

**UNDP BANGLADESH
DISASTER RESPONSE FACILITY
TERMINAL EVALUATION**



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Glossary of Terms

ACD	Assistant Country Director
ADC	Additional Deputy Commissioner
AFD	Armed Forces Division
AWP	Annual Work Plan
BDRCS	Bangladesh Red Crescent Society
BCPR	Bureau of Crisis Prevention and Recovery
BMD	Bangladesh Meteorological Department
BRRRI	Bangladesh Rice Research Institute
BS	Bangladesh Scouts
CCED	Climate Change, Environment and Disaster Management
CCC	Climate Change Cell
CDMP	Comprehensive Disaster Management Programme
CERF	Central Emergency Response Fund
CO	Country Office
CPP	Cyclone Preparedness Programme
CPAP	Country Programme Action Plan
CRA	Community Risk Assessment
DANIDA	Danish International Development Agency
DC	Deputy Commissioner
DCD	Deputy Country Director
DER	Disaster Emergency Response
DEX	Direct Execution
DFID	Department for International Development
DMIC	Disaster Management Information Centre
DMIN	Disaster Management Information Network
DMT	Disaster Management Team
DG	Director General
DMB	Disaster Management Bureau
DRF	Disaster Recovery Facility
DRRF	Disaster Relief and Response Facility
DMC	Disaster Management Committee
DRM	Disaster Risk Management
DRR	Directorate of Relief and Rehabilitation
DRR	Disaster Risk Reduction
DRRO	District Relief and Rehabilitation Officer
ERF	Early Recovery Facility
EU	European Union
GoB	Government of Bangladesh
HFA	Hyogo Framework for Action
IFRC	International Federation of Red Cross and Red Crescent Societies
INGO	International Non-Government Organization
JICA	Japan International Cooperation Agency
IASC	Lead for Early Recovery Cluster
KOICA	Korean International Cooperation Agency
LDRRF	Local Disaster Risk Reduction Fund
LoA	Letter of Agreement
LCG	Local Consultative Group
MDG	Millennium Development Goals
MoFDM	Ministry of Food and Disaster Management
MTR	Mid-Term Review

MoU	Memorandum of Understanding
NGO	Non-governmental Organization
NORAD	Norwegian Agency for Development Cooperation
NPDM	National Plan for Disaster Management
NDMCC	National Disaster Management Coordination Committee
PDNA	Post Disaster Needs Assessment
PIO	Project Implementation Officer
SIA	Sub-Implementing Agency
SIDA	Swedish International Development Cooperation Agency
SDC	Swiss Development Corporation
SOD	Standing Orders on Disaster
TAG	Technical Advisory Group
TEM	Terminal Evaluation Mission
TOT	Training of Trainers
UDMC	Union Disaster Management Committee
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNISDR	United Nations International Strategy for Disaster Reduction
UNO	Upazila Nirbahi Officer
UNOPS	United Nations Office for Project Service
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UPPR	Urban Partnership for Poverty Reduction
UTIWG	Upazila Technical Implementation Working Groups
WFP	World Food Programme

Acknowledgement

The Terminal Evaluation Mission (TEM) would like to thank the UNDP CO Dhaka, and in particular the Climate Change, Environment and Disaster Management (CCED) Cluster who arranged the evaluation mission's programme and field visits, for their support and time during the conduct of this terminal evaluation of the DRF. The TEM would also like to thank DMB, CDMP and DFID for providing valuable background information and insights into the work of the DRF. Finally ,my sincere thanks to the ADC, Satkhira District, the UNO Shyamnagar Upazila and NGO implementing partners in the cyclone affected areas, who have worked with the DRF team during the early recovery operations post cyclone Sidr and Aila, for their inputs and shared experiences which are essential elements in this report . I also thank the NGOs, the implementing partners, who attended the meeting at UNDP CO on 1 May, 2011.

Executive Summary

The Disaster Relief/Response Facility (DRF) 2004-2010 has achieved much over the past four years which has laid strong foundations and provided the right “stepping stone”, both conceptually and programmatically, for moving into the next phase – the Early Response Facility (ERF) 2011-2015.

The DRF followed a unique project approach that offered, during disaster emergency, quick activation of flexible mechanisms and tools for fast operationalization of humanitarian assistance in order to complement the national response efforts. DRF contributed to UNDAF Outcome 4 “Human security is strengthened and vulnerability to social, economic and natural risks are reduced”; and UNDP’s Country Programme Outcome 4.1 “Disaster risk reduction integrated into development planning”. The intended output is that immediate relief and early recovery needs of severely affected poor are met.

Although primarily viewed as a dependable development partner, UNDP has emerged over the past ten years as a dependable partner and provider “of last resort” of the government and donors in supporting response and recovery efforts. In disaster situations, UNDP’s primary role has traditionally been to mobilise resources and coordinate international donor’s response. However, as part of its evolving corporate disaster management strategy, UNDP is supporting wide ranging interventions from the provision of food and non-food items to shelter construction as part of its emergency response and early recovery operations. UNDP, Bangladesh is co-chair of the Shelter Working Group in line with its global role as the global lead agency for the Early Recovery Cluster and Network (IASC).

The Climate Change, Environment and Disaster Management (CCED) Cluster manages, coordinates and supports all the projects and interventions in the CO’s disaster management portfolio which covers the whole range in the DM cycle. This includes the “twin sisters” CDMP II which focuses on disaster risk management the ERF which focuses on early recovery. UNDP has the lead role for Early Recovery as per the IASC and is co-chair of the Early Recovery and Shelter Clusters in Bangladesh.

Following the 2004 floods, UNDP established the Disaster Relief and Response Facility (DRRF), a flexible mechanism for financing and executing emergency relief and recovery efforts under the DEX modality which enabled donors to channel funds to disaster relief and early recovery operations of UNDP and the partner agencies (UN, government and I/NGOs). In response to the 2004 floods, a total of US 32 million was mobilised and channelled into relief and recovery assistance through the DRRF. One of DRF’s major achievements has been the mobilisation of US 32 million from donor sources for Cyclone Sidr and flood relief and early recovery operations.

Although the DRRF was conceptualised as a flexible facility for emergency response to which donors could contribute, it did not have the requisite sanction to function of a long term basis (which made it unsuitable for funding early recovery). Therefore a new project entitled Disaster Response Facility (DRF) was formulated in the wake of 2007 floods and Cyclone Sidr to accommodate donors’ requirement for a longer term flexible mechanism through which they could channel funds and support the implementation of early recovery activities implemented by UNDP and its pre-qualified partners.

In essence, the DRF is part of a three stage strategic evolutionary process beginning with the DRRF 2004-2007, then the DRF 2008-2010 and followed by the current ERF 2011-2015. The DRF is in effect a stepping stone to the ERF. It is strongly recommended that the ERF builds on the achievements and lessons learned from the DRF to create the optimum conditions for implementing the “new” project successfully. A number of disaster risk reduction (DRR) initiatives undertaken by the DRF in areas such as disaster resilient core family shelters, capacity building and awareness raising are described in Section 3.7 below.

While the timeframe and scope for the TEM has allowed for a general overall assessment of achievements towards project outcomes to be carried out, key constraints and challenges to be identified and lessons learned for the future for consideration by the “new” Early Recovery Facility (ERF) project 2011-2015 to be highlighted ; realistically it beyond the scope and timeframe of the TEM to measure the full impact of the DRF post flood/post Cyclones Sidr/Aila early recovery interventions and to do justice to the good work by the DRF project team and its partners .

For this reason, it is strongly recommended (see recommendations below) that an in depth professional impact study is carried out soon to assess and measure the real quantifiable impacts and benefits which the different project interventions and activities have had on the populations affected by Cyclones Sidr/Aila and the floods . This will be a valuable knowledge and reference tool for the ERF and will add to the body of knowledge products already produced by the DRF.

The key lessons learned and challenges are summarised in Section 4 below and the main recommendations and action points for consideration by the ERF project team are contained in Section 5 below.

During the period 2004-2010, the DRF (as far as I can tell) did not undergo independent evaluations or mid-term reviews. However, DFID and SDC did undertake short evaluations of their support to UNDP early recovery programme following Cyclone Sidr.

1. Introduction

Background

The history of natural disasters, as well as the nature and scope of the hazards and vulnerabilities affecting Bangladesh is well known and well documented. At the same time, Bangladesh is one of the countries most at risk from the impacts of climate change therefore it is likely that both acute (such as severe floods and cyclones) and chronic hazards (such as drought, sea level rise, saline intrusion, coastal and riverbank erosion) will increase in frequency and severity in the coming decades.

In January 2008, when the Disaster Response Facility (DRF) project was launched, UNDP Bangladesh's corporate strategy with respect to disaster management was in the process of evolution faced with the need to develop a comprehensive framework encompassing the necessary disaster risk management, emergency response and early recovery interventions geared to coping with the annual pattern of natural disasters of different intensities which the country faces.

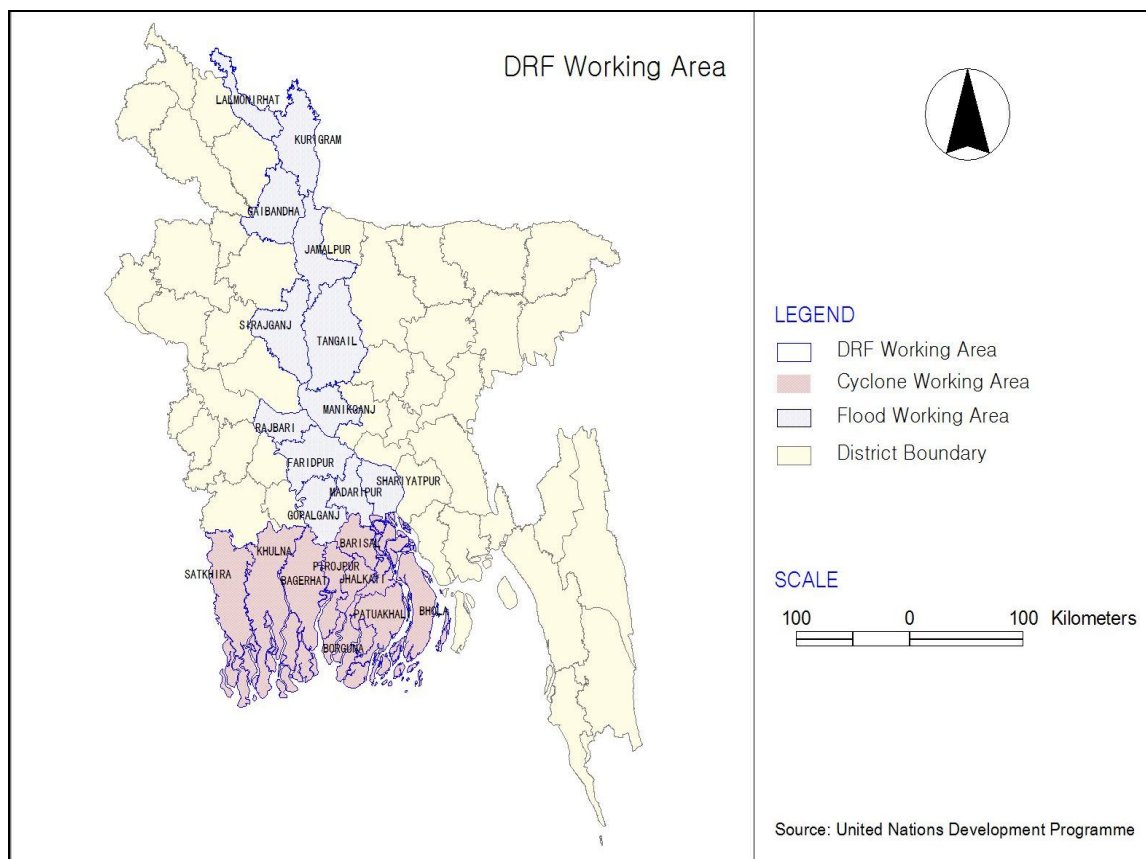


Map of Bangladesh

The UNDP CCED primary on going function was to support the CDMP which focuses on DRM, but with the launch of the DRF the mandate and workload of the CCED was expanded to include disaster relief and recovery. While the CDMP supports continuous institutional capacity development, with an emphasis on risk reduction, the DRF offered a rapid-response mechanism for financing and implementing relief and recovery efforts. Thus the “twin sisters” of CDMP and DRF (succeeded by ERF) provide UNDP with a twin pronged programme mechanism to address the full cycle of disaster management – and to ensure that a) DRFF’s short term-relief and recovery efforts maintain a risk reduction perspective and draw on CDMP’s in-house expertise, and b) that CDMP’s risk reduction efforts draw lessons continuously from the field of DRF (and ERF) interventions.

In essence, DRF is the second stage of a three stage process of developing and enhancing a unique project approach that offered, during disaster emergency, quick activation of flexible mechanisms (for channelling and mobilising funds) and tools for fast operationalizing humanitarian assistance in order to complement national response efforts in Bangladesh .This began with the DRFF project 2004-2007, and was then succeeded by the DRF 2008-2010. The third stage is the ERF 2011-2015 which has just started. These three projects have each built upon the foundations and achievements of their predecessor and consolidated by applying lessons learned.

The DRF was implemented under the DEX modality and funded primarily by UNDP. It received additional resources from TRAC, DFID, SDC, BCPR and CERF. The total budget DRF operationalized stands at USD 32,786,154.11.



2. Purpose and Scope

The purpose of the terminal evaluation mission (TEM) is to conduct a terminal and outcome evaluation of the Disaster Response Facility (DRF) funded by UNDP, DFID, SDC, BCPR and UNOCHA (CERF) from 1 January 2008 – 31 December 2010. The project was directly implemented by UNDP CO, Bangladesh in conformity with the UN's Country Programme Action Plan (CPAP) framework. To the knowledge of the TEM, no mid-term or any other specific evaluations of the DRF have been carried out although some donors (SDC, DFID) have conducted their own evaluations of specific interventions (Sidr) implemented by DRF using their funding

The main objectives of terminal evaluation of the DRF are to:

- perform holistic outcome and output analysis
- assess the achievements of the project
- review a broad range of contributory strategies including collaborative partnerships
- analyse the main findings, indicate lessons learned and future opportunities for ERF

The evaluation also seeks to assess the impact of the programme over a broad range of strategies mentioned above. However, as explained above, it was considered that it was beyond the scope and timeframe of the TEM to incorporate a credible impact study in the report which would do justice to the good work done by the project. It was agreed (in discussions with CCED) that this was an important piece of work which should be completed at the earliest opportunity under the aegis of the ERF (see recommendations Section 5).

The evaluation is divided into two main parts:

1. Situation Analysis and Summary of Key Achievements/Outcomes /Challenges of DRF at the closure of the project on 31 December 2010
2. Key issues, opportunities, challenges and lessons learned emerging from the DRF which may be considered as useful inputs and action points for follow up by the ERF project which is the direct successor to the DRF.

Team composition

The Team is comprised of one international consultant. As per the Terms of Reference (ToRs) it was originally intended that an experienced national consultant would join the evaluation team but it was ultimately decided not to go ahead with this. (For name see cover page)

Approach and Methodology

Because of time constraints, following consultation with the ERF (formally DRF) project team and ACD on day 1, it was decided that the TEM should adopt a pragmatic approach to the conduct of the evaluation in order to ensure that the deliverable is a clear and concise report which will be a useful tool for the ERF project team. Accordingly, it was agreed that the terminal evaluation report should focus on highlighting key lessons from the DRF, with a list of action points and

recommendations which may be directly fed into the implementation methodology of the ERF in terms of good practise, guidance and lessons learned.

The EM followed the standard methodology of desktop review of background documents, initial briefing with UNDP Cluster/project team and debriefing with UNDP DCD(P) and CCED Cluster, meetings with key stakeholders and officials, interviews with selected beneficiaries, a brief field visit, submission of draft report, feedback and finalisation and submission of final report.

3. Situation Analysis of DRF at the closure of the programme on 31 December, 2010

The aim of this section is to assess the overall achievements and outcomes of the project, not to carry out an in depth impact assessment of project outcomes (see above). The TEM will also seek to identify potential constraints, challenges and lessons learned for consideration by the ERF project team.

3.1 Context

While carrying out the evaluation, it is necessary to be aware of, and understand, some of the key factors which have a direct bearing on the implementation, and ultimately the success of the project. These include:

- UNDP's evolving role in DM over the past ten years and how this had guided the development of its business strategy in Bangladesh including its portfolio and range of DRM/E Response /E Recovery projects and programmes (i.e. CDMP, DRF, ERF, etc).
- UNDP's lead global role as lead for Early Recovery Cluster (IASC) and its role as co –chair for the Shelter Working Group (key cluster for Early Recovery) in Bangladesh.
- The need for UNDP and the ERF to pursue active advocacy and orientation regarding early recovery within GoB as well as with key partners as this concept is not yet well understood.
- The role, resourcing and staffing of the UNDP CCED which has the overall responsibility for managing, supporting and coordinating the CO's complex and diverse portfolio covering a range of DRM, E Response and Recovery, CC/CCA, Environment, Energy and other linked projects and programmes.
- The dynamics of relationships between key projects in the UNDP DMC portfolio such as CDMP 1 & 2 and DRF & ERF,
- The DRF's role in Disaster Risk Reduction,
- The GOB Standing Orders for Disasters (SODs) and the National Plan for Disaster Management (NPDM) have been officially endorsed by the highest disaster management committee in Bangladesh (NDMCC) and the Prime Minister define clearly the roles and responsibilities of all GOB and other actors involved with DM (response, preparedness, early recovery , DRM, etc) . In effect these are ultimate foundation, basis and reference baseline for the DMB and DRR (main counterpart ministries for DRF (DMB) and ERF (DRR) decision making, project planning and implementation (their "Bible or Koran ".) Therefore all DM

projects must be situated or located in the SODs and NPDM for DRR and DMB to assume full ownership,

- The dynamics of relationships between the key GoB counterparts MoFDM, DMB, DRR etc and how this can affect project implementation.
- DRF's role in supporting the secretariat of the Local Consultative Group (LCG) in Bangladesh's sub-group on Disaster Emergency Response (DER) which has recently been transferred from WFP to UNDP (UNDP /ERF now manage the secretariat).
- The importance of developing strong synergies and working level cooperation with CDMP (sister project) in clearly defined activities which add value to all concerned.
- The importance of the good relationships which have been built up by the DRF with local government officials (DC, ADC, DRRO, UNO, PIO) through the local level field project monitoring process which provide good platforms for strengthening local coordination with stakeholders and providing technical support to " energise " DMC's, UzDMC's, UDMC's.
- The importance of further strengthening the relationship and capacities with the 39 Pre-Qualified NGO partners.
- The importance of enhancing relationships with key donors such as DFID, SDC, EU and demonstrating that UNDP is a trusted partner not only for development, but also for emergency response and early recovery .
- The critical importance of recruiting experienced project staff rapidly at the beginning of the project and ensuring the vital continuity which is a pre-requisite for effective project implementation. Also the question of UNDP CO having fast tract recruitment and procurement procedures in place which can be quickly activated in times of disaster.

3.2 Summary Review of Achievements and Challenges based upon study of key reports, field visit and meetings with local stakeholders

The review has endeavoured to convey an overall picture by summarising extracts from the reports in the table. The detailed reports are in annex.

Source (reports)	Achievements/Challenges
1. DRF 2008-2010 : Brief Note . <ul style="list-style-type: none"> • Flood 2007 Early Recovery Interventions 	Achievements : <ul style="list-style-type: none"> • Cash for Work/513,790 days of work (in 8 districts) • Family Shelter Construction/ 3962 families (in 5 districts) • Local Enterprise Recovery/1112 families received cash and materail support for restarting their livelihoods; 11 cluster plinths of handloom enterprises raised (

<ul style="list-style-type: none"> • Cyclone Sidr 2007 Early Recovery Interventions • Partnership and Capacity Building Initiatives (sample only) 	<p>in 1 district)</p> <p>Challenges :</p> <ul style="list-style-type: none"> • Climatic conditions made transport difficult • Price hikes • Difficulty sourcing good quality materials (bricks etc) <p>Achievements :</p> <ul style="list-style-type: none"> • Cash for work/1,050,975 persons days of work (in 13 districts) • House repairing/25,015 families(in 13 districts) • Core Family Shelter Contruction/15,746 families (in 6 districts) • Challenges : • Same as above <ul style="list-style-type: none"> • Achievements: • Expansion of partnership with different stakeholders including volunteer network and for civil works construction • DRF funded printing of 20,500 copies of the SODs and NPDM for DMB
<p>2. Enhance National & Local Capacity for Planning & Implementation of Early Recovery in Bangladesh (BCPR initiative)– Completion Report July 2008-December 2009) (sample only)</p> <ul style="list-style-type: none"> • Livelihood Recovery Activities in Cyclone Aila affected areas • Capacity building and Knowledge Products 	<p>Achievements:</p> <ul style="list-style-type: none"> • Support for livelihood recovery provided for 4000 families in two unions of Shyamnagar upazilla of Satkhira district • Social monitoring approach introduced in partnership with Save the Children - Australia <p>Challenges/Lessons Learned:</p> <ul style="list-style-type: none"> • Frequency and seasonality intensified the damage and prompted actors to respond differently • New Cyclone EW booklet very useful in raising awareness among vulnerable communities • Capacity building of Bangladesh Scouts and expansion of volunteer network had significant impact on rapid emergnecy response <p>Achievements:</p>

(two examples)	<ul style="list-style-type: none"> • Standardization of Humanitarian Assistance Packages • Publication of 180,000 booklets on New Warning Signal and Mass Disaster Bulletin of Cyclone and Weather <p>Challenges/Lessons Learned :</p> <ul style="list-style-type: none"> • Same as above
3. Cyclone Sidr UNDP Early Recovery Programme-Report on SDC funded activities January 2009.	<p>Achievements :</p> <ul style="list-style-type: none"> • Partially damaged houses repaired for 12,000 families • 402,025 person days work generated offering 15 days of work for each employed person covering at least 26,401 individuals • Orientation of NGO partners supported by regular field monitoring by DRF ensured that the assistance was effectively managed. <p>Challenges :</p> <ul style="list-style-type: none"> • The cyclone caused massive and very extensive damage which has significantly set back the recovery from the devastating 2007 floods
4 DFID Evaluation of 2007 Flood and Cyclone Emergency Operation Nov 2008-January 2009 & DRM Scoping Mission Report.	<p>Achievements :</p> <ul style="list-style-type: none"> • The overall conclusion was that the relief operation can be judged a success but that the early recovery phase was slow to start and was less effective. • The GoB and the international community responded promptly and effectively to the disaster with humanitarian supplies and services reaching those most in need very quickly • One of the DRF's major achievements was its capacity to mobilise resources from donors quickly (more than US 32 million over the lifespan of the project) <p>Challenges:</p> <ul style="list-style-type: none"> • The evaluation concluded that "UNDP is trying to take on too many roles in attempting both to implement a large scale humanitarian programme with DFID funding, and acting as an administrative agent which channels DFID to other UN agencies and monitors these programmes. As a third responsibility , UNDP staff were also involved in co-ordination of the overall

<p>Meeting with DFID on 4 May (SU/NR)</p> <p>Overall DFID was positive regarding DRF's management of the response to Aila in terms of speed, cost effectiveness (savings on procurement redirected back to field operations), beneficiary selection and professional design standards for the cyclone resistant houses. However, they may still need some convincing that UNDP can be a preferred dependable partner of choice for early recovery rather than I/NGO's.</p>	<p>response (e.g.- through leading the Shelter cluster)</p> <ul style="list-style-type: none"> • 26,200 families supported with emergency shelter kits • UNDP leads needs assessment development of UN Joint Response Framework for Cyclone Aila Response • Lead the inter –agency coordination with the support of DRF
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3.3 Summary of progress towards achieving outputs (source DRF Results Matrix for 2010)

Outcome (from CPAP) – human security is strengthened and vulnerability to social, economic and natural risk are reduced.

3.3.1. Output 1: National response to natural disasters complemented through timely provisioning of quality humanitarian assistance

Achievements: Major achievements include : i) Second Phase of Core Family Shelter (CFS) construction programme for Sidr affected families completed ii) Cyclone Aila livelihood recovery programme for 4000 families completed iii) Integrating River Bank Erosion Prediction results with social safety net programmes by government completed iv) updating the district disaster response plan and guidelines for standardization of relief packages completed v) capacity building, equipment support and training of Bangladesh Scouts completed. .

3.3.2 Output 2: Emergency and early recovery coordination established and disaster situation monitoring preparedness taken place

Achievements:

Major achievements include:

- i) Established linkage with different local and regional consultation networks (to support strengthening of the emergency and early recovery clusters),
- ii) Maintained close coordination with DER, UNDMT and I/NGOs (coordination with clusters),
- iii) Disseminated regular updates on emergency situations (to support national monitoring and coordination with different stakeholders).

Challenges:

Main challenges faced by DRF include: i) because the project was implemented under the DEX modality there is not a requirement for GoB counterparts (DMB, DRR) to be directly involved or responsible in the management or implementation of the project (as they would be if the project was implemented under the NEX modality). In the meeting with DMD (Deputy DG), the issue of

ownership was raised. While DMB acknowledged it was a counterpart, the Director, Planning and training considered that because they were not always consulted they did not feel ownership for their activities with DRF.

ii) Building good working relationships and developing the capacities of 39 Pre-Qualified Partners with respect to shelter construction and local level coordination in particular.

iii) Developing the necessary professional guidelines, technical specifications, design and costing for Core Family Housing (Shelters). NB In fact out of this challenge comes as an important opportunity which the project seized to systematically develop technical specifications and designs for core family shelter/housing through a strategic partnership with Bangladesh Housing Research Unit (BHRI) after Cyclone Sidr. The Technical Committee, headed by the DG, DMB, and under the Shelter Working Group also developed technical guidelines and minimum standards for CFS/H,

iv) Coping with extreme weather conditions, price hikes, sourcing good quality building materials and organizing timely and cost effective procurement of relief/recovery materials and transportation to the site. The implementing I/NGOs struggled due to these price hikes and high transportation costs remote areas as well as labour shortages,

v) establishing an effective field monitoring system and building good working relationships with local government officials (DMCs, UPDMCs, UDMCs and other local stakeholders)

vi) developing and disseminating a range of quality knowledge products such as the Post Cyclone Shelter Construction and Standardised Relief Packages Guidelines

vii) Lack of continuity with some key project staff (Project Manager) which placed additional burdens on the UNDP core team

viii) Slow UNDP procurement and recruitment procedures (despite accelerated HR procedure for emergency situations) not geared for emergency response and early recovery needs

3.4 Impact

The issue of measuring impact credibly has been explained earlier in this report (see also below). The main purpose of this section is to make some very general comments about the impacts which the project interventions had in the affected areas gained from:

- A short field visit to Satkhira district and Shyamnagar UP, meetings with one NGO partner (and one interview with two beneficiaries)
- Meetings with the ADC Satkhira and UNO, Shyamnagar
- Meeting with ERF Livelihoods Coordinator, Khulna
- Meetings with DMB and CDMP
- Meetings with DFID and UNDP CCED
- Study of reports

The overall impression is that the relief operations and early recovery were (fairly) timely and managed under difficult conditions. Beneficiaries were well targeted and distributions fair. The impact of the relief distributions, cash for community restoration and house repairing appeared to be positive. I was unable to see any of the Core Family Shelter Constructions (brick buildings) so am unable to make any comment about impact on the affected populations, although the project clearly

supported much technical work in terms of the design , specifications and costing of the Core Family Shelters.

However, what is very clear, and this will be a strong recommendation of the report, is that a comprehensive professional impact assessment study should be carried out as soon as possible under the aegis of the ERF in order to properly measure and document the impacts which DRF early emergency, and in particular early recovery interventions in shelter, have had on the targeted beneficiaries in the affected areas. This will be a valuable knowledge product for the ERF.

3.5 Coordination

Coordination arrangements cover two main areas: I) Emergency Response II) Early Recovery

3.5.1 Emergency Response

UNDP's emergency response is coordinated by the Disaster Management Core Group in close coordination with the UNDMT and with the technical and coordination support of the Disaster Management Cell whose main role is to ensure resource mobilisation (appeals etc.) and donor coordination in times of disaster and undertaking contingency planning aimed at ensuring that DRF mechanisms remain well prepared for rapid response. These measures include prior agreements with UN Partners; roster of pre-qualified I/NGOs as implementing partners; updating list of emergency supplies ; advance tendering and re-positioning of emergency supplies (where possible); coordination and media relations .

One of DRF's major achievements has been resource mobilisation (US 32 million) based on good donor and inter agency coordination through inter alia the DER. Overall, the other measures seem to have been effective although the issue of slow UNDP procurement and HR procedures which are not really geared to emergency response operations remains a long standing problem which can hinder the timeliness of relief operations.

3.5.2 Early Recovery

Although considerable efforts are now in place for disaster risk reduction (CDMP) and emergency response, there has not been any significant initiative (until the ERF was established) for setting up appropriate systems and framework for recovery In Bangladesh .

UNDP, as the IASC lead agency and co chair for the Early Recovery Cluster, will provide coordination and technical support to GoB (MoFDM & DMB) through the core activities of the ERF which include early assessment; advising government on appropriate recovery strategies and designing programmes; strengthening UN coordination; establishing field monitoring systems to strengthen local level coordination with local government and other stake holders.



The general findings (see 3.2 and 3.3 above) are that overall the DRF was able to perform these services effectively.

3.6 Implementation arrangements

The DRF is executed under the Country Action Plan (CPAP) Implementation Framework which an overarching planning document from which the CO comes up with relevant project or programmes to realize. Programme/projects in compliance with the CPAP can adopt either the DEX or NEX

execution modality depending on the circumstances. For the DRF, it was decided to use the DEX modality which provides the necessary operational flexibility to ensure the rapid decision making and quick delivery of services essential for effective emergency response and early recovery. On the basis of the Project Document, the annual work plan and budget are prepared, appraised among the key stakeholders and signed by UNDP. This modality offers significant scope for building strong implementing partnerships with GoB, UN agencies and pre-qualified I/NGO's.

Under the DRF implementation framework, both Government bodies and national NGO's may serve as implementing agencies. When a major disaster strikes Bangladesh, the DRF mechanism will be activated and the UNDP Emergency Core Group members will be called to an emergency meeting chaired by the Deputy Country Director (Operations) which will decide upon what actions UNDP should take. These decisions will then be shared with UNDP's three primary GoB partners: ERD, MoFDM and DMB. The emergency response activities under DRF will be coordinated with CDMP and DMC (now CCED).

While the DRF was managed under direct implementation by a Project Manager and his/her team, two other management and oversight mechanisms were put in place i) the Outcome Board established under MoFDM and chaired by the Secretary (formal forum for policy guidance) ii) Project Board comprising Joint Secretary MoFDM, DG's DMB and DRR, UNDP CD, three representatives from stakeholders (operational forum) and meets quarterly.

3.7 Disaster Risk Reduction (DRR)

The DRF has supported a number of DRR initiatives concerned with information dissemination/ awareness raising and capacity development as well as direct interventions linked more specifically to enhancing the disaster resilience capabilities, technical design and building specifications of different shelter types including core family shelter (see 3.9 below). The lessons learned and practical experiences gained from these activities are being put to good use by the ERF project team. Some examples are given below:

- i) Shelter design and construction interventions post the 2007 floods and cyclone Sidr.
 - mound extension and homestead plinth raising ensured better flood resilience as well as providing cash-for-work as part of the economic enterprise package to help re-generate livelihoods,
 - Low cost of shelters enabled a large number of people to be assisted and as a result a better quality of more resilient shelter began to be adopted,
 - DRF entered into partnerships with pre-qualified I/NGOs and technical institutions such as the Bangladesh Institute for Housing Development to develop cost effective/disaster resilient/easy brick (permanent structure) build methods for constructing improved core family shelter models which would have a significant impact on lives and livelihoods post disaster and which might (eventually) be adopted as the government standard (see 3.9 below). The core family shelter is a permanent structure incorporating many risk reduction features allowing them to withstand cyclones up to category 4 level,
 - The post cyclone Sidr shelter construction programme in both phases created more than 750,000 labour days of employment of which 160,000 labour



days were for the beneficiaries of the shelters,

- The post cyclone Aila off farm livelihood Recovery Programme helped the Aila affected families to rebuild their lives and livelihoods by providing income generation activities such as road maintenance, fishing, home based work (sewing machines, kitchen gardens, poultry rearing, small business start ups etc). This programme contributed towards enhancing human security building on the DRR base.

ii) Capacity building

- Training and equipping of Bangladesh Scouts for emergency and response and recovery,
- Training Community Volunteers in cyclone early warning,

NB. Expanding and strengthening the roles of volunteer bodies in emergency response and early recovery is an important feature of the DRFs capacity building work which will be carried forward by the ERF.



III) Information dissemination and awareness raising.

- Dissemination of the River Bank Erosion Prediction Model has raised awareness in the most vulnerable communities and made it possible for them to be included in the government safety net,
- Publication and dissemination of some 180,000 booklets explaining the new cyclone early warning system to the most at-risk communities.

Overall, it is fair to say that the DRR activities of the DRF have enhanced UNDP's capacities to promote and ensure that disaster resilient shelter construction methods are used in the future. Also, to provide a DRR platform on which the ERF can build in collaboration with its key partners.

3.8 Institutional capacity building

From the desktop review and meetings, the finding is that the capacity building work undertaken by DRF can broadly be divided into two categories:

i) Capacity building and coordination initiatives for the Network Members

UNDP has established a network group of I/NGOs, National and Government institutions to work closely with DRF in times of disasters. Because the capacity of some part of the network were not of the required levels to provide the necessary sustained support to the DER in complex emergency situations, it was decided that the project would focus its attention on strengthening its network partners capacities in the following ways :

- establishing a pre-qualified core group of 39 I/NGO partners and providing them with specific training in areas such as shelter, needs/damage/loss assessments early recovery planning,

- enhancing local level coordination with DMCs/UZDMC's/UDMC's through the work of the field monitoring teams ,
- supporting the DER (both in normal and disaster times),
- assisting DMB with the standardization of relief assistance and packages (which made relief operations easier for all implementing partners)

The main findings are that these measures have been largely successful (for example relief packages have been standardised , the 39 pre-qualified I/NGO's have performed well under very difficult circumstances during Sidr/Aila, local level coordination has been enhanced through the work of the field monitoring teams, etc.)

ii) Strengthening the institutional capacity of the DMB

According to the DRF proposal for the capacity enhancement of DMB officials, there are four main outputs :

- technical assistance to DMB in the monitoring and reporting of the Bangladesh's implementation of the Hyogo Framework for Action (HFA),
- technical assistance to DMB on the finalization of key disaster management policy documents,
- support to early recovery coordination,
- strengthening the disaster response capacity of the DMB.

Given that there have been a number of UNDP and other projects which have aimed over a period of time (i.e. The DMB Institutional Development project in the 1990's which was the first of all the capacity development initiatives) at strengthening the DMB; it is frankly difficult to genuinely quantify which of the above DRF project outputs have significantly enhanced the capacities of the DMB over the past four years due in part to the traditionally high turnover of management and staff. However, it is fair to say that the support provided by DRF for the standardization of the relief assistance packages, the field monitoring which has enhanced local level coordination and the printing and dissemination of the SOD's and NDMP's are all outputs which will have a positive impact on the way ER business is done in Bangladesh in the future .

3.9 Core family shelter (Sidr)

The issue of how best to build affordable , durable and sustainable core family shelter has been one of the major subjects of debate in ER, Bangladesh circles since the first assessments and evaluations of post Cyclones Sidr/Aila responses were made. Through its interventions in both in building emergency shelter as well as in its work in developing new types of viable early recovery core family shelter construction with the professional designs, specifications and costing, the DRF has contributed to both the debate and more specifically on how to raise standards of construction as well as the way in which core family shelters can be build cost effectively and efficiently. The issue of sustainability continues to be the subject of debate.



The Review of the UNDP Core Family Shelter /Value for Money Evaluation, May 2011 concluded that all the work carried out by DRF, first with the Mark 1 and then with the Mark 2 (brick built)

had paid dividends in terms of “cost effectiveness” the results are highly favourable to the Mark 2 shelters. On a direct costs basis, it was the only one of the shelter types to yield a positive Net Present Value. Equally, on more reliable cost-only based comparisons, it was the cheapest alternative once its longer lifespan has been taken account of, and remained so after allowing for the variations in floor areas. The report also concluded that there issues linked to livelihoods which merited attention (to ensure the long term sustainability of the package – shelter plus livelihoods)

For donors, this provides sound evidence for supporting the DRF (now ERF) approach to early recovery and core family shelter construction.

4. Lessons Learned

One of the main priorities of the TEM is to list key lessons learned from the DRF in order that these may be considered and above all acted upon by the “new” ERF project team in this early stage of project implementation (three months). The DRF has already documented a number of lessons learned in the various reports and other knowledge products which have been produced by the project over the last four years. Some of these lessons learned have already been fed into the design of the ERF. This body of knowledge offers a significant opportunity for the ERF to build upon the achievement of the DRF.

4.1 Collaborative Partnerships

A strong network of collaborative partnerships with pre-qualified I/NGOs, UN agencies, local government, volunteer networks, technical bodies and other bodies concerned with emergency response and early recovery is progressively being established. Under the ERF, there are significant opportunities for example to : i) further develop the capacities of pre-qualified I/NGO partners in the technical aspects of shelter construction, community infrastructure development and livelihoods ii) enhance contingency planning and pre-monsoon preparedness iii) ensure that the Guideline for Standardisation of Relief Packages is clearly understood and adhered to. iv) promote Post Disaster Needs Assessment (PDNA) as a standard tool v) expand the range of partners to include academic and research institutions and specialist bodies who can advise on CC/CCA impacts and practical measures which can including demonstration projects and piloting of innovative ideas (i.e. the disaster resilient habitat) vi) emphasis on response and early recovery initiatives in the urban and other lagging areas under the ER work vii) take advantage of global/regional funding opportunities to learn and replicate at scale.

4.2 Institutional Strengthening

It is well understood that there is a need to strengthen the capacities of DDR (the national counterpart for ERF) at the central and DRRO's/PIO's at the local level. Based upon the experience of DRF, there will be a need to provide additional training and orientation for DRR in early recovery strategies and practices as well as PDNA. There are significant opportunities for the ERF and CDMP to collaborate and develop joint approaches for energising the local DMC's /UPDMC's/UDMC's (in normal times) by providing appropriated technical support to the DRRO's and PIO's. There is also an important opportunity and advantage(for the ERF) to collaborate with the Urban Partnership for Poverty Reduction (UPPR) – for urban ER works, Local Government, Governance programmes of UNDP and create future synergies .

4.3 Field monitoring and local level coordination

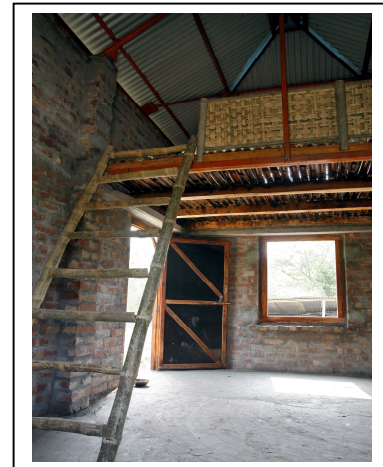
One of the strengths of DRF is the field monitoring system which has been established as a result of Cyclones Sidr and Aila and the floods which has contributed to creating effective coordination with local government officials and stakeholders during emergency response and early recovery operations. There are significant opportunities for ERF to further enhance these relationships with the DC's, UNOs, DRROs', and PIOs' to encompass normal time preparedness, awareness, capacity building activities. NB ERF has already triggered a coordination mechanism for sub-national level with monthly meetings with DC's and their staff.

4.4 Staffing and Recruitment

One of the major challenges is recruiting the right core staff, maintaining staff continuity (i.e. Project Manager, Shelter Specialist, Disaster Management Adviser etc.) and ensuring that there no delays with the recruitment process so that the project team is operational as soon as possible . It is no secret that delays in recruitment can have negative impacts on the speed of project implementation and delivery of services (including risk of low disbursement rate). It is hoped that UNDP will be able to expedite recruitment for the ERF as a matter of urgency. I understand that UNDP does possess an accelerated process and procedures for expediting and fast tracking recruitment and procurement in emergency situations, and that these have been used in the recent past. Given its lead role in ER, the ERF would be able to respond more quickly and effectively if it could benefit from some form of accelerated process in time s of disaster.

4.5. Opportunities for Innovation

The experience gained by the DRF in shelter and livelihoods suggests that there are interesting opportunities to be explored for researching, documenting and piloting innovative ideas and approaches for early recovery projects with partners (see above). For example, exploring alternative forms of income generation activities and food production (i.e. sweet potato which is an idea from the ERF livelihoods officer in Khulna) which may be more suitable to extremely vulnerable and remote district. Other examples of alternative approaches for consideration are conditional cash transfers, working through self groups, working with non-traditional partners who have regional expertise/experience in Shelter (Norad/Danida/Sida and their I/NGO partners have done a lot in this area).



4.6 Knowledge products and Impact Assessment Study

The DRF has produced and disseminated a number of useful knowledge products (i.e. Post Cyclone Shelter Construction Guidelines, Integrating River Bank Erosion Prediction Results with Social Safety Net programme as well as supporting DMB with printing the final officially endorsed SOD's and NPDM. There is an opportunity for ERF to make this a high priority in future starting with commissioning a comprehensive professional impact assessment study of the results of the DRF early recovery programme.

4.7 Donor relations

The experience of DRF shows clearly that there is scope to work jointly with partners in the Shelter and Early Recovery Clusters co-chaired by UNDP to improve i) awareness and understanding of needs and implications for the most vulnerable communities ii) coordination/collaboration and synergies between donors that support early recovery and risk reduction. This type of collaborative

work not only saves time and resources but also creates opportunity to share knowledge and experiences which help to improve the quality of the programmes/projects. The ERF has significant opportunities to build on the track record of DRF with resource mobilisation and early recovery project implementation to re-affirm to donors such as DFID, SDC, Ausaid, Norad, EU and others that it is a dependable partner for both emergency response and early recovery (not just development). For example, DRF was able to demonstrate to DFID that it was a cost effective partner for their post Aila relief and recovery operations capable of delivering timely and well targeted assistance to beneficiaries. With its track record, there is also scope for UNDP/ERF approaching non-traditional partners for funding such as JICA, KOICA, Middle Eastern countries which would diversify its funding base and strengthen the sustainability of some interventions in livelihoods/family shelter which require longer term support.

4.8. Volunteer Network

The capacity building of the Bangladesh Scouts and expansion of the volunteer network in Bangladesh to assist with emergency response (and early recovery) is an important objective of the ERF. There is an opportunity for the ERF to also build a strong partnership with BDRCs in this respect as the premier national relief organisation with its extensive network of trained and equipped volunteers (including CPP) and wide experience of responding to disaster situations in Bangladesh. Also other existing volunteer networks including the Girl Guides, Rover Scouts, BNCC and others.

4.9 Synergies with CDMP

Building strong synergies and close working relationships between UNDP Clusters, CDMP and ERF are important priorities for all concerned. While recognising that there are sensitivities around issues of "turf", in my view there are a number of practical areas where joint approaches involving pooling of resources and expertise of CDMP and ERF will pay dividends and add value. For example, cooperating closely on the pilot disaster resistant habitat project; providing technical support to DDMC's, UzDMC's, UDMC's in normal times through organising drills and simulations test preparedness and orientation on early recovery practices; pooling expertise by ERF team for training of local government on field monitoring and coordination; draw technical advice from CDMP –Chief Technical Adviser (on the ERF Advisory Board), CDMP Emergency Response Specialist, LDRRF Specialist, CRA Analyst and other relevant resource persons.

4.10 Advocacy on Early Recovery

As indicated above, the concept of early recovery is not yet well understood by many in GoB or other partners. ERF has a major challenge to engage in an active advocacy and orientation campaign in this respect, particularly with concerned GOB ministries as early recovery is not clearly defined in the SOD's and NPDM.

4.11 Emergency Response and Early Recovery Coordination The main GoB and inter-agency coordination forum (primarily for donor co-ordination, resource mobilisation, information sharing and needs assessments) used during Sidr/Aila is the DER. In addition the UN system has the DMT, and its own internal emergency response coordination mechanism which can be supported by UNDAC. UNDP is also the lead agency and co-chair of the Early Recovery and Shelter Clusters. It appears that the Shelter Cluster/Working Group was more operational post Sidr/Aila. For the future, it may be necessary to consider which of the existing coordination entities is most suitable to coordinate and follow up all the operational aspects of early recovery and provide it with the mandate and resources to do the job effectively.

5 Recommendations and Action Points:

The main of these recommendations and action points is to reinforce the findings drawn from the lessons learned in the previous section of the report 4 and convey these to UNDP and the ERF project team for consideration and action.

It is therefore recommended that:

5.1 UNDP/ERF project team follow up the opportunities presented for enhancing the collaborative partnerships as described in 4.1 above.

5.2 UNDP/ERF project team prioritise building the capacities of DRR and energising the local level DDMC's, UzDMC's and UDMCs as described in 4.2 above.

5.3 UNDP/ERF project team continues to consolidate and further develop the good relations established with local government through the field monitoring system as described in 4.4 above.

5.4 UNDP/ERF project team treat the recruitment of the Project Manager and core staff as the highest priority as described in 4.4 above. It is also recommended that ERF can have quick access to UNDP accelerated processes or procedures for emergency recruitment and procurement in disaster situations and have some delegated authority to initiate and fast track its own emergency recruitment and procurement.

5.5 UNDP/ERF project team encourage opportunities for innovation in early recovery such as shelter, community infrastructure development and livelihoods and also commissions a comprehensive professional impact assessment of the DRF as described in 4.5 above .

5.6 UNDP/ERF project team continue to build on their good track record with donors from the DRF in order to ensure that UNDP/ERF are seen as reliable emergency response and early recover partners of choice as described in 4.6 below. There is also a good opportunity to build new partnerships with non-traditional partners and source new sources of funding see also 4.6 above.

5.7 UNDP/ERF project team expand and strengthen the existing volunteer network (i.e. Bangladesh Scouts etc.) by establishing a strong partnership base with BDRCS, Girl Guides, Rover Scout and other volunteer networks.

5.8 The ERF project team, with the support of the UNDP CCED, creates strong synergies and builds good regular cooperation with CDMP and relevant UNDP Clusters/programmes/projects which clearly demonstrate the added value of pooling resources and expertise for specific activities as described in 4.8 above.

Final Observations

Although not strictly within the ToRs, with pre –monsoon preparedness being in many people's minds as well as the ever present risk of a major earthquake and other natural disasters; the issue of reviewing existing UN contingency plans and conducting practical drills and simulations to test real levels of preparedness in conjunction with GoB and other partners (IFRC/BDRCS, I/NGOs, Fire Service, AFD etc) should be a high priority!!



ANNEX I

TERMS OF REFERENCE

POST TITLE:	International Consultant (DRF Terminal Evaluation)
AGENCY/PROJECT NAME:	Disaster Response Facility
COUNTRY OF ASSIGNMENT:	Dhaka, Bangladesh

1) GENERAL BACKGROUND

Bangladesh is commonly cited as a country that is extremely vulnerable to natural disasters. Given the combination of its geographic location, topography, dense population and levels of poverty (approximately one third of its population, or some 57 million people, live in chronic poverty), natural hazard events unfortunately often result in disasters with high loss of life and economic damage. Historically deaths from single events, such as cyclones, reached into the hundreds of thousands in Bangladesh. Trends in the data indicate that the situation in terms of preparing for and responding to disasters is improving over time, with massive improvements in the reduction of lives lost. One important element of this has been improvements in early warning systems (EWS) and cyclone shelters in particular. The Centre for Research on the Epidemiology of Disasters estimates that close to 229 million people have been directly affected by natural disasters during the thirty year period from 1979 to 2008, with over 7,700 killed and economic damage in the order of US\$5.6 billion.

At the same time, Bangladesh is one of the countries most at risk from the impacts of climate change, therefore it is likely that both acute (such as flooding or cyclonic events) and chronic hazards (such as drought, sea level rise and saline intrusion) will increase in frequency and severity in the coming decades. The nature and scope of the hazards are well-documented in a range of existing literature.

UNDP Bangladesh's Disaster Response Facility (DRF), 1 January 2008 – 31 December 2010 followed a unique project approach that offered, during disaster emergency, quick activation of a flexible mechanisms and tools for fast operationalization of humanitarian assistance in order to complement the national response efforts.

The overall objective of DRF was to assist the victims of natural disasters in Bangladesh by putting in place systems that allowed coordinated and effective humanitarian response under a collaborative framework involving Government, development partners and humanitarian actors. The DRF aimed to support and empower the Government's central coordinating role in coordination/supervision of disaster relief and recovery activities under a flexible and rapid implementation arrangement, in conformity with the UN's Country Programme Action Plan (CPAP) framework.

The DRF contributed to UNDAF Outcome 4, "Human security is strengthened and vulnerability to social, economic and natural risks is reduced," and UNDP's Country Programme Outcome 4.1, "Disaster risk reduction integrated into development planning." The intended output is that the immediate relief and early recovery needs of severely disaster-affected poor people are met.

With the closure of the Project, UNDP Bangladesh seeks an International Expert to, with the support of a National Disaster Management Expert, under a terminal evaluation.

The Expert will be guided by the Assistant Country Director (CCED) and will work in close coordination with the UNDP Country Office.

2) OBJECTIVES OF THE ASSIGNMENT

The terminal evaluation of DRF has the following objectives:

- perform holistic outcome and output analysis
- assess the achievement of the project objectives taking into consideration:
 - implementation approach
 - stakeholder participation
 - relevance and effectiveness
 - sustainability
 - financial planning
 - cost-effectiveness
 - monitoring & evaluation
- review a broad range of strategies such as DRF's contribution to the national response, and early recovery efforts, following disasters
- analyze the main findings and indicate the key lessons to be learnt with examples of best practices

3) SCOPE OF WORK

The International Expert is expected to lead the evaluation. The proposed evaluation seeks to assess the impact of the project over a broad range of strategies mentioned above and would specifically address the following:

a. Strategic orientation:

- i) Assessment of the appropriateness and effectiveness of the project strategy in contributing to the project outcomes
- ii) Evaluating the relevance of DRF in the context of current national priorities in the DM sector

b. Programme performance:

- i) Assessment of the progress in planned outputs;
- ii) Assessment of the perception of the communities and key stakeholders on the direct and indirect benefits derived from the programme;
- iii) Analysis of important factors that influenced the programme performance;
- iv) Assessment of the impact of DRF interventions during recent disasters;
- v) Assessment of the monitoring strategy
- vi) Assessment of key project activities with a focus on qualitative and quantitative factors and indicators of performance/achievements.

c. Lessons learned:

- i) Identification of innovative approaches/methodologies
- ii) Identification of approaches/methodologies that failed in achieving the desired results and documentation of the reasons for failure for corrective actions;
- iii) Identification and documentation of the best practices including risk, challenges and partnership building of the programme for replications and wider dissemination;

d. Sustainability:

- i) Assessment of the sustainability of the project results in the light of the current policy and programmatic

- thrust of the Government of Bangladesh;
- ii) Review the ongoing activities and their adequacy to sustain the project outcomes.

e. Partnership strategy:

- I. Assessment of the effectiveness of DRF’s partnership strategy (with GoB, NGOs and civil society) over the project in achieving the results and sustaining the gains;
- II. Assessment of relevance of partnership DRF has established over the project with various NGOs, institutions and agencies.

f. Future Opportunities vis-à-vis UNDP’s support to GoB in disaster response and early recovery:

- i) Identify specific recommendations on corrections and actions required to address the gaps in achieving the outcomes, including future partnerships, which can be incorporated into future support to GoB;

<i>The assignment will focus on the following areas and activities:</i>	<i>No. of work days required</i>
<ol style="list-style-type: none"> 1. Preliminary meetings with UNDP, GoB, development partners, implementing (contracting) partners; 2. Submission of inception report (outline, proposed methodology, evaluation tools) 3. Implementation of evaluation [including field visits], analysis of the data, preparation of reports etc 4. Submission of draft final reports 5. Presentation of findings 6. Submission of final reports 	10 days

4) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

The overall duration of the assignment is expected to be 10 days based in Dhaka, Bangladesh with some limited field visits.

5) FINAL PRODUCTS/SERVICES

1. A presentation on the findings of the evaluation; and
2. Terminal evaluation report.

6) DEGREE OF EXPERTISE AND QUALIFICATIONS

- Relevant post-graduate degree in development-related disciplines, with emphasis on disaster risk reduction, disaster management or associated field
- At least 5-7 years hands-on experience in the evaluation and/or management of disaster management / climate change programmes in relevant field, including at the international level
- Knowledge of current issues and trends in DRR, including the international architecture and financing mechanisms
- Knowledge of current issues and trends in climate change
- Knowledge of results-oriented evaluation principles and methodology.
- Familiarity with UNDP operations and knowledge of relevant UNDP’ policies are an asset
- Strong analytical skills
- Organizational, administrative and planning skills
- Good interpersonal skills and ability for team work

- Experience of working in South Asia and/or Bangladesh an advantage
- Fluency in written and spoken English.

Personal and attitudinal requirements

- Good communication and interpersonal skills and experience in working effectively in a multicultural environment;
- Professionalism: flexibility to make ad-hoc changes as and when the need arises; ability to perform under stress; willingness to keep flexible working hours;
- Teamwork: ability to establish and maintain effective working relations as a team member, in a multi-cultural, multi-ethnic environment with sensitivity and respect;
- Communications: excellent interpersonal and communication skills;
- A team-player and self-starter, able to work with minimum supervision, with sound judgment; and
- Need creativity for graphics design and writing skills.

ANNEX 2

DRF Terminal Evaluation 2011: Programme Schedule

Date	Time	Programme	Venue	Note
2 May 2011	9:30 am	Meeting with Ms. Helen Bryer, Head of Cooperate Business, DFID Bangladesh,	United House, 10 Gulshan Avenue, Gulshan 1, Dhaka 1212, Bangladesh.	Steven Goldfinch (CCED) to arrange
	11:30 am	Meeting with Mr. Abu Sadeque, Director Disaster Management Bureau & Mr. Netai Dey Sircar, Assistant Director, Disaster Management Bureau	DMB, Mohakhali, Dhaka	Tarikul Islam (ERF) to arrange
	3:00 pm	Meeting with Implementing Partner Representatives (RRF, ESDO, RIC, MMS, NPD, IR & Bangladesh Scouts)	ERF Conference Room, Level 14, IDB Bhaban	Tarikul Islam (ERF) to arrange
	4.00 pm	Meeting with Ms. Jessica Murray, ACD, RRMCM along with Dr. Aminul Islam ACD	Office of the ACD, RRMCM, UNDP Office	Sifayet Ullah (CCED) to arrange
3 May 2011	1:00 pm	-Field visit to Aila off-farm livelihood recovery & emergency shelter assistance in Gabura Union of Shyamnagar Upazila of Satkhira	Satkhira	Tarikul Islam (ERF) to arrange
	2:30 pm	Meeting with UNO, Shyamnagar, Satkhira	Conference Room of UNO, Shyamnagar, Satkhira	Tarikul Islam (ERF) to arrange
	5:40 pm	Meeting with Additional Deputy Commissioner, Shyamnagar, Satkhira	Office Room of Additional Deputy Commissioner, Satkhira	Tarikul Islam (ERF) to arrange
4 May 2011	12:30 am	Meeting with Mr. Abu Sadeque, Director Disaster Management Bureau & Mr. Netai Dey Sircar, Assistant Director, Disaster Management Bureau	DMB, Mohakhali, Dhaka	Tarikul Islam (ERF) to arrange

	1:30 pm	Meeting With CDMP management	CDMP office, Mohakhali, Dhaka	Tarikul Islam (ERF) to arrange
	4:00 pm	Meeting with Ms. Yolande, Livelihood Advisor, FID Bangladesh,	United House, 10 Gulshan Avenue, Gulshan 1, Dhaka 1212, Bangladesh.	Sifayet Ullah (CCED) to arrange
5 May 2011	11:30 am	De-brief with CCED cluster colleagues	Office of the ACD, CCED, UNDP Office	Sifayet Ullah (CCED) to arrange
	2:00 pm	De-brief with Mr. Robert Juhkam, DCD (Murray) and Ms. Jessica Maurry, ACD, RRMCM with CCED Cluster.	Office of the D-CD(P), CCED, UNDP Office	Sifayet Ullah (CCED) to arrange

ANNEX 3

List of persons met

UNDP CO/Field staff

1. Robert Juhkam, DCD (P)
2. Ms. Jessica Murray, ACD, RRMIC
3. Dr. Aminul Islam ACD, CCED
4. Steven Goldfinch, Programme Specialist, CCED
5. Sifayet Ullah, Programme Analyst, CCED
6. Md. Tarikul Islam, Project Officer, ERF
7. Azizul Haque, ERF Livelihood Coordinator

Meeting with DMB

1. Abu Sadeque, Director(Planning & Training)
2. Netai Dey Sircar, Assistant Director

Field visit: persons met

1. Pranab Kumar Shaha, Additional Deputy Commissioner, Satkhira
2. Sabbir Ahmed, Upazila Nirbahi Officer, Shyamnagar, Satkhira

Meeting with Implementing Partners

1. Philip Biswas from Rural Reconstruction Foundation
2. Pankaj Kumar Biswas from Rural Reconstruction Foundation
3. Biplop Sircar from Resource Integration Center
4. Shafiqur Rahman from Shushilan
5. Atal Majumder from ESDO
6. Jamini Kumar Roy from ESDO
7. Shamsul Azad from Bangladesh Scouts
8. Atiquzzaman Ripon from Bangladesh Scouts

Meeting with CDMP

1. Mr. Mohammad Abdul Qayyam, NPD and Additional Secretary
2. Mr. Puji Pujiono, International Project Manager
3. Mr. Otin Dewan, LDRRF Expert
4. Mr. Abdul Latif Khan, LDRR Expert

Meeting with DFID

1. Yolande Wright, Livelihood Advisor
2. Helen Bryer, Head of Corporate Business

ANNEX 4

Bibliography

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6. DFID Evaluation and Disaster Response Scoping Mechanism Reports
7. Cyclone Sidr UNDP Early Recovery Programme – Report on SDC Funded Activities January 2009
8. Post –Cyclone Sidr Family Shelter Construction in Bangladesh
9. Disaster Response Facility Project –Completion Report 2008-2010
10. The Review of UNDP Core Family Shelter/Value for Money Evaluation – May 2011
11. DRF work plan for DMB