

Project Cycle Management

Guidance Note 5

Tools for Mainstreaming Disaster Risk Reduction is a series of 14 guidance notes for use by development organisations in adapting programming, project appraisal and evaluation tools to mainstream disaster risk reduction into their development work in hazard-prone countries. The series is also of relevance to stakeholders involved in climate change adaptation.

This guidance note looks at tools for incorporating disaster risk in the project cycle as a whole, particularly in the planning phases. It explains the project cycle approach, gives guidance on integrating disaster risk management into the project cycle and identifies some tools to support this. It is intended primarily for use by people working in development organisations on project design and management, but is also relevant for personnel of governments and private organisations. Specific tools for aspects of project and programme planning are covered in other notes in the series.

1. Introduction

The rapid escalation in the incidence and impact of severe disasters in recent decades is a recognised threat to sustainable development and poverty reduction. Donor and operational agencies spend billions of dollars every year on relief and rehabilitation, but at the same time, they may well see their development projects damaged by natural disasters. Despite this, many development organisations have been slow to adopt disaster risk reduction as a core objective or take measures to protect their projects against hazards. Yet it may not cost a great deal to incorporate risk management into development projects. Many standard project planning tools can be used to do this with little or no modification.

Development organisations should adopt a systematic disaster risk management approach to identifying, assessing and reducing risks of all kinds associated with hazards that might affect both project performance and beneficiary groups. This should be an integral part of the way such agencies carry out their development work in hazard-prone areas, not an add-on or one-off action.

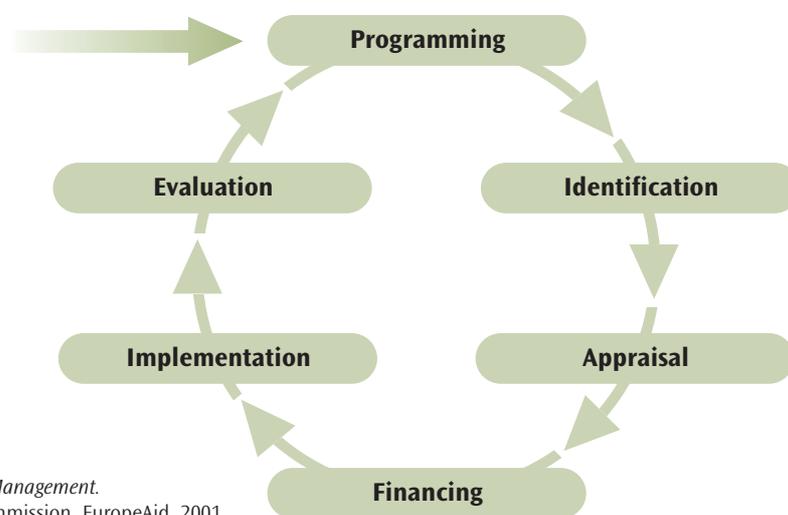
2. The project cycle

A project is “a series of activities aimed at bringing about clearly specified objectives within a defined time-period and with a defined budget”.¹ In reality, this simple definition covers an enormous variety of project types, in terms of size, aims, focus and methods. Nevertheless, there are many basic similarities.

The ‘project cycle’ is a way of viewing the main elements that projects have in common, and how they relate to each other in sequence. The precise formulation of the cycle and its phases varies from one agency to another, but the basic components are shown in Figure 1 below.

¹ European Commission (2004).

Figure 1 The project cycle



Source: EC.
 Manual: *Project Cycle Management*.
 Brussels: European Commission, EuropeAid, 2001.

- **Programming.** The establishment of general guidelines and principles for cooperation, agreement of sectoral and thematic focus and outlining of broad ideas for projects and programmes.
- **Identification.** Within the programme framework, problems, needs and interests of possible stakeholders are analysed; ideas for projects and other actions are identified and screened. The outcome is a decision on whether or not the options developed should be studied in more detail.
- **Appraisal (or preparation).** All significant aspects of the idea are studied, taking into account stakeholders' views, relevance to problems, feasibility and other issues. Logical or results-based management frameworks, and activity and implementation schedules, are developed and the required inputs are calculated. The outcome is a decision to take the project forward, or not. In some organisations' project cycles, this phase is described as 'preparation' or 'formulation', the term 'appraisal' being applied more narrowly to a review of all the planning work to date and the resulting decision on whether or not to proceed.
- **Financing.** A decision is taken by the relevant parties about whether or not to fund the project, based on the appraisal. Some project cycles refer to this stage as 'negotiation' or 'approval', and it may involve both the implementing agency and other stakeholders. (Note that financing is not always a separate stage and financial decisions may be taken at different points in the cycle – e.g., at the end of the identification or appraisal phases – depending on the particular procedures being followed.)
- **Implementation.** The agreed resources are used to carry out the planned activities and achieve objectives. Progress is assessed through monitoring to enable adjustment to changing circumstances. At the end of implementation, a decision should be made about whether to close or extend the project.
- **Evaluation.** This assessment of the project's achievements and impact examines the relevance and fulfilment of objectives, efficiency, effectiveness, impact and sustainability. It leads to a decision to continue, change or stop a project, and its conclusions are taken into account when planning and implementing similar projects.

Most agencies adopt a 'project cycle management' approach: a sequence of actions to develop, implement and evaluate projects that leads in turn into new projects. The aim of project cycle management is to improve the management of projects (and programmes) by ensuring that all relevant issues and conditions are taken into account during design and implementation. In application, project cycle management consists of a set of design and management concepts, techniques and tasks that is used to support informed decision-making.

Projects are not prepared in isolation. Some sort of country or sectoral approach sets the framework within which they can be designed. Among national governments, international donor agencies and many non-governmental organisations (NGOs), this approach may be formalised as a country strategy that sets clear and firm priorities regarding areas on which to focus, types of intervention, partnership arrangements and other operational matters (**see Guidance Note 3**). Projects may also have to conform to a range of other cross-cutting policies or strategies (e.g., on gender, environmental protection, participation) that have been adopted by the agency concerned.

For some bilateral and multilateral donors or lenders, country-level programme assistance is now the main channel for development assistance. Programme assistance comprises contributions to a country for general development purposes rather than specific project activities. It includes budget and balance-of-payments support (see **Guidance Note 14**).

Incorporating disaster risk management into the project cycle

Disaster risk management should be factored into all stages of the project cycle. The initial planning stages of the cycle (programming – identification – appraisal; see Figure 1) are the key entry points at which disaster risk issues can be factored into projects. But disaster risk should not be forgotten during the other stages of financing, implementation and evaluation, and the various activities that take place within them. The different phases in the project cycle are not separate but part of a process of planning, action and reflection that, in an ideal world, feeds lessons from one project into others.

Project cycle management guidelines assume explicitly that there will be a thorough appraisal (or preparation) stage looking at all relevant issues. The main aspects likely to be covered are outlined in Table 1. Appraisal findings are typically presented as a formal project document or financing proposal which is submitted to senior managers or boards for approval.

Many tools that are potentially useful in introducing disaster risk management (e.g., economic appraisal, environmental appraisal, vulnerability analysis, social livelihoods analysis and social impact assessment) are likely to be deployed extensively during the appraisal phase. Hazards information is also important here. Logical and results-based management frameworks, which are commonly used in project design, address some kinds of risk explicitly though often inadequately. Table 1 also identifies potential entry points for using these various tools.

Table 1 Main elements in project appraisal (preparation)

| <i>Area of appraisal (or preparation)</i> | <i>Key issues/features</i> | <i>Planning tools/entry points for incorporating disaster risk reduction</i> |
|---|--|---|
| Situation analysis | <ul style="list-style-type: none"> ■ Policy and programme context: policy objectives and strategies of the agency planning the project, national/local governments and other international donors and agencies working in the country or district concerned ■ Review of relevant initiatives (completed, ongoing and planned) by the agency and others; lessons learned; complementarity and linkages to proposed project ■ Stakeholder analysis: views of all who might be affected by a project, positively and negatively, and how they could be affected ■ Institutional capacity assessment of institutions responsible for project implementation ■ Problem analysis: identifies the state and negative aspects of an existing situation and establishes cause–effect relationships | <ul style="list-style-type: none"> ■ Information on significant natural hazards affecting project collected and analysed (Guidance Note 2) ■ Problem analysis (Guidance Note 6) ■ Preliminary stakeholder analysis (Guidance Note 6) ■ Initial environmental screening (Guidance Note 7) ■ Examination of economic rationale for the proposed intervention (Guidance Note 8) ■ Scoping (or national-level) vulnerability and capacity analysis (Guidance Note 9) ■ Identification of major livelihoods issues to be assessed (Guidance Note 10) ■ Scoping of main social impacts (Guidance Note 11) ■ Assessment of construction standards, relevant land use and building code legislation and implementation capacities, and construction capabilities (Guidance Note 12) |

| Area of appraisal (or preparation) | Key issues/features | Planning tools/entry points for incorporating disaster risk reduction |
|--|---|---|
| Project description and implementation arrangements | <ul style="list-style-type: none"> ■ Analysis of project purpose and objectives, identifying achievable solutions to the problems ■ Strategy selection: analysis and description of strategies to be used for attaining the objectives (and rejected alternative approaches) ■ Target groups: location and characteristics ■ Project components, activities and implementation schedule ■ Inputs and costs ■ Expected outputs, outcomes, impact ■ Performance indicators; monitoring and evaluation systems ■ Coordination and management structures; organisational procedures ■ Proposed financial management/financing plan ■ Accompanying measures by government and project partners | <ul style="list-style-type: none"> ■ Objectives analysis and overview analysis of alternatives (Guidance Note 6) ■ Develop understanding of target groups through further vulnerability and capacity analysis, sustainable livelihoods analysis and social impact assessment methods (Guidance Notes 9, 10, 11) ■ Determination of hazard safety objectives of any physical structures and related measures to ensure that selected building design and implementation arrangements satisfy these objectives (Guidance Note 12) ■ Development of an environmental management plan and monitoring programme (Guidance Note 7) ■ Development of public involvement programme and engagement of stakeholders (Guidance Notes 9, 10, 11) ■ Determination of monitoring and evaluation targets and indicators (Guidance Note 6) ■ Development of a risk management plan and risk monitoring arrangements (Guidance Note 6) |
| Feasibility and sustainability | <ul style="list-style-type: none"> ■ Economic and financial viability: economic cost–benefit or cost-effectiveness analysis; rates of return ■ Environmental impact of the project; environmental management plans ■ Technical feasibility; adoption of relevant standards; use of appropriate technologies ■ Socio-cultural aspects: recognition of local norms and attitudes; stakeholder consultation; participation and ownership by beneficiaries; gender equity; targeting of support at vulnerable groups ■ Governance: policy support; institutional and management capacities to deliver and sustain project outcomes ■ Risks: key factors outside the direct control of project managers that could have a negative impact on the project, now or in the future; possible adverse effects of project on community resilience; risk management/mitigation arrangements | <ul style="list-style-type: none"> ■ Detailed investigation of key features of natural hazards in project area and their potential impact on project and communities (Guidance Note 2) ■ Environmental assessment and evaluation, including environmental analysis of alternatives (Guidance Note 7) ■ Economic appraisal, including economic analysis of alternatives (Guidance Note 8) ■ Thorough vulnerability and capacity analysis (Guidance Note 9) ■ Detailed sustainable livelihoods assessment and analysis involving field data collection. Multi-stakeholder analysis and design workshops (Guidance Note 10) ■ Comprehensive social impact analysis (Guidance Note 11) ■ Detailed analysis of project site selection, construction design and related implementation capacity (Guidance Note 12) ■ Analysis of risks and assumptions (Guidance Notes 6, 7, 8, 12) |

Adapted from European Commission (2004); World Bank. *Guidelines for Completing the Project Appraisal Document*. Washington, DC: World Bank, 2002. Available at: <http://info.worldbank.org/etools/docs/library/37492/GuidelinesforCompletingProject.pdf>

Most agency operational guidelines are explicitly holistic, assuming that all relevant aspects of a project will be considered. In theory this provides space to consider disaster risk. In practice, however, the significance of different appraisal tools within the overall appraisal varies widely, according to:

- The nature and scale of the project being undertaken.
- The resources of the agency involved, which may limit the range of issues that can be taken into account and how thoroughly they can be assessed.

- The agency's overarching objectives (e.g., a development organisation primarily concerned with poverty reduction will analyse a project primarily through that lens).
- The type of project (for example, large-scale infrastructural development usually requires extensive environmental and social impact analysis, whereas social development projects may focus on community participation in project design).

There may also be wide variations in the quality of preparation and appraisal between agencies and even within individual organisations; nor should it be assumed that staff automatically follow their agencies' guidelines properly. Additional efforts will probably be needed to institutionalise disaster risk reduction fully within agency structures, systems and culture – a process commonly referred to as 'mainstreaming'. Institutional mainstreaming is not well understood and little guidance is available but tools for supporting and assessing the process have recently been developed (see Box 1). It is essential that the incorporation of disaster risk reduction at project and programme level be linked to institutional mainstreaming: they are part of a single process of improving capacity to address disaster risk.

Box 1 Measuring organisational mainstreaming of disaster risk reduction

Two tools have been developed recently to assess the level to which disaster risk management has been mainstreamed within development organisations and to stimulate further engagement with the issue:

- Tearfund's *Mainstreaming Disaster Risk Reduction* evaluation method looks at six key areas of mainstreaming (policy, strategy, geographical planning, project cycle management, external relations and institutional capacity), setting out levels of attainment for each, with indicators.
- Christine Wamsler's *Operational Framework for Integrating Risk Reduction* is a detailed, comprehensive model that covers both operational and institutional dimensions, with indicators and guidance on implementation. Although written primarily for agencies working in human settlement development, it can easily be modified for use by a wider range of development organisations.

Sources: La Trobe and Davis (2005); Wamsler (2006).

Project planning requires negotiation and agreement with a range of stakeholders who might be involved in financing, approving and implementing the project, and benefiting from it (e.g., donors and lending agencies, national governments, implementing partners or sub-contractors and beneficiary communities). For example, negotiations with national governments play a crucial role in deciding the shape and composition of projects financed through multilateral and bilateral aid grants and loans. Parties to such negotiations should not lose sight of disaster risk as a cross-cutting theme, which can be overlooked amidst the competing pressures from other issues and interest groups.

3. New tools for integrating disaster risk reduction

There is a recognised need for integrated approaches to mainstreaming disaster risk reduction issues into the planning phases of project cycle management as a whole, to complement efforts to adapt specific tools deployed within the project cycle. Innovative work in this area has been taking place recently, notably in Latin America.

Two basic approaches are being used:

- *Checklists*. Setting a series of questions relating to disaster risk reduction, which must be answered when developing project planning documents.
- *Entry points*. A focus on the process of planning, ensuring that relevant issues are considered during different stages in the project management cycle.

The difference between the two approaches should not be exaggerated, being to some extent a matter of emphasis. They are not mutually exclusive. A process-focused approach will probably involve checklists of some kind and it is unlikely that checklists will be developed for individual project documents or project cycle phases independently of the planning process as a whole. Either approach can be as simple or complex as the agency's programme/project design systems to which they are applied.

The Inter-American Development Bank (IDB) has developed a checklist to support analysis and assessment of natural hazards and related risks in its lending programmes (see Box 2). The inter-agency RUTA guidelines for risk management in rural development projects adopt an entry point approach (see Box 3 and Table 2). Other models are currently under development by governments and development agencies but are not publicly available.

Box 2 Inter-American Development Bank's risk management checklist

This approach, currently being introduced, comprises a series of questions covering a wide range of relevant issues, to be asked during project preparation. It is presented in three stages: background, frame of reference and specific questions.

■ Background (identification and evaluation of natural hazards)

The initial question presented in the background is to establish if the project area and sector are affected by natural hazards. This requires the project team to identify the hazards, the population at risk, exposed geographical areas and economic sectors, the most visible forms of vulnerability and the frequency, intensity and impact of previous disasters. If a threat is identified, the project team proceeds to the second set of questions.

■ Frame of reference (political and institutional framework)

This comprises four questions that evaluate the adequacy of government policies, institutions and strategies related to vulnerability, principally in the sector where the project will intervene. The adequacy of the information available for decision-making is also evaluated.

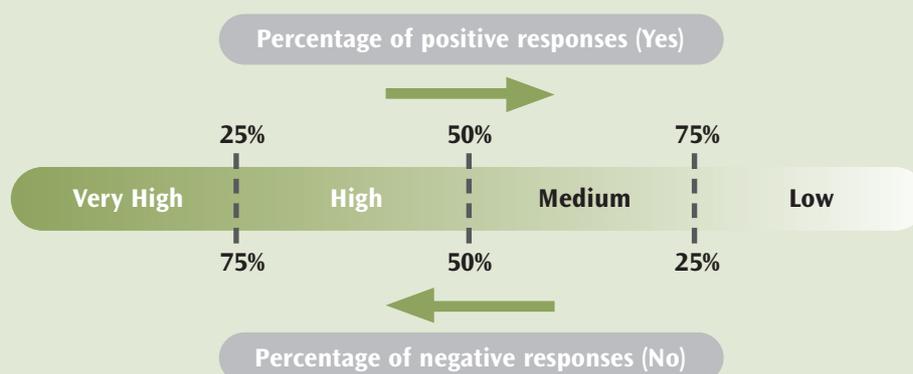
■ Specific questions

This section contains 19 questions, arranged under three main headings:

- The project (analysis of structural and non-structural measures).
- Execution of the project (questions about the institutional setting, coordination and planning mechanisms, incentives and monitoring).
- Feasibility (technical, institutional, socio-economic, financial).

The format is relatively simple, involving only a three-level qualitative assessment (yes–no–partially) with additional space for comments. The IDB acknowledges that it may not be possible to answer every question in the checklists when drawing up individual project planning documents, because data may not be available. In some cases, the information that is needed can be obtained subsequently using other planning tools (e.g., environmental or social impact assessments). What is important, however, is that all the questions are asked.

Interpretation of the results is similarly straightforward. Upon completion of the checklist, the sum of negative answers is calculated as a percentage of the total number of answers. If negative answers (excluding the first question) are less than 25 per cent of the total, the risk to project objectives and local communities from hazards is considered to be low, implying that the project design is adequate with regard to risk management (although specific aspects may still need improvement). A proportion of 25–75 per cent negative answers indicates deficiencies in project design requiring correction to make the project sufficiently resilient. Where the proportion rises above 75 per cent, the impact of hazards could endanger the project and populations, requiring additional preventive measures in project design.



The IDB is aware that its project planners and counterparts have demanding workloads and schedules. The checklist guidelines therefore state clearly that the main aim is not to add new sets of obligatory guidelines or criteria to project design, but to raise operational teams' awareness of risk and provide a set of tools to help them integrate risk management into the project cycle. Nevertheless, use of the checklists is fundamental to the whole process of project design.

Source: Keipi, Mora Castro and Bastidas (2005).

Smaller organisations such as NGOs often use simpler guidelines or checklists in designing their development projects or approving partners' applications for support. Typically these are checklists of key criteria or issues for consideration. They may contain a long list of such issues, which are often phrased in general terms (e.g., 'projects should work with the very poor in areas where the needs of people are greatest') although the extent of research and analysis required to deliver answers varies from one organisation to another. In such cases, it is relatively easy to insert additional questions relating to risk reduction in simple language. For example:

- Projects should give consideration to the likelihood of disasters, including conflicts, and, where appropriate, prepare both the community and the project itself to respond to disaster situations.
- Are disaster prevention and/or disaster preparedness included in the partner's ongoing work?
- Will the project reduce people's vulnerability to man-made and natural hazards? How?

Box 3 RUTA guidelines for incorporating risk management into rural development projects

The Unidad Regional de Asistencia Técnica (RUTA) developed these guidelines for planners and managers of field projects at different scales of operation.² RUTA is an agency mandated to provide technical assistance in sustainable rural development to Central American ministries of agriculture, and supported by national governments and international agencies.

The guidelines aim to strengthen the focus on risk reduction throughout the project cycle. The starting point is to identify entry points for disaster risk management at the project identification and formulation phases, and to highlight the key issues to address: the guidelines set out a framework for doing this (see Table 2). However, there is also guidance on actions to ensure the disaster risk management approach is adopted at other phases in the project cycle. This is presented in the form of issue/question frameworks, flow charts and decision-making trees.

These generic tools make up only a small part of the guidelines, which also contain advice on analysing community capacities and vulnerabilities, assessing the strengths and weaknesses of different institutional actors, identification of natural hazard risk and evaluation of sectoral vulnerability. Referring specifically to rural development, the guidelines provide fairly generalised question frameworks for identifying a range of potential threats to agriculture, the environment, economic growth, human resources, infrastructure and education. In several cases, these are supported with advice on the types of data that should be collected in order to respond to the questions. There is also guidance on how to ensure that relevant issues are included in terms of reference for consultants engaged in project design or evaluation.

Source: Kiesel (2001).

² The guidelines were published in Spanish in 2001, but remain unavailable online or in other languages. To obtain copies, contact <http://www.ruta.org>

**Table 2 RUTA guidelines for risk management in rural development projects:
Entry points in the project cycle**

| <i>Phase</i> | <i>Entry point</i> | <i>Action</i> |
|-----------------------|--|--|
| Identification | Preparatory studies | In the terms of reference (TOR) for consultants developing preparatory and pre-feasibility studies, include questions such as the following: <ul style="list-style-type: none"> ■ Are natural hazards capable of creating disasters relevant factors in this project? Which ones, and why? ■ Could the project increase risk? ■ What risks could have a direct impact on the project? ■ What could be the potential impact of the project in preventing disasters? ■ Ensure consultation with relevant organisations ■ Include risk management and reduction as a specific point in donors' key issues and guidelines |
| | Participatory planning workshops | <ul style="list-style-type: none"> ■ Ensure relevant information (studies, data, etc.) is available ■ Ensure that participation and consultation with stakeholders includes organisations and individuals with knowledge of risk management ■ Check that the problem analysis includes attention to matters relating to management of risk reduction and how problems are defined ■ Analyse if interventions are specifically directed towards management of risk reduction (activities and assumptions) ■ Examine socio-cultural and institutional policies, management capacity and economic and financial viability against sustainability criteria ■ Develop and revise indicators |
| | Draft proposals | Ensure that issues relating to the management and reduction of risk are covered in the draft of the financing proposal, in the following important sections: <ul style="list-style-type: none"> ■ Problem identification ■ Documentation available ■ Activities ■ Assumptions ■ Risks ■ Sustainability factors |
| Formulation | Terms of reference for feasibility studies | <ul style="list-style-type: none"> ■ Include disaster risk management in the TOR for consultants carrying out the feasibility study ■ Make reference to studies, reports and relevant data, and consult with relevant organisations |
| | Analysis of financing proposal | Consider management of risk reduction in the analysis of the financing proposal. Analyse in particular: <ul style="list-style-type: none"> ■ All relevant problems linked to risk management ■ Interventions that take this activity into account in their activities and assumptions ■ Verify if there are 'killer assumptions' connected to risk management (i.e., vital conditions that have not been verified that could put a project or some of its activities at risk from the start) ■ If risk management has been fully taken into account regarding the sustainability of the intervention |

Source: Kiesel (2001), p. 26 (unofficial translation).

4. Critical factors for success

In applying tools of any type to help incorporate disaster risk reduction into project cycle management, the following points should be borne in mind:

- Broad coverage of key issues is essential: tools must not miss important stages in project planning or components of projects; nor should they leave out important aspects of risk and the factors that create it.

- Each user organisation must make its own decisions about how much research is required to identify relevant issues or answer questions for effective decision-making and integration of disaster risk reduction into the project cycle. This is likely to depend on its capacities and existing ways of working (i.e., the degree of rigour already required for project design and appraisal) but should be consistent with them.
- Organisations can choose to adapt their existing methods and planning tools, or adopt new purpose-designed tools (e.g., those of IDB and RUTA), according to their perceived effectiveness. However, the chosen method must be capable of fitting within the organisation's project cycle management systems and approaches. Avoid situations where different appraisal tools or checklists used to assess different issues are not linked to each other or integrated within the overall project management process.
- Agencies must be clear to their staff about whether tools are voluntary or compulsory, about their purpose and about when and where to use them. Some may be designed for use at specific stages in project design, while others are linked explicitly to certain types of project document.
- Where an agency's project planning guidelines cover a large number of development issues, adding an additional issue – disaster risk reduction – to this long list may not be sufficient by itself to raise the profile of the subject within the organisation.
- Development organisations should be aware that their staff may be reluctant to use additional checklists and guidelines, particularly where the project appraisal process is already extremely lengthy and costly, or where staff are overworked. The risk that they may pay only lip service to this or any other new issue should be acknowledged. There may, therefore, be a need for internal advocacy about the benefits of adopting a disaster risk management approach.
- Staff must be trained to use planning tools effectively, whether they are new or adapted ones. Organisations may also need to make some investment in lesson learning and sharing regarding the implementation of relevant approaches.
- Training alone may not be enough to ensure effective adoption of tools. Management and technical support (e.g., technical advisers, helpdesks) may be needed.
- Whatever method is adopted for integrating disaster risk management into the project management cycle, it is important to ensure that it is effective in assessing risk and that project design and implementation are adjusted accordingly. To a large extent, this will depend on the quality of an organisation's planning, monitoring and evaluation systems overall.

Box 4 Hazard and disaster terminology

It is widely acknowledged within the disaster community that hazard and disaster terminology are used inconsistently across the sector, reflecting the involvement of practitioners and researchers from a wide range of disciplines. Key terms are used as follows for the purpose of this guidance note series:

A *natural hazard* is a geophysical, atmospheric or hydrological event (e.g., earthquake, landslide, tsunami, windstorm, wave or surge, flood or drought) that has the potential to cause harm or loss.

Vulnerability is the potential to suffer harm or loss, related to the capacity to anticipate a hazard, cope with it, resist it and recover from its impact. Both vulnerability and its antithesis, *resilience*, are determined by physical, environmental, social, economic, political, cultural and institutional factors.

A *disaster* is the occurrence of an extreme hazard event that impacts on vulnerable communities causing substantial damage, disruption and possible casualties, and leaving the affected communities unable to function normally without outside assistance

Disaster risk is a function of the characteristics and frequency of hazards experienced in a specified location, the nature of the elements at risk, and their inherent degree of vulnerability or resilience.³

Mitigation is any structural (physical) and non-structural (e.g., land use planning, public education) measure undertaken to minimise the adverse impact of potential natural hazard events.

Preparedness is activities and measures taken before hazard events occur to forecast and warn against them, evacuate people and property when they threaten and ensure effective response (e.g., stockpiling food supplies).

³ The term 'disaster risk' is used in place of the more accurate term 'hazard risk' in this series of guidance notes because 'disaster risk' is the term favoured by the disaster reduction community.

Relief, rehabilitation and reconstruction are any measures undertaken in the aftermath of a disaster to, respectively, save lives and address immediate humanitarian needs; restore normal activities; and restore physical infrastructure and services.

Climate change is a statistically significant change in measurements of either the mean state or variability of the climate for a place or region over an extended period of time, either directly or indirectly due to the impact of human activity on the composition of the global atmosphere or due to natural variability.

Further reading

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World Bank, 'Project Cycle' page on the World Bank website: <http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:20120731~menuPK:41390~pagePK:41367~piPK:51533~theSitePK:40941,00.html>

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Tools for Mainstreaming Disaster Risk Reduction is a series of 14 guidance notes produced by the ProVention Consortium for use by development organisations in adapting project appraisal and evaluation tools to mainstream disaster risk reduction into their development work in hazard-prone countries. The series covers the following subjects: (1) Introduction; (2) Collecting and using information on natural hazards; (3) Poverty reduction strategies; (4) Country programming; (5) Project cycle management; (6) Logical and results-based frameworks; (7) Environmental assessment; (8) Economic analysis; (9) Vulnerability and capacity analysis; (10) Sustainable livelihoods approaches; (11) Social impact assessment; (12) Construction design, building standards and site selection; (13) Evaluating disaster risk reduction initiatives; and (14) Budget support. The full series, together with a background scoping study by Charlotte Benson and John Twigg on *Measuring Mitigation: Methodologies for assessing natural hazard risks and the net benefits of mitigation*, is available at http://www.proventionconsortium.org/mainstreaming_tools



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