



PARTNERS FOR RESILIENCE

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Wetlands
INTERNATIONAL



In cooperation with:
Ministerie van Buitenlandse Zaken

Annexes 1 to 5

External End Evaluation

Partners for Resilience

2016-2020 programme

Final

25 June 2020

By the European Centre for Development Policy Management

ecdpm

Annex 1 – Terms of Reference

Terms of Reference for the External End Evaluation

Partners for Resilience 2016-2020 programme

1. Summary

Purpose: The implementation process and results of various components of the programme will be evaluated, both for accountability and for learning for future cooperation within the Partners for Resilience alliance.

Key stakeholders: PfR project teams (country, regional and global), PfR Steering group, Dutch Ministry of Foreign Affairs.

Commissioner: This evaluation is commissioned by the Steering Group of the PfR alliance.

Evaluators: The evaluation will be contracted to an institution (consulting firm, research institute, university, or a vendor with similar capacities) which will offer a core team of a lead evaluator and 3 to 5 qualified evaluation professionals.

Reports to: The lead evaluator reports to the PfR evaluation management team.

Timeframe: The evaluation team will work from September 2019 until January 2020.

Methodology summary: The methodology will be mostly qualitative with an important participative element. It will include a review of background documents, Key Informant Interviews (KII), Focus Group Discussions (FGD) and validation of finding workshops.

Location: Home based with travel to the Hague for identified contact moments and travel to three selected locations as per division of labour amongst team members.

2. PfR2016-2020 Final Evaluation

The [Partners for Resilience](#) alliance started its collaboration in 2010 and continued its work under the strategic partnership with the Netherlands government in 2016. The partnership consists of about 50 partner civil society organisations (CSO's) worldwide - active at grassroots, national, regional and global level. PfR is an alliance of five Netherlands based organisations under the dialogue and dissent grant facility of the Dutch Ministry of Foreign Affairs: Cordaid, CARE Netherlands, Wetlands International, The Red Cross Red Crescent Climate Centre and the Netherlands Red Cross. The PfR alliance is supported by, and connected to, many other stakeholders who jointly contribute in creating safer environments for all: individuals, governments, private sector, institutions, civil society organisations and community-based organisations (CBO's).

PfR contributes to the resilience of communities by integrating climate change adaptation (CCA) and ecosystem management and restoration (EMR) into Disaster Risk Reduction (DRR). With this [Integrated Risk Management](#) (IRM) approach, communities strengthen their capacities to reduce the impact of disasters. PfR believes a community approach will be strengthened if the institutional environment is more conducive to climate and ecosystem DRR. Therefore, we engage with civil society and government stakeholders to apply a combined approach.

3. Dialogue & Dissent programme, funded by the Dutch Ministry of Foreign Affairs

The PfR alliance presently manages a programme under the **Dialogue & Dissent grant facility of the Dutch Ministry of Foreign Affairs**, which runs from January 2016 until December 2020. Implementation of this programme is mostly southern led by ten project country teams in: India, Philippines, Indonesia, Kenya, Uganda, Ethiopia, Mali, South Sudan, Guatemala and Haiti. Next to that, PfR project teams are active on a regional level: Horn of Africa, Central America, West Africa and Asia, and in global policy and advocacy work.

4. PfR's Theory of Change & implementation strategy

The impact statement of the PfR2016-2020 programme is: *Vulnerable people are more resilient to crises in the face of climate change and environmental degradation, enabling sustainable inclusive economic growth.*

The pre-condition to achieve this impact is to improve disaster risk reduction policies, investments and practices for vulnerable communities to become more resilient.

- ❑ Raising awareness about Integrated Risk Management of decision makers, politicians, and private sector partners at global, national and local level;
- ❑ Getting acknowledgement of relevant stakeholders of the importance of mainstreaming IRM in sector policies and investment funding, and enhancing practice at the local level;
- ❑ Continuously contributing to the development of enhanced multi-stakeholder approaches thereby influencing laws, regulations and practices and through the screening of public and private investments.

Implementation strategy

- ☐ IRM approach is mainstreamed in development policies
- ☐ Investments are risk informed and earmarked for IRM
- ☐ Projects are implemented based on IRM principles.

Table 1: Geographic coverage of PfR and the final evaluation



The implementation process and results of the various components of the programme will be evaluated, both for accountability and for learning for future cooperation within the Partners for Resilience alliance (including the final implementation period of the present programme). It is important that this evaluation leads to important learning points regarding **strengths and weaknesses** of the PfR programme. The PfR alliance and its partners value insights from an '*outsider's perspective*' and recommendations for future programming.

Objectives

The overall objective of the evaluation is to inform relevant stakeholders and to attain a robust understanding of the **successes and failures** of the PfR programme. It is suggested that the evaluation team does this by pursuing four specific objectives:

1. To assess the validity of PfR's Theory of Change, including Key Assumptions made, in relation to capacity strengthening of CSO's and engagement with stakeholders in IRM.
2. To assess the effectiveness, relevance and sustainability of PfR in strengthening the capacity of CSO's to lobby and advocate for Integrated Risk Management (IRM) in the policy, practice and investment domains.
3. To assess the effectiveness, relevance and sustainability of PfR's engagement with stakeholders in IRM: we want to understand to what extent a) outcomes have been achieved that are steps towards the PfR objectives (changes in policies, practices and investments in favour of IRM) and b) what the contribution of PfR has been towards achieving or not achieving these planned outcomes.
4. To review the governance arrangements of the PfR programme and to generate actionable recommendations for future PfR programming, with a specific focus on facilitating Southern ownership, Southern leadership and South-South cooperation, and linking/ creating synergy of our work at the different levels (local to regional to global) through identifying good practices and bottlenecks.

Intended use: learning agenda

This evaluation, by its participative nature, should enable course corrections in the ongoing final phase of the programme as well as future collaborations between the PfR alliance partners on identified key aspects of the programme (capacity strengthening & stakeholder engagement in IRM).

By evaluating ourselves in a transparent way and including the outsider's perspective on our programming, the PfR partners will be accountable as an alliance towards key stakeholders (including the Dutch MoFA) within the humanitarian sector. Within this evaluation, this implies that the alliance members ensure close participation of key actors (country teams, PfR management) during the review process through Key Informant Interviews, FGD's and 'validation of finding and sensemaking' workshops (three countries that are within the scope of this evaluation, 1 regional programme and the global programme). By validating findings with country teams and key stakeholders we will be able to take direct action based on the findings and recommendations.

To keep this evaluation manageable this ToR has a thematic and geographic scope. For projects that fall outside of the evaluation scope of suggested case studies, the PfR PME working group proposes to organise internal validation workshops where findings will be contextualised and acted upon. The learning will thus not end with this evaluation. Based on the synthesis of evaluation data we ask external evaluators to formulate actionable recommendations for future programming.

The PfR alliance will be able to include findings and recommendations in their future strategy. The PfR alliance will be transparent on actions taken as a result of the evaluation findings through the Management Note. Findings and recommendations will also be discussed with country teams who are outside of the scope of this evaluation.

6. Key stakeholders for the evaluation are:

- Strategic partner and donor of the evaluation: Dutch Ministry of Foreign Affairs.
- Client for the evaluation team/ contractor: PfR Steering Group (SG).
- Evaluation Manager: PfR PME Group, represented by the PME Group lead.
- Client for the (desk and visit-based) country case studies: the respective PfR country team, represented by the country lead.
- Reference group: A mixed, internal and external reference group will be formed to provide advice and guidance at pivotal moments in the evaluation process, namely: TOR development; inception report and detailed evaluation design, draft final report, final report.

7. Scope of the evaluation

The evaluation is conducted in two phases.

In the first phase the Evaluation Team will be able to gather insight in the PfR programme. They will conduct a desk study and gather additional data to get better insight in four years of programme implementation at HQ level through the alliance partners (CARE Netherlands, Cordaid, the Netherlands Red Cross, Climate Centre, and Wetlands International). In this phase the Evaluation Team will deliver an inception report in which the evaluation approach is further detailed as per initial findings of the desk review.

In the second phase the evaluation zooms in on the implementation of capacity development for lobby and advocacy in IRM, and stakeholder engagement within five different contexts (on global, regional, and country level). A field visit in three countries is foreseen, in consultation with the Evaluation Management Team. In those countries an in-depth analysis will be made. The number of case studies and countries proposed in this ToR serve as a guideline for the Evaluation Team. The Evaluation Team will, based on the findings during the inception phase, propose the appropriate number of case studies and select the countries that will be visited for the case studies

- Period to be covered: The evaluation will assess the performance of PfR for the period 2016-2019 (to date).
- Geographic coverage: This is a global evaluation and aims to generate recommendations that benefit the overall PfR programme.
- The evaluation will look at relevance, effectiveness and sustainability using a case study approach with a total of five case studies according to table 2, balancing regions, fragility/ conflict and lead organisations.

Table 2: Geographical coverage

Country	Region	Fragility / conflict	Lead organization & partners	Type of study (chapter 8 on methods – proposed; not decided)
Ethiopia	East Africa	No	Cordaid	Part of desk study, KII interviews
Guatemala	Central America / Caribbean	No	CARE	Part of desk study, KII interviews
Haiti	Central America / Caribbean	Yes	NLRC	Part of desk study, KII interviews
India	South Asia	No	Wetlands	Part of desk study, KII interviews
Indonesia	Southeast Asia	No	CARE	Case study, Part of desk study
Kenya	East Africa	No	Cordaid	Part of desk study, KII interviews
Mali	West Africa	Yes	Wetlands	Case study, Part of desk study
Philippines	Southeast Asia	No	NLRC	Part of desk study, KII interviews
South Sudan	East Africa	Yes	NLRC	Case study, Part of desk study
Uganda	East Africa	No	Cordaid	Case study, Part of desk study
Regional & global				Two Case studies, Part of desk study

8. Evaluation Questions

This section outlines the detailed evaluation questions under each of the three thematic objectives of the programme. The questions are guided by the OECD-DAC criteria¹ for evaluation practice.

8.1. PfR ways of working, management

- To what extent have the PfR alliance partners collaborated across local, national, regional and global levels to identify and exploit synergies and what can be improved in the collaboration?
- To what extent has the PfR programme integrated knowledge management and learning functions in the management and implementation of the programme at all levels (local, national, regional, global) to ensure iterative learning and an optimised implementation?

8.2. Capacity Strengthening of Civil Society Organisations

- To what extent has the PfR programme contributed to increasing the knowledge base on IRM among PfR partner organisations and wider civil society? Is the concept of IRM sufficiently contextualised within the countries and regions of implementation?
- To what extent has the PfR programme strengthened the capabilities for lobby and advocacy of contracted PfR partners and wider civil society?
- What can we learn about the effectiveness of our strategies? Which strategies and approaches were most effective in strengthening the capacity of PfR partners and wider civil society? In what cases where we less successful?

8.3. Engagement with Stakeholders for IRM outcomes in policy, practice, investments at the national, regional and global levels

- To what extent are lobby and advocacy trajectories/ change theories of PfR partners achieved within country specific projects? What lessons can be learned in the case study countries?
- What where key-ingredients for PfR contracted partners and wider civil society to be successful in their engagement with governments and private sector stakeholders to effectively contribute to:
 - o The mainstreaming of IRM in development policies?
 - o Making investments IRM proof and earmark funding for IRM?
 - o The implementation of IRM principles in development programmes?
- To what extent have PfR partners (contracted partners as well as wider civil society) engaged with governments and private sector stakeholders to increase their awareness and knowledge of IRM? What are good practices? What are failures?
- What are examples of PfR programme contributions to changes in policies, investments and practices at the regional scale to incorporate IRM principles for increased community resilience? What can we learn from these contributions for future programming?
- What are good practices and lessons learned in the way the PfR programme influenced relevant resilience-related global initiatives, with regards to:
 - o Policy frameworks
 - o Funding mechanisms and investments
 - o Development initiatives to considering IRM?
- To what extent has the PfR programme included and represented the perspectives of communities - including specific gender considerations and input from vulnerable and marginalised groups?
- To what extent has the PfR programme leveraged additional global support to translate important global policy ambitions, into practical strategies and instruments for use at the national and sub-national level? What can be learnt about the effectiveness of leveraging support?

9. Responsibilities and lines of communication

This evaluation is commissioned by the Steering Group of the PfR alliance and will be carried out by an evaluation team. The process of the evaluation will be managed by the evaluation management team (EMT) which is headed by the NLRC PME coordinator. The EMT furthermore consists of the PfR PME group.

Evaluation Management Team

The EMT is responsible for the evaluation process and for ensuring that IOB standards and principles for evaluation and OECD-DAC criteria for evaluation are being upheld. The EMT provides input and advice particularly during the inception phase and other important milestones of the evaluation that will be identified in

¹ Additionally also the Netherlands MoFA IOB guidelines for evaluations.

the evaluator's inception report. It will monitor the Evaluation Team (ET) regarding evaluation management, design, implementation and quality control.

- Facilitation of initial consultations with relevant PfR HQ staff, and arrange for subsequent meetings and consultation with the reference group;
- Day-to-day coordination and supervision of all activities of the evaluation team, and decision-making;
- Technical management of all phases the evaluation, according to the terms of reference and stipulations of the inception report;
- Consulting and liaising with the Client, the PfR Steering Group and the Reference Group in key moments in the evaluation, including collation of Reference Group written comments on evaluation products;
- Liaising with evaluation focal points in the case study countries (the PfR country lead);
- Providing overall guidance to the evaluation team on PfR and Dutch Foreign Affairs Ministry requirements and standards for evaluative work.

Evaluation Team

The evaluation will be carried out by an Evaluation Team (ET) consisting of multiple external consultants (4/5). A lead evaluator will head the evaluation team which in preference will be international. The ET will work in close coordination with implementing partners on the basis of meaningful, equal and mandatory participation, in order to enhance local ownership, accountability and organisational learning and contribute to improved performance and sustainability. None of the evaluators has been involved or has a vested interest in the Red Cross Red Crescent Movement, the CARE network, Cordaid and Wetlands International.

Reference Group

The PfR alliance gets external and independent input on its plans to evaluate its programme thereby ensuring validation of the final evaluation plan from an 'expert' perspective. The assignment of the reference group is to contribute to the evaluation of the PfR programme by reflecting on the *terms of reference*, the *inception report* and the *draft final report* of the evaluation. The reference group will consist of three to five experts.

The objectives of the Reference Group are:

- ☐ to provide feedback and suggestions to the evaluation management team to improve the validity, reliability, effectiveness, efficiency and usability of the evaluation as designed in the ToR
- ☐ to provide further feedback to the evaluation team as they further develop the evaluation design in the inception phase (when they present their inception report).
- ☐ to review the draft final report to offer their perspective on the quality and clarity of the report and the findings therein.

10. Evaluation methodology

Guided by the evaluation questions, the evaluation team is requested to propose a methodology suitable for a participative, inductive, (probably mostly) qualitative approach.

The evaluation methodology will include the following milestones:

- A. Inception phase: will be used to develop and present a full-fledged methodology and data collection instruments, for review by the PfR PME Group and Reference Group.
- B. Orientation and scoping phase. This will comprise:
 - ☐ Desk review of existing evidence base
 - ☐ Interviews with PfR (HQ) organisations
 - ☐ Desk study for the overall evaluation report (document review, telephone interviews)

At the end of the inception phase, the evaluation team has the opportunity to seek clarifying guidance from the PfR PME Group and make adjustments to the methodology and data collection instruments.

- C. Data collection phase:
 - ☐ Three case studies (in country data collection, document review, interviews, FGD's & validation workshop)
 - ☐ Two case studies on regional and global trajectories (document review, FGD's telephone interviews & validation workshop)

- D. Five validation and sense-making workshops in which findings are validated and key staff members of PfR alliance organisations (country teams) make sense out of the preliminary findings.
- ☐ Three country workshops in which country teams and contracted and non-contracted partners should participate²
 - ☐ 1 workshop for the regional and global case study
 - ☐ 1 workshop on general findings relating to overall management and governance of the programme at NLRC HQ.
- E. Writing of the overall evaluation synthesis report which analyses findings from country case studies and the findings on the regional and global trajectories.
- F. Final feedback from the partners on the evaluation report.

11. Deliverables

Summary of evaluation tasks, deliverables and timeframes [to be elaborated]

#	Evaluation tasks	Product to be delivered	Preliminary timeline	Estimated nr of Days
1	Inception report: methodology, data collection instruments and tools. Start of desk review/KII telephone interviews	Draft inception report	November 30	20
2	Revision of inception report, incorporating comments from PfR PME Group & Reference Group	Final inception report	December 15	2
3	Continuation of desk review/ KII telephone interviews	start of data collection for overall evaluation 1 desk studies (desk based)	December 15 - January 6	20
4	Field work phase.	Data gathering for case studies 3 country case study reports (visit based) 1 regional project case studies 1 case study of the project	January 6 – January 31	80
5	Lead evaluator updates the EMT about progress of the evaluation	A short mid-term update report (PowerPoint)	January 15	1
6	Update the EMT	Three calls during the data gathering phase to discuss bottlenecks	TBD	1
7	Report writing analysis & synthesis report writing, incl. country, regional and global level findings	Draft synthesis report including: Overall programme report that includes all separate studies	January 15 – February 10	30
8	Validation and sense making workshops on different levels	Five validation workshops that allow PfR partners to reflect on pre-liminary findings Three country workshops 1 workshop for the regional and global project 1 workshop on programme management and governance	January 6 – January 31	6
9	Develop validated draft report	Draft report	February 10	

² For projects in countries outside of the scope of the case study evaluation approach, the PfR alliance will facilitate workshops that fall outside of this evaluation, but will make use of some of the lessons learned from the desk studies.

10	PfR PME group review draft report		February 10 – February 14	
11	Final synthesis report, incorporating comments from PfR PME Group & Reference Group	Final evaluation synthesis report & PPT	February 28	3
12	PfR Alliance Management Note		March 15	

Decide on Reference Group (RG)	
Appoint RG members	
RG members to comment ToR	
Final ToR available	
EMT Draft list of Key Informants and project data	
NLRC to tender	
Scoring Bids EMT	
SG Confirms selected candidates	
SG confirms country selection	
Hiring Evaluation Team	
ET to submit Inception report	
RG + EMT to comment on Inception Report	
ET to conduct desk review and KI/s	
ET to conduct field work	
ET to write synthesis	
EMT Facilitate ET to visit Countries	
ET Visits	
Validation Workshops	
Submit Draft Report	
RG & EMT Comment Draft Report	
Submit Final Report & presentation	
Consult partners and Draft Management Note	

12. Quality, ethical and safety considerations

The evaluation is expected to follow conventional quality standards for humanitarian evaluation and the outputs of the evaluation team will be measured against standard criteria for evaluations. Therefore, it is advised that the review team should adhere to the evaluation standards and specific, applicable process outlined in the Netherlands MoFA IOB evaluation policies and guidelines for evaluation and [IFRC Framework for Evaluations](#).

Quality standards

1. **Utility:** Evaluations must be useful and used.
2. **Feasibility:** Evaluations must be realistic, diplomatic and managed in a sensible, efficient way.
3. **Ethics & Legality:** Evaluations must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved in and affected by the evaluation.
4. **Impartiality & Independence:** Evaluations should be impartial, providing a comprehensive and unbiased assessment that takes into account the views of all stakeholders.
5. **Transparency:** Evaluation activities should reflect an attitude of openness and transparency.
6. **Accuracy:** Evaluations should be technical accurate, providing sufficient information about the data collection, analysis and interpretation methods so that its worth or merit can be determined.
7. **Participation:** Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.
8. **Collaboration:** Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.

Conventional ethical guidelines are to be followed during the evaluation. Any sensitive issues or concerns should be raised with the evaluation management team as soon as they are identified. The evaluation methodology should not introduce risks to participants in the evaluation by exploring sensitive issues that may unbalance delicate relationships between partners, or by exposing stakeholders to security or other risks. Interested contractors should indicate as part of their proposal how they intend to avoid introducing harm in the conduct of the evaluation.

Where country case studies are to be conducted in fragile or conflict-affected contexts, the evaluation team will liaise closely with the evaluation management team on the conduct of the in-country case study visit and will elaborate in their proposal how they intend to manage security and safety risks when traveling to such locations. The evaluators should take all reasonable steps to ensure that the review is designed and conducted to respect and protect the rights and welfare of people and the communities of which they are members, and to ensure that the review is technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner, and contributes to organizational learning and accountability.

13. Evaluation approach and ways of working

In its approach, the evaluation is expected to:

- A. Address issues specific to CSO lobby and advocacy work in the area of IRM. Rather than generically looking at capacity strengthening and policy influence, the evaluation must give due consideration to the role of CSOs in public lobby and advocacy work in -at times- challenging policy environments and, related to IRM and climate change, complex and difficult policy arenas.
- B. Focus on the country level, local experiences and the linkage to the regional and global level. The ultimate goal of the evaluation is to help the PfR partners in influencing policy, practice and investments more effectively to strengthen community resilience. Therefore, considerations of theory are secondary to the improvement of field practice.
- C. Add value to the country level. Where PfR country teams are engaged in the evaluation through a visit, they should derive some direct benefit for their lobby and advocacy work. The evaluation team will provide real-time feedback on the initial case study findings to the PfR country team before the evaluation team leaves the country.
- D. Be learning focused. The evaluation will combine accountability with learning. However, the emphasis is more on learning than on accountability. The evaluation will take an inductive approach to extract lessons from PfR programme practice.
- E. Assess the PfR contribution. Lobbying and policy advocacy to achieve changes in policies, investments or practices are collective multi-stakeholder enterprises. The evaluation will assess the contribution of PfR to results, more than direct attribution.
- F. Be consultative and participative. The PfR evaluation manager and the evaluation team will ensure that key stakeholders are consulted on emerging findings and recommendations to ensure that they are tested, refined and actionable.

³ <http://www.ifrc.org/Global/Publications/monitoring/IFRC-Framework-for-Evaluation.pdf>

- G. Build on existing information. The evaluation should maximise the use of existing data that has been compiled by the PfR PME Group (see Annex A for a list), past evaluations and lessons learned exercises and engage PfR country and regional teams to provide lessons learned that are not already available elsewhere.

14. Potential evaluation limitations

It is acknowledged that it is difficult to balance the learning and accountability purpose of this review. Similarly, with a programme that consists of 10 country teams, 4 regional teams and a global team it is impossible to make this evaluation truly participative for all PfR partners and stakeholders. Therefore, the programme's evaluation team aims to propose internal learning activities in which recommendations are discussed and programmatic improvements suggested.

The evaluation is likely to be subject to the limitations common to humanitarian evaluations. In some projects there might be a lack of (quality) data, clarity of programme goals and M&E frameworks, lack of records of political discussions and operational decisions.

Bidders are invited to indicate how these limitations can be mitigated through specific participative methodology.

15. Requirements of the evaluation team

The evaluation team will be hired through a transparent recruitment process, based on professional experience, competence and ethics and integrity that will ensure that the evaluation process complies with quality standards. The evaluation team will together decide on the roles and responsibilities of each team member. Regular meetings with the EMT are to be scheduled to discuss progress.

The evaluation will be contracted to an institution (consulting firm, research institute, university, or a vendor with similar capacities) which will offer a core team of 3-5 qualified evaluation professionals. Based on their understanding of the task, the team may choose to enlist additional expertise as they see fit, including subcontracting with national evaluation partners for country-based activities.

The core evaluation team must offer the following demonstrated experience, knowledge and competencies:

- ☐ Proven experience of having evaluated a programme of similar scale, complexity and volume
- ☐ Country-level development evaluation experience
- ☐ Knowledge of IRM or related fields
- ☐ Advanced understanding of current global initiatives, like the Paris Agreement and Sendai Framework
- ☐ Gender balanced team and geographic/ regional balanced team (desirable)
- ☐ Advanced technical knowledge, skills and expertise in evaluation concepts and capacity to execute a multi-country evaluation, including country-level case studies;
- ☐ Strong qualitative data collection, analysis and synthesis skills
- ☐ Highly developed communications skills; presentation, facilitation, and report writing in English a must
- ☐ English language skills. French & Spanish language skills for interviews are an asset.

The evaluation team leader:

- ☐ Reports to the EMT to agree the plan for all aspects of the evaluation with the evaluation manager
- ☐ Ensures that the evaluation conducting an analysis to the highest possible standards and is transparent about the synthesis process.
- ☐ Flags any limitations/ constraints to the evaluation manager at the earliest opportunity and explore how they can be addressed.
- ☐ Proposes and conducts the evaluation with appropriate methodologies.
- ☐ Takes responsibility for delivering the evaluation in accordance with the Terms of Reference and ensure the quality of all the evaluation products.

Current PfR staff and consultants may be involved as informants or in specific roles (e.g. member of the Reference Group) but are not eligible to be evaluation team members. Former PfR staff with the requisite experience may be proposed to be members of the evaluation team but any prior involvement with PfR should be declared in the technical proposal, and any conflict of interest should be declared in advance. The evaluation manager reserves the right to reject former PfR staff members where a possible conflict of interest may potentially exist or be deemed to exist.

Annex A: List of existing data sources

The following data sources have been compiled by the PfR PME Group and will be made available to the evaluation team at the start of the assignment:

- ☐ Original proposal
- ☐ Country inception reports (prepared during first 6-9 months of the programme)
- ☐ Country, regional and global annual reports and plans
- ☐ Outcome database
- ☐ TOC visualisations
- ☐ Development Capacity Framework monitoring sheets
- ☐ General documentation of PfR's work, for example case studies, stories (available through website/library)
- ☐ Case studies
- ☐ Exchange visit reports
- ☐ Context specific documentation of the dialogue trajectories such as logbooks or communications

Terminology

- ☐ This document uses the terms 'PfR' and the 'PfR programme' interchangeably. Wherever the evaluation questions refer to the 'performance of PfR', they refer to the programmatic actions taken, and results achieved by the PfR organisations, their contracted partners or non-contracted partners whose actions can credibly and plausibly be linked to the PfR programme.
- ☐ PfR organisations: CARE Netherlands, Cordaid, Netherlands Red Cross, Climate Centre and Wetlands International.
- ☐ Contracted partners: Country-level CSO partners with whom a PfR organisation has entered a contractual relationship for the purposes of the implementation of PfR.
- ☐ Non-contracted partners: typically, country or local-level CSOs that are engaged in the programme, capacitated by PfR, and/ or contributing towards the achievement of the PfR goals.
- ☐ PfR partners: contracted and non-contracted CSO partners.
- ☐ Trajectory: in the context of PfR, typically a thematic (capacity strengthening or stakeholder engagement & policy dialogue) or geographic (national, regional, global) programme component.

Annex B: PfR partners and implementing partners

Ethiopia		
Alliance member	Implementing partner	State/Province
CARE	CARE Ethiopia	Afar Regional State, National
Cordaid	Cordaid Ethiopia	Somali Regional State, National
NLRC	Ethiopia Red Cross Society	Amhara Regional State, National
Wetlands International	Wetlands International Ethiopia	Central Rift Valley, National
Climate Centre		National

Guatemala		
Alliance member	Implementing partner	State/Province
CARE	CARE Guatemala	Quetzaltenango, Sololá department, National
Cordaid	Caritas Zacapa	Zacapa, Usumatian, San Cristobal
NLRC	Guatemala Red Cross Society	Santa Cruz del Quiche, National
Wetlands International	Wetlands International Central America	Taxisco, Guazapacan, Chiquimililla, National
Climate Centre		National

Haiti		
Alliance member	Implementing partner	State/Province
NLRC	Haiti Red Cross Society	Artibonite Regional, national
Climate Centre		National

India		
Alliance member	Implementing partner	State/Province
Wetlands International	Wetlands International South Asia	Odisha, national
	SEEDS	Bihar, national
	UNNATI	Gujarat
	Caritas India	Bihar
	HARC	Uttarakhand
	NetCoast	Odisha
NLRC	India Red Cross Society	Uttarakhand, Himanchal Pradesh, Gujarat, Assam, Andhra Pradesh
Climate Centre		National

Indonesia		
Alliance member	Implementing partner	State/Province
CARE	CIS Timor	Nusa Tenggara Timur
	CARE International Indonesia	Nusa Tenggara Timur, National
Cordaid	KARINA Indonesia	Nusa Tenggara Timur, Jakarta, National
Wetlands International	Wetlands International Indonesia	Nusa Tenggara Timur, Demak and Serang Banten (Java), Ogan Komering Ilir, Musi Banyuasin and Meranti (Sumatra), Pulang Pisau (Kalimantan), National
NLRC	Palang Merah Indonesia (PMI)	Nusa Tenggara Timur
Climate Centre		National

Kenya		
Alliance member	Implementing partner	State/Province
Wetlands International	Wetlands International Kenya	Ewaso Ng'iro Catchment, Tana basin, National
	Merti Integrated Development Programme (MID-P)	Ewaso Ng'iro Catchment
	Indigenous Movement for Peace Advancement and Conflict Transformation (IMPACT)	Ewaso Ng'iro Catchment
Cordaid	Merti Integrated Development Programme (MID-P)	Eastern Kenya
	Indigenous Movement for Peace Advancement and Conflict Transformation (IMPACT)	Eastern Kenya
	Laikipia Wildlife Forum	Ewaso Ng'iro Catchment
	Cordaid Kenya	National
NLRC	Kenya Red Cross Society	Eastern Kenya
Climate Centre		National

Mali		
Alliance member	Implementing partner	State/Province
CARE	CARE Mali	Sourou basin, Inner Niger Delta, National.
Wetlands International	Wetlands International Sahelian Office	Sourou basin, Inner Niger Delta, National. Delta)
NLRC	Mali Red Cross Society	Sourou basin, Inner Niger Delta, National.
Climate Centre		Sourou basin, Inner Niger Delta, National.

Philippines		
Alliance member	Implementing partner	State/Province
CARE	CARE Philippines	National
	ACCORD	National
CORDAID	Cordaid Philippines	National
	Philthraa Visayas	Guiuan
	Ecoweb	Eastern Samar
	NASSA (Caritas Philippines)	National
	Samdhana Institute	Coron
	Zoological Society for London	
NLRC	Philippines Red Cross Society	National
		Cagayan de Oro
		Surigao del Norte
Wetlands International	Wetlands International	National, Manila Bay, Agusan River Basin/Mindanao, Tacloban-Palo
	Foundation Environmental Science for Social Change (ESSC)	National
	Xavier University	Agusan River Basin/Mindanao
Climate Centre	Aksyon Klima	National

South Sudan		
Alliance member	Implementing partner	State/Province
NLRC	South Sudan Red Cross Society	Eastern Equatorial, National
Cordaid	Cordaid South Sudan	Eastern Equatorial, National
Wetlands International	Wetlands International Eastern Africa	Torit region, Kinetti Catchment
Climate Centre		National

Uganda		
Alliance member	Implementing partner	State/Province
CARE	CARE Uganda	Lango sub region, National
	Facilitation for Peace and Development (FAPAD)	Lango sub region
Cordaid	Soroti Catholic Diocese Development Office (SOCADIDO)	Teso sub region
	Ecological Christian Organisation (ECO) Uganda	Karamoja sub region
	Participatory Ecological Land Use Management (PELUM) Uganda	Karamoja sub region
	Parliamentary Forum on Climate Change (PFCC)	National
	Cordaid Uganda	National
NLRC	Uganda Red Cross Society	Teso sub region, Lango sub region
Wetlands International	Wetlands International	National
	ECO Uganda	Karamoja
Climate Centre		

** the above implementing partners are contracted by PfR. PFR also works with non-contracted CSOs, community leaders and individuals.*

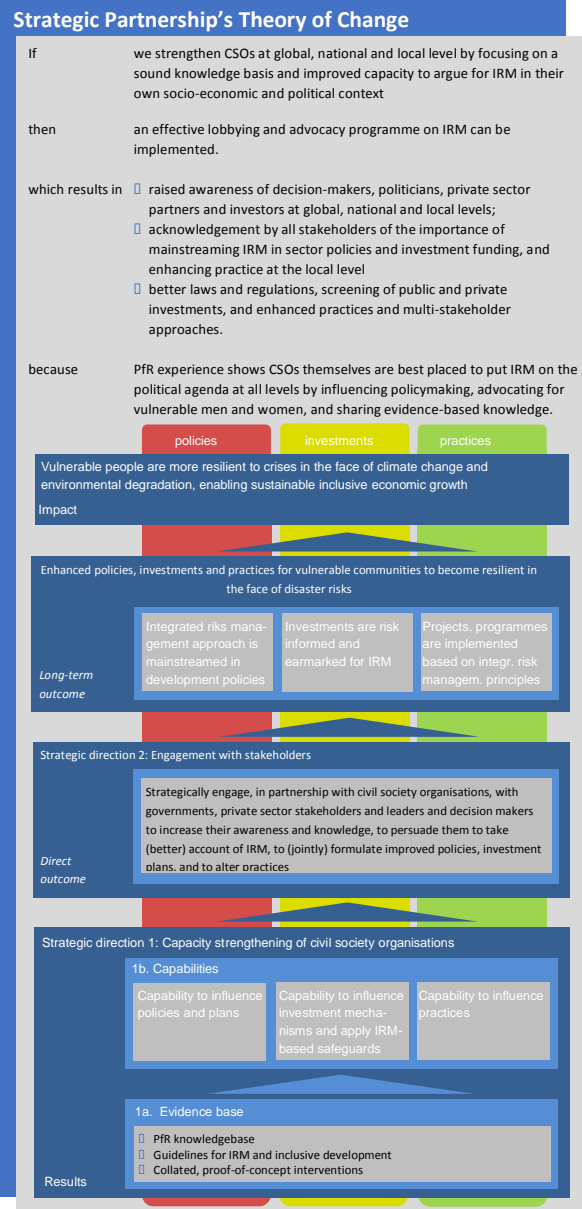
Annex C: PfR Global Theory of Change

Disasters and development are at odds: disasters wipe out development gains of individuals, households, communities and entire countries. The number of disasters is growing, affecting more people and causing increasing economic damage. Continuing development as business-as-usual will prevent the attainment of poverty-eradication by 2030. Disaster risks and their impact are not only caused by misguided investments, environmental degradation, or urbanization: climate change causes more extreme and less predictable weather events, which push ever more vulnerable people beyond their coping levels.

This trend can be effectively addressed if more attention is paid to better management of disaster risks in development, and if multi-sector approaches are applied. In this way development processes can be safeguarded and opportunities for growth can be unlocked. Partners for Resilience brings seven years of experiences on how to manage risks in development. Through the application of IRM the alliance is well placed to further the implementation of the Sendai Framework for DRR at national and local levels and contribute to the successful implementation of the Paris Climate Agreement, the Sustainable Development Goals and the Urban Agenda. Over the years PfR has identified and addressed a number of bottlenecks to effectively manage disaster risk and thus enable sustainable and inclusive economic growth. It sees three major domains with distinct challenges:

- **Policy** | Mainstreaming of IRM in sector policies is still limited. Policies often insufficiently facilitate investors and local decision-makers on main-streaming IRM.
- **Investment** | As a consequence, public and private investment mechanisms fail to address IRM and there is hardly any accountability for sustainable inclusive development.
- **Practice** | Guidelines, standards and habits that take account of IRM are absent. Consequently, formal projects but also (informal) behaviour often have unintended negative impacts.

In the strategic partnership PfR aims to strengthen the capacity for pursuing dialogues, and in consultation with the Netherlands government, to embark on targeted dialogue trajectories within the three domains to ensure that the needs of vulnerable people are incorporated in policies, investments and practices. These enhanced policies, investments and practices in turn will help vulnerable communities to become more resilient to disaster risk, as prior experience demonstrates. Ultimately, when these communities are more resilient in the face of climate change and environmental degradation, this will enable sustainable inclusive economic growth (see box).



The strategic partnership of PfR and the Netherlands government works to ensure increased community resilience to crises triggered by climate-related hazards, and compounded by climate change and environmental degradation, through

1. **Capacity strengthening of civil society organisations for lobby and advocacy** - strengthening Southern civil society organisations and communities (through these organisations) in their lobby and advocacy on IRM in the interest of all people in society, so that these communities, supported by partner organisations, are capable of enhancing their resilience. For this they require **1.a** A sound evidence base for IRM and **1.b** Improved capabilities to argue for IRM

To support the partners and structure interventions, baseline assessments have been carried out, resulting in a Dialogue Capacities Framework (DCF) for each PfR country programme. The frameworks present the status of capacities, listed by the organisations themselves, based on available and needed capabilities in relation to the agreed IRM Dialogue trajectories. The status enables the identification of strengths and weaknesses, and consequently of a plan to strengthen certain capacities, including partner-to-partner training, and the application and/or development of materials within each partner's (international) networks. Furthermore, the agreed trajectories each require evidence to make the IRM dialogues effective. The needs for (collecting and/or developing) evidence have been listed, as a basis for targeted actions.

2. **Engagement with stakeholders** - embarking on specific IRM dialogues, from local to global level, focusing on the interrelated domains of policy, investment and practice.

In-country assessments have been carried out, and consequently IRM-related issues have been selected in the three domains to which PfR partners contribute through dialogues. Based on a context analysis the needs and aims have been defined, together with the stakeholders involved, the PfR partner(s) best positioned, and baseline. Consequently, an action plan is designed with milestones, activities and budgets.

Whereas building community resilience is essentially a local endeavour, it relies on higher-level policies, plans and investments that, to be effective, need to include information on their implications for local resilience, and more specifically of the needs, opportunities and priorities at local level – information that partners bring in the dialogues. Thus, while decisions work downward, information also needs to flow upward between levels in the different domains. Moreover, the domains are often interconnected: investments for example are based on policy decisions, and practices derive from situations that are shaped by policy and investment decisions.

Dialogues for Integrated Risk Management

IRM Dialogue is the deliberate process of influencing those who make decisions about developing, changing and implementing policies that support the application of Integrated Risk Management (IRM) to strengthen and protect livelihoods of vulnerable communities

During the course of the first PfR programme phase (2011-2015) the alliance actively contributed to several international IRM-related agreements in the fields of disaster risk reduction ('Sendai Framework for DRR', climate change ('Paris Agreements') and development (Sustainable Development Goals). Under the new programme (2016-2020) these need to be translated in national policies and implementation plans, and their impact on investments and practices needs to be regulated. Therefore, these global frameworks take up a central place in all plans.

Based on the above, PfR's IRM dialogues not only aim at all these different levels and their inter-linkages, but will also reinforce relations between them, within and between the different domains, to optimise synergy and exchange. Thus, the PfR programme distinguishes three (interrelated) levels:

- **Global level interventions** aiming to influence relevant resilience related global policy frameworks, funding mechanisms, and investment and development initiatives to consider IRM adequately and to include perspectives of communities, including those specific to distinct groups
- **Regional level interventions** that address resilience challenges that span beyond country boundaries and/or that link to regional policy processes and related investments, initiatives, platforms, networks and institutions, which are established to tackle issues of common concern.
- **National level interventions** that aim at increasing community resilience by promoting IRM at the level of these communities, as well as with stakeholders at the higher levels of country and province.

Annex 2 – Methodology

Introduction: The findings of the final evaluation report are based on the work conducted by the evaluation team between the kick-off meeting in December 2019 in The Hague and the submission of the Final Report in May 2020. As of March 2020, the evaluation was hampered by the outbreak of the Covid-19 crisis but the evaluation team could adapt the approaches so that the evaluation could be continued. The assessment of the Global Case and the three country cases did not encounter specific problems. As for the HoA programme, access to interviewees from African regional organisations was however difficult due to Covid-19.

During the inception phase, an inception report was drafted which outlined the team's methodological approach and the Evaluation Matrix used across the cases and this final report (see Annex 3). The Evaluation Matrix consisted of 7 Evaluation Questions (EQ), 21 Judgement Criteria (JC) and 69 Indicators. The findings and analysis contained in this evaluation report are based on (1) desk research and project document reviews (for countries to be visited as well as non-mission countries and regions; see also Annex 5), (2) face-to-face and virtual interviews, (3) focus group discussions (face-to-face as well as virtual), (4) five studies of five PfR programmes (Indonesia, Mali, Uganda, Horn of Africa, Global) and (5) a participatory review process of emerging findings through outcome harvesting workshops. For the interviews, semi-structured guideline questions were developed along the lines of the key evaluation questions and criterium. The list of persons interviewed can be consulted in Annex 4.

Desk study: During the data collection phase, a first set of interviews were conducted in The Hague in late January 2020, which coincided with the PfR Country and Regional Leads Week. Additional interviews were conducted in mid-February in The Hague, and virtual interviews continued prior and past the field missions over the course of March and April 2020. During this period, material shared by PfR was reviewed and studied in more detail (see also below, how information during the desk phase was gathered and processed through a data grid system). From the beginning to end of March 2020, country visits were undertaken by different members of the evaluation team for the case study countries and regions (Mali, Indonesia, Uganda). As a result of the global health crisis caused by Covid-19, some mission planning had to be adapted, notably for Uganda, Indonesia and the Horn of Africa.

Field work: Volker Hauck (team leader) and Djoumé Sylla conducted the field work in Mali. This was the first mission and could be carried out as planned. All interviews were conducted in Bamako. George Kasumba (team leader) and Matthias Deneckere conducted the field work in Uganda. Due to the upcoming shut-down in Uganda, Matthias Deneckere returned from mission half way through after interviews were conducted in Kampala. George Kasumba completed the data collection with interviews conducted during the second week of the mission in different parts of the country where the PfR programme is implemented (Otuke, Soroti, Mbale). Due to the Covid-19 crisis, Ruth Alicia conducted the field work in Indonesia with Tony Land (team leader) accompanying the mission remotely on a daily basis. Ruth Alicia conducted interviews in Jakarta, in Banten province and in NTT province. At the end of each mission, the evaluation team members conducted an outcome harvesting workshop. These took place face-to-face in Mali (and was attached to the PfR Planning Monitoring Evaluation and Learning (PMEL) workshop) and digitally in the case of Uganda and Indonesia. Another virtual workshop was held with members of the PfR Regional HoA team and a virtual focus group discussion with Alliance members of the Global Policy Group. All three virtual workshops were undertaken in two steps – a written document for commenting was sent a few days ahead of the digital workshop followed by a two-hour session to discuss this document and related questions.

Focus Group Discussions: After the country missions and outcome harvesting workshops, to triangulate findings with other PfR stakeholders, a 1,5-hour online focus group discussion (FGD) took place with PfR country programme representatives working in Haiti, India, Kenya and the Philippines, as well as a complementary two-hour focus group discussion with the Global Policy Group.

Data processing and analysis: The evaluation team gathered the information collected during the desk research and project document review in specific “data grids”. The team prepared seven data grids, for each case study country, Indonesia, Mali and Uganda, for both the regional Horn of Africa and global case studies, and for the wider PfR programme: a grid for the Horn of Africa countries (Ethiopia, Kenya and South Sudan), and for the remaining non-case study countries Guatemala, Haiti, India, and Philippines. Each data grid followed the structure of the Evaluation Matrix (see Annex 3). These data grids listed the evidence per evaluation question and underlying judgement criteria, and where possible, specifically for the indicators defined. At the end of each data grid, the evaluation team added complementary information, observations and reflections.

The evaluation team ensured for each (virtual) interview, and (virtual) focus group discussion that meeting notes captured the information gathered. Also the outcome harvesting workshops and validation and sensemaking workshop (see below) were captured in meeting notes. To the extent possible, also these meeting notes followed the structure of the Evaluation Matrix: evidence was linked to the evaluation questions, and where possible also to the more specific Judgement Criteria. These notes were numbered and shared with all evaluation team members in a dedicated online database which allowed to collect, organise, cite and share the evidence.

To analyse the information gathered for the five case studies and for the overall evaluation, the evaluation team further completed the data grids prepared during the desk study phase with the information collected in the meeting notes. The online database allowed the evaluation team to consider and include information from interviews and focus group discussions conducted by other team members. When all evidence gathered was included per indicator (if possible) or per judgement criteria, the seven data grids were ready.

For each of the five case studies, the evaluation team continued using the data grids, to formulate its judgements, based on the information listed for each judgement criteria. In each judgement, the evaluation team specifically considered the selected indicators of that judgement criteria, as defined in the Evaluation Matrix. In this phase, the evaluation team also anonymised the findings to include relevant evidence to substantiate the judgement formulated. In a next step, a summary statement for each judgement criteria was formulated. In line with the Evaluation Matrix, the joint judgements formed the basis for the response to each evaluation question. This is presented in the findings of the five case study reports. Both the methodological approach and the draft case study reports have been shared for comments and feedback with the quality advisor of the evaluation team.

In a next step, the evaluation started to work towards the synthesis report, to respond to the seven evaluation questions for the PfR programme at large. For that, the evaluation team combined the findings presented in the five case study reports, with the remaining two data grids (for the Horn of Africa countries Kenya, Ethiopia and South Sudan, and for the non-case study countries Guatemala, Haiti, India and Philippines). Again, like in the previous step, the evaluation team formulated judgements for each of the judgement criteria, using the individual judgements in each of the five case study reports and in the two remaining data grids, while taking into account the relevant specific indicators. The final evaluation report presents the evaluation team’s judgements underlying each evaluation question. And these judgements jointly formed the basis for the evaluation team’s response to each of the seven evaluation questions.

Validation and sensemaking: During the validation, learning, and sensemaking phase, the evaluation team shared a draft synthesis report, in preparation of a virtual validation and sensemaking workshop. This workshop was divided in two parts of 2 hours each and was attended by 23 senior PfR Alliance staff members to discuss first findings of the evaluation. Participants came from headquarters, India, Mali, Indonesia, Uganda and Kenya. A Synthesis Report and Discussion Paper to inform this workshop was submitted a few days ahead of the workshop.

Interviewees: The evaluation team collected data from a multitude of sources and viewpoints. In total, more than 150 people were met for interviews and focus group discussions over a period of five months. Alliance staff members interviewed came from headquarters in The Netherlands, Mali, Indonesia, India, the Philippines, Kenya, Uganda, South Sudan, Ethiopia and Haiti as well as staff based in the USA, South Africa, Hong Kong and France. Interviewees comprised also representatives of international organisations working at the regional and global level, PfR country governments, contracted as well as non-contracted CSOs and CBOs working at the national level, the media, knowledge institutions and parliamentarians. In the Netherlands, interviews were also conducted with officials working at the Netherlands Ministry of Foreign Affairs (MFA) and with former staff of Alliance partners.

Annex 3 – Evaluation Matrix

The methodology applied for this evaluation is based on the overall guidance for evaluations developed by the OECD/DAC as well as the methodological guidance on strategic evaluations developed by IOB and the European Commission. The evaluation matrix proposed below takes into account the various dimensions of the ToC as well as the largeness and the complexity of the programme. It comprises 7 Evaluation Questions (EQ), 21 Judgement Criteria (JC) and 69 Indicators. It includes the issues listed in the evaluation questions of the ToR and proposes to investigate the PfR programme along the different OECD/DAC evaluation dimensions plus complementary issues originating from the EU's approach to evaluations as explained above. The split into EQs, JC and Indicators follows the EU's as well as some EU member states' approach to evaluations.

Table 2: Overview of evaluation criteria and evaluation questions¹

Evaluation criteria	Evaluation questions
On relevance and coherence	EQ 1: To what extent was the PfR alliance support relevant and coherent for the promotion of IRM?
On efficiency and coordination	EQ 2: To what extent were the internal governance mechanisms, management approaches and working processes of the PfR alliance efficient, learning-oriented and well-coordinated?
On added value and complementarity	EQ 3: To what extent has the PfR's support been of added value and complementary to what non-PfR programme actors have been doing in support of IRM and to what extent have the efforts of the PfR alliance and NL MFA been complementary to each other and of added value to both?
On the effectiveness of strategic direction 1: strengthening capacities (from inputs to results/ capacity strengthening support)	EQ 4: To what extent has the PfR alliance been effective in applying good practices in the design, delivery and monitoring of capacity strengthening support for IRM to PfR contracted and non-contracted partners at national and sub-national levels?
On effectiveness and direct outcomes (capacity strengthening results & processes of strategic direction 2: engagement with stakeholders)	EQ 5: To what extent have PfR contracted and non-contracted partners built internal capacities and reached out, including with support of the five PfR partners, to advocate and lobby for IRM at local, national, regional and global levels?
On longer-term outcomes and impact (change)	EQ 6: To what extent has the enhanced advocacy and lobbying capacity (and activities) among PfR supported partners (contracted and non-contracted) led to enhanced policies, better investments mechanisms and improved practices for IRM at national, regional and global levels and to more resilience of vulnerable communities at national level?
On sustainability	EQ 7: To what extent has the PfR support contributed to structurally strengthened and sustainable engagements among its implementing partners to promote IRM at national, regional and global levels?

EQ 1 – On relevance and coherence: To what extent was the PfR II programme relevant and coherent for the promotion of IRM?

EQ 1 looks at the larger picture of the relevance and conceptual coherence of the PfR programme and contributes to three of the four evaluation objectives. It responds to the first part of objective 1 of the

¹ These include the pointers derived from the EU's evaluation approach, which are added value, coordination, cooperation and coherence.

evaluation; 'To assess the validity of PfR's Theory of Change, including Key Assumptions made', to part of objective 2; 'assess the relevance of PfR in strengthening the capacity of CSOs to lobby and advocate for Integrated Risk Management (IRM) in the policy, practice and investment domains is considered', as well as to part of objective 3; 'assess the relevance of PfR's engagement with stakeholders in IRM'.

The EQ investigates the extent to which the PfR alliance programme has been aligned with the priorities and needs of their partners and the priorities as agreed in national, regional and international policies and agreements on IRM which also considers if the concept of IRM is sufficiently contextualized within the countries and regions of implementation. It also investigates if the PfR programme has shown responsiveness to the priorities and policies of the government, private sector and other IRM actors in the country and the extent to which the five PfR alliance partners acted coherently among each other at national, regional and global levels. The fifth JC specifically focuses on the extent to which gender considerations and inputs from vulnerable and marginalised groups have been included, represented, addressed and mainstreamed across all PfR interventions.

JC 1.1: The PfR II programme was adapted to local context and has shown responsiveness and adaptiveness to the priorities and needs of their implementing partners and communities in terms of their capacity strengthening and to communities in terms of tackling IRM challenges

I 1.1.1: Evidence that the PfR programme has adopted an inclusive and multi-stakeholder approach in identifying capacity strengthening and IRM-related needs and preferences of contracted and non-contracted partners and included these in intervention design and implementation.

I 1.1.2: Extent to which PfR efforts, notably the concept of IRM, have been sufficiently tailored to the specific political-security-cultural context of implementing partners and communities in which they take place (context includes availability of social, natural, financial and economic resources).

I 1.1.3: Evidence that the PfR alliance effort has remained relevant over time by responding to changing circumstances, capacities and priorities of implementing partners and communities and/or the political context in which they function.

I 1.1.4: Extent to which PfR efforts at country level, notably the concept of IRM, have been sufficiently tailored and adapted to the national policy (including possible changes in government policies/priorities).

JC 1.2: The PfR alliance programme has been aligned with the regionally and globally agreed priorities on IRM

I 1.2.1: Evidence that regional and international political priorities and policy guidance are reflected and mainstreamed in the PfR alliance strategic and implementation level documents (these are documents relating to planning, reporting, monitoring, outcome records, etc.).

I 1.2.2: Evidence that regional and international political priorities and policy guidance are reflected and mainstreamed in the PfR alliance IRM approaches and interventions.

JC 1.3: The five PfR alliance partners share and align their approach regarding IRM

I 1.3.1: Evidence of a shared analysis and common vision and understanding of IRM among PfR alliance members and partners that has informed programming and implementation.

I 1.3.2: Evidence at country level that the five PfR alliance partners address the IRM approach coherently.

I 1.3.3: Evidence that the five PfR alliance partners promote IRM coherently at regional and global levels.

I 1.3.4: Evidence that the PfR, set up as a strategic partnership, has promoted joint strategic dialogue about approaches, results and lessons learnt in support of IRM and how to adapt to changing situations and environments.

JC 1.4: Gender considerations and inputs from vulnerable and marginalised groups have been included, represented, addressed and mainstreamed in design, implementation and M&E

I 1.4.1: Evidence that gender considerations and inputs from vulnerable and marginalised groups have been included and represented in strategic, design and programming documents as well as intervention level documents of the PfR alliance as well as implementing partners.

I 1.4.2: Extent to which gender considerations and inputs from vulnerable and marginalised groups have been purposefully and explicitly addressed in the implementation and monitoring of PfR activities at all levels and in all domains (including evidence of active participation of men and women in programme activities, fairly distributed across sexes).

EQ 2: On efficiency and coordination: To what extent were the internal governance mechanisms, management approaches and working processes of the PfR alliance efficient and well-coordinated?

EQ 2 focuses on the internal management and implementation of the programme by the PfR alliance, and directly responds to objective 4 of the evaluation: 'To review the governance arrangements of the PfR programme and to generate actionable recommendations for future PfR programming, with a specific focus on facilitating Southern ownership, Southern leadership and South-South cooperation, and linking/ creating synergy of our work at the different levels (local to regional to global) through identifying good practices and bottlenecks'.

The EQ deals with the efficiency and coordination of the PfR alliance, the internal working approaches, coordination arrangements and its collaboration across the local, national, regional and global engagement levels. It reviews the governance mechanisms for planning, implementation and monitoring/ learning deployed by the five PfR alliance partners and investigates the extent to which these were appropriate for reaching the objectives of the PfR programme. It also covers the question whether knowledge management and learning functions were integrated in the management and at all implementation levels to allow for a serious monitoring, evaluation and learning approach, ensuring iterative learning and improved implementation of the ongoing PfR II programme, as well as the uptake of lessons learnt from the PfR I programme.

JC 2.1: The PfR programme has been delivered in a timely manner, against reasonable overhead costs and, given the resources available, been spread appropriately across regions and countries (incl. the focus on facilitating Southern ownership and South-South cooperation, and linking/ creating synergy of our work at the different levels, i.e. local to regional to global)

I 2.1.1: Evidence that the PFR II programme has been implemented within the intended timeframes without significant delays.

I 2.1.2: Extent to which the institutional set-up of the PfR alliance (incl. the focus on facilitating Southern ownership and South-South cooperation, and linking/ creating synergy of our work at the different levels (local to regional to global)) has promoted flexibility, timeliness and cost-effectiveness.

I 2.1.3 Perception among PfR key stakeholders that the transaction costs for steering, consultation, coordination and participation of the PfR programme has been reasonable in view of the complex environments in which the PfR works.

I 2.1.4: Given the resources available and the number of PfR alliance partners, PfR key stakeholders consider the PfR programme to have been spread across regions and countries according to agreed plan and responding to expressed demands from partners.

JC 2.2: The PfR programme has been operationally coordinated across the five PfR alliance partners at global, regional as well as national levels

I 2.2.1: Evidence that the approaches and interventions were jointly agreed upon and coordinated among the alliance members and with the respective country offices.

I 2.2.2: Evidence of factors that either contributed to or undermined coordination and extent to which these factors were subsequently integrated or mitigated in the further implementation of the PfR programme.

I 2.2.3: Evidence that links and synergies have been sought between the different PfR alliance interventions at the different levels (local to national to regional to global) and exploited and that overlaps between the projects of the different PfR partners at country level have been avoided.

JC 2.3: The PfR support has been monitored for accountability and learning on a regular basis to identify and report on results and blockages/problems at the three intervention levels (national, regional, global) and notably at South-South cooperation level

I 2.3.1: Evidence that the PfR alliance interventions have sound monitoring systems in place, including (gender disaggregated) baselines, appropriate indicators to measure progress at output, outcome and impact levels, data collection system with responsible stakeholders identified.

I 2.3.2: Evidence that the implementation and overall direction of the PfR alliance support has been monitored (i.e. indicators monitored on a regular basis, proper reporting carried out regularly) and that this information is adequately documented.

I 2.3.3: Evidence of appropriate and integrated knowledge management and learning functions to share experiences and lessons (identifying good practices and bottlenecks) at all levels (local, national, regional, global) *and notably at South-South cooperation level*, and that there is uptake of these lessons learnt.

I 2.3.4: Evidence that the PfR programme's ToC has been reviewed, that lessons learnt from the ongoing programme as well as the past PfR I programme have been taken up and that relevant adaptations to the ToC have been made.

JC 2.4: The PfR alliance was governed and managed appropriately and ongoing and past lessons related to governance and management were identified and taken up

I 2.4.1: Evidence that governance, management and coordination of the PfR alliance facilitates a smooth functioning of the PfR alliance and the achievement of PfR programme objectives.

I 2.4.2: Evidence that key PfR stakeholders perceive the alliance being governed and managed at global, regional and national levels appropriately.

I 2.4.3: Evidence that lessons learnt on governance and management from the evaluation of the PfR I programme were learned and integrated into the ongoing functioning of the PfR.

EQ 3: On value added and complementarity: To what extent has the PfR's support been of added value and complementary to what non-PfR programme actors have been doing in support of IRM and have the efforts of the PfR alliance and the NL MFA been complementary to each other and of added value to both?

EQ 3 considers how the place of the PfR II programme vis-à-vis the IRM-related work of other actors. The responses to this question contribute to both the first part of objective 1 of the evaluation; 'To assess the validity of PfR's Theory of Change, including Key Assumptions made', and to part of objective 4; to consider the specific focus of the PfR programme to facilitate 'Southern ownership, Southern leadership and South-South cooperation, and linking/ creating synergy of our work at the different levels (local to regional to global) through identifying good practices and bottlenecks'.

The EQ considers the different levels of engagement and examines to what extent the PfR's support at local, national, regional and global levels has been complementary to what other actors, outside the PfR programme, have done in support of IRM and to what extent this support has been of added value. The latter extends also to the question whether the PfR alliance efforts on IRM were complementary and of added value to the resilience-related policies and interventions of the NL MFA and vice versa, given that DGIS funded this programme as one of its strategic partnerships.

JC 3.1: The PfR support has been complementary and of added value to efforts of non-PfR supported actors for IRM at local, national, regional and global levels

I 3.1.1: Evidence of shared analysis and common vision and understanding on IRM with local, national, regional and international actors that has informed programming/engagement.

I 3.1.2: Evidence of factors that either contributed to or undermined coordination and complementarity with non-PfR supported actors and extent to which, and how such factors were integrated into the formulation and implementation of the PfR alliance programme.

I 3.1.3: Evidence that PfR interventions have been implemented in a complementary and synergistic manner vis-a-vis efforts for IRM by non-PfR supported actors.

I 3.1.4: Evidence that non-PfR actors active at local, national, regional and global levels appreciate the work of the PfR and consider it of value added to their own engagements for IRM.

JC 3.2: The PfR programme and the resilience-related efforts of NL MFA were complementary to each other and of added value to both the PfR alliance and NL MFA

I 3.2.1: Evidence that the PfR added value to NL MFA' strategic partnership approach by focusing on a topical area which other Dutch support does not cover and which is complementary to other resilience-related strategic partnerships and programmes funded by DGIS.

I 3.2.2: Evidence that the PfR programme was able to engage in dialogue and dissent activities at country implementation level, either being complementary to, or challenging NL MFA resilience related policies and practices (possibly also challenging the policy of the Dutch Ministry of Foreign Affairs)-

I 3.2.3: Evidence that DGIS' strategic partnership approach and funding modality was of added value to the five PfR alliance partners and promoted space for autonomy for both dialogue and dissent.

EQ 4: Effectiveness of engagement (from inputs to results/ capacity strengthening support): To what extent has the PfR alliance been effective in applying good practices in the design, delivery and monitoring of capacity strengthening support for IRM to PfR contracted and non-contracted partners working at national and sub-national levels?

Both EQ4 and EQ5 focus on effectiveness, but different aspects. In EQ4 the focus is on the effectiveness of the PfR alliance capacity strengthening support. Central to this EQ is the question whether the partnership has tooled itself up appropriately for performing the role of capacity builder as well as IRM promotor and influencer. It links to a specific element of the first objective of the evaluation; 'to assess the validity of PfR's Theory of Change, including Key Assumptions made, in relation to capacity strengthening of CSO's [...]' . This EQ offers potentially important complementary insights for the review of the ToC, the effectiveness of the programme, and learn about the effectiveness of the capacity strategies and approaches applied.

This EQ also contributes to Objective 2 of the evaluation; 'to assess the effectiveness [...] of PfR in strengthening the capacity of CSOs to lobby and advocate for Integrated Risk Management (IRM) in the policy, practice and investment domains'. The EQ focuses on the quality of the PfR alliance's interventions and the capacity strengthening support deployed. This EQ looks at the 'process dimensions' of capacity support, including the PfR Dialogue Capacities Framework. It considers the capacity diagnostic exercise and process applied by the alliance, the capacity strengthening plans, and the tools and instruments used to address the capacity needs, and the extent to which the progress monitoring was used to strengthen the capacity strengthening interventions. The subsequently assumed improved lobby and advocacy capacity and actual lobby and advocacy outcomes will be considered in EQ 5 and EQ 6.

JC 4.1: The PfR has designed capacity strengthening interventions at country level on the basis of a structured and participatory capacity diagnostic exercise that has examined different dimensions of capacity and engaged local stakeholders in the diagnostic process, including taking account of local contextual/ political dynamics.

I 4.1.1: Evidence that a diagnostic tool has been developed to meet country requirements and applied in a participatory manner

I 4.1.2: Evidence that the Dialogue Capacity Framework has been an effective tool for the strengthening of dialogue capacities

I 4.1.3: Evidence of analytical work and observations made with respect to local contextual and political dynamics with commentary on how this might influence/ impact on intervention choices

I 4.1.4: Evidence that a thorough stakeholder analysis has been carried out to support the diagnostic and political/ context analysis

JC 4.2: The PfR has developed a capacity strengthening change strategy/ capacity strengthening plan at country level that reflects the findings of the capacity diagnostic process and which applies a range of complementary capacity strengthening tools/ instruments appropriate to addressing the identified capacity needs

I 4.2.1: Evidence of a change strategy/ capacity strengthening plan document that explains results of the diagnostic exercise and which justifies the choice of tools/ instruments proposed

I 4.2.2: Evidence of the application/ use of a range of different and innovative capacity strengthening tools including such things as blended learning techniques, mentorship, process facilitation and south-south learning where appropriate

JC 4.3: The PfR has developed a results framework and arrangements for progress monitoring (dialogue) that facilitate the tracking of changes in capacity over time, adjusting the sequencing and prioritisation of interventions (flexibility and responsiveness), and for reviewing the quality of the partnership (mutual accountability for results)

I 4.3.1: Evidence of a results framework developed at country level that spells out the expected results at output, outcome and impact levels to be achieved/ influenced through the capacity strengthening intervention

I 4.3.2: Evidence of partners engaging in periodic progress review in which the respective roles and responsibilities of the partners (provider and receiver) are assessed and from which conclusions/ follow up actions are drawn

I 4.3.3: Evidence of adjustment of programme intervention informed by the findings/ outputs of monitoring reports and review meetings.

EQ 5: Effectiveness and direct outcomes (*capacity strengthening results & processes*): To what extent have PfR implementing partners and communities built internal capacities and reached out, including with support of the five PfR partners, to advocate and lobby for IRM at local, national, regional and global levels?

The focus of EQ5 is on the effectiveness and direct outcomes of the PfR II programme, looking at the extent to which the PfR partners are able to use their acquired knowledge and skills. The EQ contributes to three of the four evaluation objectives, in addition to an input to objective 1; 'To assess the validity of PfR's Theory of Change, including Key Assumptions made, in relation to capacity strengthening of CSO's and engagement with stakeholders in IRM.', the EQ also responds to objective 2; 'To assess the effectiveness [...] of PfR in strengthening the capacity of CSO's to lobby and advocate for Integrated Risk Management (IRM) in the policy, practice and investment domains.' and objective 3; 'To assess the effectiveness [...] of PfR's engagement with stakeholders in IRM: to understand to what extent a) outcomes have been achieved that are steps towards the PfR objectives (changes in policies, practices and investments in favour of IRM) and b) what the contribution of PfR has been towards achieving or not achieving these planned outcomes.'

The EQ examines whether and in what way CSOs and communities, supported by the PfR alliance, increased their knowledge base on IRM, built their capacities for lobby and advocacy and subsequently have been able to act and multiply their advocacy and lobbying capabilities for IRM (in the domains of policy, investments and practices) among their respective partners and networks at national, regional and global levels. To collect evidence for this question, the evaluation team will apply the outcome harvesting approach (see also Box 1, above). The question also considers lessons learnt and key-ingredients for PfR contracted partners and wider civil society to be successful in their engagement with governments and private sector stakeholders in relation to the three domains the PfR programmes tries to influence: policies, investments and practices.

JC 5.1: *The PfR support contributed to strengthening capacity of PfR contracted partners and ptjer CSOs for IRM at local, national, regional and global levels*

I 5.1.1: Evidence that PfR implementing partners (also supported communities) have strengthened their internal 'enabling capacities' for IRM (resources to implement; knowledge & information; learning & adaptive capacity; leadership & decision making)

I 5.1.2: Evidence that PfR implementing partners (also supported communities) have strengthened their ability to widen their support base/ advocacy coalition for IRM (collaboration; capacity to mobilise)

I 5.1.3: Evidence that PfR implementing partners (also supported communities) have strengthened their (externally oriented) advocacy and lobbying capacity to engage for IRM (external communication; ability to relate; capacity to facilitate; capacity to negotiate)

JC 5.2: *The PfR supported PfR contracted partners and other CSOs strategically engaged with IRM stakeholders in their environment at local, national, regional and global levels to promote IRM in policies, influence investment mechanisms in support of IRM and influence practice that takes of IRM.*

I 5.2.1: Evidence that PfR implementing partners (also supported communities) have engaged through advocacy and lobbying activities in support of IRM at local and national levels with diverse actors from government, private sector, knowledge organisations, media, etc.

I 5.2.2: Evidence that PfR implementing partners (also supported communities) have engaged through advocacy and lobbying activities in support of IRM at regional levels with diverse actors from government, private sector, knowledge organisations, media, etc.

I 5.2.3: Evidence that PfR implementing partners (also supported communities) have engaged through advocacy and lobbying activities in support of IRM at global level with diverse actors from government, private sector, knowledge organisations, media, etc.

JC 5.3: The five PfR alliance partners assisted and facilitated lobbying and advocacy for IRM beyond national borders with a view to influence decisions at regional and global levels

I 5.3.1: Evidence that PfR alliance partners assisted/facilitated PfR-supported CSOs (also supported communities) to share their concerns and learning with actors and organisations operating in support of IRM at regional and global levels.

I 5.3.1: Evidence that PfR alliance partners assisted/facilitated PfR-supported CSOs (also supported communities) to obtain and share feedback and new learning on IRM policies, investments and practices from the global and regional levels back to the national and local levels.

JC 5.4: Potentially unintended positive and negative effects of PfR support have (not) been identified and addressed by the PfR alliance and its contracted partners and other CSOs

I 5.4.1 Evidence of unintended negative and unintended positive effects.

I 5.4.2 Evidence that unintended positive and negative effects of PfR support (including effects on the political environment of partner countries) have (not) been adequately identified and promoted/dealt with by the PfR alliance and partners.

EQ 6: Longer-term outcomes and impact (change): To what extent has the enhanced advocacy and lobbying capacity (and activities) among PfR contracted partners and other non-contracted CSOs led to enhanced policies, better investment mechanisms and improved practices for IRM at national, regional and global levels and to more resilience of vulnerable communities at national level?

EQ 6 focuses on the extent to which the PfR engagements have led to longer-term outcomes and intermediate impacts. Impact measurement is early given the period of evaluation (2016-2019), though it taken into account in the last JC especially. It links to objective 1; 'To assess the validity of PfR's Theory of Change, including Key Assumptions made, in relation to [...] engagement with stakeholders in IRM.' and objective 3; 'To assess the effectiveness [...] of PfR's engagement with stakeholders in IRM: we want to understand to what extent a) outcomes have been achieved that are steps towards the PfR objectives (changes in policies, practices and investments in favour of IRM) and b) what the contribution of PfR has been towards achieving or not achieving these planned outcomes.'

As proposed in the ToR, this EQ takes a **two-step approach** to assess the outcomes of PfR's engagement with stakeholders in IRM. **First**, we want to understand to what extent outcomes have been achieved that are steps towards the PfR objectives. The indicators consider the different levels of engagement (local, national, regional and global), as well as the multi-stakeholder engagements at these respective levels and the different IRM areas which the programme tries to influence, policies, investments and practices. **Second**, we look at what the contribution of PfR has been towards achieving or not achieving these planned outcomes. This EQ tries to investigate to what extent the PfR support for enhanced lobby and advocacy capacity for IRM has contributed to longer-term outcomes and impact so that enhanced policies, investments and improved practices for IRM at national, regional and global levels have supported the resilience of vulnerable communities at national level. A key input to find evidence for this evaluation question will be the outcome harvesting approach (see also Box 1, above).

JC 6.1: Over the course of the past 5 years, IRM policies have been enhanced, IRM investment mechanisms improved, and IRM practices changed for the better at national, regional and global levels and resulted in more resilience of vulnerable communities at national level

I 6.1.1: Evidence that political leaders and policy decision makers at local, national, regional and global levels are more aware of IRM.

I 6.1.2: Evidence that the objectives of global and regional frameworks on IRM have been translated into national policies and action plans.

I 6.1.3: Evidence that IRM approaches are codified in national laws and regulations.

I 6.1.4: Evidence that national/public investment/development mechanisms address/integrate IRM objectives and incorporate accountability mechanisms for sustainable inclusive development.

I 6.1.5: Evidence that public and private investments are risk-informed and earmarked for IRM.

I 6.1.6: Evidence that local and national standards and guidelines take account of IRM.

I 6.1.7: Evidence that projects and programmes (at national levels) are implemented based on IRM principles.

I 6.1.8: Evidence of strengthened capacities of communities to reduce the impact of disasters.

I 6.1.9: Evidence of any other (unforeseen) changes in the three IRM domains identified by stakeholders

JC 6.2: The enhanced capacity among PfR implementing partners and their networks and communities has contributed to the mainstreaming of IRM in sector policies, improved IRM investment mechanisms, changed IRM practices for the better at national, regional and global levels and resulted in more resilience of vulnerable communities at national level

I 6.2.1: Perception among key stakeholders that PfR implementing partners contributed to the mainstreaming of IRM in sector policies (e.g., political leaders and decision makers are more aware of IRM; global and regional frameworks on IRM have been translated into national policies and action plans; IRM approaches are codified in national laws and regulations).

I 6.2.2: Perception among key stakeholders that PfR implementing partners contributed to the formulation of improved IRM investment mechanisms (e.g., private sector partners and investors at local and national levels are more aware of IRM; national/public investment/development mechanisms address/integrate IRM objectives and incorporate accountability mechanisms for sustainable inclusive development; public and private investments are risk-informed and earmarked for IRM).

I 6.2.3: Perception among key stakeholders that PfR implementing partners contributed to changed IRM practices for the better at the national (e.g., local and national standards and guidelines take account of IRM; projects and programmes [at national levels] are implemented based on IRM principles).

I 6.2.4: Perception among key stakeholders that PfR implementing partners have helped vulnerable communities to become more resilient to crisis in the face of climate change and environmental degradation (e.g., through strengthened capacities of communities to organise themselves; through better ability to mobilise resources; to provide a timely response).

I 6.2.5: Perception among key stakeholders, supported by evidence, that the PfR implementing partners have contributed, also unforeseen, to any other changes in relation to IRM.

EQ 7: Sustainability: To what extent has the PfR support contributed to a structurally strengthened and sustainable engagements of its implementing partners to promote IRM at national, regional and global levels?

EQ 7 looks at the sustainability of the PfR implementing partner's capacity and engagement in support of IRM. The focus is on their possibilities and abilities to sustain lobbying and advocacy for better policies, investments and practices at local and national levels and to what extent they can sustain their engagement beyond national borders towards the regional and global levels. As such it contributes to the first objective of the evaluation; 'to assess the validity of PfR's Theory of Change, including Key Assumptions made [...].' And also to objective 2; 'To assess the [...] sustainability of PfR in strengthening the capacity of CSO's to lobby and advocate for Integrated Risk Management (IRM) in the policy, practice and investment domains.'

JC 7.1: The effects of the PfR support are owned by the PfR implementing partners

I 7.1.1 Perception that leadership and ownership of IRM actions and results of PfR implementing partners and wider civil society at national, regional and global level have been strengthened.

I 7.1.2: PfR implementing partners recognise their legitimate role in IRM lobbying and advocacy work and are committed to sustain their activities in this domain

JC 7.2: PfR partners are able to lobby and advocate for IRM on their own and without the support of the PfR

I 7.2.1: PfR implementing partners are confident to sustain their internal capacities and ability to lobby and advocate for better policies, investments and practices without the financial and technical support of the PfR.

I 7.2.2: Evidence the PfR implementing partners possess capacities (or expect to possess capacities) to autonomously fundraise, manage and account for the expenses made for IRM related activities.

Annex 4 – List of interviewees

- **HQ Level / The Netherlands**

Name of interviewee	Role/Organisation
Marinka Wijngaards	Senior Policy Officer, DSO/Minubuza
Pieter Copper	Senior Policy Officer, IGG/Minbuza
Reinout van Santen	PfR PME Coordinator
Marlou Geurts	PfR Global Coordination Officer, CTNL/NLRC
Maren Striker	PfR Global Coordinator, CTNL/NLRC
Bart Weijs	Programme Coordinator, CARE Netherlands
Marie-Jose Vervest	Consultant, former staff member Wetlands International
Juriaan Lahr	Chair of PfR Steering Group and Head of International Programme Red Cross Netherlands
Sille Jansen	Advocacy Capacity Strengthening Coordinator
Jane Madgwick	Director Wetlands International
Nicola Ward	Knowledge Management and Learning Officer
Sandra Cats	Programme Working Group Coordinator
Margot Loof	Programme Coordinator Cordaid
Sanne Hogesteeger	Programme Coordinator Climate Centre
Conny Hoitink	Senior Advisor, Monitoring, Evaluation and Learning, Wetlands International
Lotte Heuberger	Interim M&E person, Netherlands Red Cross
Jeroen Jurriens	Wetlands International Coordinator for PfR activities in all countries
Karen Stehouwer	Cordaid coordinator for PfR activities in all countries

Case Studies

- **Global Level**

Name of interviewee	Role/Organisation
Thandie Mwape	Global Policy Group Coordinator, Netherlands Red Cross
Lucilla Minelli	Senior Advocacy Officer, Global Policy Group, Wetlands International
Sabrina Marquant	Sendai Framework focus, Global Policy Group, CARE Netherlands
Raimond Duijsens	SDG focus, Global Policy Group, Netherlands Red Cross
Kimberley Ogonda	Lobby and Advocacy Expert, Global Policy Group, Cordaid Netherlands
Carina Bachofen	COP focus, Global Policy Group, Red Cross Climate Centre
Richard Blewitt	SDG focus, Global Policy Group, International Federation Red Cross
Karen Sudmeier-Rieux	Focus on Sendai, Global Policy Group, United Nations Environment Programme
Andrew Simmons	Research Director Resilience Brokers, focus on Urban UN Habitat, Global Policy Group
Bijay Kumar	Focus on Sendai, Global Policy Group, Global Network of Civil Society Organisations for Disaster Reduction (GNDR),
Susanna Tol	Sendai Focus, Global Policy Group, Wetlands International

- **Regional Level Horn of Africa**

Name of interviewee	Role/Organisation
Merciline Oyier	Regional Lead Horn of Africa, Cordaid
Annet Kandole	HoA Regional Lead, CARE
Sarah Nduku	Policy and Advocacy Manager, Kenya Red Cross
Sirak Temesgen	Red Cross Netherlands supporting Red Cross Ethiopia
Leah Wanambw	Senior Policy Officer, AU Department of Rural Economy and Agriculture (DREA)
Shaban Mawanda	Policy and Resilience Advisor, Red Cross Climate Centre
Titus Wamae	Regional Policy and Advocacy Officer, Wetlands International

- **Mali**

Name of interviewee	Role/Organisation
Karounga Keita	Director regional office, Wetlands Institute
Ibrahima Fofana	National Coordinator PfR, Wetlands Institute
Oumar Diarra	Plaidoyer Coordinator, CARE
Hamma Aly Sankare	PfR project staff, CARE Mopti
Souleymane Katilé	PfR project staff, CARE
Abdoulaye A Maïga	PfR project staff, Croix Rouge
Al Mahady Touré	PfR project staff, Croix Rouge
Roger Aubé	Représentant Pays, Croix Rouge
M Balla Moussa Sidibé	Country Director, CARE
Madame Beata	Programme Director, CARE
Mamadou M Traoré	Secrétaire Général CRM, CRM
Ousmane A Haidara	Chef dépt Communication, CRM
Colonel Major, Seydou Doumbia	Directeur Général, Protection Civile
Dr Colonel Cheick Koné	Point Focal PfR, Protection Civile
Seydou Coulibaly	Directeur par intérim, Division des relations multilatérales du Ministère des Affaires Etrangères et de la Coopération Internationale
M. Habib Traoré	Division des relations multilatérales du Ministère des Affaires Etrangères et de la Coopération Internationale
Honorable Paul Damango	Député élu à Bankass, Membre commission Education
Honorable Youssouf Aya	Député élu à Koro, membre de la commission Mine Energie et industrie et membre du Parlement ECOWAS
M. Ousmane Koumaré	Maire Adjoint, Commune de Sokoura (Mopti)
M. Amadou Coulibaly	Maire Adjoint, Commune de Segala (Kayes)
M. Hussein Sankaré	Maire Adjoint, Commune Ouenkoro (Bankass)
M. Bakary Sangaré	Directeur Regional, Eaux et Forêts, Région de Mopti
Moumini Damango	Conseiller Sécurité Alimentaire/ développement durable, Ambassade des Pays Bas-Bamako
Lieutenant-Colonel Namaké Dembélé	Directeur Régional, Direction Régionale protection civile Mopti

M Boubacar Koné	Préfet de Bankass, Région de Mopti
M Bokary Guindo	Directeur Régional de la pêche, Région de Mopti
Mahamane Maiga	Secrétaire à l'organisation, réseau des journalistes pour l'environnement et le développement durable

Mali - Focus Group 9 March 2020 Bankass-Kayes

Name of Interviewee	Role/Organisation
Moussa Diagne	Member, Coalition Kayes
Fatou Camara	Member, Coalition Kayes
Aly Dia	Member, Coalition Kayes
Amadou Sow	Member, Coalition Kayes
Saidou Barro	Member, Coalition Kayes
Madame Fanta Bocoum	Member, Coalition Bankass
Souleymane Konaté	Member, Coalition Bankass
Korotimi Seri	Member, Coalition Bankass
Nouhoum Dembélé	Member, Coalition Bankass
Barema Sankare	Member, Coalition Bankass

Mali - Focus Group 9 March 2020 Djenne-Mopti

Name of Interviewee	Role/Organisation
Ibrahima Traoré	Member, Coalition Djenne
Madame Nientao Aminata	Member, Coalition Djenne
Mariam Fofana	Member, Coalition Djenne
Amadou Cissé	Member, Coalition Djenne
Moussa Cissé	Member, Coalition Djenne
Mama B Djenepo	Member, Coalition Mopti
Madame Oumaissa Timbo	Member, Coalition Mopti
Amadou Haidara	Member, Coalition Mopti

- **Uganda**

Name of interviewee	Role/Organisation
Lucy Iyango	Ministry of Water and Environment, Assistant Commissioner for Wetlands Policy
Rachel Kyoziira	PfR Country Lead, Cordaid Uganda
Anthony Wolimbwa	ECO
Lorna Kobusingye	Wetlands International
Stephen Oluput	Uganda Red Cross Society
Brian Kanaahe	Uganda Red Cross Society
Monica Anguparu	CARE International
Lawrence Kanakulya	PELUM
Josephine Akia Luyimbazi	PELUM
Nicholas Businge	Parliamentary Forum on Climate Change
Akurut Violet Adome (Hon)	MP and Member of Parliamentary Forum on Climate Change
Charles Hukor	MP and Member of Parliamentary Forum on Climate Change
Agnes Kumibira	MP and Member of Parliamentary Forum on Climate Change
Alex Beyarigaba	MP and Member of Parliamentary Forum on Climate Change
Christine Lyura	Parliamentary Forum on Climate Change
Christine Kaaya	Parliamentary Forum on Climate Change
Gertrude Anirwoth	Parliamentary Forum on Climate Change
Pelgia Tumuramye	Parliamentary Forum on Disaster Risk Reduction
Elizabeth Carabine	Netherlands Embassy to Uganda, Regional Senior Expert Climate Change
Robert Bakiika	Deputy Executive Director, Environmental Management for Livelihood Improvement

- Indonesia

Name	Role/Organisation
Yuli Utami	Head of Sub-directorate for Watershed Management Institutionalization, Ministry of Environment and Forestry
Hari	Head of Section for Information System, Subdirector of Internalization of Watershed Management
Mahendra	Directorate of Planning and Evaluation on the watershed control and Forest Protection
Dr. Ir. Oswar M. Mungkasa, MURP	Former Deputy Governor of Environment and Spatial of DKI Jakarta. Formerly: DKI Jakarta Provincial Government Currently stationed in BAPPENAS (National Development Planning Agency)
Dr. Raditya Jati	Director for Disaster management Strategy Development, Badan Nasional Penanggulangan
Cahyo Nugroho	Head of Sub-director for Governance, Bencana/ BNPB
Wicaksono Agung	Staff – Disaster Analyst, National Disaster Management Agency
Ari Mochammad	Climate Change Adaptation Governance Advisor, USAID APIK
Putra Dwitama	Former Head of RAN API Secretariat, RAN API Secretariat (National Secretariat for National Action Plan for Climate Change Adaptation), Bappenas
Nurcholis	The Head of Sub-directorate for Cooperation – Puslatmas/ Training Center of Ministry of Village, Puslatmas, Ministry of Village
Roswitha	Coordinator PfR, CiS Timor
Haris Oeamata	Coordinator, CiS Timor
Willy	Knowledge Management, CiS Timor
Atawuwur	District Officer, CiS Timor
Elfred	District Officer, CiS Timor
Purwono Yunianto	Advocacy Officer, KARINA
Azer Naben & Villagers (more and less 20 people) Women: - Ersi - Wita - Helmi - Yusmina - Delfi - Marteda - Beryana - Rachel - Kori	Azer Naben as Village Chief, Oelbiteno Village

- Selvina - Petronela	
Maxi Ndolu Eoh	Head of Economic Affairs, BP4D (District Development Planning & Research Agency)
Samuel	Secretary of BPBD, BPBD (District Disaster Management Agency)
Partenus Vinci	Head of Environmental Service, Environmental Service (Dinas Lingkungan Hidup & Kebersihan)
Marcus	Head of Sub-division of Village Community Empowerment, Village Community Empowerment Division (PMD)
Silvester	Head of DRR Forum of Kupang City, DRR Forum Kupang City
Buce Gah	Head of DRR Forum of NTT Province, DRR Forum NTT Province
Yuven Wangge	Project Coordinator for PFR, CKM & Secretary of DRR Forum
Win Keupung	DRR Forum of Sikka District, Wahana Tani Mandiri (CSO)
Donatus Salfaritus	Head of Water Resources Management Division, Bapelitbang (Research & Development Planning Agency of Sikka District)
Bakri Kari	Head of Emergency Unit, BPBD (Sikka District Disaster Management Agency)
Selastina Sanggo	Head of Service Division, Magenpanda Village Administration
Yossi	Village governance unit, Koalisi B Village Administration
Alvridus Nong Nita	Head of Planning, Koalisi B Village Administration
Antonius Mbomba	Head of BPD & Head of Watershed Forum of Magepanda Sub-district, BPD (Village Empowerment Agency)
Urip	Community Facilitator – Serang City, Wetland
Kasrudin	Head of KPAPPD, KPAPPD/ Kelompok Peduli Pelestarian Alam Pulau Dua (communitybased organization for nature & environmental preservation of Pulau Dua)
Babay	Secretary of KPAPPD, KPAPPD/ Kelompok Peduli Pelestarian Alam Pulau Dua (communitybased organization for nature & environmental preservation of Pulau Dua)
Yadi	Treasurer of KPAPPD, KPAPPD/ Kelompok Peduli Pelestarian Alam Pulau Dua (communitybased organization for nature & environmental preservation of Pulau Dua)
Indah Damayanti	Head of Section for Environmental Protection, Dinas LH Provinsi (Provincial Environmental Service)
Pingkan Intan Miranda	Head of Section of Environmental Damage, Dinas LH Kota Serang (Municipal Environmental Service)
Eva Hasanah	Head of Section for Emergency & Logistics (Previously Head of Section for Prevention & Emergency in 2015-2019), BPBD Serang City (Serang

	City Disaster Management Agency)
Sahat M. Panggabean	Assistant Deputy for Disaster and Environment, Coordinating Ministry of Maritime and Investment
Setio Yuwono	Head of Sub-directorate of Reforestation, Ministry of Environment & Forestry
Bagus Dwi Rahmanto	Sub-directorate of Reforestation for Mangrove, Ministry of Environment & Forestry
Agus Tampubolon	Head of FOERDIA, Puslihut/ Center of Training of Forestry Department, FOERDIA – Forestry and Environmental Research Development and Innovation Agency - Bogot
Annisa Srikandini	PFR Coordinator and Trajectory 3 Lead, Care, Indonesia
Robert Sulistyo	Trajectory 1 Lead, IFRC
Raja Siregar	Trajectory 2 Lead, Climate Centre
Susan Lusiana	Trajectory 4 Lead, Wetlands Indonesia
Johan Santosa	Trajectory 5 Lead, Karina
Chasan Ascholani	Trajectory 5, Consultant, Karina
Rezky S. Yusuf	KM and Reporting Specialist, PFR, CARE
Teguh Wibowo	PMI
Arifin Hadi	Head of Disaster Management, PMI

Non-case studies

- **Regional Level Asia**

Name	Role/Organisation
Aditi Kapoor	Advisor IFRC/RC India; lead Asia Regional Programme, Red Cross Climate Centre

- **India**

Name	Role/Organisation
Dushyant Mohil	Country Lead India Programme, Wetlands International

India - Focus Group Discussion - 15 April 2020

Name	Role/Organisation
Anjan Bag	Collaboration with Wetlands International, Canvitas.
Shivanjali R	Himalaya Centre
Saswata Mohapatra	Represents NGO network in PfR
Binoy Acharya	?
Durga Prasad Dash	Represents NGO network in PfR
Manu Gupta	SEEDS

- **Philippines**

Name	Role/Organisation
Josephine Meerman	Philippines Country Lead, Netherlands Red Cross

Philippines - Focus Group Discussion - 14 April 2020

Name	Role/Organisation
Celso Dulce	?
Erica Bucog	?
Hilly Quiaoit	?
Maple	?
Anat Prag	?
Annadel	?
Retchel Sasing	?

- **Haiti**

Name	Role/Organisation
Lucas Scott	Haiti Country Lead, Netherlands Red Cross

Haiti - Focus Group Discussion - 08 April 2020

Name	Role/Organisation
Pericles Jean-Baptiste	Red Cross Haiti
Marie-Chantal	Red Cross Haiti
Janot Mendler de Suarez	Red Cross Climate Centre
Estime V.	Red Cross Haiti
Chantal Pitaud	Red Cross Haiti
Pierre E.	Red Cross Haiti

- **Kenya**

Name	Role/Organisation
Zeituna Roba	Country Lead Kenya, Cordaid

Kenya - Focus Group Discussion - 14 April 2020

Name	Role/Organisation
Ibrahim Kabelo	?
Lillian Nyaega	Works on investment trajectory, Wetlands International
Stanley Kirimi	?
Elizabeth Silakan	Works on all three trajectories, but mainly lobbying and advocacy. IMPACT.
Lordman Lekalkuli	Country Drought Coordinator, Drought Management Authority

- **Ethiopia**

Name	Role/Organisation
Ayichalim Zewdi	Country Lead Ethiopia, Cordaid

- **South Sudan**

Name	Role/Organisation
Enkas Chau	Cordaid South Sudan

Annex 5 – Bibliography

List of main PfR strategic documents consulted

Note: This bibliography does not contain the entire library and not all (working) documents the evaluation team has consulted, several of them were in draft or incomplete. The majority of documents reviewed are listed below.

The full PfR library can be consulted here: <https://library.partnersforresilience.nl/>

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