

Partners for Resilience (PfR) UGANDA Program

Progress report January-December 2013



Introduction

This report from the Partners for Resilience Uganda country team presents the progress within the programme at country level, in year 2013. During the period important intra-organizational developments are observed and mostly conducive developments to larger extents. However, staff turnover, at some of the partners have been observed in the year.

In year 2013, PfR partners continued to implement DRR measures, maintained their collaboration and linkages with key resource or knowledge institutions, almost all target villages access early warning messages, partners engaged on structural dialogue, debate and influencing that resulted in increased resources allocation towards DRR/CCA/EMR activities, etc. In addition, partner continued for locally appropriate policy such as by law that halts further degradation of the environment, through preventing tree cutting, charcoal burning, etc.

In general the year 2013 could be considered as one of success year in PfR program implementation, where PfR partners continued to build on the learning generated from the country Mid-term review sessions, two of the technical support partners further engaged on the developing tools such as the Climate Tracking tool which assist partners in early warning-early response and also the WI team in collaboration with RCCC has facilitated a learning workshop that further enhances skills and knowledge to stage tools such as Bio-rights, landscape approach, etc. which were recommendations during the MTR sessions.

Details of the activities under the three strategic directions are elaborated under each objective in the report.

1 Part I – intra-organisational developments

1.a Organisational developments

Care

Staffing for the project was been stable throughout the year. The Northern Uganda Women Empowerment Programme (NUWEP) to which PFR is aligned and contributes in terms of results, concluded staff restructuring exercise. As a result PfR Field Officer Position was upgraded to Programme Coordinator level. This change is expected to enhance the quality of support provided to the implementing partners, ultimately improve the quality of outputs at field level. Additionally, PfR is leveraging resources from NUWEP; the project was able to access technical support for IGAs. This has improved coordination, learning and further contributed to delivery of high quality of outputs. Also working under the NUWEP programme created opportunities for PfR to raise awareness on DRR and CCA programming and this is increasingly gaining Program Quality and Learning support. In the ended year the project hosted CARE Country Office Programme Quality and Learning team to PfR implementation sites. The PQL team interacted with a disaster preparedness and management committee in Olilim Sub County and a model farmer in Ogor sub County. It was an opportunity to share best practices, demonstrate the kind of initiatives the project supported among communities to strengthen their resilience capacities. The visiting team provided comments on how the field

implementation could be improved and some of them have since been implemented. During the last Quarter of the year, a partnership with a local NGO Facilitation for Peace and Development (FAPAD) was concluded; they are now in the field implementing project activities. Partner presence in the field will improve on effectiveness and efficiency in delivering of project outputs. Also, it is an opportunity for strengthening learning across different initiatives since the same partners implements activities under Agri-Skills for Youth (AS4Y) an ICCO funded initiative.

Cordaid:

The Cordaid PfR program has been smoothly implemented by local partners in year 2013. The major changes initiated by Cordaid side at the end of the year was to agree on appointing a program officer position at Cordaid Uganda level to further support the PfR work on issues of linking and learning. The program officer will start his/her work in first quarter of 2014. At Cordaid partners level the following area major organizational developments were reported:

- ECO Uganda

At the start of 2013, ECO replaced one community organizer and also recruited a new PfR project accountant. The project staff capacities has continued to be built and strengthened through attending trainings, meetings and learning visits to other partners for experience and learn new strategies that contributed towards the project implementation process.

- Caritas Moroto

During the year Caritas Moroto with the support from its partners, including Cordaid conducted an organizational assessment. The organizational assessment provided an opportunity for Caritas Moroto to assess their governance, management and staffing and their capacities, and it tasked the rights' holders to reflect on the challenges that SSD has and continues to go through. As a result, the assessment identified gaps and priorities and put forward recommendations that would support a comprehensive organizational development process. The organizational assessment also took Caritas Moroto through a self-assessment in order to enable her to develop a sustainable strategic plan that is reflective of the current development challenges in Karamoja sub-region and to respond appropriately to the rights holders' and donors' needs.

Caritas Moroto believes that the Strategic Plan will guide all their partners in Caritas Moroto development interventions together with the target communities, thus achieving the strategic objectives for which this Plan has been formulated. To realize the strategic objectives and goals, Caritas Moroto will make organizational changes, such as having a fully developed talent management system, better alignment of its various budgeting and reporting systems, and becoming more cost-conscious. Caritas Moroto will also pursue innovative approaches to partnerships which will assist the effective coordination and implementation of projects such as PfR.

- TPO and Socadido

During the period, at the level of TPO and Socadido no major or significant intra-organizational developments happened and were reported. However, some external factors prevailed as described in below sections.

Red Cross Climate Center:

During 2013, there were no issues of turnover or organizational shifts within the Red Cross Red Crescent Climate Centre.

Uganda Red Cross Society:

With learning from the PfR integrated approach of CCA, DRR and EMR, other Partner National societies (Danish Red Cross and German Red Cross) developed interest and are now supporting two Climate Change and adaptation projects in Teso and Karamonja sub regions, and Northern region in Uganda. Thus, program expansion has been observed in year 2013. The other developments including

on staffing, URCS the branch transfer policy states that Branch Managers are transferred to another branch after 3 years of service. Due to this effect therefore, the branch managers for Apac and Katakwi were transferred to other branches. This slowed down on implementation but with continued coaching; mentoring and capacity building of the new Branch Managers implementation went on smoothly.

Due to internal challenges during the fourth quarter 2013, URCS now has a new Secretary General **Mr Ken Odur Gabella** seconded by the International Federation of the Red Cross and Red Crescent (IFRC) in mid-October 2013. This transition affected all URCS programmes and projects including PFR project progress leading to an implementation gap, but the unimplemented activities for 2013 were re-planned with high consideration in 2014 work plan.

Restructuring of staff and URCS directorates; several directorates were restructured and the PFR programme is now under the newly created Community Resilience directorate which hosts all the DRR, CCA programs/projects. This was to enable expansion of DRR programming within the National society. M&E recruitment of staff is in progress. This will improve on effectiveness and efficiency of all programs/projects within URCS.

Wetlands International

Wetlands International, Kenya office in the first half of 2013, recruited entirely new programme staff to replace the outgoing ones; programme manager and two programmes associates. The new programme team successfully completed their induction and orientation on Wetlands International mandate and Partners for Resilience in the Climate Proof Disaster Risk Reduction Programme portfolio. This was undertaken in Nairobi and facilitated by staff from both Wetlands International Regional Africa and Netherlands Headquarter Offices. In the last half of 2013, Wetlands International, Kenya office was stable in terms of programme staff turnover. This provided impetus for timely programme implementation and kick-start of direct engagement with Uganda PFR Country lead and making contact with PFR Uganda partners. The Kenya office managed to recruit permanent Finance Associate to undertake financial management responsibilities which were initially being outsourced.

1.b External environment

The Major external environmental factors prevailed and affected the operation of PFR Uganda program relates with rainfall pattern and foreign currency exchange rates.

Teso sub-region, where two of Cordaid partners (TPO and Socadido) and URCS operate, experienced inconsistent rains at the start of the year coupled with long dry spells that affected agricultural activities. The overall project context was socio-politically conducive to the implementation of the planned activities. The security situation in the region has been largely calm. Inconsistent rains coupled with long dry spells at the first half of the year that affected agricultural activities. Under normal circumstances, this would be the wet season with massive engagement of communities on agricultural activities like clearing of fields, planting, weeding and harvesting of crops. Most households harvested barely anything to sustain them until the next harvests. The second season rains too were not as good as expected.

The security situation in the district was stable with a few cattle thefts by the Karimojong warriors reported.

At the other Cordaid partner–Caritas Moroto operational area In the last quarter of 2013, the communities of Nabwal and Tepeth parishes in Iriir Sub county, Napak District, experienced the outbreak of hepatitis E which led to loss of lives and posed a threat to community activities such as involvement in cultivation, weeding and participation in the trainings. The district health team reported 5 people dead and more than 100 hospitalized in Iriir Health Center III. In addition, the Hepatitis E has continued to cause a threat to human life in other parts of the district.

2 Part II – functioning of the country team

Country coordination meeting facilitated: Routine quarterly planning meetings were held throughout the year with implementing partners. In line with agreed roles and responsibilities by the in-country partners, the country team coordinated the strategic planning meetings in preparation for implementation of activities in 2014, together with the global team hosted and participated in the April 2013 mid-term review, attended the global learning conference in September 2013, in collaboration with CARITAS and URCS participated in the national DRR platform, contributed to the development of a national resilience framework, exhibited and led the development of awareness campaign messages during the commemoration of International Day for Disaster Risk Reduction at national level. The PfR work exhibited attracted the attention of the Minister for Disaster Preparedness, Relief and Refugees Hon. Hillary Onek, who encouraged CARE to share this work widely with other stakeholders. The country team supported Wetlands International (WI) to assess and carry out training for partners in ecosystems and climate change.

PfR partner's alignment of activities: During the second half of the year, there was significant improvement in coordination and team work. Recommendations from the MTR were reviewed and implementation plans were developed and integrated into the ongoing activities while some will be implemented in 2014. The country team hosted and supported an intern from the climate centre to conduct rapid needs assessment on the traditional early warning systems practiced by different ethnic groups for six weeks. At the end of the internship, project and stakeholders were trained in early warning matrix that integrates traditional early warning system with scientific data. This was aimed at helping partners understand and appreciate how to integrate indigenous knowledge with scientific information to improve predictions in fluctuations in rainfall. All partners familiarised with the EW-EA matrix and in some instances individual partners such as CARE and TPO continued to facilitate the translation of forecasts into the local language and the dissemination of the forecasts from Red Cross Red and Crescent Climate Centre and the Meteorological Department with recommended actions to community before the start of the rain season.

Internalizing DRR/CCA/EMR approach: During the period, learning workshop on the integration of CCA and EMR issues into the DRR tools has been successfully accomplished. All activities of partners are aligned to the country program log frame and all partners are very conversant with the vision and goal of the project. At CARE level, the PFR team led the development of Climate Change guidelines which form part of their Program Quality and Learning guidelines (2013). These guidelines are, with a well-coordinated, coherent and effective road map of climate change activities implementation, aimed at building the resilience of vulnerable communities, engaging and strengthening government, civil society to support their participation in and promotion of practical policy making. The CC guidelines have been used to train local partners and CARE staff such as the agronomy training for local partners under ROCOKWO project in August 2013, they are referred to when developing proposal and writing concept notes for potential funding and also when preparing interventions at field level on a routine basis.

Coordination with MFS-II alliances in-country: During the year some coordination between PfR partners and other Dutch funded program in the country. For example CARE received funding through ICCO from the Netherlands Embassy to implement a sub programme Agri Skills for You (AS4Y) which targets youths. The two initiatives are geographically implemented in the same region in adjacent districts. While PfR works in Otuke, AS4Y is implemented in Aleptong and Oyam districts. One of the components of AS4Y is skills training and development for climate change adaptation and building resilience of the youth. This is an opportunity for PfR to share, tools expertise and best practices to enhance learning and demonstrate complementarity of the interventions.

Senior management support to PFR project: Senior Management at both alliance partners level continued to demonstrate their support to the PFR program. At Cordaid level close support to partners by country based DRR adviser and also team based in NL and regional level has continued. In nother organizations such as CARE recognises the importance of climate change and disaster risk reduction. It is one of the cross cutting themes to be mainstreamed across all the programme component initiatives in the country office and well placed within the Program Quality and Learning unit. As part of promoting integration and fulfilling the CO commitment to respond to emergencies, PFR leads the co emergency preparedness and response (EPP) because of the resident technical capacity housed by the project and the close link to DRR. PFR uses this opportunity to raise awareness on DRR and offer technical support when called upon. There is robust risk management mechanism in place to secure development gains from potential disasters and among the tools is the country office EPP that compels CO program to mainstream DRR.

The senior management has made close support for the management changes at URCS and also at WI level the management has made effective staffing at their regional office to support the PFR work.

3 Part III – progress on programme implementation

3.1 Activities under the three strategic directions

I. Activities under the strategic direction one:

1. # of mitigation measures implemented per community

Disaster mitigation measures are any measure that lessens or limits the adverse impacts of hazards and related disasters benefiting wider levels of people in the community. The disaster mitigation measures are identified by the affected community groups during the initial disaster risk analyses period, which was facilitated during the first year of PFR period and the periodical reviews. The mitigations have continued to be implemented in year 2013 period as well. Most of the PFR partners implemented various types of DRR measures. This includes:

Drought tolerant seed promotion, introduction of water harvesting (small scale irrigation and water harvesting technologies), **livelihood promotion or livelihood diversification, promotion of Village Saving and Loan Association, flood diversion canals, flood tolerant shelters, granaries (food storage facility), community animal health, enhancing knowledge and awareness on community early warning-early response** and **ecosystem protection and management practices** are main disaster mitigation measures implemented at community level.

The livelihood promotion or diversification intervention comprises different types of interventions designed and implemented to increase people in come and sustain livelihoods while surviving the local hazards conditions. These livelihood promotion or diversification interventions Include-Promotion of Apiary, Poultry keeping, vegetables production, small ruminants support such as goat. Similarly the ecosystem protection or management intervention implemented as disaster mitigation measures include-Tree planting, fruit trees distribution, fuel saving technologies such as energy saving stoves, bio-gas, and protection of ecosystem services-wetlands for fishing, etc)

In total 10 DRR measures were implemented by PFR Uganda partners. As compared to the year 2012 period, 2 more DRR measures were included 2013. No DRR measure stand alone has been implemented at community level. In most cases it has been implemented comprehensively to collective contribute for the risk reduction. PFR partners reported that the implemented DRR measures contributed for reduction of drought and flood risks at community level. The other key feature of the DRR measures were they were implemented in complementary manner as result building households and community capacity for resilience seems strengthened. Thus, the number of DRR measures per community seems about 4 measures per community.

1. Livelihood diversification, livelihood promotion, small scale irrigation, saving and credit, interventions are complementary and jointly implemented to reinforce and strengthening the household asset building in most cases.

2. Secondly- flood resistance shelter and flood water diversion canal implemented complementary to effectively contribute for flood risk reduction.

Cordaid partners implemented 8 DRR measures as outline above and URCS has supported in the implementation of 4 mitigation measures at two of its branches. These mitigation measures could be categorised as-ecosystem management interventions (Agroforestry, fruit trees and fuel saving energy cooking stoves) early warning –early response actions, water interventions and flood resistance shelter). Care has promoted in VSLA, Agricultural input-Action Planning, Natural resources management, early warning system, in total of 4 mitigation measures at 10 community level.

Box 1 Water schemes as DRR measure support to target community

*In year 2013 period, water development interventions have been main component of the DRR measures. The supported water schemes has contributed for safe water access and also reduced the distance. The **Chairperson LC1 (Local Chairman 1) Apoi central witnessed as;**“... we have been sharing one bore hole sunk since 1976 which keeps on breaking time to time, hence resorting to nearby swamps or walking 10km to the lake in search for water for our families and animals have been most common practice by our community, now that we have our own water source, our children and the entire community will be safe from water bone diseases and also walk shorter distance to get drinking water”*

Source: URCS PfR Annual report, 2013

2. # of Community members adapted ecosystem based livelihood

In year 2013 period PfR community at target area has been supported with diverse types of interventions that could assist or contribute for the climate change adaptation at the target areas. The different types of ecosystem based livelihoods adaptation measures are similar to the different types of disaster mitigation measures which have been implemented by partners in the target area. PfR Uganda partners during the year significantly supported in the community effort of in adjusting the general the target community members adapted using different adjustments in the way they promote and diversify their livelihoods.

At Cordaid partners level- drought tolerant and early maturing seeds, Apiary (bee keeping) promotion, vegetable production support, small ruminates –goats for most vulnerable households, etc are main ecosystem based livelihoods support interventions implemented in year 2013. Community ecosystem based livelihood adaptation has been supported in adjustments in the options of securing additional house hold income through supporting alternative livelihoods or Livelihood diversification activities at different target areas. Livelihoods diversification such as -Vegetable production, apiary (improved bee keeping) promotion, support for Small ruminants and poultry keeping has been supported and significant number of target groups have benefited from this economic activities.

The ecosystem based livelihood adaptation has done taking in to consideration of the area's main hazards in to consideration. As result the DRR measures and ecosystem based livelihoods promotion reinforce and complement each other or together to contribute for sustainable risk reduction at target community level.

Case in point he DRR measures such as small scale irrigation beneficiaries has been targeted for vegetable production and village saving and loan schemes as result the benefits will be much stronger. In addition, drought tolerant and early maturing seeds support coupled with village based saving and loan measures and interventions that diversify livelihoods has contributed for increased household income and also for enhanced food security status at target community level.

The total number of communities adapted eco-based livelihoods: 7000 people?

Box- 2 Cordaid partner-ECO supported PfR target community in Livelihood diversification

"Bee-keeping is helping us to diversify our incomes but at the same we have started setting apart bee-reserves in areas where we have put bee-hives. Bees need trees, shrubs and plants around to ensure there is food for bees throughout the year. So besides income and nutrition benefits we are trying to conservation areas around bee-hives to ensure there is water shed and supply for the bees. This minimises the chances of bee migrating especially during the dry seasons. I want to take this very seriously because the honey I harvested was bought at 85,000/= which bought me livestock drugs, cereals for food and other basic needs. I have found that honey is more of medicine which is used for burn cure, cough treatment and other infections" Chegem James of Namidkao village.

Source: Cordaid partner-ECO PfR annual report, 2013

II. Activities under strategic direction II

2.1 # communities where partner NGOs/CBOs have facilitated access to knowledge on disaster trends, climate projections, ecosystem data

To better anticipate fluctuations in rainfall, PfR communities have been using seasonal forecasts to prepare for the rainy season. Implementing partners have been disseminating forecasts from the Red Cross Red Crescent Climate Centre and the National Meteorological Service with recommended actions to each community in advance of the rainy season. These forecasts are translated into the local language and posted in a central location in each community. This central locations at Cordaid partners level, they are community DRR/Climate Centers. In Uganda Red Cross project areas, the forecasts are spread by announcement from a "Community Radio" pilot megaphone.

While community members are often eager to take action based on the seasonal forecast, it is sometimes met with skepticism by those who feel that it is in competition with existing local forecasts issued by traditional weather forecasters. To rectify this problem, PfR partners have collaborated to develop an "Early Warning Tracking Tool" that merges both seasonal and local forecasts. This tool asks community members to brainstorm the DRR actions they could do in anticipation of a wet or dry period, and those actions are listed in the tool. Then, when either the local or the scientific forecast predicts a wet or dry period, the community is mobilized to take the action they had listed. This is an innovative approach to applying forecasts at the local level, and is expected to greatly increase the climate-smart DRR activities that will be taken by PfR communities.

To develop this tool, the Climate Centre communicated directly with local partners about the style and content of the tool, and then provided an intern to work with each organization on its development. The intern met with all of the PfR Uganda partners and traveled to almost all of the project regions to discuss the tool in the local context and gather feedback and comments from the partners. The intern then held a workshop with all partners, where everyone discussed the tool together - co-designing it as a PfR team and making joint plans for its testing and evaluation.

In year 2013 period, all of the PfR Uganda partners during the period received the climate forecast message sent by the RCCC and meteorology department. They translated using the early warning tracking tool, where scientific and traditional knowledge used to forecast the situation. In addition, Cordaid partners continued in supporting the establishment of community DRR/Climate centres, where the early warning information usually displayed for community consumption.

2.2 # network/umbrella organisations, developed and active

PfR partners continued to coordinate and implement lobby and advocacy agendas using the networks or umbrella organizations supported, developed and functioning at PfR target areas. The two networks- Nakapiripirit Civil Society Forum (NACSO) and Disaster Risk Reduction Platform for Teso (DRRP4T) where PfR partners effectively established in the previous PfR period, has demonstrated its relevance and appropriateness for promoting DRR/CCA/EMR agendas. The two networks continued to be

platform, where quarterly based regular forum meeting, discussion and exchange of practices, etc have been successfully implemented. In addition, the two networks started to attract other similar CSOs in the process of promoting the DRR/CCA/EMR agendas and donor NGOs such as ICCO who financed the capacity building of the DRRP4T member organizations staff.

In addition, the other key results were the DRRP4T supported by Socadido-Cordaid partner to facilitate community level disaster risk assessment covering the wider Teso sub region. At the moment the community risk assessment has been finalised and the DRRP4T members has been informed on the result of the assessment, which will be used as one of the lobby and advocacy tools by the DRRP4T members outside the PfR partners.

2.3 % partner NGOs/CBOs engage in structured dialogue with peers and government on DRR/CCA/EMR

PfR Uganda partners almost all of the 6 implementing partners engaged in structural dialogue with peers and government departments on DRR/CCA/EMR issues. The available forums for the structural dialogue various with each partner’s context and also the types of agenda also differ depending up on the time and type of stakeholder.

Most of the PfR partners conducted 2 regular structured dialogues with government representatives drawn from Sub county, parish and village level political and administrative leaders. The structured dialogue meeting in most case for Cordaid partners centred on the discussion and debate in forging solutions to the growing tree cutting and environmental issues. In this case ECO, caritas Moroto and Socadido organized two structured dialogue meeting

BOX 3-Cordaid partner-ECO established CSO Forum started to attract more CSOs members...

Cordaid partner ECO continues to support its target community using partnership and linkages as a means to voice out community critical issues. Through Nakapiripirit Civil Society Forum (NACSOF), ECO has established a CMDRR working committee within the forum to promote integration of CCA/EMR into existing DRR project management cycles of the different CSOs working in Nakapiripirit district to act as a platform for advancing CMDRR/CCA/EMR issues in Nakapiripirit district. This platform has 25 CSOs and the CMDRR working committee is comprised of 9 members who have a formal working partnership geared towards advancing advocacy issues related to CCA/EMR/DRR. The organization through partnership with Climate Action Network (CAN-U) organized and conducted a learning visit to ECO operation areas to appreciate climate change adaptation and ecosystem management and restoration measures the community is promoting. The visit was attended by Chief Administrative Officer (CAO), District Agricultural Officer(DAO), District Veterinary officer (DVO), and other civil society organization representatives. ECO has attended all quarterly coordination meeting organized by NACSOF at the district headquarters and use this opportunity to demonstrating best practices of integration and contributing to the forum the skills and knowledge on CCA/EMR initiatives. The committee was able to use the policy brief to local government-(Enhancing community resilience) developed to advocate for CCA/EMR/DRR initiatives at local government forums. The committee members have continued to learn the activities ECO supports under PfR project through learning visits to the project sites to concretize the advocacy process.

Cordaid partner-ECO PfR annual report,2013

In the other side, the structured dialogue with government representatives has created an opportunity to show cases of inadequate financial resources allocation pattern by government for the issues of DRR/CCA/EMR interventions. In this category-TPO Cordaid partner and Care Uganda has used the

structured dialogue forum to bring on board the in adequate resources allocation and succeeded in getting the promise from government.

PfR partners also engaged with government and other peer groups using the DRR day celebration. The objective of the National celebrations was to raise awareness about Disaster Risk Reduction and Climate Change Adaptation in Uganda under the two major themes; The Global Theme “**Living with Disability and Disasters**”. And “**Securing the Future; Building Resilience through Disaster Risk Management and Climate Change Adaptation for Uganda**”. This was done due to the fact that a big gap still lies in DRR and CCA integration planning processes at all levels of Governance. Other Sub - themes were also developed which include;

1. From Disasters to Resilience; Protecting Household Livelihoods and Food Security
2. Building Safe and Resilient Cities; Disaster and Climate Proofing of Urban Plans and Buildings
3. From Disasters to Resilience; Protecting Household Livelihoods and Food Security
4. Building Safe and Resilient Cities; Disaster and Climate Proofing of Urban Plans and Buildings
5. Counting the Cost; The business case for investing in DRM and CCA in Uganda
6. Coping with Disaster: People with Disabilities and DRM

The Office of the Prime Minister (OPM) in collaboration with platform members (URCS, UNDP, CARE, UNISDR, World Vision, ADRA Uganda, Caritas Uganda, OXFAM GB, ACCRA, and higher institutions of learning (Makerere University, Bugema University) spear headed the organisation of the event. A series of activities were conducted for a period of one week ranging from; Radio & TV programs, Newspaper supplements on DRR/CCA, National conference, Walk & Exhibition and IEC materials to enhance on visibility. URCS, CARE & CARITAS Uganda (CORDAID partner) supported the organisation of the walk and exhibition during the DRR day.

1.4 # (Partner) NGO/CBO staff trained on DRR/CCA/EMR

The training workshop was organized by Wetlands International and Red Cross Climate from 11th-14th November, 2013 at Gracious Palace Hotel in Lira, Uganda . The participants were drawn from Uganda Red Cross Society, Cordaid and CARE international Uganda and their local implementing partners. Additionally, local government officers and Civil society organizations directly involved in the implementation of PFR programme participated. A total of 27 participants and resource persons participated in the training workshop whose theme included Integrating Ecosystems Management and Restoration and Climate Change Adaption into 2014 Disaster Risk Reduction Action Plans. The main objectives included:

1. To equip each PfR implementing partner with a basic understanding of EMR and CCA.
2. To equip PfR technical partners with a basic understanding of DRR approaches and how the PfR partners apply these in the field.
3. To improve participants' knowledge on the role of wetland ecosystems in CCA and DRR
4. To identify key concepts that should be communicated to the community level and discuss ways to communicate these ideas.
5. To discuss the concepts of avoiding environmental degradation and maladaptation.
6. To jointly develop a plan for the mainstreaming of EMR and CCA into existing assessments and project management cycles that will be used within the PfR
7. To jointly develop a workplan for further capacity building/training and technical assistance
8. To further build ownership of the programme within the PfR's partners

2.5 # (Partner) NGO/CBO have established cooperation with knowledge & resource organizations (e.g meteorological institutes, universities, etc)

In year 2013 PfR partners continued the partnership and cooperation established during the pervious PfR implementation period. These established cooperation with knowledge and resources organization significantly contributing community efforts in creating resilient community. In total 6 of implementing

partners established cooperation with knowledge and research institutions-such as university, national agricultural research institutions and meteorology departments.

Due to the established linkages, access to improved agricultural in put, access to improved production skills and experiences, access to reliable climate early warning system has been gained at all of the PfR target areas. In addition, due to established linkages and cooperation, Cordaid partner-Caritas Moroto access the technical resource person from Ngetta Meteorological department in the process of procuring weather station instruments.

Similarly, Cordaid partner-Socadido in partnership with National Semi-arid Agricultural Resources Research Institute (NaSARRI) conducted farm systems assessment in the target communities last quarter of 2012, the findings were disseminated to the farmers in the first quarter of 2013 to guide farmers during their farming process and ensure that they plant the appropriate crops suitable for their soils and climate. Four (4) quarterly support supervision visits have been conducted in collaboration with the technical team from NaSARRI. During the visits it was observed that; the farmers that took advice from the team, realized good harvest especially from vegetables.

The other Cordaid partner-TPO partnered with same research instituions for building the capacity of farmers to adopt climate smart agricultural technologies. NaSARRI supported famers with theoretical and practical knowledge on agronomy and established three demonstration gardens as local learning sites for on farm training

During the period, Care has established cooperation with district NAADS, where NAADS staff trained target community in improved agronomic practices and the established relationship with research institutions has been maintained. Both Care and URCS accessed meteorology information from the meteorology department.

2.6 # of times DRR/CCA/EMR related topics on agenda of platforms/ networks

DRR/CCA/EMR topics have been discussed at different forums in year 2013. The main forums where PfR Uganda partners participated were the quarterly based forum where DRR4Teso and Nakapiriprite CSOs forums are main forum where DRR/CCA/EMR issues were discussed and debated.

Similarly, the URCS and Care has been engaging on with the national level DRR platform, which has been chaired by the Office of Prime Minister (OPM) on quarterly bases.

In some instances, Cordaid partners bring ob board DRR/CCA/EMR issues at the monthly coordination forums at each district and sub county level.

2.7 # Organisations (including non-PfR) involved in DRR/CCA/EMR coalitions

The two networks established by the PfR partners, the DRR Platform for Teso and Nakapiripirit Civil Society Forum (NACSOF), started to include diverse number of non-PfR organizations as members. In year 2013 period, the Nakapiripirit Civil Society Forum (NACSOF) has membership of about 25 CSOs alone.

At national level, URCS and Care continued to collaborate with non-PfR coalition, specifically the government coordinated DRR plat form and Climate Action Network (CAN-U) are main platforms at higher or national level. ACCRA is another network dealing with climate change issues, where Care has been in constant involvement.

III. Activities under strategic direction three

3.1 # 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)

In year 2012 Cordaid PfR partners have commissioned research to find out key obstacles to integrate DRR/CCA/EMR activities at local institutional level. The research findings has categories several obstacles such as budget or resource constraints, institutional-Lack of clarity on roles and responsibility, capacity-lack of technical and soft skills, policy and legalizations-lack of policy on climate change adaptation, lack of strategy for mainstreaming, etc In year 2013, closer analyses on budget allocation and expenditure tracking has been made. This assessment was in way of action learning where the findings of the budget allocation and expenditure tracking feed to partners as evidence to stage debate and lobbying for increased resources.

In this process Cordaid partner-Caritas Uganda facilitated a six day training workshop of Cordaid PfR local partners staffs on Budget Analysis and Expenditure tracking to build the capacities to engage in budget advocacy. 14 staffs of Cordaid local PfR were equipped with equipped with knowledge and skills on budget analysis; processes; expenditure tracking and budget advocacy to enhance their ability to undertake budget advocacy for DRR/ CCA/EMR at local level.

Cordaid PfR local partners developed plan to build capacities of local communities on budget process, tracking and monitoring expenditure for improved service delivery at both local and national government level. Further, Cordaid partners' actively participated in the budget analysis carried out in their respective District Local governments of Amuria, Katakwi, Napak and Nakapiripirit in Teso-Karamoja region demonstrating skills and knowledge they obtained from the budget analysis training.

The 4 Cordaid Local PfR have drawn plans of training local communities on Public budget analysis and expenditure tracking so as to build informed communities that are able to contribute to informed decision making in the development plans of the district local government. As could be seen from the below success case, Cordaid partner-TPO succeeded in influencing the lower level government representative in budget allocation.

BOX-4 Cordaid partner-TPO secured promise from lower government for increased resource budgeting for DRR/CCA/EMR activities

Cordaid partner-TPO in conjunction with Katakwi District Development Actors Network(KaDDAN) convened a dialogue meeting in Magoro sub county. The meeting attracted different community leaders ,local development partners and community members who predominantly came from Omasia Parish(TPO project site).The purpose of the meeting was to stage a forum for duty bearers to inter face with community members and account for the inclusion of CCA/DRR/EMR activities in the sub county development plan .During this meeting, community members engaged the sub county administration(Local council 3 chairman, sub county chief,Community Development officer) to explain why issues of DRR and Natural Resource Conservation are only left in the hands of Civil society organisations yet government has an upper hand to carry out effective mobilisation using its permanent grass root community support structures. The sub county administration was also challenged to increase budget allocation for the Environment and Natural Resources sector that has remained static(at 2%) for the last 5 years. In response to the community's demands , the subcounty administration made a commitment to improve budget allocation to the EMR sector(by atleast 5%)by the coming finanacial year (2014/2015) and to consider the integration of community DRR action plans in to the sub county plan.

Cordaid partner-TPO PfR annual report, 2013

Similarlry, Care has facilitated training workshop on mainstreaming DRR in district and sub county development plans and budgets in year 2013. This aimed at enhancing their understanding of Community managed disaster risk reduction (CMDRR)and Participatory Disaster Risk Assessment

(PDRA). At the end of the training, a tool for tracking DRR issues was developed and shared with the district planner for dissemination to respective departmental heads, as a mechanism for monitoring mainstreamed processes that address DRR in the district annual plan and budget.

In addition Care facilitated training on National Environment Management Act has been facilitated to local environmental committee, where the trained local environmental committee succeeded in drafting the sub county environmental action plan and also the sub county council passed a bye law on conservation of the shear nut tree and the two are currently implemented using locally generated revenue.

Box-5 Care influenced the budget allocation at district level to reduce threat from lightning hazard in schools, which is still promise to be matterilised in 2014.

In year 2013 Care has facilitated training at district level, a training on integrating DRR in the development planning and budgeting process, which lead to identification and prioritization of intervention areas at distiric level regarind hazard and risk. As result of the training the one of the existing hazard in area the lightening risk has got attenmtion by rthe participants from the district education office. The education office has been influenced to buying of the lightening arrestors for 47 primary and 4 secondary schools to prevent the lightening risk. At the end of the training documentation of consensu has been well articulated in the budget framework paper and will be passed into budget in June 2014. Thus this practice of influencing the hazard prone district governments contributes to the implementation of the National DRR policy at district level to enhance safety, security and mitigate risks associated with natural disasters.

Care PfR annual report, 2013

Similarly, Cordaid partners-ECO and caritas Moroto also engaged on supporting locally appropriate bye law development and reinforcement to halt tree cutting, charcoal burning, etc

Box 6 Cordaid partner-Caritas Moroto supported for Community level policy to halt indiscriminate tree cutting

Upon capacity building for the sub county disaster preparedness and management committee members, and realizing that the continued indiscriminate tree cutting is going to cause a serious challenge to their communities, the communities in Nabwal parishes with their elders declared byelaws avoiding cutting trees for burning bricks and charcoal. To avert this trend, they (elders) together with community operationalised this bye-laws to regulate and prohibit indiscriminate tree cutting for charcoal and bricks. These are enforced through community “watch dogs”, namely, the youth of the area that report any emerging cases to the elders and the sub county officials for appropriate action to be taken against the culprit. Right from its implementation, it is observed that the level of tree cutting especially from Nabwal has stopped. There is continued awareness by parish disaster risk reduction committee regarding the dangers of environmental degradation and values from sustaining the environment.

Cordaid partner-Caritas Moroto, PfR annual report, 2013

3.2 # Governments/ institutions reached with advocacy activities by Civil Society and their networks and platforms

District based 7 government departments and at higher level the office of prime minister departments are main government institutions reached by the partners in year 2013.

Similarly, the district based 7 government departments also involved in regular meeting, discussion and exchange visits. In total 8 government department has been reached by PfR partners.

3.2 Initiatives related to the learning agenda

- **Learnings from PfR Mid term review sessions:** Related to the Learning Agenda of PfR, the entire team participated in the mid-term review of Ugandan activities in April, 2013. The techniques used during this mid-term review facilitated learning and sharing of knowledge between all involved; for example, the field visits allowed the Climate Centre to assess the gaps in forecast dissemination at the local level, and the country-team internal review generated discussion and plans for addressing gaps.
- **Sharing learning practices at PfR Global conference:** The Climate Centre and other PfRUganda teams participated in a Bora Bora workshop in the Netherlands in September, organized by the Climate Centre. In this workshop, the PfRUganda team was able to showcase their many interventions and achievements, and learn from other country teams about possible strategies and approaches. The Early Warning Tracking Tool was of great interest to the other PfR teams, and the Bora Bora was an excellent venue for PfR Uganda to share this technique and answer questions about how it could be applied in other areas.
- **PfR Uganda learning workshop:** The training workshop was organized by Wetlands International and Red Cross Climate Centre and Uganda PFR partners. The participants were drawn from Uganda Red Cross Society, Cordaid and CARE international Uganda and their local implementing partners. Additionally, local government officers and Civil society organizations directly involved in the implementation of PFR programme participated. A total of 27 participants and resource persons participated in the training workshop whose theme included Integrating Ecosystems Management and Restoration and Climate Change Adaption into 2014 Disaster Risk Reduction Action Plans. This training covered a variety of topics, including everything from field visits to games. The Climate Centre discussed the Minimum Standards for Climate-Smart Disaster Risk Reduction and their application in Uganda, and reviewed 2014 plans to look for opportunities to ensure that activities are climate-smart and ecosystem-smart. The team developed an exercise to model climate in the Uganda intervention areas, and the different disaster risks and ecosystem services that change with the climate over the course of a year. Participants also shared their experiences using the Early Warning Tracking Tool, and the tool was revised to incorporate community feedback and experience. The revised version, as well as a questionnaire for monitoring usefulness of this tool, were disseminated to all partners for use in 2014.
- **Cross exchange visits within PfR partners and existing similar projects at organization level-Care PfR and GWI case :** Caritas Moroto and Ecological Christian Organization (ECO) have facilitated cross community learnings visits. Both communities were previously hostile to one another. But now, through exchange visits, both communities have had a lot to learn from each other and the two have fostered understanding of issues and challenges affecting their communities. This move helped the communities to learn from each other and to replicate the best practices that can strengthen both organizations capacity to strategize, lobby and advocate for communities issues. Among some of the practices learned include composite manure for small holder farmers and making pesticides using the local and available materials. These learning visits have opened opportunities for future networking, cooperation, planning and collaboration among the communities. Similallry , The Care PFR team collaborate with the Global Water Initiative East Africa (GWI EA) and AS4Y, which are projects at Care operational area, in promoting climate smart agriculture interventions that seek to ensure efficient and more productive use of water for smallholder crop production. The PfR model farmers benefited from the exchange visit organised by GWI EA and will benefit from the technical support to establish appropriate household and on farmer water management technologies
- **Learning visit to Serere agricultural research centers and technical assistance by research centers to PfR community:** A learning exchange visits was organized for farmers to National Semi Arid Resources Research Institute (NaSARRI). These farmers were able to visit and learn quite a number of activities ranging from simple irrigation system, kitchen gardens, and “*mandala* gardens,” agronomic practices like row planting, use of organic pesticides, apiary production, and biogas technologies. Farmers have adopted some of the new technologies for instance simple irrigation for vegetable gardens, planting in rows and mulching their vegetable plots. In addition, staff of the research centers has made visists to the PfR target communties at caritas moroto and

TPO areas where practical technical advises has been rendered through establisihing demonstration gardens

Though diverse learning activities has been facilitated in the year 2013, still formal documentation of learning practices to generate responses to the questions set under learning agenda 2 remains un addressed. The PfR Uganda team looking to place dedicated full time learning officer in year 2014 in order to assist PfR partner sin systematically document the learning agendas and share to wider community in year 2014.

3.3 Southern partners

Strengthening civil society

The organizations are accountable and responsive to stakeholders

All of PfR Uganda partners prepare annual reports that are a consolidation of all the projects with some of partners implementing diverse projects and shared with stakeholders such as government and donors outside the country. These reports provide briefs on the projects implemented, key achievements, donors and financial statements for specific reporting periods.

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

Most of PfR partners facilitate dialogue meeting with government that was conducted at lower government level I. This meeting was attended by the community members (rights holders), Sub county leadership and other development (Duty bearers). During this dialogue meeting, the community engaged their leaders on some government projects like National Agricultural Advisory Services (NAADS), Northern Uganda Social Action Fund (NUSAF) projects which are at the moment operational by government resources. Thus, the PfR supported community in some extent more than 70% of the committee members attend the meeting and raise concerns in some of the projects not properly implemented. Case in point at Cordaid partner-TPO is the committee particularly concerned about the non participatory identification of NAADS programme beneficiaries, inadequate information on how to access government projects. They further raised a concern on failure of the community to benefit from the NUSAF programme due to lack of a parish facilitator to guide community members in generating proposals for support as per the NUSAF guidelines. They too held the political leaders on the pledges that were made during the solicitation of votes and lack of touch and inaction to community problems.

The target group is involved in decision making

All of the PfR partners involve the target communities in all processes of the project cycle. For example, the target group was involved in the identification of interventions aimed at building community resilience, selection of the leaders to steer the implementation of the action plans, and identification of type and variety of inputs to be procured etc.

PfR Cordaid partners such as TPO shares the consolidated community action plans and budgets with the District and Lower Local Governments for integration into their development plans. Reports and work plans are shared regularly in different meetings organised by Government and other development partners.

The participation of the community is adequate depending on the issues. Women, men, elderly and women have been involved in several project activities. During mobilisation for participation, some factors are considered to avoid engaging people who are not knowledgeable enough or who are not affected by the issue. This has helped minimise time wastage.

The organisations have transparent financial procedures and practices transparent financial reporting |

All of PfR partners have a financial manual that stipulates clear financial procedures. These procedures are disseminated to new staff during orientation and to other staff during staff meetings. Annual Financial reports are prepared and submitted together with the programme narrative report to the respective donors as per the reporting guideline.

Capacity building of Southern partner organisations

Strategy is elaborated in work plans

TPO Uganda has a strategic plan that runs from 2012-2015. This is based on the analysis of the external context with an explicit funding strategy. The present activities fit within the TPO strategic plan. Cordaid partner-caritas Moroto through the support of PfR project developed its strategic plan that sets clear organizational direction

Funding of the organisation's annual budget

Since some of the partners, PfR is main project as result it is 100% expected budget has been supported by donor such as Cordaid. In other context such as diverse donor supported budget case such as TPO More than 80% of the organisations budget was funded last year.

The organisation's leadership is accountable to staff and stakeholders

In some of the PfR partner it has been observed that the management meetings are organised quarterly and are attended by the senior and mid level management. After the meetings, the mid level managers convene meetings to brief the staff on the proceedings, emerging issues. Minutes are shared with other staff members after the management meetings.

The organisations have a well-functioning PME system

In most of the PfR partners in year 2013 it has been observed there is a well-functioning planning, budgeting, and monitoring and evaluation system. The information generated is used to improve the functioning of the organisation.

4 Part IV – Sustainability, quality, efficiency

4.1 Sustainability

The prospects of sustaining the results, as well as the programme activities, beyond the programme's timeframe have been raised through:

- **Promoting linkages and acquiring legal entity for CMDRR Committee, inclusion of DRR in the sub county work plans**
 - The project is focused in promoting sustainability of the established structures and in 2013, the project supported the community to register 2 groups, Narukeny and Ariamriam at the sub county level. The registration certificate has empowered the 2 groups legal basis and formal licence to operate and engage the sub county leadership in issues concerning their development including related to CCA/DRR/EMR. With shared vision and clear guidelines and rules, these groups have an opportunity to lobby for more additional resources from other development actors in the community.
 - Socadido also suggests linking of the DRR committees into the local community governance structures recognizable at the higher Sub-county level. These committees are mandated by the Sub- county authorities to take up the role of the Local Disaster Management Committees as defined in the local government structure of administrations
 - TPO will continue to advocate for the inclusion of community DRR action plans into the Sub County and District development work plans. These advocacy efforts are aimed at integrating the community plans into the local government development plans and ensuring that there is continuous budget allocation for the integrated activities. This is expected to guarantee continuity of the program even after TPO withdraws from these communities
- **Promoting linkages between Target community and government service providers**
 - The linkages of the community with the district metrology and other key departments will enable Communities to continue receiving the weather forecasts and technical support from the institution even after project phase out. Similarly, linking target groups with private or government research institutions to create access to improved seed, technology, etc
- **Building strong community organizations for sustainability by developing policy, procedures, by-laws to maintain the function of CMDRR committee**
 - The policies have been instilled by Caritas Moroto to the communities. Such policies include; input revolvment policies, groups constitutions as well as communities developed and functional byelaws. Caritas Moroto has also linked the community groups to the Local Government level for the potential support from the government programs such as NUSAF2 and NAADs among others
- **Enhance skills, knowledge of the target groups**
 - The empowered CBDRR groups through various trainings (Project planning and management, eco-systems management and restoration training, construction of energy saving stoves, community action planning, early warning systems among others) leaves a strong hold in the community. These skills and knowledge gained can be replicated for project continuity even after project phase out.
- **Facilitating processes and procedures that promotes taking over of the project implementation:**

- Some partners facilitated the signing of agreements with communities on how the initiated results will be maintained specifying their roles and what is expected from the NGO. Agreements have also been made on community contributions like land with the land owners so that any potential conflict will be avoided.
- **Involvement of local government officials:**
 - Linking the DRR committees or community organization into the local community governance structure recognizable at the higher sub-county level will be among key steps to enhance the sustainability of the program. In some cases the DRR community organization has been earmarked by the sub county authorities to be given the mandate to take up the role of the Local Disaster Management Committees as defined in the local government structure of administrations.
 - Involvement of the local authorities (both at the sub-count and district levels) in the planning, implementation monitoring and evaluation of project activities. To this effect, Memoranda of Understanding are being drafted and discussed with the district level administration.
- **Networking and supporting establishment of local networks or platform.**
 - Two of Cordaid partners are among the core group who facilitated and directed the emergence of DRR platform in Teso area. Currently, this platform started to attract similar donors for the DRR lobby and advocacy intervention at the moment and can signal that any other NGO that would be active within the sub county after 2014 would offer the necessary support to this platform. .

4.2 Quality

The measures aimed to ensure that beneficiaries are satisfied and results are maintained and improved (in terms of quality) include:

- The satisfaction of beneficiaries (community members) is continuously assessed through community meetings, feedback from the DRR committees, and routine monitoring by the project staff. Evidence is showing that the committees are understanding and appreciating the approaches and technologies being promoted and are taking lead in implementation of community action plans.
- Signing of Memorandum of understanding with the district local government, outlining the duties and responsibilities of each party as far as the project outputs and results are concerned. These are already being adhered to by the parties.
- Involvement of designated local government technical staff on project aspects that require technical input. For instance, verification of agricultural inputs, design and construction of water facilities, etc.

The measures that been taken to ensure a standardised way of working (use of formats, processes, standard ways of working and reporting) included:

- TPO uses standardised reporting formats for internal reporting and also standardised assessment and monitoring tools. These tools are used by all the staff implementing this project. Each staff member is given a copy of the proposal which acts as a guiding tool and a point of reference. Caritas Moroto has established a Monitoring and Evaluation system that ensures efficiency by optimum utilization of resources without wastage and which ensures that only those activities necessary for the attainment of outputs are conducted.
- Partner organisations are strictly following the organizational policy guidelines to ensure procurement of quality works, services and supplies, and to ensure the activities implemented are appropriate to the value of money without compromising with the quality of the given activity. Projects are based on the principles of quality and effectiveness to ensure that available resources are used optimally for the achieved activities and outputs.

- The programme implementation is continuously assessed, and improvements are introduced through planned internal quarterly reviews and the involvement of government technical persons in monitoring and follow-up.
- Quality control mechanisms are put in place, starting from planning, monitoring which included spot checks, quarterly review meetings in which lessons learnt are shared and activity implementation revisited as per the required standards and criteria. This has enabled the URCS team to assess progress and also streamline the implementation processes.
- One significant improvement has been the collaboration that has brought the local sub-county authority aboard in form of establishing a tree nursery site. SOCADIDO has provided for the seed, while the authorities will maintain the nursery, and avail the seedlings to the other communities throughout the sub-county.
- At community level, implementation is assessed at three levels; during TPO project staff review meetings; at sub-county level during the coordination meetings that brings in the Government leadership and other stakeholders and at community level during the quarterly review meetings.

Innovation is being stimulated through:

- Interaction with other NGOs that are implementing similar projects in the region.
- Engaging the communities in inter-community contests in the form of dance, drama and music. The efforts put into these community events generate new ideas, and effectively communicate the same to the rest of the communities.
- Promising awards to the best two performing villages. This has also been stimulated by giving responsibility to the community to take active charge in project implementation. This responsibility is in form of decision making, leadership and management of the project activities at community level. Each community is given a chance to try out what they think can work to solve their problem/ reduce the risk of the identified hazard. TPO staff move around to provide technical guidance when needed.

However, it needs to follow up to ensure that the PfR interventions are maintaining the quality and there is no any do no harm emerging from the interventions.

4.3 Efficiency

With all the considerations the programme costs are kept low in the sense that

At the organization level, efforts are usually made to keep the costs per beneficiary low by combining some activities that would have been carried out separately. For instance, in cases where communities can be brought together for training instead of having separate venues and time, this has always been used. Also when motorised access to the communities is impeded, various communities are asked to converge to a designated venue for delivery of trainings, inputs or information.

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

As part of human resource recruitment policy, local staff from within the target project area is recruited, ensures that costs of movement and access to essential services provided by the project are much lower. URCS has a small number of staff and many community volunteers who work directly with the communities. This alone has reduced the administrative costs and channel the bigger percentage into the beneficially activities to have a much deeper change.

At times though, the attendant challenges have meant that costs per beneficiary could easily marginally rise. The hike in fuel prices made it quite tight for constant visits by the branches to the communities.

- TPO has always maintained the practice of cost sharing with target beneficiaries as one of the mechanisms for achieving intended results at optimum costs. A case in point is that of the construction of community climate information centres where communities made contributions

inform of land and labour while TPO provided other building materials. This helped in bringing the cost of construction to affordable levels.