro projects, which is expected to serve as a guide to action for all partners not only during the program but also in the longer run. It is necessary to discuss how to internalize it permanently into the responsibilities of the partners. RCCC and WI seek to support this through learning events such as the Regional Workshop to be held in March 2013.

Is there more co-operation with organisations involved in PfR outside the PfR programme?

The program has developed PfR articulation and complementarity with initiatives driven by partner organizations outside the consortium, like Plan Internacional in Nicaragua, UNDP, CATIE, communal movement, UNAG, GIZ, GVC, Oxfam, the youth network of Cusmapa, and state institutions as: MARENA, MINED, MINSA, SERENA, municipalities. These articulations contribute to boosting the processes developed in the three strategic lines. For example, with UNAG-Madriz, on the issue of harmonization of indigenous knowledge, for the implementation of rescuing seeds that are adapted to drought conditions, high rainfall and pest tolerant, actions aimed at strengthening their seed banks as a measure of adaptation to climate change in livelihoods/food security.

In the RAAN, the NRC has developed a series of programs and projects which has opened doors to work with international agencies, NGOs and state institutions in the territory. NRC is part of advisers of the Environmental Forestry Advisory Council (CFC-A), and has been promoting the technical committee of the RAAN climate change for several years. In 2012, the North Atlantic Autonomous Regional Council adopted the Regional Strategy on Climate Change unanimously and, through consultation workshops, began developing the five-year implementation plan for the implementation of the strategy in the eight municipalities of the region.

Are the partners linked with organizations (individual or collective) involved with other MFS-II partnerships in the country? How is the relationship with these organizations? Please, could provide an example and explanation?

No links to other alliances MFSII in the country. There was a meeting with the Embassy of the Netherlands where other active MFSII alliances in Nicaragua have been mentioned, but on other issues (health - HIV) and in other working areas of the country.

Are organisations (individually or collectively) engaged with Netherlands embassies? What can be said about the nature of these contacts?

In 2012 several meetings with the Embassy of the Netherlands in Nicaragua has been conducted to present the PfR program and seek partnerships with other programs of the embassy.

Representing the Alliance, CARE Nicaragua has participated in the consultation sessions for the reorientation of the cooperation in the country and in Central America, in which the program to support value chains and governance support was presented. The relationship is good, but the Embassy is leaving Nicaragua in 2013 and because DRR is not part of priorities for the country, it was possible not to detect joint activities.

<http://www.elnuevodiario.com.ni/basura/258809-somoto-campana-contra-bolsa-plastica>;

<http://www.hoy.com.ni/2012/07/28/noticias/3870-distribuyen-bolsas-reusables.html>

Is senior management of the organisations actively supporting the PfR alliance? Why (not)?

CARE: The new work model of CARE requires the involvement of all. In the case of PfR which is considered as a pilot due to its working model with partners and the integrative approach (DRR/CCA/EMR), the country Direction tracks the processes, supports the management of strategic alliances at State Ministries and manage the signing of agreements. As for Program Management, it is directly involved in the activities and coordination with the consortium and the embassy, provides information, guides the team, facilitates the linking between the projects of the CARE program (PIMCHAS, Climate Change, MICUENA, PALESA) to optimize resources, identifies training opportunities for the team. Also tracks the physical-budget progress and is in charge of coordination with the finance of CARE Nicaragua.

Red Cross: The various directions of the Nicaraguan Red Cross and the directors/presidents of subsidiaries participating in the program play a key role in the program. Internally, the Nicaraguan Red Cross has a steering committee and a technical committee for PfR program who meet regularly. Both committees include high level management of the CRN of Managua, Puerto Cabezas and Somoto.

The planning and relief directions supported in the development of the proposal and the development of the AOPs and stay abreast of the implementation of the program through meetings and field trips. The Director of the subsidiary Somoto oversees and supports activities in Madriz and with the relations with local institutions (for example police, MINSA). The President of the Puerto Cabezas affiliate also supports the programme at institutional level.

The President and the National Director of the Red Cross participated in the launch of the program in Managua and Madriz, and disseminated the results obtained in the RAAN with the CCA strategy in the National Assembly. They also support to manage meetings and partnerships with key national institutions (for example SINAPRED, Civil Defense, INETER).

WI: The regional office is directly involved in coordination with country partners. This office also facilitates external resources (consultants) required to provide technical support. Also defines the regional office and budget planning. The Netherlands-based office provides planning and gives technical guidance on the issue of resilience and linking and learning.

3 Part III – Progress on programme implementation

3.1 Activities under the three strategic directions

# of beneficiaries reached	# 7,193 ²
# of female beneficiaries reached	# 3,093 ³

1.a # of mitigation measures implemented per community	A.1.1.2, A.1.1.6	# 16 ⁴
<p>In the working area of work of CARE 16 agroforestry practices and mitigation measures are being strengthened by the program. These are based on previous actions promoted with community efforts and supported by INPRHU, among which are: crop diversification, irrigation by gravity, community seed banks, fire rounds, building dams in areas of landslides, reforestation .</p> <p>The Red Cross begin with the implementation of mitigation measures from 2013. In 2012 has organized internal training to NRC and municipal technicians, community leaders and state institutions. The workshops at the community level has been conducted in three stages. For the trainings is used the material of the Red Cross and the Protocol for Micro projects of the PfR program. The micro projects funded by the Red Cross may be of disaster risk mitigation of climate change adaptation and/or ecosystem management.</p>		

1.b % of community mitigation measures environmentally sustainable	A.1.2.1	% 45 ⁵
<p>Environmentally sustainable mitigation measures in the working area of CARE include primarily conservation of soil and water, dams, crop rotation, live and dead barriers, community seed banks, landslides containment works, reforestation. It is noteworthy that this activity will be strengthened with the implementation of micro projects which are in the stage of development and design for implementation.</p> <p>The Red Cross will run the first steps in the first half of 2013. Preliminary to implementing any community measures (particularly those developing in micro projects)</p>		

² CARE: 3,512 – Red Cross: 3,684. Through a counting in the M&E CARE has discovered that it has 3,512 reached beneficiaries directly by its actions instead of the 100% of the target population: 6,021 habitants of 12 communities. The Red Cross has retaken the lists of the participants of all the organized events during 2012

³ CARE: 1,366 – Red Cross: 1,727

⁴ CARE: 16 – Red Cross: 0

⁵ CARE: 45% of 20 implemented measures – Red Cross: 0

made sure to incorporate environmental criteria of the protocol that governs their formulation.

1.c # of community members reached with DRR/CCA/EMR activities	Linea estrategica 1 & 2	# 2,045 ⁶
<p>CARE: It has provided trainings on DRR/CCA/EMR to government institutions and communities in order to pass the theoretical and practical knowledge. This knowledge provided valuable information to participants, to raise awareness and take appropriate measures to prevent and reduce risks in communities.</p> <p>Promoted in coordination with UNAG and indigenous communities the issue of harmonization of knowledge making known the rescue of knowledge from communities. Developed two workshops with the rescue of native seeds and strengthening of seed banks, is expected to develop two more workshops with topics rescue alternative natural medicine and food.</p> <p>At teachers level with MINED, developed three training workshops in Somoto, San Lucas and departmental level on DRR, CCA and EMR issues, as strengthened organizational structures with the development of school safety plans, conducting the education fair in DRR with all members of the COMUPRED and COMUSSAN.</p> <p>Red Cross: In 2012, activities were specifically AVC meetings and workshops, identification of micro projects, ecosystem management, collection of local and indigenous knowledge, and training to COLOPRED on community organization. (<i>Only the number of participants in activities of lines 1 and 2 is posted here, which explains the difference between this indicator and the "# of beneficiaries reached."</i>)</p>		

1.1a # of communities that conducted climate trend risk mapping	A.1.1.1	# 28 ⁷
<p>CARE: A total of 12 communities realized analyzes and risk maps locating the main risk sites in the communities.</p> <p>Red Cross: Community held their risk maps, taking into account potential future climate risks, during the development of AVC. After validation, these documents were delivered in physical and digital to community leaders, municipal councils, state institutions in the region, libraries, and representatives of the indigenous people (in the case of Cusmapa).</p>		

1.1b # of communities that developed collective risk red. plans based on climate trend risk mapping	A.2.1.5, A.3.1.1	# 1 ⁸
<p>CARE: It is in the process of updating the city's risk management plan of San Lucas. This plan includes 32 communities in the municipality. Specifically developed a georeferenced digital map with the location and description of the area, the types of disruption and the number of people threatened. With effect from 25 communities and socio AMMA, achieved the upgrade risk management map of the municipality of San Lucas in order to have the areas identified of high risks for the population. This process was carried out in coordination with the Municipal Government, PRESISAN - PRESANCA⁹, and governmental and non-governmental actors to prepare and submit the final document.</p> <p>Furthermore, 135 principals of schools in the municipality of San Lucas are trained so each school will develop its School Safety Plan and conform their school safety committee with their school brigades, with a commitment to have a multiplier effect on other members of the community.</p> <p>Red Cross: In 2011 and 2012 risk analysis were conducted in each community, and with the approval of the municipal councils of Somoto, Cusmapa and Las Sabanas community and municipal disaster risk management structures were formed/updated. Negotiations with the Civil Defense has started for the realization of collaborative response plans and local community. Negotiations on the development disaster risk maps with the university that will develop the management plan of the subbasin Tapacalí. These maps will be an additional contribution of the NRC to the work realized by Civil Defense, probably in the second half of 2013 or early 2014. In the RAAN, it has participated in meetings COREPRED (Regional Committee for Disaster Prevention, Mitigation and Attention to Disasters), and supported the update of the response plan of the COMUPRED (Municipal Committee of Prevention, Mitigation and Attention to Disasters) of Puerto Cabezas .</p> <p>In September 2012, <u>both partners</u> organized a first workshop on school security for 55 principals of school cores and one representative of the Ministry of Education in Somoto (a school core is formed by five schools in general). Then workshops were conducted for 86 teachers, school principals and representatives of the Ministry of Education of the municipalities Las Sabanas and Cusmapa, providing them with the information and the right tools for disaster risk management in their schools school.</p>		

⁶ CARE: 379 – Red Cross: 1,666

⁷ CARE: 12 – Red Cross: 16

⁸ CARE: 1 – Red Cross: 0

⁹ PRESISAN - PRESANCA = Regional Programa on Information Systems in Food and Nutritional Security, financed by the European Comision and coordinated with PRESANCA II: Regional Programa of the Food and Nutritional Security for Central America.

Subsequently, 60 teachers learned first aid techniques to help their students at the time of an emergency. 19 schools also benefitted from an accompaniment for the preparation of school safety plans, signaling evacuation routes, training of school security brigades, and demonstration drills. In 2013, the Program will continue to train teachers on subject of climate change adaptation, disaster risk management, management and restoration of ecosystems, and provide them with fun techniques to teach these subjects to their students.

1.1c # of community members covered by risk plans	A.2.1.5, A.3.1.1	# 0
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There are still no risk plans that are endorsed by the Civil Defense, promoted a level of coordination or negotiation with this rightful authority and no response have been received yet. In the RAAN, the NRC and WI work on risk plans at municipal and regional level with several partners, NRC trained part of both committees for their role in risk management.

1.2a # community members are trained in ecosystem-based livelihood approaches	A.2.1.1	# 581 ¹⁰
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CARE: It has provided training in social and environmental sensitivity, good soil conservation practices and water, with the primary aim of increasing knowledge to diversify their livelihoods without damaging ecosystems. This training was supplemented with workshops offered to communities by strengthening seed banks, establishing agreements for implementing learning schools to rescue those seeds that are adapted to excess rainfall and drought periods pests or diseases.

Red Cross: In 2012, eight community leaders were trained in ecosystem goods and services, which serves as an introduction to the topic of livelihoods based on ecosystems. In addition, as part of the collection of indigenous knowledge Workshops on the theme of food production and use of alternative climate bioindicators (to determine favorable times for the preparation, planting and harvesting), and pest management methods crops and native seeds.

NB: The number 464 is also included in the indicator 1c.

1.2b # community members have undertaken actions to adapt their livelihoods		# 179 ¹¹
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CARE: 179 members of 12 communities (Rio Arriba, Miquilse, Moropoto, Coyolito, Las Lajitas, Malpaso, San Francisco de la Camayra, Urban San Lucas, Cuyas, Chichicaste, Rodeo, Los Mangos) are implementing measures to adapt their livelihoods, grasses seeding of the best quality and adapted to the climate of the area, changing planting dates to allow them to take advantage of the rainfall in the winter period, planting landraces and creolized short cycle, diversifying plots with fruit and shade trees and other improvements such as the community organization. Workshop training on the recovery and strengthening of native seed banks.

Red Cross: The micro projects mentioned above, of which the identification is still ongoing, may be disaster risk mitigation, climate change adaptation, and/or management of ecosystems. In addition, training will be given on good practice (depending on the needs identified in each community), which will include the adaptation of livelihoods, among other topics. That will resume information being collected on local knowledge and indigenous (native seeds, alternative foods, natural medicine, biomarkers, pest management and farming methods).

2a # communities where partner NGOs/CBOs have facilitated access to knowledge on disaster trends, climate projections, ecosystem data	Linea estrategica 1 & 2	# 28 ¹²
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CARE: In 12 communities conducted a situational analysis of community-based organizations, worked on the CVCA in which the main threats that the communities face are analyzed. In addition, information was provided on the weather forecast issued by INETER, in different spaces like COMUPRED in Somoto and San Lucas and like 12 COLOPRED San Lucas, and the provisions of central government institutions and the degree of involvement of coffee plantations from pests and diseases due to climate variability.

Red Cross: In each community has provided information on disaster risk management, climate trends in the region, and ecosystems, through the application of the tools of the AVC, the formation of structures and risk management basin management, the development of adaptation strategies to climate change workshop gathering indigenous knowledge, and workshops on ecosystem goods and services.

2b # network/umbrella organisations, developed and active	A.2.2.1, A.3.1.3	# 6 ¹³
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Networks that CARE has fortalecido in 2012 are: CPA's Network, Indigenous Youth Network, the

¹⁰ CARE: 117 – Red Cross: 464

¹¹ CARE: 179 – Red Cross: 0

¹² CARE: 12 – Red Cross: 16

¹³ CARE: 4 – Red Cross: 2

committee ANACC and Rosquilleros chain.
 Red Cross was able to strengthen the network of health brigades in Cusmapa through training in community risk reduction, and indigenous youth network in Cusmapa on climate change adaptation.

2c % partner NGOs/CBOs engage in structured dialogue with peers and government on DRR/CCA/EMR	A.3.1.3	% 67 ¹⁴
<p>PfR partners have had a structured dialogue with their peers and government on DRR/CCA/EMRE through the following actions:</p> <ol style="list-style-type: none"> 1. Dialogue between NGOs, CBOs, the COLOPRED, COMUPRED, CODEPRED, state institutions and municipal governments to disclose and update emergency plans at the municipal forest fire and burning of agricultural areas, winter season plan, health plan to dengue. 2. Education Fair for International Day of DRR (12.10.12) where pre-established a structured dialogue with government agencies and CSOs. 3. Fair driven from COMUSSAN for public awareness on food security and sovereignty. 4. Dialogue organized by CEPREDENAC and the Federation of the Red Cross for a rapprochement between the national societies of the Red Cross and national protection systems (SINAPRED, CONRED, etc.) in the framework of the implementation of the Central American Policy for Integrated Risk Management of Disaster (PCGIR) in El Salvador in November 2012. 5. With the Ministry of Natural Resources and Environment (MARENA), began a campaign against the use of plastic bags in supermarkets, and is preparing a campaign on waste management in public transport and in the RAAN Somoto. 6. MARENA delegates support the development of local CCA strategies in Cusmapa and Las Sabanas. 7. In coordination with the COMUPRED of Somoto presentation of a documentary about the disaster risk management was realized with comments from the director and a panel of experts, which generated much interest from municipal authorities. More events of this nature are planned in 2013. 8. In November and December PfR has financed the participation of the Mayor of Somoto in the first distance and face workshop "Disaster Risk Management and Promotion of Sustainable Development in Local Government" organized by the Ibero-American General Secretariat, and the Latin American Union of Municipal in collaboration with ISDR. <p>Regarding the institutions of the central government, PfR has been coordinating and implementing activities with the Nicaraguan Institute of Territorial Studies (INETER/SINAPRED), the Ministry of Education (MINED), the National Water Authority (ANA), the Ministry of the Interior (MINGO), the Ministry of Health (MINSa), Civil Defence, Police, the Ministry of Agriculture and Forestry (MAGFOR), and the Institute of Agricultural Technology (INTA).</p> <p>COSUDE, through UNDP, is implementing a project on climate change adaptation in the northern region of Nicaragua. FAO and Action Against Hunger are developing a food safety program in the dry corridor of Nicaragua, Guatemala and Honduras. With both projects there have been several coordination meetings to ensure synergies and avoid duplication of effort.</p> <p>In the RAAN, the Ministry of Natural Resources and Environment (SERENA), and Forestry and Environmental Advisory Council (CFC-A), are part of the Regional Council. CRN participates in the Technical Committee for Adaptation to Climate Change and is one of the advisers of CCF-A. At the beginning of 2012, approved the regional climate change strategy of the RAAN. In recent months, in collaboration with other donors, the Technical Committee (GIZ, Oxfam, ICCO, GVC, CADPI, World Bank), funded activities for the formulation of the five-year plan for the implementation of this strategy. The strategy and implementation plan will be the tools for identifying concrete actions of the PfR program (for example demonstrative micro projects: adaptation, information and education campaign) from 2013.</p>		

2.1a # (Partner) NGO/CBO staff trained on DRR/CCA/EMR.		# 20 ¹⁵
<p>INPRHU have trained a woman and a male. AMMA has trained a male. CARE has trained a woman.</p> <p>9 volunteers of the branch in Somoto and 7 team members of the Red Cross were trained on topics such as: AVC, drills and simulations, school safety, social micro projects, first aid, community and institutional response plans, climate change, risk management disaster, watershed management, ecosystem.</p>		

¹⁴ Of all the PfR partners in Nicaragua (NRC, CARE, AMMA, INPRHU, WI, RCCC), only NRC, CARE, AMMA y INPRHU are involved in a structured dialogue with its peers and the government about DRR/CCA/EMR = 66.667%.

¹⁵ Red Cross: 16 (PfR personnel and volunteers directly active in the programme) – CARE: 4 (direct personnel)

In addition, the PfR program trained several staff members and volunteers nationwide of the CRN on these issues (not counted in this indicator).

2.1b # (Partner) NGO/CBO have established cooperation with knowledge & resource organizations (e.g meteorological institutes, universities, etc)	A.2.1.3	# 2 ¹⁶
<p>CARE has established a relationship with UNAN FAREM = the design and implementation of the Diploma in "Climate Change Adaptation and Risk Management with a focus on watersheds and ecosystems."</p> <p>Red Cross has established relationships with knowledge organizations in the following way: The National Autonomous University of Nicaragua León based in Somoto on a panel of experts (cine forum) on 12 October, and there are some preliminary agreements about potential collaboration on student internship, an analysis of indigenous knowledge and bioindicators collected in 2012. With the Nicaraguan Institute of Territorial Studies a landslide risk study (The Castillito community) was done, and the revision of guidance on climate change of the CRN.</p> <p>With the National Agricultural University review its graduate curriculum for developing watershed management plans was proceeded, and there were several meetings on its working methods.</p> <p>The Centralamerican University participated in the education fair on October 12 in Somoto, and PfR provided food safety information in Madriz.</p> <p>The National Engineering University supported with the implementation of SIGER, a risk mapping tool in the urban centers of Cusmapa and Las Sabanas.</p> <p>With the University of the Autonomous Regions of the Nicaraguan Caribbean Coast (URACCAN) and Bluefields Indian and Caribbean University (BICU) opportunities for collaboration are reviewed in the area of indigenous knowledge analysis, communication strategy, artisanal fisheries, wetlands, internships, etc.).</p> <p>In 2012 CRN initiated a bidding process with universities in Nicaragua to carry out a diploma, a sub-basin management plan, and surveys. The agreement with the university selected will be signed at the beginning of 2013.</p>		

2.2a # Organisations (including non-PfR) involved in DRR/CCA/EMR coalitions		# 23
<p>Organizations involved in coalitions and networks on DRR, CCA, and EMR issues in the working areas of the PfR program in Nicaragua include:</p> <ul style="list-style-type: none"> - <u>COMUPRED</u>: Nicaraguan Communal Movement, Catholic Church, Evangelical Church, Monsignor Arnulfo Romero Association, Cooperative June 5, ENACAL - <u>COMUSSAN Somoto</u> = Rosquillas Cooperative Gerson, Los Pipitos, MSMEs, Action Against Hunger, Somoto Painters Association, Plan International Musicians Association, Institute for Lifelong Learning (INSFOP). - <u>MEFCCA</u> - Chain Rosquillas Committee: the Ministry of Economics, Cooperative Community and Voluntary Sector (MEFCCA) which is a ministry that recently merged into one ministry. Before PfR partners were related with CAMYPIME that also gathers other branches in production of handicrafts such as wooden furniture, donuts, bakeries, textile apparel. - <u>ANACC</u> to foster political dialogue and incidents on the topic of climate change. - <u>PRODECOOP</u>: coordination has been established with this organization comprising a number of cooperatives engaged in coffee production, taking advantage of the current situation (ROYA affectations) in Nicaraguan coffee production as an ally to promote dialogue and advocacy from the private sector to the government, central in the search for alternative solutions to this problem. - <u>Technical Committee on Climate Change (RAAN)</u>: CADPI, GVC, GIZ, SDC, Oxfam, ICCO. 		

2.2b # of times DRR/CCA/EMR related topics on agenda of platforms/networks	A.2.2.1, A.3.1.3	# 51
<p>With ANACC 8 times at national and regional level in Central America. AMMA was involved in the III regional meeting on climate change: VULNERABLE CENTRAL, UNITED FOR LIFE!, Honduras in September 2012.</p> <p>With the monitoring committee of indigenous knowledge 3 times in which were announced PfR actions regarding climate change and monitored the strategic plan committee.</p>		

¹⁶ Only Red Cross and CARE have established a cooperation with knowledge and resource organizations.

1 workshop with the Health Brigades network in Cusmapa on disaster risk management.

10 sessions with the Somoto COMUPRED, 2 working sessions with COMUPRED of Las Sabanas, and 8 working sessions with COMUPRED in San Lucas.

11 meetings with Municipal Committee of Sovereignty and Food Security and Nutrition (COMUSSAN) Somoto.

8 meetings of the Technical Committee on Climate Change Adaptation in the RAAN, consisting of institutions that have been involved in the developing of the regional climate change adaptation strategy. In RAAN there is no Climate Change Adaptation Roundtable so this structure works so far only works as such that through this funds for activities are managed.

3a # of processes started to reduce identified national and local institutional obstacles to DRR/CCA/EMR activities in the communities (in terms of communication between departments, appropriateness of laws)	# 6
<p>Processes started:</p> <ol style="list-style-type: none"> 1) Formation of COLOPRED (Act 337), 2) Formation of COMUPRED (Act 337), 3) Regional climate change strategy of the RAAN and five-year implementation plan (Being considered as a planning tool), 4) Start of the formulation of Watershed Management Plans and the Forming of Watershed Committees (Tapacalí and Inali), (Act 620), 5) Start making Municipal Strategies for Climate Change Adaptation (EMACC), certified by the City Council, 6) Start the process of capacity building for teachers from the Ministry of Education (MINED) from the departmental level to the municipal level. 	

3b % of increased local government budgets in target areas on either early warning, mitigation of natural hazards and/or natural resource mgt on community level.	% 7
<p>In general the municipalities have increased the budget allocation for the subject of risk management, climate change and environment which in 2011 was 1% and has increased in 2012 to 7%, which will be executed in 2013.</p> <p>There has been public consultation in the town of San Lucas where 32 communities have submitted their demands and needs in relation to community projects from the government plan of the candidate mayor, Daysi Perez, who has proposed in her budget designation of 10% for counterparts of the community micro projects in DRR, CCA and EMR.</p> <p>Locally the municipality of San Lucas is working significantly, which manifests the EMACC¹⁷ certification and allocation of human and financial resources (C \$ 200,000.00) to support risk management activities.</p> <p>For RC it as not possible to measure this indicator, but the municipal budget is known for the communities for emergency coverage, reduce risks and water & sanitation programs (7%) and "bonds environment ", and the environment (5%). These funds come from local taxes and a capital transfer from the central government.</p>	

3.1a # Governments/institutions reached with advocacy activities by Civil Society and their networks and platforms	Lineas estrategicas 2 & 3	# 18
<p>The complete list of governments/institutions are: 5 Municipalities¹⁸, MARENA INAFOR ENACAL Cusmapa, MINSA, Court of Cusmapa and Las Sabanas, MINED, Ministry of Interior, Fire Somoto, INTUR, Ministry of Agriculture and Forestry (MAG), National Police , National Water Authority.</p>		

3.1b # of (local) government institutions actively engaged in activities (meetings/field visits/training)	Lineas estrategicas 2 & 3	# 26
<p>The following governmental organizations (local) has been active: MARENA, MINED, Ministry of Interior, INTUR, MAGFOR, INAFOR, MINSA, National Police, Municipalities (5), INSS, MIFAMILIA, Fire Department, INETER, Local Courts (2), ENACAL, Civil Defence, SE-SINAPRED, National Water Authority, RAAN Regional Council, Regional Government RAAN, CCF-A.</p>		

¹⁷ ELACC: Municipal CCA Strategy

¹⁸ Puerto Cabezas, Somoto, Las Sabanas, San José de Cusmapa, San Lucas

3.1c # of countries, where the connection between DRR, CCA and EMR has explicitly been mentioned in official government documents	# 1
Among others, the link between DRR CCA and EMR is mentioned explicitly in the National Environmental Strategy and Climate Change Action Plan 2010-2015.	

Specific Activities

Red Cross - Madriz school centers are trained in disaster risk management

In September 2012 the school safety workshops were organized for 141 teachers in the department of Madriz, directors and links of the Ministry of Education, providing them with the information and the right tools for disaster risk management in their schools.

Subsequently, 60 teachers learned first aid techniques to help meet their students at the time of an emergency. 19 schools also benefitted from an accompaniment for the preparation of school safety plans, signaling evacuation routes, training of school security brigades, and demonstration drills. In 2013, the Program will continue to train teachers on subject of climate change adaptation, disaster risk management, management and restoration of ecosystems, and provide them with fun techniques to teach these subjects to their students.

Red Cross - Rescuing the ancestral knowledge of our rural communities¹⁹

Communities have an integrated set of knowledge and experiences that have been passed down from generation to generation like a cultural constituted heritage.

Under the program, Nicaraguan Red Cross is developing activities to gather this indigenous/local knowledge in the municipalities Las Sabanas and San José de Cusmapa, with activities in five areas:

1. Interpretation of the warning signs and reaction before the climate event for local weather and agricultural development.
2. Bio-indicators of nature useful climate predictors.
3. Natural medicine and alternative food.
4. Methods of preservation of native species and selection of native seeds.
5. Traditional farming practices and pest management.

The knowledge of the communities are being collected through focus groups with older adults, women, farmers and producers, children using different methodologies allowing interaction with people from the community. The rescue of these experiences aimed primarily at ensuring that all these indigenous knowledge are not lost through the passage of time with the younger generation, and second, is to scientifically validate the information through the universities, to be later systematized and distributed to schools, town halls and libraries.

CARE - Strategic coordination with National Union of Farmers and Livestock (UNAG)

During 2012, CARE established strategic alliance with UNAG that has national recognition and local rescue theme of indigenous knowledge and primely in native seeds through initiatives with indigenous producers. These meetings are held in order to exchange experiences on these issues (CARE, INPRHU, UNAG), which has resulted in the development of two workshops with indigenous leaders from 12 communities in the municipality of San Lucas. These initiatives seek to strengthen livelihoods (seed banks, seed characterization, seed exchange that adapt to drought or high rainfall), strengthening its resilience/food security. These training workshops and outreach will lead to the formation of schools of learning that integrate the DRR/CCA/EMR approach.

CARE - Diploma in "Climate Change Adaptation and Risk Management with a focus on watersheds and ecosystems"

In the Diploma, implemented by CARE and UNAN FAREM, academic modules and planning methodologies in watershed issues, adaptation to climate change, ecosystems and risk management were given strengthening the technical capacity of 28 students and representing various entities: 5 government Institutions (MARENA, MAGFOR, ENACAL, MINED, INAFOR), 7 Municipal Governments: San Lucas, Totogalpa Old City Yalagüina, Palacagüina, San Fernando and Somoto, and 12 non-governmental and community: UNAN Leon based in Somoto, AMMA, INPRHU, Chorotegas Indigenous Peoples Coordinator, CARE, APRODEIN, Plan Nicaragua, bimunicipal watershed committee, Cooperative June 5, COMUSAN and Communal Movement.

3.2 Initiatives related to the Learning Agenda

Regarding the learning agenda, during the Coordination Committee meeting in November 2012, with the support of CTNL and the regional coordination, the country team has identified specific actions for each of the five questions. When identifying concrete actions the activities that partner organizations

¹⁹ See video - <http://youtu.be/rfzAGfucFKk>

are implementing as part of the 3 strategic lines of the program have been taken into account. During the last years of the implementation, two moments (June and December) are planned in which the learning regarding the 5 questions will be deepened through a joint monitoring of the implementation of the concrete actions and the identification of lessons learned and good practices that will be used to improve program implementation and will be reflected upon in subsequent reports.

Households

Question 1: *What knowledge and tools do communities need to carry out integrated risk assessments?*

Based on the following observations arose the idea of the creation of the ABC of the integrative approach for different stakeholders (communities, local/national government, NGOs) that also could guarantee PFR program sustainability and be replicated post PFR:

1. Communities must have the understanding that they can do something to reduce their current and future risks, and not always depend on external funding. Tools like AVC, CVCA and others can help communitarians, but often a trained facilitator in this topic is necessary.
2. Communities need to learn how to recognize what is a risk, for example by applying a participative tool like a game and/or tools that facilitate participation and rescue experience and personal knowledge of the communities.
3. It is also important that communities have greater knowledge of the landscape that surrounds them and linking their livelihoods with natural resources vulnerable to climatic events and threatened by degradation or lack of management.
4. Simple tools for communities to monitor the development of the phenomena are necessary.

Through the ABC guide the relevance of the integrative approach (CCA, EMR, DRR) is demonstrated, which allow creating didactic and strategic conception of how to understand this approach and when applying it holistically it is possible to develop sustainable initiatives that contribute to strengthening capacities of families, communities and cities to achieve resilience. This would be the step by step tutorial for understanding and potentially its application.

Link with the Logical Framework PFR Nicaragua: A.1.1.1 + A.1.2.1 + A3 Nicaragua PFR Learning Agenda

Question 2: *What are effective/ innovative (technical and 'social capacity') measures to reduce disaster risk and to adapt to climate change in a sustainable way?*

Various measures/products, the process to reach these products and difficulties, needs and lessons learned have been identified.

Overview of measures/products	Describe the process to reach these products	Difficulties/needs/lessons learned
Micro projects	Identification and participatory development of the micro projects.	Little experience of communities in project formulation, paternalistic attitude. For its development, communities want infrastructure.
Best practices	Rescue of local and indigenous knowledge, validation and adaptation process, dissemination.	Much knowledge has been lost, like indigenous knowledge. There are practices that are not good (for example herbicides instead of traditional burning).
Integrating DRR/CCA/EMR in community action plans	Retaking AVC/CVCA, response plans, ASAS, subbasin management plans, CCA strategies, etc. as input/tool for participatory development of community action plans.	Little knowledge of the subject DRR/CCA/EMR, not all communities have community action plans. No good disclosure of the plans in general. The 16 members of the GPC are not all able to take their duties.
Integrating DRR/CCA/EMR in municipal development plans and budgets	Awareness raising so the AVC/CVCA tools, response plans, ASAS, subbasin management plans, strategies ACC, etc. are taken as input for the participatory development of municipal development plans.	Little domain and interest for DRR/CCA/EMR. Much competition for the small municipal funds. More interest for infrastructure.
CCA Strategies	Awareness process on the CC issue starting with community AVC/CVCA diagnoses, CC trends for the region, the climate effects on agriculture, etc. CCA strategies are developed in a participatory manner according to the MARENA methodology.	Little interest of institutions, lack of knowledge of the population on the subject.
Subbasin management plans	Awareness process on the issue (for example application of the Upper river basin, Lower river basin game), formation and certification of sub-committees, ASAS application, georeferencing of the houses of each community, studies (for example water quality and quantity, soil analysis), development of sub-basin management plans, approval of municipal ordinances.	Low political advocacy on ANA in the municipalities. Difficulty engaging Honduras. There are communities that are not part of the PFR but form part of the sub-basins.
Strengthen community structures	Based on existing organizations and laws of DRR/CCA/EMR, strengthen or form community	Political polarization, municipal elections. Confusion between the various community structures.

	structures as COLOPRED, CAPS, sub committees, brigades.	
Response plans (community and municipal)	Starting with AVC/CVCA diagnostics, from studies for basin management plans and climate trends, response plans are developed and/or updated at both community and municipal and/or regional level.	Coordination with Civil Defense.
School Safety Plans	Starting with AVC/CVCA diagnostics, teachers technical, and MINED delegates are trained in DRR, school safety plans and first aid. Accompanying the development of the plans.	Political interest for the subject. Lack of awareness and interest for the development of quality plans.
EWS	Based on AVC/CVCA, response plans, and other inputs from the community (for example indigenous knowledge) and civil defense institutions EWS are selected.	Difficulty to identify EWS for the risk of drought and sliding.
Sensitization of communities, municipalities and institutions	Through the information campaign and visibility (for example education fair, food security fair), training plan, and advocacy actions (forums, etc.) the population, authorities and institutions are sensitized.	Difficulty to explain the subjects easily. Institutions working with separate agendas. Jealousy institutional (for example SINAPRED and Civil Defense). Poor coordination between institutions (for example INAFOR, MAGFOR, INETER, INTA, MARENA).

Link with Logical Framework PfR Nicaragua: A.1.1.3 + A.1.1.5 + A.1.1.6 + A.1.2.1 + A.1.2.3 + A.3.1.4 + A1 PfR Learning Agenda Nicaragua.

Communities

Question 3: What community structures and mechanisms facilitate households to apply the DRR/CCA/EMR approach?

The relevant structures in the community in the context of Nicaragua have been identified: COLOPRED, CAPS, watershed committees, citizen power cabinet, Council of Indigenous communities, collaborative management committees of protected areas. Furthermore, binding and strategic structures are identified at Municipal level: COMUSSAN, COMUPRED and BRIMUR.

With respect to these structures mechanisms, for which they serve and what is the link with the structure, and difficulties, needs and lessons learned were identified.

Mechanisms	What are they for? + Link with Structure	Difficulties, Needs, Lessons Learned
Public - Public Municipality - Community	Emergency preparedness Channeling more resources Generating information for decision making Monitoring events, emergencies, other. Project Management. Community Organization. Technical support. Community development	Difficulties: Lack of political will, Passivity of communities, Understanding between government policy vision and worldview of indigenous communities. Needs: Capacity Building, Technology, Miscellaneous Resources, Political Dialogue Lessons Learned: <ul style="list-style-type: none"> Establish links between community and development management through the competent authorities: Municipal Government (signing of agreements), government entities, structures recognized by Government. Development of common stock through partnerships: Greater impact. Development of methodologies and participatory mechanisms facilitate involvement, ownership and sustainability of processes.
Governmental entities - Community	Law Enforcement Capacity Building Technical support Community organization based on law Fund management	Difficulties: Passivity of communities, Understanding between government policy vision and worldview of indigenous communities. Needs: Capacity Building, Technology, Miscellaneous Resources, Political Dialogue
Public - Private NGO - Community	Emergency preparedness Channeling more resources Generating information for decision making Monitoring events, emergencies, other. Project Management. Community Organization. Technical support. Alliances with other NGOs Advocacy Community development	Difficulties: Lack of political will, Passivity of communities, NGOs Policy Needs: Capacity Building, Technology, Miscellaneous Resources, Political Dialogue
Alliance	Emergency preparedness Channeling more resources	Difficulties: Lack of political will, Passivity of communities, NGO Policy.

Municipality – Governmental entities – NGO - CBO	Generating information for decision making Monitoring events, emergencies, other. Project Management. Community Organization. Technical support. Alliances with other NGOs Advocacy Community development	Needs: Capacity Building, Technology, Miscellaneous Resources, Political Dialogue Lessons learned: respect for the proper and endogenous mechanisms of the communities (not impose technical criteria, respect and integrate indigenous knowledge and local idiosyncrasies)
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Link with Logical Framework PFR Nicaragua: A.2.1.4 + A.2.1.5 + A.2.2.1 + A.3.1.1 + A.3.1.2 + A.3.1.4

Southern Partners

Question 4: How to facilitate application of integrated DRR/CCA/EMR with communities?

A process for facilitating the implementation of DRR/CCA/EMR integrated is identified. For each step, products, processes and actors are identified.



Step 1 – Material

Products: Manual in adapted language (community leaders, technicians) with didactic guidelines; games (RCCC), methodological designs for each theme, each workshop; Flipchart in the three themes and integrated (4), video, brochures, flyers by topic, case studies (reflection integration of the three themes)

Processes: Review existing documentation, identify the minimum content and audience, develop new material based on the existing and/or adapt the existent material.

Actors: RCCC (games), CR, CARE, INPRHU, AMMA, WI, MARENA, MINED, Civil Defense

Step 2 – Training

Products: workshops, training, field trips, learning Schools/Field Schools, Fairs, community space for reflection, exchange of experiences

Processes: Identify what participants taking into account diagnostic (AVC / CVCA), negotiate with communities, replicate teaching materials, planning and implementing the training

Actors: technical teams, consultants, communities, organizations, municipal, MARENA, MINED

Step 3 – Practice

Products: Micro projects, EWS, simulations, risk management/development/watershed management plans, mapping of threats/vulnerabilities/risks, strengthened community organization

Processes: There are different processes for each product.

Actors: Communities (community structure), mayors, PFR, MINSA, MINED, MARENA, Civil Defense, INETER, ANA, SINAPRED

Step 4 – Tool Revision

Products: Products of step 1 revised, assessments with communities, updating the AVC/CVCA and plans

Processes: Revisit the lessons learned from the practice (step 3), review and improve existing materials, develop new tools, new techniques develop participatory facilitation, review and improve the game, review the process every step to improve the cycle

Actors: RCCC (games), RC, CARE, INPRHU, AMMA, WI, communities, MARENA, municipal institutions, MINED, Civil Defense

Link with Logical Framework PFR Nicaragua: A.1.1.4 + A.1.1.5 + A.1.1.6 + A.2.1.1 + A.2.1.4 + A2 and A3 of the learning agenda PFR Nicaragua

Question 5: What steps are needed to incorporate integrated DRR/CCA/EMR approaches into policy at different levels (local to international)?

Inputs were generated for the advocacy plan.

Description of the process

1. Knowledge of the context (local and community), at national, regional and international level.
2. Legal framework: national and municipal
3. Identify the institutions that make norms.
4. Identify opportunities: Understand the national and international agenda.
5. Develop Multilevel Advocacy Plan
6. Implementation of strategies DRR/CCA/EMR like tools for sustainability and implementation of integrative approach.
7. Generating knowledge to decision makers.
8. Contribution to public-private dialogue.
9. Strengthen capacities from the community and municipal level to the national level.
10. Create opportunities for discussion according to the approach.
11. Develop Boards, Panels, actions of advocacy and lobbying.
12. Advocacy campaigns at different levels.

Suggested topics for the Advocacy Plan

1. Legal framework and juridical
 2. Identify strategic partners relevant to the topic.
 3. Knowing that there are strategies in Nicaragua that allows to link and work with
 4. What is the relationship between the different levels? → Understanding the mechanisms to make an impact in the process (like a ladder)
 5. How do the structures from the territories, different levels function?
 6. Identify the structures that work best according to the current structure.
 7. Public-private dialogue.
- Awareness of authorities (call attention to sensitive issues in areas of incidence), through advocacy, information delivery, involving them in activities that are run by PfR partners.
 - Advocate on issues that PfR is developing but related to the AOP. Hence, the coordination of actions and activities with strategic partners (AOP)
 - Institutionalization, signing of an agreement and making commitment through records, agreements, ordinances and laws, disclosure by all means. From some tools like management plans, CCA strategies and show the link between actions at the territorial and national strategies (higher levels).
 - Have a communication strategy, publicize the program, successes for advocacy, selling to decision makers. It is necessary to get to the decision makers at different levels.
 - Community leaders appropriated tools and methodologies and disclose in forums and events, is enriching for the processes (has greater value).
 - Influence the National Assembly (signatures), climbing ladders, a proposal that is supported by a population, is a form of influence in the country.
 - Advocacy at municipal, regional and institutional level (government), agency staff (Minister), technical who cares, will guide the actions to follow up to the national level.
 - Forum, Roundtables and National Fairs are forms for influencing in Nicaragua.
 - It is proposed to ensure sustainability of actions undertaken, an assessment what were the achieved successful actions to advocate at all levels? Explanation of the processes between the different actors.

Link with Logical Framework PfR Nicaragua: A.2.1.1 + A.2.1.5 + A.2.2.1 + A.3.1.2 + A.3.1.3 + A.3.1.4 + A.3.3.1 + A.3.3.2

- 3.3 **Activities related to strengthening Civil Society and Southern Partner organizations**
Several activities under the strategic aims also contribute to the aims of Strengthening Civil Society. Additional indicators have been set for the following:

Civil engagement

The organizations are accountable and responsive to stakeholders.

All PfR organizations treat stakeholders in a transparent and open way from formulation to implementation. Programs and projects are formulate participatively based on the priorities of the communities and the institutions involved. Also close communication with and support to key stakeholders is maintained during implementation. CARE started this internal process of accountability through the process generated with micro projects (identification to execution).

% of supported community committees are invited to participate in regular dialogue with government bodies

The formation of community structures: Local Committees for Prevention, Mitigation and Attention to Disasters (COLOPRED), Municipal Committees for Prevention, Mitigation and Attention to Disasters (COMUPRED), Committees Water and Sanitation (CAPS), and Watershed Committees have had the support of the mayors and municipal councils. At this level the municipal technicians function as links between their institutions and communities, as well as community leaders have the opportunity to participate in activities such as municipal councils, municipal councils meetings and assemblies.

By institutions like INAFOR, COMUPRED, the Citizen Power Cabinets (GPC)²⁰ are summoned to the development of contingency plans for wildfires and winter contingency plan which discusses aspects of the planning and identification of critical sites and the location of the vulnerable population.

Practise of values

The target group is involved in decision making

From the survey and analysis of the diagnostic information (AVC/CVCA) target groups have shown active participation. Based on this analysis risk management activities have been proposed. Also, they are taking decisions for themselves, like the assembly-participatory process carried out to define their own micro project. At the same time, agreements are taken up for implementation and contribution.

The organizations have transparent financial procedures and practices transparent financial reporting

PfR organizations have their own financial transparent administrative procedures that are supervised by specific entities within their organization in compliance with the laws of Nicaragua. Accountability is done through financial reporting.

In addition, CARE performs an external audit each year.

Also several of the activities under the three strategic directions contribute to this aim. Additional indicators are:

Capability to act and control

Strategy is elaborated in workplans and activities/ projects

CARE: It develops work plans. Furthermore, priority activities are jointly planned where the partners and CARE make agreements to advance the implementation of the AOP.

Red Cross: The national society has a five-year strategic plan (2013-2017) which defines its priorities and is used to formulate work plans and project proposals. This plan is closely linked to the strategic guidelines of the International Federation of the Red Cross (2020 Strategy and Framework for Action Inter).

The organization's leadership is accountable to staff and stakeholders

CARE: The ability of financial and administrative control is led by CARE. In 2012 the financial management was reported and made transparent to local consortium level (CARE/INPRHU-AMMA). There are no accountability report with the Community and municipal governments, with the exception of information on planned investment in community micro projects which is reported generally.

Red Cross: The Red Cross has a management structure and accountability, which is under the supervision of the President and the General Direction who is responsible for the management of the institution in the financial and operational management areas, established for the organizational development and well functioning of the national society in the country. Council meetings are held every 2 months with the national subsidiaries. Furthermore, workers and volunteers assemblies are organized which disclosed the actions developed through programs, projects and services offered by the institution. Externally, a disclosure is made with the support of outreach and media area, with the information via the national media (newspapers, radio and television), quarterly newsletters and a website. The Red Cross is part of the National System for Prevention, Mitigation and Attention to Disasters in various sectoral committees allowing coordinate and publicize the actions that take place in different areas.

WI: The regional office in Panama coordinates directly with partners the planning and implementation in the country. Moreover, it coordinates closely with WI headquarters in Holland.

Capability to achieve, adapt and renovate

The organizations have a well-functioning PME system

For the PfR Program a monitoring system is designed in which all results are digitized and forms the basis of the reports.

²⁰ Communitarian and Municipal organizative model for civil participation promoted by the current Government in Nicaragua.

CARE: Develops monitoring and tracking of initiatives from the regional program quality, which has a number of instruments that allow to verify sustainability indicators of each project, which apply from the time of its formulation, implementation to completion, these indicators are specific to CARE and are aligned to the Millennium Development goals.

In turn, CARE Nicaragua within its programmatic vision that is aligned to the regional program quality, has made the national programme "Sustainable livelihoods and Climate Change 2010-2030", in which the disaster risk management before climate change program is inserted. The local initiatives manager tracks monitoring and evaluation at technical and financial programs and projects within the national programme.

Red Cross: The Red Cross has a planning department that provides support in monitoring the activities of all programs. Also, there is a link (focal point) for tracking and monitoring of each project under the same profile.

At the level of each program it has an internal structure (Steering Committee, Technical Committee) that provides support for both decision making and to monitor the activities in the operational plans.

In the case of the Red Cross branches these provide support in the financial verification of actions that are implemented in its area and have a daily monitoring of the implementation of activities.

WI: The Regional Office reports against the overall objectives of the organization, established in its Strategic Intention 2011-2020.

Capability to achieve coherence

% of organizations in which efficiency is addressed in the external annual financial audit

CARE: The IPIA between CARE Nicaragua and CARE Nederland intends to set external financial audits and yearly internal control. It was conducted in year 1 and year 2 is underway.

Red Cross: The statutes of the Nicaraguan Red Cross states that it is annually submitted to the review of an external auditing firm's report and financial statements for the period, prepared with all supporting documents by the Director General with the assistance of the Treasurer. This signature must be recognized by the Institute of Chartered Accountants of Nicaragua. The Nicaraguan Red Cross performs external audits of their financial statements based on their financial capacity.

WI: WI global headquarters audit sets the parameters for the regional offices. The Regional Office in Panama established additional audits based on their financial capacity.

4 Part IV – Sustainability, quality, efficiency

4.1 Sustainability

Which agreements have been made with communities on how results will be maintained?

In Nicaragua, there are **laws** that support community management. For PfR this is a window of opportunity to facilitate program sustainability. Such is the case of Law 337 which mandates the establishment of risk management structures at all levels. In 2012, the PfR program, with the support of local governments, supported the creation/update of COMUPRED and COLOPRED. The Water Act (Act 620) mandates the creation of basin committees. In 2012, two sub-committees for the river management are formed for the rivers Tapacalí and Inali.

Sustainability includes the importance of the **public awareness**. It is essential that people in the community are convinced of the need for action to manage their risks, and they know how to do it from their home or community. In 2012, community management workshops were organized on the need to organize and manage their own development. Also started awareness workshops, training and exchange at the community level, and a communication strategy was formulated.

One of the criteria for the selection of **micro projects** is sustainability. Through a participatory process, each community defines its own micro project, and is committed to provide a counterpart (for example labor). Also, in some cases, support is received at municipal level and from other allies (Municipality, UNDP, MARENA, Plan Nicaragua) through co-financing of micro-projects. This demonstrates its appropriation of the activity supported by the program which partly ensures sustainability. In the implementation of micro projects trainings to the community are planned in the operation, maintenance and management of the micro project.

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

Which agreements have been made with local or national government how results will be maintained, and/or how the programme will be continued after its timeframe (2014 or 2015)?

PfR Program is implemented in Nicaragua in two working areas. It is considered premature to speak of the continuity of the program. However, in both working areas the intention is demonstrated to continue the programme theme after its deadline.

In Madriz that intention is demonstrated through the signing of collaboration agreements, the appointment of municipal staff as liaisons to implement PfR actions, the certification issued by the municipal councils to implement participatory processes initiated and the allocation of municipal budget as counterpart for the development of micro projects.

For example:

- The municipality of San Lucas has certified EMACC²¹ and has allocated human and financial resources (C \$ 200,000.00) to support risk management activities.
- Civil Defense, SE SINAPRED and/or INETER are responsible with municipalities to provide maintenance and monitoring to the risk management plans and early warning systems.
- The National Water Authority (ANA), together with the municipal and sub-committees will monitor the watershed management plans.
- The Ministry of Environment and Natural Resources (MARENA), and the municipal authorities are responsible for implementing the strategies of local climate change adaptation and incorporation into development plans and municipal investment plans.
- The Ministry of Education (MINED) will give continuity to the school safety plans, and inclusion in the school curriculum of topics related to DRR, ACC and EMR, considering teachers as change agents and transmitters of knowledge.

In the RAAN, because of the way they operate, are by far more likely to have a sustained intervention after the end of PfR, coordinating with the Regional Government, the city of Puerto Cabezas, and the existing Technical Roundtables.

Which agreements have been made with partner NGOs/CBOs on how they will be involved during and beyond the programme's timeframe to continue activities and sustain the results?

No formal agreements have been established.

However, Nicaraguan Red Cross is also being strengthened through training and provision of equipment (for example: radio system), at local and national level. Community networks like those of health volunteers or churches can continue to promote good practices at the community level. Communities through COLOPRED, CAPS, and sub committees can ensure the community management structures.

Which decisions have been taken on how to continue the programme or sustain the results in case of reduced budget and/or reduced staff capacity?

CARE: Not considered, however CARE works under the program logic and program staff is also involved in the fundraising process, which is an opportunity to link the experience of PfR to other initiatives that may be developed.

Red Cross: No decisions have been taken upon this subject. It is possible to lower the amount allocated to the micro projects, or make other adjustments at the moment of budget cuts.

WI: It has signed a cooperation agreement with the Red Cross to support joint implementation, both in terms of activities and in sharing technical operation.

4.2 Quality

(How) is the satisfaction of beneficiaries (community members) assessed?

Each partner organization has its own way to assess the satisfaction of the beneficiaries.

At the Red Cross, through workshop evaluations beneficiaries have expressed satisfaction and good management of the methodology and subject matter by the technical team. In addition, each day increases the level of participants and the quality of their participation.

CARE determines satisfaction in each event, by applying a methodological and simple tool, that rescues: *whether or not to fulfill the objectives, how can we improve?*, and other aspects. There is good participation of beneficiaries and are motivated because the training processes have been developed based on their needs.

Have measures been taken to ensure a standardised way of working (use of formats, process, standard ways of working and reporting)?

Annual planning is done together as country team and partners, including the budget. In regular meetings progress of each partner, problems faced, innovations, etc. are reviewed.

²¹ ELACC: Municipal Strategy for CCA

The reporting process (annual and half year) is standardized within the program. For reporting exists a unique format. Standardized forms of work are constructed, like the monitoring protocol and unified monitoring system, protocol and profile for the micro project planning, and the minimal content of training.

For planning and monitoring of daily work, each partner organization has its own way of working.

How is programme implementation assessed, and are improvements introduced?

As Alliance the implementation of the program is evaluated through meetings with the Technical Committee in which improvements of the programme are proposed as well.

Moreover, during the last meeting of the Technical Committee in December 2012 the learning agenda (see 3.2) was defined in more detail and it was agreed to review the implementation of specific activities and lessons learned/best practices twice a year (June and December). The results of these reviews will be reflected in the reports (annual and half year) and in the planning of the next year.

Each organization does its periodic review through meetings with staff/partner and field visits. To improve the training and activities of the program, Red Cross takes into account the feedback from the participants in each workshop and of the municipal technicians.

(How) is innovation stimulated?

As alliance stimulating innovation through information sharing, although not in a systematic way. However, it is expected that regional and global events, like spaces to "take a break" and reflect on progress, could stimulate further learning.

An innovative feature that is included in the program is the new methodology of the National Water Authority for the formation of the basin committees.

On the other had, each partner organization has its own approach to innovation.

CARE encourages innovation by promoting exchanges of experience and share information on good practices information at intercommunity level. It seeks to build local expertise and potentiates those leaders/women leaders who demonstrate curiosity in learning.

Furthermore, within the team it re-takes the best practices from previous projects related to climate change and integrated watershed management.

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

4.3 Efficiency

How are costs per beneficiary kept low (without compromising the ability to achieve the intended results or the quality of the programme)?

CARE: When working with partners a periodic review of how resources are being used is conducted tracking the collaboration agreement and the budget. The expenditures are realized after checking the level of progress achieved. Partners also provide their means (vehicles) when activities require. The program recognizes only fuel costs. Between projects there is puntual are support that allows to share and optimize resources (technical, financial, logistical).

Red Cross: A good planning has been done, both the activities and support costs. Before making a purchase or activity a cost-benefits assessment is always done. Purchases are done in large amounts, or communities/municipalities are grouped for training. CRN volunteers support activities for free (they are recognized only a per diem for food), and simultaneously strengthen their knowledge in the subjects of the program.

Has the target group been increased or has there been spent less while achieving the planned results?

CARE: The amount of the community remains the same, however the amount of participating institutions has been increased. To the 6 organizations in San Lucas, in 2012 joined 3 churches, the MINED and the Indigenous Youth Network, however, this doesn't mean additional program costs because costs are shared with the climate change project that CARE is also implementing in the same municipality.

Red Cross: Through the coordination with the First Responder Initiative program (IPR) with funding from the Canadian Red Cross it was possible to train more members of the CRN than schedule at a

lower cost. In the case of collaboration with the MINED, teachers were trained in communities outside the program, taking advantage of the availability and interest of the institution regarding school safety.