Swiss NGO DRR Platform
Programme 01.05.2019 – 30.04.2023
“Building Bridges”

19.03.2019

Website Version
List of Abbreviations

CCA  Climate Change Adaptation
CBA  Cost Benefit Analysis
CDE  Centre for Development and Environment, University of Berne
CEDRIG  Climate, Environment and Disaster Risk Integration Guidance
CoP  Community of Practice
DRM  Disaster Risk Management
DRR  Disaster Risk Reduction
DFID  Department for International Development
EPFL  Ecole Polytechnique Fédéral de Lausanne
ETH Nadel  Center for Development and Cooperation of ETH Zurich
FAO  Food and Agricultural Organisation
F2F  Face to Face
GNDR  Global Network of Civil Society Organisation for Disaster Reduction
GPDRR  Global Platform for Disaster Risk Reduction
HEKS/EPER  Hilfswerk der Evangelischen Kirchen Schweiz
HQ  Headquarter
IDRC  International Disaster and Risk Conference
MA  Member Assembly
NGO  Non-Governmental Organisation
PACDR  Participatory Assessment for Climate and Disaster Risk
PLANAT  National Platform Naturgefahren
SDC  Swiss Development Cooperation
SDC DRR NW  SDC DRR Network
SDG  Sustainable Development Goals
SFDRR  Sendai Framework for Disaster Risk Reduction
SRC  Swiss Red Cross
UN  United Nations
UNDP  United Nations Development Programme
UNISDR  United Nations Strategy for Disaster Reduction
WCDRR  World Conference on Disaster Risk Reduction
WG  Working Group of the Swiss NGO DRR Platform
WOCAT  World Overview of Conservation Approaches and Technologies
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Picture cover page:

Jegarkanda Bamboo Bridge is 180 feet long and provides import access for the people of eight villages, Phulpur Union, Bangladesh © World Vision, Romel Francis Gomes.
1. Factsheet overview

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Programme 01.05.2019-30.04.2023 – “Building Bridges”</th>
</tr>
</thead>
</table>

**Goal**
The Swiss NGO DRR Platform is the recognized NGO network for disaster risk reduction and climate change adaptation in Switzerland and for Swiss Organisations.

**Outcomes**
1. Platform member organisations, field partners as well as other interested organisations have strengthened their capacities with regard to resilience, disaster risk reduction and climate change adaptation through the Platform’s work.
2. The knowledge and competence developed by the Platform is operationalized and implemented in the field by applying different approaches towards regionalisation.
3. The Platform has used existing and developed new partnerships and alliances that increased the voice of the most vulnerable and advocate for risk informed and climate resilient development and climate justice.

**Topics and activity lines**
- DRR and CCA mainstreaming in projects and programmes
- LRRD – linking relief, rehabilitation and development / Nexus humanitarian aid – development cooperation
- Nature-based Solutions / ecosystem-based DRR and adaptation
- Climate change adaptation – “Fit for Purpose”
- Working at scale
- “Leaving no one behind” – towards an inclusive and risk-informed development agenda

**Stakeholders**
**Direct stakeholders** are the member organisations of the Swiss NGO DRR Platform and their staff in Switzerland and in the field (17 organisations):

**Further stakeholders** are partner organisations, institutions and staff of a wider community of practice in the sphere of development cooperation and humanitarian, including SDC that have access to capacities and approaches of the Platform.

**Indirect stakeholders** include the population and their governing bodies in partner countries who can make use of improved quality of project interventions considering aspects related to DRR, CCA and resilience.

**Duration**
01.05.2019 – 30.04.2023

<table>
<thead>
<tr>
<th>Budget</th>
<th>NGOs</th>
<th>SDC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHF</td>
<td>1’762’600</td>
<td>1’400’000</td>
<td>3’162’600</td>
</tr>
<tr>
<td>%</td>
<td>56</td>
<td>44</td>
<td>100</td>
</tr>
</tbody>
</table>
2. Introduction

2.1 Context

2017 and 2018 were yet another two years of extreme weather events: storms, fires and floods. This is also reflected in the Global Risks Report 2019 of the World Economic Forum, where the failure of climate change mitigation and adaptation and extreme weather events were at the top of the risks list. Moreover, the IPCC Special Report: Global warming of 1.5°C, which was released in October 2018 demonstrates with great scientific authority that the increase in frequency and intensity of extreme weather events can be attributed to climate change and this is already painfully felt under the current temperature increase of 1°C. In a 1.5°C warmer world we can expect even more extreme heat (high confidence), more heavy precipitation in several regions (high confidence) and more intense and frequent droughts in some regions (medium confidence). The report also highlights that the consequences of warming are not equally distributed and depend on geographical location (small-islands, low-lying coastal areas and dry lands will be worst affected) as well as the socio-economic status of communities and associated vulnerabilities. The report emphasises the great urgency for an increased ambition in mitigation, but also an urgent need for effective and scaled-up climate change adaptation and disaster risk management.

Important milestones were achieved in 2015 with the global architecture of international cooperation (SDGs, Sendai Framework, and Paris Agreement). Unfortunately, despite big expectations after the 2015 negotiations, international dynamics so far are lagging behind in relation to their effective implementation. Global reviews also confirm that while improvements in disaster management have led to dramatic reductions in mortality in some countries, disaster risks in general have not been significantly reduced, resulting in economic losses of an average USD 250-300 billion each year. The loss and damage associated with extensive risks (minor but recurrent disasters and long-term changes in temperature and precipitation) are trending upwards and having a significant economic, social, health, environmental and cultural impact in low- and middle-income countries, especially at community level.

The “climate crisis” as laid out in the 1.5°C report coupled with the number of protracted crises and people living in fragile contexts accelerates the accumulation of risk and calls for multidisciplinary approaches to climate change adaptation and disaster risk reduction across and between sectors and a collaboration between scientists, policy makers and practitioners. Interventions must target the most vulnerable in the sense of “leaving no one behind”. Successful and long-term reduction of disaster risks and effective climate action are both imperative to sustainable development as also highlighted in several targets of the SDGs. Understanding DRR and CCA as key components of poverty reduction calls for mainstreaming efforts to make system change, not climate change a reality. Civil society plays a central role on entering this path.

2.2 The Swiss NGO DRR Platform

The Swiss NGO DRR Platform achieved an impressive development since its foundation in 2011. Growing from seven to 17 members, it represents the major Swiss-based organisations working on Disaster Risk Reduction (DRR) in international cooperation. Since the end of phase 1 in 2014, the Platform also opened more towards the overlaps of DRR and Climate Change Adaptation (CCA), acknowledging the strong linkages and potential for synergies. Thus, the Platform reflects the need for addressing risks and challenges holistically in order to fulfil its mission to increase
the resilience of women and men, communities and governments, through an integrated approach.

During the initial phase from 2011-2014, the Platform grew from seven to 12 member organisations and established the main pillars and instruments of the Platform’s work. Between 2015 and 2018, the consolidation phase “building on strengths” the Platform grew further to 17 member organisations.

2.3 External impact assessment

In 2018, the Platform commissioned seecon GmbH to carry out an assessment to shed light on the impact of the Platform’s work since its foundation in 2011. The assessment methodology combined individual interviews with a participatory assessment workshop in Switzerland and quantitative surveys for Platform members and field staff. In this sense, the evaluation method integrated evidence and fact-based information with perception-based information following an outcome harvesting approach.

The assessment showed positive results related to most of the key questions:

- In terms of the effectiveness of the Platform’s work, expectations were met or exceeded with regard to institutional capacities, conceptual support, commitment, field outreach, advocacy and policy dialogue. Room for improvement was identified in relation to the Platform’s impact on coordination and collaboration of the member organisations.

- In terms of relevance, expectations were met or exceeded with regard to the prioritisation of the Platform’s work, its structure and working mode as well as the recognition it received from member organisations and key partners.

- In terms of sustainability, the assessment attests exceeding expectations with regard to the ownership that the Platform has created among its member organisations, but requires major improvements with regard to its independence particularly from the financial contribution of SDC. The assessment concluded that the Platform is an example for a very successful, lean thematic network that helped to establish and operationalize DRR within the work of its members and successfully contributed to the Swiss engagement in international DRR processes.

By analysing the assessment results vis-à-vis a tentative business model of the Platform that was developed, based on the current status quo, 10 recommendations were developed that can be grouped around the following topics:

- **Stronger focus on the field**: exploring different approaches towards “regionalizing” the Platform that is investing resources and allocating work packages to persons located in the partner countries.

- **Stronger focus on joint approach and action**: supporting member organisations to develop and implement joint projects in consortia and gradually developing ‘blue prints’ for Swiss DRR signature project approaches.

- **Policy dialogue and advocacy**: establishing how to complement government efforts at international level or hold (local) governments to account regarding DRR/CCA commitments; advocating for all Swiss DRR/CCA actors to coordinate on key topics and align behind a Swiss Voice.
- **Integration of non-Core Group members in the operational work**: E.g., by organising Core Group meetings at the offices of other member organisations or inviting members as active observers to Core Group meetings.

- **Establishment of a wider range of partnerships**: exploring partnerships that bear the potential to make the Platform less dependent from SDC, diversify funding or tapping corporate funding sources.

For details, please refer to the [assessment report](#).

Altogether, the internal review as well as the external assessment of the Platform conclude with very similar messages regarding thematic, strategic and operational aspects. This forms the basis for the planning of the upcoming phase as described in the next chapter.
3. Strategic outline

The programme for 2019-2022 aims to further shape the Platform’s work in the spirit of the Sendai framework as part of the Agenda 2030. It is informed by the findings and recommendations of the impact assessment, the lessons learnt taken at the strategy workshop and the needs and demands expressed at the planning meetings held in 2018.

3.1 Vision and Mission

Vision:
The Platform is a network of NGO professionals dedicated to increase the resilience of women and men, communities and governments to all aspects of disaster risk reduction and climate change adaptation.

Mission:
The Swiss NGO DRR Platform strives for enhanced quality of Swiss NGO services related to disaster risk and climate change, promotes the diversity of know-how and experience, provides guidance for increased effectiveness and advocates for the importance of risk-informed development, disaster risk reduction and climate change adaptation for increased resilience.

3.2 Overarching theme – building bridges

In the age of climate change and resulting increasing disaster risk, risk management and dealing with uncertainty is the new imperative for development cooperation and humanitarian aid. The call for risk-informed development, among many others by the UN and ADB (e.g. un.org), stretches beyond thematic frameworks; SDGs 1, 2, 9, 11, 12, 13, 14 and 15 address DRR, CC and resilience in at least one of their targets. The Swiss NGO DRR Platform argues for an urgent and systematic mainstreaming of disaster and climate risks into humanitarian aid and development work, in order to develop appropriate strategies that are fit for purpose for the challenges that lie ahead.

Over the years, CC and DRR communities have grown considerably together and can benefit from joining hands on concrete approaches and overarching advocacies to bring the messages on just, inclusive and sustainable adaptation and disaster risk management to the fore.

Considering these trends, the Platform chose ‘building bridges’ as its overarching theme for the phase 2019-2022. The aim is to further strengthen the steps which have been undertaken by the Platform and are equally ongoing within SDC and other agencies to better link DRR and CCA, in order to reap the benefits of the strong overlaps of these two fields, both working towards increased resilience at community, national and global level. Building bridges also signifies the continued importance of linking relief, rehabilitation and development (LRRD) or nexus humanitarian aid – development cooperation where DRR has an inherent bridging function, ensuring that response to sudden events and protracted crises is geared towards longer-term investments and development and always keeping in mind the risk reduction of future disasters. In practice, the Platform member organisations still face conceptual, institutional and practical challenges to make these bridges fully functional and supportive. This is a fact that in the Platform’s view curtails the potential of development-orientation in disaster contexts, which is a prerequisite for breaking out of the disaster cycle into a resilience spiral.
Building bridges furthermore refers to a multi-disciplinary approach, which is increasingly applied by many member organisations, integrating DRR and CCA into other sectors, e.g. food security, livelihoods, agriculture, market system development, WASH, health or education. This mainstreaming perspective will be further promoted by the Platform; it also implies increased exchange with respective thematic networks and organisations.

In more structural terms, building bridges relates to the Platform’s effort to better link headquarters and field level activities and foster synergies between learning and operation-implementation.

### 3.3 Objectives

The objectives give due attention to the fact that after a successful seven-year build up and a change to a 4-year phase, an organisational consolidation and a more strategic outlook is needed. The goal of the Platform has been changed and the three expected outcomes have been adjusted compared to the previous phase to respond to the contextual changes and identified consequences for the Platform’s work.

**Goal:**

The Swiss NGO DRR Platform is the recognized NGO network for disaster risk reduction and climate change adaptation in Switzerland and for Swiss organisations.

**Expected outcomes:**

1. Platform member organisations, field partners as well as other interested organisations have strengthened their capacities with regard to resilience, disaster risk reduction and climate change adaptation through the Platform’s work.

2. The knowledge and competence developed by the Platform is operationalized and implemented in the field by applying different approaches towards regionalisation.

3. The Platform has used existing and developed new partnerships and alliances that increased the voice of the most vulnerable and advocate for risk informed and climate resilient development and climate justice.

With regard to climate change, a stakeholder analysis revealed that the existing networks in Switzerland like the Climate Alliance (Klimaallianz) or the Climate Group within Alliance Sud have their focus on advocacy for climate change. Besides linking to these existing networks and identifying synergies, the platform would like to build more competence in the field of CCA. This includes a thorough understanding of what it means to develop and implement successful adaptation projects, build capacities of understanding relevant climate data and ultimately become the Swiss NGO network with regard to practical question on the implementation of climate change adaptation. Moreover, the platform is an ideal network to take an intermediary role between CCA and DRR which are still dealt with separately and work towards more complementary approaches between the two fields as well and advocate for a more harmonized implementation of the post 2015 frameworks.

The Platform sees the strength of Swiss organisations working on DRR and CCA in the areas of disaster prevention and mitigation of disaster and climate change impacts, particularly approaches in eco-DRR and ecosystem-based adaptation and intends to build on this knowledge and disseminate it to partners in the field and other stakeholders. The Platform will explore the
possibilities of developing a signature approach within the area of Eco-DRR/ecosystem based adaption. This bridge to the field level requires dedicated resources for its operationalization, which the Platform will systematically build during the coming phase.

After a successful build-up of a sound Platform structure in Switzerland since 2011, a greater operationalization of the Platform approaches in the field and building up regional competences is the next step in further developing the network. On the one hand, the Platform will offer more remote learning and webinar opportunities or field level F2F events to directly address field staff in the regions, identify synergies with regional events of other networks and platforms as well as SDC, and scoping collaboration opportunities and consortium building of Platform member organisations. On the other hand, the Platform will explore different approaches towards regionalising the Platform, e.g. by using structures of other platforms (e.g. through GNDR) or member organisations (e.g. through regional thematic advisors) or local support in different target regions.

Strong and reliable evidence from the field and the impact of its work will give the Platform a strong civil society voice to lobby and advocate for commitment of policy makers in risk informed and climate resilient development and climate justice.

The identification of an annual or bi-annual topic will make the work of the Platform more targeted, shaping events and products of the Platform around this topic and contributing to a process and outcome-oriented work.

3.4 Translation into topics and activity lines

Instead of numerous specific mandates around which the last Platform programmes revolved, the member organisations of the Platform agreed for this phase to work along six thematic areas that have a high relevance both for the member organisations and within the DRR and CC community to ensure compatibility with international debates. These thematic areas will cover a number of projects or mandates.

(a) DRR and CCA mainstreaming

The integration of DRR/CCA into different sectors of development work (e.g. food security, livelihood, WASH, market systems development, etc.) and along all phases of PCM remains an important topic also in this next phase as it is the crucial factor for risk-informed development. The importance of mainstreaming efforts such as integrating a risk assessment into the project planning phase in order to identify the required inputs for DRR/CCA still prove to be cumbersome and often lack the required financial and managerial support. However, it is crucial because it sensitisizes communities for risks and underlying risk factors and allows for the initiation of a dialogue on risk. Moreover, embedding DRR and CCA into other sectors of more direct relevance to local stakeholders helps to ensure the effectiveness and longer-term sustainability of DRR/CCA interventions.

Possible activities under this topic:
- advocacy at management level for DRR/CCA and risk-informed development,
- development of sector-specific learning guidance,
- collecting lessons learned and documentation of proven practices,
- capacity building.
(b) **LRRD / Nexus humanitarian aid – development cooperation**

The volume, cost and length of humanitarian assistance has grown dramatically over the past 10 years, mainly due to the protracted nature of crises and scarce development action in many contexts where vulnerability is the highest. This trend has given new urgency to the long-standing discussion around better connectivity between humanitarian and development efforts. LRRD/Nexus or related concepts and approaches aim to promote sustainable development in humanitarian context and investing in disaster preparedness in development. They are thus closely linked to debates on risk-informed development. Many of the member organisations of the Platform work in both contexts and have developed own approaches and mechanisms.

Potential activities under this topic:

- peer exchange and dialogue with Swiss stakeholders such as SDC and Swiss Solidarity,
- lessons learned and documentation of proven practices for learning and advocacy across organisations,
- capacity building.

(c) **Nature-based solutions / Ecosystem-based DRR and ecosystem-based adaptation**

Functional and healthy ecosystems are recognized as effective and relevant buffers against the impact of disasters and climate change (e.g. flooding, erosion, salinization, etc.). Well-managed ecosystems and the sustainable use of natural resources reduce extensive risks related to degradation and other slow onset process. This topic offers various synergies to collaborate across sectors and to exchange with other communities of practitioners, such as agriculture, natural resource management and adaptation. The suggested activity lines refer to the Platform’s experience and expertise initiated in the phase 2017-18 (e.g. WOCAT Publication, collaboration and Membership of the PEDRR network) these thematic links shall be further explored and deepened.

Possible activities under this topic:

- follow-up on WOCAT methodology for application in the field with strengthened conceptual links to adaptation practices,
- integration of ecosystem in economic considerations of DRR/CCA through assessment of valuation approaches,
- scanning for joint opportunities for collaboration in the field as Platform/as consortium of PF members,
- assessment of possibilities for the development of a signature approach/project as well as support for the preparatory work,
- assume strong role within PEDRR (chair holder 2019, participation in and potentially co-organisation of exchange meeting on linking concepts of SLM, Eco-DRR and EbA).

(d) **Climate change adaptation – “Fit for Purpose”**

Whilst climate change adaptation has been in the focus of the platform since 2013, it has never been dealt with in the same intensity as disaster risk reduction. Likewise, most member organisations have a longer history of working on risk-related issues from a DRR-angle and have shifted towards CCA approaches at a later stage. Therefore, the platform wants to put more emphasis on CCA and climate readiness in this next phase. As a network of practitioners from both disciplines, the platform sees itself in a good position to define overlaps, synergies and differences between DRR and CCA in concept and practice in order to work towards more complementarity between the two approaches.
Moreover, the submission of project proposals to bi-/multilateral climate/resilience funds or even large international climate funds will gain more importance for the platform member organisations. For CCA interventions to be effective, they need to be implemented at scale through multi-stakeholder collaborations (by national stakeholders in country, local research institutions, etc.). In order to reach scale, evidence creation for easy replication of successful adaptation practices/technologies is crucial. This requires embedding projects with governmental institutions from local to national level, and to link them to applied research and science at local and international level.

Potential activities under this topic:
- capacity building,
- learning and exchange between platform members in the field and in Switzerland, but also from the wider community of practice, working successfully on CCA,
- support of evidence creation for easy replication of effective CCA initiatives (as described above),
- searching for joint opportunities for operational collaboration to upscale successful interventions and to access climate funding.

(e) Working at scale

SFDRR pillar two underlines the relevance of institutionalisation of DRM and the collaboration among different actors and institutions. This is essential for reaching out and working at scale beyond local, community-level activities. Typical DRR projects of Platform members mainly work at the local level with communities as key partners and motor for local action. Nevertheless, it is important to facilitate linkages beyond the community level, ensuring that local actors are linked to relevant government institutions (at local and subnational levels), who are in charge of official budgeting, planning and decision-making. Furthermore, some approaches unfold their effectiveness most when applied at scale (such as reforestation, agroforestry systems, watershed management etc.). This activity line will link communities with local governments, improving collaboration mechanisms in order to bring the above-mentioned key actors together for the local resilience agenda.

Potential activities under this topic:
- peer exchange on processes and practices,
- cooperation with GNDR and other networks,
- cooperation with donor agencies for complementary action.

(f) Leaving no one behind – towards an inclusive and risk-informed development agenda

While most of the Platform’s work is targeted towards members, partners and local actors, it shall also feed into and align with the relevant Global Frameworks that shape the international community over the coming years: The Sendai Framework for DRR, the Sustainable Development Goals and the Paris Agreement and follow-up documents. Aspects in these frameworks that the Platform considers particularly relevant for civil society actors are the promotion of people-centred and inclusive actions and approaches to ensure that no one is left behind, and the common but differentiated responsibilities towards their successful implementation. The activity line will draw on the specific focus of some member organisations with respect to particularly vulnerable groups and ensure that their expertise will be brought to the Platform. It further allows tapping into the debate of climate justice and loss & damage, which the Platform initially touched upon in 2018 with its work on risk governance and climate advocacy.
Possible activities under this topic:

- joint advocacy initiatives for more adaptation planning and on loss and damage
- contribution to the collection of case studies on Loss & Damage in selected key countries in cooperation with GNDR/CAN to create national momentum
- promotion of people-centred actions and approaches,
- dissemination and repetition of the GNDR “Views from the frontline” monitor,
- sensitisation and capacity building of member organisations
- work towards inclusive GPDRR (2019 and beyond)

While the six activity lines as described above will form the focus in the coming years, the Platform also acknowledges the need for flexibility in order to respond to topics that emerge along the way.

3.5 Stakeholders

Directly involved stakeholders of the Platform’s activities include the member organisations of the Platform and their staff, in Switzerland and in the field, as well as their partner organisations. Alliance partners, institutions and staff of a wider community of practice are further stakeholders who benefit from events and products of the Platform.

SDC is a stakeholder of the Platform as a project implementer and donor organisation, through synergies, products and participation of Platform activities, as well as through professionalized and improved quality of its funded projects, implemented by Platform member organisations and their partner organisations.

The Platform’s intention is to have a direct impact at the local level, which goes beyond awareness raising and knowledge building of DRR professionals. Activities thus strive to contribute to an enhanced practice in form of advanced DRR and CCA projects as well as risk-informed development that ultimately contribute to an acceptable level of risk for women and men, communities and governments. The local population and their governing bodies who are supported to strengthen their resilience and cope with adverse shocks and stresses are thus the indirect, yet equally important, stakeholders.

3.6 Partnerships and alliances

In order to achieve its objectives, the Platform needs strong partnerships and complementary allies. Over the past phases, the Platform has built strategic partnerships, of which some have evolved into cooperation and strong alliances.

Within SDC, the key partner of the platform is the SDC DRR Network. The platform will keep up the quarterly exchange meetings with the DRR policy advisor, which have been established during the last phase to coordinate the work and seek synergies. With a greater shift towards CCA, enhanced collaboration with the SDC Climate and Environment Network is desired. Beyond this, a shift towards a more integrated approach to DRR and CCA will require an enhanced exchange also with other SDC Networks, such as Reseau, Migration Network, etc.

For local evidence in the field of climate change and DRR to be reliable, it needs the backing by scientific data, global and regional climate projections and corroboration through accompanying studies. Therefore, operationalization and regionalisation shall be accompanied by research and
scientific partners, building on existing alliances (e.g. CDE of University of Bern and Nadel of ETH Zürich), but also exploring further linkages with research institutions in programme countries.

In order to leverage the impact of the Platform, synergies between the outcomes are sought to ensure that what the Platform is developing conceptually has relevance for colleagues in Switzerland and in the field and can be used at the policy level. To ensure a strong voice of the most vulnerable and of civil society as a whole in the context of climate change and risk-informed development, the exchange and partnership with international networks such as GNDR, PEDRR, CAN but also other national NGO-networks such as BOND, VOICE or Partners for Resilience shall be elaborated and where possible, strengthened. Synergies and cooperation are also sought between the different platforms and networks in Switzerland, e.g. the Climate Alliance (Klimaallianz), Alliance Sud, the follow-up to the Water Consortium, the migration and development Platform, and ongoing knowledge management within SDC and international networks.

The establishment of partnerships between the platform, as a network of different organisations, and the private sectors have proven to be difficult over the previous phases; however, the platform will continue to look for collaboration with private sector partners, such as the insurance sector, engineering bureaus, etc. if the opportunity for collaboration arises.
4. Risks and sustainability aspects

4.1 Risks and mitigation measures

<table>
<thead>
<tr>
<th>Risk</th>
<th>Probability</th>
<th>Impact</th>
<th>Mitigation measures (steering mechanisms)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Platform’s dependency on the financial contribution of SDC</td>
<td>High</td>
<td>High</td>
<td>Active fundraising to identify alternative sources. Making use of existing global knowledge management Platforms and advocacy groups. Fostering a culture of inclusiveness and mutual learning beyond institutional borders. Increasing in kind contribution from Platform member organisations. Setting up efficient and simple structures requiring a minimum of resources (e.g. website with little maintenance efforts, small and effective CG, SC)</td>
</tr>
<tr>
<td>Diverging needs and interests between the Platform and member organisations</td>
<td>Middle</td>
<td>High</td>
<td>Being clear of what the institutional domains are and where the Platform can add value to all/most member organisations. Ensure participative planning and decision-making processes.</td>
</tr>
<tr>
<td>Loss of knowledge due to personnel fluctuation</td>
<td>Middle</td>
<td>Middle</td>
<td>Ensure availability of good training material and documentation through the Platform’s website and shareweb. Offer regular (e.g. bi-annual) trainings in DRR and CCA mainstreaming for new staff of member organisations.</td>
</tr>
<tr>
<td>Competition among member organisations on resource allocation and voice</td>
<td>Low</td>
<td>Middle</td>
<td>Steering Committee and Member Assembly to clarify, mediate, adjust Transparency on budget allocations Promotion of options for smaller members – political and equality criteria for resource allocation Member survey (regarding participation, inclusiveness)</td>
</tr>
</tbody>
</table>

Please refer also to the assumptions in the logframe (annex).

4.2 Sustainability aspects to secure long term results beyond 2022

The following elements contain sustainability aspects that will be further strengthened.

- **Culture of mutual learning:** The level of activity of the Platform performed to date can only be maintained through substantial external financial contribution, e.g. by SDC. Nevertheless, the build-up of trust and the network among Swiss NGO DRR practitioners is not depending on external finances, but has become a Platform wide culture. Exchange of practice and learning beyond the organisation is recognised by all member organisations as an added value. Mutual learning and capacity building as one of the Platform’s core elements shall be further developed and structured throughout this phase, e.g. through
standardized learning event packages, learning course, etc. in order to ensure its continuation regardless of external (SDC) financial resources. Thus, DRR and CCA learning events in Switzerland should – at a much lower frequency and to a smaller extent – also be maintained in the future by member organisation’s own funding and by making use of the existing learning material.

- **Building up of institutional DRR and CCA resources:** The Platform had an impact on building up capacities especially of DRR focal points in the member organisations. These DRR staffs pursue the same goal as the Platform based on their institutional mandate and are only indirectly depending on external funding. Mainstreaming of DRR is thus not primary driven by the Platform, but by the strategies and programmes of the member organisations. This is increasingly for CCA mainstreaming as well. Keeping the financial commitment at institutional level depends therefore largely on how important DRR and CCA remains an issue in international cooperation.

- **Outsourcing to other more sustainable actors:** Sharing good practices collected during the last phase (2017-18) will be fed into the global knowledge management system, and will thus be sustained independently from the external financial contribution to the Platform. Through close cooperation with GNDR and PEDRR, advocacy efforts are brought better in line with activities of these networks, so that voices of Swiss NGOs and partners contribute e.g. to “Views from the Frontline”, or other advocacy efforts.

- **Virtual coordination mechanism:** The website and shareweb are designed in a simple way, operated by the Secretariat of the Platform, and planned to be sustained by member organisations through the annual membership fees. Their core function remain to be a virtual coordination mechanism. The shareweb serves to contact and inform the Platform member organisations, the website to inform interested persons about capacity building events and tools developed by the Platform.

- **Tap other financial resources:** The Platform will seek to tap into other financing mechanisms. Besides direct funding, options will be discussed to include re-financing of the Platform in larger DRR and CCA projects, for which the Platform can provide either direct services such as risk assessment or function as important sounding board to test new ideas.
5. Structure and resources

5.1 Steering and coordination mechanisms

The structure of the Platform and function of the main bodies will remain the same as in the previous phase:

- **Member Assembly**: approves the programme and annual plan of action and decides on the topic of the year including the topic of the annual F2F and the learning events.

- **Steering Committee**: oversees and takes decisions at a strategic level, which are required for a smooth steering of the Platform, including the approval of specific working groups and their mandates as part of the annual plan of action.

- **Core Group**: ensures coordination and quality insurance at the operational level. This refers to internal coordination amongst Platform members as well as coordination with SDC and other external institutions and actors for mutual updates, to enhance alliances and to foster synergies for upcoming events and products.

- **Specific Working Groups**: implement Platform mandates as per annual plan of action.

To enhance transparency and for a continuous update, the minutes of all the Platform meetings (i.e. Member Assembly, Steering Committee, Core Group and exchange with SDC), the products, key documents, mandates and other documents are accessible for all member organisations on a shareweb solution hosted by the Secretariat.

Core Group meetings are usually hosted by a member organisation of the Core Group. These meetings can also be hosted by non-Core Group member organisations, to promote a stronger exchange with the Core Group on topics according to demands and needs of the host organisation.

5.2 Planning and implementation

Under the overall frame provided by this programme, the Platform’s activities are based on an annual plan of action that is discussed and approved by the Member Assembly. The annual plan of action has an evolving and rolling character, taking into account achievements and challenges from previous years and the context.

The annual plan is structured into specific mandates that are implemented by working groups, which are Swiss-based or at country level in order to converge further with the field level. Each working group elaborates a short description of the mandate with specific objectives, a work plan and a budget, which has to be approved by the Core Group and Steering Group. For the major topics, multi-year mandates will be issued which will include several programme budget lines. To cover emerging opportunities and topics, interested institutions can form additional ad-hoc working groups.

The Core Group ensures quality assurance and coordination of the mandates and its working groups.
5.3 Monitoring, evaluation and reporting

At **activity** level, monitoring and reporting is based on the mandate description. The lead organisations of each specific working group elaborates a short report on achievements and financial expenses and own contributions based on standardized reporting templates.

At the **output and outcome** level, the Core Group reviews the Platform’s progress based on the logframe indicators by each beginning and end of the year, after completion of mandates or submission of intermediary reports by the specific working groups. Additionally, regular Core Group meetings and Member Assemblies shall ensure a continuous mutual updating complementary to the written reporting.

To monitor **goal and outcome** levels, a member survey is planned at the end of this programme phase to capture the Platform’s continuous progress since its establishment. In order to allow comparisons, the survey shall follow the structure of previous years as carried out for 2012, 2014, 2016 and 2018. The baseline for this new phase is provided by the endline survey 2018 of the previous phase. The results from all mandates and indicators at different levels including finances are summarized in the annual report, which is submitted to all member organisations.

In the second half of the phase (2021) a review of the Platform’s **impact** i.e. its overall achievement shall be done. This shall include a participatory internal peer review (e.g. outcome harvesting) by the Platform member organisations in Switzerland and the field and an external evaluation with a forward looking focus on the Platform’s role, activities and collaboration mechanism with SDC and other stakeholders beyond the programme phase.

The **financial monitoring** at mandate level is done by the specific working groups. The Secretariat ensures the overall coordination and elaborates a mid-year budget forecast to monitor compliance with the budget frame, which is done by the Core Group. In case of relevant budget deviations or reallocations, the Core Group presents updates and possible adjustments to the Steering Committee for according decisions. Two elected members of the Platform – for independency reasons neither member of the Core Group or Steering Committee – are in charge of the annual financial review, which has to be approved by the Member Assembly.

5.4 Collaboration with SDC

SDC is closely involved in the planning, monitoring and steering, and reporting activities of the Platform:

- The **annual plan of action** is discussed together with SDC prior to submission for approval by the Member Assembly.

- **Regular exchange meetings** with SDC ensure a continuous mutual information sharing and coordination of activities.

- The results from all mandates and indicators at different levels including finances are summarized in the **annual report**, which is submitted to SDC for approval.

- The Platform account statement is furthermore assessed as part of the **SDC group audit** process.
5.5 Human resources

The work of the Core Group and the Secretariat is partly remunerated (approx. 40%) through the financial contribution of SDC. The total human resources required for the functioning of the Platform is estimated to stand at 170 “person days” per year:

<table>
<thead>
<tr>
<th>Platform Body</th>
<th>No. of persons</th>
<th>No. of Days</th>
<th>Total person-days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Assembly</td>
<td>17</td>
<td>2</td>
<td>34</td>
</tr>
<tr>
<td>Steering Committee</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>Core Group</td>
<td>4</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td>Secretariat</td>
<td>1</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Auditors</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>170</strong></td>
</tr>
</tbody>
</table>

The work load needed for carrying out the Platform mandates depends largely on the nature of the mandate, the members of the specific working groups are partly remunerated (max. 50%) through the financial contribution of SDC.

The specific working groups can be supported by experts from SDC, research institutions or external freelance DRR and CCA consultants.

5.6 Financial resources

The Platform is resourced by its member organisations in form of work time and small financial resources that is matched by SDC with CHF 350’000 annually.

The budget of the Platform is divided into:

(A) **Personnel costs**: for the Member Assembly, Steering Committee, Core Group and Secretariat;

(B) **Administrative costs**: for Core Group, Secretariat and internal audit, and including website and sharepoint management and the end of the phase evaluation;

(C) **Operational costs**: encompassing remuneration for coordination and conceptual work, presence and representation of the Platform at strategic meetings and events. All costs are based on Platform mandates that are co-financed by the member organisations, many of them with a minimum of 50% contribution.

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget 2019-2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NGO</td>
</tr>
<tr>
<td>A Personnel costs</td>
<td>437’200</td>
</tr>
<tr>
<td>B Administrative costs</td>
<td>45’200</td>
</tr>
<tr>
<td>C Operational costs</td>
<td>1’280’200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1’762’600</td>
</tr>
</tbody>
</table>
Annexes

Integrated in this report:

1) Logframe

As separate document:

2) Assessment report seecon GmbH 2018

For the Swiss NGO DRR Platform:

The Core Group / March 2019
1) **Logframe**

<table>
<thead>
<tr>
<th>Strategy of Intervention</th>
<th>Indicators</th>
<th>Means of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impact</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| The Swiss NGO DRR Platform is the recognized NGO network for disaster risk reduction and climate change adaptation in Switzerland and for Swiss Organisations. | • No. of new member organisations [end-of-phase target: 4]  
• No. of institutions knowing and referring to the Platform  
• Feedback from Swiss government counterparts | • Annual monitoring  
• End-of-phase evaluation |             |
| **Outcomes**             |                                                                             |                       |             |
| 1. Platform member organisations, field partners as well as other interested organisations have strengthened their capacities with regard to resilience, disaster risk reduction and climate change adaptation through the Platform’s work. | • % of member organisations reporting that Platform products have improved their work [end-of-phase target: 80%]  
• % of participants who were satisfied or rather satisfied with the event (learning event, F2F, webinar etc.) [end-of-phase target 80%] | • Annual monitoring  
• Member survey  
• Event evaluations | The Platform manages to respond to the needs of all member organisations |
| 2. The knowledge and competence developed by the Platform is operationalised and implemented in the field by applying different approaches towards regionalisation. | • % of projects of member organisations with DRR and/or CCA relevance [end-of-phase target: increase by 25%]  
• % of member organisations and partners applying tools and approaches supported by the Platform [end-of-phase target: increase by 25%] | • Annual monitoring  
• Member survey  
• Evaluation |             |
| 3. The Platform has used existing and developed new partnerships and alliances that increased the voice of the most vulnerable and advocate for risk informed and climate resilient development and climate justice. | • No. of inputs from the Platform (including from alliances where the Platform is member) taken up by official reports/documents  
• No. of references to the Platform by non-member organisations | • Annual monitoring  
• Member survey  
• Official reports / documents |             |
<table>
<thead>
<tr>
<th>Strategy of Intervention</th>
<th>Indicators</th>
<th>Means of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outputs (outcome 1):</strong> Platform member organisations, field partners as well as other interested organisations have strengthened their capacities with regard to resilience, disaster risk reduction and climate change adaptation through the Platform’s work.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 1.1. Experiences and good practices are shared at learning events, field based trainings F2F and follow-up disseminations alone and in cooperation with partners. | • No. and outreach of learning events in CH [target: 3-4 LE/year and 75 pers/year]  
• No. and outreach of participants at learning events in the field [target: 2 LE/y and 50 pers/y]  
• No. and outreach of F2F [target: 1 F2F/y and 50 pers/y]  
• No. and outreach of follow-up disseminations [target: 3-4 disseminations/y and 75 pers/year] | • Training material  
• Training reports, participants lists | Member organisations enable the transfer from learning into skills within their organisation |
| 1.2. Good practices from Platform member organisations are used by external partners. | • No. of non-member institutions using examples of the Platform or its member organisations to illustrate DRR and CCA practice. [target 2/y] | • Programs of external educational and training institutions  
• Web assessment | |
| **Cost estimate for outcome 1:** Total CHF 1’215’040  
SDC contribution CHF 533’920  
NGO Contribution CHF 681’120 | | | |
| **Outputs (outcome 2):** The knowledge and competence developed by the Platform is operationalized and implemented in the field by applying different approaches towards regionalisation. | | | |
| 2.1. Member organisations make use of existing Platform products and integrate good practices in mainstreaming and standalone DRR and CCA in their country programmes. | • No. of tools and approaches used [end-of-phase target: 4 tools, each in 3+ countries]  
• No. of practices replicated [target 2/y]  
• No. of publications disseminated on website [target 1/y] | • Member survey  
• Country assessment in specific countries  
• Web assessment | Willingness to cooperate among Swiss actors. |
| 2.2 New instruments and approaches are developed by the Platform. | • No. of case studies documented at country level [target: 1/year] whereof at least one related to CCA  
• No. of new DRR and/or CCA instruments and approaches developed and assessed to be useful by NGOs at country level [end-of-phase target: 2 instruments, each in 3+ countries] | • Case study reports  
• ITC reports against checklist (1 page documents) | |
<table>
<thead>
<tr>
<th>Strategy of Intervention</th>
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<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3 New, pilot approaches towards regionalising the Platform are explored and promising approaches pursued.</td>
<td>• No. of pilot approaches undertaken [end-of-phase target: 3]</td>
<td>• Reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• No. of regional settings supported [end-of-phase target: 3]</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• No of learning events conducted outside Switzerland [end-of-phase target: 3]</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Cost estimate for outcome 2: Total CHF 857’400 SDC contribution CHF 419’700 NGO Contribution CHF 437’700

Outputs (outcome 3): The Platform has used existing and developed new partnerships and alliances that increased the voice of the most vulnerable and advocate for risk informed and climate resilient development and climate justice.

| 3.1 The Platform contributes to policies and strategies of governments, international organisations and networks in favour of increased local level action, international coherence and people centred approaches. | • No. of elaborated and/or commented policy documents | • Reports | Maintain good network relations to SDC |
|                                                                                            | • No. of attended intergovernmental working group meetings |                       |                                        |
|                                                                                            | • No. of attended meetings (e.g. GNDR, PEDRR, Climate Alliance) |                       |                                        |

| 3.2 The Platform contributes to the documentation and promotion of good practices, approaches and tools in partnerships and alliances | • No. of good practices, tools and approaches promoted [end-of-phase target: 4] | • Reports |                                        |

Cost estimate for outcome 3: Total CHF 184’760 SDC contribution CHF 109’740 NGO Contribution CHF 75’020