



PfR Annual Narrative Report (Jan – Dec 2012) PfR - Kenya

Introduction

This reporting period from January to December 2012 has been impactful and inspiring for PfR Kenya Team working in the Partners for Resilience in the Climate Proof Disaster Risk Reduction Programme. The Kenya PfR Team is composed of Netherlands Red Cross (NLRC), Wetlands International (WI), Cordaid and Red Cross /Red Crescent Climate Centre (RCCC). The implementing partners are Kenya Red Cross Society (KRCS) and the Merti Integrated Development Programme (MIDP). NLRC and RCCCC has a long standing working relationship with KRCS through their global and National structures, while Cordaid has a long standing working relationship with MIDP. NLRC, Cordaid, RCCCC and WI are the national PfR partners - working with KRCS and MIDP as the implementing partners) to deliver the PfR Kenya project. Despite some challenges, the project implementation is on track and progressing well. This annual report for the year 2012 is presented in the format and structure provided by Control Team Netherlands (CTNL) and covers intra-office organisational developments in Part-1, Functions of the country team in Part-II, Progress on programme implementation in Part-III. And Part-IV covers sustainability, quality and efficiency aspects of the programme.

Part 1-Intra-organisational development

There has not been any significant change within Netherlands Red Cross (NLRC) with respect to staffing during this reporting period. NLRC has been providing technical support and funding to Kenya Red Cross Society (KRCS) and playing a coordination role for the PfR partners as a country lead for Kenya. The Regional Delegate, two finance staffs and the roaming finance delegate of NLRCs have been providing the required support for the smooth implementation of the programme by KRCS. The move of NLRC East Africa Regional Office from IFRC Regional Delegation Office to KRCS Office compound towards the end of the year also facilitated a closer collaboration with KRCS HQ. There were also commendable support and working relationship between NLRC HQ and the Regional Office in Nairobi. The close collaboration, coordination, meetings and discussions among the PfR-Kenya team has also contributed for intra-organizational learning and development among the partner organizations.

Some of the intra-organization developments within KRCS, of which most have positively contributed to the PfR project, include: overall restructuring of Kenya Red Cross to decentralize decisions and resources to regions (making decisions closer to the community), assignment of a proactive and supportive branch coordinator at PfR operational branch (Isiolo), identification and engagement of Red Cross volunteers in most of the operational communities to be used as a PfR focal persons, salary increment and incentives for the staffs involved in the implementation of the project, and staffs technically better-off now than ever before. KRCS is

also fully convinced and ready to provide technical and financial support to the recently established Waso River Empowerment Platform (WRUEP), an umbrella organization covering the entire Ewaso Nyiro lower river basin.

WI continued to set-up its staffing capacity, financial, administrative, project management systems, safety and security procedures for its office which was established in 2011. During the reporting period, the office has recruited some staff and also experienced turnovers of three staff members. There was also an intern from the Climate Centre for three months, who helped WI to review the VCA and PDRA reports. WI also provided technical support to MIDP to establish environmental clubs in schools, setup tree nurseries, carryout environmental awareness, internal capacity building on natural resources management and institutional support. Wetlands International Africa office has been supporting the Kenya office in communication and capacity building. A staff from WI Kenya also participated in International strategic workshop which was focusing on incorporation of ecosystem approaches into the DRR process. The office team also undertook a three days safety and security training.

Cordaid's programme officer, who had been actively involving in the PfR project resigned and was replaced by a new staff member. The other staff members (finance and programme) remain the same. Though the resignation of the programme officer caused delays in the implementation of some of the advocacy activities, Cordaid's programme coordinator has rendered the required support to the country team and effectively participated in the various joint activities. Cordaid has been providing technical support and funding to its PfR implementing partner, Merti Integrated Development Programme – MID-P. In addition to its regular staff, MID-P identified and trained community level PfR champions in all of its four operational communities to provide day to day technical support to the community. However, some of the planned activities have not materialized due to the late release of funding from Cordaid to MID-P, which resulted from internal financial procedures.

There have not been any significant external factors affecting the Climate Centre's ability to implement its programs. Internally, the Climate Centre's East Africa program officer resigned at the end of June in order to take another position within the Red Cross movement. Her handover was carried out in July 2012. Several external projects that the Climate Centre is responsible for have had positive synergies with PfR Kenya. In particular, a grant from the Climate Development Knowledge Network (CDKN) in Asia funded the elaboration of a set of guidelines called the Minimum Standards for Climate-Smart Disaster Risk Reduction. This document has been disseminated within PfR, and is a resource for PfR Kenya. In addition, the Climate Centre completed a Health Risk Management in a Changing Climate project, which worked on flooding and diarrheal disease in Western Kenya. The example of community-based contingency plans and health risk management activities were used in trainings for PfR Kenya and also to encourage regional information-sharing.

Changes in the external environment

During the period under review, there were some challenges that negatively affected the implementation of the programme.

Conflict: - There were at least three tribal conflicts mainly over scarce resources and political incitement. Over time it has been noted that conflicts escalate every year before elections and this is as a result of the impending elections. Communities are incited against each other by political kingpins who benefit as the intimidation leads to mass movement and displacement of people. Those people who are purported to be opposition supporters are forced to flee and therefore do not vote.

Elections: - In Kenya 2013 is the year for elections. Politicians give out money and promise food aid if they are being voted. This weakens the spirit of self reliance, enforces dependency and reduces local contribution among the community which puts further hurdle for PfR.

2 Part II – functioning of the country team

The partners coordinate, plan and work together closely through joint activities and regular monthly and quarterly meetings. In 2012, the activities of the partners were aligned and adjustments were made jointly through regular meetings and communication. Resources such as vehicles were shared; almost all trainings were conducted jointly and facilitated by the team members. Coordination and collaboration happened at three levels: national level among the PfR partners based in Nairobi (NLRC, Cordaid, WI, KRCS, and RCCC-remotely participated), county and community level among the implementing partners (KRCS and MID-P), and community level among community representatives and implementing partners. During the reporting period, the team at national level has met every month except one month, conducted three quarterly review meetings and two joint planning meetings. The county and community level team met more than 13 times, while the community meetings were held at least five to six times on average in each community.



PfR Kenya Country Programme team during a planning workshop in Naivasha, January 2012.

At the end of each of these meetings and field visits, action points were identified with clear roles and responsibilities and shared in a timely manner to all actors to facilitate proper implementation and follow up. The implementation progress of those action points were reviewed in the following meeting. KRCS Isiolo branch has actively been participating, contributing and coordinating mainly at the second and third levels.

The PfR resilience vision and the climate minimum standard documents were also shared. Partners made every effort to ensure that EMR and CCA approaches are integrated into the

DRR processes. However, the thinking on how to implement the different approaches at various levels still requires time for the different organisations to absorb each others' different ways of working. With EMR and CCA approaches and most of the poverty reduction measures, capacity building and policy and advocacy input have been delivered through the trainings. Reviews are yet to be done to show how communities and implementing partners are using these skills.

Contacts with the Netherlands Embassy have been made through the country lead, but formal meeting between PfR Kenya and the Embassy have not yet taken place. However the Netherlands Embassy was invited and was well represented during the National launch of the project in Nairobi on 22nd May 2012. During this launch in Nairobi, the Embassy took the opportunity to address the partners and gave insights on the expectations of the programme. In October, The Royal Netherlands Embassy in Nairobi organised a meeting of all MfSII funded organisations. All the PfR Kenya partners were represented in this meeting which provided an excellent opportunity to meet all the other organisations working on MfSII funded projects in Kenya, the Dutch Embassy staff and Dutch Government personalities. The PfR Kenya partners also had an opportunity to meet Mr Rolf Wijnstra of the Department of Social Development in the Ministry of Foreign Affairs based in The Hague. Having experience as a policy adviser, he shared his experience in civil society capacity building and advice on advocacy and policy work.



A meeting of PfR-K team with Mr. Rolf Wijnstra

The global PfR Coordinator, Raimond Duijsens, visited the Kenya PfR Programme from 17-23 July 2012. He had meetings with the PfR Kenya Partners and also visited the project area. During his trip he met with communities and gave his feedback on his findings of the visit. He has summarized his field observation and general impression as “the programme implementation is on good track but cases and stories are not well documented and shared with CTNL. Moreover, the team also has to focus on sustainability of the positive impact of the project after 2014”. Updates and reflections from his observations were very useful as a guide in continued project implementation.



PfR Global Coordinator, Raimond Duijsens, during his field visit in Kenya

The overall external environment for the programme has remained the same, however in the run-up for the national elections planned for 2013, ethnic tensions especially in the project target area have increased and cases of conflict leading to clashes and insecurity have occurred. The country is at war in Somalia and sympathisers of the situation in Somalia have continued to issue terrorist threats. The country is also in the process of implementing the new constitution promulgated in 2010. This constitution implementation process is coming with a lot of realignments which have to be taken into account in implementing project activities. For now

there seems to be lots of confusion and overlap among different ministry offices on the mandates related to PfR approaches.

Part III – progress on programme implementation

The details of project implementation progress are presented below based on the output indicators of the three outcome areas: -

3.1. Output and activities under outcome 1: - Direct Poverty Alleviation

# of beneficiaries reached	28,513
# of female beneficiaries reached	12,513
1a	# of mitigation measures implemented per community 2
1b	% of community mitigation measures are environmentally sustainable 43%
1c	# of community members reached with DRR/CCA/EMR activities 28,513
1.1a + b	# communities that conduct risk mapping that takes account of information about climate change and the impact on disasters 13
1.1c	# of community members covered by risk plans 34,000
1.2a	# of community members that are trained in livelihood approaches that take ecosystems into consideration 631
1.2b	# families that have diversified, adapted or renewed their livelihoods 865

ACTIVITY – Conducting New and Refresher VCAs

New and Refresher Vulnerability Capacity Assessment (VCA+) have been facilitated by KRCS in five communities (Gambela, Oldonyiro, Kulamawe, Malkagala and Gotu) and three communities (Korbasa, Kinna and Burat) respectively during the reporting period. A total of about five hundred people participated in the assessment which includes people from all age and sex groups, poor and rich, various ethnic and religious groups. Most of these assessments were conducted using the harmonized risk assessment approach and tools which is the VCA+. The process of the assessment involved intensive community sensitization and discussion, participatory identification and characterization of the prevalent hazards in each community, types and nature of vulnerabilities, existing and required capacities to better cope and recover from various hazards. The main hazards identified and analyzed were: drought, flood, conflict, and human and animal diseases. During most of the assessment, it was noted that the communities had a lot of capacities but due to relief dependency syndrome that they always expect a primarily food aid from outside. This required a continuous engagement and sensitization with the local



Mr. Raimond Duijsese, reading community action plan in Bilik CDC Office

communities. After the assessment, each community created risk reduction and adaptation measures which include the community development plan and contingency plan. On the other hand, the purpose of the refresher VCA+ was to review and update the previously prepared action plan based on the changing dynamics and priorities of the communities. The community action plans were displayed in the community organization`s offices.

ACTIVITY –Provision of irrigation pipes to communities in Burat

The project distributed 36 irrigation pipes (20 ft each) that could benefit 230 most at risk/most vulnerable households (HHs), who were identified during the VCA process, to produce vegetables for domestic consumption and market. This has increased the land under agriculture, has reduced the food deficit months among these households, improved communities` ownership and contributions (both in cash and in kind).

ACTIVITY – Water Tank (reservoir) distribution to communities in Gafarsa

120 most at risk household in Gafarsa have benefited from the distribution of six water tanks (reservoir), each with the capacity of 10,000 liters. During the wet season, these households pumped water from the river bed to these tanks and used it to irrigate their vegetable farms after the seasonal river dried up completely. This helped the families to have food on their plate even during the worst period of the year when most people were struggling to survive. These households have become sources of motivation for those who think the only way to survive during the dry season is through relief food aid.

ACTIVITY – Supporting Fishing and Opportunistic Farming in Gafarsa

Technical support was given to 40 households in Gafarsa who had already been engaged in small fish farming and flood-recede opportunistic farming. The support focused on better handling, storage, and marketing of fish and flood-recede farming based on flood early warning system, and using early maturing varieties.

ACTIVITY – Certified Seeds distribution

Certified vegetables, fruits and crop seeds of tomatoes, onions, kale, water melon and maize were distributed in six project site (Malkagala, Korbesa, Bulesa, Biliko, Gotu and Malkadaka). A total of 2018 vulnerable households have benefited.



One of the women beneficiaries harvesting watermelon from her irrigated farm in Biliko

ACTIVITY -Greenhouse support

Three greenhouses, which will mainly be used for vegetable production, were purchased and ready to be delivered by the supplier to the most vulnerable community members in Bulesa, Biliko and Kinna. The Amiran, from which the greenhouses were bought, have experts in greenhouse management and will provide technical advice and training to the communities on proper management and utilization of the greenhouses. Greenhouses are relatively new to the community and can help people produce basic foods in a controlled and regulated environment. They will be managed by the local

community organizations (community development committees) and benefit vulnerable households. The one in Biliko would be used as for demonstration and research site for community members and other partners. The location has already been identified and MID-P has developed a business plan for the green house and shared with Cordaid for approval.

ACTIVITY – Rangeland Zonation and Fodder Storage

The Basa CMDRR model community divided their rangeland and water sources into three zones (wet, dry and drought seasons) to properly manage them. This helped the community in effective coping during the dry season when most of the neighboring communities migrate to other areas looking for pasture and water. On top of this, the community has also constructed a store where community members harvest and keep hay during times of plenty to be used when pasture is scarce.



Animal fodder store in Basa

ACTIVITY – Early Warning/Early Action

Awareness raising trainings and meetings were conducted to improve the flood early warning system in Biliko and Bulesa (the riverine areas). The community has been keenly monitoring indigenous indicators and exchanged information with upper stream users via mobile phone (the lower stream flood is mostly caused by the rain in the upper river basin). On a monthly basis, the Climate Centre provides seasonal forecasting information to the PfR team. During 2013, the Climate Centre redesigned the forecasting [website](#) to make the information more accessible and understandable to humanitarian and development practitioners. In addition to emailing forecast information and recommendations to the Kenya country team, the Climate Centre has scaled up direct community support for understanding and use of seasonal forecasts. The East Africa officer contacts field implementers on a monthly basis to discuss the dissemination and appropriate local response/early action to forecast information. The information has widely been disseminated through WRUEP network and chief barazas.

Based on this, communities took the following early actions for the warnings issued indigenous indicators at the end of September for possible rain at the beginning of October 2012. This Eighty-eight households (HHs) in Biliko and 97 HHs in Bulesa prepared their farms away from the river bank, 108 HHs in Biliko and 134 HHs in Bulesa also kept their livestock away from the flood zone, all generators were also removed away from the river just before the flood reached the target communities, some of the dispensaries were also stocked with basic drugs against malaria and water born diseases, some community members also harvested the rain and used it for irrigation purpose. So the flood has passed without causing any serious damage. There was also a forecast from Kenya Meteorological Department for the months of November and December which shows that Chari zone had an increased probability of having a normal rainfall while the Cherrab zone had an increased probability of below normal rains. The information was shared to the community and some community members living in Cherrab zone migrated to Chari zone while some others moved across the river to Sericho division.

Case 1. Spreading the news on rainfall

In December 2012, an El Niño alert received by Partners for Resilience in Kenya indicated a forecast of “ENSO-neutral conditions” for the region. What does this mean for project beneficiaries? Implementing partners on the ground worked with the Red Cross Red Crescent Climate Centre to interpret the forecast and translate it into locally-appropriate actions. Together, they simplified the message to pass to communities: scattered rainfall in the semi-arid project areas is possible for the remainder of December, at which point we will be moving into the dry season.

What to do?

Based on climate assessments with the community, PfR-Kenya is recommending that pastoralists in this region consider peace-building activities as the dry season begins and pasture shrinks. They also recommend that people cut and store grass for the dry season, and manage grazing patterns to ensure availability of pasture. KRCS and MID-P have passed the forecast on to the chairman of the Waso Ngiro River Users Empowerment Platform, who says, “We are planning to pass it through the chiefs and the local leaders to tell people through *barazas* and community meetings”.

ACTIVITY- Tree plantation and tree saving

About 1000 tree seedlings were distributed and planted in Gafarsa and Bulesa. The choice of the tree varieties depended on community’s opinion and advice from the forest department. Four schools (in Biliko, Bulesa, Gafarsa and Kambi Yajuu) established environmental clubs. Through “a child adopt a tree” events held in Bulesa, Biliko and Burat (Kambi Primary school) the established school clubs received 400 tree seedlings in each area with each student getting a chance to care for his/her tree. River bank stabilization was also done to encourage regeneration of natural vegetation at least 30 meters from



KRCS volunteer training environmental club members on environmental protection

the riverbank as part of EMR and CCA integration. This reduces loss of crop and assets due to floods. However, much was not done in this regard during this reporting period. MID-P has identified 20 women who would be trained on energy saving stoves in collaboration with Catholic Diocese of Isiolo. However, the training was not yet conducted and it is re-planned for early 2013.

ACTIVITY – PfR Music and Drama VCD production

A local musician (Mr. Abdi Godana) who was trained in CMDRR approach by Cordaid some years back is becoming a fierce advocate of PfR in the project areas after he was trained in the three approaches (CCA, DRR, EMR). The musician has composed five songs in the local language (Borana); the songs emphasize the importance of mainstreaming the three approaches in development interventions, the importance of early warning and early action in reducing disaster risk, and the role a well protected and managed environment would play in sustaining livelihoods. Being motivated by this local musician, some youths in Merti also formed a group and prepared a drama that shows the lives and livelihoods of the community in the operational areas, how it is endangered as a result of drought and the action the community has to take in order to be resilient. The musician and the drama group have presented their work in various public events including the Kenya Pastoralist Day. In order to document these innovative ways of passing PfR message to the public and reach as many communities as possible, the Public Relations Department of Kenya Red Cross and NLRC have started the production process of the



Mr. Abdi Godana, a local musician signing songs about PfR

PfR songs and drama VCD. All of the five PfR songs were recorded in a professional studio in Nairobi and in early 2013 KRCS PR team will travel to the field to record the PfR drama and the project areas. The VCD will be ready early 2013.



Merti Youth Group showing PfR drama to the community in Merti

Activity: Communities able to market their action plan to other stakeholders

The communities should be able to market their action plans to many organizations and be able to get technical and financial support. Some organizations that are active in the region are: Action Against Hunger (ACF), World Vision, Action Aid, and the International Red Cross Community. Biliko, Burat, Bulesa, Basa, Badana and Iresaboru are some of the communities who already have obtained outside financial and technical support. KRCS also managed to link the communities` action plans to other projects funded by various donors. A good example is the Participatory Hygiene and Sanitation Training (PHAST) activities by the WATSAN team as well as the rehabilitation of the Irrigation canal in Bulesa that received support from ICRC which helped to irrigate a farms thought to be over 200acres.

Activity: Reducing risk of Conflict

During the VCA, conflict was identified as one of the hazards affecting the communities in the project area. There are two main causes of the conflict: resource-based conflict (especially during drought/dry season) and politicized tribalism.

KRCS and MID-P together with the Provincial Administration, District Steering Group, Food for the Hungry International and Friends of Nomads engaged in a series of peace-building initiatives aimed at restoring peaceful co-existence between Sericho and Habaswein, Borana and Samburu, and Basa and Wajir living in the project area. The communities also improved an established conflict early warning and early action system so that communities would prepare for various scenarios and appropriate actions

to reduce damage or deaths. The impacts of such initiatives are being felt among the communities: reduced cases of cattle rustling, extended grazing areas, easy movement of people and livestock during dry seasons among these conflicting communities.



Aerial photos of Ewaso Nyiro North River taking during the wet season

Activity: Arial Survey of Ewaso Nyiro River Basin

WI also conducted the dry season (March 16th) aerial survey which mainly collected oblique photographs and accompanying data that capture the condition of the Ewaso Nyiro North River from its sources in the highlands of Nyahururu, to the project target area and the Lorian Swamp. This is a length of 322 km and a drop from an altitude of 2340m at Lake Ol' Bolossat to Lorian Swamp at altitude 170m asl. The lifelines of communities in the project target area at the lowest point of the Ewaso Nyiro North River Basin depend on the flow and the flooding regime of the river. The photos and data taken in this dry season are under analysis alongside the wet/flood season (11/11/2011) aerial survey data and photos. The aerial survey data which will be linked to a GIS system help to provide information on hot spots areas for action, needs for EW/EA, restoration, degradation or interventions for farming, flooding and other forms of livelihood. This better guides poverty alleviation initiatives; community level planning; capacity building; and policy and advocacy aspects for the community from the landscape, river basin and ecosystem level approach. Reporting on the aims of the aerial survey has sparked interesting discussions in the partnership about the relationship between sustainable livelihood options, disaster risk reduction and flow regime of the river.

Challenges and efforts to counter them

The following are some of the challenges faced in the process of implementation of the programme and measures taken to minimize their impacts: -

- Degradation of the ecosystem by communities while looking for livelihood alternatives. This included flouting of laws by farming close to the river banks, building irrigation canals and cutting indigenous trees to develop farming options. These practices have been noted to reduce the stability of the riverbanks and increase the vulnerability of life or assets that are close to the river. The communities have been sensitized in soliciting a livelihood which can co-exist and benefit from the existing eco-system and the community development committees were also advised to prepare and enforce by-laws that protect indigenous trees and wise use of the irrigation system.
- Human – Wildlife Conflict: Due to the expanded crop farms there has been a growing human and wildlife conflict as the wild animals kept on intruding into the crop farms and destroying them. Partnerships were forged between the community and Kenya Wildlife Services (KWS) to provide technical support and compensation in cases of crop damage/loses. Two days training on how to co-exist with the wildlife was conducted by KWS in Biliqo, Merti and Dadacha Basa respectively.
- The rooted hostilities among the communities in the operational area have been the main barrier to conflict resolution. Each community took a firm stand and hardly compromises. The peace declarations that were agreed upon have rarely been upheld and this frustrated the community members. KRCS together with MID-P have been organizing various meetings and strengthening peace building committees.
- Traditional beliefs/ culture: most of the communities in the operational area are religious and there is a strong belief that any future prediction is known only to God/Allah. As a result, the communities hardly heed to the early warning information and recommended actions. This challenge was partly countered by actively engaging religious leaders in community sensitization process to convince them that using God/Allah given wisdom to reduce one`s own risk doesn`t contradict with any religious teachings.
- Limited alternative livelihoods practiced: - the community could only think of crop farming as the only alternative to pastoralism. Other alternatives have not been well explored. A consultant would be engaged to identify more viable livelihood options in the area. Once these alternatives are identified, selected community members would be trained to engage in these new livelihood options.
- Dependence on relief food aid: The prevalent dependency on relief food aid still causes challenges to the realization of the project objective. This has been changing sluggishly through intensive community sensitization to discourage that mentality and also as a result of some living witnesses who totally shifted from relief dependency to self reliance.

3.2. Outputs and Activities under Outcome 2: Civil Society Strengthening/capacity building

2a	# communities where partner NGOs/CBOs have facilitated access to knowledge on disaster trends, climate projections, ecosystem data 7
2b	# network/umbrella organisations, developed and active 1
2c	% of Partner NGOs, and CBOs that co-operate with them, engaged in structured dialogue with peers and government on DRR/CCA/EMR 40%
2.1a	# (Partner) NGO/CBO staff trained on DRR/CCA/EMR 61 Staff
2.1b	# (Partner) NGO/CBO have established cooperation with knowledge & resource organizations (e.g. meteorological institutes, universities, etc) 3
2.2a	# Organisations (including non-PfR) involved in DRR/CCA/EMR coalitions 6
2.2b	# of times DRR/CCA/EMR related topics on agenda of platforms/ networks 5

ACTIVITY – Establishment of Waso River Users Empowerment Platform (WRUEP)

The Waso Nyiro River basin, which is the PfR operational area for Kenya, is a place saturated with many CBOs, self help groups, associations, committees, and umbrella organizations having diverse interests, programme focuses, targets, memberships, reasons for establishment and actors involved. Moreover, they hardly coordinate; rather they often compete with each other for resources. Cognizant of the roles these local institutions play in resilience building (as part of the second outcome of the project), a team of KRCS and MID-P conducted an institutional assessment in the entire river basin from 2nd Sep to 12th of Sep 2012 and the report was presented to the country team. Based on the report, team identified potential local partners and invited them to Guba Dida Guest House in Kinna from 20th to 23rd of Oct. 2012 in order to discuss how best these very fragmented but important local partners would be coordinated and used to build resilience. After the two days intensive meeting, the 75 participants (of which 23 were women) agreed to establish the **“Waso Nyiro River Users Empowerment Platform – WRUEP”** which embraces more than 50 community institutions. They drafted an interim constitution and came up with five programmatic focus areas. These programme areas are: natural resource management, disaster preparedness and response, livelihood adaptation and diversification, advocacy networking and resource mobilization, and capacity building.



WRUEP establishment workshop in Kinna

The first platform meeting was held in Merti, and the leaders of the WRUEP were selected in a democratic process with wider community representation. Since then, representatives of WRUEP officially registered the platform with the Kenyan government, opened a bank account,

participated in PfR sensitization workshop and advocacy and lobby training, prepared a six months action plan and budget and submitted this to KRCS and MID-P/Cordaid for funding support. KRCS has allocated 2.5million Ksh and MID-P/Cordaid has allocated 2 million Ksh for rolling out their action plan. WRUEP representatives have also started wider consultation with local communities, local government officials and potential donors for technical and financial support.

It is important to note that this is an umbrella platform and each community where KRCS is implementing PfR project has its own development committee which is linked to WRUEP and technically supported by Red Cross Volunteer and community Champions. The four champions working in MID-P operational communities (Basa, Iresaboru, Badana and Biliko) were given a bicycle to ease their movement. Most of the development committees have opened offices, displayed their vision, mission, mandate and action plans on their wall. They have also been trained in proposal writing, fund raising and management, community mobilization, VCA



Basa Community Office

and the three PfR approaches (DRR, CCA and EMR). In some of the communities (such as Korbesa) the CDCs are strong enough that any external organization needs to first pass through them before engaging in any community development or/and emergency activities.

ACTIVITIES – Marketing PfR Approaches (DRR, CCA and EMR) to other organizations

The following are some of the organizations influenced by one or more of the PfR approaches (CCA, EMR, DRR): Action Against Hunger (ACF), World Vision, Action Aid, International Red Cross Communities, Lay Volunteers International (Lvia). There was also exchange tour by communities from Moyale and Mandera district (facilitated by Care International) to MID-P CMDRR model communities in Basa and Biliqo for learning purposes. PDRA reports was also shared with Adeso which is a new project to be launched very soon targeting Isiolo, Samburu, Marsabit , Mandera and Wajir counties.

ACTIVITIES – Various Capacity Building Trainings to Strengthen Civil Society Organizations (partner NGOs, national societies, CBOs, self help groups, development committees etc)

CMDRR Training and Harmonization of VCA and PDRA¹ tools: - CMDRR Training (where CCA and EMR were also mainstreamed) was conducted from 27 Feb to 2nd March 2012 in Nanyuki Kenya. It was facilitated by the staff of NLRC, Cordaid and WI. The objective of the training was to equip the implementing partners and other relevant actors with the theory and practice of community managed disaster risk reduction, to mainstream climate change adaptation and

¹ Participatory Disaster Risk Assessment

ecosystem management and restoration within the risk assessment and planning processes, and to harmonize the approach and tools of risk assessment used by KRCS (VCA) and MID-P (PDRA). The training met its expected objective: risk assessment and risk reduction and adaptation planning process and tools were harmonized and widely shared through the PfR network. The participants of this training were: KRCS (5), NLRC –DRR (2), NLRC – HIV (1), Federation- Somalia Delegation (1), Cordaid (1), MID-P (7), WI (1), potential partners: 1 from HODI, 1 from IMPACT, 1 from Caritas Isiolo, 1 from PWHE. After the training, KRCS has trained 50 community members in different project areas.

Participatory Video training in Uganda: This is a training of trainers (TOT) organized by RCCC from 11th to 20th of February 2012 in Uganda. The objective of the training was to equip staff of PfR implementing partners so that they would train community members to develop and produce their own outreach materials and also document their project implementation experiences. There is a firm belief that audiovisual media, combined with participatory processes for DRR/CCA/EMR, can offer effective ways to raise awareness, scale up capacity building, support community-level planning, and develop innovative approaches to advocacy and institutional partnerships. Importantly, video-mediated approaches can be designed to condense in simple messages the complex humanitarian consequences of climate change. From Kenya, two staff members from the implementing partners (one from KRCS and one from MID-P) participated and were given a handy-video camera. KRCS has transferred this skill to 12 Burat community members through practical field training. In the process, a video was shot for the Burat Community showing their daily activities and their plans to improve their livelihoods.

Early Warning/Early Action Training: - This training was organized by Netherlands Red Cross and facilitated by RCCC from 11 to 12 of June 2012 in Nyahururu (the source of Ewaso Nyiro River). Though efforts were made to get a co-facilitator from Kenya Meteorological Services it did not materialize due to other pre-planned commitments of the agency staffs. The objective of the training was to enhance the skill and knowledge of PfR partners` staffs in early warning early action as well as to share experiences and develop an EW/EA plan for PfR operational areas. The training was successfully concluded. KRCS and MID-P have prepared their action plan to establish a community friendly early warning and early action for drought and flood. The participants of the training were KRCS (4), NLRC (2), MID-P (8), WI (1), Cordaid (1), RCCC (1), Ewaso Nyiro North Development Authority (ENNDA) (1), and representative from friends of Lake Ol`Bolosat (1). Based on the skills and knowledge acquired, KRCS has trained 30 community members and formed early warning monitoring and dissemination committees in all of the 9 PfR operational communities. During this training, efforts were made to integrate the indigenous and modern early warning systems, though this still needs improvement.

Participatory Monitoring and Evaluation Training: This training was conducted back to back with the early warning/early action training. It was organized and facilitated by NLRC from 13th to 16th of June 2012 in Nyahururu. The objective of the training was to enhance the skill and knowledge of PfR partners staffs in monitoring, evaluation, and documentation so that they could be able to properly facilitate participatory monitoring, evaluation and documentation processes of CPDRR project and improve learning, efficiencies and effectiveness. During the

training PfR-Kenya logframe and monitoring protocol have been thoroughly discussed. In addition, KRCS and MID-P have divided the country's programme target and prepared their own monitoring and evaluation framework. At the end of the training, the team visited Lake Ol`Bolosat, the source of Ewaso Nyiro, which is rapidly shrinking as a result of climate variability/change and human encroachment. The participants of this training were: KRCS (4), NLRC (2), MID-P (8), WI (1), Cordaid (1), RCCC (1), ENNDA (1), and representative from friends of lake Ol`Bolosat (1). KRCS has cascaded this skills to the community level by training 51 community members in 9 project sites. These communities were also supported to establish their own user-friendly monitoring and evaluation system to track the implementation progress of their action plan.

ACTIVITIES - Other Civil Society Capacity building activities implemented to strengthen local institutions at the community level

Leadership training: A total of 90 community members from Burat, Kinna and Gafarsa were trained in basic leadership skills at various times during this reporting period. The objective of this training was to enhance the knowledge and skills of members of the community development committees so as to effectively play their leadership role in mobilizing and guiding the community towards resilience. They have also been briefed on basic local fund raising skills.

Rangeland Management and Water management Training: - Rangeland Users Association (RUA) is one of the well functioning community organizations in some of the PfR operational communities. They control grazing patterns by zoning and reserving different areas and decide where and when a specific rangeland and water sources would be used. The purpose of the training is to enable 30 members RUAs from two Merti districts to improve their rangeland management practices and also widen their perspectives on climate change and its impact on rangelands and pastoral livelihoods. This training was jointly organized by KRCS and MID-P. In addition, thirty water management committees were also trained in proper water handling, management, utilization, disposal and proper water fee collection and management skills. Cordaid's Water Engineer visited Iresaboru and gave the following recommendations to improve the water management in the area: Training of the water management committee, plumber, Pump operator, Water Kiosk Attendant, plastic water tank to regulate valves at T-joint, facilitate task force committee to supervise and implement the recommendation with Water committee.

Office Equipments: KRCS have bought laptops and office chairs for the WRUEP while MID-P bought a laptop and motor cycle as part of capacity strengthening for effective implementation of the programme.

ACTIVITY - Linking the project with knowledge centers

Some collaboration has already been forged between the PfR project and Kenya Agricultural Research Institute in Meru. Their staffs have visited one of PfR operational community (Bulesa) and a process was initiated to buy a drought resistant banana tissue culture from the institute. There has also been a good partnership with Kenya Meteorological service and would be

strengthened more with their recent expansion of their facilities in Isiolo. Though on ad-hoc basis, the weather forecast information from them was being shared with the community. Various meeting and discussion were also held with The Centre for Sustainability Dry Land Ecosystems and Societies (CSDDES) within University of Nairobi.

Challenges and countering measures

The key challenge under this outcome was to translate the skills and knowledge acquired from the various trainings into practical actions that would benefit the community. The countering strategy to address this challenge was that at the end of each training, participants from the same organization prepared action plans on how to translate these knowledge/skills into action; however, the follow-up is sporadic and needs to be improved.

The other challenge was the limited partnership with knowledge and resource centers mainly due to the high financial expectations from these centers and also lack of a site where the community and researchers come together to discuss issues, test different practices and technologies and learn together. Discussion is still undergoing and the site problem would hopefully be solved with the establishment of demonstration site in Biliko in 2013.

WRUEP capacity gaps is also on the challenges. Being a newly established institution it lacks the technical know how to run its projects however it has been agreed that MID-P and KRCS will provide the necessary support towards their activity implementation.

3.3. Output and activities under outcome 3: Policy Advocacy

3a	3.a: # of distinct initiatives that are started that are aimed at enabling a more conducive environment for DRR/CCA/EMR activities 3
3b	3.b % of increased government resources in target areas on DRR/CCA/EMR – No figure available for now
3.1a	# Governments/ institutions reached with advocacy activities by Civil Society and their networks and platforms 5 Institutions
3.1b	# of (local) government institutions actively engaged in activities (meetings/field visits/training) 3 Institutions
3.1c	Explicit mentioning of the connection between DRR, CCA and EMR in official government documents No

ACTIVITY- Joint Advocacy and Lobby Training for Advocacy and Lobby Thematic Group of WRUEP and Pastoralist Information Network (PIN)

Advocacy, networking and resource mobilization is one of the five thematic/programme areas for WRUEP. Though one of the CBOs grouped under this thematic area has some experience of policy advocacy, it needs more technical support on the same and also on contemporary policy environment in Kenya. On the other hand, there is also an established network of Journalists working in pastoralist areas (including PfR operational area) called pastoralist information network (PIN). This group has already been voicing the plight of pastoralist communities in the

face of growing hazards and willing to collaborate with WRUEP in policy advocacy. So, these groups were brought together for the advocacy and lobby training. Cordaid organized the training and KRCS and MID-P invited the participants. The objective of the training was to enhance the skills and knowledge of the participants in policy advocacy and lobby, to update them on contemporary relevant policies in Kenya and also help these two groups form a linkage. The training was conducted from 3rd to 5th of December 2012 in Isiolo. Three staff from an organization called Reconcile, a local organization which is well experienced in policy advocacy work in Kenya, facilitated the training. Two government staff from very relevant offices, Kenya Vision 2030 and Drought Management Authority (DMA), also shared contemporary government policies, institutional arrangements and funding opportunities locally available for community organizations. At the end of the training, WRUEP members have prepared their advocacy and lobby action plan which is mainly focusing on influencing county government offices to access some of the allocated money for risk reduction and climate change adaptation activities. This action plan was integrated in the WRUEP main action plan. WRUEP would also be used to facilitate linkage and discussion between the lower and upper stream users of Ewaso Nyiro River.

ACTIVITY – PfR Brochure Production and Programme Launch

As part of profiling the PfR programme, creating awareness on the issues PfR is trying to address, and, if possible, to solicit support and partnership, PfR Kenya launched the programme at national level in Nairobi (on 22nd of May 2012) and county level in Isiolo (on 24th of May 2012). The national level launch was organized by WI and the county level by KRCS and MID-P. Government Ministries and parastatals, CSOs, community representatives and media participated in the launch. PfR-Kenya brochure were prepared and distributed during both launches and are still being used in different occasions (meetings, office visits etc) to create awareness about the PfR programme. The Nairobi launch video clip is uploaded on you tube (http://www.youtube.com/watch?v=j75az_0qX7w&list=UUshpFeggZtKBePrAxyzJ9jw&index=4&feature=plcp) and the press release is on KRCS website (http://www.kenyaredcross.org/PDF/PR_launch-final.pdf). Though not ready for the launch, KRCS has printed about 300 T-shirts with a PfR message “Manage Risk not Disaster” and now ready to be used on environmental day in 2013.



PfR launch in Isiolo



A group of volunteers passing through Isiolo town carrying PfR banner

ACTIVITY - Marking the Disaster Risk Reduction Day

The world disaster risk reduction day was marked on 13th of October 2012. In Isiolo the branch Marked the Day with a procession officially opened by the County Commissioner. Speeches were read by the Branch coordinator and the Representative of the

county commissioner in Isiolo Stadium. The theme of the year was place and children in disaster risk reduction.

ACTIVITY – Cordaid participated in thematic working group on climate change adaptation

In 2012, Cordaid was actively engaged with the Ministry of Environment in the development of implementation plans for National Climate Change Response Strategy, especially the sub-component on adaptation. Cordaid was nominated to be part of Adaptation component and thematic group. Since the start of 2012, Cordaid has participated in four meetings/workshops where draft outputs prepared by consultants (Ministry of environment engaged consultants to spearhead this process) were reviewed. Several meeting to develop the plans were attended. A draft plan was produced and is ready for final rounds of consultation. In all the draft documents of adaptation sub-components, DRR and Eco-system management are included. Cordaid has also actively participated in the formation of community land legislation. Currently Cordaid and MID-P mobilizing communities to attend the task force meetings at the county forum.

ACTIVITY - Participate and monitor county budgets and expenditure

Under the Auspices of the Ministry of Planning and Vision 2030 MID-P and KRCS were involved in the Isiolo county planning meetings with other stakeholders on the following priority areas: Employment Creation, Poverty Reduction and Inequality, Social Services, Agricultural Productivity/Food Security, Environmental Management, County Economy, Saving, Investment and Export, Kenya Vision 2030 Flagship. Resource allocation to each sector was done and shared with MID-P and KRCS for input on equitable allocation of resources. Both implementing partners are also member of the district steering group (DSG) and good working relationship with district level administration, Drought Management Authority, Vision 2030, and Ewaso Nyiro North Development Authority Offices (ENNDA).

ACTIVITY - Government Institutions Identified, Prioritized and reviewed for Advocacy

The following institutions and policies were identified and prioritized for PfR advocacy intervention by the country team: - Disaster Management Policy, National Drought Management Authority, National Drought and Disasters Contingency Fund, National Climate Change Adaptation Plan, National Climate Change Adaptation Action Plan, Community Land Bill, National Water Policy and bill, Water Resource Management Authority, Ewaso Nyiro North Catchment plans, National Wetlands Policy, Kenya Forestry Policy and Legislation, Budget for Early Warning Systems and disaster mitigation, County plans (2013), National Wildlife Policy and bill, Environment Policy and Bill, and National Water Resources Management Strategy. Among these, WI has already analyzed those institutions and policies related to ecosystem which includes: Policies, acts and bills (Wetlands Policy, 2008, National Environment Policy, 2012 (draft #4), Climate Change Authority Bill, 2012, Wildlife Bill, 2011, Water act, 2002, Forest policy, 2007), Ministries (Ministry of Energy, Ministry of Environment and Mineral Resources, Ministry of Fisheries Development, Ministry of Forestry and Wildlife, Ministry of Lands, Ministry of Livestock Development, Ministry of Local Government, Ministry of Planning, National

Development and Vision 2030, Ministry of Public Health and Sanitation, Ministry of Regional Development Authorities, Ministry of Special Programmes, Ministry of Water and Irrigation), and institutions (Over 85 institutions were analysed. The analysis looked at categories of the different institutions, location, areas of focus and relevance to PfR).

Challenges and countering measures

There are many institutions and overlaps of mandates among various ministries and authorities in Kenya. This is further complicated by the decentralization process as per the new constitution, the long process of policy development and implementation, and the election fever of 2013. This all makes advocacy work a bit difficult at national level. However, efforts were made to review the relevant institutions and policies/bills, identify possible niches for influencing at local levels (drought management authority, vision 2013 branch, county governors etc), and engaging a local organization working at the upper stream of Ewaso Nyiro and having good experience in policy influencing.

3.4. Initiatives Related To the Learning Agenda

Households	Question 1	What knowledge and tools do communities need to carry out integrated risk assessments? <i>A brief assessment conducted by KRCS among Burat community shows that 76% of them need a simple way that help them to see the link between climate change and eco-system degradation and their livelihoods (most of them they don't see the clear linkage now because of the slow pace of the impact). 57% of them also mentioned that they need a knowledge and skills on how to be creative, and risk taker without risking the small resources they have (how can a poor be creative and risk taker?). Concerning the tools, 81% they prefer community discussion within their own age and gender group.</i>
	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? <i>Focus group discussion in Biliko showed a community well sensitized, open minded, admit its risks and vulnerabilities, realize its own potentials, organized and willing to take collective action are able to better reduce disaster risk and adapt to climate change. So, the measure should focus on these areas.</i>
Communities	Question 3	What community structures and mechanisms facilitate households to apply the DRR/CCA/EMR approach? <i>A very broad-based, diverse, open, and un-bureaucratic traditional community structure</i>
Southern Partners	Question 4	How to facilitate application of integrated DRR/CCA/EMR with communities?
	Question 5	What steps are needed to incorporate integrated DRR/CCA/EMR approaches into policy at different levels (local to international)?

With the facilitation of WI, an agreement was reached that all partners will include Questions 1 and 2 in their monitoring and evaluation framework for regular tracking. WI also shared with the team a communication strategy and also encouraged partners to use SharePoint as a means of sharing and storing documents. The Climate Centre, with Wetlands International, recruited a researcher to be based at the Nairobi office of Wetlands International, to aid in the review of community risk assessments as well as a review of the strategic plans and policies of current and potential stakeholders for additional areas of overlap. The researcher completed a report on the status and accomplishments of PfR Kenya as a whole, as well as the policy and advocacy context for PfR within the country. The researcher also travelled to Uganda in December, contributing to regional information-sharing between partners. At the global level, the Climate Centre organized a research initiative called “Global Learning from Participatory Rural Appraisals” to document lessons learned and best practices from the assessment process of PfR. Documentation from the assessments in Kenya was used as part of this research, in addition to personal interviews by the East Africa Officer. One of the researchers on this project received a travel grant from Columbia University to visit the Kenya project sites as a case study. She arrived in late December in Kenya, and the report will be released in February 2013.

Other activities implemented in 2012 in relation to the learning agendas are: -

Harmonization of risk assessment tools: - the two implementing partners, KRCS and MID-P, were using different risk assessment approaches (VCA and PDRA respectively) which used to weaken collaboration at the field level and also confuse community members. In order to address this challenge the team sat together, discussed and managed to harmonize these approaches and tools by extracting and combining the strengths of each approach. The harmonized approach was found to be more relevant, effective and easy to apply.

Integration of CCA and EMR in DRR: - WI and RCCC have been following up to ensure that CCA and EMR issues are discussed and incorporated in all the Participatory disaster risk assessment (PDRA and Vulnerability and Capacity Assessments (VCA) carried-out in 2012 by the implementing partners. The uptake of EMR and CCA approaches into DRR were expected to feature in all the community assessment reports, community development plans/action plans and in the contingency plans for 2012. By the end of 2011, the implementing partners had already gained some capacity on how to achieve this through the ‘Mutual Learning’ training of August 2011 and the training on ‘Integrating CCA and EMR in DRR in November 2011. These two trainings provided the implementing partners with field based skills, capacity and practical tools on how to integrate EMR and CCA into DRR. Some questions and guidance notes were generated to assist the implementing partners and communities to generate and include these aspects into their community maps, focus group discussions and the transect walks.

Exposure visit to Dire Dawa Ethiopia: - two staff of KRCS participated in the exposure visit to one of Cordaid’s successful Community Managed Disaster Risk Reduction (CMDRR) project areas in Dire Dawa- Ethiopia. The objective of the visit was to gain practical experiences on how the community managed to minimize its flood and drought risks through environmental management and restoration, livelihood diversification, early warning and early action. During the visit the

participants practically learnt how environmental management, livelihood diversification and adaptation can effectively be integrated.

DRR Practitioners Workshop in London: - KRCS PFR Project Manager at the Head Quarter participated in the DRR Practitioners workshop in London organized by NLRC from 5th to 9th of December. It has helped him to get insight on the contemporary DRR thinking and approaches and share practical experiences with participants invited from all PFR implementing countries.

Part IV – Sustainability, quality, efficiency

4.1. Sustainability

KRCS have been using various strategies that would ensure the continuity of the positive impact of PFR project far beyond 2014. The key ones are: -

- **Changing the communities` attitudes** to proactively act before a disaster and rely on its own local means and resources to build resilience is a key for sustainability. A number of community meetings, discussion forms and trainings were organized to bring about the desired attitudinal changes. There are encouraging signs that show the effort is bearing fruit. Communities are taking control of their development activities, actively contributing and participating in various activities.
- **Strengthening community organizations and building unity among the fragmented local institutions.** A well organized community is in a better position to take communal responsibility, raise resources and sustain development initiatives than unorganized one. KRCS has reactivated community development committees and strengthened them with new membership and by-laws in all of its operational communities. It also played a key role in the establishment of Waso River Users Empowerment Platform (WRUEP), which embraces more than 50 community institutions and covering the entire river basin. MoU is ready to be signed between KRCS and WRUEP to transfer 2.9 million Kenya Shilling to be used as seed money to raise more resources and also roll out their six months action plan.
- **Local resource mobilization:** - KRCS also encouraged community development committees to locally raise money from the community to fill possible financial gaps after the project has ended. This would also be a source of pride and confidence for the community to claim that they have done it by their own. Some communities have already been paying membership fee and regular contributions for the development committees.
- **Linking the community with relevant government offices:** - as the government institutions last longer than the project period, KRCS has tried its best to link the community organization to the local agricultural office, schools, health stations, county level drought management authority office, District Steering Group (DSG), Ewaso Nyiro North Development Authority (ENNDA), local chiefs (assigned by the government). During the reporting period, most of the community development committees in KRCS

operational areas managed to forge good partnership with agricultural office, schools and chiefs and they are providing technical support to the CDCs. In addition to global forecast information provided by the Climate Centre on a monthly basis, the East Africa officer has been providing support for the use of local climate forecasts by the communities targeted by PfR. This includes regional forecasts focused on East Africa, such as the FSNWG forecast that is disseminated in PfR regions. This forecast information will continue to be locally available after the program, and the support from the Climate Centre has aided in its uptake and usability by the WRUEP, now and into the future.

- **Volunteers and community champions:** - In order to fill a potential technical capacity gaps after 2014, KRCS identified and trained Red Cross volunteers from the community themselves. Most of these volunteers are already supporting the CDCs and community members.

4.2. Quality

The quality of the programme was being ensured by using the following approaches: -

- Establishing user-friendly monitoring and evaluation system at various levels (national – by all PfR-Kenya team, county level – by the implementing partners and community level – by the community development committees and platform leaders). Each level has its own focus area, set targets aligned to the programme indicators, means and sources of verification. KRCS participated in three quarterly and two field visits (where all actors are represented-including communities) and jointly reviewed the programme implementation status and satisfaction of the target households guided by the agreed monitoring indicators.
- Open monthly meetings at the community level: - each community development committee/organization conducted at least four monthly public meetings during the period under review whereby it presented its action plan implementation update for public scrutiny and feedback. However, some communities are well ahead on this one than others.
- WRUEP agreed to establish a demonstration and innovation site in Biliko in order to test, adapt and improve selected technologies, varieties, and indigenous practices that would better address the needs of the local community.

4.3. Efficiency

The interesting aspect of efficiency in PfR-Kenya PfR programme is the growing resource sharing culture among the partner organizations. If a vehicle of one of the partner organizations is going to an area where another partner staff(s) is/are also going, they happily share a vehicle. In addition, almost all trainings are conducted jointly and facilitated by the staff of the partner organizations except the advocacy and lobby training. This has saved significant amount of money which would have been paid to consultants (for facilitating different trainings) and if

each organizations would have organized a separate training of its own. Training venues were also been selected by considering the lowest costs per person and its owners. We are increasingly using those guest houses owned and managed by women self help groups in PfR operational area. The community conference was held in Guba Dida Guest House in Kinna owned and managed by Melka Women Self Help Group; the platform meeting and almost all community level trainings were conducted in Weldhegenya Self Help Group in Merti also owned by women self help group. The innovation and demonstration site, WRUEP is planning to establish in Biliko, would be the future training venue for PfR target communities. The programme has also been benefiting from voluntary services of Red Cross Volunteers, Champions and Interns organized and sent by RCCC.



The first Platform Meeting in Weldhegenya Guest House Meeting place

In addition, to the specific poverty reduction activities targeting the most at risk/vulnerable households (of which cost per individual is relatively high), PfR-Kenya is also focusing on those activities which benefits many households with low cost. Those activities include early warning and early action, community preparedness, community awareness raising, environmental protection etc. In addition, the community has also been raising resources (in cash and in kind) from the community members and external organizations to implement their action plan identified by PfR support.