



THE REPUBLIC OF UGANDA



*Empowered lives.
Resilient nations.*

**Government of the Republic of Uganda
Department of Relief, Disaster Preparedness and Management
Office of the Prime Minister**

**United Nations Development Programme (UNDP)
Country: Uganda
Strengthening Capacities for Disaster Risk Management and Resilience Building**

May, 2013

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United Nations Development Programme

Country: Uganda

Project Document

Project Title	Strengthening Capacities for Disaster Risk Management and Resilience Building
UNDAF Outcome	<p>2. Vulnerable segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with the population dynamics, increasing economic disparities, economic impact of HIV&AIDS, environment shocks and recovery challenges by 2014.</p> <p>2.2 Vulnerable communities, government, civil society and the private sector are sustainably managing and utilizing the environment and natural resources for improved livelihoods and to cope with the impact of climate change.</p>
Expected Country Programme Outcome:	<p>Improved access to justice and strengthened capacity of institutions to enhance community security and disaster risk reduction particularly for women, in selected post-conflict districts.</p> <p>Outcome 2.3: To strengthen institutional capacity for the Government of Uganda (GoU) in climate change adaptation and mitigation and environment and natural resources and disaster risk management</p>
Expected Country Programme Output	2.3: Institutional frameworks and capacity for sustainable environment and natural resource management, climate change adaptation and mitigation and disaster risk management in place
Expected Results:	<ol style="list-style-type: none"> 1. Strengthened national DRR institutions; enhanced sectoral coordination and DRR mainstreamed into national and sector-specific development policies and programmes 2. Evidence base for DRR generated and post-disaster recovery strengthened 3. Enhanced community resilience to disasters 4. Training and capacity building for comprehensive disaster risk reduction
Implementing Partners:	Office of the Prime Minister, Department of Relief, Disaster Preparedness and Management
Brief Description	
<p>Uganda is susceptible to highly devastating disasters, including hydrological, geological, climatic and human-induced that exert a significant toll on its population and impose a significant socio-economic cost and which, to an extent, affect the country's ability to maximize the benefits from its economic growth and social development. Over the past decades, the incidence of devastating disasters has increased in frequency, intensity and geographical spread. The country remains vulnerable to a range of hazards that, if not prevented and mitigated, can once again result in disasters. With impacts of climate variability and change become more pronounced leading to increasing incidence of climate-induced disasters and wide-ranging impacts on the lives and livelihoods of people, the need to mainstream disaster risk reduction and climate change adaptation into the development planning process and to build capacities for reducing and mitigating their impacts has been recognized by the Government of Uganda (GoU) in the National Development Plan (NDP) and other policy pronouncements.</p> <p>To address this situation, the GoU led the development of and passed the National Policy on Disaster Preparedness and Management with the purpose of creating and promoting a disaster preparedness and management system that safeguards the country against disasters and ensures continued productive capacity of the people.</p> <p>Based on the UNDAF and the UNDP CPD (2010-2014) and founded on the goals, objectives, principles and strategies of the National Policy on Disaster Preparedness and Management, the project, 'Strengthening Capacities for Disaster Risk Management and Resilience Building', will support the focus area dedicated to the strengthening of the capacity for disaster risk reduction, preparedness and humanitarian response, including mitigation of, and</p>	

adaptation to, climate change and building capacity for risk reduction, response and recovery among communities affected by disasters and climate-induced risks. It will undertake this by strengthening the capacity of institutions to enhance community security and disaster risk reduction and establishing systems and mechanisms for disaster risk management. The project follows the strategic objectives and priority areas outlined in the National Policy for Disaster Preparedness and Management, GoU and the Hyogo Framework for Action.

Specifically, the prodoc will focus on the following key components and result areas viz. (1) strengthen national DRR institutions; enhance sectoral coordination and mainstream DRR into national and sector-specific development policies and programmes; (2) generate evidence base for DRR and strengthen post-disaster recovery; (3) enhanced community resilience to disasters and (4) training and capacity building for comprehensive disaster risk reduction.

The Project will be implemented under a Direct Implementation Modality (DIM), as per the request of the OPM, and guided by the provisions of the Project Document and the UNDP Operations Manual.

Programme Period: 2013-2014

Key Result Area: Disaster Risk Reduction,
Early Recovery

Atlas Award ID:

Start date: 2013

End date: 2014

PAC Meeting Date: 3 May 2013

Total resources required: 3,739,061 USD

Total allocated resources: USD 510,000

- TRAC: US\$ 510,000
- Other:
 - Government: _____
 - BCPR: 300,000 USD

Unfunded budget: USD 2,929,061

In-kind Contributions:

- Office space and utilities (for project office in OPM)
- Technical experts at national and district levels

Agreed by Government/MoFPED:



Agreed by OPM:



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Agreed by UNDP:



I. SITUATION ANALYSIS

A. Hazards and Vulnerabilities in Uganda

Uganda has witnessed highly devastating disasters, both climate and human-induced that extracted a significant toll on its population and which, to an extent affected the country's ability to fully maximize the benefit from its economic growth and social development. The country remains vulnerable to a range of hazards that, if not prevented and mitigated, can once again result to disasters. With the new global challenges resulting from climate change and global warming, hazards like drought, floods and epidemics continue to present a threat and are likely to increase in magnitude, severity, and occurrence.

Uganda is susceptible to natural hazards of both hydro-meteorological and geological origin like floods, flash floods, droughts, heat waves, landslides, mudflows and earthquakes. Over 70% of natural hazards in Uganda are of hydro-meteorological origin. The high vulnerability translates into recurrent disasters affecting people's lives and livelihoods. While yet to be systematically assessed, growing weather disruptions and climatic events have already caused significant economic damage in Uganda.

Coupled with risks and impacts induced by climate variability and change, disasters in Uganda are increasing in numbers, frequency, geographical spread and intensity. Over the past two decades, the incidence, frequency and magnitude of these disasters have resulted in high mortality, loss of livelihoods, devastation of social and community infrastructure and imposed a huge economic burden. Increasing temperatures and shifting rainfall patterns can potentially have a far-reaching impact on a primarily agrarian Ugandan economy, traditional socio-economic activities and livelihood patterns.

Uganda has been affected by 61 major disasters between 1980-2012 with floods and drought being the primary hazards affecting maximum number of people with wide-ranging socio-economic consequences. These disasters have on an average killed 74 persons and affected nearly 159,311 persons per year. (Source: Prevention Web) The Centre for Research on Epidemiology of Disasters (CRED) data indicates that out of top 10 disasters in Uganda from 1900-2012 in terms of mortality, 6 have occurred between 1990-2012; out of top 10 disasters in terms of people affected, 8 have occurred between 1990-2012 and out of top 6 disasters in terms of economic losses, 4 have occurred between 1990-2012.

Major Hazards in Uganda:

Drought

Drought has become a predictable and regular occurrence that impacts the cattle corridor stretching from Western and Central to mid Northern and Eastern Uganda. With many areas of the country receiving less rainfall, the occurrence of drought in water stressed areas like Karamoja leads to starvation and death of people and livestock. It is anticipated that with the extension of the Sahara Desert towards the south, Uganda is likely to become more drought-prone.

Since 1979, there have been at least 9 drought incidence affecting more than 5 million people. The frequency of major droughts has since increased from 1 every ten years to an average of 1 every 3 years. 11.66% of Ugandan population is exposed to drought risk and the country ranks 19th out of 184 countries in terms of susceptibility to droughts. (Source: Prevention Web) Amongst the impact of

droughts are severe water shortage that lead to low production of milk and loss of livestock; crop failure which lead to food insecurity and increased food prices; shortages in rural and urban water supply; and irregular migration of people and livestock.

Uganda being an agrarian country, droughts have a negative impact on agriculture and have a direct impact on the GDP. Recognizing that most of agricultural work in Uganda is done by women (80%-according to http://www.eprc.or.ug/pdf_files/policybrief12_gender.pdf), droughts have a direct bearing on women and men's livelihoods and tend to increase the work burden on women. Communities dependent on livestock also become more vulnerable than others.

Floods and flash floods

Floods in Uganda are seasonal and usually occur during periods of intense rainfall and anomalies in the weather, like the occurrence of El-Niño and La Nina phenomena. Uganda experiences both flash floods and regular flooding with the hazard largely affecting about 12 districts situated in the north and eastern portion of the country. Many communities have become more vulnerable to flooding due to deforestation and poor land use (e.g. building on wetlands). Uganda suffered from destructive floods in 1961/62, 1997/98 and in 2007 that damaged infrastructure, displaced people and negatively affected livelihoods. During the 2007 floods alone, about 700,000 persons were affected while another 350,000 persons were affected by the same disaster two year later in 2009. (Source: *Prevention Web*)

In August, 2011, 231 households accommodating 1,392 people in the sub-counties of Mazimasa and Himutu in Butaleja district were water-logged following heavy rains which destroyed food crops for 592 households affecting the food security of nearly 4,144 persons. (Source: *Uganda Red Cross*)

Landslides and Mudslides

Landslides and mudslides have a likelihood of occurrence following heavy rainfall and mainly affect the Mt. Elgon region, Ruwenzori region and Kigezi. Landslides and mudslide occur in these mountain areas and are mainly triggered by deforestation, poor farming practices, destruction of vegetation, heavy rainfall, land use changes and population growth leading to settlements on slopes. Over the last three years, landslides buried alive several hundred people living on the slopes of Mount Elgon.

The landslide disaster of Bududa in March 2010 where 250 persons were killed and another 8,500 were displaced highlighted the gravity of the problem. In August, 2011, mudslides caused by heavy rains left over 6,400 people in need of urgent re-settlement, 5 persons injured. (Source: *Uganda Red Cross*) In the landslide on 25 June, 2012, nearly 18 people died and 9 were injured by landslides that buried two villages of Namaaga and Bunakasala in Bumwalukani sub-county, Bududa District. (Source: *Uganda Red Cross*)

Epidemics

Compounding the occurrence of droughts and flooding is the emergence of epidemics which are rampant in periods of flooding and prolonged droughts. Malaria, cholera and dysentery are common during wet (rainy/flood) season, while pest infestation and dust storms with increased chest and eye infections are prevalent in the dry (drought) seasons.

Epidemics are amongst the primary causes of mortality. Uganda is prone to cholera, small pox, meningitis, HIV/AIDS, Hepatitis E, Ebola, and Human Influenza. Cholera affects mainly areas with poor sanitation and hygiene practices such as Kitgum, Kampala, Karamoja and West Nile. The spread of some epidemics is also related to population movements as has been the case with the Meningitis outbreak in West Nile Region.

Hemorrhagic fever such as Ebola and Marburg also affect the country, especially the north-western and south-western part of the country, while Marburg Hemorrhagic fever impacts on the south-western and south-eastern areas of Uganda. Many epizootics such as yellow fever, West Nile virus, Chikungunya have a negative impact on both health and livelihoods of communities in Uganda. The outbreak of Pest des Petits Ruminants in Karamoja reduced herds sizes which directly affected households' food security.

Earthquakes

Earthquakes are infrequent but leave a devastating effect on the communities and country. In 1994, a strong earthquake hit districts in the Rwenzori region affecting over 50,000 persons. As the level of development in Uganda increases and high-rise structures are constructed, the likelihood of massive losses in lives and property are exacerbated. It is estimated that earthquakes are the costliest disasters in Uganda and inflict the highest economic cost of all the hazards. (Source: *Prevention Web*)

While the Mt Elgon eco-system is vulnerable to flooding and landslides, the dry lands of Karamoja region are chronically food insecure and characterized by generally low rainfall distribution and reliability as well as poor soil fertility. Cyclical droughts and erratic rainfall have affected crop production and pasture for livestock, thereby having a direct negative impact on the livelihoods of the population. The extended dry spells exert pressure on water availability in most parts of the region. The region witnesses an overlapping of drought and floods including flash floods.

Climate-induced risks and impacts in Uganda:

The already high risk and vulnerability profile is being further exacerbated by the impacts of processes associated with climate variability and change on socio-economic and development processes. Due to its geographical location, the climate of Uganda is highly dynamic and characterized by high temporal and spatial variability altering the hazard behavior. Shifting climatic patterns and increasing disasters are resulting in wide-ranging socio-economic impacts on lives and livelihoods of communities especially in the key development sectors like agriculture, water, health, environment and forests, food security, human settlements etc. These are having significant and long-term implications for key socio-economic and development sectors.

Uganda's temperature is expected to increase by between 0.7-1.5 degree celcius by 2020 and is likely to be characterized by high rainfall variability with dry areas likely to become drier and wetter areas likely to witness higher rainfall. This is likely to lead to increase in extreme events.

Uganda's National Adaptation Plan of Action (NAPA), 2007 also recognizes an increasing trend towards higher frequency of drought evens and rainfall variability translating into more frequent extreme events and links them to climate change. An assessment of future climate change scenario in East Africa by Intergovernmental Panel on Climate Change (IPCC) indicates increase in temperatures, rainfall variability with significant increase in mean annual rainfall as well as its seasonality and higher extreme events like drought, heat waves, floods and flash floods, storms etc.

While disasters lead to loss of assets, crops and lives, climatic factors are eroding the traditional occupational patterns and livelihoods of people thereby undermining social security and stability as Ugandan economy and livelihoods are closely intertwined with climatic conditions. For instance, the climate risk assessment for coffee crop production in Kapchorwa and Rakai districts conducted by UNDP-BCPR under the Climate Risk Management – Technical Assistance Support Project (CRM-TASP)

indicates a perceptible shift in viability of coffee crop (higher susceptibility of Robusta variety as compared to the Arabica variety) due to climate change impacts as it is highly sensitive to higher temperatures and rainfall. It is not only causing loss of livelihood for communities but also loss of revenue for the country as coffee has the highest export earning potential.

It is estimated that with change in climate, the coffee crop *"could be lost in 30-70 years as production areas are displaced by a changed climate regime. Coffee exports were valued at US\$265.8m in 2007, accounting for about 40% of export revenue, 3% of GDP, and a figure in excess of the country's entire health budget and greater than its annual military spending."* ('Climate Change in Uganda – Understanding the Implications and Appraising the Response' – DFID Uganda, July, 2008)

International Climate Risk Report (CIGI 2007) identifies Uganda to be among the most vulnerable and most unprepared country to climate change risks and impacts as per macro level indicators *"given its dependence on primary production and natural resource use, weak institutional capacity, limited infrastructure, limited capacity and equipment for disaster management, limited financial resources and low income per capita and heavy reliance on rain fed agriculture."* (MWE, 2002)

Economic Impact of Disasters:

An assessment of losses inflicted by recurrent disasters in Uganda indicates that on an average Ugandans suffer a loss of USD 2.3 million every year. Between 1980 and 2010, Uganda has suffered a cumulative loss of USD 72,671,000 in 61 disasters which has affected nearly 4,938,644 persons.

Internal Armed Conflicts and Internal Displacement of Persons

Since independence, Uganda has been characterised by successive internal armed conflicts that led to loss of lives and massive displacement. Aside from the major conflicts like the 1979 war that ousted the government of Idi Amin, the 1980-1986 armed struggles in the central parts of Uganda, and the 1986-2007 armed conflicts in Northern and Eastern parts of the country, there is also the continuing cattle rustling in the Karamoja region.

About 1.8 million persons were estimated to have been affected by armed conflict in Uganda, not to mention the fact that it retarded development in the conflict-affected areas and leaving it behind in terms of development compared to the rest of the country.

Impact of disasters and climatic risks on development gains and social stability:

Disasters and climatic risks and impacts are a critical impediment to development and social stability in Uganda. They have an inherent potential to erode hard-earned development gains and contribute to social instability and unrest in the country. An unexpectedly large string of disasters would greatly inflame the already high levels of frustration among elements of the population caused by significant levels of unemployment and inequality.

Increasing risks of natural hazards and likely impacts of climatic factors have the potential to induce intra and inter-country migration, loss of livelihoods and increasing stress on natural resources. This has the potential to contribute towards greater competition for land, water and natural resources undermining community livelihoods, social security and sustainable development. It could accentuate

social vulnerabilities and widen social inequities by entrenching poverty. Low resilience and adaptive capacity of the people is compounded by low income and livelihood diversity, illiteracy, HIV/AIDS, weak governance structures and administration and absence of social security.

B. Key vulnerabilities and challenges:

Uganda is exposed to various hazards that have a propensity to turn into disasters due to wide-spread vulnerabilities. While droughts, floods and other disasters are major triggers, it is the factors that create and/or increase the vulnerability of the population to these shocks and which undermine livelihoods capacity that need to be addressed. There are a number of key vulnerabilities accentuating risks and impacts of disasters and climatic processes on Ugandan people, economy, livelihoods and socio-economic processes. Susceptibility to disasters and climate impacts is heightening Uganda's vulnerability, eroding the social contract and hampering achievement of resilient and stable development goals. These factors include the high population density, changing demographic patterns, technological, and socio-economic conditions, unplanned urbanization, development within high-risk zones, under-development, land shortages, restricted livelihoods, environmental degradation, climate variability, climate change, geological hazards, and competition for scarce resources. Exacerbating the situation are wide-spread poverty, low levels of education and prevalence of diseases and epidemics. The situation is exacerbated by inappropriate land use, cultivation on steep slopes, depletion of forest cover for household energy use, lack of contour ploughing and terracing.

The development processes and livelihood patterns are not risk-averse at the moment and suffer from huge hazard exposure. Widespread poverty, illiteracy, low level of diversity of income and livelihoods, lack of awareness and agrarian lifestyles make people and their individual as well as community assets vulnerable to hazards and climatic shocks.

The country's ability to develop more effective responses and resilience to natural disasters has been partly impeded by an effective institutional architecture. Moreover the traditional approach towards disaster risk reduction has preponderantly been reactive and post-disaster response oriented.

The adaptive capacity in Uganda remains low particularly in rural areas as the livelihoods are quite sensitive to climate change particularly rising temperatures and rainfall variability. These climatic factors can have particularly pronounced impact in the semi-arid north-eastern parts of the country. Increasing pressure on natural resources threatens to derail Uganda's development over the coming years and the poor and rural people are likely to be impacted the hardest.

The vulnerabilities in Uganda remain structural as well as societal. An assessment of disaster risk reduction and climate risk management (DRR-CRM) systems and capacities in Uganda has highlighted the following gaps and challenges:

- i. Institutional inadequacy
- ii. Challenges related to inter-sectoral as well as horizontal and vertical coordination and clarity of mandates
- iii. Lack of paradigm shift towards a culture of risk reduction and prevention
- iv. Inadequate capacity at national and sub-national levels especially technical and skilled human resource in administrative and technical agencies
- v. Insufficient evidence-base (risk assessments) for prioritizing geographical, sectoral and hazard-

specific interventions

- vi. Lack of real-time weather and climate monitoring and tracking as well as early warning generation capacity
- vii. Lack of mainstreaming of disaster and climatic risks in national, sub-national and sectoral development planning processes including insufficient allocation of financial resources
- viii. Lack of awareness and preparedness at community level
- ix. Absence of post-disaster response and recovery mechanisms and planning
- x. Lack of harmonization of risk reduction and adaptation for comprehensive risk reduction

The GoU responds to these disasters by providing relief which are in certain cases inadequate and costly considering that it diverts much-needed and scarce development resources of the country. In many instances, people have been forced to sell household and livelihood assets and restrict food consumption that in turn lead toward reduced livelihood options and an increased risk to disease and malnutrition.

C. State of Play: Progress of DRR in the country

A major achievement to be noted of date is the passing of the National Policy for Disaster Preparedness and Management ("National Policy") which shifts the focus and orientation of programmes and initiatives in the country from being reactive and response oriented to being proactive and focused on the management of risks. Of emphasis is the commitment expressed by the GoU in the National Policy towards the creation of and promotion of a disaster preparedness and management system that safeguards the country against disasters while ensuring the continued productive capacity of the people.

The Government of Uganda has initiated the process of setting-up the institutional mechanisms required for holistic disaster risk management at national and district level. The process of developing a data-base, Desinventar, has been initiated to prepare a documented record of past disasters and their impacts on the people and economy in Uganda. The database will help decision-makers in taking informed decisions on DRR. Moreover, the GoU established the National Platform for DRR which brings together Government Ministries, UN Agencies, Development Partners, NGOs and CSOs. The national platform meets monthly and was instrumental in facilitating the return and resettlement of 1,800,000 IDPs in Northern Uganda. Following the Bududa disaster, about 6,000 persons permanently displaced by landslides in Mt. Elgon have been resettled in Kiryandongo. Some districts in the country have full-fledged and functional District Disaster Management Technical Committees (DDMTCs) while district administrative personnel have been trained and supported to develop their District Preparedness and Contingency Plans.

Uganda has been conscious of the threat posed by climate variability and change on the national economy and people's livelihoods. The NAPA, 2007 takes note of this exigency due to rising incidence of climatic disasters and impacts from increasing temperatures and rainfall variability and which emphasizes the need to address climate change systematically. The NAPA process has led to the identification of nine priority areas/sectors for focused attention to address the impacts of climate change. A National Climate Change Unit has been set up under the Ministry of Water and Environment (MWE) to specifically address issues related to climate adaptation. The National Environment Management Authority (NEMA) was constituted to promote environment management and conservation recognizing the close linkages between natural resources, environment and climate change with people's lives and livelihood in view of the primarily agrarian nature of Ugandan economy and

livelihood patterns. Similarly, the Ministry of Water developed a national strategy for adaptation to climate change from the water sector perspective as a result of a joint water sector review undertaken by in 2007. The National Food Security Committee carries out quarterly food security assessment at community level and submits a report directly to Cabinet.

D. UNDP Engagement on DRM in Uganda

United Nations Development Assistance Framework (UNDAF), 2010-2014 for Uganda seeks to support vulnerable communities for sustainable livelihoods and for building their capacity to address environmental shocks and recovery challenges by 2014 with a vision to *“support Uganda’s capacity to deliver on the National Development Plan with a focus on equity and inclusion, peace and recovery, population and sustainable growth”*. It specifically aims to support vulnerable communities, government, civil society and the private sector are suitable managing and utilizing the environment and natural resources for improved livelihoods and to cope with the impact of climate change as an outcome.

Under UNDAF Outcome 2, agency interventions are expected to contribute to the realization of the following relevant outcomes: (1) Vulnerable communities, Government, civil society and the private sector are sustainably managing and using the environment and natural resources for improved livelihoods and to cope with the impact of climate change; and (2) Vulnerable communities having improved access to socio-economic infrastructure and systems for increased agricultural production and productivity, sustainable household income, and food and nutrition security.

UNDP support is premised to support the Government of Uganda with achieving its national development goals and commitments towards the realisation of Millennium Development Goals (MDGs).

UNDP partnered with the OPM in developing and in facilitating the passage of the National Policy for Disaster Preparedness and Management. Through the Crisis Management and Recovery Programme, UNDP supported the OPM and the District Disaster Management Technical Committees (DDMTCs) in northern Uganda (then known as District Disaster Management Committees - DDMCs) by bolstering the capacity of these institutions to coordinate emergency and disaster risk reduction measures. DDMCs/DDMTCs in eleven (11) districts in Acholi, Lango and Teso sub-regions were successfully revitalized or supported in the process of formulation of Sub-County Disaster Management Committees (SCDMC) to ensure that disaster preparedness, response, and mitigation reach the lowest level of governance/government. The SCDMCs were trained on DRR and Early Warning Systems and the said committees remain fully functional. Several SCDMCs in Acholi, Lango and Teso sub-regions were also supported on data collection which contributed to the production of resource maps.

UNDP also supported the conduct of the hazard, risk and vulnerability assessments for Teso, Lango and Acholi sub-regions, to provide pre- and post-disaster baseline information required in the planning and design of preparedness and management strategies and in the development of contingency plans. 10 District Contingency Plans were developed and approved by the District Councils laying the groundwork for enhancing disaster preparedness. The programme went further down into the local government structure by supporting sub-counties in the formulation of sub-county disaster management plans in order to address vulnerability of the communities and strengthen the preparedness and response mechanisms. At national level, the Northern Uganda Data Centre was strengthened to handle disaster risk mapping using GIS at district level.

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UNDP facilitated the inclusion of DRR Issues in the National Development Plan (NDP) by producing a thematic paper that advocated for the reduction in natural and elimination of human-induced disaster risks in the country; mainstreaming of disaster risk reduction in sectoral and sub-national development programs and budgets; and increase in resources for relief and rehabilitation assistance to disaster-affected people. In partnership with the World Bank, a national training for key line ministry officials, district planners, DDPRC, UN/NGO partners on Post Disaster Damage, Loss and Rehabilitation Needs Assessments using the ECLAS methodology was conducted. A DRR mainstreaming workshop was also undertaken and which led to a roadmap towards the full mainstreaming of DRR in the plans, programmes, and activities of the national government.

II. PROGRAMMATIC FRAMEWORK

The project is a national support project founded on the goal, objectives, principles and strategies of the National Policy on Disaster Preparedness and Management. The Project will build upon the on-going interventions by the Department of Relief, Disaster Preparedness and Management, Office of the Prime Minister and by other sector-specific agencies with mandates related to disaster and climate risk management and adaptation. Essentially, this project will deliver on interventions that build capacity of institutions and support mechanisms for reducing vulnerability and increasing resilience to disasters. It addresses the following key objectives of the National Policy:

1. Establish an integrated and multi sectoral approach to disaster management
2. Promote and build a culture of disaster risk reduction and climate risk management
3. Provide a basis for the formulation of a comprehensive disaster management legal framework
4. Establish an institutional framework for disaster preparedness and management
5. Establish an effective monitoring and evaluation system
6. Provide for an effective information management system to facilitate collection, storage, analysis and dissemination of disaster management information.

The Project Framework adopts the following principles enshrined in the National Policy in the course of project implementation, monitoring, and evaluation:

- **Sound Planning Using a Multi-Sectoral Approach** - Planning for disaster has to be undertaken at all levels; from the national to the village level, and involving all relevant sectors;
- **Community Participation** - Community engagement is a sine qua non for comprehensive disaster risk reduction and government will provide appropriate mechanisms and space for participation in all stages of disaster management;
- **Public Awareness and Education** - The media, community leaders and stakeholders shall be called upon to create awareness, knowledge and skills on the relevant aspects of disaster and climate risk management including adaptation;
- **Institutional Capacity Building** - Effective disaster preparedness and risk management shall be based on constant reviewing and upgrading of institutional capacity to cope with disasters at national and community levels. Government of Uganda and UNDP recognize the criticality of skilled human resource in nodal departments/agencies for effective disaster risk reduction;

- **Adequate Expertise and Technology** - Disaster preparedness and risk management requires and shall be based on the integration of technical expertise, indigenous and modern scientific knowledge on hazards and disasters in order to develop cost effective approaches for mitigation, preparedness, response and recovery;
- **Vulnerability Analysis** - Disaster preparedness and risk management shall involve the accurate analysis and mapping of the hazards, risks and vulnerabilities and susceptibility of communities to risks. It shall also involve geo-referencing, mapping and livelihood zoning. This information shall be critical in planning and devising suitable risk management measures;
- **Human Rights Observance** - Disaster risk management, preparedness and response activities and approach shall ensure participation of all sections of society without any discrimination on the basis of gender, region, creed and background and human right shall be integrated into the activities;
- **Social, Environmental and Economic Costs** - The social, economic and environmental costs of disasters shall be considered during the planning and development processes. Socio-economic and environment impact assessments shall be undertaken to guide planning and budgeting for disaster preparedness and risk management. Research on the likelihood of disasters and the assessment of the likely social, economic and environmental impacts will be conducted regularly as an integral aspect of disaster preparedness and risk management;
- **Climate Change** - Cognizant of the effects of climate change, proactive actions must be undertaken to reduce the causes and the negative impacts of climate change. This will include adopting a climate risk management approach harmonizing risk reduction and adaptation elements to ensure comprehensive risk reduction and adaptation to ensure administrative and community capacity to address the risks from extreme climatic events as well as the impacts on livelihoods and socio-economic aspects posed by climate variability and change;
- **Partnership and Co-ordination** - Integrated and coordinated disaster preparedness and Management shall be based on partnerships and collaborative ventures between all sectors of government, donors, UN agencies, NGOs, civil society organizations, the private sector and communities. The Project will adopt a multi-sectoral and multi-stakeholder approach engaging national and international organizations and agencies in a concerted manner;
- **Regional and International Partnerships** – The project would strive to establish linkages and synergies with regional institutions and international organizations including donor organizations with projects and expertise on DRR and climate change issues and promote participation in regional and global initiatives for the implementation of disaster risk reduction and climate risk management ;
- **International and Regional Instruments** – The initiative will take into account the international and regional instruments ratified by Uganda Government. The activities will be aligned with the strategic objectives and priority areas of action outlined in the Hyogo Framework of Action (HFA).

Uganda's disaster prevention, mitigation, preparedness and management framework utilizes the following core strategies that define the engagement under this UNDP-supported project:

Institutional Strengthening:

The Hyogo Framework of Action (HFA) recognizes the criticality of appropriate institutional mechanisms for comprehensive disaster risk reduction. The Project will implement activities aimed at strengthening the institutional structure and systems in Uganda. The institutional structure envisaged under the

National Policy shall be accorded specific focus with emphasis on promoting closer coordination between different sectors and agencies.

Capacity Building:

Building the capacity of nodal departments/agencies and sector-specific agencies on DRR and climate adaptation issues will be critical for ensuring sustainability of DRR agenda. One of the crucial gaps in promoting risk reduction currently is the capacity deficits at administrative level – both national and sub-national viz. district, county etc. as well as across various sectors and stakeholders. Project will endeavor to undertake a comprehensive capacity building needs assessment and design appropriate training and capacity building tools addressing all stages of disaster management viz. prevention, mitigation, preparedness, response and recovery. The Inter-Agency Technical Committee (IATC) will ensure that all government ministries, private sector bodies and local governments have stand-by disaster management teams available and adequately equipped for disaster preparedness and response. The IATC will ensure that these teams are trained regularly and that at all times they are ready to get into action for disaster related interventions.

Mainstreaming DRR:

The close interface between disasters and development is well recognized. The development paths chosen by countries and communities determine their susceptibility to disasters or their ability to successfully reduce and mitigate disasters and their impacts. Recognizing the criticality of disaster-development linkages, the focus of activities will be on facilitating the process of integrating disaster risk reduction into the development planning process and devising tools and building capacity for the same.

Risk Assessment

Risk assessment (disaster and climate risk assessment) will be conducted to help understand the hazard, risk and vulnerability profile of the country. This will help identify the districts/regions/communities with higher exposure and susceptibility to disaster and climatic risks. The information will be used to prioritize districts as well as DRR interventions for focused attention. This will help put requisite systems, capacities and resources for effective disaster preparedness and management and generate accurate information and projections based on scientific assessment.

International Partnership and Co-operation

The existing and ongoing initiatives under the African Union, IGAD and East African Community are recognized under the Policy. Therefore, the Government of Uganda shall form partnerships and collaboration mechanisms with regional/international forecast centers and technical institutions to enhance exchange of relevant information and expertise for DRR. The Government of Uganda is already a signatory of various international conventions and protocols and is actively participating in on-going processes related to climate change and DRR. It will continue to work with UN and other international agencies, donor organizations/countries and key stakeholders to build synergies for DRR-related activities.

Knowledge Management and Awareness Generation:

Building a culture of risk reduction and promoting comprehensive DRR requires disseminating knowledge and facilitating information exchange. National DRR practitioners will be connected to latest international practices and good practices on DRR through knowledge management networks. At the same time, community awareness on DRR issues will be built by using the outreach potential of media and communication modes like radio, TV, mobiles etc. Effective communication is a key pillar in successful disaster preparedness and management operations. The media plays a crucial role in linking forecast centers to the public and so therefore media personnel will be trained on relevant aspects and

techniques of reporting in situations of disasters. The media will also disseminate government disaster preparedness and management plans in the event of an imminent disaster. With information and modes of communication critical in disaster preparedness and management, the government will reach out to telephone companies, internet providers and other communication channels to ensure effective delivery of information to the people who have access to these services.

Decentralized and Community-Based DRR:

Effective DRR entails active participation of local governance structures and communities. Local level development processes and community livelihood practices need to mainstream disaster management aspects. Disaster management approach focusing on building capacities at district and sub-district as well as community level will pave the way for minimizing disaster risks and ensure speedier response. The Project will focus on creating effective disaster preparedness and response capacity at local administration and community level.

Gender Integration

Uganda's population structure and the current poverty trends indicate that women and children are most vulnerable to the effects of disaster. The relevancy and implications of gender roles in disaster preparedness and management will therefore be analyzed. Special focus will be given to building capacities among women and to enable them to play an active role in disaster preparedness and management at community level by adopting a gender responsive and socially inclusive approach. Gender dimensions for DRR will also be mainstreamed in the functioning of national and sub-national administrative departments and agencies as also in their work programs and activities.

III. PROJECT STRATEGY

The project will contribute towards the achievement of **Outcome 2** of Uganda's United Nations Development Assistance Framework (UNDAF) 2010-2014 which states that "*Vulnerable segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with the population dynamics, increasing economic disparities, economic impact of HIV&AIDS, environment shocks and recovery challenges by 2014*". Under **UNDAF Outcome 2**, agency interventions are expected to contribute to the realization of the following relevant outcomes: (1) Vulnerable communities, Government, civil society and the private sector are sustainably managing and using the environment and natural resources for improved livelihoods and to cope with the impact of climate change; and (2) Vulnerable communities having improved access to socio-economic infrastructure and systems for increased agricultural production and productivity, sustainable household income, and food and nutrition security. Specifically the project will support the focus area dedicated to the strengthening of the capacity for disaster preparedness and humanitarian response, including mitigation of, and adaptation to, climate change and the provision of protection and other assistance to citizens and refugees affected by conflict or natural disasters.

Translating its contribution towards Outcome 2 of the UNDAF in its Country Programme Document, UNDP will strengthen the capacity of institutions to enhance community security and disaster risk reduction by establishing/strengthening relevant systems and mechanisms. The UNDAF, the CPD, and the National Policy on Disaster Preparedness and Management will aim to contribute towards operationalizing the priorities in the Hyogo Framework for Action (HFA). The Program is aligned with the overall strategic guidance for DRR enshrined in the National Policy and the development objectives outlined in the National Development Plan. The Program is premised on the recognition of increasing incidence of disasters in Uganda and the need to address rising risks and vulnerabilities. It seeks to build

institutions and capacities across all administrative levels and ensure horizontal and vertical coordination to promote disaster resilience.

This project will capitalize on the policy lessons, good practices, and experiences from current disaster preparedness and management initiatives by using it to infuse more impetus and elaboration on the specific engagements to operationalize the national policy. This needs to be realized through a capacity development approach that enhances the management and technical capacities, systems and processes within the Government of Uganda (GoU). Essentially, the project will build on existing capacities, systems and processes, as well as complement development partners and donors support to the GoU.

UNDP has comparative advantage in supporting the translation of many of the policy pronouncements in the National Policy into tangible practice and activities. Over the past years, it has contributed towards laying the foundation for informing the National Policy and its approval. This national project will build upon UNDP's comparative advantages viz. its vast experience in working with governments and communities to establish and strengthen institutional, policy and legislative mechanisms, capacity building, risk assessments, mainstreaming DRR into development planning, harnessing best practices and community based approach across different thematic areas including DRR and climate adaptation, both in-country and globally, particularly through south-south cooperation. This experience shall inform the operationalization of the National Policy.

UNDP's strategic positioning on DRM in Uganda is informed not only by its comparative advantage but also by the global recognition of its leadership position on DRR and early recovery and alignment of its programmatic support with the national development vision and strategy. Moreover, it is also informed by the principle of harnessing and optimizing resources and capacities for DRR (minimum investment, maximum impact and visibility) through a multi-sectoral and multi-stakeholder driven partnership approach. This necessitates project engagement at upstream level but maintaining its "programmatic legs" at downstream to inform and guide the development of systems and processes.

The implementation strategy will be aligned with the governmental priorities and needs and the strategic principles outlined in the National Disaster Preparedness and Management Policy and the National Development Plan. The implementation process will be anchored with the nodal administrative unit in the Government of Uganda viz. the Department of Relief, Disaster Preparedness and Management, Office of the Prime Minister (OPM). Harmonization of policy and practice will lay the building blocks for a risk resilient nation. The lessons learnt and experiences drawn will inform replication and scaling up of the programmatic interventions. The Project outputs are expected to provide the building blocks for informing the DRR agenda with strategic direction and laying the foundation for a sound disaster risk management paradigm in the country.

Specific emphasis will be laid on building capacities in identified districts and communities therein, keeping into perspective the lessons and needs/priorities of the communities, such as the experience with the Kiryandongo resettlement initiative. The community orientation will lay equal thrust on promoting gender equality and women's empowerment through their active participation in capacity building and awareness generation activities. It will also ensure that activities under the project are focused towards the aspect of community resilience-building.

The emphasis of this project is on strengthening the institutional architecture for DRR and enhancing capacity for disaster preparedness and management which will have broader recognition and contribution towards sustainable development. It will seek to strengthen governance mechanisms especially at district level and ensure a capable and responsive administrative mechanisms supported by an effective civil society.

The Program will adopt a multi-sectoral and multi-stakeholder approach and will engage private sector meaningfully in view of the recognition of its role as indispensable for achieving national development objectives. Without capable and viable local institutions, there is little that external resources can do alone to tackle poverty and reduce disaster risks.

In supporting this capacity development program, UNDP interventions under this national project will follow the priority areas in the National Policy for Disaster Preparedness and Management and the Hyogo Framework for Action (HFA). The five priority areas and three strategic goals outlined in the HFA constitute the key guiding principles for designing the project outputs and activities.

Key Strategic Results and Planned Interventions:

Recognizing the high hazard, risk and vulnerability profile of Uganda, the nascent institutional systems and framework, administrative capacities, overwhelming dependence of communities on natural resources for sustenance, low development status of economy and close interface between impacts of disasters and climate change with the social stability and preservation of socio-economic livelihood patterns, the following outputs/results along with their key activities are outlined below to contribute towards strengthening the disaster risk reduction and climate adaptation agenda in the country and building community resilience.

Result 1: Strengthened national DRR institutions; enhanced sectoral coordination and DRR mainstreamed into national and sector-specific development policies and projects

Output-1: National and Sub-national Platforms/coordination mechanisms on DRR-CCA fully operational:

The National Disaster Preparedness and Management Policy, Government of Uganda outlines priority areas for promoting disaster risk reduction in the country and identifies sector-specific departments to lead respective priorities/activities. Many of these activities need to be undertaken in a coordinated manner by ensuring greater interaction and synergies between nodal ministries and other departments as well as technical agencies.

The project will promote greater coordination and synergies of action between various ministries and sectors by activating a coordination mechanism in the Inter Agency Technical Committee (IATC) (also referred to as the National Platform for DRR/NPDRR) to ensure horizontal and vertical linkages on DRR and climate adaptation issues. Coordination between different ministries and sector-specific agencies at the national level and with the district administrations at sub-national level will be strengthened and systematized. This will entail formulating protocols for information sharing and joint activities. At the core of this engagement is the IATC/National DRR Platform whose coordination capacity will be strengthened through the provision of technical and capacity building support.

At sub-national level, the main focus of institutional strengthening and coordination interventions will be the District Disaster Management Technical Committees (DDMTCs). Efforts will be made to ensure that they become fully operational with robust mechanisms for coordinating activities at district and sub-district level with different administrative agencies and sectors. The focus will be on developing risk management, preparedness and response capacity and promoting coordinated action. The intervention will focus on at least four districts during the project period to provide technical and capacity support.

One of the activities under this Output will focus on strengthening coordination within and amongst the UN agencies working on DRR and climate change issues in Uganda. Specifically, efforts will be made to

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develop synergies among members of UNCT Task Force on DRR for coordinated action on identified issues.

In order to harmonize risk reduction and adaptation and to promote greater synergy between donor and development partners support for DRR and CCA, the development of a Strategic Programme and Investment Framework (SPIF) and an 'Implementation Strategy' will be facilitated to lay down a roadmap for operationalizing the National Disaster Preparedness and Management Policy. These will help operationalize the National Policy and facilitate long-term risk and vulnerability reduction. These will be developed with full participation and engagement of all stakeholders including administrative departments/agencies, donors, development partners, humanitarian organizations, civil society organizations (CBOs/NGOs) and other stakeholders.

A comprehensive database of on-going activities/initiatives by different actors will be developed and regularly updated to inform decision-makers and partners and complement the SPIF by mapping existing interventions and avoiding duplication of interventions.

Recognizing the close interface between risk reduction and adaptation (DRR-CCA), a DRR-CCA framework will be formulated in close coordination with the National Climate Change Unit. The framework will promote greater convergence between risk reduction and adaptation agenda. It will facilitate integration of DRR in on-going CC programs and promote collaborative activities for addressing disaster and climate-induced risks and impacts in a holistic manner.

Output-2: Operationalize NECOC and strengthen early warning generation and dissemination:

The project will also provide support to the National Emergency Coordination and Operations Centre (NECOC) by enhancing the aspect of early warning, preparedness and early action, and coordination in times of emergency and recovery. Standard Operating Procedures (SOPs) will be developed to facilitate preparedness and coordination of NECOC operations and its linkages with the National Platform for DRR, District Emergency Coordination and Operations Centre (DECOC), DDMTCs and information flow across all administrative levels. The personnel manning the NECOC will be trained and oriented to monitor and simulate the information and data received from the national hydro-met agency and other departments including the Police and the District Administrations, as well as, DECOCs correlating the risk information with the baseline information on agriculture, infrastructure, etc. so as to simulate and determine probable impact. Information from the simulated scenario will be the basis for the issuance of early warning information, alerts, and triggers preparedness, mitigation, and pre-emptive/early action.

The Project will also seek to strengthen weather monitoring, tracking, modelling, and information dissemination through the national hydro-met agency operating under the Ministry of Water and Environment. Linkages will be established with regional and international hydro-met agencies for data/information sharing, weather/climate monitoring, tracking and interpretation. Capacity building of technical personnel in national hydro-meteorological agency will be undertaken.

A detailed SOP will be prepared to facilitate regular information flow/exchange between the Ministry of Water and Environment and the Department of Relief, Disaster Preparedness and Management, OPM for coordinated analysis of weather/climate information and early warning generation on certain pre-agreed benchmarks. The SOP will seek to involve the NECOC for warning dissemination to concerned District Administrations and for coordinating response activities.

The early warning system (EWS) will be strengthened through a review of the entire reporting and warning system so as to develop a systematic and standardized process of collecting, analyzing and

sharing data and information on impending hazards/likely disasters to generate timely warnings. The EWS will include the localization/downscaling of climate information. The database developed will be anchored/lodged at national and district levels. The protocol for the issuance of warnings and alerts and establishment of “triggers” will be built into the SOPs to be developed for the NECOC, National Platform, and the DDMTCs. Operationalization of the revised (and enhanced) EWS will be complemented by the provision of specialized training on aspects like early warning forecasting, severe weather forecasting for disaster-prone communities etc.

Output-3: Mainstream DRR-CCA into national and sector-specific development plans:

The mainstreaming of DRR-CCA in sector-specific policies and programmes at national and district level will be undertaken. This will entail revisiting guidelines to facilitate the review of existing policies and programs and for mainstreaming into new national or sector-specific policies and plans. The Project will help build the capacity of the Ministry of Local Government and the Ministry of Finance and Economic Development on mainstreaming DRR-CCA. The enhanced capacity will be used to pilot DRR-CCA mainstreaming in at least one sectoral development plan/policy. The project will provide technical assistance to the concerned agencies to facilitate mainstreaming DRR in their policies, plans and activities. This activity will relate to the hazard, risk and vulnerability assessment proposed to be conducted as part of Result-2. It will demonstrate the process of formulating risk-averse policies and development processes.

Recognizing the fast pace of urban development in Uganda, the project will work with the relevant government agency/agencies on the disaster and climate proofing of urban infrastructure. It will support the development and implementation of a disaster and climate proofed building code/regulation.

Result 2: Evidence base for DRR generated and post-disaster recovery strengthened

Output-4: Conduct gender-sensitive national hazard, risk and vulnerability assessment

Considering the high hazard, risk and vulnerability of different regions, communities, men and women and sectors in the country, DRR activities need to be informed with a detailed gender-sensitive HRV assessment. Initial hazard and risk assessments have been developed for some districts. The output will elaborate upon the assessments available to develop a national risk profile on the basis of HRV assessment and also identify districts and/or sectors with high vulnerability. The assessment will also analyse disaster impacts on lives and livelihoods, as well as the vulnerabilities of different population groups of different ages (men, women, ethnic groups etc). This will help prioritize DRR-CCA interventions in more vulnerable districts/sectors. Understanding that Vulnerability and Capacity Assessment (VCAs) have been conducted for some districts, the HRV assessment will build upon the same and help enhance the understanding of risks and vulnerabilities. The risk profiles will inform development plans and action as well as adopt a capacity development approach towards its formulation.

A standard methodology for conducting gender-sensitive HRV assessment will be established and the capacity of nodal technical agencies will be developed to conduct the same. This will help generate evidence-base for prioritizing DRR-CCA interventions at district and sector levels as well as help resource allocation for more vulnerable and risk-prone areas/sectors. The assessment will support identification of disaster risks and climatic impacts especially on climate-sensitive development sectors.

The existing hazard maps will be upgraded on the basis of latest assessment and put on a national GIS platform to enable easier access. It will facilitate use of information by various sectors and agencies. The

output will focus on generating evidence-base for preparing national and district risk profiles including hazard-specific mapping.

Output-5: Support development of national disaster database:

The focus under this output will be on instituting a national disaster database in the Department of Relief, Disaster Preparedness and Management, OPM. The existing initiatives like the Desinventar will be harmonized with the on-going data collection and assessment initiatives by the national hydro-met agency under the Ministry of Water and Environment and the national early warning system. Protocols for sharing early warning information and weather/climate data will be established to ensure regular and seamless data/information sharing and collective analysis for identifying disaster and climatic hot-spots.

The Program will facilitate linkages with regional and international technical and climate services organizations like IGAD as well as on-going initiatives like the Horn of Africa Greater Climate Forum etc. and with DRR and adaptation networks to facilitate cross-learning and capacity building. Expertise and experience of global initiatives of UNDP like the Global Risk Identification Programme (GRIP) will be harnessed to support development of the national disaster data-base.

Output-6: Strengthen post-disaster recovery:

The project will help address the gap between humanitarian relief and long-term development. It will seek to utilize post-disaster recovery interventions to promote DRR. Recognizing the high hazard, risk and vulnerability profile of Uganda, increasing incidence of disasters and magnifying impacts of climate change, the Program will support formulation of gender-sensitive post-disaster needs assessment guidelines. It will include developing capacities for conduct of post-disaster needs assessment and support initiatives that look at restoration of institutions and community functions to kick start normal livelihood actions.

The process will be supported with training to build capacity for coordinated response and recovery on the basis of post-disaster needs assessment. Interventions include response coordination, aligning response actions to recovery assessments and capacity building for post disaster needs assessment and analysis.

The Program will also develop and institutionalize a system for beneficiary tracking (preferably with sex and age disaggregated data) at national level. This will help ensure speedy and coordinated response including identifying the most-needy men and women among the disaster affected. It will help track the distribution of post-disaster humanitarian assistance and ensure coordination of donor support to meet any emergency needs. The system will be located in the Department of Relief, Disaster Preparedness and Management, OPM. Efforts will be made to decentralize the system and institutionalize the same in the most vulnerable districts in due course.

Result 3: Enhanced community resilience to disasters

Output-7: Community-based disaster and climate risk management:

Comprehensive disaster risk management planning will be initiated at community level in at least four (4) hazard-prone and vulnerable districts identified on the basis of HRV assessments. The project will support initiatives on community-based disaster risk management and contingency planning and strengthen linkages with climate change adaptation in order to build resilience. A flexible mechanism of ensuring that community risk reduction and climate adaptation activities are supported and implemented by the communities themselves will be employed. Given that communities are largely

agriculture-based, the community resilience building (DRR/CCA) activities will be focused towards enhancing agriculture and livelihood options. Integration of DRR and CCA at community level will build upon indigenous knowledge and local resources. Efforts to design an effective, comprehensive, gender responsive and decentralized disaster risk management or contingency plans for major hazards based on hazard maps and risk profiles will be supported. This will include aspects related to risk reduction, preparedness, response and recovery.

DRM and contingency planning will be supported with training and capacity building at community level to enable women and men to effectively discharge the role of first responders as well as contribute towards local level risk management. The training will focus on DRM/contingency planning, first medical response and basic search and rescue aspects including evacuation and early warning dissemination. CDRM approach will pay special attention to building capacity of women on disaster management issues and will take into consideration their special needs and capabilities. The Program will ensure that at least 30% of the beneficiaries of capacity development and other initiatives at community level are women.

DRM plans will help effective coordination and collective action in response to both occurring and impending emergencies and also build and strengthen preparedness capacity at all levels. A capacity development approach will be adopted while formulating DRM plans with focused attention to capacity building of community representative institutions and communities.

Output-8: Knowledge management and awareness generation:

The Program will support the development of a knowledge management and awareness generation strategy. The intervention is based on the premise that creating and disseminating knowledge on DRR and CCA issues contributes towards building a culture of risk reduction and preparedness at all levels. The awareness generation component will focus on developing gender-sensitive communication materials targeted at common people and will utilize multiple communication modes like print and electronic media, low-cost social awareness campaigns, observance of special days etc. and outreach potential of schools and community places will be harnessed.

The Strategy will act as the roadmap for raising awareness on DRR and climate adaptation in the country. Good practices and lessons learned on successful DRR-CCA practice will be documented. Special events like the International Day for Disaster Reduction will be supported. Knowledge management activities will seek to link the DRR and CCA practitioners to latest practices and knowledge on the subject in the region as well as internationally through e-networks and communities of practice.

Through collaboration with the Peri-Peri U initiative, a network of African universities on disaster risk management, the project will partner with Makerere University for conducting research, generating awareness and knowledge management materials on subjects of strategic importance in DRR, like the economics of disasters in Uganda.

A comprehensive DRM Knowledge Management/Communication Plan and Media Strategy will be developed and implemented. The Plan and Media Strategy will identify and build the network of administrative agencies, district units, humanitarian organizations, and development partners to facilitate smooth information sharing for risk reduction, emergency response, and recovery and rehabilitation.



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Result 4: Training and capacity building for comprehensive disaster risk reduction:

Output-9: Training needs and capacity assessment:

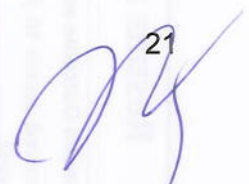
The need to build the capacity of key national and sub-national administrative departments/agencies and stakeholders will be crucial to ensure sustainability of risk reduction and adaptation agenda. With a view to assess training and capacity development needs, a comprehensive gender-sensitive DRR-CCA training and capacity development needs assessment will be conducted for nodal departments and agencies including the technical agencies entrusted with weather/climate monitoring and early warning generation, at national and sub-national levels. On the basis of the training and capacity development needs assessment, and in recognition of the differentiated impacts of disasters on different genders and the need to develop gender sensitive and socially inclusive strategies, DRR-CCA professional certification courses will be undertaken.

Efforts will be made to harness the expertise available under the CADRI initiative of UNDP-BCPR or other expertise available within the country and the region including with other UN agencies, INGOs, academic universities like Makerere University and others.

Output-10: Development of gender-sensitive training modules/materials and conduct of training programs:

The Output will focus on preparing requisite training modules and materials catering to the specific needs identified as part of the capacity needs assessment exercise but focused towards the conduct of professional certification courses. Efforts under this output will focus on building capacity and skills on DRR and CCA issues within the national nodal departments/agencies and in the administrations of identified districts through the participation of technical staff of the Department of Relief, Disaster Preparedness and Management, Ministry of Water and Environment and key national departments, and district local governments. Efforts will also be focused on building the capacity of UNCT Task Force on DRR and DRR focal points from UN agencies in Uganda as well as other international agencies.

Linkages will be established with regional and international training organizations/institutions for delivering the training and capacity building component. Partnership with the Asian Disaster Preparedness Center (ADPC), through south-south cooperation, and Makerere University will be a key initiative in the offering and conduct of DRM professional certification courses.



IV. Results and Resources Framework

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Improved access to justice and strengthened capacity of institutions to enhance community security and disaster risk reduction particularly for women, in selected post-conflict districts.</p> <p>Outcome 2.3: To strengthen institutional capacity for the Government of Uganda (GoU) in climate change adaptation and mitigation and environment and natural resources and disaster risk management</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>Outcome Indicator – Surveys documenting the status of community security, access to justice and economic recovery;</p> <p>Baseline – Weak community security, access to justice and limited economic recovery opportunities;</p> <p>Target – Improved community security, access to justice and economic recovery as documented through surveys</p> <p>Applicable Key Result Area:</p> <p>Accountable Democratic Governance: Establishment of democratic processes and institutions that are participatory and inclusive of both women and men, and systems and processes that ensure (a) high-quality services delivery, so that men and women are healthy and knowledgeable; (b) effective, equitable use of development resources; (c) re-establishment of peaceful conditions required for recovery and pursuance of development work; and (d) prevention and management of future risks.</p> <p>Partnership Strategy:</p> <p>UNDP will seek to participate in an increased number of joint programmes with partner United Nations organizations and engage in broader partnerships with key actors in outcome areas emphasizing joint planning, implementation, monitoring through participation in established sector working groups, and joint evaluation. It will seek to identify the geographical focus of the program in select districts and communities. As needed, it will contract services to enhance implementation and complement its local capacities by drawing on the Regional Service Centre and national and international United Nations Volunteers, with due attention to South-South cooperation.</p>			
<p>Project title and ID (ATLAS Award ID): Strengthening Uganda's Disaster Preparedness and Management Capacities, 2012 – 2014</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS) (2012-2014)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Result 1: Strengthened national DRR institutions, enhanced sectoral coordination and DRR mainstreamed into national and sector-specific development policies and programmes</p>			
<p>Output-1: National and sub-national platforms/coordination mechanisms on DRR-CCA fully operational</p> <p>Baseline: National platform and some DDMTCs constituted but require strengthening for effective functioning</p> <p>Indicators: National platform and number of DDMTCs conducting regular</p>	<p>Target (Year 1) 1 national platform and 2 DDMTCs strengthened and protocol for coordination finalized</p> <p>Development of SPIF and Strengthen coordination capacity of UNCT Task Force on DRR</p> <p>Target (Year 2) Development of database</p>	<p>1.1 Support to National Platform/IATC and DDMTCs to activate a coordination mechanism and to strengthen coordination capacity</p> <p>1.2 Inclusion and participation of women organisations or Ministry of Gender, Labour and Social Development in the National Platform</p> <p>1.3 Facilitate protocols for information sharing and joint activities at national,</p>	<p>OPM, MoGLSC, DLGs and UNDP</p> <p>National Platform: Learning/workshop/ meeting costs: \$6,930</p> <p>SPIF Development: Regional/District based consultations: Learning/workshop/ meeting costs: \$16,150</p>

<p>coordination meetings</p>	<p><i>Formulation of DRR-CCA framework Strengthening of 2 more DDMTCs</i></p>	<p>district and sub-district level 1.4 Develop gender-sensitive Programme and Investment Framework (SPIF) and an Implementation Strategy for the National Policy on Disaster Preparedness and Management 1.5 Strengthen coordination amongst members of UNCT Task Force on DRR 1.6 Develop database of on-going activities 1.7 Formulate DRR-CCA framework to integrate DRR into on-going CC programs</p>	<p><i>National consultation: Learning/workshop/ meeting costs: \$8,100 Consultancy:\$9,000</i></p>
<p>Output-2: Operationalize NECOC and strengthen Early Warning generation and dissemination Baseline: NECOC is not operational Indicator: NECOC with established base and standard operating procedures</p>	<p>Target (Year 1) <i>Establishment of the NECOC Standard Operating Procedures (SOPs) developed One capacity building/orientation program for technical staff of hydro-met agency and Deptt. Of Relief, Disaster Preparedness and Management, OPM</i> Target (Year 2) <i>Early Warning System strengthened Disaster Preparedness</i></p>	<p>2.1 Design and establishment of the NECOC 2.2 Development of Standard Operating Procedures (SOPs) for NECOC 2.3 Capacity building of personnel manning NECOCs and national hydro-met agency 2.4 Develop SOPs for information sharing on early warning and climate information between national hydro-met agency and disaster management nodal department 2.5 Develop a national early warning system (EWS) 2.6 Revise/develop EWS guidelines and reporting formats 2.7 Develop interactive database based on the new early warning system</p>	<p>NECOC and EWS: Equipment: \$200,000 Learning/workshop/ meeting costs: \$354,950 Transport: \$35,000 Consultancy (database development): \$9,000</p>
<p>Output-3: Mainstream DRR-CCA into national and sector-specific development plans Baseline: Sectoral policies and programmes are not disaster/risk-sensitive Indicators: At least 1 sector policies reviewed and made risk-sensitive and DRR-CCA integrated in at least one on-going programme</p>	<p>Target (Year 1) <i>Disaster and climate proofed development plan</i> Target (Year 2) <i>Disaster and climate proofed building code</i></p>	<p>3.1 Development/review of national planning guidelines from a disaster and climate-proofing perspective 3.2 Capacity building of national planning authority and one sector-specific agency 3.3 Disaster and climate proofing of building code/regulation</p>	<p>Learning/workshop/ meeting costs: \$4,900 Consultancy (policy/ guidelines review): \$4,500 Consultancy (climate proofing of building codes): \$13,500</p>

Result 2: Evidence base for DRR generated and post-disaster recovery strengthened			
<p>Output-4: Conduct national hazard, risk and vulnerability assessment</p> <p>Baseline: Hazards maps available but no comprehensive risk assessment</p> <p>Indicators: Sex disaggregated National HRV assessment and disaster risk profiles produced and available</p>	<p>Target (Year 1) Methodology and capacity building for HRV assessment Hazard maps upgraded and made available on GIS platform</p> <p>Target (Year 2) Conduct of HRV assessment and identification of vulnerable districts including an assessment of differentiated impacts of disasters on different population sub-groups such as gender, ethnicity and livelihood patterns Gender sensitive District Disaster Risk Profiling guidelines and preparation of 2 district disaster risk profiles</p>	<p>4.1 Methodology and capacity for gender-sensitive HRV assessment 4.2 Conduct national hazard, risk and vulnerability (HRV) assessment including the inclusion of sex and age disaggregated data 4.3 Upgrade existing hazard maps and make them available on a GIS platform 4.4 Identification and prioritization of vulnerable districts and preparation of their disaster risk profiles</p>	<p>OPM, DLGs, UBOS, UNDP</p> <p>Learning/workshop/meeting costs: \$455,500 Consultancies: \$31,500</p>
<p>Output-5: Support development of national disaster data-base</p> <p>Baseline: Development of Desinventar initiated but not fully systematized</p> <p>Indicator: Hazard maps, HRV assessment report and district risk profiles</p>	<p>Target (Year 1) Protocol for disaster and weather/climate data/information sharing National disaster data-base set-up or strengthened</p> <p>Target (Year 2) Linkages with international and regional institutions and initiatives</p>	<p>5.1 Development of national disaster data-base 5.2 Protocol for sharing weather/disaster data/information between ministries and agencies 5.3 Linkages with regional and international institutions/organizations</p>	<p>OPM, DLGs, NMA, UNDP</p> <p>Consultancy (national disaster database): \$9,000</p>
<p>Output-6: Strengthen post-disaster recovery</p> <p>Baseline: Ad-hoc post-disaster recovery planning</p> <p>Indicator: Gender sensitive post-disaster needs assessment and recovery guidelines and training programs</p>	<p>Target (Year 1) PDNA guidelines Capacity building for gender sensitive recovery and PDNA</p> <p>Target (Year 2) Beneficiary tracking system disaggregated by sex and age</p>	<p>6.1 Formulation of gender sensitive post-disaster needs assessment guidelines 6.2 Capacity building for recovery and PDNA 6.3 Beneficiary tracking system including sex and age disaggregated data established</p>	<p>OPM, DLGs, UNDP</p> <p>Travel: \$12,000 Learning/workshop/meeting costs: \$23,300 Consultancies: \$6,300</p>

Result 3: Enhanced community resilience to disasters				
<p>Output-7: Community-based disaster and climate risk management</p> <p>Baseline: Community-based disaster preparedness and management planning not initiated systematically</p> <p>Indicator: Gender sensitive community-based disaster preparedness and management plans developed and implemented and community training program organized</p>	<p>Target (Year 1) Gender sensitive community DRR and Climate Adaptation Plans and contingency planning in at least four (4) districts At least one (1) training program in each of the four districts at community level with participation of at least 30% women Target (Year 2) Community DRR and CA planning rollout in at least four (4) districts</p>	<p>7.1 Community level DRR and CA and contingency planning in identified districts 7.2 Capacity building of communities especially women on DRM aspects including DRR, CCA, contingency planning, response and recovery 7.3 Capacity development of representative institutions (which will include at least one women's group where applicable)</p>	<p>OPM, DLG, UNDP</p>	<p>Learning/workshop/meeting costs: \$7,920 Support to community risk reduction and climate adaptation initiatives: \$1,600,000</p>
<p>Output-8: Knowledge management and awareness generation</p> <p>Baseline: Limited research, knowledge management and awareness generation products on DRR</p> <p>Indicator: No. of gender sensitive research, knowledge management and awareness generation products on DRR produced</p>	<p>Target (Year 1) Knowledge management and awareness generation strategy Production of gender-sensitive knowledge management and awareness generation materials Observance of commemorative days/events on DRR Target (Year 2) Production of gender-sensitive knowledge management and awareness generation materials Establish partnerships with Makerere University and other initiatives for knowledge management</p>	<p>8.1 Development of a knowledge management/communication plan and media strategy 8.2 Development of gender-sensitive DRM communication materials 8.3 Observance of special days/events on DRR 8.4 Knowledge management through practice building approach 8.5 Establish partnership with Makerere University through collaboration with the ADPC and initiatives like the Peri-Peri U, on knowledge management</p>	<p>OPM, Makerere University, Ministry of Gender, Labour and Social Development and UNDP</p>	<p>Support to International Day for Disaster Reduction: \$23,900 Consultancies: \$13,800 Publication and Printing: \$40,000 Travel: \$9,000</p>
Result 4: Training and capacity building for comprehensive disaster risk reduction				

<p>Output-9: Training and capacity needs assessment</p> <p>Baseline : Comprehensive assessment of training and capacity needs has not been conducted.</p> <p>Indicator : Training and capacity building needs assessment conducted and training modules addressing capacity needs developed</p>	<p>Target (Year 1) DRR capacity assessment of relevant institutions done 50% (20% of whom are women) of staff from the relevant institutions are training on the importance of disaster risk management.</p>	<p>9.1 Conduct comprehensive training and capacity needs assessment 9.2 Partnership with training and academic institutions like Makerere University, ADPC, and on-going UNDP initiatives like CADRI</p>	<p>OPM, Makerere University, UNDP</p>	<p>Learning/workshop/meeting costs: \$10,000 Consultancy (capacity assessment): \$9,000</p>
<p>Output-10 : Development of training modules/materials and conduct of training programmes</p> <p>Baseline : No systematized training modules and materials</p> <p>Indicator : Training modules and materials developed and training programmes conducted for national and district administrative officials</p>	<p>Target (Year 1) Development of training modules and materials Conduct of at least one DRM professional certification course Target (Year 2) Conduct of DRM professional certification courses Establish linkages with at least one regional/international training institute</p>	<p>10.1 Development of targeted training modules and materials for different thematic areas 10.2 Conduct DRM professional certification courses 10.4 Establishment of linkages with regional and international training institutions</p>	<p>OPM, Makerere University, UNDP</p>	<p>Learning/workshop/meeting costs: \$30,000 Consultancy (module development): \$13,500 Travel: \$10,000</p>
<p>Management support Monitoring and Evaluation Audit Stationery Sundries Staff management costs</p>				<p>Furniture and equipment: \$12,700 Stationery: \$10,000 M&E: \$8,000 Audit: \$5,000 Sundries: \$12,000 Staff cost: \$480,000</p>
<p>GMS (7%)</p>			<p>GRAND TOTAL</p>	<p>244,611 \$3,739,061</p>

V. Management Arrangements

A. Execution Modality

This UNDP project aims at supporting the Government of Uganda to implement the National Policy for Disaster Preparedness and Management. This policy needs to be strengthened on disaster risk reduction principles and practices through either an amendment or formulating a new DRR policy as earlier suggested. There are a number of partners proposed in the implementation of selected activities such as Office of the Prime Minister (OPM), nodal and line ministries, District Local Governments, NGOs/INGOs, technical and academic institutions etc. Other partners for collaboration include local beneficiaries and community groups and organizations. An International DRM Advisor will be based at OPM but working very closely with UNDP. He/she will work under the administrative and technical supervision of the UNDP Country Office with technical support from BCPR HQ as required.

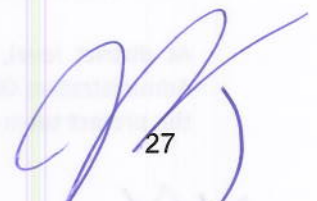
This project will be implemented under UNDP Country Programme Action Plan 2010-2014 using a Direct Implementation Modality (DIM).

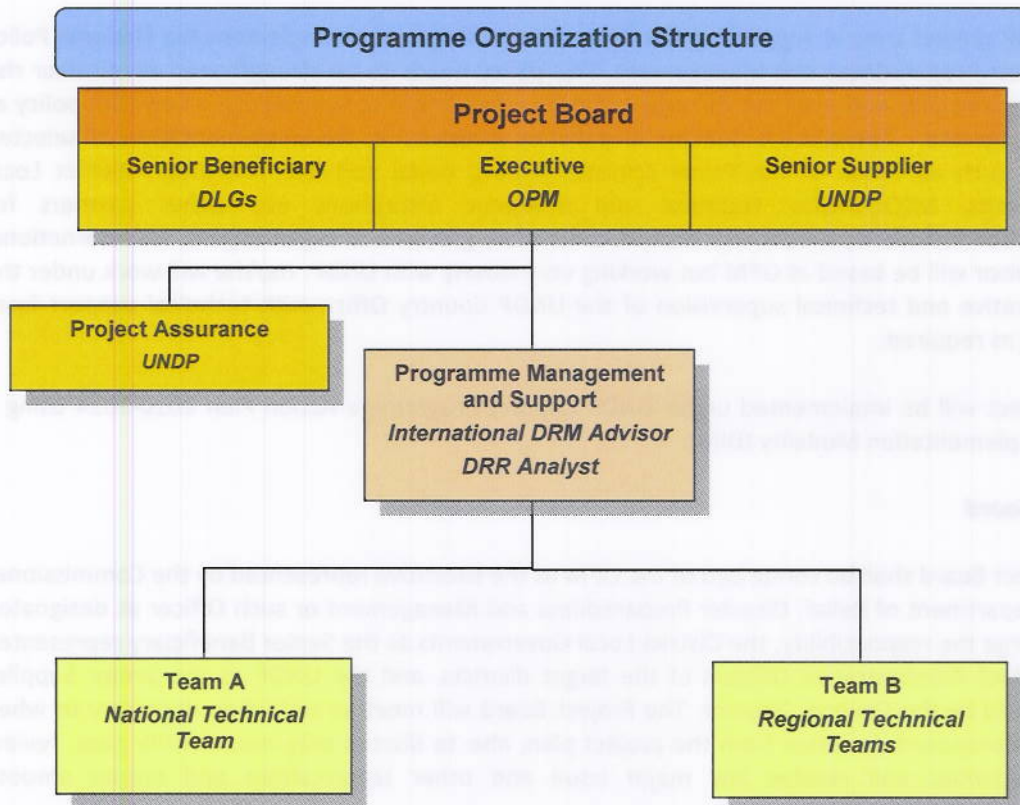
Project Board

The Project Board shall be comprised of the OPM as the Executive represented by the Commissioner of the Department of Relief, Disaster Preparedness and Management or such Officer as designated to discharge the responsibility; the District Local Governments as the Senior Beneficiary represented by the Chief Administrative Officers of the target districts, and the UNDP as the Senior Supplier represented by the Country Director. The Project Board will meet as and when necessary or when there is a proposed deviation from the project plan, also to discuss progress, identify gaps, review annual activities and resolve any major issue and other technicalities and ensure smooth implementation of the project.

UNDP shall be responsible for project implementation and assurance. In relation to its project assurance function, UNDP will follow up on management actions, keeping track of progress benchmarks, perform regular monitoring activities, ensuring funds are made available to the project towards the intended outputs and resources entrusted to the project are utilized appropriately. It (UNDP) will participate in monitoring, review and evaluation missions of the project together with the OPM and the District Local Governments (DLGs) and support capacity development of the project. UNDP will provide necessary technical backstopping for execution and implementation of the project in accordance with the approved work plans and receive, review and approve quarterly substantive and financial reports from and disburse directly the requested funds to IPs. UNDP will also arrange for sharing of, access to any management information reporting facility that may be developed, within UNDP's ATLAS resource management and accounting framework. As Senior Supplier, UNDP will ensure the timely release of funds to carry out project activities. Moreover, UNDP will facilitate the procurement of goods and services. The recruitment of project personnel shall be provided in accordance with UNDP guidelines, procedures and regulations.

OPM shall provide project support functions and shall be accountable for project resources under Government management/implementation. OPM shall also participate in monitoring, review, and evaluation missions and take lead in ensuring that the work of all actors, including government line ministries and sector strategies in the area of DRM is systematically coordinated.





As Senior Beneficiary, District Local Governments (DLGs) shall articulate to the Project Board the progress, accomplishments, and challenges of the project ensuring that the set objectives are achieved and the benefits of the project are felt by the local populace the project is targeting. DLGs will be responsible for implementation, supervision and management of the project components including continuous monitoring and reporting and will request, receive and account for the resources provided and will prepare and maintain appropriate books of accounts for reporting and audit purposes. DLGs will provide all stakeholders timely feedback on issues and concerns raised.

B. Project Implementation Structure

At national level, the implementing partner of this project will be the Department of Relief, Disaster Preparedness and Management of the OPM. Project implementation will be governed by the provisions of this Project Document, its annexes and UNDP Operations Manual. Governance of the project will be supported through annual work planning, as well as, reporting and monitoring the delivery of results and impact on the basis of the results framework. The annual work plans and progress reporting will be the responsibility of the project management in close consultation with OPM and UNDP. The work plan will be implemented upon its endorsement by the OPM, UNDP, and District Local Governments. The endorsed work plan will serve as an authorization for fund disbursement and implementation.

At district level, the main implementing partner will be the District Local Government. The Chief Administrative Officers (CAOs) will lead the project and benefit from the support to be provided by the project team at national level and by the OPM.

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The project organizational structure will be as follows:

Project Management

The management of the project will be carried out by a Project team based in the UNDP/OPM in close coordination with the Crisis Prevention and Recovery Unit of the UNDP Uganda. The project will benefit from the International Disaster Risk Management Advisor (DRMA) and the National DRR Analyst who will be recruited in Year 1 for two years in order to continue the support to UNDP CO and the RC Office to prepare for and coordinate disaster preparedness and response, with focus on risk reduction.

Project Stakeholders

The stakeholders will consist of the UNDP as management organisation, the OPM at national level and local government with local offices in the districts, the community members empowered on risk reduction practices, the civil society and other Ugandan and international NGOs working in disaster reduction related issues, and the Government of Uganda.

At national level, the Project team will work closely with the national DRM technical experts/specialists in the OPM. This will comprise the national technical team. At regional level, the Project team will work closely with the Regional Technical Officers from the OPM in the conduct of project activities. The project will also be supported by the regional teams from UNDP-supported projects, particularly in Northern Uganda.

Project Team

The Project Team will be consists of the following core local and international staff:

- National DRR Analyst (full-time)
- Disaster Risk Management Advisor, with disaster risk reduction and recovery advisory functions (full time, two years)
- Driver.

The Project team is primarily responsible in providing management and support to the implementation of project activities and will be complemented by staff from the OPM at national and regional levels and by consultants who will be engaged at per the need of the project and in accordance with the AWP.

C. Partnerships

The project will partner primarily with the OPM at federal level and with districts through the District Local Governments, specifically the DDMTCs. It is anticipated that partnerships with UN agencies like FAO, WFP, the World Bank, and CSO initiatives will be undertaken given the complementarity of many of the project's activities with that of initiatives from other UN agencies and to ensure the synchronization of activities as per the National Policy. In particular, the project will link with the Ecosystem Based Adaption and Territorial Approach to Climate Change, the Climate Risk Management Project, and the Poverty Reduction for Former IDPs Project. Partnerships with Makerere University will be further developed particularly in the implementation of specific project components like knowledge management, awareness generation and research on key issues.

The Project will also establish linkages with key regional institutions, international organizations, and international NGOs working on DRR-related issues for complementarities and to harness their expertise for capacity development, EWS, risk assessment, mainstreaming and other specialized and technical aspects. Implementation of project activities will particularly be undertaken through

international NGOs.

Partnerships with bilateral donors and multilateral fund sources/facilities, especially those providing financial and technical support (secondments, missions etc.) to the project will be strengthened. Likewise, the project will engage with existing coordination structures and organizations so as to better harmonize activities with the wider DRR effort in the country.

D. Linkages

The project implementation focuses on internal linkage with the ongoing programs such as the Northern Uganda Peace, Recovery and Development Plan (PRDP), to tap complementarities and synergy development. Furthermore, it will support the strengthening of linkages with climate change adaptation initiatives and regional and global coordination mechanisms. As indicated above, the project will link with the Ecosystem Based Adaptation and Territorial Approach to Climate Change and the Climate Risk Management Project. Linkages with the ISDR will be enhanced so as to allow the Government of Uganda to play a leadership role in the regional and global platforms on DRR. Linkages with IGAD on DRM will likewise be strengthened to allow for greater cooperation by the Government of Uganda with IGAD members on the sharing of knowledge and expertise to combat the impact of disasters in the region.

VI. Monitoring Framework and Evaluation

Monitoring and evaluation is a management tool that helps to judge if designed program was going on in the right direction, whether progress and success could be maintained and how future efforts might be enhanced. Monitoring and evaluation takes place usually at two levels. One level focuses on the outputs, which are the specific products and services that emerge from processing inputs through program, project and other activities. The other level focuses on the outcomes of development efforts, which are the changes in development conditions that aim to be achieved through specific projects and programs.

Monitoring and Evaluation, as tools and processes, shall go beyond outputs and measure outcome results by ensuring better measurement of performance through a more systematic monitoring and reporting mechanism that foster a culture of learning, transparency and accountability.

Monitoring and Evaluation (M&E) of the project is a mandatory requirement for ensuring efficient utilization of project resources as well as accountability, transparency and integrity. The M&E procedure of the project should be aligned with the existing national and sectoral M&E processes and also serve as an input for the national and sectoral review processes. The OPM will be responsible for setting up the necessary M&E mechanisms, tools and conducting reviews, in order to ensure continuous monitoring and evaluation of the program. The key outputs include:

- Enhanced effectiveness of plans by alerting the lead agencies
- Extract relevant information that can be used as the basis for programmatic fine-tuning and reorientation.
- Enhance process learning
- Support substantive accountability
- Build institutional capacity in each of the processes

The overall purpose is the measurement and assessment of performance in order to more effectively manage the processes, outputs and then outcomes known as program results. Performance is defined as progress towards and achievement of results.

Reporting which is the systematic and timely provision of essential information at periodic intervals is a must to the UNDP. Furthermore, feedback which is a framework by which information and knowledge are disseminated and used to assess overall progress towards results or confirm the achievement of results. Feedback may consist of findings, conclusions, recommendations and lessons.

A. Monitoring

In carrying out the monitoring activity of this revised project, both performance and outcome monitoring will be undertaken. The program implementation monitoring will be carried out at the project level and shall be geared towards the measurement of the progress of the project activities and the delivery of outputs against established schedules and indicators of progress on key performance indicators (KPIs).

The requirements for effective monitoring are baseline data, indicators of performance and results, and mechanisms or procedures for data collection that include such planned actions as field visits, stakeholder meetings, reviews and systematic reporting, partnership and implementation strategies based on principles of transparency and accountability.

Monitoring of the DRM project will be done through an Integrated Monitoring and Evaluation Plan (IMEP) as the basis for result-based programming. As much as possible, a joint monitoring modality involving all responsible bodies will be used. With the use of a standard format, a monitoring report on resource utilization, substantive implementation and progress towards achievement of intended results will be produced for every monitoring visit. This will be shared with all concerned bodies.

The implementing partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the Annual Work Plan (AWP). The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible.

All concerned bodies need to agree and cooperate for joint monitoring all activities and will facilitate access to relevant financial records and personnel responsible for the administration of the fund. To that effect, the concerned bodies agree to the following:

- Joint periodic on-site reviews and spot checks of their financial records,
- Programmatic monitoring of activities following OPM and UNDP guidance for site visits and field monitoring,
- To hold annual review on project outputs and progress towards outcomes, whereas on a quarterly basis collect relevant input-output data. As a capacity development project, annual progress review sessions are important for the following purpose:
 - Measure progress towards the stated objectives
 - Promote cross-sectional learning among ministries, regions and different levels
 - Extract good practices across implementing levels
 - Compile processes and outputs on annual basis
 - Keep clear and open communication lines amongst program team members
 - Give concrete sense of next plans by identifying capacity strengths and gaps which should appear on the annual work plan.
 - Identify who may take over which activity as part of sustainability and exit strategy

In general, annual review meetings are held to understand what has gone well and what has not and how can the same be improved upon or done differently to enhance the impact. It enables to clarify and re-clarify goals for the existing team members and newly joining. The annual reviews even become more effective if it is carried out in different regions on rotational basis so that regional field visits and learning can be more ground touching.

On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below. An Issue Log shall be activated in the Atlas system and updated to facilitate tracking and resolution of potential problems or requests for change. A risk log shall also be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot. A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

Result 1: Strengthened national DRR institutions; enhanced sectoral coordination and DRR mainstreamed into national and sector-specific development policies and programmes		
Activity Result 1	Disaster Risk Reduction and Management coordination and mainstreaming	Start Date: Jan., 2013 End Date: Dec., 2014
Purpose	Development of an enabling condition for DRR and DM to be coordinated and mainstreamed into national policies and programmes.	
Description	Implementation of the following project sub-components: Strengthening of the National Platform and DDMTCs; Operationalization of the NECOC; and mainstreaming into sectoral plans and programmes.	
Quality Criteria	Quality Method	Date of Assessment
Development plan and programmes are risk sensitive and DRR initiatives structured through a commonly accepted Strategic Programme and Investment Framework (SPIF).	Analysis of development policies and programmes.	Annually
Result 2: Evidence-base for DRR generated and post-disaster recovery strengthened		
Activity Result 2	Evidence-based DRR Initiatives and post-disaster recovery	Start Date: Jan., 2013 End Date: Dec., 2014
Purpose	Development of an enabling condition for DRM stakeholders and for DRM strategic decisions and actions to be evidence based and knowledge triggered.	
Description	Implementation of the following project sub-components: Disaster Risk Profiling; Early Warning System; Contingency Planning; Communication Planning.	
Quality Criteria	Quality Method	Date of Assessment
Development and disaster response activities conducted by government agencies both at national, district, and community levels are founded on an analysis of disaster risk and	Analysis of development and disaster response activity reports.	Annually

contain measures which contribute to the reduction of these risks.		
Result 3: Enhanced community resilience to disasters		
Activity Result 3	Community resilience-building and awareness generation	Start Date: Jan., 2013 End Date: Dec., 2014
Purpose	Building of community resilience to disasters linked to adaptation.	
Description	Implementation of the following project sub-components: Community risk reduction and climate adaptation; Community early warning; and post-disaster needs assessment.	
Quality Criteria	Quality Method	Date of Assessment
Presence of community EWS, and risk reduction and climate adaptation plans and activities.	Analysis of status of community risk reduction and adaptation plans and enhanced awareness on DRR and adaptation issues	Annually
Result 4: Training and capacity building for comprehensive disaster risk reduction		
Activity Result 4	Training and capacity needs assessment and conduct of training programmes	Start date: Jan., 2013 End date: Dec., 2014
Purpose	Build capacity of key national and sub-national stakeholders including UNCT and the communities through training materials and programs	
Description	Implementation of the following project sub-components: conduct of training and capacity needs assessment and organization of specific training programs based on training modules and materials	
Quality Criteria	Quality Method	Date of Assessment
Preparation of training modules and materials based on training needs assessment report	Number of training programs conducted and availability of capacity at national level for replication of training programs	Annually

B. Evaluation

Project evaluations will be done on selective basis to systematically and objectively assess progress towards and achievement of identified outcome(s) as well as to fill knowledge gaps necessary to guide overall project monitoring and attainment of outcome results. Evaluations at the project level will assess the relevance, efficiency, effectiveness, impact and sustainability of activities undertaken. Outcome evaluations will cover a set of related projects, projects and strategies that are intended to bring about certain identified outcome(s). The evaluation exercise will thus be concerned with achievements/results rather than with input delivery.

Outcome evaluation will extract lessons learned, findings and recommendations by assessing progress towards the identified outcome, factors contributing to the outcome, both positive and negative consequences, key UNDP contributions.

During the project period, evaluation will consist of two types of evaluation which includes mid-term and final program evaluations. The mid-term evaluation will be undertaken at the mid of the project period, while the final evaluation will be carried out at the end of the program period.

The DRM evaluations are envisaged to generate knowledge and provide evidence to guide the achievement and monitoring of the outcome/output results to conform with established standards and norms. It shall foster partnership with national knowledge institutions, universities and research centers including professional organizations to ensure independence, utility focus/value, capacity building and contribution to local and global knowledge generation.

Tracking the implementation status of major recommendations will be undertaken through the annual reporting required the annual review of UNDP.

VII. SUSTAINABILITY AND EXIT STRATEGY

In order to enhance project effectiveness and sustainability measures such as participatory design and implementation process, flexibility in the face of inevitable setbacks, direct supervision and support will be employed by UNDP and OPM. Furthermore, annual review events will be used to focus on the key components of sustainability and exit strategies. **Sustainability** which ensures functions and components supported by the program, the resulting benefits and deliverables are maintained and continue to operate as the program phases down and ends requires more work during program implementation plan preparation in the presence of all stakeholders. Enabling factors such as effective linkages between components, the level of flexibility which facilitates quick adaptation to changing circumstances, as well as response to new opportunities and enhancing the risk management capacity of the community is essential to long-term sustainability.

Exit strategies, which are explicitly linked to sustainability, are specific plans describing how the project will withdraw from a direct support while ensuring that the achievements are not jeopardized. It is unequivocally linked to sustainability in that it also considers means of ensuring further progress towards these outcomes after the end of UNDP's technical and financial support. The goal of an exit strategy is to ensure the sustainability of project impacts and activities at national through community level. Depending on the type of program intervention or component, the exit strategy may pass through 'phase-down' and 'phase-over' stages. 'Phase-down' exit strategies refer to the gradual reduction of programmatic inputs or resources, often prior to a 'phase-over' strategy. The 'phase-over' strategy seeks to transfer the full responsibility for programmatic interventions to governmental entities, community groups or individuals which will depend on gauged success on outputs, outcomes or impacts or their combination. Good Exit Strategies can help resolve tensions that may arise during withdrawal of assistance by UNDP and will enhance their commitment to achieve project outcomes.

The following will be carried out with full participation of stakeholders to ensure sustainability actions are taken and exist happen in a planned manner.

- **Identify exit criteria for key interventions.** This may include a fixed end date or achievement of important components of targets, or progress toward sustainable phase over. Measures of readiness for phase over will be set. Measurement of benchmarks will be included in program M&E framework.
- **Identify key owners:** stakeholder(s) and key individuals or units that will be responsible for program component will be identified. All actors should know from the beginning of the program that exit is planned; specific criteria are set and the associated enabling actions are taken.
- **Plan exit in a gradual and phased manner.** This allows the project unit or individuals to take increasing responsibility and have experience of operating independently prior to exit. Gradual phasing of exit also allows adjustments and improvements to be made as the exit progresses and to sustain gains.

- Make sure program **monitoring and evaluations** plays its role in monitoring and alerting the project leadership on how sustainability and exit strategies are being addressed.

Furthermore, considering the following are also beneficial practices:

- The emphasis of the project is to enhance national and community resilience and also develop capacities of development actors. Direct involvement by communities at risk, kebele leaders and woreda personnel is instrumental to securing local ownership and progress in these directions;
- Activities under community DRR and CA will be implemented by community groups in order to build community resilience and reduce vulnerability to disasters. This level of grassroots stakeholder participation is expected to significantly improve sustainability. It is also anticipated that government administration at all levels would become adherent to the participatory approach;
- Technical innovation, both existing and anticipated under the participatory research and extension program would be relevant, low cost and, to the extent possible, dependent on locally available resources and skills. The Project would take a holistic approach to DRR and DM. Income diversification to build assets and enhance coping mechanisms would also contribute to sustainability of results;
- Disasters can be substantially reduced if people are well informed and motivated towards a culture of disaster prevention and resilience, which in turn requires the collection, compilation and dissemination of relevant knowledge and information on hazards, vulnerabilities and capacities. DRR planning and implementation involves all relevant government departments, NGOs, private sector, development partners, a wide range of capacity building support provided to partners and communities. Strengthen and improve networks, dialogue and cooperation among scientific communities, practitioners, planners in developing risk reduction plans and in capacity building initiatives;
- Promote the integration of disaster risk reduction knowledge in the school curricula at all levels and the training and learning projects for development planners, emergency managers and local government officials.

VIII. LEGAL CONTEXT

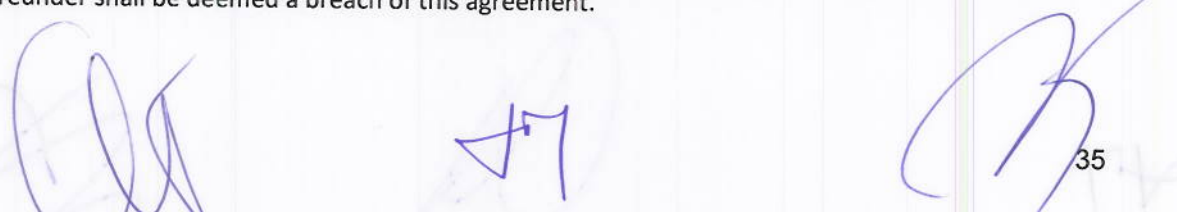
This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.



The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document”.

IX. RESOURCE MOBILIZATION

Uganda stands to gain from both public and private finance in support of activities that span the disaster risk management and climate change adaptation continuum in the context efforts to meet the Millennium Development Goals and sustain development gains.

A coherent framework for sourcing funding from various potential partners/donors is necessary for attaining the desired outcome and results under the project and in the operationalization of the DRM-SPIF. The resource mobilization plan for the project is for the period 2013 to 2014 and covers the total amount of **US\$ 3,739,061**. Total resources programmed and mobilized amounted to **US\$ 810,000** including **US\$ 510,000** from UNDP CO TRAC and **US\$ 300,000** from BPAC allocation -- placing the resource gap at **US\$ 2,929,061**.

The resource mobilization goal of the project is to close the total resource gap by persuading development partners of the imperative of DRR and management of efforts for the full operationalization of the National Policy. The immediate objectives are to: (1) Marshal more resources from existing development partners and (2) to identify and solicit for funding from new and potential development partners.

Immediate Objective 1 - Marshal more resources from existing development partners. Specific actions will include:

1. Development of a priority list of key bilateral donors who are supporting DRR and climate adaptation projects/activities, especially DRR and Recovery, and request them (donors) to allocate funds to the project through the MDTF.
2. Market this revised project through GoU organized round-table meetings, donor group meetings and use of the offices of goodwill ambassadors.
3. Invite regional institutions and international organizations to partner with the implementation process by identifying specific components/activities.

Immediate Objective 2 -Identify and solicit for funding from new and potential development partners and non-traditional donors. Specific actions will include:

1. Compilation of a priority list of new bilateral, multilateral, and non-traditional donors keen on supporting DRM activities.
2. Market this revised project to new bilateral, multilateral, and non-traditional donors.
3. Follow-up with potential development partners and non-traditional donors.

ANNEX 1. ASSUMPTIONS AND RISKS

The assumptions under the project are:

- That there is a strong commitment and political will from the Government of Uganda to integrate DRR into policy frameworks, strategies and projects;
- That policy advice and capacity building provided to the public sector at national and district level is followed up by constructive action at all levels, including the provision of sufficiently motivated and dedicated staff;
- That the GoU is committed to engage with civil society (SC), academic and research institutions in the establishment of the knowledge base as well as with key regional institutions and international organizations and initiatives for achieving the objectives of the project;
- That CSOs, academic and research institutions respond to the GoU led DRR initiative not only at operational level but also shaping policies and decisions; and
- Development and humanitarian partners will support the DRR project.

RISK LOG

Project Title: Strengthening Uganda's Disaster Preparedness and Management Capacities	Award ID:	Date: 25 May 2013
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#	Description	Date Identified	Type	Impact and Probability	Countermeasures/ Management Response	Owner	Submitted, updated by	Last Update	Status
1	Delay in the start up of the revised project.	Nov., 2012	Operational	There would be subsequent delays in the implementation of project activities and challenges in resource mobilization. P = 1 I = 5	NDP and its associated strategies are pressing; Timely start up of the program is essential; use a launching workshop as an opportunity to develop detail implementation plans involving districts under the leadership of UNDP and OPM	UNDP/ OPM			Probability is medium due to delayed progress in project development process.
2	Uganda experiences a major disaster.	Nov., 2012	Environmental Strategic	Probability is low but possible impact is high due to heightened vulnerability and low community resilience. P = 2 I = 5	In order not loss gains, monitoring of situation is important and develop business continuity plans in times of warnings	OPM			No change.
3	Inflation levels exceed those anticipated in the budget.	Nov., 2012	Financial	High inflation will increase implementation costs and result to a reduction in project activities. P = 2 I = 4	UNDP will regularly assess and plan timely actions	UNDP SMT and CPR Team			No change.

4	Below anticipated resource mobilization for the project.	Nov., 2012	Financial	Reduced resources will entail the prioritization of project activities and slow down in project implementation. P = 3 I = 3	UNDP, OPM and Development partners will coordinate to seek funding for the project	UNDP SMT and CPR Team		No change.
5	Less engagement of sectoral ministries due to other priorities.	Nov., 2012	Organizational	Implementation of the project will be affected with the reduced engagement of sectoral ministries. P = 2 I = 3	Pressure should be maintained to mainstream DRR as a core element for sustainable development	Project team		No change.
6	Weak linkage with other programs.	Nov., 2012	Strategic	Complementation with other DRR initiatives will not be achieved. P = 2 I = 2	Due consideration on annual review meetings to see national and district linkages with other programs	Project team		No change.