Local Leadership for Global Impact

Annual review

March 2022

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Diakonie Katastrophenhilfe

GNDR — Global Network of Civil Society Organisations for Disaster Reduction

german cooperation
DEUTSCHE ZUSAMMENARBEIT

Acknowledgements

Photo on cover page: Madagascar and partner SAF/FKJM, as part of their community-led participatory contingency planning actions.

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Acronyms

BMZ	Federal Ministry for Economic Cooperation and Development
COP	Conference of Parties
CSO	Civil Society Organisation
DKH	Diakonie Katastrophenhilfe
FGD	Focus Group Discussion
GNDR	Global Network of Civil Society Organisations for Disaster Risk Reduction
NCM	National Coordination Meetings
MEAL	Monitoring, Evaluation, Accountability and Learning
PCP	Participatory Contingency Planning
RAG	Regional Advisory Groups
UNFCCC	United Nations Climate Change Conferences

1. Annual review team members

Table 1: Annual review team members

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2. Executive summary

The Global Network of Civil Society Organisations for Disaster Risk Reduction (GNDR) is a network of 1500 organisations across 127 countries striving to build resilience of disaster-prone communities. In partnership with Diakonie Katastrophenhilfe, a German NGO, and funded by BMZ, the 'Local Leadership for Global Impact' project has ambitiously set up connections with at least 77 members in 50 countries - ultimately all 1500 through shared learning - to achieve risk-informed development, develop localised climate projections and community-led contingency plans.

The purpose of this annual review has been to support staff and project partners to reflect objectively on their work during the project so far, learn from it and consider appropriate changes moving forward. It has aimed to assess the impact of the initial actions taken within the first year of project implementation. This report provides a report of progress towards key project goals, with recommendations for programme changes and improved monitoring, evaluation and impact in 2022.

The methodology has been designed, implemented and analysed according to three overall frameworks of reference; the OECD/DAC evaluation criteria, the project outcomes and outputs and also the theory of change. In addition, approaches have been taken to ensure reliable data collection, also considering any limitations to the methodology. The approach has also included a desk review of key project documents and primary qualitative data collection. The primary data collection has been conducted via a series of online participatory workshops/focus group discussions.

Photo: a national coordination meeting in 2021

Further to this, the review process has included support with two key project monitoring tools. These were the knowledge use survey, which focuses on the impact and effectiveness of specific capacity building events, and the annual capacity self-assessment tool, which focuses on evolving A review was carried out, with recommendations in the areas of question styles, the method of indicator calculation for the numeric data

and the qualitative data collection on these tools. The recommendations have been implemented by the project.

In addition, extensive work had already been done by the project on a framework for recording quantitative MEAL data. This review has built on this framework by developing two dash boards, which have been integrated into the MEAL system. The first of these is for the outcome and output indicators that generate quantitative data. The second is a qualitative dashboard to capture qualitative data from the different monitoring tool and event reports.

A summary of the main findings of the annual review are below, followed a series of evidence-based recommendations.

Relevance

The design of the project was founded on a baseline study, which studied various approaches for the proposed project and developed essential contextual information and baseline values for indicators where possible. The uptake of the project activities by the partners, as well as their continuing collaboration outside of training or other project activities, also indicates that the activities are relevant for the partners.

Impact

When looking at the progress towards the outputs and outcomes, it can be seen that there is progress within the critical activities in project strategy. The available results show that even at this early stage of the project, progress is being made towards the output and outcome results in key areas, with some targets already met or exceeded. The project has been noted as being complex in terms of the variety of themes, the nature of the partnership model with CSOs and the geographical scope. Considering this, and the delays with start-up (e.g. due to the COVID-19 pandemic) a particular success is that the project is on track and building momentum. Based on the plans of the project to build on strategic direction, it is expected that the project will continue to work towards and meet/exceed the targets.

When looking at the results so far by different groups, and any differences between the groups, where the data has been disaggregated by female CSO staff and male CSO staff there is a consistent trend of a balance between these two groups. At the same time, two outputs do show a greater leaning towards male CSO staff, which are as follows; the number of people reached by campaigns (output indicator 3.2.2) and number of people representing community perspectives at the Conference of Parties COP at UNFCCC (output indicator 3.2.5).

Further to this, in addition to the progress towards or achieving outcomes, due to the contribution of training sessions, the project has already had the impact of increasing their knowledge in several key areas. Another impact identified was that the level of knowledge of community members has increased, in terms of the development of the new tools and involving different stakeholders. Overall, the partners said that they have seen improved stakeholder involvement in their communities. A factor underlying this is their increased confidence and ability to influence government and other stakeholders on the policies and protocols of the project. In terms of working towards the longer-term changes and impacts, capacity building has taken place in terms of leadership for the Regional Advisory Groups (RAG) and National Coordination Meetings (NCM).

In terms of unplanned impacts of the project, a further positive effect has been that the process of bringing together the different partners for training or other activities is generating opportunities for further exchange and follow up between the partners. Relationships between CSOs are being built and relationships formed. Following this, in some contexts such as Madagascar, connection has been observed between local CSOs and national actors within the project workshops and training on the project tools, resulting in later coordination.

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This is a particular achievement as a structure of networks of CSOs and NGOs in Madagascar is generally not in place.

Effectiveness

When considering the factors for success, one area related to the element of partnerships, also the core of the project model. In this case, the initial partnership agreements were noted as being an enabling factor to project success, with the principles and guidelines included with the agreements. Another enabling factor has been the extensive MEAL system, including the qualitative and quantitative data collection tools that have been developed, which aim to measure progress towards each output and outcome.

Overall, an inclusive approach throughout the project has helped to support the communities in risk informed development, community-led response/locally-led action and locally led anticipatory action. This includes engaging local government and gaining their support. For example, including the communities with the identification of risk such as floods and other climatic issues, as well as providing training on planning how to manage disasters. At the same time, it was recognised that it takes time and sustained engagement for the voices of community actors to be heard, as well as to foster relationships with government and translate mindset into action. This was noted an expected element of the project as opposed to a specific challenge.

The tools and resources that have been developed (such as for Risk Informed Development) to facilitate the implementation of certain activities were also mentioned extensively be the review participants as facilitating key activities. For example, engaging with the partner CSOs and government officials and increasing their understanding and engagement in such areas.

When looking at challenges, partners and GNDR staff said that they have reached communities which are at risk and vulnerable groups either directly or indirectly through local leaders. In terms of working through local leaders, as opposed to direct contact with communities, this was seen as a presenting a barrier to verifying and overseeing the engagement of different groups, such as female community members, in the activities.

In terms of the foundations of the project, an initial challenging factor noted by some respondents was that, although necessary, there was a relatively complex project design. This was compounded by a delay with start-up, meaning that twelve months of planned worked was implemented in seven months. A main reason for this was the COVID-19, with the pandemic impacting on the startup of a complex project. It was also noted it is expected that the process of establishing the partnerships takes time, as well as the time needed to initially implement the various activities by the project staff/coordinators. One review participant recommended that additional support to the initial partnership could be beneficial. Other activities also took longer than expected, such as the microgrant intervention, due to the time needed for training partners in some locations and the need to foster support from local government. In addition, although resources have been provided for translators in different contexts, the demand for translators has been higher than expected with translator services recognised as an essential input.

In terms of factors internal to the project management, several review participants said that they were mainly happy with internal communications and the resources shared with them. At the same time, it was noted that there could be scope to reduce some of the communications into a more streamlined approach. Following this, internal coordination and communication has also faced some challenges, with internal reporting mechanisms reported to be complex. Another challenge has been that the strategic oversight and regional coordination has not met its full potential yet, mainly due to the pressures of startup and establishment of partnerships and activities. Lastly, it was indicated that there could scope for more clarity about what different workstreams are doing – a potential solution for this could be by having Gannt charts managed by each workstream, with all charts available for all relevant staff to view.

Coherence

Looking specifically at workstream 3, this area of the project is coherent with the strategies of other relevant actors' anticipatory action frameworks, including OCHA, Red Cross and the Start Network. In addition, the workstream is coherent with national disaster management authorities strategies for contingency planning where they exist. It is important note that coherence also focused on contributing towards enabling the realisation of such strategies, not just simply being coherent with them.

Sustainability

The nature of the project design is a sustainable approach, with the model of partnerships with community-based actors, increasing knowledge, providing tools and connecting the partners with other CSOs and stakeholders such as local authorities. As an example, one of the main components of the project, Risk Informed Development, is also a vehicle aiming to reduce risk and avoid creating more risks in the future, therefore contributing to building resilience. Overall, the process of setting up and establishing partnerships has been an opportunity for learning and information sharing for the different stakeholders involved, as well as learning and information sharing opportunities at the regional level. Continuing to build on the initiative of inviting different partners to attend the various platforms of the project have the potential to enhance learning further, such as the national and regional meetings

Photo: activities with volunteers in Madagascar

3. Recommendations

The recommendations below are based on the findings of the annual review, with a suggested timeframe for each recommendation suggested in each case.

Table 2: Recommendations based on the findings of the annual review

Theme	Timeframe
Continue to build on the initiative of inviting different partners to attend the various platforms of the project have the potential to enhance learning further, such as national and regional meetings	Ongoing basis
It was indicated that the project is acting as a catalyst for bringing CSOs together in a more sustained way, for example, connecting with other following training sessions. Building on this momentum, in terms of establishing networks or looking at how the different partners can complement and mutually benefit each other, could be a focus of the next stages of the project.	Next stages of the project.
Design indicators to measure the effectiveness of the partnerships (different to knowledge use/capacity building) in ongoing MEAL and/or future annual reviews, using the partnership agreement as a starting point. This could include attending national coordination meetings (both in-person and online as feasible), collecting examples of collaboration/best practice, asking partners to rate various aspects of the partnership in data collection tools, looking at complementary skill sets/mutual benefit or thinking about the systems approach to partnerships (as noted in the partnership review meeting).	Q2 2022
To provide additional support to the initial partnership set up, review the possibility of a dedicated person or team.	Subject to review of feasibility
At the country and regional level, identify the external actors likely needed to be involved in the project and the potential to engage with them; such as government, networks, advocacy groups, meteorologists, institutions, academic to form a stakeholder analysis to further the partnership work of the project or to build relationships. This may also help to identify the feasibility of the activities, especially those that are dependent on engaging with external actors.	2022, Q3
Documents the lessons learnt and recommendations, for the purpose of follow up and to have as a record for future project design and implementation.	Ongoing basis
To enable more clarity about what different workstreams are doing – consider developing Gannt charts managed by each workstream, with all charts available for all relevant staff to view.	2022, Q2
Future annual reviews will be well placed in terms of timing of including a greater focus on analysing impact, such as a detailed Most Significant Change exercise with partners and community members. Future reviews could also include a detailed review of how vulnerable, marginalised and at risk groups have been included.	2023, Q1

4. Introduction to the annual review

4a. Context

The Global Network of Civil Society Organisations for Disaster Risk Reduction (GNDR) is a network of 1500 organisations across 127 countries striving to build resilience of disaster-prone communities. In partnership with Diakonie Katastrophenhilfe, a German NGO, and funded by BMZ, the 'Local Leadership for Global Impact' project has ambitiously set up connections with at least 77 members in 50 countries - ultimately all 1500 through shared learning - to achieve risk-informed development, develop localised climate projections and community-led contingency plans.

4b. Purpose

The purpose of this annual review has been to support staff and project partners to reflect objectively on their work during the project so far, learn from it and consider appropriate changes moving forward. It has aimed to assess the impact of the initial actions taken within the first year of project implementation. This report provides a report of progress towards key project goads, with recommendations for programme changes and improved monitoring, evaluation and impact in 2022.

5. Methodology for the annual review

The annual review has focused on secondary and primary data collection, focusing on qualitative data collection through a series of online participatory workshops/focus group discussions. The review has also tbeen designed, implemented and analysed according to several points of reference; OECD/DAC evaluation criteria, the project outcomes and outputs and the theory of change.

5a. Data collection

5bi. Secondary data

Desk review:
- Baseline study
- Project theory of change document
- Project MEAL documents
- Existing MEAL data and other evidence about results
- Project advocacy documents
- Review of a recording of a workshop conducted as part of a Partnership Review in March 2022, which was attended by GNDR and DKH staff, with external facilitation.

5bii. Primary data

Workshops:

Four workshops were facilitated by the consultant in February and March 2022, broadly representing one workshop per workstream, also as possible by region and country, as well as with the project leadership. There was a mix of female and male participants in each workshop, with between 5 and 8 participants in each group. The list below presents a brief summary of the participants of each workshop;

- Workshop for WS 1 attended by four GNDR Coordinators in Guatemala.
- Workshop for WS 2 (and WS 1) attended by four GNDR Coordinators in India, Kenya, UK and Guatemala.
- Workshop for WS 3 attended by three partners; CEDES in Mozambique, CARD in Malawi and SAF in Madagascar. This workshop included translators into Portuguese and French, with Portuguese, French and English represented on the presentation slides.
- A fourth workshop was held with the project leadership, represented by GNDR and DKH.

In terms of the main activities of the participants in the project, up to the time of the annual review, the partners, DKH staff and GNDR Coordinators and other GNDR key project staff who attended the workshops above had been involved in the establishment and implementation of project activities.

For example, the GNDR Coordinators in workstream 1 have been implementing action plans, supporting community level action plans, following up with the partners, engaging with local authorities, recording event information and writing financial and project reports. The partners working in workstream 2 (and 1) have been working on engaging the communities, the women's mentorship programme, working on the Regional Advisory Groups, linking and coordinating with DKH, working in the area of national level policy, participating in the partners committee with the GDNR in team and connecting members to fundraising opportunities and channels of learning. The partners working in workstream 3 have been participated in a Task Group, working on creating awareness within communities and actively engaging with organisations in the communities in relation to the project activities.

5d. Frameworks of reference

5di. OECD/DAC evaluation criteria
The annual review has been conducted, in terms of data collection and analysis, in the framework of a selection of the OECD/DAC evaluation criteria. This has included relevance, impact, effectiveness, coherence and sustainability. A series of recommendations have also been developed based on the findings. In terms of the OECD/DAC evaluation criteria, the timing of the annual review (being relatively early in the project) has meant that some criteria have been more feasible to look at in a greater level depth than others.

5dii. Project outcomes
The table on the following page presents the project outcomes and how they align with the three workstreams. The aim of this table is to show that although this annual review has often been structured according to the workstreams and the theory of change (see more in the next sub-section), the outcomes are naturally included in the annual review as they are streamlined across all of the workstreams.

At the same time, the purpose of the annual review has not been to generate the current results per outcome and output indicator, as there is an internal project MEAL system which is doing this on an ongoing basis. This system collects qualitative and quantitative data in each quarter, using tailored data collection tools and statistical sample sizes where needed. At the same time, this process has supported the calculation of some indicator results, as described in the section above.

Table 3: Project outcomes and alignment to the three workstreams

Outcomes	Configuration of workstreams for the different outcome and output indicators within each outcome
Outcome one i1.1: % of CSO representatives surveyed who report an increase in DRM leadership capacities, disaggregated by gender	All workstreams together
Outcome one i1.2: % of people involved in capacity strengthening who apply knowledge effectively, disaggregated by gender (Target: 60%, of which half are women)	All workstreams together
	Workstream 1
	Workstream 2
	Workstream 3
Outcome two: locally-led disaster planning approaches are trialled in most at-risk communities	All workstreams together
	Workstream 1
	Workstream 2
	Workstream 3
Outcome three: national and international systems are amended to enable locally-led planning and action for complex disasters	All workstreams together
	Workstream 1
	Workstream 2
	Workstream 3

5div. Theory of change

The table on the following page presents the theory of change for the project. As a large proportion of the primary data collection was completed according to the three workstreams, the data collection questions included workstream specific questions and factors that have enabled or challenged progress in the theory of change, especially the short-term changes in the last row below. However, as noted above, each workstream groups is working towards the overall outcomes and outputs, which are cross cutting across the project.

Table 4: Project theory of change

	WS1	**WS2**	**WS3**
Long term	National and international actors initiate review of development planning processes	National and international actors integrate local knowledge and participation in climate processes	Pre-positioned financing/funds for locally led anticipatory action and response exist at national and international levels.
Medium term	National and international actors understand how to do risk informed development and what policy changes are needed.	National and international actors learn from the experience and understands how to replicate it.	Institutional policies and protocols (including for early action, GCTRs/EMGs, and sclr (exisit)
Short term	Solid evidence base exists on risk informed development planning.	Localised climate projections are developed and piloted by selected communities.	Awareness raised on effectiveness of supporting locally led contingency planning and crisis response (sclr).

5e. Approaches to enable reliable primary data

The review has used a mixed-methods approach as far as possible to collect and triangulate data from different sources. Secondary data and primary qualitative data collection have been utilised to inform the review questions and enable triangulation from different sources.

In addition, a mix of question types has included in the workshops/FGDs, to help enable trends to be identified, as summarised in the list below;

- Open ended questions to enable more in-depth responses, enabling a range of views, perspectives and explanations to be collated. These can be analysed for trends across all data collection.
- Likert scales in places to provide a numeric value, to enable effective analysis and generation of trends across respondents.
- Asking participants to, in their view, to list the most significant changes/impacts of the intervention, the successes, challenges, recommendations and the enabling/blocking factors in certain areas.

5f. Limitations

Research methodologies often contain certain limitations that are important to acknowledge so there is transparency about the reliability of results. Two key potential limitations have been identified at this stage, these have been described below with the approaches that will be taken to mitigate these limitations.

1. Limitation: the COVID-19 global crisis may affect the ability to obtain data in a timely way. Individuals or groups may be more challenging to contact or less willing to attend the remote KIIs and FGDs.
Mitigating factors/solutions: advance planning is allowing for contingency time to be built in, in the event that it takes time to contact individuals or groups and invite them to participate. This will also allow for others to be contacted if individuals/groups do not respond.

2. Limitation: the study methodology will ask for recall of events from the past. Such research methods usually rely on the assumption that an individual's memory of events is generally accurate, consistent, and reliable. However, research suggests that recollections tend to be 'broadly true' rather than strictly accurate and that errors in remembering specific details tend to increase as the time since the event lengthens[1].
Mitigating factors/solutions: as it is important to acknowledge that an individual's memory of their situation may not be 100% accurate, specific details such as the dates on which that assistance was provided need to be verified from more than one source (triangulation). An expectation of 'broadly true' and inconsistencies in individual accounts may be more appropriate than expecting memories to be completely accurate[2].

6. Review of monitoring tools and design of MEAL dashboards

The table below summarises the work that has been completed during the annual review in the areas of 1) review of monitoring tools and 2) MEAL dashboards.

Table 5: Summary of the work; review of monitoring tools and the design of MEAL dashboards.

Review of monitoring tools	Design of MEAL dashboards
The annual review focused on a review of two key existing monitoring tools; the knowledge use survey, which focuses on the impact and effectiveness of specific capacity building events, and the annual capacity self assessment tools, which focuses on evolving leadership skills by the CSOs. These tools had already been designed by the project, along with several others. The review has included a review of the two selected tools, with recommendations in the areas of question styles, method of indicator calculation for the numeric data and the qualitative data collected on the tools. The recommendations have been implemented by the project.	Extensive work had already been done by the project on a system for recording quantitative MEAL data. The annual review has built on this system by developing two dash boards. The first of these is for the outcome and output indicators that generate quantitative data, building on the existing work to include additional information in the dashboard, as well as the potential to more easily create charts and figures of certain data. Secondly, the review has designed a qualitative dashboard to capture this data from the different monitoring tool and event report sources. As relevant, the data can be summarized and recorded by outcomes, outputs, the different thematic areas of the project, the theory of change and disaggregated according to the MEAL system (ie. All CSOs, women, men, government etc).

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[1] Herlihy J, Turner S (2015) Untested assumptions: psychological research and credibility assessment in legal decision-making. European Journal of Psychotraumatology. May.
[2] Ibid

7. Findings

Photo: workstream 3 activities

7a. Relevance

The design of the project was founded on a baseline study, which tested various approaches for the proposed project and developed essential contextual information and baseline values for indicators where possible. The uptake of the project activities by the partners, as well as there continuing collaboration outside of training or other project activities, also indicates that the activities are relevant for the partners.

7b. Impact

7bi. Progress towards the outcomes and outputs

When looking at the progress towards the outputs and outcomes, several have data available at this stage of the project, with critical activities in project strategy being delivered. The box below provides a summary of the available results so far. They show that even at this early stage of the project, progress is being made towards the output and outcome results in key areas, with some targets already met or exceeded (nb. not all indicators are included below, only the indicators with available results. It is not yet expected that significant results would be seen in the area of policy changes.

Based on the plans of the project to build on strategic direction (see below), it is expected that the project will continue the trend of working towards and meeting/exceeding the targets.

"We are involving communities and providing info on awareness of risk and working with them to come up with ideas and strategies for how to deal with disasters, for example, more resilient agricultural techniques[3]".

**Table 6: Summary of progress towards outputs and outcomes**

Outcome 1		
	Target	**Q1 2022 results**
Outcome i1.1 % of CSO representatives surveyed who report an increase in DRM leadership capacities, disaggregated by gender	70% of respondents report an increase in DRM leadership capacities, of which at least 50% are women)	CSOs/all: 64.57 Disaggregated by female staff: 63.16 Disaggregated by male staff: 64.57
Output indicator 1.1: Guidance on how to use local risk information to inform development actions is developed, disseminated and utilised.		
	Target	**Q1 2022 results**
i1.1.1 Number of multilingual guides developed	1 guide, 5 languages (EN, ES, FR, PT, AR)	1 guide, 5 languages (EN, ES, FR, PT, AR)
i1.1.3 Hold learning and exchange sessions at 50 National Coordination Meetings	1246 staff; 1500 CSOs are members of GNDR (less 127 men and 127 women who will have been engaged in 1.1.2).	CSOs/all: 178 Disaggregated by female staff: 66 Disaggregated by male staff: 76
i1.1.4 Number of participants of mentorship scheme	60 women - selected from across 11 regions; selection criteria to be confirmed	CSOs/all: 59 Disaggregated by female staff: 59 Disaggregated by male staff: 0
i1.3.1 Number of virtual learning exchange sessions engaging an expert on the topic	6	6
i1.3.2 Develop resources and training to support CSOs	24 participants involved in skills upgrading	CSOs/all: 73 Disaggregated by female staff: 39 Disaggregated by male staff: 34
i1.3.3 Number of sets of resources available in required language	1 set of resources, 3 languages	1 set of resources, 3 languages
Outcome Two		
Outcome two: Locally-led disaster planning approaches are trialed in most at-risk communities.		
	Target	**Q1 2022 results**
Outcome indicator 2.1: # of countries integrating recommendations based on learning from workstream interventions into national plans	WS1: VFL communities (Target: 195)	CSOs/all: 13 At-risk persons (women, youth, and persons with disability prioritised): 3681
	WS1: & NCM plans (50) WS2: Number of national plans (Target: 50)	CSOs/all: 37

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[3] Workshop with workstream 2 (and 1), February 2022.

	WS3: Plans or influencing documents (Target: 12)	
Outcome indicator 2.2 - # of communities (target areas) where national and local resilience plans are active, known and understood	1) 195 communities; made up of: Workstream One - 15 communities in each of 13 countries, making up 195. There is a potential overlap with 33 communities for Workstream Two and potential overlap with 20 communities for Workstream Three. 2) There are an average of 10 organisations at these meetings, with therefore a target of 500 (one per organisation) beneficiaries involved. 3) Number of communities where preparedness and readiness actions are conducted (Target: 20 communities)	Number of communities: 184
	1) 195 communities; made up of: Workstream One - 15 communities in each of 13 countries, making up 195. There is a potential overlap with 33 communities for Workstream Two and potential overlap with 20 communities for Workstream Three. 2) There are an average of 10 organisations at these meetings, with therefore a target of 500 (one per organisation) beneficiaries involved 3) Number of communities where preparedness and readiness actions are conducted (Target: 20 communities)	Number of communities: 30
Output indicator i2.1.2: Number of at-risk community members involved in the resilience plans	19,500 community members; of whom 25% are under 18, 50% are female and 25% have additional vulnerability, for example people with disabilities)	At-risk persons (women, youth, and persons with disability prioritised): 3682 (1821F, 1861M)

Outcome 3		
Outcome Three: National and international systems are amended to enable locally-led planning and action for complex disasters.		
Output indicator 3.1: Globally lessons learnt captured and campaigns realised on the benefit of implementing locally-led, risk-informed and coherent planning.		
	Target	**Q1 2022 results**
i3.1.3: Number of local-international collaboration meetings	5 events/meetings	6
Output 3.2 Findings from communities on localising climate projections are shared and campaigns launched with international decision makers		

	Target	Q1 2022 results
Output indicator i3.2.2: Number of people reached by campaigns	3000 people	CSOs/all: 63 Disaggregated by female staff: 20 Disaggregated by male staff: 44
Output indicator i3.2.3: Number of people trained in advocacy techniques	90 people (at least 50% women)	CSOs/all: 25 Disaggregated by female staff: 10 Disaggregated by male staff: 15 Representatives from private, academic, or intergovernmental institutions: 16
i3.2.5 Number of people representing community perspectives at COP	6 people (at least 50% women)	CSOs/all: 17 Disaggregated by female staff: 6 Disaggregated by male staff: 11 Representatives from private, academic, or intergovernmental institutions: 75 Govt Reps: 5

Figure 1: Demonstrating one of the areas of success of the project, with results against the project target
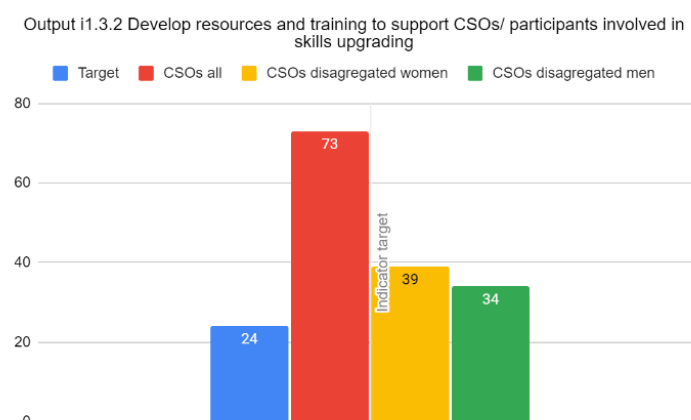
Following this, the project has been noted as being relatively complex in terms of the variety of themes, the nature of the partnership model with CSOs and the geographical scope. Considering this necessary project design, a particular success is that the project is on making progress and is on track in terms of meeting the outputs[4], especially in the context of the COVID-19 pandemic and the impact on the mobilisation of people.

"We now have evidence for the positive effects of early action. This is important for us as an organisation in terms of how we take action and assign funds."

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[4] Workshop with project leadership, March 2022.

''When thinking about risk informed development, we have noticed that the communities are more aware of risk the which make them vulnerable, and they are able to point out the risks. For example, lack of information and poor networks to pass information through[5]''.

7bii. Differences in results for different groups

When looking at the results so far by different groups, and any differences between the groups, where the data has been disaggregated by female CSO staff and male CSO staff the table above shows that there is a consistent trend of a balance between these two groups. At the same time, two outputs do show a greater leaning towards male CSO staff, which are as follows; the number of people reached by campaigns (output indicator 3.2.2) and number of people representing community perspectives at the Conference of Parties COP at UNFCCC (output indicator 3.2.5).

7biii. Impacts of the project

In addition to the progress towards or achieving outcomes and outputs, due to the contribution of training sessions, the project has already had the impact of increasing their knowledge in several key areas. These included Participatory Contingency Planning (PCP), risk informed development, GAP analysis and the use of data collection tools. The focus on collecting data about the activities has also strengthened the capacity of GNDR Coordinators to write project reports and develop action plans[6] (in each context a local resilience action plan is being developed, informed by surveys with the community and other actors to understand the most impactful interventions).

Another impact identified was that the level of knowledge of community members has increased, in terms of the development of the new tools and involving different stakeholders. Overall the partners said that they have seen improved stakeholder involvement in their communities. A factor underlying this is their increased confidence and ability to influence government and other stakeholders on the projects policies and protocols to the country level[7].

In terms of working towards the longer term changes and impacts, capacity building has taken place in terms of leadership for the Regional Advisory Groups (RAG) and National Coordination Meetings (NCM)[8]. At the same time, partners expressed that they would like more involvement in the project at the national level and access to the international network[9] – given that this a longer term aspect of the theory of change this is expected in future stages of the project.

7biv. Unplanned impacts of the project

In terms of unplanned impacts of the project, a further positive effect has been that the process of bringing together the different partners for training or other activities is generating opportunities for further exchange and follow up between the partners. Relationships between CSOs are being built and relationships formed. This is especially notable as CSOs may often see each other as competition in terms of funding, resources or realisation of their agendas[10]. However, in this case it is indicated that the project is acting as a catalyst for bringing CSOs together in a more sustained way. Building on this momentum, in terms of establishing networks or looking at how the different partners can complement and mutually benefit each other, could be a focus of the next stages of the project.

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[5] Workshop with workstream 1, February 2022
[6] Workshop with workstream 2 (and 1) February 2022.
[7] Workshop with workstream 3, February 2022.
[8] Workshop with project leadership, March 2022.
[9] Workshop with workstream 3, February 2022.
[10] Partnership review workshop (secondary data for this annual review), March 2022.

Following this, in some contexts such as Madagascar, connection has been observed between local CSOs and national actors within the project workshops and training on the project tools, resulting in later coordination. Again this is a particular achievement as a structure of networks of CSOs and NGOs in Madagascar is generally not in place[11].

"The task group meetings have assisted our communication with other organisations and helped us to share in our achievements and challenges. We have now formed a WhatsApp group and Twitter and Facebook pages to share information about our activities[12]".

Another unplanned effect has been that based on the risk informed development toolkit developed for members in the South Africa region resulted in the organisions working together on a joint proposal for funding for a research project. This was noted as being enabled by increased capacity due to the project, as well as the fact that some of the members do have previous academic areas of focus[13].

7c. Effectiveness

7ci. Factors for success

When considering the element of partnerships, the core of the project model, the initial partnership agreements were noted as an enabling factor, with the principles and guidelines included. The process of forming the partnerships has also been recognised as a learning opportunity for the different stakeholders involved[14]. This has included the relationship between GNDR and DKH, with DKH inviting GNDR into regional humanitarian meetings, for example in relation to climate change, which GNDR members have found useful. In general this has enabled information sharing, and there is good cooperation and good will[15].

''In the next phase of project, it is in our plans and creating spaces for members to have their say[16]''.

Another enabling factor has been the extensive MEAL system, including the qualitative and quantitative data collection tools that have been developed, which aim to measure progress towards each output and outcome.

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[11] Partnership review workshop (secondary data for this annual review), March 2022.
[12] Workshop with workstream 3 February 2022.
[13] Workshop with project leadership, March 2022.
[14] Ibid
[15] Ibid
[16] Workshop with workstream 2 (and 1) February 2022.

In terms of inputs, the use of translators was noted by different workshop groups as being a key enabling factor to the success of the activities[17].

"We have had the opportunity to mainstream risk-informed development and bring risk tools to communities[18]"

Overall, an inclusive approach has helped to support the communities in risk informed development, community-led response/locally-led action and locally led anticipatory action. In Madagascar, Malawi and Mozambique, where new resources and tools on contingency planning and anticipatory action for disasters have been piloted[19], an inclusive approach has also contributed to the effectiveness of the activities, such as engaging local government and gaining their support, as well as including the communities with the identification of risk such as floods and other climatic issues and providing training on planning how to manage disasters. At the same time, it was recognised that it takes time and sustained engagement for the voices of community actors to be heard, as well as to foster relationships with government and translate mindset into action[20].

Inclusivity has supported the achievement of impact, as well as contributing towards sustainability through bringing together different stakeholders, as well as providing tools, resources and training[21]. This was also noted by participants in workstreams 1 and 2, the factors of participation of the communities in learning about the risks and how to deal with them (eg. having a development plan), local leadership involvement in supporting the communities; training about tackling disasters and community visits have all been essential[22].

The partners and GNDR staff also said that they have reached communities which are at risk, either directly or through local leaders, as well as involving groups and community members who are vulnerable. In terms of working through local leaders, as opposed to direct contact with communities, this was seen as a presenting a barrier to achieving the level of inclusion they would prefer, including their ability to engage female community members in the activities[23].

The tools and resources that have been developed (such as for Risk Informed Development) to facilitate the implementation of certain activities have also had the effect of facilitating the process of engaging with government officials and increasing their understanding – also one of the aims of the project. A specific example was noted with the implementation of microgrants in Mozambique following disasters. In this case, it has been necessary to engage communities and local authorities. The project has produced new and specific tools for this activity, which has enabled the process with these stakeholders. Such tools and training have also supported the work of partners in Antigua and South Africa to conduct advocacy activities or support marginalised groups[24].

7cii. Challenging factors
In terms of the foundations of the project, an initial challenging factor noted by some respondents was that the partnership that it a complex project design, as well as that the was a delayed start date meaning twelve months of planned worked was implemented in seven months. A main reason for this was the COVID-19

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[17] Workshop with workstream 2 (and 1) February 2022; Workshop with workstream 3 February 2022; Partnership review workshop (secondary data for this annual review) March 2022.

[18] Partnership review workshop (secondary data for this annual review), March 2022.

[19] https://www.gndr.org/project/local-leadership/

[20] Workshop with workstream 2 (and 1) February 2022.

[21] Workshop with workstream 3, February 2022; Workshop with workstream 2 (and 1), February 2022.

[22] Workshop with workstream 2 (and 1) February 2022; Workshop with workstream 3 February 2022.

[23] Workshop with workstream 3, February 2022.

[24] Workshop with project leadership, March 2022.

pandemic, impacting on the startup of a complex project. It was also noted that the process of establishing the partnerships takes time, as well as the time needed to implement the various activities by the project staff/coordinators. It is key to note that it is realistic to expect this level of complexity, as these are elements critical to the nature of this project. However, to provide additional support to the initial partnership set up, a dedicated person or team with expertise in the area of partnerships could relieve some of the pressure[25].

In terms of the foundations of the project, an initial challenging factor previously noted in this report was that, although necessary, there was a relatively complex project design. This was compounded by a delay with start-up, meaning that twelve months of planned worked was implemented in seven months. A main reason for this was the COVID-19. It was also noted it is expected that the process of establishing the partnerships takes time, as well as the time needed to initially implement the various activities by the project staff/coordinators. One review participant recommended that additional support to initial partnership set up could be beneficial. Other activities also took longer than expected, such as the microgrant intervention, due to the time needed for training partners in some locations and the need to foster support from local government. In addition, although resources have been provided for translators in different contexts, the demand for translators has been higher than expected with translator services recognised as an essential input[26].

The project is also providing microgrants to 13 partner organisations so they can deliver locally-led projects in 195 communities. The microgrant initiative is a new intervention and it has been somewhat affected by external challenges that are out of the control of the project. For example, some partners and GNDR Coordinators found that the process of implementation and supporting the partners took time[27]. In addition, the participation of local government and other stakeholder support was needed for the implementation of the microgrant, however government support was noted low in some locations, which was challenging at times. There was an example from Rwanda where the microgrant was a particular success, with training and capacity building was noted as being a contributing factor towards this[28]. It was also noted that the priorities should be building capacity for microgrants and strengthening the systems needed for microgrants, with the expectation that challenges are part of the process but that strenghening systems will help to overcome these challenges[29].

Internal coordination and communication has also faced some challenges. For example, it was indicated that there is not always a clear understanding internally of what is meant to be delivered in the different workstreams. It may be beneficial to review the value of including workstream leads in the project coordination structure, as well utilising shared project management tools. Internal reporting mechanisms have been reported to be complex[30].

Another challenge has been that the strategic oversight and regional coordination has not met its full potential yet, mainly due to the pressures of start up and establishment of partnerships and activities (especially in a shorter time frame than planned due to the COVID-19 pandemic). The steering committee had not met at the time of this annual review. However, it has been recognised that the project is reaching a phase where these areas are more feasible to focus on, with the activities becoming more settled and working relationships being better established[31].

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[25] Partnership review workshop (secondary data for this annual review), March 2022.
[26] Workshop with workstream 3, February 2022.
[27] Workshop with workstream 2 (and 1) February 2022; Workshop with workstream 3, February 2022; Workshop with project leadership, March 2022.
[28] Workshop with workstream 1 (and 2); Workshop with workstream 3, February 2022.
[29] Partnership review workshop (secondary data for this annual review), March 2022.
[30] Workshop with workstream 1 (and 2).
[31] Workshop with project leadership, March 2022.

7d. Coherence

Looking specifically at workstream 3, this area of the project is coherent with the strategies of actors' anticipatory action frameworks, including OCHA, Red Cross and the Start Network. In addition, the workstream is coherent with national disaster management authorities strategies for contingency planning (and decentralised disaster management structures). At the same time, there are some gaps in the level of coherence, for example, in Malawi, where the national disaster management strategy has not been officially approved. Following this, Madagascar does not have capacity to establish a decentralised disaster management structure. The implications of this include the approaches of the project being more context specific in terms of coherence. More specifically, the approaches are more about contributing towards enabling the realisation of strategies, not just simply being coherent with them[32].

7e. Sustainability

The nature of the project design is a sustainable approach, with the model of partnerships with community-based actors, increasing knowledge, providing tools and connecting the partners with other CSOs and stakeholders such as local authorities. One of the main components of the project, Risk Informed Development, is also a vehicle aiming to reduce risk and avoid creating more risks in the future, therefore contributing to building resilience. This also includes reducing the impact of the COVID-19 pandemic on socio-economic factors. It was noted that one of the keys to sustainability is ensuring the Risk Informed Development and development plans are contextualised as much as possible in each location[33].

As noted above, the process of setting up and establishing partnerships has been an opportunity for learning and information sharing for the different stakeholders involved, as well as learning and information sharing opportunities at the regional level. Continuing to build on the initiative of inviting different partners to attend the various platforms of the project have the potential to enhance learning further, such as national and regional meetings.

Photo: preparing for community engagement in Madagascar.

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[32] DRR Advisor for the LLGI project, March 2022.
[33] Workshop with workstream 2 (and 1), February 2022.