KNOWING WHAT WORKS

Central project evaluation

Global Initiative on Disaster Risk Management II (GIDRM II), Global
Project number 2018.6252.3

Evaluation Report

On behalf of GIZ by Alice van Caubergh (Mainlevel Consulting AG), Dr Albrecht Beck (Prepared International), Paola Feliz and Benigno Balgos

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Abbreviations

AHA Centre	ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management
ADB	Asian Development Bank
ADPC	Asian Disaster Preparedness Centre
ASEAN	Association of Southeast Asian Nations
BMZ	German Federal Ministry for Economic Cooperation and Development
BMU	Bundesministeriums für Umwelt, Naturschutz und nukleare Sicherheit (Federal Ministry for the Environment, Nature Conservation and Nuclear Safety)
BKK	Bundesamt für Bevölkerungsschutz und Katastrophenhilfe (Federal Ministry for Civil Protection and Disaster Relief)
BMI	Bundesministeriums des Innern, für Bau und Heimat (Federal Ministry of the Interior)
CCA	Climate change adaptation
CEA CEPAL	Conferencia Estadística de las Américas de la Comisión Económica para América Latina y el Caribe (Statistical Conference of the Americas of the Economic commission for Latin America and the Caribbean)
CPE	Central Project Evaluation
DAC	Development Assistance Committee
DILG	Department of the Interior and Local Government (in the Philippines)
DRM	Disaster risk management
DRR	Disaster risk reduction
GIDRM	Global Initiative on Disaster Risk Management
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GPDRR	Global Platform for Disaster Risk Reduction
IMAG	Interministerielle Arbeitsgruppe (Interministerial Working group on the Sendai Framework)
IZR	Internationale Zusammenarbeit mit Regionen für nachhaltige Entwicklung (International cooperation with regions)
LAC	Latin America and the Caribbean
M&E	Monitoring and evaluation
NEDA	National Economic and Development Authority (Philippines)
OECD-DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
RCC	Asia/Pacific Regional Consultative Committee on Disaster Management
Red SNIP	Red de Sistemas Nacionales de Inversión Pública (Network of National Systems for Public Investment)
UNDRR	United Nations Office for Disaster Risk Reduction
UNU	United Nations University

The project at a glance

Global: Global Initiative on Disaster Risk Management II (GIDRM II)

Project number	2018.6252.3
Creditor reporting system code(s)	74020 - Multi-hazard disaster relief/disaster preparedness
Project objective	To support international and national, public and private actors to strive for better coherence in disaster risk management (DRM) planning, implementation and reporting at the interface of the Sendai Framework, Paris Agreement, and the New Urban Agenda (Habitat III) leading towards the 2030 Agenda for Sustainable Development.
Project term	February 2018 to December 2020
Project value	EUR 5,316,376
Commissioning party	The German Federal Ministry for Economic Cooperation and Development (BMZ)
Lead executing agency	-
Implementing organisations (in the partner country)	-
Other actors and development organisations involved	Asia/Pacific regional Consultative Committee on Disaster Management (RCC), Red de Sistemas Nacionales de Inversión Pública (Network of National Systems for Public Investment or Red SNIP), Philippines Department of the Interior and Local Government (DILG), the Department of Communications and Transport and of Finance of the Mexican government, relevant sectorial projects of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, members of the German Interministerial Working Group for the Sendai Framework, and the Global Platform for Disaster Risk Reduction.
Target group(s)	Direct target groups: disaster risk management sector (focal agencies as well as non-traditional organisations such as local government agencies and sectorial ministries) interested in improving coherence practices in planning, implementing and reporting with regard to the global agendas. Indirect target groups: citizens living in risk areas across Latin America and the Caribbean (LAC) and Asia, specifically in the Philippines and Mexico.

1 Evaluation objectives and questions

This chapter aims to describe the purpose of the evaluation, the standard evaluation criteria, and additional stakeholders' knowledge interests and evaluation questions.

1.1 Evaluation objectives

Central project evaluations of projects commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) fulfil three basic functions: they support evidence-based decisions, promote transparency and accountability, and foster organisational learning within the scope of contributing to effective knowledge management. The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH structures the planning, implementation and use of evaluations so that the contribution the evaluation process and the evaluation findings make to these basic functions is optimised (GIZ, 2018a). The Global Initiative on Disaster Risk Management (GIDRM) II project has been randomly selected following the guidelines of GIZ's CPEs.

1.2 Evaluation questions

The project was assessed based on standardised evaluation criteria and questions to ensure comparability by GIZ. This is based on the Organisation for Economic Co-operation and Development (OECD)/Development Assistance Committee (DAC) evaluation criteria (as reformed August 2020) for international cooperation and the evaluation criteria for German bilateral cooperation (in German): **relevance, coherence, efficiency**, **effectiveness**, **impact** and **sustainability**. Specific assessment dimensions and analytical questions were derived from this framework. These formed the basis for all central project evaluations in GIZ and could be found in the **evaluation matrix** (Annex). In addition, contributions to the 2030 Agenda for Sustainable Development and its principles were taken into account as well as cross-cutting issues such as gender, the environment, conflict sensitivity and human rights.

Table 1: Knowledge interests by main evaluation stakeholder groups

Evaluation stakeholder group	Knowledge interests in evaluation/additional evaluation questions	Relevant section in this report
BMZ	• Lessons learned on global initiatives and the two phases of GIDRM II	Chapters on effectiveness, efficiency, impact, sustainability
GIZ corporate unit evaluation	• Accountability towards the public (success rate of GIZ projects)	No additional question identified
Project team	• Learning on all levels • Recommendations for sustaining results under the GIDRM III (the successor project)	All chapters
Other bodies active on disaster risk management, disaster risk reduction and coherence	• Best practice and lessons learned for strengthening dialogue on intersectoral topics for international development	Chapters on coherence, effectiveness and impact

2 Object of the evaluation

This chapter aims to define the evaluation object – including the theory of change – and the results hypotheses.

2.1 Definition of the evaluation object

The main object of the evaluation was the selected global project Global Initiative on Disaster Risk Management (GIDRM) II, identified by the project number (PN: 2018.6252.3). It will be subsequently referred to as “the project”. The project was commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The project held the following objective: ‘Selected international and national, state and non-state actors are strengthened in their quest for coherence in disaster risk management planning, implementation and reporting between the Sendai Framework and the Paris Climate Agreement, as well as other international agendas such as the Agenda 2030 and Habitat III (GIZ, 2017)’.

The project identified and supported national and subnational examples of successful agenda coherence, which were then presented at regional platforms and international conferences such as the Global Platform for Disaster Risk Reduction and the 25th United Nations Climate Change Conference (COP25) in 2019.

Temporal delineation: The project has been implemented from February 2018 to November 2020.

Financial delimitation: The project’s budget was EUR 5,316,376. Although it had no co-financing nor a quantified partner contribution, all activities were implemented with a substantial contribution from partners.

Geographical delimitation: GIDRM II aimed for a global outreach. It identified the regions of Latin America and the Caribbean and the Asian Pacific as focus regions to reflect on good practices developed in three countries (including two preselected ones) that are affected by extreme natural events but possess sufficient institutional capacities for piloting good practices:

- **Mexico:** The GIDRM II team supported the Secretariat of Transport and Communication as well as the Secretariat of Finance and Public Investment in integrating risks assessment in public investment assessments.
- **Philippines:** The team supported local government units and the Department of the Interior and Local Government to harmonise the numerous planning obligations of local government towards different line ministries and post-2015 agendas.
- **Dominican Republic:** The project supported the development of a harmonised data collection tool to process information on the interruption of basic services (education, health, water, transport and energy) caused by hazardous events and emergencies or disasters of socio-natural origin.

Levels of intervention: The project had a multilevel approach. Good practices were piloted at national and local levels in the coherent planning, implementation and reporting of post-2015 agendas – which includes the Sendai Framework, 2030 Agenda, New Urban Agenda and the Paris Agreement. At regional level these good practices were shared, which fomented a discussion on practical coherence. They were then presented at international level through key conferences for risk management and adjacent agendas. At all levels, the project aimed to build strategic partnerships for mutual benefit and learning. As a project themed on international cooperation with regions, it followed a multifaceted approach: different participants within politics, academia, civil society, administration and the private sector were involved in the project.

Cross-cutting issues: Cross-cutting topics such as gender, climate change, conflict sensitivity and human rights were at the core of a project working towards the objective of breaking down fragmentation and isolation (the so called “siloes”) between sectors, and improving the coherent implementation of all post-2015 agendas. Climate change adaptation was directly targeted since the project aimed to improve planning, implementation and reporting on the Paris Agreement. Gender was also targeted, particularly through its indicators target, which included recommendations on practical coherence with a focus on gender.

Target group of the project: The direct target group was selected among international and national state and non-state organisations. As quoted in the results model, the final beneficiaries (indirect target group) of coherence in planning, implementation and reporting were the citizens living in areas affected by natural hazards. It must be pointed out that the causal chain between the project’s intervention and benefits for the population extended far because the project was implemented with a high-level scope (agenda setting).

2.2 Results model including hypotheses

The underlying evaluation design of this CPE is based on contribution analysis (Mayne, 2012). A project’s theory of change is central to contribution analyses for making credible causal statements on interventions and their observable results. At GIZ the theory of change is visualised in results models and complemented by a narrative including corresponding hypotheses.

The **project objective** (module objective/outcome) held that selected international and national, state and non-state actors are strengthened in their quest for coherence in disaster risk management planning, implementation and reporting between Sendai framework and the Paris climate agreement, as well as other international agendas such as Agenda 2030 and Habitat III’. To achieve the this objective, three main outputs were pursued.

Output C aimed at identifying, supporting and documenting the experiences of selected partner countries for integrated planning, implementation and reporting on disaster risk management at the national and sub-national level in Mexico, the Philippines and the Dominican Republic. The direct target group were state actors from different sectors at the national and sub-national level, such as members of local government units and the Department of the Interior and Local Government (DILG) in the Philippines, the Secretariat for Communication and Transport in Mexico as well as the Ministry of Finance (main counterpart). Through capacity development and technical assistance, the project sought to increase the knowledge and understanding of traditional and non-traditional risk management actors on their contribution (C1). Understanding the different roles in disaster risk management led to recognising that concerted and coherent action is needed to change the fragmented culture of disaster planning and reporting (C2). The project’s technical assistance was then used in a strategic partnership to support pilots fir improved processes in reporting, implementing and planning post-2015 agendas in aligning existing structures (C3). These pilot processes fostered a more coherent and coordinated collaboration across sectors (C5) and were documented to nourish national and local practical coherence and good practice (C4).

Output B aimed to improve dialogue and reflection between member states on the need and realities of practical coherence. The target group was mainly the 26 member states represented in the Asia/Pacific Regional Consultative Committee on Disaster Management (RCC) and the Latin American network of public investment authorities Red de Sistemas Nacionales de Inversión Pública (Red SNIP), consisting of 16 countries in the region The good practices documented under output C (C4) were presented by traditional and non-traditional disaster risk management participants at regional forums and networks (B1), while regional bodies were sensitised on the topic of coherence (B2). With both results, the project aimed to improve exchange in regional bodies or forums on national experiences of coherent planning, implementation and reporting of the Sendai Framework, the Paris Agreement and other post-2015 agendas (B3). This intensified discussion, fed by national experiences and recommendations, lead to a common

understanding of coherence by the regional bodies (B4) and the development of subsequent recommendations at regional level (B5).

Finally, **output A** aimed to deepen international debate for coherently implementing the Sendai Framework, the Paris Climate Agreement and programmes such as the 2030 Agenda and the New Urban Agenda. The project particularly targeted the Global Platform for Disaster Risk Reduction (GPDRR), the High-Level Political Forum, the High-Level Risk Forum for OECD, and the UN conference of parties on climate change (COP). The target groups were thus mainly state representatives at these international agenda conferences. Similar to the connection between output C and B, this international debate was supported by exchanges and recommendations on coherence by national and regional actors, covered under the last two outputs, to UN bodies (A1). This led to discussion between regional and German participants (A2). In parallel, the project supported the development of a coordinated German position on coherence through the interministerial working group Sendai (A3). Both pathways sought to deepen the international debate on the coherent implementation of post-2015 agendas (A4).

Outcome/impact level: At intermediary impact level (I), the project aimed at those not targeted by the output A take on coherence practices (I5) through recommendations for coherent practices discussed and considered by regional bodies (I3), UN bodies supporting the regional recommendations (I2) and UN bodies and international actors considering a coherent understanding of risk, based on the recommendations (I1). Relevant planning processes, financing requirements and mechanisms as well as cooperation reflect a coherent understanding of risk (I4). At a higher impact level, the project aimed to contribute to improving the living situation of the population living in high-risk areas by supporting public investment and development that coherently integrated the requirements of the different agendas for disaster risk reduction – thus resulting in a more risk aware development (I6). One main goal meant to involve public investment bodies in the intersection between policy-making and technical implementation, which made them an ideal target for raising awareness on disaster risk management. Public investment appeared as a key element of coherent implementation of post-2015 agendas.

System boundary: The system boundary was based on the project's scope of control: results outside the system boundary were beyond the exclusive responsibility of the project and indeed affected by other factors, stakeholders and interventions in the respective countries and regions. Results that require political will and support lie outside of the model's system boundary as changes in the commitment of political participants cannot be controlled by the project.

Risks and assumptions: The risks and assumptions surrounding the project were presented in the results model. Additionally, the project's Safeguard+ gender checklist[1] concludes with a low risk for gender and safeguarding considerations because the project works on improving the coherence of risk management in public policy. Main risks included:

- UN bodies, national bodies and civil society being unreceptive to coherence issues,
- restrictions linked to the COVID-19 pandemic that hindered cooperation (though it was not an original risk),
- loss of interest in the Sendai Framework within partner countries,
- an increased risk situation in the partner countries, and
- a conflict of interest across German federal departments.

Assumptions included the establishment of the interministerial working group on Sendai to coordinate the coherent implementation of the SFDRR in Germany and enable the coordination in the BMZ among relevant units as well as the systems in place at partner country level.

[1] Safeguards+Gender management system: https://www.giz.de/en/aboutgiz/76608.html

Hypothesis selected for the contribution analysis: Five hypotheses were selected as a basis for the contribution analysis under the assessment of effectiveness and impact criteria.

Contribution analysis 1 (CA 1): With the support of the project national and subnational sectoral leaders have recognised the added value of a coherent risk approach. Therefore, pilots on coherent planning, implementation and reporting processes could be conducted. Case study: the Philippines. (Output – Outcome level, see Effectiveness chapter 4.4, dimension 2).

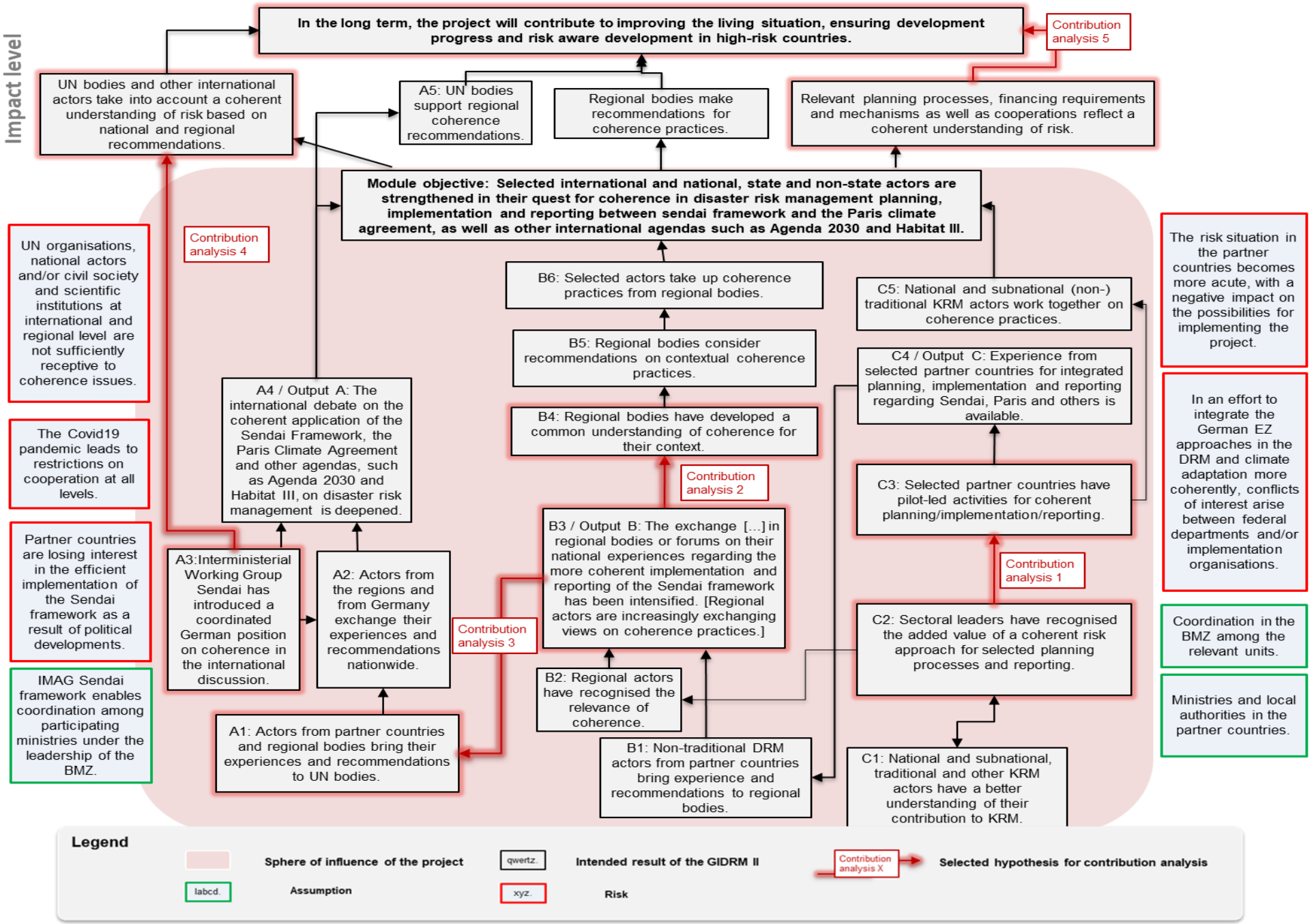
Contribution analysis 2 (CA2): Thanks to an intensified exchange in regional bodies or forums on national experiences of a more coherent implementation and reporting of the Sendai framework, regional bodies have developed a common understanding of coherence in their context. Case studies: RCC, Red SNIP. (Output – Outcome level, see Effectiveness chapter 4.4, dimension 2).

Contribution analysis 3 (CA 3): Because regional bodies developed a common understanding of coherence for their context, parties from partner countries and regional bodies could bring their experiences and recommendations to UN bodies. Case study: Red SNIP - Dominican Republic-UNDRR. (Output – Outcome level, see Effectiveness chapter 4.4, dimension 2).

Contribution analysis 4 (CA 4): The changes made within the German interministerial working group on the Sendai Framework resulted in risk management-relevant German actors sharing and taking into account a coherent understanding of risk, based on national and regional recommendations. Case study: Germany. (Outcome – Impact level, see Impact chapter 4.5, dimension 2).

Contribution analysis 5 (CA5): Planning processes, financing requirements and mechanisms reflecting a coherent understanding of risk contribute to more awareness in high-risk countries, thus contributing to a better living situation for citizens living in high-risk areas. Case study: all interventions at regional and national levels, especially Mexico. (Outcome – Impact level, see Impact chapter 4.5, dimension 2).

Figure 1: Current results model (November 2020), adapted during evaluation



3 Evaluability and evaluation process

This chapter aims to clarify the availability and quality of data and the process of the evaluation.

3.1 Evaluability: data availability and quality

This section covers the following aspects: availability of essential documents, monitoring and baseline data including partner data, and secondary data.

Availability of essential documents

The project provided the evaluation team with a series of documents that formed a primary data source for this evaluation and enabled a fostered understanding of the complexity of the implementation of the GIDRM II project. These included the TZ Angebot (proposal), the results matrix, maps of participants at regional, national and international levels, the operational plan, and project progress reports. The project's results model had been reworked during the project intervention and was only slightly updated during the evaluation inception phase. All relevant project documents were made available for use during the evaluation mission.

Furthermore, the project team provided the evaluation team with additional documents relevant to the project evaluation (see List of References). Finally, the evaluation team made use of different studies and research funded by the project, which included the documentation and assessment of the good practices piloted at national level:

Monitoring and baseline data including partner data

A results-based monitoring system was available to the project team. It included the results matrix, where all indicators and a well-developed and updated results model with risks and assumptions. It also used an excel-based system at central level, which aggregated data sent by regional teams. This presented an updated status of the indicators achieved at output, outcome and impact levels; they were rated as achieved, on track, in progress or at risk. Observation tools such as surveys, were not used.

Analysis of the indicators: The set of indicators is evaluated as SMART (specific, measurable, relevant/ reachable, time-bound) and it offers a good basis for evaluating the project's achievements towards its objectives. It must still be pointed out that indicators referred, at outcome/module level, to the presentation and documentation of recommendations and good practice, but not to their internal documentation by international organisations or use by those present at the conferences. Such elements would have been difficult and time-consuming to track throughout the project because they would have involved a high number of groups and institutions. Tracking documentation in minutes is then evaluated as a good proxy and a SMART indicator.

Baseline information: No baseline study had been conducted before the project began, and no baseline data was available for the evaluation. The evaluation team implemented recall questions with the different stakeholders during the evaluation. While their results may not be as robust as a baseline data, these questions aimed to establish comparisons of "before" and "after" at institutional level and understand where and how change took place.

Partner data: There were no joint monitoring activities or data sharing with other international implementing agencies or German development cooperation (DC) projects, nor data at national level used for the project

monitoring.

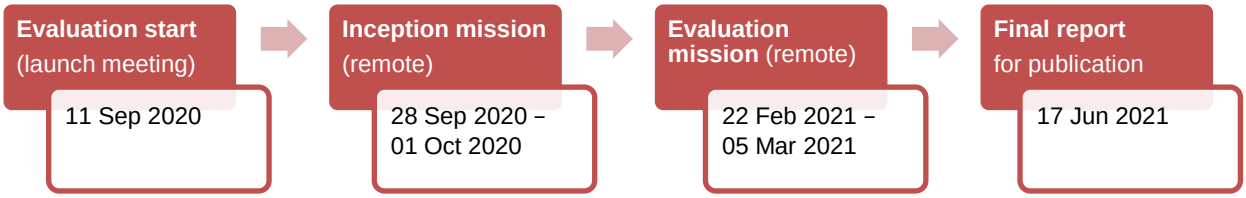
Secondary data

To complement primary data and the project's monitoring data, secondary data sources were reviewed for consideration. At national level, the team had access to documentation made by stakeholders in the process (see Annex or List of References). To complement findings, the evaluation team read and assessed the evaluation of the climate change adaptation interventions financed by the BMZ in 2020. Finally, other analyses and studies on disaster risk management governance were read and assessed to prepare the data collection mission.

3.2 Evaluation process

This section covers the following aspects: milestones of the evaluation process, involvement of stakeholders, selection of interviewees, data analysis process, roles of international and local evaluators, remote and semi-remote evaluation if applicable, and context and conflict sensitivity within the evaluation process if applicable.

Figure 2: Milestones of the evaluation process



Involvement of stakeholders

The involvement of various stakeholders in the evaluation was central to the project evaluations. It strongly determined the success of the evaluation and acceptance of the evaluation findings and recommendations. During the **inception mission**, selected stakeholders from BMZ and GIZ were interviewed to discuss points of interest in the evaluation, and how to put the OECD/DAC criteria into action within the context of a global initiative. Informant interviews were conducted with project stakeholders during the **evaluation phase**.

Selection of interviewees

During the inception phase, the evaluation and the project teams identified crucial stakeholders of the project and discussed their involvement in the evaluation. The final selection of the interviewees was made in a participative manner with the project team, based on criteria identified previously by the evaluators:

- virtual accessibility (telephone and/or internet)
- representativeness of project partners (direct stakeholders and complementary donors and programmes)
- representativeness of key target groups (central government representatives, local government officials, key regional bodies supported by the project directly or indirectly, academia and civil society, German ministry representatives, key GIZ projects).

Overall, 51 interviews and focus group discussions were conducted at international, regional and national levels. Given the infection rates of COVID-19 in March 2021 and subsequent restrictions in Germany, the Philippines and the Dominican Republic, all interviews were held virtually. This limited the use of focus group discussions, which were only used in exceptional cases (when several respondents were identified in one single organisation). The political and high-level nature of the project also limited the use of such discussions.

Table 2: List of evaluation stakeholders and selected participants

Organisation/company/ target group	Overall no. of people involved in evaluation	No. of interview participants	No. of focus group participants	No. of workshop participants	No. of survey participants
Donors	13 (m=10, f=3)	6	6		
German Embassy Bangkok – Federal Foreign Office					
German Federal Ministry for Economic Cooperation and Development (BMZ)					
United Nations Office for Disaster Risk Reduction					
United Nations Office for Disaster Risk Reduction, Regional Office for the Americas and the Caribbean					
United Nations Economic and Social Commission for Asia and the Pacific					
Asian Development Bank					
Inter-American Development Bank					
GIZ	15 (m=8, f=7)	15			
GIZ project team and consultants					
Partner organisations (direct target group)	15 (m=10, f=5)	15			
Aqueduct and Sewerage Corporation of Santo Domingo, Dominican Republic					
Central American Institute of Public Administration					
Federal Office of Civil Protection and Disaster Assistance					
Federal Foreign Office					
German Red Cross					
Institute for Economic and Social Planning of the Economic Commission for Latin America and the Caribbean					
Ministry of Public Health, Dominican Republic					
National Institute of Potable Water and Sewers, Dominican Republic					
National Institute of Statistics and Informatics, Peru					
National Public Investment System of Uruguay					
National Statistics Office, Dominican Republic					
Study Centre for the Preparation and Socioeconomic Evaluation of Projects, Mexico					
United Nations Economic Commission for Latin America and the Caribbean					
Disaster Management Authority – International Cooperation Section, Thailand					
Department of the Interior and Local Government, Philippines					
National Economic and Development Authority, Philippines					

Organisation/company/ target group	Overall no. of people involved in evaluation	No. of interview participants	No. of focus group participants	No. of workshop participants	No. of survey participants
Other stakeholders (public sector organizations, other development projects)	1 (m=1)				
Deutsches Komitee Katastrophenvorsorge e.V.					
Civil society and private sector organisations	3 (m=3)	3			
German Red Cross					
Southwest Seismological Observatory Corporation					
Pacific Asia Travel Association					
Universities and think tanks	2 (m=1, f=1)	2			
AECOM					
UN University – Institute for Environment and Human Security (UNU-EHS)					
Final beneficiaries/ indirect target groups (sum)	3 (m=3)	3			
Local government units in the Philippines					
German Red Cross (Philippines chapter)					
NGO OSSO – Southwest Seismological Observatory Corporation					
Note: f = female; m = male					

Geographical design of the evaluation

The geographical scope of the evaluation was discussed during the development of the evaluation methodology, the evaluation matrix and the hypothesis for the contribution analysis. The evaluation team, together with the project team, prioritised and classified countries and regions of intervention so their selection also addressed the whole scope of intervention while respecting the limit on working days for local consultants – as described in the table below. The different hypotheses within the contribution analysis were selected to ensure that all countries and levels of interventions were assessed in their specificities.

Data analysis process

The evaluation team coherently followed data triangulation, which involved using two or more methods for the verification of findings and results in order to increase the credibility and validity of the findings. For efficient data management and analysis, the evaluation team compiled all qualitative findings from the documents and interviews in a participative manner across locations. To analyse different data sources, a category system of the evaluation questions – as set out in the evaluation matrix – was developed. By doing so, information from several data sources regarding a certain evaluation dimension could be retrieved and contrasted, with findings

are summarised. Preliminary findings were then discussed with project management during validation interviews. Quantitative monitoring data was analysed – mainly with descriptive methods.

Remote design of the evaluation

The current international context, affected by the global COVID-19 pandemic, did not allow the evaluators to travel to the project regions and pilot countries. This set-up was already foreseen in the evaluation's terms of reference though travel had originally been counted as a condition for the international evaluators. The two local evaluators in charge of data collection in the Philippines and Dominican Republic could not travel either, given the infection rates and government regulations in both countries in February and March 202. Therefore they implemented all interviews virtually.

Context and conflict sensitivity within the evaluation process (if applicable)

Given that the evaluation took place remotely and that the interviewees involved mostly government officials or NGO representatives, no specific conflict-sensitive approach was deemed necessary for the evaluation. However, specific questions and stakeholders were identified to assess the context and conflict sensitivity of the methodologies developed by the project.

4 Assessment according to OECD/DAC criteria

4.1 Impact and sustainability of predecessor projects

This section analyses and assesses the impact and sustainability of the predecessor project: the Global Initiative for Disaster Risk Management (GIDRM I).

Summarising assessment of predecessor project

The GIDRM I was implemented from May 2013 to March 2018. It focused on identifying, codeveloping and strengthening risk-reducing approaches in 16 pilot countries (including Germany, countries in Latin America and the Caribbean, Asia and the Pacific and the Middle East). The budget of the project was three times the that of GIDRM II, allowing for in-depth and continuous support to partner structures. GIDRM I appeared a fairly effective and impactful project. Through its logic of partnership with other donors and GIZ projects, the different products developed by its team of experts are now being used by other projects and donors. Its direct support – including financial – to key partner countries and regional organisations allowed the GIDRM II to base its intervention logic on strategic and pre-existing partnerships. The project nevertheless appeared to key stakeholders as divided into too many disparate activities. This limited its visibility within BMZ and GIZ and its capacities for replication beyond the project partners of the project.

Analysis and assessment of predecessor project: impact and sustainability

The project objective (outcome) of the GIDRM I was: 'The contribution of German actors and their cooperation with partners on a more effective disaster risk management (DRM) have increased.' It had a budget of EUR 15,750,000 which included co-financing of EUR 250,000 from the Swiss Directorate for Development and Cooperation

As set out in the project's evaluation report (GIZ 2017) the intervention logic of the project aimed to offer a platform for expert exchange between participants from Germany, partner countries and other cooperation

parties in order to identify needs and potential offers in disaster risk management. Based on identified needs and existing projects, the project codeveloped innovative, tailored and practical solutions to current problems. These were based on existing disaster risk management services and technologies from German and international participants, and demand and purchasing power of the partner countries. The initiative saw itself as an international marketplace where demand for application-oriented products and services met a supply of tried-and-tested services and products.

The project was directly contributing to the implementation of the global framework on disaster risk management, mainly the post-2015 agendas. Similarly to GIDRM II it included the Sendai Framework for Disaster Risk Reduction, the Paris Agreement on Climate Change and Agenda 2030, which established Sustainable Development Goals (SDGs). The project also oriented itself towards the international cooperation with regions approach and criteria, and the BMZ guidelines for regional cooperation. It represented an added value that would not have been achievable through bilateral or sectorial cooperation. It was built and continued to build on multilevel strategic partnerships and research to develop state-of-the-art risk management strategies with key partners from the private sector. These included the garment industry in Bangladesh, the ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management (AHA Centre, the Swiss Development Cooperation and the United Nations Industrial Development Organization (UNIDO). The non-governmental organisation Global Network of Civil Society Organisations for Disaster Reduction (GNDR) and the Asian Disaster Preparedness Centre (ADPC) were also key partners.

As documented in the final evaluation report of GIDRM I, the project did not manage to reach all its project objective indicators (outcome-indicators):

- It did overachieve its first modular indicator by cooperating in organising international events and presenting more than 30 technical papers at regional and international events. Through this, the strategic partnerships and service packages of the project's first phase – Made in and with Germany – were prominently positioned and presented to a broad professional audience.
- It did not achieve its second indicator: out of a target of concluded agreements for implementing 10 business cases, only five were concluded at the end of the project's timeline.
- it achieved its third indicator, as the project had leveraged 9,5 million EUR of additional funding.

As outlined in the evaluation report, the reasons for not achieving the target for business cases involved an overly broad range of products and services (including complex and systemic products) and the lengthy development process for service offerings that resulted in marketing delays. There was also a challenge presented by the structural conditions required to use the products, which limited their replicability into business cases.

On the project's impact, the evaluation report highlighted that as a project oriented to international cooperation with regions, GIDRM I did not directly aim to initiate and accompany political change processes. Instead, it worked towards building networks and opening markets. However, the project was evaluated as contributing to impact through its intervention logic:

- It made a technical contribution to implementing international agreements and objectives (including the Sendai Framework for Disaster Risk Reduction and the Paris Climate Agreement).
- it also made a technical contribution to political processes in partner countries. For example, the Thai Disaster Management Authority was supported in developing a National Capacity Building Initiative on Disaster Risk Management and Resilience, and the Public Safety Sub-Committee of the Development Initiative of Cebu Province (Philippines) was advised. This led to one of Cebu's local government units Consolación to adopt a local resilience plan (Int_team_7) for improving its capacities to generate a budget for disaster risk management and climate chance adaptation.

Broad impact and sustainability capacities generated as the project's results were based on the replicability of the products partnerships established with cooperation partners:

- United Nations Economic and Social Commission for Asia and the Pacific
- United Nations Economic Commission for Latin America and the Caribbean,
- Asian Development Bank (ADB),
- Asian Disaster Preparedness Centre (ADPC),
- Association of Southeast Asian Nations (ASEAN), and
- Organisation for Economic Co-operation and Development (OECD).

At the time of the evaluation, these replications were not visible because monitoring by the project or evaluation teams of such development was not possible. The interview findings (Int_team_2, 6, 9) show that after the project conclusion, the products were taken on by other GIZ projects and donors, a replication that indicates a certain sustainability for the project's results.

- The iPrepare Business – Strengthening Resilience of SMEs Against Disasters programme – designed and piloted in cooperation with the project, has still running through the Asian Disaster Preparedness Centre. The scheme supports small businesses and organisations in preparing for disaster by researching hazards that could affect them and creating a plan for response (FDG_don_10).
- The Hotel Resilient initiative, which aimed to develop internationally recognised standards for hotels and resorts to help them reduce the impact of disasters on their businesses was further supported by GIDRM II. The initiative was a joint effort by GIDRM, the United Nations Office for Disaster Risk Reduction (UNDRR) and the Pacific Asia Travel Association. The development of the standards and certification schemes was financed through GIDRM Phase I. UNDRR and the travel association helped in developing standards and certifications that led to the initiative. The standards and certifications developed continue to be promoted by the travel association to its members. However, according to key stakeholders (Int_other_7), 65% of the travel association members still do not have a crisis plan.
- GIDRM I also supported the textile industry in Bangladesh by developing a concept for fire safety and risk management in the textile sector in a participatory manner, including the establishment of 4RU, a rapid response and risk reduction unit, in industry clusters. The approach has been in the process of replication in the bilateral GIZ project Environmental and Social Standards in Ethiopia's Textiles and Garment Industry (eTex). This scheme has been working to provide training to 10,000 managers and employees in areas such as fair pay, fire prevention and chemical safety, and it has been providing support for certification in wastewater treatment, emergency exits, accident prevention and fire prevention (Int_team_2).
- In the Dominican Republic, the Climate Technology Centre & Network (CTC-N) project UNIDO financed the bolstering of the early warning system. This was prepared as a business case by GIDRM; see List of References. After the end of the first phase, further funding from UNIDO has been leveraged regionally through a triangular cooperation towards a mobile application and platform for early warning in the system (Int_team_9).
- The project also supported the capacities of medium-sized and small cities for managing their disaster and climate-related risks and safeguarding development achievements, particularly those in Brazil, Chile and Colombia. According to interviews, the prioritised action plan established by the Brazilian locality of Angra dos Reis has been under implementation and the city has shown a great will to see it realised (Int_team_9).

The sustainability of the results was affected by the drastic change of approach between GIDRM I and GIDRM II (Int_team_2): 'GIDRM II would have been the opportunity and moment to implement the products we developed in GIDRM I to face DRM implementation gaps.' Many partners felt that the support fell short; after three years, the project took a completely different approach and lacked capacity to continue support for the products it had developed (Int_other_4).

Methodology for assessing predecessor project

Table 3: Methodology for predecessor project

Assessment dimension: predecessor project	Basis for Assessment	Evaluation design and empirical methods	Data quality and limitations
Impact of the predecessor project	Identification, co-development and strengthening risk-reducing approaches in a series of pilot countries (16 countries: includes Germany, countries in Latin America and the Caribbean, Asia and the Pacific and one country in the Middle East), with a significantly larger budget allowing for more in-depth support to partner structures.	**Evaluation design:** The evaluation followed the evaluation matrix questions. **Empirical methods:** A mixed-method evaluation design was applied, which relied on a qualitative evaluation approach based on project document analysis and interviews with project staff in the predecessor.	Project documents complemented secondary data sources and enabled triangulation. **Limitations:** • Knowledge loss throughout the years of combined key achievement and weaknesses from GIDRM I • Capacity to mobilise stakeholders that were involved in GIDRM I.
Sustainability of the predecessor project	see above	see above	see above

4.2 Relevance

This section analyses and assesses the relevance of the project GIDRM II.

Summarising assessment and rating of relevance

Table 4: Rating of OECD/DAC criterion – relevance

Criterion	Assessment dimension	Score and rating
Relevance	Alignment with policies and priorities	30 out of 30 points
	Alignment with the needs and capacities of the beneficiaries and stakeholders	27 out of 30 points
	Appropriateness of the design*	17 out of 20 points
	Adaptability – response to change	20 out of 20 points
Relevance total score and rating		Score: **94 out of 100 points** Rating: **highly successful**

The GIDRM II design and intervention logic appeared as highly relevant. The project's dedicated objective of coherence, also known by partners as "practical coherence" or "good enough coherence", was fully aligned with the post-2015 agendas; in addition to their global scope, these agendas were signed by Germany, Mexico, the Philippines and the Dominican Republic – the key countries of implementation. The project was particularly aligned with the Sendai Framework for Disaster Risk Reduction 2015-2030, the 2030 Agenda for Sustainable Development of the United Nations, the 2016 Paris Agreement under the United Nations Framework Convention on Climate Change, and the 2016 New Urban Agenda (Habitat III). As quoted by most partners, the will to implement these agendas coherently was shown by all partners and countries. However, the practical translation of coherence into governance systems, beyond political speeches or high-level strategies, was under-researched and fell short of full implementation. In addition, the project's set-up was seen by all as highly relevant; it was able to reach and tackle the political and international or regional discussions on disaster

risk management as well as national or subnational non-traditional disaster management parties such as government bodies (local government units, statistical offices or public investment bodies). At regional and national level, the project also appeared aligned with relevant strategies. Interviews confirmed that the different forms of good practice were piloted with a basis in the expressed interest of the partner bodies and countries.

The project finally showed a good capacity for adaptation, with a good reaction to a change of government in Mexico (and thus of national strategies for achieving SDGs) and to the COVID-19 pandemic with its intervention in the Dominican Republic.

In total, the relevance of the project was rated as level 1: highly successful with 94 out of 100 points.

Analysis and assessment of relevance

This section analyses and assesses the relevance of the GIDRM II project. The relevance criterion covered the following dimensions:

- the alignment of the project concept with relevant policies, priorities and strategic frameworks,
- the extent to which the project concept matches the needs of the target groups,
- the relevance of the project design and results logic, and
- the adaptability of the project's design and activities to changes in the environment.

The relevance criterion was mainly assessed with analyses of secondary project data as well as interviews with stakeholders. The analysis followed the analytical questions from the evaluation matrix (see Annex).

Relevance dimension 1: alignment with policies and priorities

The first dimension of the relevance criterion aimed to analyse whether the results of the project (according to the defined results model) were in line with relevant strategic reference frameworks – at national, regional and international levels and relevant strategies of the German Development Cooperation published by BMZ. The strategic reference framework for the project includes orientation of the project design with the (national) objectives of Agenda 2030, project contribution to certain UN Sustainable Development Goals (SDGs) and application of the Sendai Framework.

The GIDRM II objectives appear as fully aligned with global strategies such as the Sendai Framework, the SDGs, the Paris Climate Agreement and the New Urban Agenda. These strategies represent the project's key strategic framework at all levels, as the agreements are bidding for all countries and regions of interventions. The Sendai Framework states:

> 'The development, strengthening and implementation of relevant policies, plans, practices and mechanisms need to aim at coherence, as appropriate, across sustainable development and growth, food security, health and safety, climate change, and variability, environmental management and disaster risk reduction agendas. A consensus thus exists on the fact that the coherent implementation of these agendas is essential to their achievement, and that this coherent implementation does not derive automatically from the existence of the agendas (FDG_don_2).'

The documents all expressed aspirations towards a sustainable future. However, their targets, indicators, reporting mechanisms and timelines were different. This led to countries implementing them in parallel, leading to duplications, inefficiency, blind spots or even trade-offs. In other words, activities that supported one agenda ended up working against the goals of another.

As such, key regional participants highlighted the relevance of GIDRM II. For them, mandates that supported member states in planning, implementing and reporting on the Sendai Framework (Int_partner_5) and work on coherence with the Paris Agreement (FDG_don_2) had a great added value. If all signatories of such agreements highlighted their willingness and need to implement post-2015 agendas in a coherent manner – 'no

one will say we want to be incoherent' (FDG_don_2) – the practical implementation of the concept was still under-researched in 2018, and very little good practice documented and discussed (Int_don 2,5; FGD_don_ 3,6; Int_GIZ_3). Although it was not possible to fully map all donor interventions, from research and interviews with global participants it appeared that only the United Nations Disaster Risk Reduction had initiatives on coherently putting such strategies into practice (the Coherence Initiative). As quoted by one of the interviewees: 'There are very few donors that finance or work on the issue of risk management. Each one performs their work in their respective areas, without duplicity' (Int_don_11). In addition, stakeholders also saw that implementing GIDRM II as crucial to displaying BMZ's willingness and openness to embracing the idea of coherence within the development agenda (FDG_don_6).

The good practices developed and supported at national level also appear as fully relevant:

- In the **Philippines**, the project supported the piloting of local resilience plans, including disaster risk management and climate change adjustment considerations. The Filipino 2011-2028 National Disaster Risk Reduction and Management Plan (NDRRMP) highlights 'the importance of mainstreaming disaster risk management and climate change adaptation in the development processes such as policy formulation, socio-economic development planning, budgeting and governance' and as a specific target, the outcome 2.10 under the responsibility of the Department of the Interior and Local Government: 'developed and implemented comprehensive national and local preparedness and response policies, plans, and systems'. The document lists its priority projects, which include: 'local disaster risk management (DRRM) plans' and 'DRRM and CCA mainstreaming in national and local planning'.
- In **Mexico**, the project supported the inclusion of disaster risk management and climate change adaption analysis in the design of public road investment projects. The Mexico National Development Plan 2013-2018 included 'civil protection and disaster prevention' as a transversal strategy, which cited the need for 'strengthening preventing actions to reduce risks and mitigate consequences they create'. The new government elected in 2018 and the new national plan adopted in 2019 led to a change in national priorities, with a stronger focus on reducing debt and public expenditure. GIDRM II managed to adapt to this change as highlighted in dimension 4 (see Page 27) of this chapter.
- In the **Dominican Republic**, the project supported the development of a harmonised tool for data collection across sectors on interruptions in basic services. The *National Development Strategy 2010-30: A Journey of Transformation Towards a Better Country* focuses on two SDGs, including SDG 11 (sustainable cities and communities) as well as SDG 16 (peace, justice and strong institutions). It included the Specific Objective 8 (integrate the dimension of territorial cohesion in the design and management of public policies) and Specific Objective 8.3 (reduce urban-rural disparity in access to services and economic opportunities and promote orderly and inclusive territorial development).
- Other smaller interventions were implemented at national levels in Thailand and the Maldives. As the interventions were very specific, they were evaluated under other dimensions and criteria.

Finally, the project appeared as fully aligned with the criteria and approach of international cooperation with regions, a topic presented in more detail under coherence (see Chapter 4.3). The project complemented the bilateral efforts of the German international cooperation as it was not isolated or fragmented in a sector or tied to one major implementation partner. As such, it provided a strong basis to research and pilot coherence. The project was implemented through strategic partnerships of mutual benefit and a multi-actor approach distinguished by cooperation with political forums and participants, NGOs and civil society, and governmental bodies (GIDRM results matrix). Many activities were co-funded by partners (see Chapter 4.6 on efficiency).

Relevance dimension 1 – alignment with policies and priorities – scored **30 out of 30 points.**

Relevance dimension 2: alignment with the needs and capacities of the beneficiaries and stakeholders

The project appeared to develop all its interventions with its partners (see also Chapter 4.6 on efficiency). As seen in the interviews and document review, the different interventions were based on expressed requirements

as well as strong need and context analysis. This corresponded to the format of international cooperation with the regions, which sought to build strategic partnerships of mutual benefit for all parties. At national level, the following can be pointed out:

- In the **Philippines**, the intervention appeared as fully relevant to needs and supportive to an ongoing effort. According to the memorandum of understanding signed between the parties (GIZ-DILG 2018), the project was 'based on existing initiatives of DILG-LGA (local government academy) and the Spanish Agency for International Development Cooperation. On Climate and Disaster Risk Assessment introduction and development, and on previous work of the GIDRM I.' As cited in interviews (FDG_don_1, Int_partner_14): 'There is clamour to have a more coherent and systemic approach in dealing with social problems, from the national down to local level. GIDRM II's work is aligned to this clamour, and taking into consideration the demand both for national and local governments to develop various plans, the work of GIDRM II to strengthen coherence planning is extremely important'. In addition, local stakeholders have seen the development of these local resilience plans as a way to support a much-needed improvement of both the quantity and quality of local budgeting (Int_team_7).
- In **Mexico**, the final intervention2 (adapted after the change in government, see dimension 4 of this chapter) also appeared as fully embedded in the needs and capacities of the sector. In a global focus group held in July 2020 (Ramirez 2020) with the project key stakeholders, these highlighted that the intersectoral work was highly relevant: 'In theory, each agency should work on the incorporation of DRM measures. However, sometimes you lose sight of the big picture if you only work from a sector perspective. This inertia of work is difficult to break since there is a strong tendency to sectorise public policy in Mexico.' In addition, interviews and document review (Int_team_4,9, Ramirez 2020) concludes on the relevance of the intervention design: the road sector concentrates the highest proportion of damages and losses. Between 2008 and 2017, 49% of the resources granted by Mexico's Natural Disaster Fund (FONDEN) were used for the reconstruction of road infrastructure. The interruption of transportation systems can lead to serious economic losses, and the failure of critical sections of road can have severe consequences; for instance, by disabling access to rapid emergency services. Given that the vulnerability of a road section does not depend solely on the structural characteristics of the network, it was advised to work on developing a methodology to prioritise projects in the sector.

- In the **Dominican Republic**, the project supported the country's reporting obligations on the SDGs and the Sendai Framework, in particular on target D – substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities, including through developing their resilience by 2030 – an indicator that also overlapped with Paris Agreement and SDG reporting requirements (FDG_don_10, UNDRR (2018), Sendai Framework for Disaster Risk Reduction indicators' monitoring study). According to interviews (Int_partner_4, FDG_don_9), there was a strong need from member states to receive support with reporting obligations; both indicators and data collection methodologies require expertise. The project in that sense complemented efforts of the Statistical Conference of the Americas of the Economic commission for Latin America and the Caribbean (CEA-CEPAL) work and provided them with some key experiences and good practices to continue their work. At local level, the need to reform and change habits in statistical systems throughout the different sectors – some did not even have a data collection mechanism (Int_team_1) – appeared very valuable.

At the regional level, there was a consensus that issues faced by the selected pilot countries were not unique and thus shared by many neighbouring countries. Presenting and discussing good practice at regional level would present a strong added value; Chapter 4.5 on impact examines how the regional level could act as a hub

[2] Two main practices were supported in Mexico: i) Coherent planning prioritised the project portfolio with the Transport Ministry, and ii) Coherent implementation, which compiled a new guidebook on the socio-economic evaluation of projects, included considerations of risk as part of the process.

for the intervention's logic, where opportunities for replications and development of innovative approaches and ideas appear.

In Latin America, the GIDRM II has been perceived as crucial for encouraging the inclusion of risk assessment into public investment proposals in Latin America and the Caribbean (Int_partner_5,8,2). The collaboration with the Network of National Systems for Public Investment (Red SNIP) was born from the GIDRM I intervention, and the organisation needed expert advice and assistance to launch the discussion on disaster risk management and public investment (Int_team_9, Int_partner_12, Int_don_11). In the Asia and Pacific region, GIDRM II complemented ongoing efforts from the UNDRR team on coherence. It supported work to shape and enhance the discussion on coherence through practical national examples and support to a coherence practice group that would welcome direct requests from member states.

The evaluation on whether the project was aligned with the needs of the final beneficiaries such as the population living in high-risk areas (GIZ (2017), Angebot TZ Modul, and Results Matrix) could only take place on a high level, and the evaluation could not include the voice of the population. The project as an international support to regions and global initiative did not directly affect or engage in direct collaboration and contact with the population, but supported government and regional bodies to develop new approaches on disaster risk management. However, local NGO and global bodies (Int_ben_2, FDG_don_3, Int_other_1) were asked for their alternative view on the inclusivity and potential for impact of the approaches developed:

- In the Philippines, key stakeholders have shared the opinion that the more decentralised governmental actions take place, the more likely that the concerns of vulnerable people will be addressed (FDG_don_1).
- In the Dominican Republic, stakeholders (Int_other_3, FDG_don_10) have underlined that the developed data collection instrument had the potential to effectively target public resources because it could identify regions and locations at risk of basis service interruption.

Generally, by strengthening the key elements of international efforts to improve disaster risk governance, the project contributed to increasing the options available for governments to better address the situation of poor population groups and increase their resilience. In its policy recommendations, the project specifically took into account corresponding needs, particularly in the context of its cooperation with GNDR. This led to *The Coherence Cookbook: Building Resilience in an Integrated Way* (PGB1 Progress report 2019, Int_team_7,4).

Considering conflict fragility and sensitivity at the national level, GIDRM II was generally not implemented in conflict areas though it tried to develop disaster risk research and good practice specific to conflict areas. In the Philippines, the project researched good practice in conflict-sensitive coherence in Mindanao. Finally, the principle of Leave no One Behind was embedded in the concept of practical coherence (Int_GIZ_3). The objective of coherence was to practically break fragmentation between the different agendas, including barriers between the considerations of disaster risk and climate change adaptation strategies and those of the SDGs, inclusiveness and the fight against poverty. In regard to the Dominican Republic, the development of data collection instruments were directly connected to the principle of Leave No One Behind by stakeholders. The GIDRM II supported the development of a data collection system that helped to identify the most vulnerable areas in the country, allowing the foundation of a prioritisation scheme for further infrastructure investment (Int_partner_1, 11). According to groups within civil society, the GIDRM II instruments were inclusive and accessible for most people, fulfilling its role in reaching the most vulnerable (Int_ben_2).

The evaluation of this dimension however loses a few points due to a factor explained in dimension 3: given the need of the partner countries to align with the needs and capacities of the beneficiaries and stakeholders, the intervention logic and resources fell short. According to stakeholders, the presence of fragmentation among the active parties within the partner countries weakened the project's ability to follow its results (intervention) logic. 'We sometimes underestimated the power of the siloes, in Germany and in partner countries', according to one interview (Int_team_2).

Relevance dimension 2 – alignment with the needs and capacities of the beneficiaries and stakeholders – scored **27 out of 30 points.**

Relevance dimension 3: appropriateness of the design

According to stakeholders, the GIDRM II set-up was highly relevant for reaching its project objective (outcome): improving coherence practices across sectors, stakeholders and other divisions required an initiative that didn't belong to a specific sector or bilateral portfolio (Int_GIZ_6).

In addition, its presence in partner countries and in Germany provided an added value to break the concept of coherence down into practical consideration. 'When implementing coherence in reality, we talked about good enough coherence, over coherence as such: the goal of coherence can never be fully achieved, it is a process and not a result,' according to one interviewee (Int_team_2). By its presence at national, regional and international level, the project was able to consolidate strong recommendations and assess what coherence should be about. The project developed, throughout its interventions, 13 formulations on coherence that resume the findings and took on their work of practical coherence. Out of these 13 formulations, 10 were approved by all key ministries active in disaster risk management in Germany, which underlined their relevance.

In Germany, stakeholders highlighted the appropriateness of the approach taken by the project. It did not implement nor research any topic in isolation, but together with key sister projects funded by BMZ and the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU). By acting as an expert group capable of providing technical back-up advice and participating in collaborative projects, drawing on its experience of good practice and coherence, the project was able to expand on the topic that was already on everybody's lips (Int_don_4, 5 and Int_GIZ_3, 4, 6).

The regional level appeared as the central hub of the project, and possessed a very strong added value (Int_team_4, 8, Int_don_5). This topic was further described under efficiency (see Chapter 4.5). However, in the context of evaluating the intervention logic, interviews and document reviews (operational plans) indicate that the work done in Asia and the Pacific as well as in Latin America and the Caribbean was crucial for enabling a certain sustainability and impact for the project. Such work strived to replicate good practice by other countries, along with bringing the topics to close-to-field symposiums where donors and global participants took part alongside member states.

The project tried to target "non-traditional DRM actors". This referred to local government, sectorial or technical personnel with no formal responsibility over a national or regional disaster management of climate strategies, but they have played a fundamental role in building risk management and resiliency. Through the interviews, it appeared that interventions targeting these parties added the most value for the project (Int_partner_2, Int_team_2, 9, Int_other_5). An example could be the work done the with the Network of National Systems for Public Investment (Red SNIP), a regional network of national public investment systems. In Mexico, it would be work that took place with the Department of Communication and Transport. Public investment appeared as a key element of coherent implementation of post-2015 agendas, as they represent public policy and government investment put into action. Integrating a sensitive risk analysis in the design of the projects – which included consideration of physical, functional and social risks – in alignment with SDG 11 (make cities inclusive, safe, resilient, and sustainable) – appeared as highly impactful. In addition, public investment directors had a role in the intersection between policy-making and technical implementation, making them ideal targets for awareness raising on disaster risk and climate change adaptation issues (Int_partner_12). As an example of the project's potential impact, all public investment projects in Mexico now need to consider the risk perspective in their proposals (Int_partner_8), and risk management has been prioritised in the SNIP network as a result of the project (Int_partner_2).

Although the relevance of the intervention was underlined at the national level, the limitations in terms of budget, time and human resources were mentioned by several stakeholders. This limited the capacities of the project to create positive and sustainable change (Int_ben_3, Int_partner_4,16). Lastly, because of its focus on coherence, the project developed good practice and research that focused on the interaction between social, environmental, and economic dimensions of sustainability of disaster risk management.

In general terms, the different hypothesis selected in all countries (Philippines, Dominican Republic and to a more limited level, Mexico) appeared as fully validated according to assessment of the good practice piloted in different intervention levels.

Relevance dimension 3 – appropriateness of the design – scored **17 out of 20 points.**

Relevance dimension 4: adaptability – response to change

The project showed a good capacity to adapt to changes, which occurred on two main occasions:

- In the international sphere, a key factor required the reduction of GIDRM personnel in the field. As planned in the beginning of implementation, the regional structures closed for four months before GIDRM Phase II officially ended. Moreover, the COVID-19 pandemic required most project participants to adapt to the changes brought about by the limited mobility. Nevertheless, even considering that the pandemic did reduce the number of personnel in the field (Int_partner_4,12,11), stakeholders at regional and national level stated that the number of bilateral collaborations and (virtual) meetings remained the same.
- In Mexico, joint work between the Ministries of Finance, Transport and Environment and the National Disaster Management Agency began in April 2018 on the issue of integrating disaster risk management issues into public investment decisions. The project also worked with the office of the presidency on development strategies aiming to strengthen risk awareness. After the change of government, the project focused on the public investment of road infrastructure (Int_team_9); and as interest slowed but further interest from the Ministry of Transport was expressed, collaboration with this ministry was strengthened.

In general terms, there was no substantial need for major adaptations during the project's implementation period. Response to changes regarding COVID-19 and governmental changes in Mexico were well-held. None of the mentioned events posed major threats to the projects.

Relevance dimension 4 – adaptability – response to change – scored **20 out of 20 points.**

Methodology for assessing relevance

Table 5: Methodology for assessing OECD/DAC criterion – relevance

Relevance: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Alignment with policies and priorities	Analyse whether the desired results at outcome and impact level of the project are in line with relevant strategic reference frameworks: the post 2015 agendas, BMZ international cooperation with regions concept, and national and regional strategies.	**Evaluation design:** analysis follows the analytical questions from the evaluation matrix. **Empirical methods:** document analysis of the project's strategic documents is compared with the strategic framework.	No specific limitations
Alignment with the needs and capacities of the beneficiaries and stakeholders	Direct target groups include German institutional actors, member states of Asian and Latin American and Caribbean regional disaster risk	**Evaluation design:** Analysis follows the analytical questions from evaluation matrix. **Empirical methods:**	

	management committees and stakeholders of the public administration (national level). Indirect target groups include citizens in areas affected by environmental hazards in selected countries.	Interviews with target group; content analysis of project documents and interviews.	
Appropriateness of the design*	The results model forms a solid base for the evaluation and contribution analysis, and for enabling a good understanding of the project's intended logic.	**Evaluation design:** Analysis follows the analytical questions from evaluation matrix. **Empirical methods:** Semi structured interviews with project partners and stakeholders	
Adaptability – response to change	The project adapted its strategy to contextual changes and challenges: change of government and COVID-19 pandemic.	**Evaluation design:** Analysis follows the analytical questions from evaluation matrix. **Empirical methods:** Interviews with project team and partners.	
* The project design encompasses the project's objective and theory of change (GIZ results model, graphic illustration and narrative results hypotheses) with outputs, activities, instruments and results hypotheses as well as the implementation strategy (methodological approach, capacity development strategy, results hypotheses).			

Conflict sensitivity in the project design

Although the project was implemented in fragile areas, conflict sensitivity was not specifically addressed in the project design. Being a global initiative, financed under the international cooperation with regions instrument, it does not primarily aim to initiate and accompany political or social change processes, but to build networks and set agendas (TZ module Angebot). However, the ethos of do no harm was integrated in the research and good practices were developed, which integrated existing context analyses for the orientation of the project. The strategy of BMZ developed a targeted research for climate and disaster risk assessment in a fragile environment, based on the analysis of good practice in Mindanao region in the Philippines.

4.3 Coherence

This section analyses and assesses the coherence of the project. It is structured according to the assessment dimensions in the GIZ project **evaluation matrix** (see Annex).

Summarising assessment and rating of coherence

Table 6: Rating of OECD/DAC criterion – coherence

Criterion	Assessment dimension	Score and rating
Coherence	Internal Coherence	50 out of 50 points
	External Coherence	50 out of 50 points
Overall score and rating		Score: **100 out of 100 points** Rating: **highly successful**

GIDRM II appeared as highly coherent, both internally and externally. Within the German development portfolio, the project complemented existing projects and initiatives. Because it was not attached to any specific sector, it could address fragmentation and tackle coherence from a holistic perspective. In addition, piloting and documenting context-specific good practice and practical research on the topic of coherence appeared a strong added value for learning within GIZ and BMZ. On the external level, the topic of coherence has been discussed since the signature of the Sendai Framework, but putting the abstract concept into action with concrete systems and governance strategies had been under-researched in 2018. Therefore, the GIDRM was welcomed by other key international parties as relevant and necessary.

In total, the coherence of the project was rated as level 1: highly successful with 100 out of 100 points.

Analysis and assessment of coherence

Coherence dimension 1: internal coherence

Through its specific set-up, the project offered a strong added value to existing initiatives, bilateral and sectorial projects (Angebot TZ module, Int_team_8, Int_don_5, Int_GIZ_6). Particularly, it offered:

- **A cross-regional approach to find answers to a global issue**: The project promoted and supported the BMZ and GIZ contribution to the global discussion on coherence through documenting good practice and lessons learned in Asia and Latin America. The project explicitly promoted and supported the cross-regional treatment of disaster risk management, which emerged as a global challenge in the four main post-2015 global agendas.
- **A cross-sector/policy character**: Disaster risk management and climate change adaptation were seen by key GIZ projects as processes that must be integral and coherent. Nevertheless, "silo thinking" or fragmentation between the agendas led to separate discourses and practices. The project had a unique set-up for building bridges between the different expert communities and fostering cooperation between sectorial leaders and projects.
- **A multi-actor approach**: By involving different groups of participants from emerging and developing countries and the least developed countries, the project supported a more coherent approach to the four agendas (Sendai, Paris, Agenda 2030 and New Urban Agenda) at the working level in the countries, but also at the international level.
- **Format of cooperation, between implementation and agenda setting**: The project operated through existing networks and platforms in Asia and Latin America and sought to influence them in addressing coherence in a practical manner. This took place by reviewing local and national practices, feeding them into regional and international platforms, initiating regional discussions in alliance with like-minded partners, and influencing international cooperation strategies and funding.

The key sectoral GIZ projects such as Sector Programme Peace and Security, Disaster Risk Management (PN 2017.2069.7) – which GIDRM II strongly collaborated with – underlined that the resources of GIDRM II were very complementary to their own. They have commented that the project had a foot on the ground and was building a knowledge base with practical experience and good practice while maintaining a presence in Germany, where GIZ, BMZ and other ministries could be influenced (Int_GIZ_3, 4, 6).

Coherence dimension 1 – internal coherence – scored **50 out of 50 points**.

Coherence dimension 2: external coherence

At the international level, GIDRM II appeared as very coherent. Based on interviews, the topic of coherence appeared to be under-researched in 2018. For example, global disaster risk management participants that were interviewed said: ‘Do we talk enough about our objective to make sure that those working on the SDGs, disaster risk management, climate change adaptation come together as community, join forces and avoid

duplication? Yes, but we do not invest enough to understand on a practical level what it takes to act together, what it costs and how it can be done (FDG_don_6).'

Another interviewee pointed out: 'At the donor level, some would fund disaster risk management projects while others would focus funding on climate change adaptation. It becomes quite chaotic at the country level. In that regard, GIDRM II provided a window where donors can invest money more efficiently (FDG_don_2).' Finally, another participant in the field pointed out that 'the challenge is enormous, and we cannot do everything alone. Thus, the topics needs partners to achieve the goals. The partnership with GIDRM was an opportunity to achieve our goal as a global player' (Int_don_8).

At the regional level, GIDRM II was perceived to complement the work of other organisations in the targeted regions, most specifically within the Asian region. According to stakeholders in Asia, UNDRR played a crucial role working on coherence within the region, also considering lessons learned to implement in potential future projects. Considering the challenges of implementing the main aspects within the disaster risk framework – risk reduction, strengthening the interlinkage between disaster risk reduction and climate change adaptation, and disaster risk financing – the GIDRM was crucial to providing partnerships within the region to help organisations achieve their goals (FDG_don_1). In Latin America, findings were similar. Although UN organisations, particularly UNDRR, appeared as the umbrella for permanent support to member states in implementing the Sendai Framework, there was a strong added value in having allies such as GIDRM II to find solutions to complex challenges. As quoted in an interview, 'coherence has not been covered enough within the region. Actors work unilaterally without much incentive to take decisions together' (FDG_don_10, Int_partner_12).

At national level, the project worked in full consideration of existing structures and systems. As mentioned under dimension 2 of relevance (see Chapter 4.2), GIDRM II always supported existing efforts or expressed needs. The good practices were developed in full partnership with local bodies.

Lastly, GIDRM II was complemented by the work of other organisations, for example on the topic of conflict sensitivity. In the Asian region, international organisations such as the World Bank looked at post-conflict and post-disaster reconstruction in some areas, examining how to mainstream conflict sensitivity in the recovery processes. Concepts such as Build Back Better on how to support reconstruction and recovery were used. Discussions on how to integrate aspects of social cohesion took place. This could involve coherence in the way reconstruction programmes are planned, or how the International Federation of the Red Cross has been working on recovery work in areas affected by conflict: in other words, working to integrate conflict sensitivity in risk-informed planning, recovery and development processes (Int_team_8).

Coherence dimension 2 – external coherence – scored **50 out of 50 points.**

Methodology for assessing coherence

Table 7: Methodology for assessing OECD/DAC criterion – coherence

Coherence: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Internal coherence	Assess whether GIDRM II managed to address a global challenge and close the gap that traditional multilateral interventions cannot reach.	**Evaluation design:** Analysis follows the analytical questions from the evaluation matrix. **Empirical methods:** Interviews with GIZ, BMZ, Federal Foreign Office and BMU stakeholders were used, along with document analysis.	No limitations identified.

Coherence: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
External coherence	Assess whether GIDRM II enriched the debate on coherence at the international level, added value to its partners in the national and regional levels and whether it used existing systems to support practices on coherence.	**Evaluation design:** Analysis follows the analytical questions from evaluation matrix. **Empirical methods:** Document review of the current situation on the topic of practical coherence and interviews with local and national governments and with regional organisations.	No limitations identified.

4.4 Effectiveness

This section analyses and assesses the effectiveness of the project. It was structured according to the assessment dimensions in the GIZ project evaluation matrix (see Annex).

Summarising assessment and rating of effectiveness

Table 8: Rating of OECD/DAC criterion – effectiveness

Criterion	Assessment dimension	Score and rating
Effectiveness	Achievement of the (intended) objectives	28 out of 30 points
	Contribution to achievement of objectives	22 out of 30 points
	Quality of implementation	14 out of 20 points
	Unintended results	17 out of 20 points
Overall score and rating		Score: **81 out of 100 points** Rating: **successful**

The GIDRM II achieved two out of three indicators at project objective (outcome) level, while one was partially achieved due to the effects of the COVID-19 pandemic. It laid the basis for a practical translation of coherence at all levels – national, regional and international – by combining the piloting of good practice at national level, support to the regional discussion at regional level and support to the German and international levels. The evaluation could identify changes within the partner systems as a result of the project. Many have also evaluated their collaboration with GIDRM in a positive way: the piloting, documentation, discussion and practical research on coherence showed powerful potential for action. The contribution analysis was also positive: two out of three analyses were validated. The third one – although not validated – still shows some strong contributions of the project towards improving the discussion about coherence at regional level and introducing national good practices at a global level. The analysis of quality of implementation shows a good collaboration between the project and other GIZ projects. However, it also highlights that the project was underfunded for its objectives, which limited the project's capacities for effectiveness and impact.

In total, the effectiveness of the project was rated as level 2: successful with 91 out of 100 points.

Analysis and assessment of effectiveness

Effectiveness dimension 1: achievement of the (intended) objectives.

Under this dimension, the achievement of the project's objective was evaluated in regard to its achievement of modular indicators and key results at outcome level.

The table below shows that the first two modular indicators of the project were achieved or overachieved, while the third one was partially achieved due to the impact of the COVID-19 pandemic.

Table 9: Assessed and adapted objective indicators for specific modules (outcome level)

Project's objective indicator according to the last change offer	Assessment according to SMART* criteria
Three international forums or preparatory platforms have considered four recommendations for specific country contexts and harmonised disaster risk management reporting based on an analysis of the target systems. Base value (2018): 0 Target value (2018): 3 Current value (2021): 4 Achievement: 100% Source: monitoring data	The indicator fulfils all SMART criteria.
Four relevant regional forums or preparatory platforms in Asia and Latin America have considered three integrated disaster risk governance recommendations for specific country contexts including gender-specific aspects in two cases. Base value (2018): 0 Target value (2018): 3 Current value (2021): 4 Achievement: 100% Source: monitoring data	The indicator fulfils all SMART criteria.
In three countries, questions regarding coherence were discussed in three interinstitutional meetings at national level between different ministries and/ or local government units respectively. Base value (2018): 0 Target value (2018): 3 (per country) Current value (2021): 8 Achievement: 89 % Source: monitoring data	The indicator fulfils all SMART criteria.
* SMART: specific, measurable, achievable, relevant and time-bound	

Indicator 1 is overachieved, with five contributions to four global forums and conferences:

- At the UN global platform on disaster risk reduction in May 2019, contributions were made to agenda coherence from a German perspective – this included coordinated coherence approaches and presentation in a German booth (with a video and 10 aspects on coherence), speeches and an introduction on Fostering Practical Coherence for Resilience, along with participation from BMZ, UNDRR, Red SNIP and ADPC/RCC (Int_team_4).
- Although the project did not succeed in directly participating in the High-Level Political Forum in New York in July 2021, key project partner Global Network of Civil Society Organisations for Disaster Reduction (GNDR) presented the Cookbook for Coherence. This guideline on coherence for NGO and local civic bodies was based on 73 country case studies, which documented and analysed good practice from local civil society organisations in producing coherent disaster risk management at local level (Int_team_4).
- At the COP 25 conference on climate change in December 2019, the results of the study prepared with the United Nations University on costs and benefits of coherence (and incoherence) were presented (Int_don_4). The empirical basis of this study consisted of country examples from Mexico and the Philippines.

It was not easy to assess outcomes achieved at international dialogue level. GIZ and the German government were not the leading nor the only participants in the discussion on disaster management issues; they were trying to orient the debate towards certain topics. As mentioned in the chapter on relevance (see Chapter 4.2), coherence existed as a concept before and beyond GIDRM II (while the project's added value concerned researching and piloting coherence on a practical level). This made identification of a project contribution to the global discussion challenging. However, interviews and document analysis provided the following findings:

- Key German stakeholders underlined that the German contribution to the global platform (supported by GIDRM II in its preparation, financing, moderation and content) made a difference. According to one comment: 'When I compare the Global Platform in Cancun, and Geneva, there is a big difference. In Geneva, we managed that the synergies between the different agendas appear in the final declaration – for the first time (Int_don_5).' Another interviewee said that 'presenting to the global platform a German position on coherence was a milestone. We received very positive feedback, it was a unique presence from Germany, both in terms of visibility and technically' (Int_part_6).
- Indeed, the final report of the event included a statement of the parliamentary state secretary at the German Federal Ministry for Economic Cooperation and Development: 'All three agendas (i.e. the Sendai Framework, the SDG, and the Paris Agreement) share the common goal of addressing the harmful effects of natural disasters and climate change, and there are costs to policy incoherence.'
- However, according to interviews (Int_GIZ_4, 6, 3) 'the key take-aways of participation in the Global Platform happened before, during and after the conference'. Preparing and managing the Global Platform represented a key opportunity for stakeholders from different backgrounds to come together and agree on common language and messages.

Accordingly, the recommendations regarding specific country contexts and harmonised disaster risk management reporting included the production of materials on good practice (such as film) and coherence practices, and development of related brochures on the topic. Recommendations also included preparation of development cooperation content in web portals and joint collaboration on national resilience strategies towards disaster risk management.

Indicator 2 was also overachieved, with four recommendations including three[3] gender relevant points in five regional committees or forums:

- local planning/DILG,
- disaster risk management from the perspective of people outside the sector,
- role of women in local risk management, and
- resilient infrastructure good practice in Mexico (the 2018 Asian Minister Conference on Disaster Risk Reduction, 2018 Asian Regional Consultative Committee on disaster risk reduction, 2019 Regional Exchange on Gender Approach in Comprehensive Disaster Risk Management of the Coordination Centre of Natural Disaster Prevention in Central America; and the 2019 and 2020 Red SNIP annual meeting).

Accordingly, the three integrated disaster risk governance recommendations were established regarding the role of DILG to ensure coherent planning and implementation from national to regional level (based on the national planning processes). The second focused on developing and publishing case and guidebook for coherence practices of disaster risk management and climate change adaptation in public investments in the regional network Red SNIP. The third concerned documented gender-integrated risk governance practice in the Dominican Republic.

[3] These are: the Regional Exchange on Gender Approach in Comprehensive Disaster Risk Management of the Coordination Centre of Natural Disaster Prevention in Central America (CEPREDENAC), a criticality study conducted in Mexico and a gender study conducted in the Philippines.

The document review and all stakeholder interviews conclude on a strong contribution from GIDRM II to the regional discussion on coherence, and the capacities of the regional bodies to promote coherence and make recommendations on its implementation. GIDRM's contribution to how RCC has tackled coherence showed up in the 2018 Kathmandu RCC meeting, which had an overarching theme of policies and practices for coherence between Global Frameworks. Delegates from the following countries attended: Afghanistan, Bangladesh, Bhutan, Cambodia, China, India, Indonesia, Jordan, Maldives, Mongolia, Myanmar, Nepal, Pakistan, the Philippines, Sri Lanka, Thailand, Timor-Leste and Viet Nam. In the statement following the conference, all 18 delegates reaffirmed:

- The RCC recognises the value in enhancing coherence across policies, institutions, goals, indicators and measurement systems for implementing the key global frameworks.
- The RCC is committed to promoting partnership at different levels and assisting countries in Asia and the Pacific to harness the benefits to sustainable development and resilience through disaster risk management, climate change adaptation, risk-financing mechanisms, and risk-informed rural and urban communities.
- The RCC will further assist member countries in strengthening existing regional and national risk monitoring systems and enhancing capacities for better monitoring and progress reporting, particularly for the Sendai Framework and the related SDGs.

At the level of Red SNIP, after its annual meeting included in the first page of the 2019 Santo Domingo declaration a statement: 'Public investment plays a key role in achieving the goals of different global agendas such as the Sendai Framework, the 2030 Agenda (Sustainable Development Goals), the Paris Agreement and the New Urban Agenda… The Red SNIP, as a consolidated meeting place, is an appropriate instance to promote different initiatives that seek the coherent achievement of global agendas, through integrated and systematic work.'

The meaning and practical use of such declaration, together with the project's contribution, was discussed in interviews. For both organisations, it appeared that GIDRM II support was fundamental to positioning the topic as a priority; GIDRM II had organised, funded and moderated a one-day workshop during the Kathmandu meeting on coherence (Int_team_2). In regard to Red SNIP, the GIDRM II team were the go-to team for technical discussion and leverage for the topic of coherence in exchanges (Int_team_9). According to partners at regional level, GIDRM II's bottom-up approach helped build discussion because it highlighted local experience at every level and strongly supported documentation for recommendations (FDG_don_6).

In other organisations such as the Economic Commission for Latin America and the Caribbean, interviews highlighted that while its platforms directly supported countries into more coherent reporting (including risk management), the support of GIDRM II enabled discussion towards targeting specific Sendai Framework indicators. This resulted in recommendations (FDG_don_9), facilitated by the countries' will to discuss the topic.

Finally, indicator 3 was only partially achieved by the project. According to the monitoring data:

- In the Philippines, one meeting on coherence in the Philippines took place in June 2018, and one on the climate and disaster risk assessment toolbox and coherent information governance in March 2019. The follow-up meeting was cancelled due to the COVID-19 pandemic. Interviews nevertheless highlighted that the project supported efforts to build sustainable working cooperation between sectors, mainly between the Department of the Interior and Local Government (DILG) and the National Economic and Development Authority (NEDA). As quoted in an interview: 'GIDRM II offered a platform for stakeholders to coordinate and talk about harmonised planning and was helpful in NEDA's efforts to down scale the Philippine Development Plan. GIDRM II was the impetus for collaboration between NEDA and DILG (Int_partner_14).'

- In Mexico, three key tasks of the pilot were carried out through intersectoral meetings, with each milestone including two to four meetings each: developing its the methodology and manual; jointly planning the pilot and prioritising the project. The documentation process of the intervention in Mexico (Ramirez 2020) concludes with the fact that the main achievements of GIDRM II related to sharing the importance of coherent risk analysis across sectors and bodies, and the need to incorporate it into planning public policy. Both the Ministry of Finance and Public Credit and the Secretariat of Communications and Transportation have incorporated disaster risk management into their planning processes and into the successful exchange of information and integration of tools across institutions. Throughout 2019, a successful process was carried out to integrate the National Risk Atlas to the Investment Unit of the Ministry of Finance and Public Credit. Interviews of key stakeholders confirm this aspect: 'The interinstitutional collaboration was one of the most important elements of the project. There is a strong tendency to sectorial public policy in Mexico'.
- In the Dominican Republic, five intersectoral meetings were held during the intervention. Key stakeholders highlight that for them, the cooperation between sectors was the key lesson from the process. It changed attitudes as people discovered the practical, technical, and organisational added value of sharing data collection models and processes, and it ensured the increased efficiency and quality of the collected data (Int_partner_4).

The project's capacity to boost factors for deescalating conflict

From the interviews it appeared that by building coherence and risk-informed development, the project contributed to the conditions that would de-escalating conflict. The project also contributed to conflict de-escalation by supporting integral risk management. Existing evidence concluded that disasters and conflicts could mutually reinforce disaster impact especially on vulnerable people living in conflict-prone areas (GFDRR-GIZ-BMZ 2015).

The impact of the good practice piloted in the Dominican Republic could lead to greater capacity on the part of government bodies to draw vulnerability profiles based on robust data on areas or segments of the population requiring a quick response to interruption of basic services. More specifically, the national agency for water has been able to track down and prioritise needs for repairs, based on decentralised information on interruptions in freshwater delivery (Int_team_1 and ONE 2020).

In addition, to better understand the interlinkages between coherent planning and conflict, GIDRM II has conducted a study in the city of Butuan (Caraga region, northeast of Mindanao), to explore the possibilities and limitations of coherence approaches in conflict-sensitive settings (FDG_don_6).

Effectiveness dimension 1 – achievement of the (intended) objectives – scored **28 out of 30 points.**

Effectiveness dimension 2: contribution to achievement of objectives

Table 10: Selected results hypotheses for effectiveness - hypothesis 1

Hypothesis 1 (activity – output – outcome)	Pilots on coherent planning, implementation and reporting processes could be conducted because the national and subnational sectoral leaders have recognised the added value of a coherent risk approach through the support of the project.
Main assumptions	The main challenge impeding coherent implementation of post 2015 agendas are siloes and lack of coordination at sector and central levels, and no other main challenge impede this.
Risks/unintended results	Despite of the sensitisation of sectorial leaders, key financial, administrative or governance issues make the good practice unsustainable, leading into an investment of time and resources which do not conclude on a good practice for coherent implementation of post 2015 agendas.

Alternative explanation	The sectorial leaders were already aware of the need for coordination and acting on it. Good practice was piloted as a result of the presence of GIDRM II, without offering a good example at national level of improved governance planning, implementation and reporting processes.
Confirmed/partly confirmed/not confirmed	Confirmed. Although other challenges arose, coordination between sectors appeared as the key obstacle to improved planning, implementation and reporting processes. While sectoral leaders were fully aware of the need for coherence, GIDRM II supported the development of practical solutions and guidance as a guiding aspiration.

The hypothesis appeared to fully validated – concluding from the analysis of good practice piloted in the Philippines and Dominican Republic, and in Mexico to a more limited extent.

Once the collaboration started in each country, government bodies and personnel were aware of the need for coherence, alignment or more long-term coordination. This appeared in all global agendas and assumed to be good governance practice.

But across countries, the challenge appeared in practical aspects mainly because institutions were different (Int_team_8). Government institutions had their own mandates and they did not want to be part of it. This could lead to the disaster risk reduction sector focusing on preparedness and response rather than the key aspects of disaster risk management. Meanwhile, the climate change sector has continued to talk about mitigation. Some sectoral ministries have not seen their role in risk management when in fact they had a say and mandate on disaster risk management. In such cases, coherence could provoke political resistance because it might empower or disempower certain groups. For example, interviewees underlined that stakeholders in the region, particularly those involved with climate were concerned that climate change issues would be lost with a focus on disaster risk reduction issues (FDG_don_10).

Furthermore, coherence could be a difficult concept for governments because they have been comfortable in their respective mandates or sectors. In the Philippines, there have been several initiatives to address this gap with an approach that encompasses the whole of government and society, which brings together cross-sectoral committees (Int_team_8).

As mentioned, this collaborative approach was highlighted by partners in the Philippines, Mexico and the Dominican Republic as one of the key results of the intervention. Different contributions were emphasised by the stakeholders:

- Beyond the concept of coherence, the project offered a pilot scheme that demonstrated what it meant to practically coordinate processes and showed the clear benefit of working together: more efficiency and better-quality data (Int_partner_4). Coordination and coherence were not an objective as such, but a proven condition to improve a process (Int_team_7).
- Stakeholders highlighted the capacity of mobilising an external project, which would offer a space for collaboration between sectors without hierarchies (Int_team_1, Int_partner_12,14).
- Stakeholders welcomed the methodology used for interministerial meetings that created practical collaboration (Int_partner_1).

The obstacle of fragmented sectors at central level was highlighted as a major challenge for coherent planning, implementation and reporting in relation to post-2015 agendas (FDG_don_3, Int_partner_4, Int_team_7); working on them has made a direct contribution to putting good practice into action. However, interviewees concluded that fragmentation between sectors has often been complex and powerful, sometimes surpassing the project team's expectations (Int_team_2). They suggested that the sustainability and replicability of such pilots also requires:

- **A thorough analysis of costs and benefits for the individual:** This would suggest an understanding that coherence did not only have benefits, but also costs (Int_team_6). In the short term, the solutions to incoherent practices often led to more work for people who are already overwhelmed: 'We ask too many things, but we fail to take away things (Int_team_8).'
- **Capacity building on disaster relief management:** This would ensure a proactive change in the future, which would target government bodies at all levels. As mentioned in one interview: 'Now we know how to do it, but we still don't fully know why' (Int_team_1).
- **Institutional reforms and larger institutional support:** 'The changes won't be sustainable until the policies on governmental statistics are modified'. 'Practical coherence in planning would require a structural change at a higher level, clarifying roles and responsibilities on disaster risk management' (Int_team_4,7).

Table 11: Selected results hypotheses for effectiveness - hypothesis 2

Hypothesis 2 (activity – output – outcome)	Regional bodies have developed a common understanding of coherence for their context thanks to intensified exchange in regional bodies or forums on national experiences of a more coherent implementation and reporting of the Sendai Framework.
Main assumptions	The presentation of the different good practices at national level allowed for an increased awareness and understanding of what coherence practically means at regional level.
Risks/unintended results	The regional bodies show no interest in discussing the topic of coherence or in developing a common understanding of coherence.
Alternative explanation	The project did not support any actual progress at regional level where bodies include the topic of coherence in their discussion for political motives, given that the topic appears as a buzzword in the community.
Confirmed/partly confirmed/not confirmed	Confirmed – although some modifications are present that do not alter the contribution of the project.

This hypothesis was also confirmed, through interviews and document analysis. As mentioned in relation to the achievement of modular indicator B, both targeted organisations (RCC in Asia and Red SNIP in Latin America) have presented two declarations underlining its relevance that suggest solutions and definitions:

- Red SNIP states in its 2019 Santo Domingo statement that 'coherent achievement of the different global agendas' must be done 'through an integral and systematic work throughout time'. Its 2019/2020 targets also included 'the development and documentation of experiences in the region, for the realization of the regional guide of coherent practices of Disaster Risk Management in Public Investment'.
- In addition, interviews underlined that the collaborations between GIDRM and the network 'brought up a consensus on the relevance of risk in Public Investment'. 'In the last annual meeting, which also included IADB, Dominican Republic and the United Nations, most countries were talking about risk, and not only as a political message' (Int_team_8).
- The RCC Kathmandu Statement covered the topic of coherence almost exclusively and stated that 'coherent planning and implementation of activities under different global frameworks [is needed] for enhancing resilience to disasters through better preparedness for response and recovery at national, sub-national and local levels' (RCC Kathmandu statement).
- In addition, the RCC developed a policy paper *Coherence Across Global Frameworks: Policy Paths – Perspectives from Asia and the Pacific* (RCC, 2019), which included pathways, challenges, and calls for action to improve coherence.

During the time of the project, both RCC and Red SNIP counted with specific working groups on coherence and disaster risk management: a working group on disaster risk management and adaption to climate change within Red SNIP, and a coherence practice group within RCC. The latter emerged as an idea from the Global

Initiative presented to regional partners as an opportunity to streamline work around coherence in the region and among partner organisations. These two groups focused on discussing good practice and promoting coherence. Evidence of an understanding of coherence could also be seen in the actions taken by member states. Though they did not dispute that the hypothesis was realised, key partners made the following remarks in interviews and showed consensus at regional level:

- The GIDRM II collaboration was not the first to approach disaster risk management and coherence, and the GIDRM II team was not the only organisation doing work to build knowledge and experience on the issue. It was in alignment with an international cooperation with regions project, as mentioned in the section on coherence (see Chapter 4.3). For both organisations, it was the initial will of the member states that enabled the process to start (FDG_don_6, Int_partner_8).
- One interviewee stated that if the initial objective (as stated in the results model) was a common understanding, what was achieved and what constituted progress could be better defined as an 'improved understanding' (Int_team_2). The result of the parallel research on coherence during the project's run also built the project's own understanding of coherence as a highly context-based concept. What is coherent for in circumstance can be completely incoherent in another context.
- Similarly, once the concept of coherence disappeared at local level it was translated into more practical processes and approaches (Int_team_6). 'The idea of these agendas is not coherence, but resilience. At the local level, no one cares anymore about coherence and agendas, but about risk-informed development.'

An evaluation question was asked at different levels about whether a three-year project could contribute to a topic that is not an objective, but a process (Int_team_8,4) and thus permanently relevant. The answers shared a consensus: the project achieved the task of 'planting the seeds' of practical coherence (Int_team_1, 4, 7, 9). The understanding, approaches and interest towards coherence will evolve with time, but the project offered a flexible and dynamic support to give coherence a new importance at regional level.

The project also specifically contributed to understanding coherence with the double-edge of fostering national good practices and supporting work on the regional level. This allowed for an equal understanding and interest in the topic on both levels. The project's involvement of non-traditional disaster risk management participants represented the progression from coherence to coherent practices.

Some limitations were mentioned by interviewees:

- The first one was that resources had fallen short of providing in-depth support at regional level beyond the annual meetings and conferences. As an example, the RCC coherence practice group could not continue. According to interviews: 'If GIDRM II would have had more resources, implementation processes that were not fully completed could have been supported (Int_team_4).'
- Secondly, although the relevance of the two main regional stakeholders was established (see Chapter 4.2 on relevance), the project was not always given sufficient resources or support to build alliances with other bodies that could have made major contributions to an improved understanding at regional level. Alliances could have been built with UNDRR in both regions because of previous work relations and the tenacity of the project team. The Sendai Framework was supported through the good practice reported by the Dominican Republic, which also spread throughout the Latin American and the Caribbean region. This process was highly appreciated by partners; however, collaboration with other regional stakeholders such as the UN's Economic and Social Commission for Asia and the Pacific could not be implemented.

Table 12: Selected results hypotheses for effectiveness - hypothesis 3

Hypothesis 3 (activity – output – outcome)	Participants from partner countries and regional bodies could bring their experiences and recommendations to UN bodies because regional bodies developed a common understanding of coherence for their context,.

Main assumptions	Regional bodies emerged as catalysts for promoting discussion at the international level.
Risks/unintended results	The international level discussion was based on the needs and topics identified at global rather than regional level.
Alternative explanation	The regional interventions did not support international discussion on coherence, which included the issue mainly for political motives.
Confirmed/partly confirmed/not confirmed	Not confirmed. Regional bodies did not emerge as major players promoting national participation to international forums. However, the contribution analysis highlighted the importance of a discussion at regional level that could feed more directly into implementing and replicating good practice.

This hypothesis was not confirmed. According to interviews, the improved understanding of coherence among regional bodies did not contribute to presenting national and regional experiences at UN bodies (Int_team_4,8, Int _partner_4, FDG_don_1,10). The project did support advocates of national and regional good practice at GPDRR, but their participation were inspired by their own experience of good practices and specific support from the project, rather than contributions from regional bodies. The two processes happened in parallel and contributed to the project's objective, and presentations made by regional bodies and national partners could not be influenced through the regional bodies.

However, the way that regional bodies and their contributions improved understanding regarding the objective of GIDRM II was considered highly significant in interviews (Int_team_2,6,8). The regional level appeared as the "knot" or hub of the project that fed in support from a German or international level, and allowed for replication and direct influence or impact within their region. The section on impact (see Chapter 4.5) has discussed the potential for replication that appeared throughout the project.

Effectiveness dimension 2 – contribution to achievement of objectives – scored **22 out of 30 points.**

Effectiveness dimension 3: quality of implementation

The quality of steering, monitoring and internal processes are evaluated under this dimension. Different elements have emerged during this evaluation:

- Many partners (Int_GIZ_3,4,6, Int_don_5, Int_partner_2,4,13) pointed out that the highly collaborative approach implemented by the project enabled change and success: 'The project never entered in competition with other stakeholders, but always tried to build together (Int_partner_13)', 'The collaboration with the GIDRM II can be seen as an example for coherence within GIZ: we build together, financially, technically, and by doing so, we learn from other angles on DRM' (Int_GIZ_6), 'We need partners that help us finding good practices in such complex concepts' (Int_partner_2), 'Building coherence is like playing an orchestra. If the UNDRR plays the lead instrument, the music becomes beautiful when other instruments like GIDRM II enter' (Int_other_6). Additionally, many stakeholders stressed that the passion shown by the team about the concept of coherence was a key factor in the project's success: 'The concept of coherence is not something everybody jump on, yet by its passionate approach to the subject, the project managed to bring people on board (Int_GIZ_3).'
- The quality and qualification of the team were highlighted as another important success factor (Int_don_5), together with previous support and the partnerships developed under GIDRM I (Int_team_6, 2). An interviewee stated: 'The overall outline of the project appeared as difficult and kind of unrealistic, still the GIDRM II team managed to make a lot out of it (Int_GIZ_2)'.
- The project was monitored with an operation plan file that contained activities (per output) and its respective status (dark green – completed, light green – on track, yellow – delayed, orange – at risk). The regular update of activities worked as a tool to track the person in charge and the timeline and achievements, along with support suggestions. However, not enough resources went to leadership; there

was no senior position dedicated to monitoring activities and progress, coordinating actions and internal learning. This led to a set of monitoring and evaluation data that was not fully mastered by any member, limited capacities for bridging the project's research and activities and connecting the regions (Int_team_2,4).

Effectiveness dimension 3 – quality of implementation – scored **14 out of 20 points.**

Effectiveness dimension 4: unintended results

Through its support and documentation of good practice at the regional level the project enabled results to materialise in non-targeted countries. The replication of good practice and direct benefits from its implementation will be assessed under the section on impact (see Chapter 4.5). At outcome level, the project managed to support additional countries and processes while fulfilling its three outputs:

- Maldives and Indonesia's national disaster risk management authorities have asked the project for assistance in integrating climate and disaster risks in the tourism sector. Standards were also adopted to health hazards with the outbreak of the COVID-19 pandemic (Int_other_7).
- The project supported peer-to-peer exchange between Mexico, Costa Rica and Chile as part of the Red SNIP support and advice to Mexico on developing its coherence approach to disaster risk management in public investment (Progress Report 2020).
- Finally, it collaborated with other sectoral projects within GIZ that were also active in supporting BMZ and German environmental ministry BMU on disaster risk management and the post-2015 agenda (Paris Agreement and Agenda 2030 mainly). The partnership offered mutual benefit and it was essential to reaching outcomes with the ministries. However, interviews concluded that the partnership with GIDRM II was beneficial for this project, it helped them reach their objective and develop a common language between climate change adaptation, disaster risk management and SDG implementation (Int_GIZ_3,6,4). These aspects could be considered as additional (not originally planned) positive results.

According to the project team, unintended negative effects were not monitored because GIDRM II did not implement activities as a bilateral project. The negative effects presented in the module proposal were a working hypothesis. In the course of implementation, it became apparent that the increased transaction costs of overlapping responsibilities, multiple data collection and reporting – and above all, opportunity costs for the planned measures – could not be recorded or presented. Rather, this has grown as an argument for more coherence in the planning and implementation processes.

Effectiveness dimension 4 – unintended results – scored **17 out of 20 points.**

Methodology for assessing effectiveness

Table 13: Methodology for assessing OECD/DAC criterion – effectiveness

Effectiveness: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Achievement of the (intended) objectives	• Evaluator's interview data and project's monitoring system • Perception of key partners, perception of project team members • Progress and end line reports	**Evaluation design:** The analysis follows the analytical questions from the evaluation matrix. **Empirical methods:** Interviews, analysis of survey data and review of monitoring data, document analysis were used.	There was limited data available in the monitoring and evaluation system (see dimension 3 – quality of implementation). There was limited availability of stakeholders because of the COVID-19 pandemic. There was no possibility of observation or focus group discussions due to the COVID-19 pandemic.

Effectiveness: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Contribution to achievement of objectives	**Examination of hypothesis 1-3**	**Evaluation design:** Contribution analysis **Empirical methods:** Interviews, analysis of survey data and review of monitoring data, document analysis were used.	see above
Quality of implementation	Assessment of positive changes in knowledge and practice by actors at subnational, national, regional and international levels, as well as assessment implementation processes (e.g. project management, monitoring and coordination).	**Evaluation÷ design:** The analysis follows the analytical questions from the evaluation matrix. **Empirical methods:** Qualitative assessments, realised through interviews and focus groups discussions at all levels.	no limitation
Unintended results	Mapping of unintended results, based on the revision of gender and safeguards checklist, and confirmed by partners and stakeholders	**Evaluation design:** Outcome mapping **Empirical methods:** Interviews	see above
* SMART: specific, measurable, achievable, relevant and time-bound			

4.5 Impact

This section analyses and assesses the impact of the project. It was structured according to the assessment dimensions in the GIZ project evaluation matrix (see Annex 1).

Summarising assessment and rating of impact

Table 14: Rating of OECD/DAC criterion – impact

Criterion	Assessment dimension	Score and rating
Impact	Higher-level (intended) development changes/results	25 out of 30 points
	Contribution to higher-level (intended) development results/changes	35 out of 40 points
	Contribution to higher-level (unintended) development results/changes	30 out of 30 points
Impact score and rating		Score: **90 out of 100 points** Rating: **successful**

The assessment of impact was complex in evaluations made immediately after the project finished, especially for an international cooperation with the regions project like GIDRM II. The project found itself between advocacy and implementation roles, making the causal chain leading to impact long and complicated. At the level of implementation, the project's resources and timeline were not sufficient to achieve sustainable changes within its duration. Scope for impact was very limited, nevertheless some potential for replication continued to appear within the regions. All partners concluded that if good practice was further implemented, the capacity for impact was enhanced. It would prove important to the sustainability of disaster risk management activities.

Coherent or risk-informed planning, implementation or reporting would offer huge potential towards poverty alleviation and risk-aware development. Planning allowed for an improved allocation of resources, in quality and quantity, for regions at risk. Implementation could improve the resilience of the population facing disaster and reporting would enable governments to map vulnerabilities within one system. It also directly affected their contribution and obligation towards the Sendai Framework.

The results of the advocacy element of the project (at regional and international levels) were not easy to trace. As mentioned under effectiveness (see Chapter 4.4), the regional level appeared as the knot or link between advocacy and implementation – with replication and further development seen in the Maldives and Thailand, and potential knock-on growth appearing in Cuba, Bolivia and Ecuador. While key partners recognised that no contributions to impact at a global level could result from only GIDRM II intervention, they underlined the importance of discussion at a higher level to triggering policy changes and larger funding opportunities. Within Germany, the GIDRM II contribution was connected to the international chapter in the German resiliency strategy. This was co-drafted between BMZ, the Federal Foreign Office, Federal Ministry of the Interior and the Federal Ministry of the Environment, Nature Conservation and Nuclear Safety and others. It also involved collaboration with GIZ projects and the German booth at the GPDRR.

In total, the impact of the project was rated level 2: successful with 90 out of 100 points.

Analysis and assessment of impact

The evaluation of GIDRM II's impact referred to the analysis of its contribution to improved living conditions and risk-aware development in high-risk countries. The assessment of the impact dimension, always complex, appeared even more difficult for a project like GIDRM II; dedicated to promoting partnerships and agendas, with limited resources oriented towards implementation. The main challenges could be highlighted as follows:[4]

- Advocacy impact could only be reached by a joint effort of collective participants and could hardly be attributed to only one entity. Contribution analysis then appeared as a key tool to assess the impact of an individual project.
- Agenda setting and advocacy for policy-making was a long-term process. Thus, measuring impact could be a challenge, since many advocacy goals were long term. In addition, the causal links of such interventions towards policy change involved many layers, nuances and external factors. Assessing the project's impact on citizens' lives proved to be even more of a stretch.
- Shifting strategies and competing factors created the context that advocates worked within. They have been ever-changing and affected by visible and non-visible competing factors.

Impact dimension 1: higher-level (intended) development changes/results

GIDRM II aimed to create impact by 'improving the living situation, ensuring development progress and a more risk-aware development in high-risk countries'. As highlighted, the impact of the project's work towards agenda setting could not be fully addressed, particularly at global level. Too many participants could influence any policy change on disaster risk management and support to agenda setting was a long-term process, where results could emerge years after an intervention. However, interviews with stakeholders, particularly donors and those working in disaster risk management and coherence, highlighted a number of issues.

Policy change has been the first step towards programmatic change at global level. The support and achievements realised by GIDRM II and its partners in conferences at international and regional levels had an indirect relation to improving the scope for policy changes. The link between global discussions and programmatic or in-country implementation was far-stretched, but the discourse remained very relevant for impactful changes. It influenced major policy changes or directions, and decisions on funding and partnership

[4]See Better Evaluation: Evaluating Policy Influence and Advocacy.

(Int_don_12). It was also highlighted that stakeholder participation outside of the UN was essential to lead to change. One interviewee suggested: 'The ones constantly talking about coherence is the UN, while we should talk collectively' (Int_don_12). Another stated: 'There is a gap between discussing coherence and operationalising coherence means.'

At regional and global level, promoting a policy discussion had a potential contribution both on policy change and programmatic work. On one hand, the regional level was defined by major players as a central space convenient for brokering knowledge and building momentum. 'The RCC, with the support of GIDRM, played a critical role in pushing for regional disaster risk reduction agenda to the national level because they convene the national level lead. They agree that this is a policy priority in the region' (Int_team_8). On the other hand, it could lead to changes in practices at national level. In Latin America, after a presentation about good practice in coherent reporting on target D4 of the Sendai Framework, three countries (Cuba, Bolivia and Ecuador) have shown great interest in carrying on more discussion of good practice with the Dominican National Statistical Office. Through Red SNIP, risk analyses for public investment were discussed between Mexico, Chile and Costa Rica (Int_team_9).

Changes towards tackling coherence in a more effective way are emerging in global discourse. One interviewee suggested: 'We are coming together about a coherence approach. There is constant effort to link agendas, and to define what joining forces means' (Int_don_12). The 2020 target for UNDRR was set in the context of target E of the Sendai Framework: 'Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020.' The latter laid the foundation for the implementation of the Sendai Framework and is closely linked with priority for action 2: 'Strengthening disaster risk governance to manage disaster risk.' The UNDRR documentation on the international day for disaster risk reduction included presentations on what the hashtags #ItsAllAboutGovernance and #DRRday meant. It highlighted: 'Good national and local strategies for disaster risk reduction include links with sector policies in areas such as land use, building codes, public health, education, agriculture, environmental protection, energy, water resources, poverty reduction and climate change adaptation' (UNDRR 2020). According to key stakeholders, 'coherence is a governance topic' (Int_team_2).

The GIDRM II was part of a global movement on coherence but it still brought innovation to the issue of coherence. At the global and regional levels, the GIDRM II did not initiate or lead the discussion on coherence. According to an interviewee: 'At the regional level, coherence was already on the table even without GIRDM II. It will continue to be in [*sic*] the table even without GIDRM initiative' (FDG_don_2). Nevertheless, **GIDRM II filled a gap in the discussion on coherence** by building its participation to the global discourse on the practical aspects of coherence. GIDRM II brought innovation because it put emphasis on policy coherence. This meant it had focused on aligning policies not only in the vertical layers of government, but also horizontally in terms of sectoral and topical concerns (Int_GIZ_1). By discussing costs and benefits of coherence as well as incoherence, GIDRM II also closed the gap between the conceptual expectation of coherence and its practical translation into complex governance processes and systems (Int_other_5).

At regional level, **GIDRM II has helped bring the attention of stakeholders to the need for coherent planning** (Int_other_6). Regional participants also underlined that the thinking and research on the meaning of coherence was a crucial result of the project, and that contributed to changing attitudes in the regions. As one interview pointed out: 'GIDRM II has generated a lot of discussions in the region, including presentations of its experiences in several forums where various stakeholders attended. Coming up with evidence that demonstrates this idea is something that is highly appreciated' (FDG_don_1).

GIDRM II has facilitated joint investment from donors. The innovative and learning-oriented approach of GIDRM II has also been seen by regional donors as a starting point for broader funding. One donor suggested: 'GIDRM is a cross-pollination of knowledge. Actors such as the Asian Development Bank (ADB), while being important investors, put resources on things that are tried and tested. Once the case has been demonstrated,

ADB can replicate the model in wider scope (Int_don_8).' The donor agency added that with flexible finance and decision-making, GIDRM II brought substantial added value to broader financing and it possessed the capacity to support innovation. 'GIDRM also puts a premium on partnerships, which for me is value addition from the regional point of view.'

In Latin America and the Caribbean, the impressions of global organisations were similar. One of them said: 'We had not foreseen to implement a diagnostic and pilot programme on data collection for indicator D4 in the Dominican Republic; it was just not intended. It was an added value provided by the project, as we did not have the economic resources to execute it' (Int_partner_12).

Improving the discussion on coherence was a direct influence on improving the interconnection between economic, environment and social development, achieving the SDGs, and applying the principle of Leave No One Behind. Breaking down barriers between disaster risk management, climate change adaptation and sustainable development goals made coherence concepts of economic development, social development, environment development and resilience easier to understand. Policy coherence on the goals of the post-2015 agendas reduced the flaws of parallel implementation and increased capacities for just, inclusive and safe living conditions for people and the planet. With an improvement of the policy discussions on coherence, stakeholders were more likely to interconnect on the basis of global agendas and focus on equitable socio-economic and environmental development (Leave No One Behind).

An example addressing SDG 1 – sustainable cities and communities – in a coherent manner or implementing risk-aware development plans for a resilient city would include:

- considerations to ensure the resilience of the city against extreme events and disasters (with disaster risk management),
- striving for environmentally sustainable and resilient urban development (the New Urban Agenda)
- protecting the poor and vulnerable from disasters (SDGs, Leave No One Behind) and
- addressing climate change effects in line with the Paris Agreement (UNU 2020).

The impact at national level was addressed through the second dimension in Germany, the Philippines, Mexico and Dominican Republic. In all, contributions from GIDRM II to higher-level (intended) development results were identified through policy changes supported by partners in conferences at international and regional levels, changes in the global discourse towards strong engagement and innovations on coherence, and a strong added value to broader financing opportunities from regional donors. However, points were deducted from impact dimension 1 given that the impact of the project's work towards agenda setting and higher development results could not be fully addressed during the project's duration (particularly at global level). Making effective contributions to such a complex exercise would be a long-term process.

Impact dimension 1 – higher-level (intended) development changes/results – scored **25 out of 30 points.**

Impact dimension 2: Contribution to higher-level (intended) development results/changes

Table 15: Selected results hypotheses for impact – hypothesis 4

Hypothesis 4 (activity – output – outcome)	The set of formal and informal support that the project offered to the interministerial working group on the Sendai Framework, BMZ and GIZ, resulted in German participants relevant to disaster risk management sharing and considering a coherent understanding of risk, which was based on national and regional recommendations.
Main assumptions	The different actors in Germany react well to the existence and support of the GIDRM II and take good practice and key lessons learned into consideration. As a result, they have adapted their approaches and adopted a coherent understanding of risks.

Risks/unintended results	The voice of GIDRM II is not heard due to the nature of the political landscape that surrounds it'
Alternative explanation	Through their own technical knowledge of disaster risk management, key German players already have a coherent understanding of risk.
Confirmed/partly confirmed/not confirmed	Confirmed, with two limitations. First, for many participants the changes did not come from national and regional examples given that they reported little awareness of good practice at these levels. Second, the project did influence the international agenda on coherence and disaster risk management/climate change adaptation.

This hypothesis was confirmed, although it must be stressed that all activities, efforts and outcomes were done in partnership with other projects and ministries, and that GIDRM II would not have had an impact without the political will and the parallel expertise within the interministerial Working Group and GIZ.

As mentioned by many partners in Germany and beyond, fragmentation between sectors could remain despite a political will to act coherently (Int_partner_13,14, INT_team_4,8). Participants did not speak the same language, and a concept might appear different from another angle. As one interviewee said: 'When we started discussing with projects related to SDG or to CCA; we realised that for SDG, coherence was alignment, and for CCA, it was coordination' (Int_team_4).

Due to its practical support to working group's efforts with other stakeholders, the project contributed to a coherent understanding of risk by different German stakeholders:

- The project strongly contributed to the GPDRR in 2019 in Geneva by organising a common presentation by all key German ministries, the interministerial working group and key GIZ projects. In addition, the project brought partners together to define what coherence meant for different parties. As a result, 10 statements on coherence were prepared by the project, discussed and adapted by other participants, and approved for presentation as a German message (Int_team_4). Stakeholders also emphasised that the process of preparing and moderating the German booth allowed them to see the major points of coherence and where technical differences remained (Int_GIZ_4,6).
- The process of co-drafting the international chapter together with the German environmental ministry BMU and GIZ projects on climate change adaptation required a new common language between the two ministries (Int_team_4).

Hence, the hypothesis has been confirmed – but with limitations. Changes within the national and regional levels were not experienced by all participants; some stated they were unaware of any good practices on the domestic level. On the other hand, a substantial amount of GIDRM influence was seen on the international agenda on coherence and on disaster risk management and climate change adaptation.

Table 16: Selected results hypotheses for impact – hypothesis 5

Hypothesis 5 (activity – output – outcome)	Planning processes, financing requirements and mechanisms reflecting a coherent understanding of risk contribute to a more risk-aware development in high-risk countries, thus contributing to an improved living situation of citizens living in high-risk areas.
Main assumptions	The different good practices piloted at national level contribute to a more risk-aware development in Mexico, Dominican Republic and the Philippines.
Risks/unintended results	The scope (budget, human resources and timeline) of GIDRM is not sufficient to lead to sustainable change. Political considerations hinder the translation of good practice into a more risk-aware development.

Alternative explanation	The global discussion and debate on the need for more risk-aware development leads all participants and countries to improving development processes, and the same changes would have happened without the project.
Confirmed/partly confirmed/not confirmed	Confirmed. Key participants piloting good practices underline the importance of these practices for more risk-aware development, but the realisation of such a hypothesis has not happened yet; if it happens and it will be linked to other factors.

The hypothesis has been confirmed. As highlighted in the chapter on efficiency, the project achieved good practice in countries where it was piloted in strong partnership with local governmental bodies. The project's set-up, time frame and resources supported processes towards more risk-aware development in the relevant countries. However, they have not yet been fully implemented:

- In **Mexico**, the project developed a methodology for incorporating the disaster risk variable in the socioeconomic evaluation of public investment projects, as well as an analytical tool to determine the priority of highway projects based on their level of criticality. However, the objectives that were originally set were not achieved because it was not possible to test the methodologies and make the evaluation binding (Ramirez 2020).
- In the **Philippines**, the project offered evidence-based planning to the Local Government Association and Local Government Unit by supporting the development of the climate and disaster risk assessment decision toolkit (Int_partner_12). Together with the DILG, they expanded the unit's traditional view of disaster risk management by emphasising the need to consider climate change impacts (Int_ben_3). However, the documentation of good practice in the DILG Local Government Academy was not yet finalised (Int_team_7).
- In the **Dominican Republic**, the National Statistics Office welcomed the data collection tool as an innovation and practical improvement in quality and efficiency for the process of collecting data. Selected partners have already been able to collect data, analyse it and use it for decision-making. However, the latter did not yet apply to all supported sectors, and the National Statistics Office did not have access to a full set of data (Int_team_1, Int_partner_4, GIZ (2020c)).

The potential for these good practices to affect the living situation of citizens living in high-risk areas were nevertheless highlighted:

- 'Based on my exchanges within the group, I can see that resilience was increased at technical level, that the officers are discussing more actively about risk management' (Int_partner_15).
- The Santo Domingo Aqueduct and Sewerage Corporation never had a trustworthy dataset that reported on the interruption of its functioning service. Beyond the project's results towards Sendai reporting, the water corporation CAASD has been able to identify some of the most vulnerable aqueducts in Santo Domingo. Apart from identification, the dataset could comprehensively quantify the impact of interruptions, thus allowing for analysis on prioritising and identifying necessary investment initiatives (Int_team_1, Int_partner_1).
- GIDRM II could contribute to the future once the information has been gathered. 'At the moment, the information is dispersed, not systematised, a lot of information is lost. Once the information is collected, risk managers will have information on where to direct resources' (Int_partner_4). It would assist the country in better allocation of resources.
- The project contributed to prioritising and learning about risk in the region. 'In the Latin America and the Caribbean region, there is a big gap in economic losses and impact on critical infrastructures for the protection of assets' (FDG_don_9). In relation to resilient investments, the project strengthened the integration of risk reduction in the public investments processes. It anchored itself to an intergovernmental platform to work on the issue, and integrated non-traditional stakeholders in exchange.

- Though GIDRM II did not have a target for the adoption of local resilience plans, the Danao City Council adopted its resilience plan in 2021, which has been forwarded to provincial board for confirmation. Such resilience plans wield a potentially huge impact at local level: it increases the Local Government Unit's access to funding and improves its planning and budgeting capacities (Int_team_7).

Despite the confirmation of both hypotheses towards coherent understanding of risks, points have been deducted for the following reasons:

- GIDRM II alone would have not contributed to an impact without the political will and parallel expertise from the other groups within the region, and
- the supported processes towards a more risk-aware development in the project countries were not fully implemented yet.

Impact dimension 2 – contribution to higher-level (intended) development results/changes – scored **35 out of 40 points**.

Impact dimension 3: contribution to higher-level (unintended) development results/changes

No contributions to unintended impact results were identified.

Impact dimension 3 – contribution to higher-level (unintended) development results/changes – scored **30 out of 30 points**.

Methodology for assessing impact

Table 17: Methodology for assessing OECD/DAC criterion – impact

Impact: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Higher-level (intended) development changes/results	Identifying evidence of project contributions to overarching development results (impact), which are not directly attributed to the project: • Assessment of the project's contribution to relevant planning processes /financing requirements (national level), • supporting the recommendations, considering the coherent understanding of risk, and • improving the living situation of high-risk countries.	**Evaluation design:** The analysis follows the analytical questions from the evaluation matrix. **Empirical methods:** Document analysis, interviews.	The project's causal chain to development impact is long and hard to trace. As such, the project does not have an identified final beneficiary group. The evaluation integrated non-governmental organisations (NGOs) to present an alternative voice. No visits were possible, limiting the possibility of observation and of focus group discussions.
Contribution to higher-level (intended) development results/changes	**Examination of hypotheses 4-5** The different hypothesis were assessed with different methods, as different types of data exist and are needed to validate different causal mechanisms.	**Evaluation design:** Contribution analysis **Empirical methods:** Interviews, focus group discussion, and triangulation of data on the perception from key stakeholders.	see above

Impact: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Contribution to higher-level (unintended) development results/changes	NA	NA	NA

4.6 Efficiency

This section analyses and assesses the efficiency of the project. It is structured according to the assessment dimensions in the GIZ project evaluation matrix (see Annex).

Summarising assessment and rating of efficiency

Table 18: Rating of OECD/DAC criterion – efficiency

Criterion	Assessment dimension	Score and rating
Efficiency	Production efficiency (resources/outputs)	65 out of 70 points
	Allocation efficiency (resources/outcome)	25 out of 30 points
Efficiency score and rating		Score: **90 out of 100 points** Rating: **successful**

The project's efficiency was evaluated as "successful". The project acted in a strong partnership, which allowed co-financing of activities and maximising benefits of investment. With a limited number of staff, the project achieved changes at different levels. According to the analysis of the project's production efficiency, there were no robust indications that outputs A, B or C could have been maximised with the same volume of resources by considering a different approach. It was found crucial to invest a larger share of resources into output area C to foster capacities at the national level. Under output area C not all indicators could be achieved. Based on the analysis of the project's allocation efficiency, indicator achievement rates were satisfactory. The limitation of the budget should be questioned. A large majority of stakeholders concluded that the project design was too ambitious for its resources: limited personnel, budget or time were available to allow for sustainable changes at all levels. With additional resources, the project could have maximised the outcomes of its investment by providing more integral support at country level, and by developing other formal cooperation with regional groups. The global human resources of the project also appear generally underfunded: recommendations for GIDRM II suggest making resources available for a senior officer responsible for monitoring progress and achievement and avoid the overload of team members at regional level. A core strength included the proactive approach of the project team to mediate and push forward the overall GIDRM II project.

In total, the efficiency of the project is rated level 2: successful with 90 out of 100 points.

Analysis and assessment of efficiency

The key issue under the criterion efficiency was whether the project's use of resources was appropriate with regard to achieving both the outputs and the outcome (project objective). Following GIZ guidelines on assessing efficiency, this central project evaluation applied the 'follow-the-money' approach as a standard method for analysing the project's production efficiency. The evaluation team used an Excel tool developed by the GIZ Corporate Unit Evaluation to standardise the efficiency analysis of the project.

Efficiency dimension 1: production efficiency

The following assessments were based on information extracted from the Kosten-Obligo report and further discussions with the project team and stakeholders, using GIZ's "follow-the-money" approach (Palenberg 2011: 46). The overview of costs (status February 2021) appears in the following table. Considering final commitments until the project ended, it was found that project costs stayed in line with the planned budget.

Table 19: Overview of costs

Module objective	Selected international and national, governmental and non-governmental stakeholders are strengthened in their effort to achieve coherence with regard to planning, implementing and reporting disaster risk management in line with the post-2015 agendas.
BMZ costs	€4,469,162
Cofinancing	€0.00
Partner contribution	€0.00
Total costs	**€4,469,162**
Residual	€227.691

Maximum principle and reallocation of funds

In general, indicator achievements at output level were high and satisfactory. All indicators under output A, B and C were achieved with satisfactory achievement rates as qualitative data showed that GIDRM II indeed helped to strengthen efforts to achieve coherence with regard to dealing with disaster risk management. The evaluators came to the conclusion that outputs have been to a great extent maximised with the given volume of resources, especially when looking at external factors that influenced certain achievements, such as the COVID-19 pandemic.

Table 20: Overview of outputs – achievement

A1) Country representatives from partner countries contribute three input papers as recommendations for risk reduction measures in specific country contexts into international bodies or decision-making forums.	B1) Regional committees or forums publish three integrated disaster risk governance recommendations for three specific country contexts (including fragile states) based on national experiences.	C1) Two documented approaches or experiences on integrated planning prepared with the respective partner authorities are available from two partner countries.
100%	100%	100%
A2) The Interministerial Working Group on Sendai contributes German positions to the international coherence discussion in a coordinated manner.	B2) In three joint events with NGO networks and scientific institutions, regional bodies/forums have developed recommendations on coherence issues that taking account of scientific findings and civil society positions.	C2) Two documented approaches or experiences on integrated implementation prepared together with the respective partner authorities are available from two partner countries.
100%	100%	100%
	B3) The two regional structures supported by the project contribute to coherence in the respective member countries with regard to planning, implementation and reporting on risk reduction management.	C3) For two partner countries, there are country-specific procedural recommendations for more efficient data collection and use for reporting on risk reduction management, which take into account the requirements of Sendai, Paris and Agenda 2030 as far as possible.
	100%	100%

Table 17 shows that 32% of project costs were used to achieve output A (global level). Output B (regional level) used 38% of costs and output C (local level) 20%. Overarching costs received 10%. According to the 'follow-the-money' guideline, this was a normal ratio showing an efficient use of funds. The project was subject to limited ZAS and it did not have an obligation to outsource parts of its budget to a consultancy, which limited contracting and management costs.

According to the indicator achievements under the three areas of Output B and high relevance of activities identified for the international staff, the resource allocation appears justified. To achieve the project objective, it

important to have the international staff abroad equipped to deepen the international discussion on coherent application of international agendas (such as the Sendai Framework) into disaster risk management. The output also appeared in interviews (see Chapter 4.4 on effectiveness) as the hub of the intervention logic (Int_team_4). This enabled discussion and consolidation of good practice in working towards partnerships and political momentum, while supporting some of the key research papers of the project.

It was at regional level where the project identified allies that could contribute to the project's impact and sustainability. According to interviews, this task was the most time-consuming (Int_team_6,9).

Another factor for costs: for a mobile team that had international and regional conferences as key targets, travelling costs also appeared to affect at almost 100% output A and B (Int_team_4). Together with the mobilisation of consultants for research and technical contributions, also affecting mainly output A and B, these costs represented almost 20% of the budget costs.

Table 21: Overview of costs allocated to outputs

	Output A	Output B	Output C
Outputs	The international discussion on the coherent application of the post-2015 agendas to disaster risk management is deepened.	The exchange among developing and emerging countries in regional bodies or forums on their national experiences regarding more coherent implementation and reporting on the Sendai Framework is intensified.	Experiences from selected partner countries on integrated planning, implementation and reporting regarding Sendai, Paris and others are available.
Cost including Obligo	€1,411,492	€1,713,244	€886,448
Cofinancing	€0	€0	€0
Partner contributions	€0	€0	€0
Total costs	**€1,411,492**	**€1,713,244**	**€886,448**
Total costs in %	**32%**	**38%**	**20%**
BMZ total in % without cofinancing	**32%**	**38%**	**20%**

Relating to the distribution of personnel on outputs, Table 20 shows that the GIZ head office staff in Germany (IMA/PMI) dedicated most of their time to contributing to output A (70%); this would be the project's global level, making it the most expensive output in terms of staff costs. GIZ international staff members on the other hand spent most of their time on output B (64%), related to activities at the regional level such as organising the RCC consultative committee and bringing the project partners together; this was reported to be time and resource intensive (Int_team_2). Lastly, the national staff allocated their time into output C (65%), contributing to the project's activities in the local level.

Table 22: Distribution of personnel on outputs

	Output A	Output B	Output C	Overarching costs
International staff (AMA/PMA)	10%	64%	26%	0%
National staff	5%	31%	65%	0%
Head office staff (IMA/PMI)	70%	19%	11%	0%

Besides the retrospective analysis of cost allocations, questions on the project's efficiency were posed to the project team and partners to understand qualitative factors supporting or impeding the production efficiency of GIDRM II. The following conclusions could be made:

Targeted use of consultancy: Given the limited resources and specific design of GIDRM II, the project team negotiated to be treated as an exception for the obligation of subcontracting part of its budget to a third-party consultancy. This was evaluated as a very positive decision because such contracts entail heavy administrative costs that would have had a detrimental effect on a limited leadership team. It also proved to be beneficial not to hire an external agency given the highly politicised aspects of GIDRM II (Int_team_4, 8). Consultancies (no subcontracting) were then chosen to ensure a strong expertise and legitimacy in the research undertaken, thus amplifying the impact of the research papers (Int_team_8).

Project management and leadership: In terms of project management, many good aspects were underlined within and outside of the GIZ team: dialogue, openness, responsiveness and good planning. In the evaluation mission, all interviewed partners confirmed a smooth relationship and positive bilateral collaboration with GIZ. At the same time, it was highlighted that the project was understaffed, which limited its capacities of internal coordination and leadership: the intervention in Germany, Asia and in Latin America appeared to have little coordination, with the staff overworked during project implementation (Int_team_4,6,9). The organisational set-up of the team also made the situation difficult – regional advisers reported not only to the team leader, but also to regional teams and GIZ national offices (Int_team_9).

The evaluators come to the conclusion that outputs have been to a great extent maximised with the given volume of resources (production efficiency), especially when looking at external factors (COVID-19). All indicators under output A (32%), B (38%) and C (20%) have been achieved with satisfactory achievement rates as qualitative data showed that GIDRM II indeed helped to strengthen efforts to achieve coherence in relation to disaster risk management. Nevertheless, given that the project was understaffed – leading to limited capacities of internal coordination and leadership intervention in the targeted regions – points were deducted.

Efficiency dimension 1 – production efficiency – scored **65 out of 70 points**.

Efficiency dimension 2: allocation efficiency

In terms of allocation efficiency, the evaluation team assessed how appropriate the project's use of resources was in regard to achieving its objective (outcome) based on the Excel tool analysis. Further findings were considered plausible assumptions and anecdotal evidence. However, identified evidence provided indications on how the outcomes could have been maximised. In contrast to production efficiency, allocation efficiency described the transformation of inputs to outcomes. At module objective level, indicators MOI1, MOI2 and MOI3 were achieved to a great extent. The table below summarises the results already described in more detail in the chapter on effectiveness (see Chapter 4.4).

Table 23: Achievement of module indicators

MOI1: Three international forums or preparatory platforms have considered four regional recommendations for specific country contexts and harmonised disaster risk management reporting based on an analysis of the target systems	**MOI2:** Four relevant regional forums or preparatory platforms in Asia and Latin America have considered three integrated disaster risk governance recommendations for specific country contexts including gender specific aspects in two cases.	**MOI3:** In three countries, questions regarding coherence were discussed in three interinstitutional meetings at national level between different ministries and/or local government units respectively.
133%	**133%**	**89%**

Given these high achievement rates, the allocation efficiency appeared very satisfactory, especially given that the overachieved indicator MOI2 related to output area B. Interviews and discussions revealed additional aspects to be considered under the assessment of allocation efficiency.

Holistic approach: The project design and set-up gave it a built-in capacity to closely collaborate with other donor organisations and implementing agencies – above all BMZ, the interministerial working group and bodies within the United Nations. As highlighted in the analysis of impact (see Chapter 4.5), the innovations offered by the project showed potential for further support and funding by global organisations.

Partner contributions: The project documents and interviews showed that all activities that applied the international cooperation with the regions concept – with the exception of some specific consultancies and research – were done through partner contributions, which included co-financing. While this sum could not be quantified, many activities were evaluated with a contribution of up to 50% from partners. In the Philippines, the memorandum of agreement signed between GIZ and the Department for Interior and Local Government (DILG) included a commitment from DILG to allocate resources for the initiative and take leadership on coordinating good practice, including coordination with other ministries and departments. Interviews highlighted (Int_team_7) that DILG not only provided human resources and running expenditures, but also invested in contracting consultants. At regional level, GIDRM II supported the organisation of a full day on coherence during the RCC 2019 annual meeting in Kathmandu, while contributing EUR 45,000 to the conference with an overall budget of EUR 250,000. As for output A, many products were developed in partnership with other GIZ projects or ministries, including in-kind contributions to the project (such as producing the German coherence video). As an example, while the costs of producing the video (*Agenda Coherence in Germany*) were partially covered by the project partner contributions, the costs of producing the brochure were covered by another project (Int_team_4).

Although the project's use of resources was appropriate with regard to achieving its project objective (outcome), identified evidence provided indications on how the outcomes could have been maximised. Evidence also showed that without the partner contributions, GIDRM II implementation processes might have not been fully completed (limited resources). Accordingly, opportunities for cost minimisation were therefore limited. For these reasons, points have been deducted from efficiency dimension 2.

Efficiency dimension 2 – allocation efficiency – scored **25 out of 30 points**.

Methodology for assessing efficiency

Table 24: Methodology for assessing OECD/DAC criterion – efficiency

Efficiency: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Production efficiency (Resources/Outputs)	Transformation of inputs to outputs based on: • GIZ efficiency tool • Kostenträger-Obligo report of the project • The results matrix • Progress reports • RBM system	**Evaluation design:** • The analysis follows the analytical questions from the evaluation matrix • Follow the money approach **Empirical methods:** Interview with project management and project team, document analysis.	Moderate evidence strength due to retrospective cost allocation.
Allocation efficiency (Resources/Outcome)	Transformation of inputs to outcome based on: • GIZ efficiency tool • Kostenträger-Obligo report of the project • The results matrix • Progress reports • RBM system	**Evaluation design:** • The analysis follows the analytical questions from the evaluation matrix (see Annex) • Follow-the-money approach. **Empirical methods:** Interviews with project partner and project team, document analysis.	Moderate evidence strength due to retrospective cost allocation.

4.7 Sustainability

This section analyses and assesses the sustainability of the project. It is structured according to the assessment dimensions in the GIZ project evaluation matrix (see Annex 1).

Summarising assessment and rating of sustainability

Table 25: Rating of OECD/DAC criterion – sustainability

Criterion	Assessment dimension	Score and rating
Sustainability	Capacities of the beneficiaries and stakeholders	18 out of 20 points
	Contribution to supporting sustainable capacities	27 out of 30 points
	Durability of results over time	45 out of 50 points
Sustainability score and rating		Score: **90 out of 100 points** Rating: **successful**

The project's sustainability has been regarded as successful. The activities implemented at all levels were done in full partnership with allies and stakeholders, with potential to be maintained over time. At the same time, limitations were identified in aspects such as external (financial and knowledge) dependencies and disagreements between the local and national levels. The three dimensions under the sustainability criteria were essential to understanding the interdependencies that would affect the longevity of the GIDRM project. Capacities of beneficiaries and stakeholders, as well as external contributions to supporting sustainable capacities, were crucial for ensuring durability of results over time.

In total, the sustainability of the project was rated level 2: successful with 90 out of 100 points.

Analysis and assessment of sustainability

Sustainability dimension 1: capacities of the beneficiaries and stakeholders

At the regional level that the capacities of partners to sustain the achievements of GIDRM II were identified as good, but they still depend on:

- external support to develop respective national strategies considering the idea of coherence (FDG_don_1),
- ensuring a practical coherence thinking approach among stakeholders – analysing problems not only from perspectives of cause-and-effect perspectives, but also with systematic thinking while planning, and
- orientation given by upcoming donors to the organisations (Int_team_2).

At the national level in the Philippines, a strong will to continue has been identified among the stakeholders (Int_team_8, 7, Int_don_8). However, capacity from partners to sustain the achievements of GIDRM II depended on the capacity of countries and ministries to generate and analyse data towards achieving evidenced-based planning (FDG_don_2, Int_partner_14), and confirmation that national targets could be disaggregated so that local governments could set their own targets.

Moreover, financial support (which is currently fragmented) would also be needed at national and ministerial levels in order to provide resources for advancing the coherence agenda (Int_don_8). Attention was also called to enhancing the coherence discussion at the sub-national and local levels, where the highest demand for change occurs (Int_don_8). In the Dominican Republic, sustainability was expected to grow from lessons learned from experience (Int_partner_4), methodologies and instruments developed throughout the Global Initiative (Int_partner_15) and community practice such as discussions around disaster risk management (Int_don_11). However, the country needed to make additional efforts to maintain coherence practices, such as institutionalising piloting work with its own database. The absence of a legal norm that integrated stakeholders in the Dominican Republic was also a threat to the sustainability of coherence (Int_partner_4). Further work was also expected in Mexico in order to maintain coherence practices at the national level. An interviewee

emphasised that 'the methodologies remain and are available as reference', although government and personal changes affected the sustainability of changes (Int_partner_8).

At the national level in the Dominican Republic, it has been suggested that implementation of risk considerations would happen gradually, taking governmental transitions and personnel changes into consideration, which might delay progress at the rate previously achieved (Int_don_11). Key stakeholders in the case of Mexico also argued that the methodologies used in the context of the project will continue' however, weaknesses in the new implementation processes might occur due to government transition. The latter could suggest that the more newly elected authorities join governmental structures, the more sustainability might be impaired and weakened.

The capacities of partners to sustain the achievements of GIDRM II were identified as good (regional level) and a strong will to continue has been identified among the stakeholders (national level), considering that implementation of risk considerations would happen gradually (especially in the Dominican Republic). However, partner capacity to sustain the achievements of GIDRM II would depend on outside aspects such as external support for national strategies on disaster risk management. The later aspects explain why points were deducted under this dimension.

Sustainability dimension 1 – capacities of the beneficiaries and stakeholders – scored **18 out of 20 points.**

Sustainability dimension 2: contribution to supporting sustainable capacities

As discussed in relation to efficiency and coherence (see Chapters 4.3 and 4.6), activities implemented at all levels took place in full partnership with allies and stakeholders. This has been confirmed by the memorandum of agreement signed at national level, by documentation of the processes and by interviews with key stakeholders. This led to a limited dependency on GIDRM II: the project's contribution has therefore been defined by the team as "planting a seed" and launching a reflexion over words such as implementation or capacity building. In addition, the partnerships with regional bodies left several institutions with comprehensive documentation of the collaboration process while the project ran, which may be used towards replicating further regional partnerships (FDG_don_6, Int_team_6,9). Compared with GIDRM I, the project had more limited (mostly for the study in Mindanao) collaboration with GIZ bilateral projects, which led to a lack of direct replications by other GIZ initiatives (Int_team_2). The latter aspect explained why points have been deducted from the sustainability dimension.

Sustainability dimension 2 – contribution to supporting sustainable capacities – scored **27 out of 30 points**.

Sustainability dimension 3: durability of results over time

At the regional level in the Latin American context, the stability of results from disaster risk management interventions were seen as depending not only on the institutions responsible for active action, but also on the permanence of staff at the institution (Int_partner_1). Building organisational knowledge within the targeted institutions was also considered a vital step to ensure durability of results over time. The case of Mexico has shown that constant changes within the government administration led to knowledge and continuity disruptions. According to stakeholders in the region, stability also depends on how data gathering, and data production were conducted – systematisation of information was crucial to practical work on risk management (Int_partner_3,15). A suggested prerequisite for optimal data operation would involve higher-level authorities and the need for capacity development, given that many staff members were not able to properly follow established methodological frameworks (Int_partner_4). It was crucial to train targeted staff members solely responsible for data operation, who would be able to replicate the use of elaborated tools on their own.

Sustainability at national level was strongly related and dependent on the costs and benefits of coherence – if the costs outweighed their benefits, the issue of coherence became less compelling over time. The information

and documents exchanged would remain available. However, the central focus on the topic of coherence might be substituted by another one, as with other focus topics before coherence. Regarding vulnerability reduction within the Latin and Caribbean region, critical aspects were identified. One involved the question of how to adequately implement and integrate risk management, while considering planning processes and financing mechanisms. Delays in the implementation process emerged as another issue; the longer implementation was postponed, the higher the cost and the more vulnerable conditions were exacerbated (Int_partner_15).

In conclusion, durability and stability of results over time depend on factors such as:

- most important – the costs and benefits of coherence,
- proactiveness within the targeted institutions,
- organisational knowledge enhancement, and
- risk management information systems.

Given that such external dependencies pose threats to the durability of results, points have been deducted from this dimension.

Sustainability dimension 3 – durability of results over time – scored **45 out of 50 points**.

Methodology for assessing sustainability

Table 26: Methodology for assessing OECD/DAC criterion – sustainability

Sustainability: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Capacities of the beneficiaries and stakeholders	Perception-based findings from interviews will be supplemented with data on sustainability indicators.	**Evaluation design:** The analysis follows the analytical questions from the evaluation matrix. **Empirical methods:** Interviews and document analysis.	No limitations.
Contribution to supporting sustainable capacities	Perception-based findings from interviews will be supplemented with data on sustainability indicators.	**Evaluation design:** The analysis follows the analytical questions from the evaluation matrix. **Empirical methods:** Interviews.	No limitations.
Durability of results over time	Prognosis of the durability of results by partners and GIZ team.	**Evaluation design:** The analysis follows the analytical questions from the evaluation matrix. **Empirical methods:** Interviews.	No limitations.

4.8 Key results and overall rating

GIDRM II was an ambitious project, which contributed to setting the agenda on coherence, especially in its practical aspects, through mutual and strong partnerships. Changes emerged at different intervention levels, and the good practice piloted along with the research conducted contributed to an increased documentation of an under-researched topic. Due to stretched resources, the project did not have the capacities to bring sustainable changes at all levels in practice, but it did achieve its goal in sowing seeds for further growth in the quest for coherence.

The project complemented existing projects and initiatives, both in the German portfolio and beyond: since it was not attached to any specific sectors, it could address fragmentation and tackle coherence from a holistic perspective. In addition, piloting and documenting context-specific good practice and practical research on coherence appeared as a strong added value for learning and acting by all participants.

The project was implemented through a series of strategic partnerships of mutual benefit, which proved to be the strongest success factor of the project. As mentioned by the project team, the task of identifying and connecting with allies was at once the most costly result (in time, number of tries and approaches) and the most important strategy for achieving change. As a global initiative, the project did not have the capacity or level of influence to implement long-term sustainable practices. In addition, agenda setting and policy change on disaster risk management concepts could hardly be achieved by a single organisation or project, particularly by a single bilateral agency. By liaising with partners on national and regional levels – in Germany and also on a global level – the project allowed for potential replication of good practice and for developing more capacities for tackling coherence.

Table 27: Rating and score scales

100-point scale (score)	6-level scale (rating)
92–100	Level 1: highly successful
81–91	Level 2: successful
67–80	Level 3: moderately successful
50–66	Level 4: moderately unsuccessful
30–49	Level 5: unsuccessful
0–29	Level 6: highly unsuccessful

Table 28: Overall rating of OECD/DAC criteria and assessment dimensions

Evaluation criteria	Dimension	Max	Score	Total (max.100)	Rating
Relevance	Alignment with policies and priorities	30	30	**94**	Level 1: highly successful
	Alignment with the needs and capacities of the beneficiaries and stakeholders	30	27		
	Appropriateness of the design*	20	17		
	Adaptability – response to change	20	20		
Coherence	Internal coherence	50	50	**100**	Level 1: highly successful
	External coherence	50	50		
Effectiveness	Achievement of the (intended) objectives	30	28	**81**	Level 2: successful
	Contribution to achievement of objectives	30	22		
	Quality of implementation	20	14		
	Unintended results	20	17		
Impact	Higher-level (intended) development changes/results	30	25	**90**	Level 2: successful
	Contribution to higher-level (intended) development results/changes	40	35		
	Contribution to higher-level (unintended) development results/changes	30	30		
Efficiency	Production efficiency	70	65	**90**	Level 2: successful
	Allocation efficiency	30	25		
Sustainability	Capacities of the beneficiaries and stakeholders	20	18	**90**	Level 2: successful
	Contribution to supporting sustainable capacities	30	27		
	Durability of results over time	50	45		
Mean score and overall rating		100	**91**		**Level 2: successful ***

* The knock-out criterion effectiveness/impact/sustainability was rated level 4 or lower. Therefore, the overall rating was level 4 although the mean score may be higher.

5 Conclusions and recommendations

5.1 Key findings and factors of success/failure

To facilitate learning from the results and conclusions of this evaluation, this section corroborates key factors of success and central weaknesses of the project. Efforts and positive achievements in the factors of success (which sometimes overlap) have the potential to leverage current achievements, mitigate current or future risks, or they can be applied to similar projects.

Key success factors

External factors: In evaluating all criteria, the quality of the project's partners emerges as a key success factor. As an international cooperation with the regions project, GIDRM II was implemented through strategic partnerships of mutual benefit for all parties. Consequently, this contributed to great benefits for the project. It increased **efficiency**, as partners mutually contributed to bringing attention on the topic of **coherence**. This quality of the partnerships increased **impact** and **effectiveness**, given that it facilitated replication of the good practice by other countries (Cuba, Bolivia and Costa Rica). It supported **sustainability**, given that no dependencies were created in the targeted regions. The development of the project at the German level also benefited from the expertise of good practice developed in three countries – Mexico, Philippines and the Dominican Republic (see Chapter 2.1). The implementation of GIDRM I was another success factor for GIDRM II, which could build its launch on existing partnerships in the Philippines and the Dominican Republic and with RCC and Red SNIP. This also enhanced work with more indirect stakeholders such as the UNDRR.

Management of the project and quality of implementation

All stakeholders underlined the project's value regarding:

- **The project's multi-level approach:** This allowed the project to influence regional and global events based on good practices on a national level.
- **The project's multi-actor approach**: This included the project's cooperation with non-traditional disaster risk management parties such as local government units, public investment officers, public service providers in the Dominican Republic, as well as with specialists and researchers in the field. The project also engaged more traditional disaster risk management organisations such as RCC and UNDRR, which led to the comprehensive knowledge-building process that is a prerequisite for coherence.
- **Learning and innovation**: The following research products – *Cookbook on Coherence* by the Global Network of Civil Society Organisations for Disaster Reduction (GNDR), a cost and benefit analysis on coherence and incoherence by UN University – Institute for Environment and Human Security (EHS) and the study *Mainstreaming Gender within Local Government Climate and Disaster Risk Assessments* – deepened the investigation of coherence and contributed innovative insights on the topic.
- **Technical and collaboration skills:** The project team's steady motivation and spirit to foster coherence boosted enthusiasm and discussion on a topic that many have considered heavy and difficult to understand.

Central project weaknesses

- According to the stakeholders, the short duration of GIDRM II might have impaired the possibility of further support in certain targeted countries – especially the Dominican Republic.
- Resources fell short, which led to limitations in terms of budget, time and human resources and therefore limited the capacities of the project to create positive and sustainable change.

Findings regarding the 2030 Agenda

Universality, shared responsibility and accountability

As stated in relation to impact (see Chapter 4.5), the project supported implementation of practical coherence or "good enough coherence", building the bridge between the abstract concept of coherence and public policy/governance. By supporting risk-aware development, the project helped increase accountability and commitment to disaster risk management and resilience.

Interplay of economic, environmental and social development

The discussion on coherence aligned with global strategies that represent intervention frameworks towards:
- **socioeconomic development** by including the UN sustainable development goals (SDGs),
- **environmental sustainability** by embracing the concept of climate change adaptation (Paris Agreement), and
- building on the concept of **local resilience** through disaster risk management.

Inclusiveness and Leave No One Behind

The principle of Leave no One Behind has been embedded in the concept of practical coherence. This took place through breaking down boundaries between the different agendas pursued by GIDRM II, and by taking inclusiveness and the fight against poverty into consideration. The experience of mapping vulnerability, which was observed in the Dominican Republic, could also lead to stronger capacity in governmental bodies to draw vulnerability profiles based on comprehensive data. Finally, increased budgets for local government units in the Philippines also helped to increase resources allocated to work on considerations of inclusiveness.

5.2 Recommendations

Recommendations based on findings in the previous sections of this evaluation are identified as follows. They have been addressed to GIZ, along with specific groups and stakeholders within GIZ:
- GIDRM II (GIZ to discuss with BMZ): Ensure that sufficient resources are given to leaders of project implementation activities such as management, coordination, monitoring and evaluation and learning dissemination.
- GIDRM II: Produce documents on lessons learned that can easily be disseminated, especially in regard to support for countries.
- GIDRM III: Link with existing projects in regions of intervention to allow for disseminating good practices and further support that could be further fostered in region. GIDRM III has the potential to complement the implementation of existing projects and initiatives, addressing fragmentation and tackling coherence from a holistic perspective.
- GIDRM III: Increase the visibility of GIDRM products within GIZ and key stakeholders, thus creating capacities for replication beyond the project partners.
- GIDRM III: Establish linkages with other GIZ projects to ensure broader impact; develop the third phase in close collaboration with other projects to allow for resource sharing (optimise impact) and potential replication of other projects.
- GIDRM III: Invest in capacity building for key partners in countries, as national participants have stated that they knew how to devise a coherent process at the time, but did not know why they were doing it.

- GIZ to discuss with BMZ: Reconsider the length of project's lifecycle. The GIDRM I evaluation report showed the change of approach after three years limited impact and sustainability. For GIDRM II, sustainability of efforts in Mexico and mostly in the Dominican Republic (supported for a shorter period of time) have not yet been fully established. These countries could have benefited from a longer period support if the project lifecycle had a longer duration period.
- GIZ Corporate Unit Evaluation: consider further adapting the evaluation matrix to international cooperation with regions and sectorial project realities, particularly for the impact dimension.

List of references

GIZ standard project documents

Please list the documents cited. Standard GIZ project documents are documents mandatory according to “quality assurance in line” (see table 2 in inception report annotations).

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Annex: Evaluation matrix

OECD-DAC Criterion Relevance - Is the intervention doing the right things? (max. 100 points)
The 'relevance' criterion focuses on the intervention's design. It refers to the extent to which the objectives and design of a development intervention are consistent with the (global, country and institution-specific) requirements, needs, priorities and policies of beneficiaries and stakeholders (individuals, groups, organisations and development partners). It also identifies the ability of the intervention's design to adapt to a change in circumstances. "Relevance" is assessed in relation to 1) the **time of the intervention design**[1] and 2) from **today's perspective**[2].

Assessment dimensions	Filter - Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Alignment with policies and priorities	Standard	To what extent are the intervention's objectives aligned with the (global, regional and country specific) policies and priorities of the BMZ and of the beneficiaries and stakeholders and other (development) partners? To what extent do they take account of the relevant political and institutional environment?	• Orientation at BMZ country strategies and BMZ sector concepts • Strategic reference framework for the project (e.g. national strategies including the national implementation strategy for Agenda 2030, regional and international strategies, sectoral and cross-sectoral change strategies, in bilateral projects especially partner strategies, internal analytical framework e.g. safeguards and gender4 • Orientation of the project design at the (national) objectives of Agenda 2030 • Project contribution to certain Sustainable Development Goals (SDGs) • Explanation of a hierarchy of the different policies, priorities (especially in case of contradictions)	The GIDRM II is aligned with the Sendai framework. The GI is aligned with the Paris agreement on CCA. Direct: The GI is aligned with the SDG 11 (cities and human settlements are inclusive, resilient and sustainable) and 9 (resilient infrastructure), SDG 13 (climate). The project is aligned to BMZ sectoral documents: BMZ-Handreichung „Katastrophenrisikomanagement – Ansatz und Beiträge der deutschen Entwicklungszusammenarbeit“ (BMZ, 2015) und „Umfassendes Risikomanagement – Der Ansatz der deutschen Entwicklungszusammenarbeit im Umgang mit Katastrophen- und Klimarisiken“. The project is aligned with the German (Draft of the) National strategy on resilience – (Federal Government, Sendai framework focal point BBK).	'Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Documents listed in the indicator column. Focal point IMAG BKK BMZ Project team: former and current AV, regional managers	No identified limitations, data quality is strong	Strong

				The project is aligned to RCC (Asia) / AFDRR (regional framework) and Red Snip The project is aligned with: national strategy on DRR (Philippines), National agenda 2030 (Mexico - abandoned) + NDPs.				
	and Fragility	To what extent was the (conflict) context of the project adequately analyzed and considered for the project concept?	• Key documents: (Integrated) Peace and Conflict Assessment (I)PCA, Safeguard Conflict and Context Sensitivity documents	The good practices developed by the project at national and regional levels were discussed and developed taking into consideration the context risks and specific fragility	Design and Methods: Document's analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Project team.	As the GIDRM is a global initiative, there is less documentation and resources to develop extensive coping strategies with individual partners.	Good
	and SV/GV	To what extent does the project complement bilateral or regional projects? To what extent does it complement other global projects?	• Please use CPE factsheet on SV / GV / IZR	x	x	x	x	x
	and SV/GV	To what extent is the project geared towards solving a global challenge that cannot only be effectively addressed bilaterally/ regionally?	• Please use CPE factsheet on SV / GV / IZR	x	x	x	x	x
Alignment with the needs and capacities of the beneficiaries and stakeholders	Standard	To what extent are the intervention's objectives aligned with the development needs and capacities of the beneficiaries and stakeholders involved (individuals, groups and organizations)?	• Also: consideration of stakeholders such as civil society and private sector in the design of the measure	The project is aligned with the needs of DRM actors in Germany, at international, regional and national levels. The project's interventions at national level are aligned with the needs of the population and government as a whole for improving coherence in the planning, implementation and reporting	Design and Methods: Document's analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Key stakeholders in Germany (IMAG representatives and GIZ key counterparts), at international (UNDRR), regional (Red SNIP; RCC, CEA), and national levels. Representatives of the local population through local NGOs.	No identified limitations, data quality is strong for the alignment with the needs of counterparts. For the needs of the population, this project was focusing on a higher -level support to DRM, thus no direct or indirect benefit to the population exists yet. Representatives of the local population will nevertheless be interviewed to understand and analyse the current	Strong

							needs of the population and see if the deliverables of the project could answer to them.	
and Fragility	How were deescalating factors/ connectors[5] as well as escalating factors/ dividers[6] in the project context identified and considered for the project concept (please list the factors)?[7]	• e.g. see column I and II of the (Integrated) Peace and Conflict Assessment	The project's implementation in the Philippines and in Mexico was designed taking into consideration the conclusions of a thorough context analysis, and the products developed through the project answer to identified challenges	Design and Methods: Document's analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	PCA and context analysis (Mexico, Philippines and regional).. Political partners in country and project team.	No identified limitations, data quality is strong	Strong
and Fragility	To what extent were potential (security) risks for (GIZ) staff, partners, target groups/final beneficiaries identified and considered?		Potential security risks were identified and monitored during the project implementation	Design and Methods: Document's analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	PCA and context analysis. Project team.	As the GIDRM is a global initiative, there is less documentation and resources to develop extensive coping strategies with individual partners.	Good
Standard	To what extent are the intervention's objectives geared to the needs and capacities of particularly disadvantaged and vulnerable beneficiaries and stakeholders (individuals, groups and organizations)? With respect to groups, a differentiation can be made by age, income, gender, ethnicity, etc. ?	• Reaching particularly disadvantaged groups (in terms of Leave No One Behind, LNOB) • Consideration of potential for human rights and gender aspects • Consideration of identified risks	The GI's interventions at national level were designed together with the partner countries and aligned with the needs of partner countries. The GI interventions at local level were aligned with identified needs of the local population and of the local administration. The GI interventions at regional level were aligned with the needs of the regional partners. The GI matches the needs of the interministerial working group. The GI allowed the BMZ to be positioned on the international level on coherence	Design and Methods: Document's analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Key stakeholders in Germany (IMAG representatives and GIZ key counterparts), at international (UNDRR), regional (Red SNIP; RCC, CEA), and national levels . Project team	No identified limitations, data quality is strong	Strong

					and DRR. The GI addressed the needs of the GIZ's sector projects working on the global agenda.					
	Appropriateness of the design[3]	Standard	To what extent is the intervention's design appropriate and realistic (in terms of technical, organizational and financial aspects)?	• Realistic project goal from today's perspective and in view of the available resources (time, finances, partner capacities) • Consideration of potential changes in the framework conditions • Dealing with the complexity of framework conditions and strategic reference frameworks and with possible overloading • Strategic focusing	The intervention design is appropriate and realistic at international, regional and national levels.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Key stakeholders in Germany (IMAG representatives and GIZ key counterparts), at international (UNDRR), regional (Red SNIP; RCC, CEA), and national levels .	No identified limitations, data quality is strong	Strong	
		Standard	To what extent is the intervention's design sufficiently precise and plausible (in terms of the verifiability und traceability of the system of objectives and the underlying assumptions)?	Assessment of the (current) results model and results hypotheses (Theory of Change, ToC) of the actual project logic: • Adequacy of activities, instruments and outputs in relation to the project objective to be achieved • Plausibility of the underlying results hypotheses • Clear definition and plausibility of the selected system boundary (sphere of responsibility) • Appropriate consideration of potential influences of other donors/ organizations outside the project's sphere of responsibility • completeness and plausibility of assumptions and	The flexible model of the GI allowed the team to look for innovations, good practices, and for opportunities for pushing the agenda coherence/ positioning. The results model of the project was designed to bring change. The interventions at different levels (local, national, regional internat.) allowed to push agendas for practical coherence. The strategy to influence the international discussion on coherence was relevant.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Key stakeholders in Germany (IMAG representatives and GIZ key counterparts), at international (UNDRR), regional (Red SNIP; RCC, CEA), and national levels.	No identified limitations, data quality is strong	Strong	

				risks for the project results • How well is co-financing (if any) integrated into the overall concept of the project and what added value could be generated for the ToC/project design?					
		Standard	To what extent is the intervention's design based on a holistic approach to sustainable development (interaction of the social, environmental and economic dimensions of sustainability)?	• Presentation of the interactions (synergies/trade-offs) of the intervention with other sectors in the project design - also with regard to the sustainability dimensions in terms of Agenda 2030 (economic, ecological and social development)	The technical focus of the project (i.e coherence) wholistically addressed social, environmental and economic dimensions of sustainability.	Design and Methods: Document's analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Project team, proposal to the BMZ.	No identified limitations, data quality is strong	Strong
	Adaptability – response to change	Standard	To what extent has the intervention responded to changes in the environment over time (risks and potentials)?	• Reaction to changes during project including change offers (e.g. local, national, international, sectoral changes, including state-of-the-art sectoral know-how)	The project adapted its intervention to the changing needs and priorities of partners-The project adapted its strategy to the context of COVID-19pandemic.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Project team, progress reports, stakeholders at national level.	No identified limitations, data quality is strong	Strong

(1) The 'time of the intervention design' is the point in time when the offer/most recent modification offer was approved.

(2) In relation to the current standards, knowledge and framework conditions.

(3) The design of an intervention is usually assessed by evaluating its intervention logic. The intervention logic depicts the system of objectives used by an intervention. It maps out the systematic relationships between the individual results levels. At the time an intervention is designed, the intervention logic, in the form of a logical model, is described in the offer for the intervention both as a narrative and generally also on the basis of a results framework. The model is reviewed at the start of an evaluation and adjusted to reflect current knowledge. Comprehensive (re)constructed intervention logics are also known as "theories of change". In GIZ the 'project design' encompasses project objective (outcome) and the respective theory of change (ToC) with outputs, activities, TC-instruments and especially the results hypotheses as well as the implementation strategy (e.g. methodological approach, Capacity Development (CD) strategy). In GIZ the Theory of Change is described by the GIZ results model as graphic illustration and the narrative results hypotheses.

(4) In the GIZ Safeguards and Gender system risks are assessed before project start regarding following aspects: gender, conflict, human rights, environment and climate. For the topics gender and human rights not only risks but also potentials are assessed. Before introducing the new safeguard system in 2016 GIZ used to examine these aspects in seperate checks.

(5) Deescalating factors/ connectors: e.g. peace-promoting actors and institutions, structural changes, peace-promoting norms and behavior. For more details on 'connectors' see: GIZ (2007): 'Peace and Conflict Assessment (PCA). Ein methodischer Rahmen zur konflikt- und friedensbezogenen Ausrichtung von EZ-Maßnahmen', p. 55/135.

(6) Escalating factors/ dividers: e.g. destructive institutions, structures, norms and behavior. For more details on 'dividers' see: GIZ (2007): 'Peace and Conflict Assessment (PCA). Ein methodischer Rahmen zur konflikt- und friedensbezogenen Ausrichtung von EZ-Maßnahmen', p. 135.

(7) All projects in fragile contexts, projects with FS1 or FS2 markers and all transitional aid projects have to weaken escalating factors/dividers and have to mitigate risks in the context of conflict, fragility and violence. Projects with FS1 or FS2 markers should also consider how to strengthen deescalating factors/ connectors and how to address peace needs in its project objective/sub-objective.

OECD-DAC Criterion Coherence - How well does the intervention fit? (max. 100 points)
This criterion refers to the intervention's compatibility with other interventions in a country, sector or institution as well as with international norms and standards. Internal coherence addresses the synergies and division of tasks between the intervention and other interventions of German development cooperation and also the intervention's consistency with the relevant international norms and standards to which German development cooperation adheres. External coherence considers the intervention's complementarity, harmonisation and coordination with the interventions of other partners, donors and international organisations. The "coherence" criterion relates both to the intervention's design as well as to the results it achieves.

Assessment dimensions	Filter - Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Internal Coherence	Standard	Within German development cooperation, to what extent is the intervention designed and implemented (in a sector, country, region or globally) in a complementary manner, based on the division of tasks?	• Also analysis of whether the project takes the necessary steps to fully realize synergies within German development cooperation	The GIDRM II complemented bilateral programmes of the GIZ in targeted countries (Mex and Phi) and cooperated with other projects. The project was implemented keeping other relevant projects informed about its development, to leverage synergies.	Project team, GIZ projects in country / regions, GIZ sectorial leads. Progress reports.	No identified limitations, data quality is strong	Strong
	Standard	To what extent are the instruments of German development cooperation (Technical and Financial Cooperation) meaningfully interlinked within the intervention (in terms of both design and implementation)? Are synergies leveraged?	• if applicable, also take into account projects of different German resorts/ministries	The project, being a global initiative, helped breaking sectorial siloes on the topic of DRM, in countries, regions, and in Germany. The project's intervention was aligned with the key features of IZR projects.	Project team, GIZ projects in country / regions, GIZ sectorial leads. Key stakeholders at international, national and regional levels.	No identified limitations, data quality is strong	Strong
	Standard	To what extent is the intervention consistent with international and national norms and standards to which German development cooperation is committed (e.g. human rights)?		The project supported resilience, ODS and agenda post 2030 implementation.	Project team, key stakeholders at international, national and regional levels.	No identified limitations, data quality is strong	Strong
External Coherence	Standard	To what extent does the intervention complement and support the partner's own efforts (principle of subsidiarity)?		The project used existing systems to support practices on coherence: the partners wanted it and implemented it. The project complemented other initiatives for coherence at international level, and is recognised as an added value by partners.	Project team, key stakeholders in country	No identified limitations, data quality is strong	strong
	Standard	To what extent has the intervention's design and implementation been coordinated with other donors' activities?	• Also: To what extent could synergies be achieved through co-financing (where available) with other bilateral and multilateral donors	The project collaborated with key partners and actors of the DRM sector - at national, regional and international levels.	Project team, ADB, UNDRR, other donors.	No identified limitations, data quality is strong	strong

			and organizations and how did co-financing contribute to improved donor coordination?				
	Standard	To what extent has the intervention's design been designed to use existing systems and structures (of partners/other donors/international organisations) for implementing its activities? To what extent are these systems and structures used?	• Also analysis of whether the project is taking the necessary steps to fully realize synergies with interventions of other donors at the impact level	The GI used existing systems to support practices on coherence: the partners wanted it and implemented it.	project team, key stakeholders in country	No identified limitations, data quality is strong	strong
	Standard	To what extent are common systems (together with partners/other donors/international organisations) used for M&E, learning and accountability?		The GI used existing systems to support practices on coherence.	project team, key stakeholders in country	No identified limitations, data quality is strong	strong

OECD-DAC Criterion Effectiveness - Is the intervention achieving its objectives? (max. 100 points)
'Effectiveness' refers to the extent to which the intervention has achieved, or is expected to achieve, its objectives (at outcome level), including any differential results across beneficiary and stakeholder groups. It examines the achievement of objectives in terms of the direct, short-term and medium term results.

Assessment dimensions	Filter - Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods (Design: e.g. Contribution analysis, Follow-the-Money Approach) (Methods: e.g. interviews, focus group discussions, document analysis, project/partner monitoring system, workshop, online survey, etc.)	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Achievement of the (intended) objectives[1]	Standard	To what extent has the intervention achieved, or is the intervention expected to achieve, the (intended) objectives as originally planned (or as modified to cater for changes in the environment)?	• Assessment based on the project objective indicators (agreed with BMZ) • Check whether more specific or additional indicators are needed to adequately reflect the project objective	The indicators of the project at modular level have been achieved Partners and stakeholders appreciated the changes and improvements brought by the GI: Partners and stakeholders affirm that changes happened beyond indicators target, particularly: overcoming siloes	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	• Indicator Progress Update Sheets • Perception of key partners, perception of project team members • SMART* criteria have been met.	No identified limitations, data quality is strong	strong

				within implementation of post 2030 agendas, via formal and informal discussions / solutions.					
	and Fragility	For projects with FS1 or FS2 markers: To what extent was the project able to strengthen deescalating factors/ connectors?2, 4		The project supported the resilience of at risk regions through good practices on coherent planning, implementation and reporting of post 2030 agendas.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Project proposal paragraph of risk mitigation Interviews with all key stakeholders, validation workshop with project team	No identified limitations, data quality is strong	strong	
Contribution to achievement of objectives	Standard	To what extent have the intervention's outputs been delivered as originally planned (or as modified to cater for changes in the environment)?		The project has implemented all foreseen activities in the given time.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Perception of key partners, perception of project team members	No identified limitations, data quality is strong	strong	
	Standard	To what extent have the delivered outputs and increased capacities been used and equal access (e.g. in terms of physical, non-discriminatory and affordable access) guaranteed?		The good practices identified and tested through GIDRM II in Mexico, Philippines, DR are being used. Regional bodies have further spread them.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	No identified limitations, data quality is strong	strong	
	Standard	To what extent has the intervention contributed to the achievement of objectives?	• Assessment based on the activities, TC-instruments, and outputs of the project (contribution-analysis as focus of this assessment dimension and minimum standard, see annotated reports) • What would have happened without the project? (usually qualitative reflection)		Design: contribution analysis Mayne, process tracing. Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	No identified limitations, data quality is strong	strong	
	Standard	To what extent has the intervention contributed to the achievement of objectives at the level of the intended beneficiaries?			see above	Interviews with all key stakeholders, validation workshop with project team	No identified limitations, data quality is strong	strong	

		Standard	To what extent has the intervention contributed to the achievement of objectives at the level of particularly disadvantaged or vulnerable groups of beneficiaries and stakeholders? (These may be broken down by age, income, gender, ethnicity, etc.)?		see above	see above	Interviews with all key stakeholders, validation workshop with project team	No identified limitations, data quality is strong	strong
		Standard	Which internal factors (technical, organisational or financial) were decisive for achievement/non-achievement of the intervention's intended objectives?	• Internal factors = within the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s).	see above	see above	Interviews with all key stakeholders, validation workshop with project team	No identified limitations, data quality is strong	strong
		Standard	Which external factors were decisive for achievement/non-achievement of the intervention's intended objectives (taking into account the anticipated risks)?	• External factors = outside the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s).	see above	see above	Interviews with all key stakeholders, validation workshop with project team	No identified limitations, data quality is strong	strong
	Quality of implementation	Standard	What assessment can be made of the quality of steering and implementation of the intervention in terms of the achievement of objectives? What assessment can be made of the quality of steering and implementation of, and participation in, the intervention by the partner/executing agency?	Capacity Works considerations: - Results-oriented monitoring (RoM / WoM) is established and used, e.g. for evidence-based decisions, risk management. Data are disaggregated by gender and marginalized groups. unintended positive and negative results are monitored. Conflict-sensitive monitoring and explicit risk-safety monitoring are particularly important for projects in fragile contexts. - A bindingly communicated strategy agreed with the partners is pursued - Involvement and cooperation of all relevant actors (including partners, civil society, private sector)	Steering, M&E, L+I process were established and used by the GIDRM II and enabled the team to effectively implement the project.	Document analysis and interview	Capacity works considerations: • Results-based Monitoring System (yes) • Cooperation agreement with SI Jobs (internal document available on distribution of roles and responsibilities) • GBN-Funktions- und Dienstleistungsrichtlinien	No identified limitations, data quality is strong	strong

				- Steering: decisions influencing the projects's results are made in time and evidence-informed. Decision processes are transparent. - Processes: Relevant change processes are anchored in the cooperation system; project-internal processes are established and regularly reflected and optimised. - Learning and innovation: There is a learning and innovation-friendly work culture that promotes the exchange of experience; learning processes are established; context-specific adjustments are possible					
Unintended results	Standard	To what extent can unintended positive/negative direct results (social, economic, environmental and among vulnerable beneficiary groups) be observed/anticipated?	• The focus is on the outcome level, but for the analysis the unintended effects can also be included on the output level	The project's counterparts at regional and national levels are using and developing methodologies and policies on coherent implementation, reporting and planning of post 2030 agendas.	Document analysis and interview	Perception of key partners, perception of project team members	No identified limitations, data quality is strong	strong	
	and Fragility	To what extent was the project able to ensure that escalating factors/ dividers[3] have not been strengthened (indirectly) by the project[4]? Has the project unintentionally (indirectly) supported violent or 'dividing' actors?		The project implemented a strategy which ensured that identified escalating /de escalating factors are managed, supported or leveraged.	Document analysis and interview	Perception of key partners, perception of project team members	No identified limitations, data quality is strong	strong	
	Standard	What potential benefits/risks arise from the positive/negative unintended results? What assessment can be made of them?	• also check whether the risks were already mentioned and monitored in the design phase	The project identified risks and assumptions, additional unintended results and leveraged them whenever possible.	Document analysis and interview	Perception of key partners, perception of project team members	No identified limitations, data quality is strong	strong	

	and Fragility	To what extent have risks and unintended-negative results in the context of conflict, fragility and violence[5] been monitored (context/conflict-sensitive monitoring) in a systematic way?		see above	Document analysis and interview	Perception of key partners, perception of project team members	No identified limitations, data quality is strong	strong
	Standard	How has the intervention responded to the potential benefits/risks of the positive/negative unintended results?	• Check if positive results at the outcome level have been monitored and set in value	see above	Document analysis and interview	Perception of key partners, perception of project team members	No identified limitations, data quality is strong	strong

(1) The first and second assessment dimensions are interrelated: If the project's contribution to achieving the objective is small (2nd assessment dimension), this must also be taken into account when evaluating the first assessment dimension.
(2) Deescalating factors/ connectors: e.g. peace-promoting actors and institutions, structural changes, peace-promoting norms and behavior. For more details on 'connectors' see: GIZ (2007): 'Peace and Conflict Assessment (PCA). Ein methodischer Rahmen zur konflikt- und friedensbezogenen Ausrichtung von EZ-Maßnahmen', p. 55/135.
(3) Escalating factors/ dividers: e.g. destructive institutions, structures, norms and behavior. For more details on 'dividers' see: GIZ (2007): 'Peace and Conflict Assessment (PCA). Ein methodischer Rahmen zur konflikt- und friedensbezogenen Ausrichtung von EZ-Maßnahmen', p. 135.
(4) All projects in fragile contexts, projects with FS1 or FS2 markers and all transitional aid projects have to weaken escalating factors/dividers and have to mitigate risks in the context of conflict, fragility and violence. Projects with FS1 or FS2 markers should also consider how to strengthen deescalating factors/ connectors and how to address peace needs in its project objective/sub-objective?
(5) Risks in the context of conflict, fragility and violence: e.g. contextual (e.g. political instability, violence, economic crises, migration/refugee flows, drought, etc.), institutional (e.g. weak partner capacity, fiduciary risks, corruption, staff turnover, investment risks) and personnel (murder, robbery, kidnapping, medical care, etc.). For more details see: GIZ (2014): 'Context- and conflict-sensitive results-based monitoring system (RBM). Supplement to: The 'Guidelines on designing and using a results-based monitoring system (RBM) system.', p.27 and 28.

OECD-DAC Criterion Impact (higher-level development results) - What difference does the intervention make? (max. 100 points)
Based on recognisable higher-level development changes (at impact level), the criterion of "higher level development results (at impact level)" relates to the extent to which the intervention has already produced significant positive or negative, intended or unintended results at the overarching level (contributions to the observed changes), or is expected to do so in the future. This includes any differential results across different stakeholders and beneficiaries. This criterion refers to the results of the development intervention.

Assessment dimensions	**Filter - Project Type**	**Evaluation questions**	**Clarifications**	**Basis for Assessment / Evaluation indicators**	**Evaluation Design and empirical methods** (Design: e.g. Contribution analysis, Follow-the-Money Approach) (Methods: e.g. interviews, focus group discussions, document analysis, project/partner monitoring system, workshop, online survey, etc.)	**Data sources**	**Data Quality and limitations**	**Data Quality Assessment** (weak, moderate, good, strong)

	Higher-level (intended) development changes[1]	Standard	To what extent can the higher-level development changes (social, economic and environmental dimensions and the interactions between them) to which the intervention will/is designed to contribute be identified/foreseen)? (Specify time frame where possible.)	• Consider module proposal for suggested impact and program objective indicators (program proposal), if it is not an individual measure • Potential basis for assessment: program objective indicators, identifiers, connection to the national strategy for implementing 2030 Agenda , connection to SDGs	The project has supported a stronger resilience of targeted countries and regions against external shocks, contributing to an improvement of the living situation, development progress and risk aware development in high-risk countries. The project has contributed to SDG 9, 11, 13. The project has contributed to partners having a stronger planning processes, financing requirements and mechanisms as well as cooperation, reflecting a coherent understanding of risk. The project has contributed to regional bodies making recommendations for coherent practices	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong	
		IZR	To what extent have the IZR criteria contributed to strengthening overarching development results?	• Please use CPE factsheet on SV / GV / IZR	The project has contributed to a stronger coherent implementation and understanding of DRM by the GIZ.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong	
		Standard	To what extent can the higher-level development changes (social, economic, environmental dimensions and the interactions between them) be identified/foreseen at the level of the intended beneficiaries? (Specify time frame where possible.)			Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that,	strong	

								data is of good quality.	
		Standard	To what extent can higher-level development changes to which the intervention will/is designed to contribute be identified/foreseen at the level of particularly disadvantaged/vulnerable groups of beneficiaries and stakeholders? (These may be broken down by age, income, gender, ethnicity, etc.) (Specify time frame where possible.)			Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong
	Contribution to higher-level (intended) development changes	Standard	To what extent can the higher-level development changes (social, economic and environmental dimensions and the interactions between them) to which the intervention will/is designed to contribute be identified/foreseen)? (Specify time frame where possible.)	• Consider module proposal for suggested impact and program objective indicators (program proposal), if it is not an individual measure • Potential basis for assessment: program objective indicators, identifiers, connection to the national strategy for implementing 2030 Agenda, connection to SDGs	The project has supported a stronger resilience of targeted countries and regions against external shocks, contributing to an improvement of the living situation, development progress and risk aware development in high-risk countries. The project has contributed to SDG 9, 11, 13. The project has contributed to partners having a stronger planning processes, financing requirements and mechanisms as well as cooperation, reflecting a coherent understanding of risk. The project has contributed to regional bodies making recommendations for coherent practices	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong
		IZR	To what extent have the IZR criteria contributed to strengthening overarching development results?	• Please use CPE factsheet on SV / GV / IZR	The project has contributed to a stronger coherent implementation and understanding of DRM by the GIZ.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects	strong

						by the population. Other than that, data is of good quality.	
Standard	To what extent can the higher-level development changes (social, economic, environmental dimensions and the interactions between them) be identified/foreseen at the level of the intended beneficiaries? (Specify time frame where possible.)			Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong
Standard	To what extent can higher-level development changes to which the intervention will/is designed to contribute be identified/foreseen at the level of particularly disadvantaged/vulnerable groups of beneficiaries and stakeholders? (These may be broken down by age, income, gender, ethnicity, etc.) (Specify time frame where possible.)			Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong
Standard	To what extent has the intervention actually contributed to the identified and/or foreseeable higher level development changes (social, economic, environmental dimensions and their interactions, taking into account political stability) that it was designed to bring about?	• Contribution analysis (evaluation design) as minimum standard and focus of this assessment dimension, further approaches are possible and welcome, see also annotated reports • Evaluation of the project's contribution to impacts based on an analysis of the results hypotheses from outcome to impact level	Contribution analysis 4 (CA 4): The changes made within the German inter-ministerial working group on the Sendai Framework resulted in DRM-relevant German actors sharing and taking into account a coherent understanding of risk, based on national and regional recommendations (Case study: Germany). Contribution analysis 5 (CA5): Planning processes, financing requirements and mechanisms reflecting a coherent understanding of risk contribute to a more	Design: contribution analysis Mayne, process tracing. Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong

			risk-aware development in high-risk countries, thus contributing to the living situation of citizens living in high-risk areas (case study: all interventions at regional and national levels, esp. Mexico).				
Standard	To what extent has the intervention achieved its intended (original and, where applicable, revised) development objectives?	• This question can already be assessed in Dimension 1 Question 1, the contribution to impact is assessed in Dimension 2, Question 1	see above	Design: contribution analysis Mayne, process tracing. Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong
Standard	To what extent has the intervention achieved its (original and, where applicable, revised) development objectives at the level of the intended beneficiaries?		see above	Design: contribution analysis Mayne, process tracing. Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong
Standard	To what extent has the intervention contributed to higher-level development changes/changes in the lives of particularly disadvantaged or vulnerable groups of beneficiaries and stakeholders that it was designed to bring about? (These may be broken down by age, income, gender, ethnicity, etc.).		see above	Design: contribution analysis Mayne, process tracing. Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong

		Standard	Which internal factors (technical, organisational or financial) were decisive for achievement/non-achievement of the intervention's intended development objectives?	• Internal factors = within the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s)	see above	Design: contribution analysis Mayne, process tracing. Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong	
		Standard	Which external factors were decisive for the achievement/non-achievement of the intervention's intended development objectives?	• External factors = outside the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s). • Take into account the activities of other actors or other policies, framework conditions, other policy areas, strategies or interests (German ministries, bilateral and multilateral development partners)	see above	Design: contribution analysis Mayne, process tracing. Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong	
	Contribution to higher-level (unintended) development change	Standard	To what extent can higher-level, unintended development changes (social, economic and environmental dimensions and their interactions, taking into account political stability) be identified/foreseen? (Specify time frame where possible.)		Project's stakeholders identify additional high-level positive contributions outside of the project's intended impact area, correlated by documents and / or project team interviews.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong	
		and Fragility	To what extent did the project have (unintended) negative or escalating effects on the conflict or the context of fragility (e.g. conflict dynamics, violence, legitimacy of state and non-state actors/institutions)? To		Project's stakeholders identify additional high-level positive contributions outside of the project's intended impact area, correlated by documents and / or project team interviews.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted	strong	

		what extent did the project have positive or deescalating effects on the conflict or the context of fragility (e.g. conflict dynamics, violence, legitimacy of state and non-state actors/institutions)?					have very probably not have identifiable effects by the population. Other than that, data is of good quality.	
	Standard	To what extent has the intervention brought about foreseeable/identifiable unintended (positive and/or negative) higher-level development results?	• Analyse whether the risks were already known in the design phase • Check how the assessment of risks in connection with (unintended) negative or (not formally agreed) positive results at the impact level in the monitoring system has been carried out (e.g. use of 'compass') • measures taken to avoid or counteract the risks/ negative effects/ trade-offs[3] • Determine relevant framework conditions for negative results and the project's reaction to them • Examine to what extent potential (not formally agreed) positive results and synergies between the ecological, economic and social development dimensions have been monitored and exploited	Project's stakeholders identify additional high-level positive contributions outside of the project's intended impact area, correlated by documents and / or project team interviews.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong
	Standard	To what extent has the intervention contributed to foreseeable/identifiable unintended (positive and/or negative) higher-level development results at the level of particularly disadvantaged or vulnerable groups of beneficiaries and stakeholders? (These may be broken down by age, income, gender, ethnicity, etc.)		Project's stakeholders identify additional high-level positive contributions outside of the project's intended impact area, correlated by documents and / or project team interviews.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Interviews with all key stakeholders, validation workshop with project team	The project was implemented at a high level. Being an IRZ /GI, the connexion to the population of at-risk area is very indirect, and good practices piloted have very probably not have identifiable effects by the population. Other than that, data is of good quality.	strong

(1) The first and second assessment dimensions are interrelated: If the project's contribution to achieving the objective is small (2nd assessment dimension), this must also be taken into account when evaluating the first assessment dimension.
(2) See GIZ 2016 'Guidelines on scaling-up for programme managers (AV) and planning officers'
(3) Risks, negative effects and trade-offs are separate aspects that should be discussed individually at this point.

OECD-DAC Criterion Efficiency - How well are resources being used? (max. 100 points)
This criterion describes the extent to which the intervention delivers results in an economic and timely way (relationship between input and output, outcome and impact level). The evaluation dimension "production efficiency" refers to the appropriateness of the relationship between inputs and outputs. The evaluation dimension "allocation efficiency" refers to the appropriateness of the relationship between the inputs and the results achieved (project/development objective; outcome/impact level) by the intervention. The "efficiency" criterion relates both to the intervention's design and implementation and to the results it achieves.

Assessment dimensions	Filter - Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods (Design: e.g. Contribution analysis, Follow-the-Money Approach) (Methods: e.g. interviews, focus group discussions, document analysis, project/partner monitoring system, workshop, online survey, etc.)	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Production efficiency	Standard	*How are the intervention's inputs (financial, human and material resources) distributed (e.g. by instruments, sectors, sub-interventions, taking into account the cost contributions of partners/executing agencies/other beneficiaries and stakeholders etc.)?*	• Description of the data: Costs per output, type of costs, agreed and provided partner contributions • Description of the deviations between original planned costs and actual costs (with comprehensible justification, changes are certainly desirable for increased efficiency)	Transformation of inputs to outputs based on: • GIZ efficiency tool	Design: Follow-the-Money Approach Methods: e.g. interviews, focus group discussions, document analysis	• "Kostenträger-Obligo" report of the project, • the comparison of planned budget figures with actual figures, • the results matrix • Progress reports Project management and team	Data is of good quality, no limitations foreseen.	strong
	Standard	To what extent have the intervention's inputs (financial, human and material resources) been used economically in relation to the outputs delivered (products, investment goods and services)? If possible, refer to data from other evaluations in a region or sector, for instance.	• Use of 'Efficiency tool' including instructions and use of the follow-the-money approach as evaluation design (may be combined with other high-quality approaches) • Output level: Analysis of approaches and activities as well as TC instruments (personnel instruments,	Transformation of inputs to outputs based on: • GIZ efficiency tool	Design: Follow-the-Money Approach Methods: e.g. interviews, focus group discussions, document analysis	• "Kostenträger-Obligo" report of the project, • the comparison of planned budget figures with actual figures, • the results matrix • Progress reports Project management and team	Data is of good quality, no limitations foreseen.	strong

			financing, materials and equipment)[1] compared to possible alternatives with a focus on the minimum principle (use of comparative data if available) • The project is oriented on internal or external benchmarks in order to achieve its effects economically • Regular reflection of the resources used by the project with focus on economically use of resources and cost risks • The overarching costs of the project are in an appropriate proportion to the costs of the outputs					
Standard	To what extent could the intervention's outputs (products, investment goods and services) have been increased through the alternative use of inputs (financial, human and material resources)? If possible, refer to data from other evaluations of a region or sector, for instance. (If applicable, this question adds a complementary perspective*) * This case is always applicable in the technical cooperation (TC), please answer the question bindingly	• Use of 'Efficiency tool' including instructions and use of the follow-the-money approach as evaluation design (may be combined with other high-quality approaches) • Output level: Analysis of approaches and activities as well as TC instruments (personnel instruments, financing, materials and equipment)[1] compared to possible alternatives with focus on output maximization (use of comparative data if available) • Analysis of alternative options for allocating resources and shifts between outputs for output maximisation • saved resources can and should be used to maximise outputs	Transformation of inputs to outputs based on: • GIZ efficiency tool	Design: Follow-the-Money Approach Methods: e.g. interviews, focus group discussions, document analysis	• "Kostenträger-Obligo" report of the project, • the comparison of planned budget figures with actual figures, • the results matrix • Progress reports Project management and team	Data is of good quality, no limitations foreseen.	strong

				• Reflection of the resources during the design phase and regularly during the implementation of the project with focus on output maximisation (with comprehensible justification, changes are certainly desirable for increased efficiency) • 'maximising outputs' means with the same resources, under the same conditions and with the same or better quality					
		Standard	Were the outputs (products, investment goods and services) produced on time and within the planned time frame?		Transformation of inputs to outputs based on: • GIZ efficiency tool	Design: Follow-the-Money Approach Methods: e.g. interviews, focus group discussions, document analysis	Progress reports, indicator progress update sheets	Data is of good quality, no limitations foreseen.	strong
	Allocation efficiency	Standard	*By what other means and at what cost could the results achieved (higher-level project objective) have been attained?*		Transformation of inputs to outputs based on: • GIZ efficiency tool	Design: Follow-the-Money Approach Methods: e.g. interviews, focus group discussions, document analysis	Further interviews with key stakeholders	Data is of good quality, no limitations foreseen.	strong
		Standard	To what extent – compared with alternative designs for the intervention – could the results have been attained more cost-effectively?	• Outcome level: Analysis of approaches and activities as well as TC-instruments in comparison to possible alternatives with focus on minimum principle (use of comparative data if available) • Regular reflection in the project of the input-outcome relation and alternatives as well as cost risks • The partner contributions are proportionate to the costs for the outcome of the project	Transformation of inputs to outputs based on: • GIZ efficiency tool	Design: Follow-the-Money Approach Methods: e.g. interviews, focus group discussions, document analysis	Further interviews with key stakeholders	Data is of good quality, no limitations foreseen.	strong
		Standard	To what extent – compared with alternative designs for the intervention – could the positive results have been	• Outcome level: Analysis of applied approaches and activities as well as TC-instruments compared to possible	Transformation of inputs to outputs based on: • GIZ efficiency tool	Design: Follow-the-Money Approach Methods: e.g. interviews, focus group discussions, document analysis	Further interviews with key stakeholders	Data is of good quality, no limitations foreseen.	strong

			increased using the existing resources? (If applicable, this question adds a complementary perspective*) * This case is always applicable in the technical cooperation (TC), please answer the question bindingly	alternatives with focus on maximizing the outcome (real comparison if available) • The project manages its resources between the outputs in such a way that the maximum effects in terms of the module objective are achieved • Regular reflection in the project of the input-outcome relation and alternatives • Reflection and realization of possibilities for scaling-up • If additional funds (e.g. co-financing) have been raised: Effects on input-outcome ratio (e.g. via economies of scale) and the ratio of administrative costs to total costs • Losses in efficiency due to insufficient coordination and complementarity within German DC are sufficiently avoided					

(1) see GIZ 2015: 'Integration of TC Instruments – Key Elements', based on BMZ 2014: Handbuch der bilateralen TZ Verfahrensinformation Nr. VI0362014 'Eckpunkte zur Instrumentenintegration'

OECD-DAC Criterion Sustainability - Will the benefits last? (max. 100 points)
The 'sustainability' criterion relates to continued long-term benefits (at the outcome and impact level) or the probability of continued long-term benefits – taking into account observed or foreseeable risks – over time, particularly after assistance has ended.

Assessment dimensions	***Filter - Project Type***	***Evaluation questions***	***Clarifications***	***Basis for Assessment / Evaluation indicators***	***Evaluation Design and empirical methods*** *(Design: e.g. Contribution analysis, Follow-the-Money Approach) (Methods: e.g. interviews, focus group discussions, document analysis, project/partner monitoring system, workshop, online survey, etc.)*	***Data sources***	***Data Quality and limitations***	***Data Quality Assessment*** *(weak, moderate, good, strong)*
Capacities of the beneficiaries and stakeholders	Standard	To what extent do the beneficiaries and stakeholders (individuals, groups and organisations, partners and executing agencies) have the institutional, human and financial resources as well as the willingness (ownership) required to sustain the positive results of the intervention over time (once assistance has drawn to a close)?	• Transitional Development Assistance (TDA) projects primarily address final beneficiaries, whose resilience to crises and recurring shocks is to be strengthened. The focus for TDA projects is thus often on the resilience of final beneficiaries and/or at least the continuity of the measure (see explanation in dimension 3) (clarification in the inception phase of the evaluation).	At national levels: the pilots are implemented in a broader way / extended in other places. At regional level: the knowledge sharing and exchanges on coherence continues, and risk based public investment by IADB. Training centre for civil servants: risk based public investment is included in the curricula. RCC: the committee continues to invite non DRR actors. At the German level: the soft changes / formal informal practices are strong enough to induce a sustainable improvement of coherence. The next GP: there is a coordinated German presentation (2022) – will be hard to identify.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Existing strategies, policies and initiatives. Project stakeholders, project team	Data is of good quality, no limitations foreseen.	strong
	Standard	To what extent do the beneficiaries and stakeholders (individuals, groups and organisations, partners and executing agencies) have the resilience to overcome future risks that could jeopardise the intervention's results?		Perception of project stakeholders, local NGOS and project team.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Existing strategies, policies and initiatives. Project stakeholders, project team	Data is of good quality, no limitations foreseen.	**strong**

Contribution to supporting sustainable capacities	Standard	To what extent has the intervention contributed to the beneficiaries and stakeholders (individuals, groups and organisations, partners and executing agencies) having the institutional, human and financial resources as well as the willingness (ownership) required to sustain the intervention's positive results over time and to limit the impact of any negative results?	• Analysis of the preparation and documentation of learning experiences • Description of the anchoring of contents, approaches, methods and concepts in the partner system • Reference to exit strategy of the project • If there is a follow-on project, check to what extent the results of the evaluated project are taken up; the anchoring of the effects in the partner's organisation should be pursued independently of a follow-on project, since sustainability should be achieved even without donor funds • Transitional Development Assistance (TDA) projects primarily address final beneficiaries, whose resilience to crises and recurring shocks is to be strengthened. The focus for TDA projects is thus often on the resilience of final beneficiaries and/or at least the continuity of the measure (see explanation in dimension 3) (clarification in the inception phase of the evaluation).	The project stakeholders assess that the collaboration with the project represented a sustainable added value to existing capacities. Local NGOs assess that the tools developed with the project represent an opportunity ot overcome challenges for the population.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Existing strategies, policies and initiatives. Project stakeholders, project team	Data is of good quality, no limitations foreseen.	strong
	Standard	To what extent has the intervention contributed to strengthening the resilience of the beneficiaries and stakeholders (individuals, groups and organisations, partners and executing agencies)?		The project stakeholders assess that the collaboration with the project represented a sustainable added value to existing capacities. Local NGOs assess that the tools developed with the project represent an opportunity to overcome challenges for the population.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Existing strategies, policies and initiatives. Project stakeholders, project team	Data is of good quality, no limitations foreseen.	strong

		Standard	To what extent has the intervention contributed to strengthening the resilience of particularly disadvantaged groups? (These may be broken down by age, income, gender, ethnicity, etc.)		The project stakeholders assess that the collaboration with the project represented a sustainable added value to existing capacities. Local NGOs assess that the tools developed with the project represent an opportunity ot overcome challenges for the population.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Existing strategies, policies and initiatives. Project stakeholders, project team	Data is of good quality, no limitations foreseen.	strong	
	Durability of results over time	Standard	How stable is the context in which the intervention operates?		The project stakeholders assess that the collaboration with the project represented a sustainable added value to existing capacities. Local NGOs assess that the tools developed with the project represent an opportunity ot overcome challenges for the population.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Existing strategies, policies and initiatives. Project stakeholders, project team	Data is of good quality, no limitations foreseen.	strong	
		Standard	To what extent is the durability of the intervention's positive results influenced by the context?	• Consideration of risks and potentials for the long-term stability of the results and description of the reaction of the project to these	The project stakeholders assess that the collaboration with the project represented a sustainable added value to existing capacities. Local NGOs assess that the tools developed with the project represent an opportunity ot overcome challenges for the population.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Existing strategies, policies and initiatives. Project stakeholders, project team	Data is of good quality, no limitations foreseen.	strong	
		Standard	To what extent can the positive (and any negative) results of the intervention be deemed durable?	• Consideration of the extent to which continued use of the results by partners and beneficiaries can be foreseen • Reference to conditions and their influence on the durability, longevity and resilience of the effects (outcome and impact) • In the case of projects in the field of Transitional Development Assistance (TDA), at least the continuity of the measure must be examined: To what	The project stakeholders assess that the collaboration with the project represented a sustainable added value to existing capacities. Local NGOs assess that the tools developed with the project represent an opportunity ot overcome challenges for the population.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Existing strategies, policies and initiatives. Project stakeholders, project team	Data is of good quality, no limitations foreseen.	strong	

			extent will services or results be continued in future projects (of GIZ or other donors/organizations) or their sustainability ensured? (Clarification in the inception phase)					

Predecessor project, follow-on project and further evaluation questions

Assessment dimensions	***Evaluation questions***	**Basis for Assessment / Evaluation indicators** *(e.g. module objective/programme indicators, selected hypotheses, or more generally a definition of the aspects to be used for evaluation)*	**Evaluation Design and empirical methods** (Design: e.g. Contribution analysis, Follow-the-Money Approach) (Methods: e.g. interviews, focus group discussions, document analysis, project/partner monitoring system, workshop, online survey, etc.)	**Data sources** (e.g. list of relevant documents, interviews with stakeholder category XY, specific data, specific monitoring data, specific workshop(s), etc.)	**Data Quality and limitations** (Description of limitations, assessment of data quality: poor, moderate, good, strong)	**Data Quality Assessment** (weak, moderate, good, strong)	
Impact of the predecessor project (if predecessor project exists)	*Which results were envisaged at the impact level of the predecessor project and which were achieved?*	The previous projects' objectives and corresponding indicators where at achieved at impact and outcome levels.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews	GIDRM I evaluation report, different case studies available on the project's website, interview of project team and stakeholders involved in the GIDRM I	x	x	
	Which results of the predecessor are still visible today at impact level?	Perception of project team and project stakeholders	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews	GIDRM I evaluation report, different case studies available on the project's website, interview of project team and stakeholders involved in the GIDRM I	x	x	
	Which results of the predecessor are only visible today at impact level?	Perception of project team and project stakeholders	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews	GIDRM I evaluation report, different case studies available on the project's website, interview of project team and stakeholders involved in the GIDRM I	x	x	
	How were changes in the framework conditions handled over time (including transition between different projects)? Which decisions in previous projects influence the impact	Perception of project team and project stakeholders	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews	GIDRM I evaluation report, different case studies available on the project's website, interview of project team and stakeholders involved in the GIDRM I	x	x	

	of the predecessor as well as the current project until today? How?						
Sustainability of the predecessor project (if predecessor project exists)	*Which results were envisaged at the outcome level of the predecessor project and which were achieved?*	The previous projects' objectives and corresponding indicators where at achieved at impact and outcome levels.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews	GIDRM I evaluation report, different case studies available on the project's website, interview of project team and stakeholders involved in the GIDRM I	x	x	
	Which results at outcome level (and important outputs) are still present or have been further developed by the partners? (without external funding vs. with external funding)	Perception of project team and project stakeholders	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews	GIDRM I evaluation report, different case studies available on the project's website, interview of project team and stakeholders involved in the GIDRM I	x	x	
	How were the results of the predecessor anchored in the partner structure?	Perception of project team and project stakeholders	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews	GIDRM I evaluation report, different case studies available on the project's website, interview of project team and stakeholders involved in the GIDRM I	x	x	
	How were changes in the framework conditions handled over time (including transition between different projects)? Which decisions in previous projects influence the sustainability of the predecessor and the current project until today? How?	Perception of project team and project stakeholders	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews	GIDRM I evaluation report, different case studies available on the project's website, interview of project team and stakeholders involved in the GIDRM I	x	x	
	What were factors for success / failure for the sustainability of the predecessor?	Perception of project team and project stakeholders	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews	GIDRM I evaluation report, different case studies available on the project's website, interview of project team and stakeholders involved in the GIDRM I	x	x	
Follow-on project: Analysis of the design and recommendations for implementation (if a follow-on project exists)	Evaluability and design of the successor: Are the results model for the follow-on project including the results hypotheses, the results-oriented monitoring system (WoM) and the project objective indicators plausible (and in line with	Assessment of available documents (ToC, monitoring system and indicators)	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews	Project proposal, interviews with project team, BMZ Assessment / scoping report for the new programme	x	x	

	current standards)? Are there - also based on the evaluation of the current project - recommendations for improvements in the further course of the follow-on project?					
	Based on the results of the evaluation of the current project: Which recommendations can be derived for the implementation of the follow-on project?	Assessment of available documents (ToC, monitoring system and indicators) and evaluation recommendations	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews	Project proposal, interviews with project team, FMB, BMZ Assessment / scoping report for the new programme	x	x

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