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THE REPUBLIC OF UGANDA

Disaster and Climate Risk Management Capacity Assessment and Plan in Uganda

August 2014



With support from:

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List of Abbreviations and Acronyms

BCP	Business Continuity Plan
CBOs	Community-Based Organization
CCA	Climate Change Adaption
CCM	Climate Change Mitigation
CDF	Capacity Development Framework
CP	Contingency Plans
CSO	Civil Society Organization
CRM	Climate Risk Management
DDMC	District Disaster Management Committee
DRC	Disaster Risk Contingency
DRM	Disaster Risk Management
D/CRMCA	Disaster/Climate Risk Management Capacity Assessment
DRP	Disaster Risk Preparedness
DRR	Disaster Risk Reduction
EWS	Early Warning Systems
FAO	Food and Agricultural Organization
GIS	Geographical Information System
GPS	Global Positioning System
HVCA	Hazards, Vulnerability and Capacity Assessment
IK	Indigenous Knowledge
IIRR	Institute for International Rural Reconstruction
IMS	Information Management System
INGO	International Non-Governmental Organization
IOM	International Organization for Migration
IT	Information Technology
KCCA	Kampala City Council Authority
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries
M&E	Monitoring and Evaluation
MoH	Ministry of Health
MUK	Makerere University Kampala
MUSPH	Makerere University School of Public Health
MWE	Ministry of Water and Environment
NECOC	National Emergency Coordination and Operating Centre
NGO	Non-Governmental Organization
NPA	National Planning Authority
OPM	Office of the Prime Minister
SOP	Standard Operating Procedures
SWOT	Strength, Weakness, Opportunity and Threats
ULGA	Uganda Local Governments Association
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Funds
UNICEF	United Nations Children's Fund
URCS	Uganda Red Cross Society
WASH	Water Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organization

Acknowledgements

This Disaster Climate Risk Management Capacity Assessment (D/CRMCA) was conducted between December 2013 and April 2014. This study was expanded from the initial capacity assessment conducted by the World Health Organisation (WHO) in Uganda, much as it was focusing on the health sector.

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Executive Summary

Background

Uganda has registered several incidences of both natural and manmade disasters. The effects of the disasters have been profound on the people, their livelihood and the economy of the country. Management of disasters especially those compounded by climatic changes has been adhoc and there are hardly any preparedness measures in place to mitigate effects of the disasters. The Office of the Prime Minister with support from the United Nations Development Programme (UNDP) commissioned the Disaster and Climate Risk Management (D/CRM) capacity assessment from December 2013 to April 2014 to guide the development on D/CRM.

Objectives

The overall goal of the assessment was to identify the key gaps and strengths in D/CRM capacity of the country with a view of addressing and strengthening those D/CRM capacity gaps.

Methods

The country disaster risk management capacity assessment was conducted using a mix of methods. Quantitative and qualitative data were collected through review of existing documents, key informant interviews, observation, and stakeholder meeting/workshop. The UNDP capacity development framework was adapted and used for the collection and analysis of quantitative and qualitative data. The researchers were trained and the study instruments pretested. Qualitative data were analyzed using content analysis while SPSS and Excel computer packages were used to analyse quantitative data.

Key Findings

Enabling Environment

The study shows that overall, the capacity for enabling environment for D/CRM is considered high for Advocacy rated 3.6, D/CRM policy development rated 3.6 and stakeholder engagement/networking rated 3.5, respectively. However, capacity was considered low in the areas of D/CRM budgetary allocation and appropriate use rated 2.6, functional operating procedures rated 2.7, research rated 2.8, as well as Monitoring and Evaluation of D/CRM activities rated 2.9.

Organization Level Capacity

At the organizational level, capacity was considered high for preparedness rated 3.3, response capacity rated 3.1 and rehabilitation/recovery capacity rated 3.0 respectively. However capacity was considered low in the domain of mitigation rated 2.9. Under mitigation domain, capacity was low for risk transfers mechanisms rated 2.2, environmental resource management rated 2.6 and livelihoods resilience and community based disaster risk reduction (DRR) rated 2.7. Under rehabilitation/recovery, capacity was low in the area of resettlement initiative rated 2.7, and in the preparedness domain, capacity was rated low in the areas of contingency planning rated 2.9, early warning rated

3.0 and human resource training rated 3.0. There is inadequate human capacity and skills in D/CRM in local governments and high reliance on the capacities of international humanitarian organizations and non-government organizations. There are inadequate financial resources for Climate Risk Management in both national and local government levels compounded by the limited availability of equipment, e.g. functional automatic weather stations, to facilitate disaster and climate risk management.

Individual Level Capacity

At the individual level, capacity was rated high for availability of staff with knowledge and skills for preparedness rated 3.3 as well as staff with knowledge and skills in response rated 3.3. Overall, human resource availability for D/CRM interventions was rated lower 3.1 compared to staff with knowledge and skills rated 3.3.

Conclusions

The study has revealed several gaps and challenges on D/CRM in the country. Under the enabling environment, the domains with the most inadequacies include budgetary allocation/funding, lack of standard operating procedures (SOP) and inadequate monitoring and evaluation of D/CRM interventions.

At the organizational level, under preparedness, inadequacies exist in the domain of contingency planning, early warning and human resources skilled in D/CRM; under mitigation inadequacies exist in the areas of (risk transfer mechanisms, microfinance, inadequate equipment, livelihoods resilience; and under response, there is need to strengthen emergency response efforts and finally under rehabilitation there are gaps in establishing rehabilitation initiatives.

At the individual level, inadequacies exist in the availability of qualified staff in the field of D/CRM. The main challenges identified in D/CRM interventions were in the areas of limited resource allocation/funding, limited equipment, low capacity for early warning and response; inadequate human resource capacities coupled with staff turnover in institutions.

The multiplicity of inadequacies in capacities suggest the need for government (at central and local levels) and stakeholders to invest in strengthening capacities in the various domains of D/CRM (enabling environment, organizational and individual levels) for effective disaster and climate risk management in the country.

Recommendations

Enabling Environment

The study has shown that there is low capacity for budgetary allocation, Standard Operation Procedures (SOP), and for Monitoring and Evaluation of D/CRM. Hence, there is need for government and development partners (stakeholders) to increase funding/budgetary allocation for D/CRM interventions, increase staff availability and capacity through provision of appropriate training opportunities, ensure use of SOP, and promote monitoring and evaluation of D/CRM interventions.

Organization Level Capacity

Several organizational level capacity gaps were identified. Under mitigation, capacity was low for risk transfers mechanisms and environmental resource management, livelihoods resilience and community based DRR. There is need, therefore, to strengthen various community livelihood resilience capacities including through community sensitization, income generation and saving schemes, establishment of by laws against environmental degradation, enforcement of policies on environmental protection and establishment of functional DRR structures at community level.

Under preparedness, there is need to develop multi-hazard contingency plans and business continuity plans.

In the realm of response, there is need to strengthen capacity through the acquisition of appropriate equipment for search and rescue and response, training on emergency response and activation of the incident command centre at national level i.e. National Emergency Coordination Operation Centre (NECOC).

Under rehabilitation/recovery, capacity was low in the area of resettlement initiative. There is need to plan for durable solution/exit plan for recovery by empowering communities, allocating budget for recovery rehabilitation, and working with communities to implement recovery plans.

Individual Level Capacity

There is need to build human resource capacity through appropriate specialized graduate level training. Furthermore, professional courses in specialized D/CRM fields should be organised. Government should provide funding to support Universities to conduct further specialized trainings and research in the field of D/CRM.

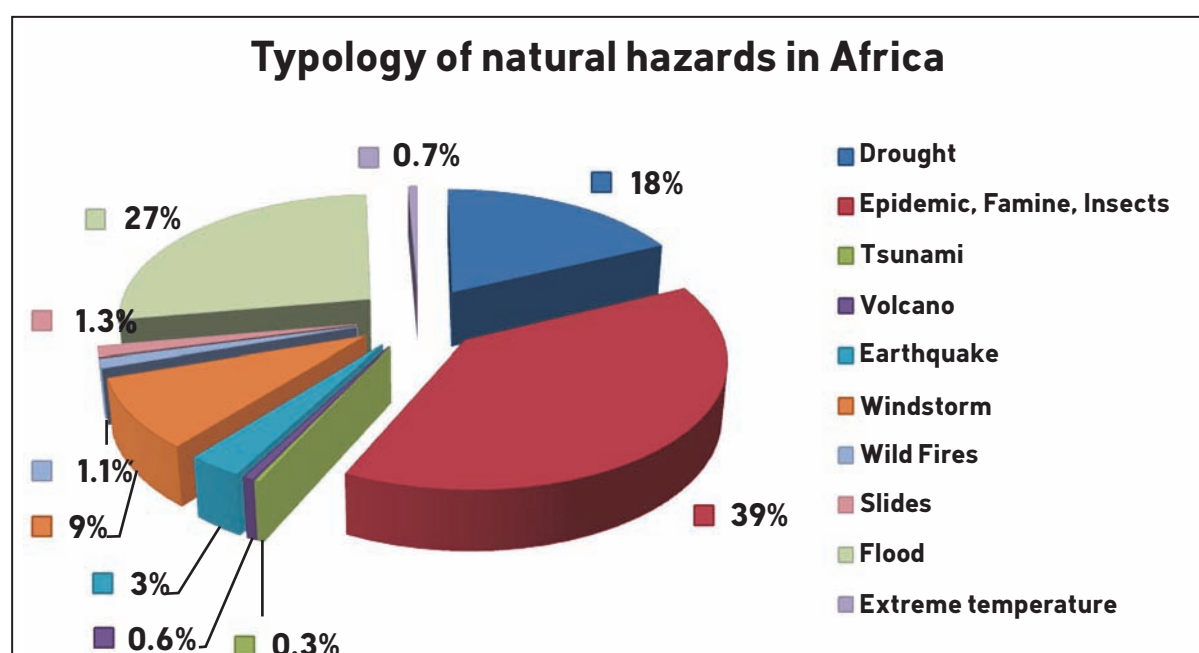
I.0 Introduction

1.1 Background and Situation Analysis

Globally, major disasters linked to natural phenomena are on the increase. According to EM-AT/CRED, floods have been the major cause of disasters with an estimated 94,850,811 people affected, followed by drought with 75,489,671 persons affected since 2009-2010.

In Africa, the leading causes of disasters are floods 27%, drought 18% and a combination of epidemics, famine and insect infestation leading to 39% of the disasters on the continent as illustrated in figure 1 below.

Figure 1: Typology of natural hazards in Africa



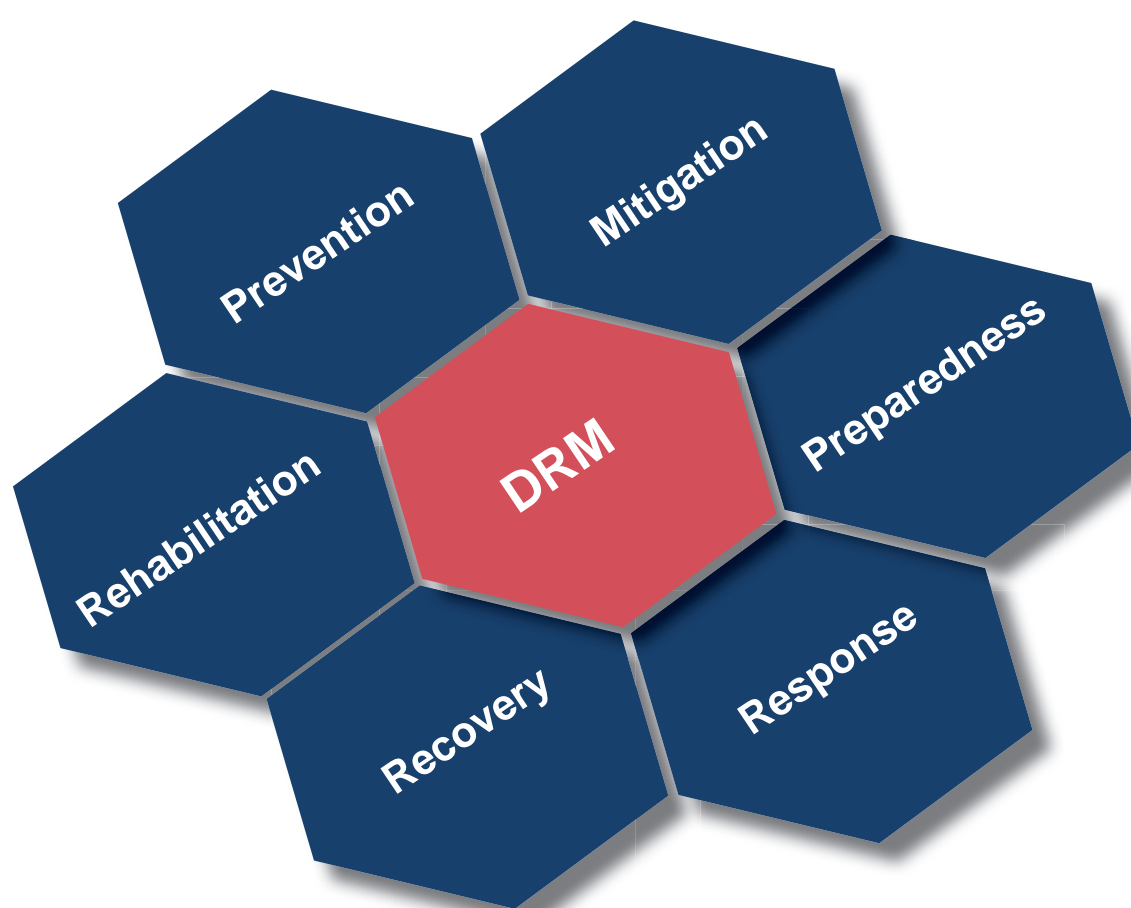
Source: ICSU-ROA 2007

Uganda has registered various incidences of both natural and manmade disasters. These disasters have had profound health and socio-economic impacts. Several areas in Uganda are prone to various types of hazards. The Mt. Elgon and Mt. Ruwenzori sub-region are prone to landslides, floods and Seismic activities. The Karamoja sub-region in north eastern Uganda is prone to drought and famine. The Acholi, Lango and West Nile sub-region are just recovering from over 20 years of civil war which led to internal displacement of over 2 million people. Civil unrest in the neighbouring countries of Kenya, South Sudan, Rwanda, Somalia and the Democratic Republic of Congo (DRC) has led to the influx of over 200,000 refugees who are currently living in Uganda. Terrorist attack by the Al-Shabaab in 2010 resulted into the death of over 75 people, with several others permanently disabled.

In addition, Uganda lies within the Yellow Fever and Meningitis epidemic belt. Uganda has also recorded epidemics of various disease including Viral haemorrhagic fever (Ebola and Marburg) and Cholera, Hepatitis E, Yellow Fever, Meningitis, Polio and Measles outbreaks over the last 10 years.

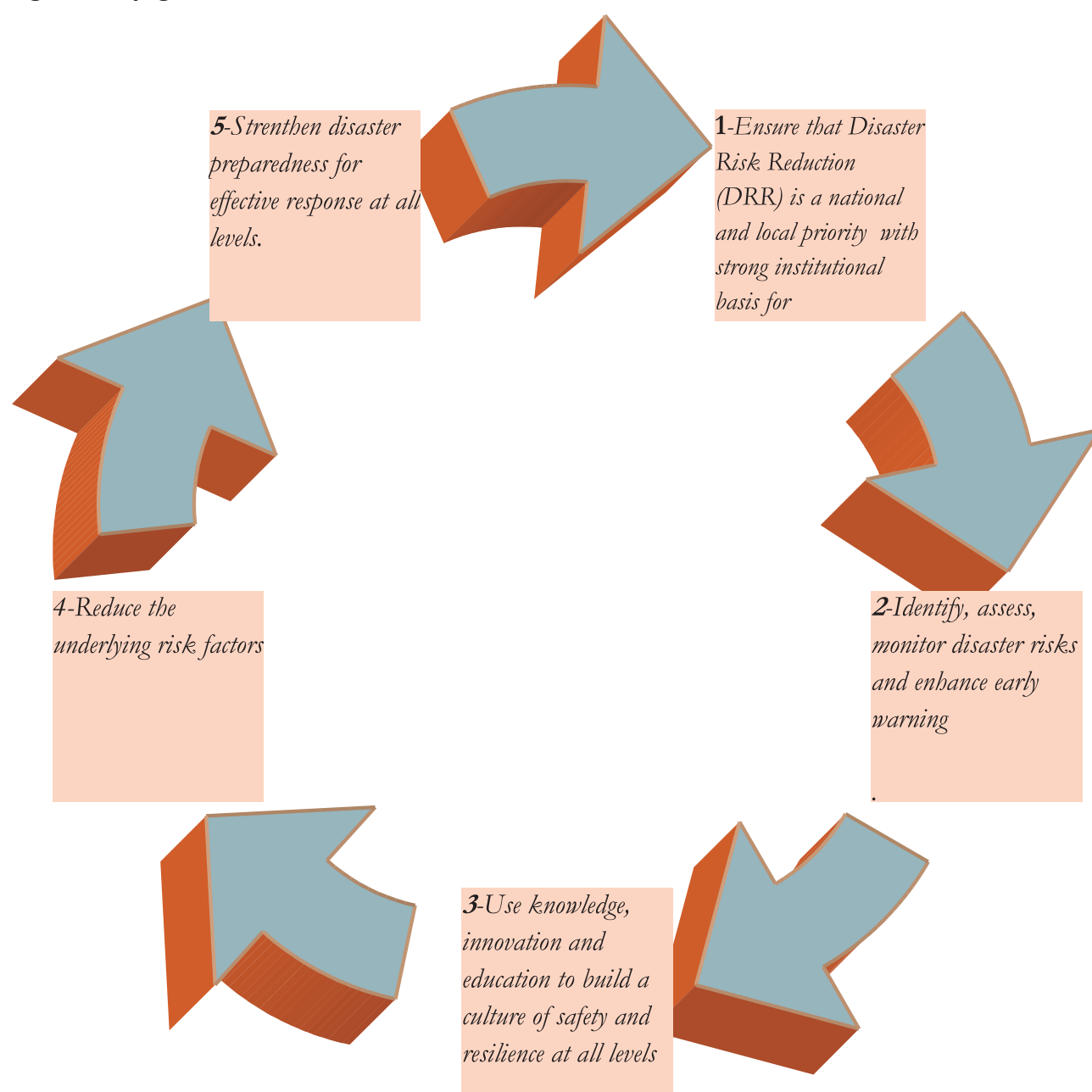
The management of these disasters has been adhoc. There are hardly any preparedness measures in place to mitigate the effects of the disasters. Disaster risk management is defined as the systematic process of using administrative directives, organizations, and operational skills and capacities to implement strategies, political and improved coping capacities in order to lessen the adverse impacts of hazards and the possibility of disaster. Disaster risk management comprises several components including preparedness, mitigation, prevention, response rehabilitation and recovery, as illustrated in Figure 2 below.

Figure 2: Components of Disaster Risk Management



Effective disaster and climate risk management contributes towards the building of resilience of nations and communities to disasters. The Hyogo framework 2005-2015 underscored the need for, and identified ways of, building the resilience of nations and communities to disasters. Five priority actions illustrated below in the global Hyogo Framework for Action 2005-2015 are linked to Disaster Risk Management. (Refer to Annex 7)

Figure 3: Hyogo Framework for Action 2005-2015



The Office of the Prime Minister (OPM) in collaboration with United Nations Development Programme (UNDP) and World Health Organisation (WHO) country office commissioned a study to assess D/CRM Capacity in Uganda in order to identify gaps and strengths that guide the development of the D/CRM Capacity Development Plan. The study was conducted from December 2013 to April 2014.

2.0 Purpose, Aims and Objectives of the D/CRM Capacity Assessment

2.1 The Purpose

To identify the key gaps and strengths in D/CRM capacity of the country with a view to strengthening D/CRM capacity so as to contribute to the reduction in disaster and climate risks as well as economic loss and social disruptions.

2.2 The Aims and Objectives

- To identify, map and document all the stakeholders in D/CRM and their capacities;
- Identify gaps in D/CRM implementation in the country;
- Develop a road map with cost for strengthening D/CRM; and
- Agree on way forward, timeliness and responsibility for Uganda

3.0 Methods

3.1 Study Design

This was a cross-sectional study. The assessment focussed on the present status and circumstances of institutions dealing with D/CRM in the country. Both quantitative and qualitative techniques were used in data collection.

3.2 Study Population

The study population consisted of stakeholders working in the field of D/CRM, Climate Change Adaption, emergency response and community resilience and livelihoods. They comprised programme managers and officers of government ministries and departments, local governments-districts and authorities, United Nations (UN) agencies, international non-governmental organizations (NGOs), universities, research institutions, local NGOs, private sector, the media and Civil Society Organisations (CSOs). (Refer to the list of respondents in Annex 2)

3.3 Data Collection Techniques

The data were collected using both quantitative and qualitative techniques. The main techniques of data collection used included review of documents, key informant interviews, and stakeholder meetings as stipulated in sections 3.3.1 - 3.3.3 below. Data collection instruments were pretested.

3.3.1 Review of Existing Documents

Review of key documents was conducted. The key documents reviewed pertained to disaster risk reduction (DRR) and climate change adaptation (CCA) strategic framework; monitoring and evaluations frameworks, UNDP capacity assessment framework, national D/CRM policies, WHO D/CRM assessment report, Uganda Red Cross strategic plan, Uganda local government Association Working paper on DRR among many. (Refer to Annex 5).

3.3.2 Key Informant Interviews

Key informant interviews were conducted. The categories of key stakeholders interviewed included heads of institutions and D/CRM focal persons in the following organization; government ministries, UN agencies, International NGO, local government and Civil Society Organizations (CSOs) as stipulated in section 2.2.1 above 3.1. Key informant interviews used key informant interview guide (See KII guide – Annex1.2).

3.3.3 Stakeholder Meetings

Two validation workshops were held with stakeholders. The meeting was designed as an approach/ technique to collect more data and information on D/CRM. Furthermore, the meeting was used to get feedback on the preliminary findings (Refer to the list of stakeholders during the validation workshop Annex 3). The participants were invited from government ministries, UN agencies, INGOs, local NGOs, private sector, Academia, media and CSOs.



Validation D/CRMCA workshop organised by OPM and supported by UNDP

3.3.4 Observations

Observations were carried out in various institutions/organizations to check for capacity in terms of availability of equipments for response, warehouses/stores for stock piling food and non-food items for disaster risk management.



Assistant Commissioner addressing the meeting, Mr Gilbert Anguyo of UNDP on the extreme left. Dr Chris Garimoi Lead Consultant in the middle and Mr. Laz Ocira, Associate Consultant on the extreme right

3.4 Study Instruments

Two study instruments, qualitative and qualitative, were used. The quantitative instrument was adapted from the UNDP capacity assessment framework.

Quantitative tool: We used questionnaires to collect quantitative data. (Refer to the questionnaire sample in Annex 1.1).

Qualitative tool: Key informant interview guide was used to get the perceptions of respondents regarding D/CRMCA. This was complemented in the conduct of observation using a checklist and held stakeholder meetings. (Refer to Key informant interview guide in Annex 2.2; and list of participants in the Validation and Dissemination Workshops, Annexes 3 and 4 respectively).

3.5 Data Management and Analysis

3.5.1 Data Management

To ensure quality in data collection, researchers were trained and the instruments pre-tested. The quantitative data collected were checked for completeness, cleaned and captured. Data entry was carried out in Excel spreadsheet.

3.5.2 Data Analysis

The qualitative data were transcribed and analysed according to themes using a master sheet. Quantitative data were analyzed using an excel computer package. Quantitative data collection instrument was designed according to a rating system from 1-5 where 1=Very low, 2=Low, 3=Moderate, High=4 and 5=Very High. Rates were computed for the various variables under each capacity domain.

3.6 Limitations

The study had some limitations. These included;

1. Reluctance by organizations to expose their capacity status;
2. Some focal persons were not available, but in the field responding to ongoing emergencies.

4.0 Main Findings

The findings of the study are presented in five sections. In the first, section 5.1, the background of the respondents and their institutions were presented. In the second section 5.2, the finding on the Enabling Environment Capacity for DC RM is presented. The third section 5.3 addresses the Organisational Capacity level and the Individual level Capacity is presented in the fourth section 5.4. In the final section, 5.5 cross cuttings issues are presented and discussed.

4.1 Background Characteristics of Respondents and Institutions

Table 1: Background of Respondents and their Institutions

Respondents	Frequency	Percentage
Characteristics	(n=47)	(%)
Position		
Programme Assistants	9	19.1
Programme Officers	11	23.4
Lecturers	3	6.4
Managers	24	51.1
Sex		
Male	30	63.8
Female	17	36.2
Qualification		
Bachelors	6	12.7
Masters	39	83
PhDs	2	4.3
Organization /Institution		
INGO	5	10.6
Local NGO	6	12.8
UN Agency	9	19.1
Ministry	14	29.9
Local government	9	19.2
Academic Institution/University	9	19.1

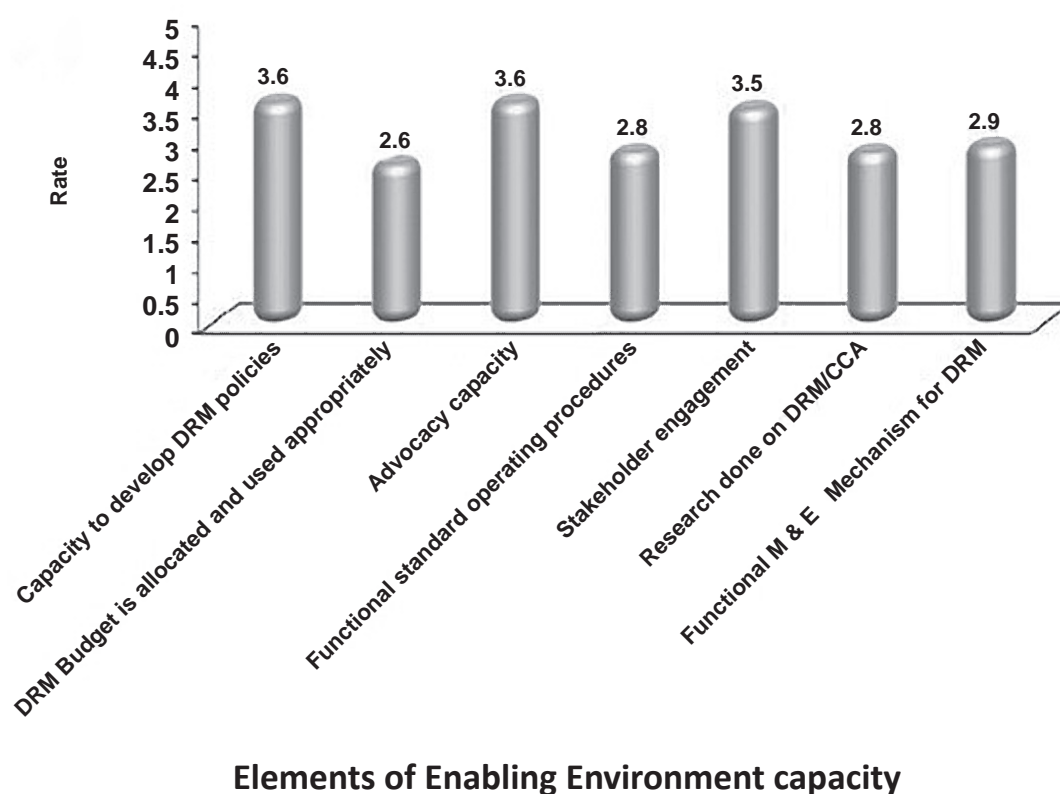
Keys: INGO=International non-governmental organization; UN= United Nations

The majority of respondents 51.1% is comprised of Managers and 23% of Programme Officers. The test is comprised of lecturers 6.4% and assistants 19.1%.

Two thirds of respondents 64.8% were males, 36.2% were females. Most respondents (83.0%) have a Masters Degree. About a third 29.9% were from Ministries including OPM and Health, 23.4% were from either an INGO or local NGO, 19.1% were from UN agencies including UNDP, WFP,WHO, UNFPA, IOM and UNICEF. Similarly, 19.1% were from local governments.

4.2 Enabling Environment Capacity

Figure 4: Enabling Environment Capacity



The study show that, within the Enabling Environment, advocacy was rated highest at 3.6, followed by capacity to develop D/CRM policies and frameworks at 3.6 and stakeholders' engagement/networking rated 3.5. Capacity was found to be low for budgetary allocation for D/CRM rated at 2.6, functional Standard Operating Procedure (SOP) rated 2.8 and Monitoring and Evaluation rated at 2.9. Budgets being used appropriately rated at 2.6 and research work on D/CRM rated at 2.8.

Strengths

The enabling environment for D/CRM domain, capacity is considered highest for Advocacy rated 3.6, Policy and frameworks development rated 3.6, and Stakeholder engagement and networking rated 3.5. The reasons for these findings are because advocacy and stakeholder engagement are relatively easy for several implementing partners given the existence of the DRR national platform where

several stakeholders regularly meet and engage. Similarly, there exist national policies on D/CRM, however, the main challenge is usually in ensuring effective implementation, as well as, monitoring them using appropriate instruments.

Inadequacies

The study has revealed that D/CRM capacity is considered low in several areas. Budgetary allocation and appropriate use for D/CRM was rated low 2.6. Financial allocation for disaster and climate risk management is generally allocated a relatively low budget by government institutions and partners. This may be due to low prioritizations of the interventions and challenged in the appropriate use of these funds in some public offices and by partners. This implies the need for more transparency and accountability by all stakeholders.

Functional SOP was rated at 2.8. This suggests that only just over half of the stakeholder groups consulted have existing standard operating procedures, yet the availability of and functionality of SOPs is critical in guiding quality disaster and climate risk management interventions. It is important and recommended that standard operating procedures are developed, shared and used by stakeholders in any disaster and climate risk management settings.

Research on D/CRM and CCA was rated 2.8. The rather low rating of research in the area of D/CRM is not surprising. Research is an expensive undertaking; in addition, it's often the mandate of academic and research institutions. Adequate finances should be devoted for and the appropriate organizations supported and commissioned to undertake appropriate and relevant researches in the domains of D/CRM.

Monitoring and Evaluation mechanisms were rated low at 2.9. According to several stakeholders, for many implementing partners, while monitoring their work is often carried out, evaluation of the work is rarely done. The reasons for this include lack of planning for evaluation including the financing of the evaluation.

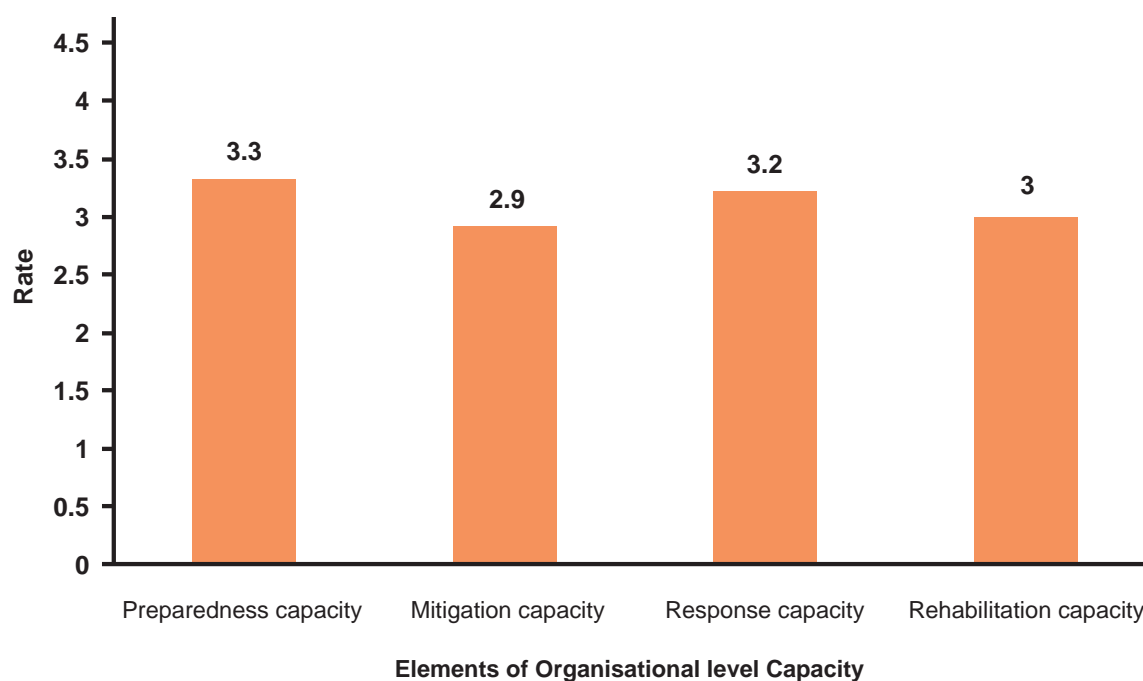
Action Points

The actions points below are considered effective if all stakeholders work together in a more coordinated fashion:

- Budgetary allocation towards D/CRM being the lowest at 2.6 in terms of Enabling Environment rating should draw much attention by increasing mobilization efforts for funds at all levels.
- Develop and ensure SOP is developed and used to guide actions/interventions in D/CRM based on the findings from this study which is rated at 2.8.
- Research and knowledge development should be encouraged and supported by key stakeholders in the areas of D/CRM/CCA to facilitate evidence-based advocacy among other interventions.
- Strengthen mechanisms for monitoring and evaluation of D/CRM interventions at all levels with harmonized tools.

4.3 Organizational Level Capacity

The study shows that at the organizational level, capacity for preparedness and response are higher, rated at 3.3 and 3.1 respectively compared to capacity for mitigation and rehabilitation rated 2.7 and 3.0 respectively in the country.

Figure 5: Organizational Level Capacity

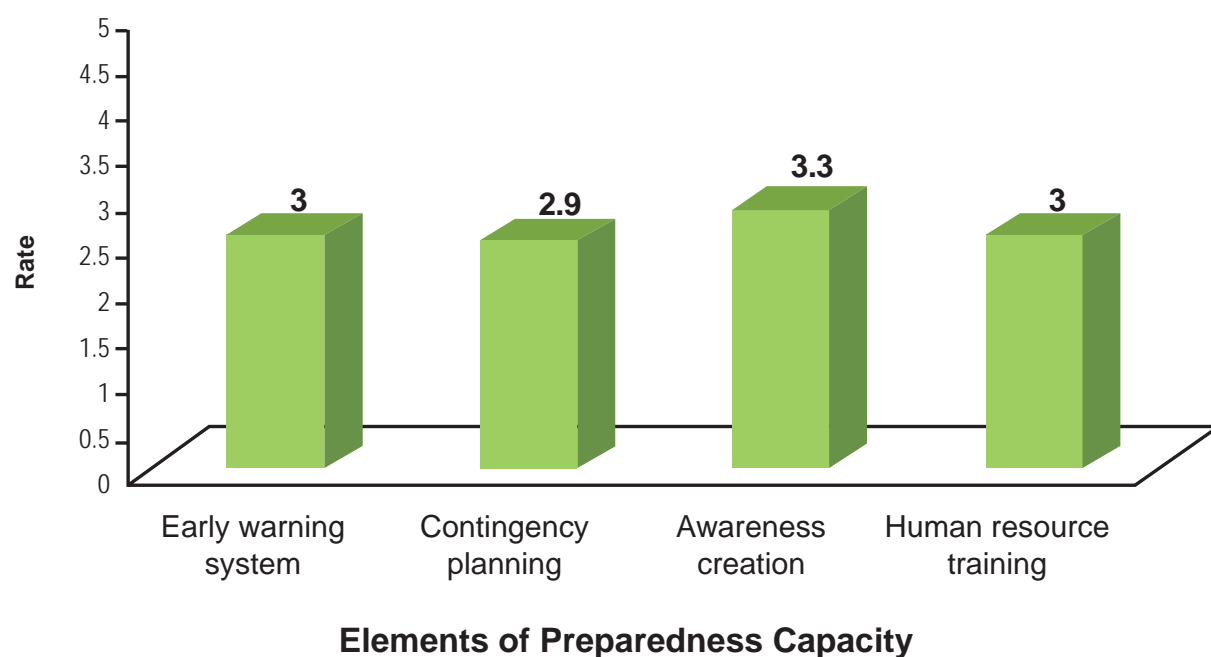
Strengths

At the organizational level, capacity for preparedness for D/CRM was considered highest rated at 3.3. Within the preparedness domain capacity for awareness creation was the most highly rated at 3.3. This is because of the relative ease to undertake element--dness such as awareness creation which requires relatively little resource investment compared to the other interventions e.g. response, human resources training which are more resource intensive.

Capacity for response was also rated high 3.1. This may be attributed to the fact that several stakeholders including – UN agencies and international NGO have the financial resources or they can easily mobilize funds in the event of any disasters to mount appropriate and effective response/ interventions.

Inadequacies

The study shows that at organizational level, mitigation capacity was rated lowest while under the mitigation domain, risk transfer mechanisms/micro-insurance rated 2.2 and environmental resource management rated 2.6 exhibited the widest gaps. This may because specific risk transfer mechanisms/micro-credit schemes may not be easy to implement in the affected communities. In addition, environmental resource management interventions may be challenging to implement due to lack of policies and the enactment of the necessary and appropriate laws to enforce their implementation.

Figure 6: Preparedness Capacity

Under preparedness domain, the capacity for awareness creation is considered highest, rated 3.3 however contingency planning was rated lowest at 2.9.

Strengths

Awareness creation was found to be the area where there exists highest capacity under the domain of preparedness. The explanation why awareness creation is considered highly is because of the relative ease of conducting it compared to the other elements of preparedness which are more resource intensive and demanding.

Inadequacies

The main areas of deficiencies in the realm of preparedness were reported in the domains of contingency planning rated 2.9, early warning rated 3.0 and human resources training rated 3.0. Contingency planning was considered a weak area because of the lack of sources of funding as it was not often prioritized by both government and other stakeholders (implementing partners) working in the field of D/CRM. The fact that contingency planning relies on a comprehensive risk assessment which was not done until the aspect of hazard, risk, and vulnerability mapping was undertaken contributed to it not being prioritized. The methodology for contingency planning was not also standardized and so there was no agreement on the quality and standard for said contingency plans.

Early warning was mentioned as an area with gaps because of several inadequacies including lack of resources including essential equipment for forecasting disasters. Human resource gaps identified in preparedness include the lack of skilled personnel in adequate number to be able to undertake disaster and climate risk management preparedness in various public and private institutions.

Action Points

■ *Contingency Planning*

- OPM and should harmonize a national contingency plan and methodology for all D/CRM practitioners as the study shows that Contingency Planning is inadequate at 2.9;
- There is need to develop multi-hazard contingency plans (floods, drought, fire, diseases, etc);
- Government and development partners should develop and operationalise business continuity plans (BCP) to support and compliment the Contingency Plans.

■ *Early Warning*

Early warning is essential in terms of preparedness and mitigation of disasters. To realize effectiveness of Preparedness and mitigation the following actions points are suggested:

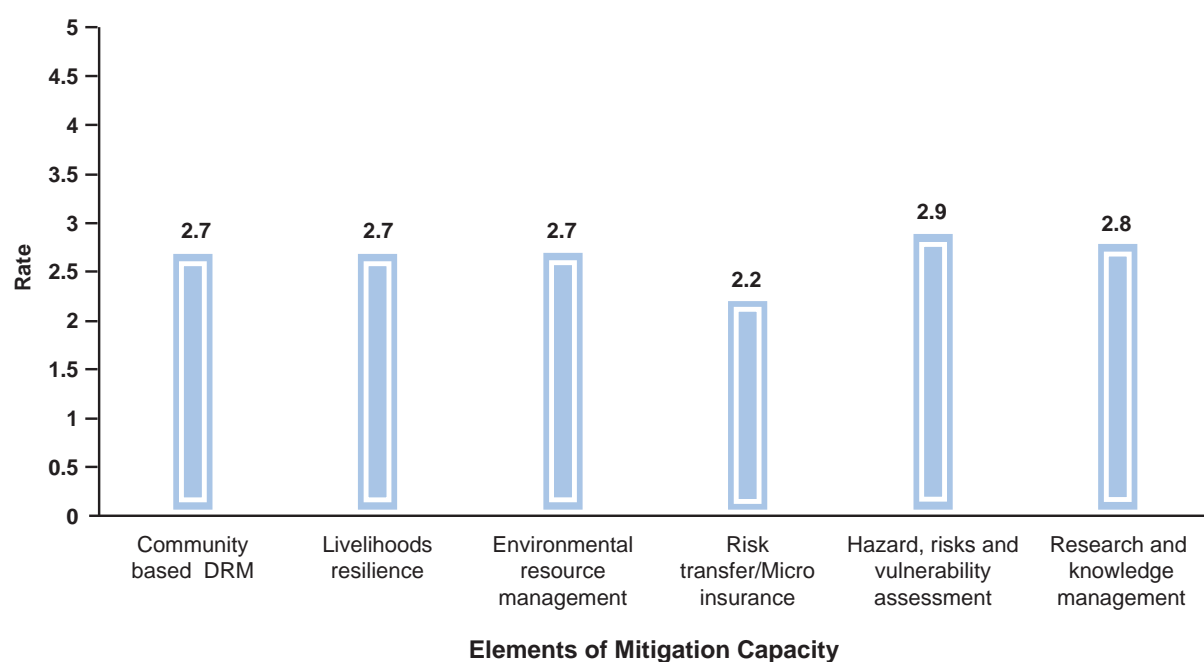
- There is need for government and development partners to systematize early warning systems into their planning and programming activities;
- Organize specialized trainings for D/CRM practitioners on early warning systems; Organize exchange learning visits to countries that have excelled in early warning systems such as Philippines, Malaysia and Hongkong;
- Government through Meteorology departments should set up weather stations and automatic network all over the country to facilitate early warning systems;
- OPM should coordinate early warning activities;
- There is need to undertake research, document and promote indigenous knowledge in early preparedness and early response.

■ *Human Resources*

Human resources is critical for effective D/CRM. The following are the action points to address the human resource gaps under Preparedness:

- There is need for specialized training in D/CRM (preparedness, mitigation, response and rehabilitation/recovery);
- There is need to provide specialized short courses including GIS, CCM/A, search and rescue, contingency planning, early warning system, HVCA for DC RM practitioners; There is need for strategic alliance/engagement with institutions of higher learning to coach and mentor D/CRM practitioners;
- Provide opportunity for D/CRM practitioner for exchange learning visits; and
- Invite experts/guest speakers on D/CRM to share experiences.

Mitigation capacity was considered to be highest for hazard, risk and vulnerability assessments and research and knowledge management. The study has, however, revealed that capacity is considered least for risk transfer transfer/microinsurance mechanisms rated 2.2, environmental resource management 2.6 and livelihood resilience rated and community based D/CRM rated 2.7, respectively.

Figure 7: Mitigation capacity

Strengths

Under mitigation, capacity was reported to be high in the areas of Hazards and Vulnerability Assessments rated 2.9, and Research and knowledge management rated 2.8. The higher capacity in the domains of hazards and vulnerability assessment, as well as, research and knowledge transfers and dissemination may be attributed to their being considered important and organizations often strive to ensure they are carried out either using their own or hired specialists prior to mounting interventions. The findings of assessments and research and knowledge management are critical in helping steer implementation of the D/CRM activities.

Inadequacies

Several areas of capacity inadequacies were identified including in the areas of risk transfer transfer/micro-insurance rated 2.2, environmental resource management rated 2.6; livelihood resilience rated 2.7 and community-based DRR rated 2.7, respectively. The low capacity for risk transfers and micro-insurance is attributable to the lack of resources including finances and human resources to effect these interventions. Environmental resource management capacity may be lacking owing to the several investments required in the domain including financial, material, human and equipment required for implementation. Capacity for livelihood resilience may be low because of limited individual and community and organizational investments in various socio-economic and Agricultural undertakings. Finally, the low community based DRR capacity needs to be enhanced through a multipronged support mechanism including community sensitization and strengthening community leadership structures to effectively implement D/CRM.

Action Points

■ *Livelihoods and Risk Transfer Mechanisms*

- Enhance food security measures by all stakeholders;
- Climate change adaptation and mitigation measures (small scale irrigation and water harvesting schemes);
- Diversification of livelihoods measures (including crop production, livestock, as well as trade);
- Supporting community resilience including training. Construction of water resources that are climate risk proof;
- Multi-hazards Insurance policy to support (drought, floods, pests, and fires) disasters; and
- Revolving food stocking system.

■ *Community-Based DRR*

- Establish DRR functional structures – committees at community level;
- Establish awareness creation – community sensitization on disaster and climate change risk management (e.g. drama groups); and
- Coordination of activities by district DDMC and OPM.

■ *Environmental Management*

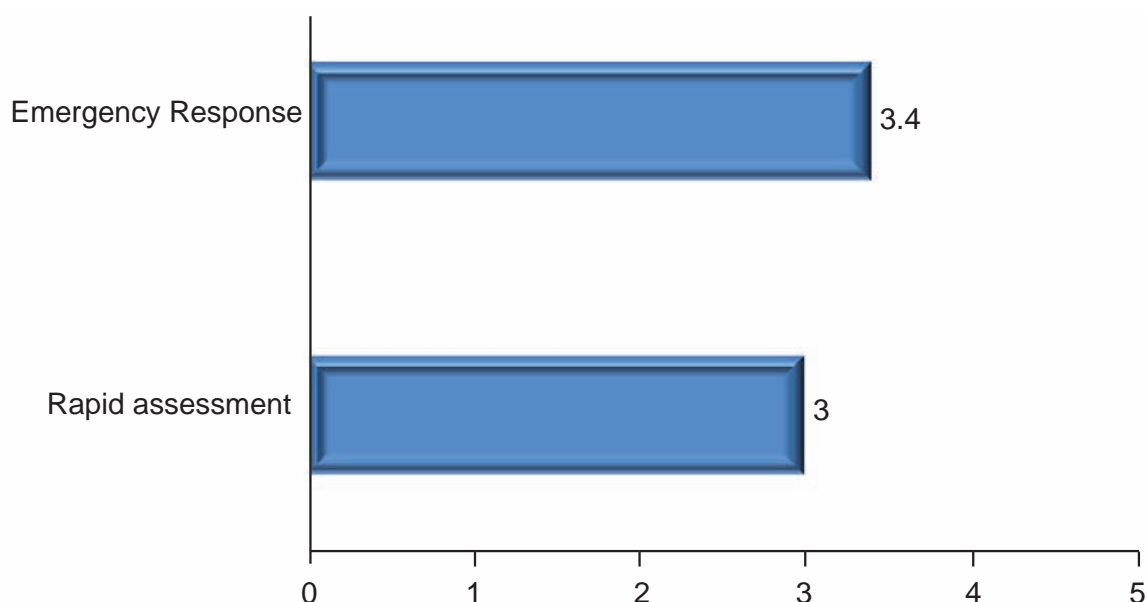
- Establish by-laws against environmental degradation and bad practices such as charcoal, bush burning, etc.;
- Undertake afforestation to increase carbon capture and sequestration and help improve biodiversity;
- Enforcing policy on environmental protection e.g. tree planting, wetland management, pollution, etc.;
- Establish by laws against environmental degradation e.g. charcoal, bush burning, etc.; and
- Support waste management (recycle, collection, etc.) to minimize drainage blockade leading to flooding, etc.

The study has revealed that capacity for rapid assessment was rated 3.0, however capacity for emergency response was rated higher at 3.4. This suggests the need to further strengthen rapid assessment capacity as well as emergency response efforts.

Strengths and Inadequacies

Under response, capacity was reported to be higher for emergency response rated 3.3 compared to rapid assessment rated 3.0. The plausible explanation is that implementing partners may be investing more in emergency response – to save lives than in undertaking studies to provide evidence for response. Hence, rapid assessment is less prioritized as a vital activity for investment. Implementing partners often use the term “quick and dirty” for rapid assessment which suggests that it is a crude exercise and not considered very important. Moreover, it may also require that implementing organization have to hire external consultants at a cost.

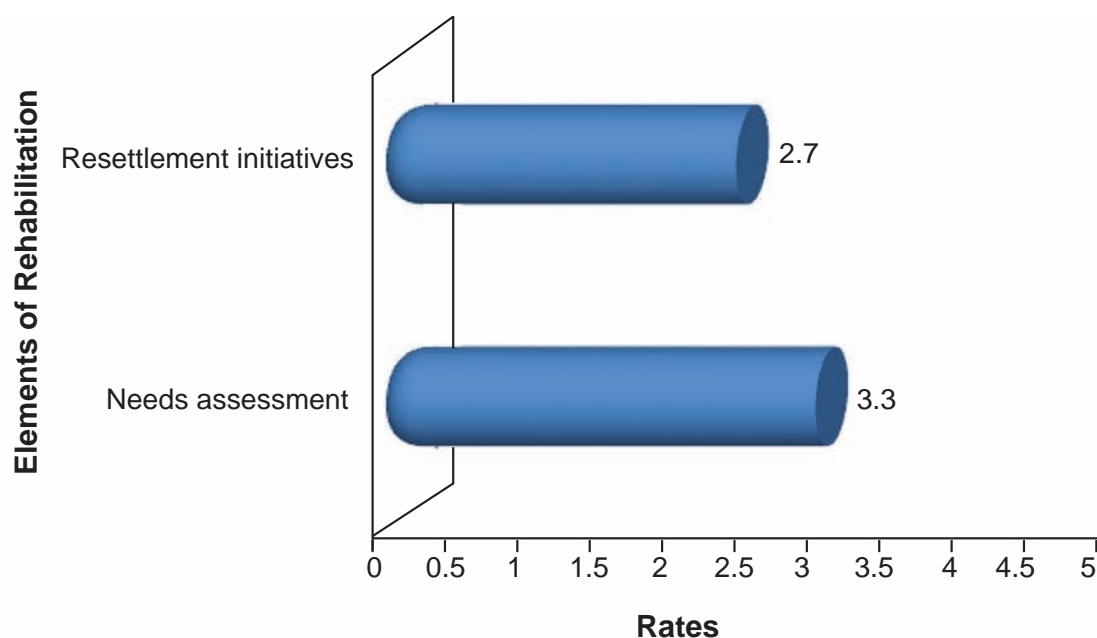
Figure 8: Response capacity



Action Points

- Rapid assessment is a vital initial step in emergency response and should be prioritized and undertaken systematically and with a clear methodology.
- Training courses in research methodology e.g. quantitative and qualitative research techniques are recommended for in service personnel in various organizations.
- Acquisition of equipment for rescue and response activities e.g. earth moving equipment, GPS, ambulance, helicopters, etc.;
- Stockpiling of supplies – food and non food items – drugs, vaccines, etc.;
- Establishment of warehouses/stores in disaster prone areas;
- Training in emergency response e.g. first aids, search and rescue, etc.; and
- Activating and operationalising incident command centre at national level e.g. NECOC.

Figure 9: Rehabilitation/Recovery Capacity



The study has revealed that capacity for needs assessment is higher 3.3 compared to rehabilitation initiatives rated 2.7 which may be attributed to the costs associated with the later.

Strengths

During the recovery phase, the study has revealed that stakeholders have higher capacity for needs assessment rated 3.3 compared to capacity for resettlement initiatives. The reason for higher capacity for needs assessment may be attributed to the fact that this requires significantly less financial, material and human resources.

Inadequacies

Capacity for rehabilitation initiatives was reported by stakeholders as lower rated 2.7. The explanation for this finding is that rehabilitation initiatives require several inputs including planning for and significant material requirement which the various implementing partners may not have.

Action Points

- Integrate durable solutions into planning and programming of recovery/rehabilitation activities such empowering communities to plan own foods under self-help initiatives;
- Allocation of budget at national and local levels for recovery and rehabilitation;
- Work with communities in designing and implementing recovery plans; and
- Awareness creation on DRR to mitigate impact of disaster.

4.4 Individual Level Capacity

Table 2: Individual level Capacity

Characteristics	Ratings					
High	Overall Rate	Very Low	Low	Moderate	High	Very High
Human Resources						
Presence of qualified staff for D/ CRM	0.1	0.5	0.9	0.8	0.7	3.0
Capacity for D/CRM/specialised staff	0.1	0.3	0.9	1.2	0.7	3.2
Average	0.1	0.4	0.9	1.0	0.7	3.1
Knowledge and Skills						
Staff with knowledge & skills for preparedness	0.1	0.3	1.1	1.0	0.8	3.3
Staff with knowledge & skills for mitigation 0.1	0.4	1.0	1.1	1.0	0.6	3.2
Staff with knowledge & skills for response 0.1	0.3	1.0	1.3		0.7	3.3
Staff with knowledge & skills for rehabilitation	0.1	0.3	1.0	1.4	0.9	3.2
Average	0.1	0.3	1.2	1.2	0.8	3.3

The individual level capacity most highly rated were staff with knowledge and skills in response and preparedness rated at 3.3 and staff with knowledge and skills in mitigation, and rehabilitation rated 3.2, as well as, availability of specialised staff for D/CRM 3.2. Overall, human resource availability for D/CRM interventions was rated lower at 3.1 compared to staff knowledge and skills rated 3.3.

Strengths

The study has revealed that individual level capacity most highly rated, were; staff having knowledge and skills in response and preparedness rated 3.3 each, and staff having knowledge and skills in mitigation, and rehabilitation rated 3.2 as well as the availability of staff specialized in D/CRM rated 3.2, respectively. The availability of staff specialized in D/CRM was, however, more confined to organizations having expatriate staff but with rather few specialized nationals and locally trained staff.

Inadequacies

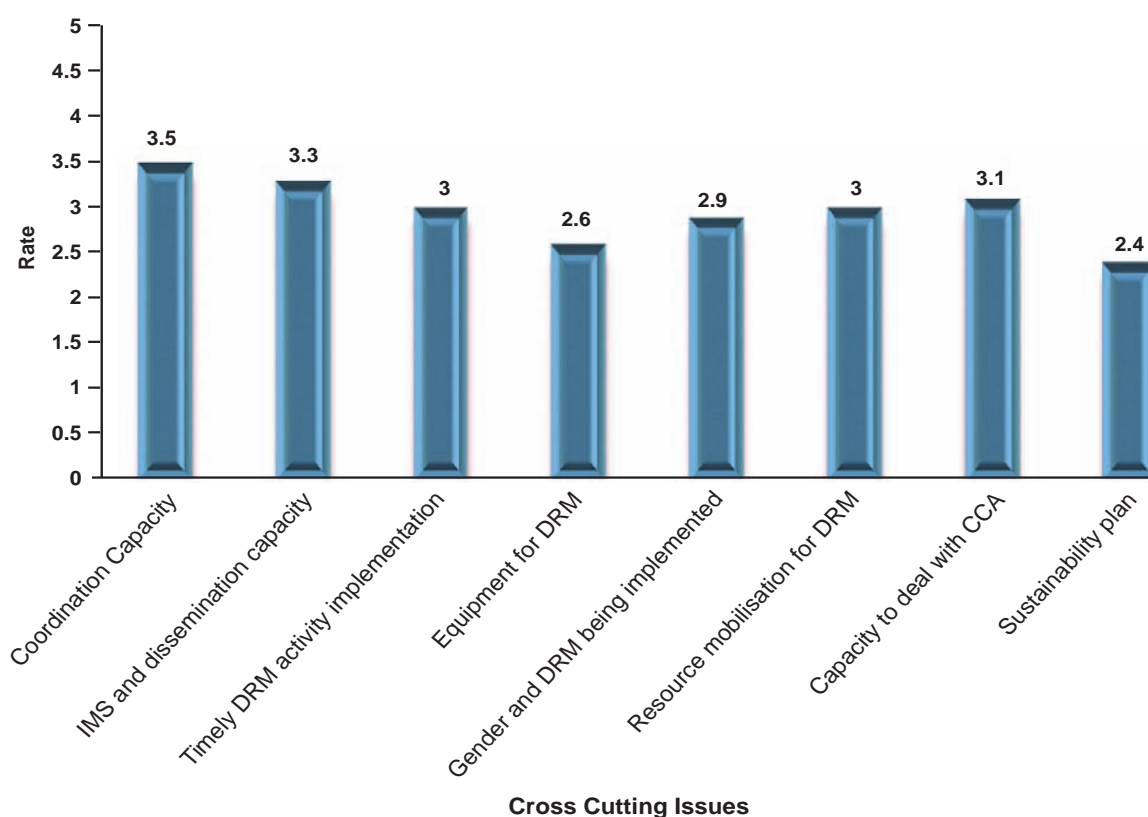
Several areas of capacity gaps in D/CRM were identified including having few staff members qualified in D/CRM rated 3.0. This suggests the need to have more staff in various organizations to be trained and qualified to undertake specialised D/CRM interventions. In addition, the study revealed lack of appropriate trainings for personnel to undertake D/CRM programme implementation. Moreover it was mentioned that the training institutions in the country do not offer specialised training courses in disaster and climate change risk management. Another area of gap was the lack of availability of appropriate equipment e.g. weather forecasting equipment, and various health facilities lack diagnostics tools, these affect disaster and climate change risk interventions during various phases of disaster.

Action Points

- There is need for specialized professional courses on D/CRM (preparedness, mitigation, response and rehabilitation/recovery);
- There is need to provide specialized short courses including GIS, CCM/A, search and rescue, contingency planning, early warning system, HVCA for D/CRM practitioners; There is need for strategic alliance/engage with institutions of higher learning to coach and mentor D/CRM practitioners;
- Provide opportunity for D/CRM practitioner for exchange learning visits;
- Provide opportunities for experts on D/CRM/Guest speakers to share experiences; Establish curriculum for D/CRM from Primary to University level education/training; Provide career guidance to entice and encourage students to specialize in D/CRM; and Motivate existing staff in D/CRM e.g. through provision of equipment, sponsorships, short courses, awards, and financial awards.

4.5 Crosscutting Issues relating to D/CRM Capacity

Under crosscutting issues, coordination was rated highest 3.5, followed by resource mobilization rated 3.3 and information system management rated 3.3 respectively. However capacity was considered low in the following areas - availability of equipments, engendering D/CRM, and sustainability planning for D/CRM.

Figure 10: Cross Cutting Issues

Strengths

The study has shown that under cross cutting issues, stakeholders have reported having capacity for Coordination rated 3.5, Resource mobilization rated 3.3, and Information system management rated 3.3. Availability of capacity for coordination within various organizations is expected since in the field of D/CRM, coordination of activities is a critical activity and all stakeholders participate in various coordination meetings. It also enhances achievement of the goals of D/CRM. Similarly, all stakeholders have to look for resources (financial) hence resource mobilization is a vital skill that staff in organizations must have in order to enable their organizations implement activities in the field.

Inadequacies

At the organizational level, inadequacies were reported in the areas of establishment of sustainability plan for D/CRM rated 2.4, availability of D/CRM equipment rated 2.5 and mainstreaming of Gender into D/CRM rated 2.9, respectively. The lack of sustainability plans for D/CRM within stakeholder organizations reflects the fact that most of the organizations are working in emergencies and lack sustainability and long term exit plans. It is vital that organizations draw plans for sustaining the interventions/activities that they are undertaking in the various settings for the good of the communities they serve. The lack of mainstreaming gender into disaster and climate risk management is a gap that was mentioned by several stakeholders. This is due to several factors including availability of policy and personnel within various organizations. Finally as discussed earlier, the lack of equipment for D/CRM activities hampers effective response. There is need to plan for and secure appropriate equipment in the field.

Action Points

■ *Equipment*

- Needs for government and stakeholders to invest in equipment for preparedness and response – Earth moving, GIS and Ambulance services for emergency health services delivery; and
- Allocate budget at national and district levels to acquire appropriate equipment periodically (at district level through the district development plan).

■ *Gender*

- Mainstream gender in D/CRM planning, implementation and monitoring across all levels and by all stakeholders;
- Ensure there is a gender focal person at national, and community level to specifically deal with gender related issues;
- Allocate budget for gender – government and development partners; Train D/CRM practitioners in gender mainstreaming; and
- Research on gender and disaster and climate risk management.

■ *Sustainability*

- Government and development partners should ensure availability of sustainability plans in any D/CRM project or programme;
- Work with local government in implementing and monitoring projects/programmes to ensure sustainability;
- Work with communities in implementing and monitoring projects/programmes to ensure sustainability; and
- Ensure/design exit strategy in any D/CRM projects and programmes.

■ *Climate change adaptation*

- Training in CCA/M;
- Budget for CCA/M;
- Operationalise and popularize CCA Policy at all levels- national, district and community level;
- Improve coordination of CCA activities;
- Strengthen community structures for CCA to build community resilience; and
- Support research in CCA/M.

■ *Resource mobilization and timely implementation*

- Early preparedness in terms of - human resource finance and equipment;
- Budget allocation for early preparedness and early response;;
- Need for emergency funds, readily available without any red tapes – bureaucracy; Specialized staff on standby for emergency response 24/7; and
- Motivation for staff working in emergencies.

5.0 Lessons Learned

Several issues were mentioned as critical for effective D/CRM by the various stakeholders.

5.1: Preparedness is key to disaster and climate risk management:

Early preparedness and early response save lives and money as well. It is more costly to respond to disasters than to prepare.

5.2 Empowering local governments:

Disasters are local. Hence response if well conducted by local people/communities is quicker, rather than waiting for central government response which may take time. It is therefore prudent to empower the local communities in disaster prone areas, and ensure they are equipped to handle emergencies in their own settings.

Therefore, community-based capacity building is essential and should be embarked upon.

5.3 Coordination is essential to D/CRM:

Coordination is critical in D/CRM interventions as it contributes towards cost reduction and minimising duplication of services .

5.4 Partnership is important in D/CRM:

It was also emphasized during the stakeholder meetings that partnership is critical in D/CRM to generate synergies and strengths from other organizations. For example, those weak in preparedness may be strong in response, or in rehabilitation/recovery and vice-versa.

5.5 Standardization of D/CRM tools:

It was learned during the capacity assessment that working with standardized tools brings about harmonized results. Different tools may be confusing and create challenges in the interpretation of findings.

5.6 Mainstreaming D/CRM:

Mainstreaming D/CRM in all government Ministries, Departments and Agencies will help a great deal in mitigating disasters in the country as many stakeholders plan for and contribute towards D/CRM. Gender issues should be clearly identified in all D/CRM activities and adaptation options.

5.7 Research and information sharing:

Conducting regular researches brings in new knowledge and information towards more effective D/CRM interventions. It was noted that several organizations have done good research work, however, they have neither disseminated widely nor published their findings.

6.0 Challenges

6.1 Human resources

There are several challenges with human resources for D/CRM. These include:

- Inadequate number of skilled human resources required for D/CRM programme implementation at various government (central and local) levels and within various implementing institutions;
- Inadequate specialized human resources for D/CRM in the areas e.g. climate change adaptation (CCA); and
- High staff turnover for those working in the area of D/CRM at ministry level.

6.2 Funding

Funding present significant challenges to D/CRM implementation due to:

- Insufficient resource allocation for D/CRM as well as low resource mobilization mechanisms at various ministry and local (district) government levels;
- Political will should be made practical by parliament and Ministry of Finance through allocation of funds for D/CRM; and
- Lack of emergency funds which is frustrating the Department of Disaster Preparedness and Management to respond and coordinate emergencies in the country.

6.3 Equipment

Disaster and climate risk management is affected by limited availability of equipment and infrastructure (weather stations) for disaster preparedness, mitigation and response interventions.

6.4 Early warning and response

The main challenges include:

- Low capacity of early warning systems thus leading to slow response; and
- Being reactionary than proactive in disaster risk management.

6.5 Cross-cutting challenges

- Lack of D/CRM law to operationalize the existing D/CRM policy in Uganda;
- Inadequate knowledge of damage and loss analysis. For example, there has been no estimate of economic loss of Bududa landslides and Kasese floods disasters; and
- Low capacity to operationalize the full cyclic D/CRM interventions.

7.0 Overall Recommendations

7.1 Enabling Environment Capacity

These findings suggest the need for strengthening efforts towards enhancing disaster and climate risk management by the various stakeholders/organizations:

- Integrate disaster and climate risk management in all social, economic and environmental policies and development agenda;
- Develop and ensure SOPs are used to guide actions/interventions in D/CRM;
- Strengthen appropriate and timely risk communication at national and local levels to allow effective adaptation and disaster and climate risk management;
- Increase mobilization efforts for funds towards D/CRM. Lobby for budgetary allocation within organizations for D/CRM interventions. Lobby donors and partners to raise funds and resources towards disaster and climate risks management;
- Strengthen mechanisms for monitoring and evaluation of D/CRM interventions; and
- Train more personnel to specialize in the field of D/CRM.

7.2 Organization Capacity

These findings suggest the need for strengthening organization capacity in various areas:

■ *Human resources capacity*

- Provide graduate and post-graduate specialized training programmes within Universities to improve D/CRM interventions.

■ *Equipment and Infrastructure*

Ensure availability of appropriate equipment for personnel e.g. for CCA/M, response etc to improve D/CRM;

- Provide specialized IT equipment at various levels including national, districts and to organizations involved in D/CRM;
- Revamp/rehabilitate existing weather stations and build new ones in districts/regions without nearer stations and
- Emphasis be put on building climate risk proof houses/infrastructures.

■ *Stakeholders*

Strengthen partnerships to enhance learning in various D/CRM domains and practices.

■ *Research*

- Support research efforts in various relevant and topical areas that influence evidence base practice and policy development in D/CRM; and
- Establish agenda and research desk within organizations including ministries, districts, UN agencies and NGOs.

■ **Contingency planning**

- Develop contingency plans at national and district levels.

7.3 Individual Level Capacity

The findings suggest the need to strengthen individual capacity through provision of;

- Specialised graduate training for D/CRM. These courses should be provided in reputable institutions of learning and must be accredited.
- Short training courses in D/CRM. These certificate courses should address areas of gaps including e.g. contingency planning, early warning, and basic introduction to D/CRM, Hazards and Vulnerability Assessments etc.
- Capacity building in disaster and climate change risk management and empowerment should be tailored/targeted at grassroots level for community extension workers and other services providers.

7.4 Cross-cutting issues

- D/CRM law: There is need for the Government of Uganda to expedite the process of enacting the D/CRM law in order to operationalize the existing D/CRM policy.
- Damage and Loss Analysis (DALA): There is need for government and development partners to begin calculating the economic loss emanating from disasters in Uganda.
- Disaster Risk Reduction Parliamentary Forum should always be engaged with the National DRR Platform meetings and be given the advocacy agenda to help them lobby in Parliament, most especially on budget allocation, emergency funding and laws related to disasters.
- There is need for research on Gender and Disaster Risk Management in Uganda to understand the gender perspectives relating to disasters.
- The Disaster Risk Management Capacity Assessment (D/CRMCA) should be extended in the near future to cover the sub national level stakeholders including the 112 districts in Uganda.
- The D/CRMCA final report should be launched and disseminated widely to stakeholders in Uganda as well as the D/CRM national policy.
- The D/CRMCA and capacity development plan should be used by government and development partners as a working paper for the next five (5) years (2014-2017).

8.0 Conclusions

The study has revealed several gaps and challenges in D/CRM in the country. Under the enabling environment, the domains with the most inadequacies included funding/budgetary allocation, lack of SOP and inadequate monitoring and evaluation of D/CRM interventions.

At the organizational level, under preparedness, inadequacies exist in several areas and mainly in the domain of contingency planning, early warning and human resources skilled in D/CRM; under mitigation inadequacies exist in the areas of risk transfer mechanisms, microfinance, inadequate equipment, livelihoods resilience; and under response, there is need to strengthen emergency response efforts and finally under rehabilitation there are gaps in establishing rehabilitation initiatives.

At the individual level, inadequacies exist in having qualified staff in D/CRM.

The main challenges identified in D/CRM interventions were in the areas of limited resource allocation/funding, limited equipment for D/CRM for specialised response capacities; low capacity for early warning; inadequate human resource capacities/coupled with staff turnover in institutions hence there is need to continuous training/capacity building.

Therefore the multiplicity of inadequacies in capacities suggest the need for the government (at national and local levels) and stakeholder to invest in strengthening capacities in the various domains of D/CRM spanning the enabling environment, organizational and individual levels for effective disaster and climate risk management interventions in the country.

Key organizations/informants for Capacity Building Assessment on Disaster/Climate Risk Management in Uganda

S/O	Name of the Organization/individuals
Government Agencies	
1	The Office of the Prime Minister, Disaster Dept
2	Ministry of Health
3	Meteorology
4	Ministry of Water and Environment
5	Ministry of Agriculture, Animals Industry and Fisheries
6	Ministry of Local government
7	Uganda Red Cross Society
8	Ministry of Education
9	Ministry of Works and Transport
10	NARO
11	NEMA
12	Uganda Police
13	Kampala City Council Authority
14	NECOC
15	Uganda Local Government Association (ULGA)
16	Parliamentary Forum on DRR
17	Parliamentary Forum on Climate Change
18	National Planning Authority
19	Ministry of Finance
Academic Institutions	
1	Makerere University
2	Uganda Christian University - Mukono
3	Kampala International University
4	Uganda Martyrs University
UN Agencies	
1	WHO

2	UNICEF
3	WFP
4	UNDP
5	FAO
6	IOM
7	UNISDR
8	UNFPA
	International NGOs
1	Oxfam
2	Plan International
3	IIRR
4	Save the Children International
5	CARE international
6	World Vision International
7	IUCN
8	Goal
9	Concern
10	Danchurch Aid
11	CRS
12	ACTED
13	ACCRA
14	ADRA
15	Action Aid
16	WWF
	Local NGOs
1	CANU-NET C/O Oxfam
2	CARITAS
3	UJCC
4	DENIVA
5	Ecological Christian Organization

Part 2: Capacity Development Plan for Disaster Risk Management, Uganda 2015 - 2020

Preamble

The Disaster/Climate Risk Management Capacity Development plan was generated from the findings of the D/CRM Capacity Assessment. The capacity development plan focuses on the existing gaps within the D/CRM in the country. The plan is multi-sectoral and covers the period, 2015 - 2020.

The capacity development has been formulated based on the following assumptions; that funds will be available, that there will political will, available motivated technical staff and robust coordination by OPM to enable the implementation of D/CRM capacity development plan.

Disaster Risk Management Capacity Development Plan, Uganda, 2015-2020

COMPONENT	KEY ACTIONS	REQUIRED INPUTS	RESULTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
Enabling Environment								
1. Standard Operating Procedures (SOP) Objective: Standard Operating Procedures developed and provided for the implementation of D/CRM	Review/develop and adapt SOP	Review/draft SOP	SOP in D/CRM	Evidence of SOP for D/CRM	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	50m/=
	Disseminate and enforce use of Standard Operating Procedure (SOP)	Distribute and sensitize on use of SOP in D/CRM	SOP Guideline for D/CRM in place	Existence of SOP for D/CRM at national and subnational levels and private sector	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	50m/=
2. Finances for D/CRM Objective: Generate Finances for improved implementation of D/CRM	Lobbying/plan-ning/financing of D/CRM	Review/draft government budget for funds for D/CRM	Finances for D/CRM	Evidence of Funds for D/CRM	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	500m/=
	Mobilization of finances for D/CRM	Strategy for Fundraising for D/CRM	Funds raised for D/CRM	Existence of funds for D/CRM at national and subnational levels and private sectors	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	500m/=

3. Monitoring and Evaluation of D/CRM Interventions Objective: Undertake M&E of all D/CRM Projects and Programmes	Integrate M&E plans in D/CRM projects and programme	M&E plan in place	M&E plan for D/CRM	Evidence of M&E for D/CRM	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	100m/=
	Carry out M&E in D/CRM projects and programmes	Funds and Personnel to undertake M&E for D/CRM	Monitoring and Evaluation conducted to improve D/CRM	Existence of M&E report for D/CRM projects & programmes	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	1bn/=

Keys: D/CRM=Disaster Risk Management; SOP=Standard Operating Procedures; M&E=Monitoring and Evaluation; UN United Nations; OPM=Office of the Prime Minister

COMPONENT	KEY ACTIONS	REQUIRED INPUTS	RESULTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
Organizational Level								
4. Preparedness for D/CRM Objective 1: Strengthen Early Warning Systems for D/CRM	Systematize/ Early Warning	Integrate EWS at all levels – national to local	EWS at all levels	Evidence of EWS for D/CRM availability	Meteorology/ OPM	Development partners, UN agencies/Key Government institutions/ NGOs and private sector	1 year	100m/=
	Organize specialized trainings on EWS	Funds for EWS personnel	Trained personnel in EWS	Existence of trained implementing EWS	Meteorology/ OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2-5 years	500m/=
	Exchange learning	Funds and personnel	Personnel in exchange learning visits to improve EWS	Number of exchange visits conducted	Meteorology/ OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector		250m/=
	Set up weather stations across the Country	Funds and Equipment	Districts with weather stations	Number of weather stations established	Meteorology/ OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	
	OPM/ Meteorology coordinate EWS	Funds and personnel	Coordination improved to strengthen Early warning system	Coordination meetings being conducted and Reports	OPM/ Meteorology	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	1bn/=

	Promote indigenous knowledge	Funds and researchers	Research reports	Communities practicing IK	OPM/ Meteorology	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	500m/=
5. Preparedness for D/CRM								
Objective 2: Establish Contingency Plans for D/CRM	Harmonise contingency plans for D/CRM amongst stakeholders in the country	Stakeholder participation	National contingency plan	Evidence of National contingency plan for D/CRM available	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	800m/=
	Develop multi-hazards contingency plan	Funds and stakeholders	Multi-hazards contingency plan	Existence of multi-hazards plan	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	500m/=
	Develop and operationalise Business Continuity Plan	Funds and personnel	Business continuity plan established	BCP in place do	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	1bn/=

Keys: BCP=Business Continuity Plan; NGO=Non governmental organizations; EWS=Early Warning Systems; CCA/M=climate change mitigation and adaptation; MWE=Ministry of Works and Environment

COMPONENT	KEY ACTIONS	REQUIRED INPUTS	RESULTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
6. Preparedness for D/CRM Objective 3: To strengthen Human Resources Capacity for D/CRM	Specialized training in D/CRM	Courses/Funding/Sponsorships	Specialized personnel in D/CRM	Number of Specialized graduates in D/CRM trained	Makerere University	OPM/ Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	1bn/=
	Specialized Short courses in D/CRM	Courses/Funds for sponsorships	Trained personnel in specialized short courses	Number trained in Specialized D/CRM short courses	University/ OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	1bn/=
	Partnerships with Universities for couching/ mentorships/ Field work	Funds/ personnel/ mentors/Field sites	MoU established	Number of mentees/ students placed at sites/couched	University/ OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	100m
	Exchange learning	Funds and personnel	Personnel in exchange	Number of visits	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	500m/=

	Experts and guest speakers in D/CRM/CCM/A	Funds and personnel	Reports	Numbers of Talks/conferences	OPM/ Meteorology	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	500m/=
COMPONENT	KEY ACTIONS	REQUIRED INPUTS	RESULTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
7. Mitigation for D/CRM Objective 1: To strengthen Livelihoods resilience	Enhance food security measures	Funding/ training/ equipment/ storage	Food security for vulnerable communities	Number of courses/Storage/ Equipment	Ministry of Agriculture /OPM	OPM/ Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	400m/=
	Climate Change Adaptation and Mitigation measures	Funds and personnel	Mainstreaming Climate change Adaptation and mitigation to improve livelihoods resilience	Climate change adaptation and mitigation activities reported and recorded	MWE/OPM	Line Ministries, partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 year	4bn/=
	Work with Community Diversification of Livelihoods	Funds/personnel	Crops/animal variety increased	Variety of crops/ animals/business introduced	Agriculture/ OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	4 years	5bn/=

	Training on Community Resilience	Funds/ personnel	Trained Community/ Personnel	Number of trainings/persons trained	Agriculture/ OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	2 bn/=
COMPONENT	KEY ACTIONS	REQUIRED INPUTS	RESULTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
8. Mitigation for D/CRM Objective 2: To enhance Risk Transfer mechanisms/ Micro-savings	Establish multi-hazards insurance policy/ schemes	Funding/ stakeholder participation	Multi-hazards insurance policy introduced	Evidence of policy availability	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 year	2bn/=
	Revolving Food Stocking System	Funds/ Community contribution	Food stocks availability	Evidence of Food stocks	Agriculture/ OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 year	1 bn/=
9. Mitigation Objective 3. To Strengthen Community DRR	Establish DRR functional structures – committees at community level	Funds/Personnel	Structures established and reactivated	Evidence of Structure presence	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	500m/=

	Establish awareness creation (e.g. drama groups)	Funds/Personnel	Awareness creation activities	Level of awareness improved by the communities	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	300m/=
	Coordination of activities by district DDMC	Funds/Personnel	Coordination meetings	Number of coordination meetings	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	400m/=
	Establish by-laws against environmental degradation bad practices e.g. bush charcoal, bush burning etc	District Authorities/ Funds for monitoring	By-laws passed by local districts	Number of by-laws passed and executed/ implemented	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	350m/=
Mitigation	Enforcing policy on NRM	Funds/Personnel	NRM policy meetings	NRM policy being enforced	MWE/OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	300m/=
Objective 4.								
To strengthen Natural Resource Management	Pass by-laws against environmental degradation	Funds/Personnel	Council meetings on by laws	Passed by-laws and being enforced	MWE/OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 year	200m/=

	Support waste management	Funds/Personnel	Waste management activities being implemented	Improved environment	MWE/OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	400m/=
COMPONENT	KEY ACTIONS	REQUIRED INPUTS	RESULTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
10. Response Objective 1: To Strengthen emergency response in Uganda	Acquisition of equipment for rescue and response activities e.g. earth moving equipment, GPS, ambulance, helicopters etc	Funds and personnel	Response activities being facilitated by acquired equipment	Presence of newly bought equipment	OPM and Ministry of Works and transport	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	5bn/=
	Stockpiling of supplies – food and non food items – drugs, vaccines, etc.	Funds and personnel	Stock piles of food and non-food items positioned in all disaster prone districts	Availability and records of stockpiles in all disaster prone districts	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	6bn/=

The Office of the Prime Minister

	Establishment of warehouses/ stores in disaster prone areas	Funds and personnel	Warehouses/ stores reactivated and established.	Functional warehouses present in disaster prone districts.	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	9bn/-
	Training in emergency response e.g. first aids, search and rescue etc	Funds and personnel	Training activities organized to be rolled out to districts	Trained personnel in emergency response	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	4bn/-
	Activating and operationalization incident command center at national level e.g. NECOC	Funds and personnel	Establishing incident command centre and NECOC	Functional incident command centre at OPM	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	3bn/=

Keys; NECOC=National Emergency Coordinating Centre;

COMPONENT	KEY ACTIONS	REQUIRED INPUTS	RESULTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
11. Rehabilitation /Recovery D/ CRM Objective 1: To strengthen Resettlement Initiatives	Integrate durable solutions into planning and programming of recovery/rehab activities such as empowering communities to plant their own foods under self help initiatives	Funds, coordination and personnel	Durable plans integrated into programming at national and local level	Help initiatives recorded and reported. Communities are able and resilient to survive on their own.	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	5 bn/=
	Allocation of budget at national and local levels for recovery and rehabilitation	Funds	Budget allocation implemented at national and local level	Budget allocation implemented at national and local level.	Ministry of Finance and Economic planning and OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	6bn/=
	Work with communities in designing and implementing recovery plans	Funds and personnel	Recovery plans designed and implemented at all disaster prone districts	A number of recovery plans being designed and implemented by communities.	OPM and Line ministries	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	3 years	2bn/=
	Awareness creation on DRR to mitigate impact of disaster	Funds and personnel	Awareness creation improved and population at-risk responds accordingly	Awareness activities recorded and level of awareness improved.	OPM and line ministries,	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	1 bn/=

COMPONENT	KEY ACTIONS	REQUIRED INPUTS	RESULTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
12 Individual Level Objective 1: To improve human resources availability	Establish curriculum for D/CRM from Primary to University level.	Funds and personnel	D/CRM being taught from primary to universities using developed curriculum	Existing D/CRM curriculum from Primary to Universities.	Ministry of Education and OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	2bn/=
	Career guidance to entice and encouraged students to specialized in D/CRM	Funds and Personnel	Majority are enrolled to study D/CRM from primary to university level to increase human resource	Records and reports on enrollments of students for D/CRM in Uganda	Ministry of Education and OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	2bn/=
Objective 2: To improve Knowledge and Skills	Motivate existing staff in D/CRM; sponsorship, short courses, awards, finances	Funds	Increase able and motivated staff in D/CRM	D/CRM work being done in robust manner by motivated staff	Increased number of motivated staff	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	3bn/=
	Specialized training in D/CRM (preparedness, mitigation, response and rehabilitation/ recovery)	Funds and personnel	Improved specialized skills in knowledge in D/CRM	Number of staff trained in specialized D/CRM	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	1bn/=

	Specialized short courses including GIS, CCM/A, search and rescue, contingency planning, early warning system, HVCA for D/CRM practitioners	Funds and personnel	Improved skills and knowledge in D/CRM through short courses	Number of trained staff in short courses in D/CRM	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	800m/=
	Strategic alliance/ engage with institutions of higher learning to coach and mentor D/CRM practitioners	Funds and personnel	Institutions of higher learning engaged for coaching in D/ CRM	Number of institutions engaged and a number of staff coached in D/ CRM.	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	1 bn/=
	Provision of opportunity for D/CRM practitioners for exchange learning visits	Funds and personnel	Exchange learning visits conducted and skills and knowledge improved	Number of learning exchange visits conducted	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	2bn/=
	Guest speakers /experts on D/ CRM to share experiences	Funds and personnel and guest speakers	Experience being shared through guest speakers in D/ CRM	Number of guest speakers invited and workshops organized for D/ CRM	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	500m/=

COMPONENT	KEY ACTIONS	REQUIRED INPUTS	RESULTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
13 Cross Cutting Issues Objective 1: To acquire equipment for D/CRM activities	Government and stakeholders to invest in equipment for preparedness – Earth moving, GIS, Ambulance, etc.	Funds and equipment	Equipment acquired for D/CRM in Uganda.	Equipment availability in Uganda for D/CRM	OPM/ Ministry of Works and transport	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	20 bn/=
	Allocate budget at national and district level periodically for equipment	Funds	Budgets allocated for equipment at national and district level	Budget allocated for equipment and a number of equipment acquired	OPM/ Ministry of Works and transport	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	10 bn/=
Objective 2: To strengthen Gender and D/CRM	Mainstream gender in D/CRM planning, implementation and monitoring across all levels and by all stakeholders	Funds and personnel	Gender mainstreaming implemented and strengthen	Gender mainstreaming and activities recorded and reported	Ministry of Gender and social development/ OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	3 years	1bn/=
	Gender focal person at national and community level to specifically deal with gender related issues.	Funds and personnel	Gender focal persons at national and local level	Availability of gender focal person at national and local level	Ministry of Gender and social development/ OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	3 years	3bn/=

	Budget for gender – government and development partners	Funds and personnel	Budget allocation for gender improved	Records and activities for budget allocation	Ministry of Gender and social development/ OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	5 bn/=
	Train D/CRM practitioners in gender mainstreaming	Funds and personnel	Training in gender mainstreaming implemented	Number of trained practitioners in gender and D/CRM	Ministry of Gender and social development/ OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	2 bn/=
	Research on gender and D/CRM	Funds and personnel	Research in gender mainstreaming implemented	Number of operational researches conducted on gender and D/CRM	Ministry of Gender and social development/ OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	1 year	500m/=
Objective 3: To strengthen Sustainability	Government and development should ensure availability of sustainability plans in any D/CRM project or programme	Funds and personnel	Sustainability plans developed to improved sustainability	Sustainability plans available at all levels for D/CRM	OPM/ Line ministries	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	2 years	1bn/=
	Work with local government in implementing and monitoring projects/ programmes to ensure sustainability	Funds and personnel	Monitoring is improved to strengthen sustainability with local governments	Monitoring activities with local governments recorded and reported	OPM/ Line ministries	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	2bn/=

	Work with communities in implementing and monitoring projects/programmes to ensure sustainability	Funds and personnel	Monitoring is improved to strengthen sustainability with communities	Monitoring activities with communities recorded and reported	OPM/ Line ministries	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	2bn/=
	Exit strategy in any D/CRM projects and programme	Funds and personnel	Exit strategies developed to strengthen sustainability	Availability of exit strategies at national and local level	OPM/ Line ministries	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	4 years	1bn/=
Objective 4: To strengthen Climate change adaptation	Train in CCA/M	Funds and personnel	Climate Change Adaptation strengthen through Training	Number of staff and training conducted in CCA/M	MWE/OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	2bn/=
	Budget allocation for CCA/M	Funds and personnel	Climate Change Adaptation strengthen through budget allocation	Budget allocated and a number of CCA/M activities conducted	MWE/OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	5bn/=
	Operationalise and popularize CCA Policy at all levels- national, district and community level	Funds and personnel	Climate Change Adaptation strengthen through popularization at national and local levels	Number of sensitization meetings conducted and reports	MWE/OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	3bn.=

	Coordination of CCA activities	Funds and personnel	Climate Change Adaptation strengthen through coordination	Number of coordination meetings conducted	MWE/OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	2bn/=
	Establish community structures for CCA to build community resilience	Funds and personnel	Climate Change Adaptation strengthen through establishing community structures	A number of functional community structures established	MWE/OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	2bn/=
	Research in CCA/M	Funds and personnel	Climate Change Adaptation strengthen through research	A number of research work done	MWE/OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	1bn/=
Objective 5: To strengthen Timely implementation-	Early preparedness in terms of - human resource finance and equipment	Funds and personnel	Early preparedness to strengthen timely implementation of D/CRM activities	Improved level of early preparedness	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	5 bn/=
	Emergency funds, readily available without any red tapes – bureaucracy	Funds	Emergency funds to improve timely implementation of D/CRM activities.	Emergency funds passed and approved by parliament and Ministry of Finance.	OPM/ Ministry of Finance	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	3 years	10bn/=

	Budget allocation for early preparedness and early response	Funds	Budgets made available to strengthen early preparedness and early response	Budget allocation for early preparedness activities and reports	OPM/ Ministry of Finance	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	3 years	4bn/=
	Staff on stand- by for emergency response	Funds and personnel	Staff recruited to be on stand-by for emergency response	Number of staff recruited for emergency response in Uganda	OPM	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	3 years	2bn/=
	Motivation for staff working in emergencies	Funds and personnel	Motivated staff working in emergencies	Level of emergency response improved	OPM/ Line ministries	Development partners, UN agencies/ Key Government institutions/ NGOs and private sector	5 years	1bn/=

Health Sector

COMPONENT	KEY ACTIONS	REQUIRED INPUTS	OUTPUTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
Health sector coordination mechanisms	Advocate for strengthening of the National Platform on D/ CRM	Hold table top exercise with key stakeholders on the D/ CRM National platform	Strengthen D/ CRM platform	-No of planned meetings of the working held -No of planned meetings of platform held	MOH/ WHO	OPM, UN agencies, and NGOs	5 years	125m/=

Objective: To strengthen the Ministry of Health to coordinate and lead health sector in D/CRM	Additional human resources, funding and logistics to DRR department of MoH	Identify a specific office space, personnel and equipment for the Health Disaster coordination	Increased HR and functional coordination office	-No of personnel recruited -Space allocated -Equipment procured	MOH/ WHO	OPM, UN agencies, and NGOs Development partners	3 years	750m/=
	Review and streamline the ToR of the National Disaster Task Force and the Technical Working Group	Conduct table top exercise to harmonize the ToR for the task and Technical working Group	Streamline ToR for NTF and TWG	Streamlined ToR for NTF and TWG	MOH	WHO, OPM	1 year	250m/=
	Designate technical focal person for health disaster management at the District Health Office	Identify appropriate technical staff within the DHT Issues assignment letter with clear ToR Provide motorcycle for coordination, assessments and data collection	Functional office	Assignment letter of the focal person Community linkage established No of persons assigned No of motorcycles procured	DHO	MOH, MOLG WHO, NGOs, Development partners	3 years	500m/=
								2.5bn/=

	Strengthen the linkage between national and district/ sub national coordination mechanisms	HR Dialogue Logistics Framework for reporting	Reporting channel	Reports of supervision Minutes of meetings held	MOH	MoLG, NGOs	5 years	625m/=
COMPONENT	KEY ACTIONS	REQUIRED INPUTS	RESULTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
3. Health Emergency Risk Assessment and Information Management Objective: To strengthen an early warning system based on risk analysis and mapping	Conduct regular health sector risk and vulnerability assessment and mapping	Adapt assessment tools Conduct assessment Conduct hazard mapping Compile results Prepare report Disseminate the report	Up to date hazard profile and mapping All hazard mapping conducted	All hazard map	MOH	WHO/OPM, MoLG and partners	5 years	1.25bn/=
	Support strengthening of the IDSR system to improve timeliness and completeness of reporting especially in disaster prone areas	Identify gaps in IDSR Hold review meetings to address the gaps Intensify supervision	IDSR gap analysis report Timely and complete reports	Gap analysis report	MOH	WHO and other development partners	1 year	375m/=

	Build capacity of MOH, districts and relevant health partners for initial rapid health assessment	Conduct training needs assessment Conduct training Develop D/CRM staff roster Follow up the trainees	Training Needs identified Database of trained staff developed	Training Needs assessment report Database of trained staff Availability of Committed team on D/CRM	MOH/ WHO	OPM, UN agencies, NGOs	2 years	1.25bn/=
	Strengthen community based disease surveillance with inclusion of D/CRM	Conduct training needs assessment Conduct training o the VHTs Standard the reporting tool Provide incentives for the CBDS Hold quarterly review meetings	Training needs identified Training of the CBDs conducted Quarterly review meetings held CBDS motivated to do IDSR	Training needs assessment report Training report Minutes of the meeting Well functioning CBDS system	MOH	WHO, Development Partners	3 years	5bn/= 750m/= 625m/=

	Strengthen the diagnostic capacity of laboratories in the country and network with other regional laboratories.	Conduct inventory of available lab equipment and supplies Procure equipments Training of laboratory staff at regional and district Support shipment of specimen and feedback	Equipment gap identified and filed Lab staff trained	Inventory report Training report	MOH	WHO, Development partners, World Bank	5 years	5bn/=
								1.875bn
								2.5bn/=
								625m/=
COMPONENT	KEY ACTIONS	REQUIRED INPUTS	RESULTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
4. Response and Recovery Planning Objectives: To ensure a coordinated, timely and effective response based on an all hazard whole health approach To ensure a timely recovery of the health system post disaster	Compile and review existing hazard plans to identify weaknesses in the plans and to identify those not in existence in the plans	Stock taking available hazard plans Review the available plans	Hazard specific plans developed Community consulted in the mapping process	Updated Disease specific hazard plans Consultation report	MOH	WHO, OPM, NGOs	1 year	250m/=

	Develop all health disaster operational plans based on health risk assessments and mapping	Develop a all hazard plans for national and district	New and Updated plans developed for districts and national response	All hazard plan	MOH	WHO, OPM, UNDP, NGOs	2 years	500m/=
	Develop contingency and Business Continuity Plans for priority conditions and conduct table top and simulation exercises	Conduct stakeholders meeting on contingency and business continuity planning Plan and conduct table top and simulation exercises	National contingency plan and hazard specific BCPs Skilled and ready health staff	Contingency plan document BCP document	MOH	WHO, OPM, NGOs	5 years	1.25bn/=
5. Response and Recovery Operations To improve health sector response and recovery capacity.	Strengthen the pre hospital emergency referral and ambulance services in the disaster prone areas based on VRAM	Initial ambulance and pre-hospital referral system Procure required equipment Training health workers	Plans developed for ambulance system Equipments procured Health workers trained	Ambulance and pre hospital plan Equipment inventory Training report	MOH	WHO, MoLG, UNDP	5 years	2.5bn/=

	Build capacity on D/CRM including mass casualty management	Training and equipment needs assessment	Training and equipment needs identified	Training and equipment needs report	MOH	WHO	5 years	1.25bn/=
		Procure equipment	Equipment procured	Inventory				1.25bn/=
		Establish a medical emergency command centre	Medical emergency command centre established	Functional medical emergency command centre				625m/=
	Create an easy access to emergency funds at national level that should be replenished every year	Emergency fund	An emergency fund easily accessed during emergency response	Proportion of emergencies responder to within 48 to 72 hours	MOH	UNDP, OPM	2 years	5bn/=
	Develop SOPs for emergency response	Finance Stakeholder Meetings	Critical steps and procedures are clarified and followed during emergency response	SOP for the health sector	MOH	WHO, OPM, Development partners	2 years	500m/=

	Establish mechanisms for prepositioning and managing essential supplies for disasters	Establish regional and national warehouse for disaster response Conduct inventory of essential supplies for disaster management Procure and preposition the essential medicines and supplies at national and strategic centre	Regional warehouse build and refurbished Procure and preposition essential supplies	Commissioning report Inventory	MOH	WHO, NGOs, Development partners	2 years	625m/=
								125/=
								5bn/=
	Build surge capacity and develop BCP	Conduct surge capacity needs assessment Establish a surge capacity command centre Conduct district specific training	Surge capacity needs identified Functional surge capacity team Trainings conducted	Surge needs assessment report Functional surge capacity team Report	MOH	WHO, NGOs	3 years	500/=
								2.5bn/=

COMPONENT	KEY ACTIONS	REQUIRED INPUTS	RESULTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
6. Community Support Programmes Objective: To strengthen community support programs on D/CRM	Include D/CRM into the training manual and ToR of the VHTs	Review the training curriculum of the training institutions	Training institution curriculum reviewed	New curriculum inclusive of DRN	MOH	WHO, Districts, MOLG, NGOs	3 years	1.25bn/=
		Conduct on job training for in service staff.	On job trainings conducted	Training report				
	Support NGOs to strengthen the health component of the existing D/CRM interventions and if possible expand coverage of the interventions to other geographical areas	Conduct national assessment of NGOs involved in health sector D/CRM	NGO D/CRM participation assessment conducted	Assessment report	MOH	UNDP, MOLG, Development Partners	5 years	1.25bn/=
		Conduct table top exercise to build consensus of rollout of D/CRM		Streamlined D/CRM implementations in the country Table top report				500m/=

COMPONENT	KEY ACTIONS	REQUIRED INPUTS	RESULTS	INDICATORS	LEAD AGENCY	CONTRIBUTING AGENCIES	TIME FRAME	ESTIMATED COST
7. Safer and Prepared Hospitals and Health Facilities Objective: To ensure safety and security of health workers and health facilities during disaster	Create awareness among health workers, managers and partners about safe and prepared health facilities initiative	Develop a safe and prepared health facility strategy Roll out the Safe and prepared health facility strategy	Safe and prepared health facility prepared Availability of knowledgeable health staff in safe and prepared health facility strategy	Safe and prepared health facility strategy Hospital safe index report	MOH	WHO, MOLG, NGOs	5 years	1.25bn/=
	Develop plan for rolling out the safe and prepared hospital and health facilities program	Conduct planning meetings Develop a safe and prepared health facility rolling plan	Meetings conducted with action points Rollout plan developed	Minutes Safe and prepared health facility plan	MOH	WHO, MOLG, NGOs, World Bank	5 years	1.25bn/=

Annexes

Annex I: Data Collection Instruments

Annex I.I: Questionnaire

1.0 Introduction

The National Platform on Disaster Risk Reduction, under the leadership of the Office of the Prime Minister commissioned the conduct of a Disaster and Climate Risk Management (D/CRM) Capacity Assessment in Uganda. The assessment is being undertaken by Makerere University College of Health Sciences, School of Public Health with support from the United Nations Development Programme.

The aim of the study is to assess the Disaster/Climate Risk Management capacity in Uganda and develop a capacity development plan for Government and development partners.

We kindly request you to give your answers to all the questions. All the information provided shall be treated with outmost confidentiality and your participation is completely voluntary. You may choose not to participate in this process, though your experiences will be very much appreciated.

Please fill in the blank spaces provided. Circle where necessary and choose only one option by ticking (v) in the box corresponding to your level of agreement or disagreement, following the scale of 1-5, whereby 1 is very Low scoring factor (Very Low rating) and 5 the Highest factor (Very High rating), to quantitatively measure the existing Disaster Risk Management Capacity in your organization.

Consent

I agree to participate in the assessment

Name _____

Signed _____ Date _____

2.0 Respondents/Institution Background

Q201. Questionnaire number_____ **Q202.** Date of completion_____

Q203. Name of Interviewer _____

Q204. Title of respondent _____

Q205. Organization of respondent: _____

Q206. Sex of respondent, circle appropriate [1]. Male [2.] Female

Q207. Respondents qualification (circle appropriate)

[a]. Diploma [b]. Bachelors [c]. Masters [d]. PhD

Assessment Domains	Questions	Rating levels				
		1.Very low (Non functional capacities)	2. Low (Less functional)	3. Moderate (Functioning with some deficiency)	4.High (Functioning above average)	5.Very High (Fully functional)
[1]Enabling Environment Capacity	Policy					
	Q301. Capacity to develop policies/ frameworks pertaining to Disaster Risk Management					
	Financial					
	Q302. Budget for Disaster Risk Management is being allocated					
	Q303. The budget for Disaster Risk Management is being used appropriately					
	Q304. Capacity to influence legal and regulatory frameworks at national level.					
	Q305. Capacity to influence legal and regulatory frameworks at district/local.					
	Qn306. Advocacy capacity					
Stakeholder engagement	Qn308. Functional Standard Operation Procedure (SOP)					
	Qn307. Stakeholders engagement / networking/ lessons sharing					
Research	Qn308. Research work has been done by your organization regarding D/CRM/ CCA					

Monitoring and Evaluation	Qn309. Monitoring and Evaluation Mechanism for D/CRM in your organization is fully functional					
	Challenges					
	Recommendations					

[2] Organizational Capacity	Variables	1.Very low	2.Low	3.Moderate	4.High	5.Very High
Preparedness capacity in your organisation	Q401. Early warning system,					
	Q402. Contingency planning					
	Q403. Awareness creation					
	Q 404. Human resource training					
Mitigation capacity in your organisation	Q404. Community-based Disaster Risk Reduction					
	Q405. Livelihoods resilience					
	Q406. Environmental Resource Management					
	Q407. Risk transfer mechanisms/micro insurance					
	Q407. Hazards, Risk and vulnerability assessment					
	Q408. Research and knowledge management					

Response capacity to emergencies	Q410. Rapid Assessment					
	Q411. Emergency Response to save lives					
Rehabilitation/ Recovery capacity	Q412. Needs assessment					
	Q413. Resettlement initiatives					
Cross cutting						
Coordination	Q412. Coordination capacity					
Information management System	Q413. Information management System and dissemination capacity					
Timely implementation	Q414. Implementation of D/CRM activities timely					
Equipment	Q415. Equipment for D/CRM activities					
Gender	Q416. Gender and D/CRM being implemented					
Resource Mobilization	Q417. Resource Mobilization and fund raising for D/ CRM					
	Q418. Organizational capacity to deal with Climate Change and Adaption programming					
Sustainability	Q419. Sustainability plan					
	Any challenges					
	Recommendations					

Individual Level Capacity Domains	Variables	1.Very low	2.Low	3.Moderate	4.High	5.Very High
Human Resources	Q501. Presence/ number of qualified/ trained staff specifically for Disaster Risk Management.					
	Q502. Capacity for Disaster Risk Management in terms of specialized Human Resources in your organization in the various sectors. <i>(health/nutrition engineering/ WASH, education, livelihoods, etc)</i>					
Skills and Knowledge	Q503. Individuals with skills and knowledge in Preparedness					
	Q504. Individuals with skills and knowledge in Mitigation,					
	Q505. Individuals with skills and knowledge in Response					
	Q506. Individuals with skills and knowledge in Rehabilitation					
	Challenges					
	What recommendations do you propose to improve individual capacity					

Annex I.2: Key Informant Interview Guide

The National Platform on Disaster Risk Reduction, under the leadership of the Office of the Prime Minister, commissioned a Disaster Risk Management (D/CRM) Capacity Assessment. with the aim assessing the D/CRM Capacity of stakeholders in Uganda and develop a D/CRM Capacity development plan for the country. The assessment is being undertaken by Makerere University School of Public Health with support from the United Nations Development Programme.

Qn 1: Has your organization got qualified staff in the field of D/CRM? *(Probe: capacity in terms of Human Resources, Number, areas of specialization, and sectors).*

Qn2: Would you please tell us about budgetary allocation for D/CRM activities in your organization? *[Probe: Proportion of budget for various categories of D/CRM activities; adequacy, main sources of funds and utilization.*

Qn 3: Has your organization got D/CRM framework or policies to guide implementation? *[Probe: The kinds of frameworks/Policies? Is it possible to share a copy with us? The D/CRM framework is based on national policies or policies developed by your organization?]*

Qn 4: What are your views about Disaster Risk Management capacity in your organization and in the country in terms of:

a) Preparedness *(Probe Early warning system, Contingency planning and Awareness creation)* **(b)** Mitigation *(Community-based DRR, Livelihoods resilience, Environmental Resource Management, Risk transfer, etc..* **(c)** Response *(Rapid Assessment, Emergency Response to save lives etc..)* **(d)** Rehabilitation/Recovery. *(Needs assessment, resettlement etc..)*

(Probe: What each of this activity in their respective categories)

Qn 5: Do you have a Monitoring and Evaluation mechanism for D/CRM being implemented in your organization? *(Probe: If there is a framework for M&E, budget, personnel e.t.c)*

Qn 6: How do you gauge your Organizational capacity to deal with Climate Change and Adaptation programming? *(Probe Current activities/projects, personnel, budget etc)*

Qn 7: What is your organization's capacity to conduct Hazards, Vulnerability and Capacity Assessment (HVCA). *(Probe capability of human resources, other resources including finances, logistics etc)*

Qn 8: Is your organization involved in any D/CRM/CCA research and knowledge management? *(Probe topic/ thematic areas of research done, funding sources, partners, research outputs, location of studies etc)*

Qn 9: What is your Organization's capacity pertaining to D/CRM in the following areas.

- a) Coordination
- b) Information management System and dissemination
- c) Advocacy
- d) Stakeholders engagement /lessons sharing
- e) Delivery of D/CRM activities timely

- f) Equipment for D/CRM
- g) Gender and D/CRM
- h) Sustainability

Qn 10: What challenges do your organization have regarding capacity for D/CRM? (*Probe: Challenges in various domains e.g. human resources, finances, logistics,*)

Qn 11: What lessons have you learnt regarding D/CRM in organisation? (*Probe: Challenges in the following areas Preparedness, Mitigation, Response, Rehabilitation/Recovery*)

Qn 12: What recommendations can you give to improve D/CRM capacity at national and local level (*Probe (a) at national/central government, (c) district/local level?*).

Thank you so much for your time and availing us this opportunity to discuss with you.

Annex 2: List of Respondents and Institutions

Name	Position	Organisation
1. Maj. Gen Oketa Julius	Director OPM	MDP&M
2. Mr Innocent Komakech	National Programme officer	WHO
3. Mrs Abenaitwe Lydia	Human Resource officer	IHSU
4. Mr Ocheng Titus	Lecturer	HSU
5. Mr. Segujja Farouq	Lab Technologist	IHSU
6. Mr. Mwambi Bashir	Lab Technologist	IHSU
7. Proff Nduguste	Dean	IHSU
8. Dr. Micheal Lukwiya	National Programme officer	WHO
9. Dr. Emmnuel Tenywa	National Programme officer	WHO
10. Mr Patrick Wokorach	Programme assistant	WHO
11. Mr Omony William George	Meteorologist	Meteorology
12. Mr. Mawanda S.	Senior Programme officer	URCS
13. Mr. Waboyo Vincent	Principle Disaster Mgt officer	OPM
14. Mr. Isaac Bwire	Programme Manager	IIRR
15. Mr. Richard Okuku	Economist	ULGA
16. Dr. Steven Kisaka	Ass lecturer	MUK
17. Mr. Zakmumpa Henry	College Registrar	MUK
18. Mr. Kokas Ikwop	Lecturer	MUK
19. Dr. Paul Ssajjakambwe	Ass. Lecturer	MUK
20. Mr Elungat Solomon	Senior Management Disaster Off	OPM
21. Mr. Ochaya Enid	DRR Management Disaster officer	WV
22. Mrs Ochwo Julian	Livelihood Programme advisor	Goal
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Annex 4: List of Participants, Dissemination Workshop

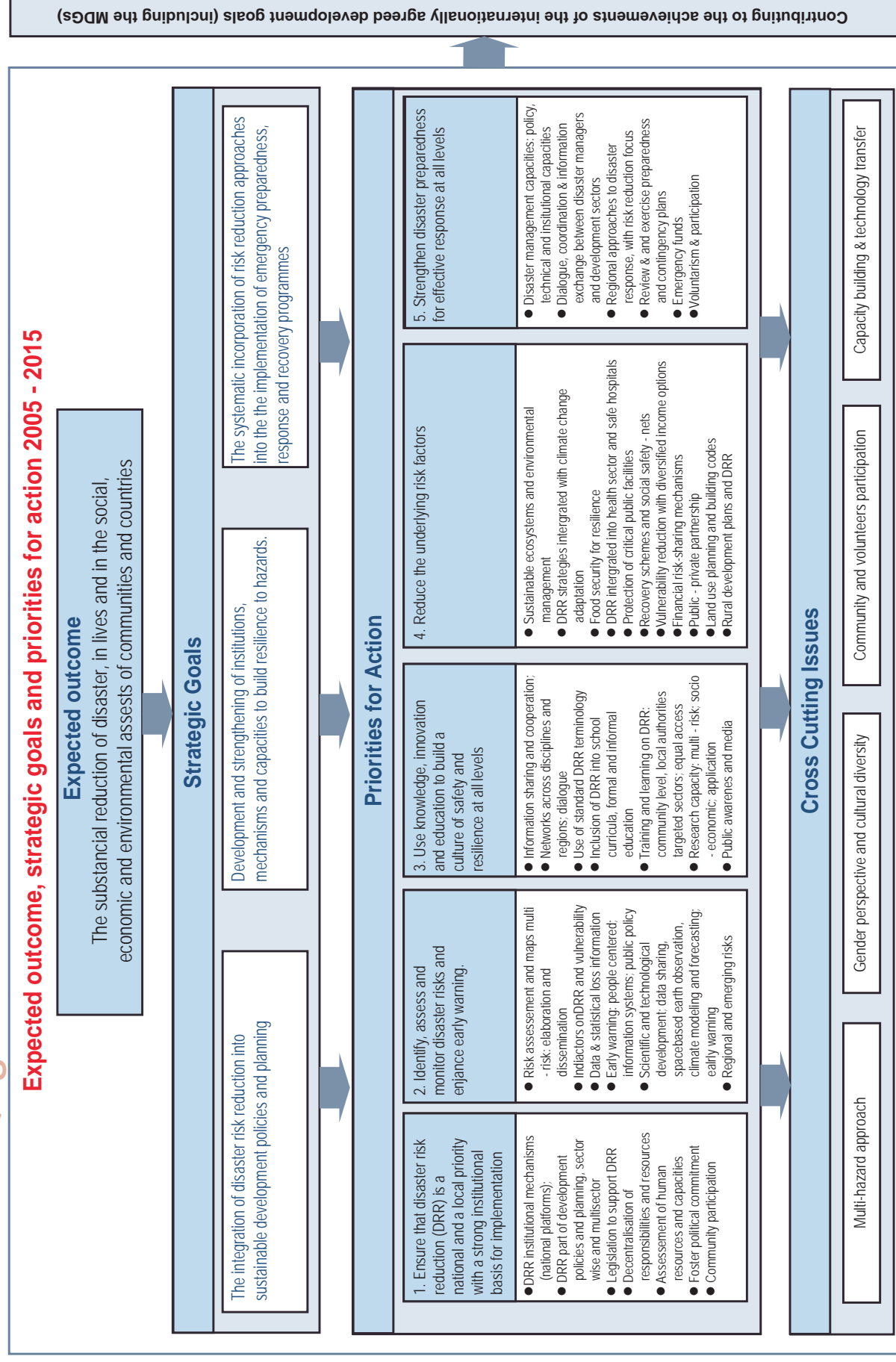
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Annex 5: List of Documents Reviewed

1. UNDP, (2008). Capacity Assessment Framework Policy. http://europeandcis.undp.org/uploads/public/File/Capacity_Development_Regional_Training/UNDP_Capacity_Assessment_Users_Guide_MAY_2007.pdf
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Annex 6: Hyogo Framework of Action, 2005 - 2015

Expected outcome, strategic goals and priorities for action 2005 - 2015





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