Government of the People's Republic of Bangladesh
United Nations Development Programme
Project Document

Project Title	**Early Recovery Facility (ERF)**
UNDAF Outcome(s):	**UNDAF Outcome 4: "Human security is strengthened and vulnerability to social, economic and natural risks is reduced"**
Expected CP Outcome(s): *(Those linked to the project and extracted from the CP)*	**Disaster risk reduction integrated into national development planning**
Expected Output(s): *(Those that will result from the project)*	**National capacity of the disaster management system strengthened to reduce unacceptable risks and improve response and recovery activities by adopting a comprehensive risk management culture**
Administrative Ministry :	**Disaster Management and Relief Division, Ministry of Food & Disaster Management**
Implementing Agency:	**United Nations Development Programme**
Responsible Parties:	**Directorate of Relief and Rehabilitation, Disaster Management Bureau, with other humanitarian actors including UN agencies and NGOs**

Brief Description

The Early Recovery Facility (ERF) is aimed at promoting national ownership of the post disaster early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions with UNDP assistance. It will mobilize resources to prepare, plan, and implement interventions to ensure that the people affected by disasters recover and seek development gains. The ERF will support the national and local government in developing policies and plans for full recovery. Such support will be provided through systematic assessment of recovery needs, coordination amongst various agencies, preparation of an early recovery plan/ framework, and human resource support wherever necessary. The ERF will promote equity, social inclusion, and transparency in promoting recovery policies and plans. It will advocate people's participation in recovery planning, and promote policies and programmes which do not discriminate on the basis of gender, ethnicity, religion, age, disability, etc. The ERF will support and strengthen the Early Recovery Network and Early Recovery Cluster in Bangladesh, develop an overall recovery preparedness plan, and advocate for the allocation of resources in support of early recovery activities.

UNDP recognizes that there are several agencies, from both the UN system and NGO sector, which have extensive experience and operational capacity in the area of recovery. The ERF will not seek to replace the existing capacity with its own. The ERF will build on the national and local capacity for recovery, and highlight the need for recovery programmes through its advocacy and knowledge management. The ERF will strive to ensure that recovery assistance is available to those who need it most, that there are no significant gaps in the overall recovery programme, and various sectors are adequately represented and harmonized.

Programme Period:	**2011- 2015**
Atlas Award ID:	_____
Start Date:	1 January 2011
End Date:	31 December 2015
PAC Meeting Date:	10 June 2010
Management Arrangements:	Direct Implementation

Total resources required:	5,816,000
Total allocated resources:	
• UNDP (TRAC):	2,000,000
• BCPR:	816,000
• Other donors:	
Unfunded budget:	3,000,000
Disaster window (earmarked):	60,000,000

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Republic of Bangladesh (ERD): _____ Date: 09/02/2011

Agreed by Implementing Agency (UNDP): _____ Date: 09/02/2011

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Abbreviations

ADB	Asian Development Bank
AWP	Annual Work Plan
BCCSAP	Bangladesh Climate Change Strategy and Action Plan
BCPR	Bureau of Crisis Prevention and Recovery
BRCS	Bangladesh Red Crescent Society
BUET	Bangladesh University of Engineering and Technology
CBO	Community Based Organization
CDMP	Comprehensive Disaster Management Programme 2010-2014
CO	Country Office
COP	Country Operations Programme
CPP	Cyclone Preparedness Programme
CRA	Community Risk Assessment
CSO	Civil Society Organisation
DCOS	Direct Country Office Support
DER	Disaster Emergency Response
DEX	Direct Execution
DFID	Department for International Development (UK)
DMB	Disaster Management Bureau
DMC	Disaster Management Committee
DMIC	Disaster Management Information Centre
DMIN	Disaster Management Information Network
DNA	Disaster Needs Assessment
DRF	Disaster Response Facility
DRR	Directorate of Relief & Rehabilitation
DRRF	Disaster Relief and Response Facility
DRRO	District Relief & Rehabilitation Officer
ECNEC	Executive Committee of the National Economic Council
ERD	Economic Relation Division
ERF	Early Recovery Facility
EWS	Early Warning System
EU	European Union
FFWC	Flood Forecasting and Warning Centre
GoB	Government of Bangladesh
GMS	General Management Service
HFA	Hyogo Framework for Action
HRT	Humanitarian Response Team
HQ	Head Quarter
ICT	Information Communication Technology
IFRC	International Federation of Red Cross and Red Crescent Society
INGO	International Non Government Organization
KM	Knowledge Management
MDTF	Multi-Donor Trust Fund
M&E	Monitoring and Evaluation
MoFDM	Ministry of Food and Disaster Management
MoU	Memorandum of Understanding
NDMAC	National Disaster Management Advisory Committee
NDMC	National Disaster Management Council
NGO	Non-Government Organization
NGOCC	NGO Coordination Committee on Disaster Management
OCHA	Office for the Coordination of Humanitarian Affairs (UN)
PDMC	Pourashava Disaster Management Committee
PDNA	Post-Disaster Needs Assessment
PIO	Project Implementation Officer
PMO	Prime Minister's Office
PRSP	Poverty Reduction Strategy Policy
PSC	Project Steering Committee
SAARC	South Asia Association for Regional Cooperation

SIDA	Swedish International Development Cooperation Agency
SOD	Standing Order on Disaster
RRAP	Risk Reduction Action Plan
TA	Technical Assistance
ToT	Training of Trainers
UDMC	Union Disaster Management Committee
UNDP	United Nations Development Programme
UNDP CO	United Nations Development Programme Country Office
UN	United Nations
UNFCCC	United Nations Framework Convention on Climate Change
UPPR	Urban Partnership for Poverty Reduction
UzDMC	Upazila Disaster Management Committee
WB	World Bank

I. Situation Analysis

1.1. Incidence and Frequency of Disasters in Bangladesh

The disasters are becoming more severe as well frequent in Bangladesh. Consequently both mortality and economic loss risk are increasing in absolute terms for climate induced hazards. Disaster risk, exposure and vulnerability patterns are changing over time. Successive large-scale disasters in Bangladesh have raised the immediate necessity of supporting recovery. Most recently, in May 2009, the cyclone Aila struck the 11 coastal districts, causing a massive loss of life, property, and infrastructure. The total losses were estimated at USD1.5 billion.[1] In November 2007, cyclone Sidr caused 3,406 deaths, and severely affected about 1 million households. The assessment carried out after the cyclone Sidr estimated the total loss to be around USD1.7 billion. Cyclone Sidr was the second major natural disaster to affect Bangladesh in the same year, i.e. 2007. Monsoon floods had previously caused extensive agricultural production losses and destruction of physical assets, totalling near USD1.1 billion. [2]

During the 2004 monsoon season, Bangladesh had experienced severe flooding across 33 districts that affected approximately 36 million people and killed nearly 800 people. Over 2 million acres of agricultural land was damaged, and approximately 4 million houses were either partially damaged or completely destroyed. Total damage caused by the floods was estimated at USD2.28 billion, with the most severe losses concentrated in the housing, transport, and agricultural sectors.[3] Before 2004, the 1998 floods, deemed the "the flood of the century," inundated more than two-thirds of the country and caused 2 million metric tons of rice crop losses. This flood threatened the health and lives of millions through food shortages, the loss of purchasing power for basic necessities, and the potential spread of water-borne diseases.[4]

According to a global risk analysis of natural disaster hotspots, 30 percent of the total area and 26 percent of the population of Bangladesh are exposed to a high mortality risk from three or more hazards. If the mortality risk is assessed on the basis of two hazards, Bangladesh ranks the highest in the list of vulnerable countries, with 97 percent of its population and 97 percent of its area exposed to these hazards.[5] In terms of area and number of people directly affected, impact on economic activity, and damage or destruction of assets, the types of disaster that have been most important since Independence in 1971 are exceptionally widespread riverine flooding, severe tropical cyclones and associated coastal storm surges, river bank erosion, and drought.[6]

The incidence of disasters and its impact in Bangladesh, compiled through the EM-DAT[7], is presented in the following table:

Natural Disasters in Bangladesh from 1980 – 2008: An Overview

No. of events:	219
No. of people killed:	191,344
Average killed per year:	6,598
No. of people affected:	317,454,534
Average affected per year	10,946,708
Economic Damage (USD x 1,000):	16,802,500
Economic Damage per year (USD x 1,000):	579,397

Source: EM-DAT, CRED

1 In-depth Recovery Needs Assessment of Cyclone Aila Affected Areas, 2009

2 Government of Bangladesh, 2008

3 Tony Beck, 2005

4 Del Ninno, et al. 2001

5 Maxx Dilley, et al, 2005

6 Benson and Clay, 2004

7 EM-DAT represents the international disaster database maintained by Center for Research on the Epidemiology of Disasters (CRED), Brussels.

1.2. Recovery Assistance: Key Findings

The frequency of disasters, human and economic losses arising from these disasters, and a resultant high level of socio-economic vulnerability are some of the key factors which call for increased attention to recovery in Bangladesh. People need to be supported with recovery assistance, as over half the population survives below the poverty line. Many people face limited choices because they are overlooked by basic services and safety nets, and have limited assets and capabilities. There is a high degree of poverty among female-headed households, and high (if declining) gender inequality. The extremely poor or bottom 10-20% are usually the most vulnerable. Amongst them women, children, the elderly and some ethnic and religious minorities are particularly marginalized and excluded. Over the past 10 years for every 3 lifted out of poverty, 2 fell back due to sudden health and other shocks. Owning fewer assets and without access to entitlements - such as effective health care, quality education, a hygienic latrine, safe drinking water, and social protection - these are the people least buffered against shocks.[8]

The government and important donors have responded to recovery needs by reallocating their funds. However, an evaluation of the recovery programme undertaken after 2004 floods in Bangladesh concluded as follows:[9]

"Assessing levels of disbursement to recovery activities is complicated by the overlapping budget headings for relief, recovery, and development interventions of the main recovery actors, and reallocation of funds to recovery by these actors from ongoing projects. While significant resources were originally allocated by donors, it appears that, overall, new disbursements were limited..... Sectorally, the majority of recovery funds were allocated to infrastructure projects and agricultural credit. The World Bank and Asian Development Bank (ADB) both combined aspects of a number of ongoing projects to create a new flood recovery project; while this may make sense from an administrative and policy perspective, it may also make evaluation of the recovery phase difficult. Despite the widespread loss of housing, major donors did not make housing reconstruction a priority, and it is not clear why this is the case."

With respect to livelihoods, the evaluation concluded as follows:

"The focus of major donors on infrastructure may be one of the reasons why the understanding of, and attempts to build on, livelihoods after the floods was patchy. There is almost no discussion of livelihoods in the major infrastructure projects, a situation which the GoB and donors need to address. While several large infrastructure and transfer of payment projects aimed at promoting economic growth, they still needed to establish how economic growth would support livelihoods for direct poverty reduction."

1.3. UNDP Support for Recovery in Bangladesh

Over a period of time, UNDP has emerged as a dependable partner of the government in supporting response and recovery efforts. UNDP has mobilized donor funds for recovery, and supported wide-ranging interventions, from the provision of food and non-food items to shelter interventions. Though its commitment and role it played in many disasters, it has emerged as a provider of the last resort.

UNDP developed special projects for implementing recovery programmes. 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. It enabled donors to channel funds to disaster relief and recovery operations of UNDP and the partner agencies (UN,

8 DFID, 2008
9 Tony Beck, 2005

government, and NGOs). The programme was implemented under the Direct Execution (DEX) modality which established a partnership with DFID, Sida, and Norway for mobilization of humanitarian assistance. Following 2004 floods, the DRRF implemented an emergency relief (non-food) and recovery programme utilizing a total USD34 million.[10] It provided water and sanitation, health care, clothing and household items as non-food relief, implemented cash for work programme, and provided assistance for shelter.

Though the DRRF was conceptualized as a flexible facility for emergency response to which the donors could contribute, it did not have the requisite sanction to function on a long-term basis. So when the donors wanted to channel the assistance for relief and recovery in the wake of 2007 floods and cyclone Sidr, it required formulation of a new project. The DRRF was therefore replaced with the Disaster Response Facility (DRF) in 2008.

The DRF has been in operation for almost two years now. During this period, it has implemented projects worth about USD 32 million in responses to the floods and cyclone Sidr. DRF seeks to address humanitarian and early recovery needs through rapid response interventions. A Humanitarian Response Team (HRT), which comprises of specialized professionals with knowledge and expertise on emergency response, implements the DRF's programmes and interventions.

The DRF and DRRF have served a useful purpose in providing emergency response and recovery support after major disasters in Bangladesh. However, as these institutions have provided humanitarian and recovery support over a number of years, there was a need to review their effective contribution. DRF's functioning was reviewed externally in August 2009. The key conclusions which came from the DRF review of DRF are as follows:

- The DRF should be re-organized as Early Recovery Facility (ERF). It should promote UNDP's early recovery policies and guidelines, set up an early recovery network, and coordinate with other stakeholders in implementing early recovery.
- The ERF should get its mandate from the UNDP's role as the global lead agency for Early Recovery Cluster and Network at the global level.
- The ERF's effectiveness and strategic importance would increase if it aligns itself more closely with UNDP's mandate as an important development partner of the Government. It should focus largely on early and long-term recovery.
- The ERF should have a more balanced recovery portfolio. Among the recovery programmes, it has focused largely on shelter reconstruction. It should also include livelihoods development and other cross-cutting issues such as gender and social inclusion.
- The ERF needs to pursue the objective of risk reduction in recovery. It, therefore, needs to establish synergy with the CDMP phase II, another important programme of the UNDP. CDMP II mandate is to promote a culture of disaster risk reduction while ERF focuses upon post disasters interventions.

In short, the newly constituted ERF should support the development of a broader recovery policy and strategy in Bangladesh in partnership with the government and other stakeholders. It should support recovery needs assessment, financial mechanisms, implementation strategy, and partnerships which address recovery needs more systematically and effectively. ERF will thus serve a critical purpose in providing support and assistance to the government of Bangladesh in meeting its critical post-disaster recovery needs.

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10 Strategic Programme Framework 2006-10.

Based on the overall context of vulnerability, recovery needs, and the key recommendations emerging from the DRF review, a revised proposal for the ERF is presented below.

1.4. Setting up an Early Recovery Facility

UNDP, Bangladesh proposes to replace the existing Disaster Response Facility (DRF) with the Early Recovery Facility (ERF). The ERF will serve as a dedicated long-standing entity for supporting early recovery after a disaster, and facilitating its transition to long-term recovery. It will function as an autonomous unit so that it can respond rapidly and flexibly; however, it will work under the broad strategic direction of the UNDP Bangladesh Country Office.

The ERF will largely serve in the area of crisis prevention and recovery (CPR), which has been an increasingly prominent dimension to UNDP's work, building on the clear mandate it received in 1997 from the UN General Assembly to operate in 'special development situations'.

In 2005, the UN humanitarian system underwent a comprehensive reform process which clearly identified early recovery as a gap area and established it as one of nine original key clusters within the humanitarian architecture. UNDP was designated as the cluster lead for Early Recovery. UNDP defines early recovery as a "multi-dimensional process of recovery that begins in a humanitarian setting. It is guided by development principles that seek to build on humanitarian programmes and to catalyse sustainable development opportunities. It aims to generate self sustaining, nationally owned, resilient processes for post crisis recovery." Early Recovery has three important characteristics:

- Early recovery is not a separate stage in a sequential continuum between relief and recovery. Relief and recovery efforts may take place simultaneously.
- In a humanitarian setting, early recovery needs and opportunities evolve and are subject to rapid change.
- While early recovery paves the way for future longer-term activities, it is important to distinguish between early recovery and recovery programmes.

As the lead agency for early recovery, UNDP leads a Cluster Working Group comprising of 23 international agencies and NGOs sharing a common interest in the subject. This decision reflects a shared understanding of the UN system and its partners of the close link between humanitarian, recovery and development interventions. The ERF will derive its mandate from the UNDP's role as a lead agency for early recovery at both the international and national levels.

UNDP's early recovery engagement is complemented by its close collaboration with the members of Inter-Agency Standing Committee (IASC). In Bangladesh too, the ERF will work closely with the other UN agencies and NGOs which are members of the IASC in support of the government. Thus, the planning process of the ERF has followed a thorough consultative process. Wide range of stakeholder consultation was done during the project development phase. The planning process involved the MoFDM as the line ministry and its agency the Directorate of Relief and Rehabilitation (DRR), one of the major stakeholders of capacity building interventions under ERF. Prominent NGOs in the early recovery were also consulted to factor in their views and expectation. Moreover, the planning process involved CDMP to map out areas where each can complement the other and avoid probable duplication.

1.5. Execution modality

ERF will pursue an execution modality that is best suited in terms of speedy delivery and decision making, augmenting national capacity in early recovery and UNDP Country Office's strategic advantage in addressing needs as such.

ERF execution modality is contingent upon the following considerations:

a) In Bangladesh disasters are becoming more frequent and unpredictable. Situations that warrant speedy delivery and decision-making are in upward frequency. Consequently, the necessity and the responsibility of UNDP to manage and mobilize resources to deal with such repeated humanitarian crises have expanded tremendously, especially in recent years due to climate change impacts. Over the implementation period covering DRRF/DRF projects (2004-2010) UNDP has, together with support of donor partners, implemented relief and early recovery programmes in excess of USD 66 million. Therefore there is a clear need to continue a flexible and rapid disbursement mechanism.

b) Speedy decision and interventions are necessary to save lives and assets. Alongside to protect development gains. Special development situations are appearing repeatedly where swift decisions and actions are must.

c) UNDP's global leadership and mandate offers a comparative advantage for the agency to supplement national efforts and minimize gaps in early recovery and response, with the speedy decision making and implementation processes.

d) Being globally mandated to promote the early recovery agenda, UNDP in Bangladesh has a strategic position to support the government and other relevant stakeholders in achieving this through the establishment of early recovery cluster and network. ERF will support government to promote and mainstream understanding and programming of early recovery concepts.

e) The approval process in the government and/or the management, procurement, financial and other procedures inherent to NEX modality is not supportive of rapid response. Thus, procedural flexibility required to respond quickly, very often to supplement the national effort at the request of the government, is more compatible to DEX modality.

f) The UNDP country office has adequate capacity to manage and achieve the expected results of the project. The country office also holds adaptive capacities and mechanisms to carry out the technical, managerial and administrative tasks relevant in achieving the intended objectives.

g) The proposed SURGE mechanism in the ERF with mapped and trained resources ensures a swift, pre-defined and organized ER response and its coordination. Taking advantage policies and procedures such as the Fast Track is a great leverage under the DEX modality. The utilization of the block grants for response also requires flexibility which is more compatible to DEX.

In view the aforementioned considerations, ERF will be set up through a DEX modality. Since ERF will always work in support of the government, a DEX modality will enable it to intervene more quickly, raise resources more flexibly, and develop field-level partnerships based on the requirements of the situation.

II. PROGRAMME STRATEGY PRINCIPLES

2.1. ERF's Objectives

Overall objective of ERF is to provide policy and programmatic support to the government for effective local and national level recovery and to introduce interventions guided by development principles in a post-disaster situation. ERF's core objective also holds the flexibility to complement the national effort during times of emergency response as and when necessary.

ERF will pursue the following specific objectives in the context of Bangladesh:

- The ERF is aimed at promoting national ownership of the early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions.
- Following the principle of "build back better", ERF aims to implement early recovery in a way that reduces damages and losses in case of a future disaster.
- The ERF through UNDP will support the national and local government in developing policies and plans for full recovery. Such a support will be provided through systematic assessment of recovery needs, coordination amongst various agencies, preparation of an early recovery plan / framework, and through provision of material, financial and human resource support wherever necessary.
- The ERF will promote equity, social inclusion, and transparency in promoting recovery policies and plans. It will advocate people's participation in recovery planning, and promote policies and programmes which do not discriminate on the basis of gender, ethnicity, religion, age, disability, etc.
- The ERF will support and strengthen the Early Recovery Network and Early Recovery Cluster in Bangladesh, develop an overall recovery preparedness plan, and advocate for the allocation of resources in support of early recovery activities.
- The ERF will support "Research and Development (R&D)" to explore sustainable disaster response, early recovery and pilot demonstration to address critical challenges due to changing pattern of disasters under emerging climate change scenario.

UNDP recognizes wide range of actors comprising the UN system, government and NGO sector, which have extensive experience and operational capacity in the area of recovery. The ERF does not seek to replace the existing capacity with its own. The ERF will build on national and local capacity for recovery, and highlight the need for recovery programmes through its advocacy and knowledge management. The ERF will strive to ensure that recovery assistance is available to those who need it most, that there are no significant gaps in the overall recovery programme, and various sectors are adequately represented and harmonized.

2.2. ERF's Guiding Principles

The ERF in its functioning will be guided by the principles that help recovery based on equity and sustainability. These guiding principles, which will be applicable to all the activities included in early recovery interventions--needs assessment, planning, mobilizing resources, programming, and monitoring and evaluation-- are as follows:

Promote national ownership of the early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions. In building national ownership it is important to engage and capacitate actors across the board which include relevant government entities; NGOs in the disaster management practice area and civil society organizations in the national recovery efforts. National ownership can be strengthened only through developing national and local capacities as embodied in the government institutions, NGOs, and civil society organizations.

Pursue a community-centered approach to early recovery so that the local stakeholders and actors are not passive recipients of services but proactive agents in the trajectory to recovery. They will be involved in assessing recovery needs, planning early recovery, and implementing interventions. Community participation in decision-making, implementation and monitoring and evaluation of local programmes increases the appropriateness of the early recovery interventions.

Include risk reduction as an objective of early recovery planning. It will be pursued by ensuring that key decisions are based on risk assessment. Assessments of hazard, vulnerability, and capacity will reinforce efforts to reduce risk.

Build back better so that the assets and infrastructure reconstructed after a disaster conform to better standards and specifications. It is necessary to implement early recovery in a way that reduces damages and losses in case of a future disaster. Following the practice of "Build back better" lays down the foundation for a development-oriented early recovery.

Ensure integration of cross-cutting issues such as gender, governance, environment, security, human rights, and HIV/AIDS in early recovery through its different phases-- assessment, planning, implementation, and monitoring and evaluation-- through the use of appropriate expertise and tools.

Promote gender equality by assessing particular needs and vulnerabilities of women. As women share the impact of disasters disproportionately, they need to be included in early recovery planning and implementation in a substantive way. ERF will continue to emphasize and ensure that the interventions are gender sensitive. Women, especially widow, aged, disable, pregnant, lactating mother, adolescent girls would continue to be at the priority list while ER planning and programming is developed and executed. They are the priority target groups even among the vulnerable to disasters. Moreover, ERF would elaborate the tested options like participatory monitoring by the adolescent girls those who are also disaster victims. UN gender check list and/or UNDP gender analysis framework would always provide practical guidance to ERF in marking its gender awareness and sensitivity from planning, implementation, monitoring and so on.

Demonstrate sensitivity to local context in early recovery interventions. The local context varies from one district to another, and early recovery planning will reflect the context in which the interventions are developed.

Establish convergence with other development programmes. It is important to provide technical assistance to the early recovery interventions supported by the government so that they are more innovative and effective. Early recovery interventions are more sustainable when they seek linkages with the existing government programmes.

Set standards for transparency and accountability in early recovery planning. It requires a transparent recovery planning process, the sharing of good practices, and rigorous monitoring and evaluation. This also entails recognizing beneficiaries as active right-holders at the centre of the recovery process, who are reached through information sharing, local grievance and redress mechanisms, and other forms of participation.

2.3. Early Recovery Cluster and Network

The ERF will help the UNDP Country Office to set up and run an Early Recovery Cluster to cover the areas of early recovery not covered by the other clusters. The Early Recovery Cluster will include issues such as livelihoods, land and property, infrastructure, etc.

The ERF will support the functioning of Early Recovery Cluster. The Project Manager will be the ER Cluster Coordinator. To avoid the confusion over the role of Early Recovery Network, the cluster will be named according to the thematic area it covers. In Bangladesh, the early recovery is largely about interventions in livelihoods and permanent shelter. So the Early Recovery Cluster will be named as the Livelihoods and Shelter Cluster. These are the areas in which the ERF would concentrate its resources and coordinate with the other agencies.

However, early recovery is a multi-dimensional process, which includes interventions from other clusters as well. As a common concern, it cannot be limited to the work of one cluster. Each of the other IASC Clusters on the ground-- such as Health, Education, etc – needs to systematically plan and implement early recovery interventions within the context of their own specific areas of work. ERF will help establish an Early Recovery Network, which will consist of the early recovery focal points in each of the other clusters, to work together on the integration, mainstreaming and coordination of early recovery issues.

Both the Early Recovery Cluster and Network are suggested as part of the humanitarian reform at the global level, and are closely identified with UNDP. Both the Early Recovery Cluster and Network would be useful forums for advocating and supporting early recovery in Bangladesh.

The ERF will participate in these forums. While the ERF will have a direct role in supporting the Early Recovery Cluster, it will also participate in the Early Recovery Network as a focal point from the Early Recovery Cluster. The ERF will also be linked to the Early Recovery Network through the Early Recovery Advisor, an inter-agency position, working through the office of Resident Coordinator.

A training programme would be organized for setting up and making the Early Recovery Cluster and Network functional in Bangladesh. The Cluster Working Group on Early Recovery (CWGER) / BCPR can assist in organizing the training programme.

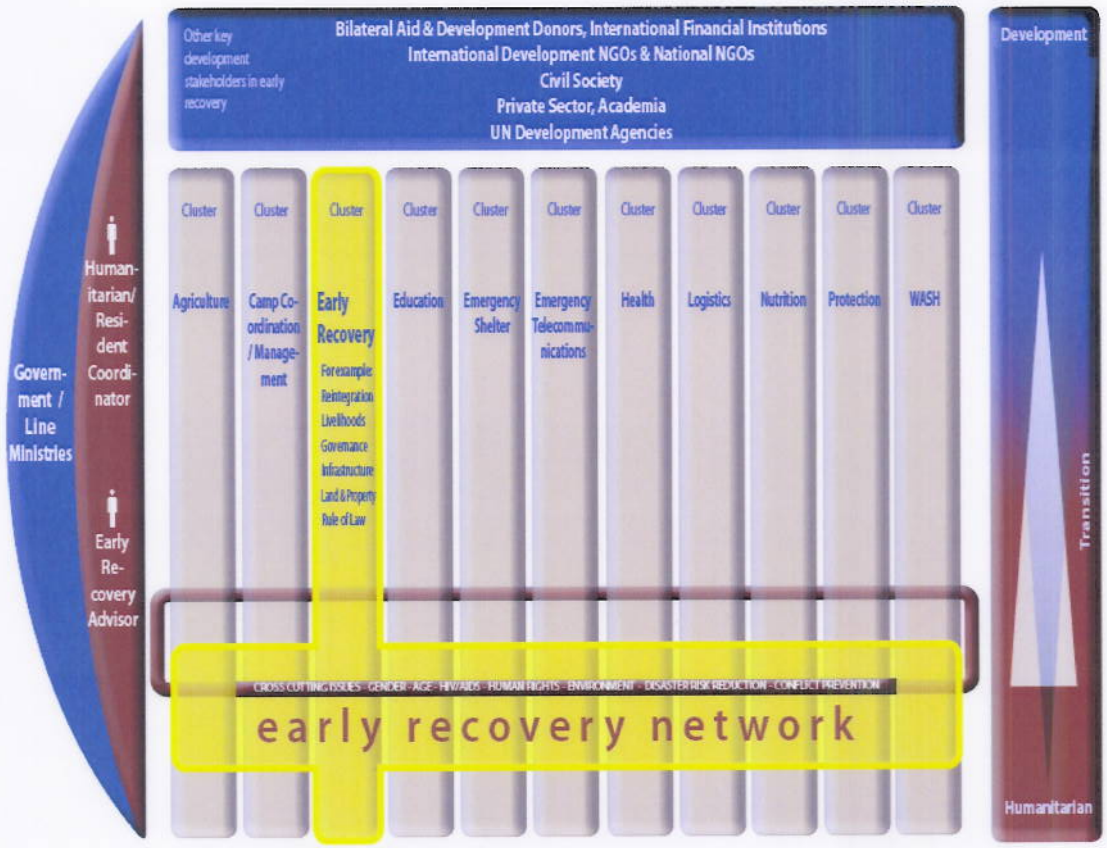


Figure 1: Early Recovery Cluster and Network: A Schematic Presentation

2.4 Activities Envisaged under ERF

The ERF through its own team and the Early Recovery Cluster and Network would attend to following functions:

1. Coordination of Emergency Relief and Early Recovery

Bangladesh has made remarkable progress in integrating disaster risk reduction principles which is recognised globally. However, the necessity to support emergency relief during large scale natural disasters remains. UNDP plays an important role in supporting the national efforts in emergency response coordination.

UNDP, at the request of the government, will continue to mobilise resources and implement programmes in response to disaster events. UNDP in Bangladesh supports the Government and other UN agencies in the provision shelter, livelihood and non-food related assistance. ERF will enable UNDP to better link and leverage relief activities with early recovery programming.

ERF will assist the CO in providing secretariat service to better manage and facilitate the effective functioning of the Local Consultative Group (LCG) in Bangladesh's sub-group on Disaster and Emergency Response (DER), recently transferred from WFP to UNDP. ERF will support and contribute towards the overall objective of DER '*to put in place and to contribute towards better operational systems to ensure an effective preparedness and a more coordinated response from the GOB, donors, UN agencies, NGOs and others in the humanitarian community to future disasters.*'

The ERF will coordinate early recovery largely through the Early Recovery Cluster and Network, described above. Such coordination will take place largely through determination of early recovery needs, identification of agencies which support early recovery in different sectors, and mobilization of resources. The Early Recovery Cluster and Network need to be set up and strengthened as a coordination mechanism.

The ERF will support relief operations in a way that improves the efficiency of the process and ensures equity. Towards achieving this objective, the ERF will assist the government and UN system, in coordination with existing information management support initiatives, to establish a Relief Management Information System. It will provide information on the flow of relief from different agencies in a disaster situation and the areas and the number of people it would cover.

The ERF will support advocacy for the application of Sphere standards in the disbursement of relief. While certain standards may not be enforceable in Bangladesh due to its cost implications, the ERF will support the government to generate discussion and promote standards which conform to acceptable levels.

The ERF will support UNDP in facilitating relief and early recovery through the provision of basic services such as warehousing, transportation, and communications. These services improve the flow and disbursement of relief and early recovery assistance. For example, a warehouse can be used for storing material for emergency shelter. Transporting food and non-food items could contribute to a multi-agency relief and early recovery effort. However, it is important to note that the ERF will provide such assistance only at the request of the government.

The ERF will support relief and early recovery in a way that improves the national capacity and standards, increases the level of coordination between the government and UN agencies, channels NGO resources, and develops management tools and standards for the management of these critical interventions.

UNDP maintains a list of pre-qualified NGOs, duly endorsed by the MOFDM, through which specific projects/interventions are operationalized. This list is also applicable in case of Unicef, WHO and WFP. In the event of updating the existing list of pre-qualified NGO's the ministry representative will be involved in the pre-qualification process.

ERF, in association and involvement of DMB, will also support the creation of network of 'disaster volunteers' comprising and linking the existing bases; such as Cyclone Preparedness Programme, Scouts, Girl Guides and Red Cross/Red Crescent Volunteers. The network can also recognize and take advantage of the potentiality of Village Defence Party (VDP) and Bangladesh Ansar by integrating them into the network. ERF will support the establishment of a common platform of 'disaster volunteers' for effective coordination of volunteer groups and invest in skill enhancement.

2. Post-disaster Needs Assessment

The post-disaster needs assessment (PDNA) aims to increase national capacity to lead efforts to determine recovery requirements and priorities from early to full recovery and to link these to longer term disaster risk reduction and development objectives. It furthermore aims to improve coordination and capacity amongst the United Nations, the World Bank, the European Commission and other interested recovery stakeholders to support country-level recovery needs assessment, planning and implementation.

The ERF will promote PDNA as a standard tool for assessing damages, losses, and needs arising from a disaster. Bangladesh has carried out several such exercises in the past, after major disasters. However, these efforts have been led by different organizations focusing on their own specialized sectors. The ERF will build on these initiatives, and support PDNA as an inter-agency initiative for comprehensive needs assessment. The ERF, in consultation with DMB, will promote country-specific PDNA guidelines for Bangladesh and organize training programmes for its wider

application. For this purpose a Disaster Need Assessment Cell will be constituted under the supervision of DMB.

3. Strategic Planning

After having assessed the damages, losses, and needs through the PDNA, the ERF will develop a strategic plan / framework for recovery. The ERF will develop the plan / framework on the basis of needs assessments and requirements, which will include the details of the recovery objectives, needs, recovery activities, resources, and implementation agencies.

Planning must be strategic, field-driven, and guided by a widely shared assessment of recovery needs and risks. It should build on the past experiences of recovery, capacity of different agencies, and most sustainable solutions in the context of Bangladesh. Strategic planning would generally involve following steps:

Present an analytical summary of findings from the needs assessment process that is as fully participatory as can be arranged within time constraints;

- The context (background, socio-economic conditions, geographical limitations) that may influence or impact upon the early recovery response, both positively and negatively;
- Overall response to date, by the government departments, NGOs and UN agencies;
- Identification of the early recovery gaps (funding, access / outreach, human resources and logistical support);
- An outline of the sequencing of priorities and demarcation of responsibilities linked to these priorities;
- Coordination mechanisms for early recovery and how they will help to facilitate the planning and implementation of early recovery activities.

The ERF will present the strategic plan / framework to UNDP Country Office, the government of Bangladesh, Early Recovery Cluster and Network, and donors. The plan / framework will be revised on the basis of feedback available from these stakeholders.

The strategic planning will require that the ERF is equipped to undertake such an exercise on the strength of its own resources. It will also require that the ERF provide such capacity-building support to the Ministry of Disaster Management and its agencies, primarily the Directorate of Relief and Rehabilitation and Disaster Management Bureau. It could mean support training and orientation of government staff, provision of human resource support for a limited period of time, and some systems support to government agencies responsible for early recovery. Many of these activities can be synergized with the CDMP-II.

4. Early Recovery Programming

Programming refers to early recovery interventions in different sectors. In the context of Bangladesh, these interventions could be in shelter, livelihoods, and social sectors. The ERF will develop and implement programmes in these sectors. Besides, the ERF will also coordinate with other agencies to ensure that the early recovery needs are well-covered and addressed through different agencies.

The early recovery interventions will be based on needs assessment. They will aim at building assets and reducing risks. Helping people with skills, capital, and housing assistance will improve their capacity to withstand risks. In Bangladesh, where the incidence of poverty is very high, an emphasis on asset-building through early recovery interventions is extremely important. Shelter and livelihoods are two most important sectors for early recovery, and can provide effective entry points for programming. Livelihood through infrastructure development in the early recovery stage will be conducted to offer sustainable a substantive solution for people affected by disasters.

People led approach in planning and programming of shelter and livelihood interventions is the key of the ERF in empowering the most vulnerable of all in disasters, largely different disadvantaged women groups, people with disability, children and others. ERF will emphasize the necessity of considering other avenues of need for disaster affected communities and thus, would integrate livelihood opportunities to its shelter assistance. This will help ERF to ensure asset-building alongside of asset-protection for the vulnerable.

Most early recovery needs are met at the local rather than national level. The early recovery interventions, therefore, strengthen local institutions and basic capacities of communities. For example, it can support interventions which improve local building skills and practices and lead to better quality of housing. It also supports local initiatives to revive livelihoods, such as resuming agricultural operations or fishing. Many of these interventions can be implemented in partnership with CDMP-II and other similar programmes/projects and eventually contribute to minimize response gaps.

The early recovery interventions focuses on activities that prepare for the return of displaced communities, for example, repair of minor infrastructure such as small feeder roads and bridges to permit access to markets and access to abandoned housing or improving drainage to reclaim flooded lands. It also includes providing services for returning communities, such as water and sanitation, education, health, etc.

Early recovery interventions are often multi-sector and multi-dimensional, and hence they provide a unique opportunity for integrating cross-cutting issues. Key cross-cutting issues which could be considered during the design and implementation of programmes include gender equality, HIV/AIDS, environment, human rights, disaster risk reduction, etc. An early recovery intervention informed by these issues will be more broad-based and development-oriented.

Besides, ERF can keep the provision of Social Safety Net Programme (SSNP) for riverbank erosion victims through establishing Trust Fund involving local level stakeholder's particularly UDMC & local NGOs. Additionally, ERF can promote sustainable and innovative solutions through research and development (R&D). These researches will offer 'demonstration effect' and encourage replication of sustainable solutions, such as the disaster resilient habitat in hotspots supplementing dominant practice and also replacing community shelters. Moreover, ERF will promote DRR through its guiding principle to 'build back better'. Revisiting its standards, scope and effectiveness; be it shelter or livelihood assistance, will be a continuous effort in ERF. For instance, ERF shelters in the cyclone hotspots will consider the best suited technique, durable materials and people's preference in view of forthcoming cyclone.

ERF will also take advantage of partnering with regional and global initiatives to make sure UNDP CO in particular and Bangladesh as a whole gains from the global experience and sharing of expertise. Making best use of global and regional initiatives, for example regional urban risk management and/or climate risk management programmes, would be a steady feature for ERF.

A list of early recovery activities in different sectors that could be implemented in Bangladesh is provided in Annex I.

5. Complementing regional and global initiatives

ERF will support Bangladesh to participate in regional and global initiates around disaster and/or climate induced risk management. These initiates will enable ERF to gain greater understanding and hand on experience in new risk avenues. Such participation will allow the facility to draw on regional and global experience and demonstrate replicable models and/or innovative solutions against the escalating disaster risk at the local. As changing climate is causing upward frequency and greater impact of irresistible disasters, under pinning a significant rural to urban migration, interventions in these avenues will add value in reducing risk for the people devastated. These

interventions will also complement national effort and contribute towards improved disaster risk management.

ERF will start with piloting an urban risk management project, part of a BCPR regional programme, in one or two emerging towns/cities in partnership with CDMP II. Besides, the facility will also draw on and attempt to complement and vice-versa to the Urban Partnership for Poverty Reduction (UPPR) and other relevant UNDP interventions where appropriate. The facility will also take advantage of piloting a climate induced disaster risk management in near future and will remain flexible to opportunities as such.

6. Monitoring and Evaluation

The ERF will establish a comprehensive monitoring and evaluation system to improve the quality and relevance of early recovery programmes and review the impact of early recovery activities. The Monitoring and Evaluation Specialist as part of the ERF team will develop a plan for monitoring and evaluation. An effective early recovery monitoring and evaluation system should ensure that:

- Activity and outcome targets and indicators are defined within the early recovery plan;
- Key targets can be monitored easily;
- The timing and frequency of monitoring and evaluation of activities as well as the resources required are set out clearly;
- Regular reviews and final evaluations of early recovery interventions take place; and
- Strategies and programmes are modified to reflect key findings and lessons from the monitoring and evaluation.

Monitoring results will involve visiting sites where programmes are being implemented and reporting on a frequent and informal basis (e.g. situation reports). The ERF can monitor its own interventions on a regular basis. At the start of early recovery implementation, it is advisable to monitor activities at least weekly. As such, the activity reporting becomes an important information sharing mechanism for key early recovery stakeholders. The high frequency of reporting can shift to bimonthly monitoring once the immediate emergency phase is over.

The ERF will conduct outcome evaluations mid-term or after a programme ends. Given the relatively short time-frame of early recovery programmes, rapid approaches to outcome evaluation are recommended, such as ex-post comparisons of target groups, after action reviews, lesson learned exercises, or real-time evaluations (RTEs). A real-time evaluation feeds back its findings for immediate use while the programme or portfolio of programmes is still being implemented. It should be carried out in the early stages of a response, and ideally, though not necessarily, be repeated during the project cycle.

To some extent, ERF can set up social monitoring team at field aimed at promoting community based monitoring and evaluation approach as well as enhancing community ownership towards response.

7. Resource Mobilization

The ERF will set up a special fund for relief and early recovery. It could be called an Early Recovery Fund, which will work as a pooled fund. Pooled fund allows for greater flexibility and prioritization. Its objective is to support the timely allocation and disbursement of donor resources to meet high priority early recovery needs.

UNDP, Bangladesh had set up pooled funds earlier as well for disaster response and early recovery. These funds, which existed for a limited period, have supported a number of early recovery interventions. The lessons learnt from the operation of these funds should be taken into account while setting up the new fund. In floods 2004 response UNDP adopted a flexible financing

and execution mechanism and mobilized USD 34 million for emergency relief (non-food) and recovery programmes. In supplementing the national effort in Cyclone Sidr and flood 2007 UNDP through DRF operationalised USD 32 million to address humanitarian and early recovery needs by way of providing non-food assistance and disaster resilient family shelter. Keeping in view the proven capacity of UNDP to quickly mobilize considerable volume of resources, a window of USD 60 million has been created under output 5 (support to national-level disasters in response to GoB appeal / request or extend complementary support). A fund which could be considered for meeting early recovery needs is Multi-donor Trust Fund (MDTF).

While a dedicated fund could be set up for early recovery, there are other sources of funding which the ERF needs to access. The most important planning and fund-raising tools for humanitarian activities are the flash appeal and the (inter-agency) consolidated appeal (CAP) led by OCHA. Donors underline the importance of reflecting early recovery requirements more systematically and consistently in these mechanisms.

Another important source of funding which the ERF can access is the Central Emergency Response Fund (CERF). The CERF is a standby fund designed to enable more predictable, timely, and equitable responses to humanitarian agencies. Though the CERF is an emergency fund, meant to address life-saving needs, some of the time-critical early recovery needs could also be covered through the CERF if a proposal reflecting key early recovery priorities could be developed. In addition, ERF can seek access to the CERF for shelter and other non-food basic needs during large scale events.

8. Knowledge and Information Management

The ERF will support knowledge management as part of the UNDP's overall mandate to promote and support early recovery following a crisis situation. Such knowledge management will be pursued through establishing a strong linkage with UNDP's global experiences of early recovery. It will link its interventions to UNDP's early recovery policy and guidance note, and benefit from the expert resources available with the Bureau for Crisis Prevention and Recovery (BCPR). It will actively participate in knowledge management forums organized by UNDP in the area of early recovery, and keep itself familiar with the latest funding mechanisms, practices, and innovations.

The ERF will implement early recovery interventions through adaptation of early recovery tools and guidelines in the context of Bangladesh. The ERF will also document the integration of cross-cutting issues such as risk reduction, gender, and human rights into early recovery planning and programming.

The ERF will support lessons learned exercises to highlight good early recovery practice In Bangladesh that could be replicated elsewhere in the country, compare experiences and draw out common issues and challenges related to early recovery in Bangladesh. The ERF will document and disseminate best practices in early recovery.

The ERF will organize workshops, seminars, and training programmes related to early recovery. ERF will use these forums for developing an advocacy campaign targeted at other national actors, UN agencies, donors, and NGOs working in the area of early recovery. It will provide an opportunity to the government officials, NGO representatives, and technical personnel to become more familiar with the UNDP's mandate and policies related to early recovery.

The ERF will periodically conduct e-discussion on various aspects of early recovery and document the good practices as to use as future reference. The ERF will use the e-forums to develop a group of early recovery practitioners in Bangladesh. ERF will support to develop a Disaster Risk Management Information System (DRMIS) to ensure effective communication and coordination is regularized between field and HQ based officials.

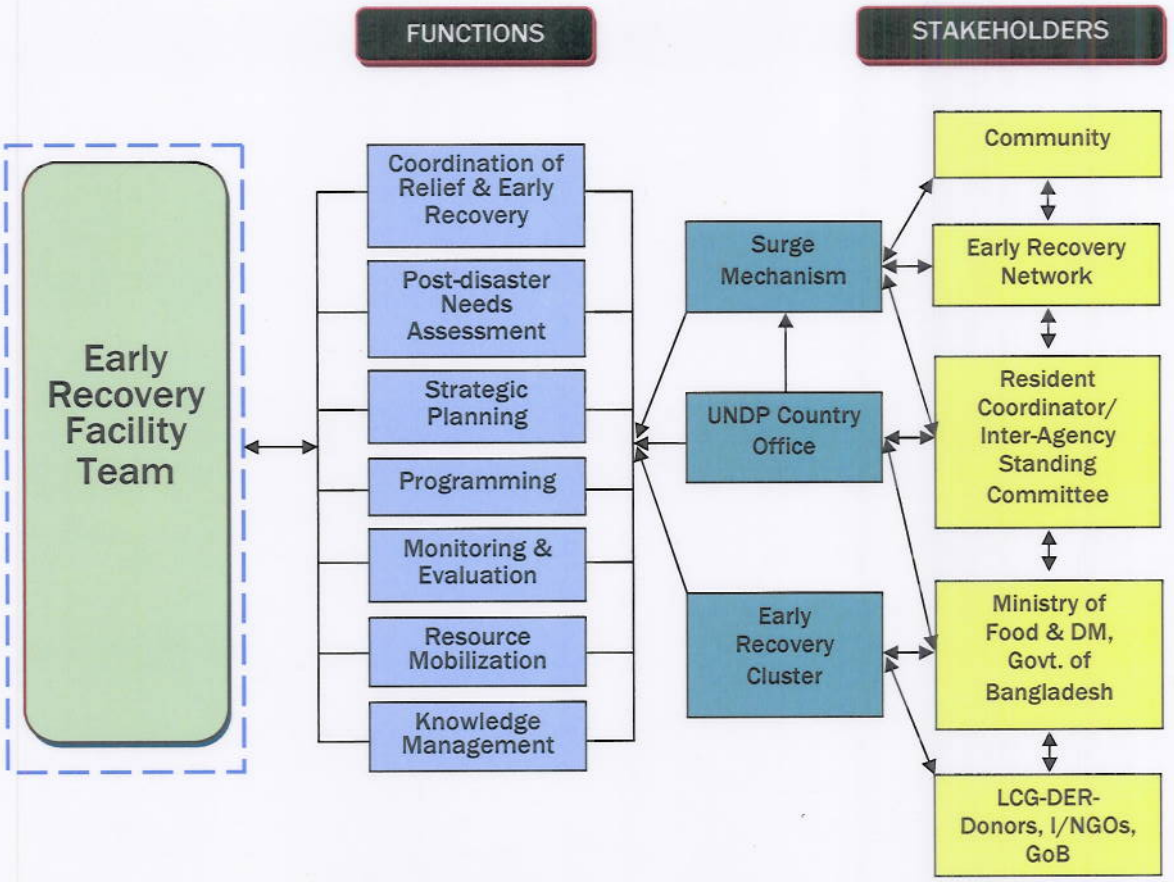
2.4. Relationships & Partnerships

ERF's primary national counterpart will be the Directorate of Relief & Rehabilitation (DRR) under DMRD, MoFDM. ERF will work to increase the capacity of the national and local level disaster managers on disaster response, early recovery and coordination. ERF will work closely with CDMP, which supports elected representatives and disaster management institutions at the various administrative levels (UDMC, UzDMC, DMCs) to enable local administration officials to fully participate, and operate within, the national disaster management framework, including the SOD. In particular, DRF will closely involve the concerned Deputy Commissioners (DCs), the Upazila Nirbahi Officers (UNOs), the District Relief and Rehabilitation Officers (DRROs), and the Project Implementation Officers (PIOs) in the project implementation process including coordination of NGO activities. The implementing partner NGOs will be liable to report to the local administration at the district, upazila and union level about the activities to be implemented by them under ERF project.

ERF's close engagement with other UNDP-supported projects will be central to the project's successful implementation. ERF will work in coordination with, and complementary to, CDMP through building synergies and drawing on CDMP's extensive experience and lessons in disaster risk reduction. ERF alongside can intervene in disaster struck communities under CDMPs coverage of 40 districts and safeguard its investment. Moreover, Community Risk Assessments (CRA) and subsequent Risk Reduction Action Plans (RRPA) by the CDMP intervened communities can be a useful tool for ERF to plan and intervene in post disaster situations. To ensure this partnership is fully utilised the Project Manager of CDMP is a member of ERF's supervisory board. ERF will also engage with other UNDP projects, such as the Urban Partnership for Poverty Reduction project, when implementing regional initiatives, training programmes and developing relief and early recovery programming. For example, the utilisation of the UNDP-supported REOPA project's 'Poor Woman's Network'.

Central to ERF's rationale is the need to support a more effective and comprehensive network of disaster management stakeholders. In response, ERF will work together with CDMP, the DER Chair (currently the Director General, DMB), international and national NGOs, CBOs and UN agencies on institutionalising the national working groups / clusters already operational (Shelter, Education, Health and WASH) and reform and improve the service delivery of the LCG's Disaster and Emergency Response sub-group and to establish a national Early Recovery Network.

FIGURE 2: EARLY RECOVERY FACILITY: ITS BUSINESS PLAN



2.5. Sustainability

ERF will develop a national assessment framework to determine its exit strategy or its continuation in the year before last the project duration expires. Meanwhile, ERF would invest significantly towards national capacity building in early recovery planning and programming so that government can internalize the gains. The aim is to support the government in reaching the point where early recovery intervention and coordination is efficiently managed and mainstreamed in the national disaster management processes.

ERF would also help enhance capacity of GoB officials, volunteer groups and humanitarian actors in a coordinated fashion under the SURGE mechanism. This model can also be replicated and scaled up by the government and other actors with contextual adjustments. Capacity/expertise mapping, contingency planning, roster of trained HR, deployment mechanism, emergency preparedness, emergency equipments/ buffer and other features of the SURGE can be mainstreamed in the government system making it more responsive and effective in early recovery planning and programming.

III. Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Disaster risk reduction integrated into development planning

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Risk management integrated into development; skills and institutional capacity strengthened for risk reduction; comprehensive risk management program adopted. *Baseline:* Almost 200 disasters since 1971 causing 500,000 deaths.

Project title and ID (ATLAS Award ID): Early Recovery Facility

INTENDED OUTPUTS	PROPOSED ACTIVITIES	INDICATORS	RESPONSIBLE PARTIES	INPUTS (USD)
Output 1 A functional Early Recovery Facility	1.1 Recruitment of Staff 1.2 Orientation programme organised for ERF staff 1.3 Drill exercise organized aimed at managing ER	• Staff recruited, as per ToRs • Orientation programme completed by staff	UNDP	1,500,000
	1.3 Setting up of Surge capacity 1.44 Establishment of an Early Recovery Network / Cluster	• Contingency Plan prepared • Training Organised for Surge / ER Cluster • ER Cluster / Network constituted and meetings held • Early Recovery Preparedness Plan finalised	UNDP, ERF project & BCPR	200,000
	1.5 Develop advocacy strategy 1.6 Plan trainings and workshops 1.7 Conduct periodic evaluation/s	• Training programmes held for staff and members of the ER Cluster / Network • Early recovery policy and strategy developed • Early recovery cluster is well functional • Evaluation reports	UNDP, ERF project & BCPR	350,000
Output 2 Well-functioning, coordinated and equipped district and upazila level disaster management officials	2.1 Capacity building of DRROs and PIOs on disaster response, early recovery, recovery and coordination 2.2 Develop software to enhance the coordination and	• 40 district DRROs and PIOs trained and equipped in disaster response, early recovery, recovery and coordination tools • 40 district DRROs and PIOs conversant and active users of the DMIC/DMIN	UNDP, ERF project, CDMP project & BCPR	1,500,000

		management DRROs and PIOs from the central level	• 40 district DRROs and PIOs able to communication effectively and efficiently with the central level • 40 district DRROs and PIOs equipped with the tools to better engage the local community in disaster management • Coordination between local level and central level is established through regular exchange of feedback and decision		
Output 3	Integrated and coordinated volunteer network ready to respond to local and national level disaster events	3.1 Develop a national Guideline/ SOP for disaster volunteers 3.2 Capacity building of national volunteer organisations on disaster response, early recovery, recovery and coordination 3.3 Provide support to coordinate national volunteer organisations through network development 3.4 Training and equipment support for volunteers to service disaster response, early recovery and recovery interventions	• National policy on 'volunteers in disaster' preparedness initiatives • National volunteer organisations trained to respond to, management and support early recovery in their local communities • National volunteer organisations able to mobilise and communicate with their membership during and after disaster events • Electronic network and database for all specialized volunteers • Number of community volunteers are trained on first aid, search & rescue and equipped accordingly to serve disaster victims • Number of specialized volunteer's organization subscribed membership to the network	UNDP, DRR, DMB, NGOs & UNV	750,000
Output 4	Contribution to the development of innovative community-based solutions to disasters and climate change induced events	4.1 Support innovative and context specific disaster resilient/proof interventions 4.2 Develop community based Disaster Risk Management Information System (DRMIS)	• Number of risk reduction and adaptation pilot demonstration/s in hazard specific zones • Number of community focal points for DRMIS	UNDP, DRR & NGOs	1,000,000
Output 5	Support to national-level disasters in	5.1 Emergency response carried out	• UN pre-qualified NGOs are mobilized for relief operations	UNDP, GoB entities & NGOs	60,000,000

	response to GoB appeal / request to extend complementary support	5.2 Resource mobilized to meet Emergency needs 5.3 Relief distribution record is updated from time to time	• Monitoring mechanism is in place • Number of volunteer team engaged to support disaster victim population • Number of disaster effected people served in emergencies		
Output 6	Support to emergency response coordination, through DER LCG and national cluster system	6.1 Emergency response coordination done regularly 6.2 Emergency response coordination done more efficiently 6.4 Support to establishment of national cluster system 6.3 South-South (South and South East Asia) solution exchange on emergency coordination	• ToR and operational guidelines for the DER LCG endorsed • Coordination meeting held as per planning • National cluster system institutionalised and active	UNDP, CDMP & DMB	250,000
Output 7	Support to Bangladesh to participate in regional and global DRM and CCA initiatives	7.1 Urban risk management programmes are implemented to supplement ongoing interventions 7.2 Climate risk management are carried out to supplement national effort	• Disaster risk in number of urban communities is reduced • Number of innovative climate resilient solutions supported	UNDP, BCPR & GoB entities	266,000
					65,816,000

IV. Management Arrangements

4.1. ERF's Team Structure

The ERF will function as a professional unit, dedicated to implementing UNDP's early recovery policies and guiding principles as stated above in the national context of Bangladesh. It will be supported by a core team, led by an International Project Manager. The Manager will be supported by four advisors with expertise in shelter, livelihoods, capacity building and monitoring & evaluation. The core team will also include an Advisor, who will be largely responsible for coordination with the government and NGOs, and developing a broader early recovery strategy.

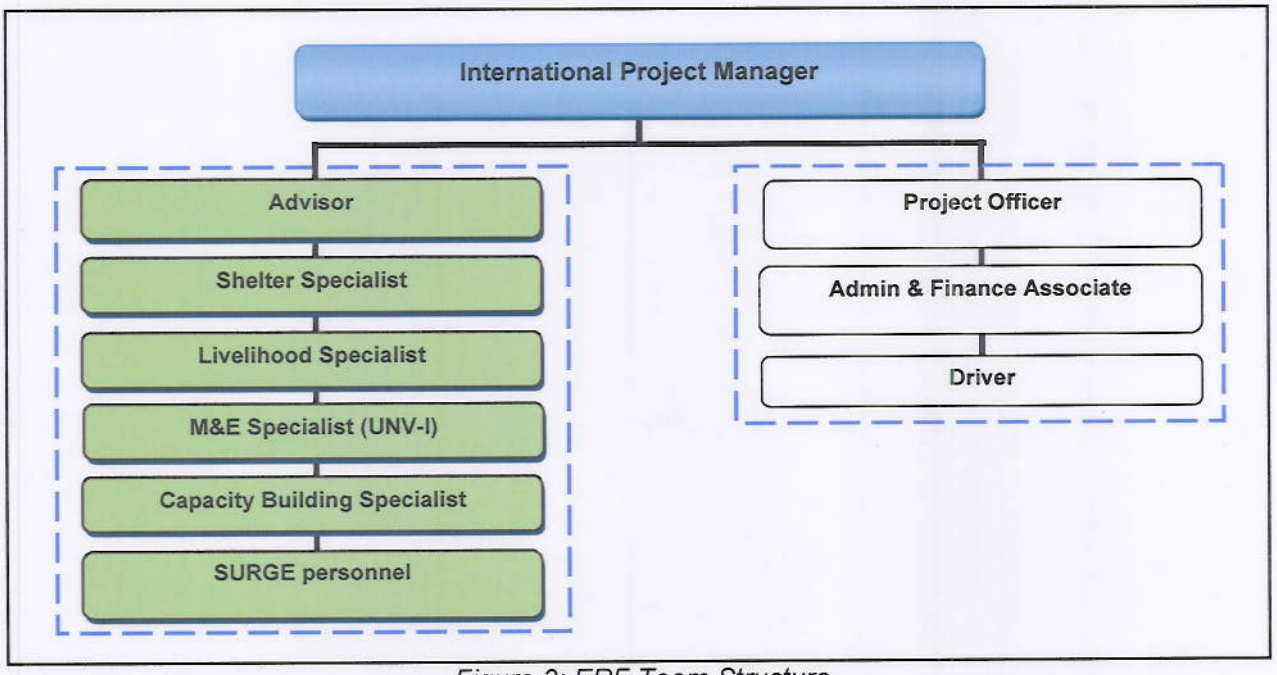


Figure 3: ERF Team Structure

The International Project Manager will be responsible for developing early recovery policy and establishing partnerships with government, other UN agencies, and NGOs for implementing early recovery programmes. S/he will be responsible for leading the transition from relief / humanitarian to the early recovery phase, and identifying early recovery needs through the applicable tools. Among the specific functions of the Project Manager are:

- Lead the advocacy of early recovery policy and strategy within UN system and at the national level.
- Develop partnership strategies. Identify areas where ERF could work with other partners.
- Coordinate with UNDP senior management.
- Initiate early recovery needs assessment in collaboration with other stakeholders.
- Identify early recovery interventions and assess their feasibility. Develop an implementation strategy.
- Lead the resource mobilization strategy for early recovery.
- Pool the necessary expertise for early recovery interventions.
- Monitor the implementation, assure quality and support its documentation.
- Work as Early Recovery Cluster Coordinator.

The subject matter specialists for shelter and livelihoods, two key early recovery interventions, will support the ERF through their expertise. They will work with the Project Manager in developing the early recovery strategy and interventions. However, the subject matter specialists will be responsible for developing sector-based interventions, based on best practices and strong

partnerships. Sector-based policies are equally important in promoting cost-effective and sustainable early recovery strategies. In Bangladesh, there are several lessons emerging from livelihoods and shelter interventions. These lessons need to be included in a wider early recovery strategy for the entire country.

The M&E Specialist, as a core member in the team, will be responsible for systematic data collection on early recovery interventions and reporting and monitoring on a regular basis. These inputs will be useful in the post-recovery evaluation as well as in the design of future early recovery interventions.

The Capacity Building Specialist will focus on developing a capacity enhancement strategy and its execution for the ERF team and it's implementing partners including the Directorate of Relief and Rehabilitation of the government, volunteer networks and NGOs. The Capacity Building Specialist will need to work within the broad disaster management network in existence in Bangladesh. The specialist will identify the capacity gaps among stakeholder and would build on the practices to capacity enhancement to mitigate them. S/he will also be engaged in developing training modules, guidelines/books, etc. for partnering/co-partnering ministry, agencies, NGO, CBO, CSO personnel in addition to the organization and facilitation of capacity enhancement initiatives.

The Advisor will be responsible largely for partnership and coordination. S/he will support the Project Manager in coordinating with the Ministry of Food and Disaster Management, Disaster Management Bureau, Directorate of Relief and Rehabilitation, and other government agencies. The Advisor will also be responsible for developing the ERF's partnership with government agencies, international agencies, CSOs NGOs and CBOs at the national and local levels. In addition, the Advisor will also advise the ERF about establishing linkages with the government programmes and seeking convergence in relief, when necessary, and early recovery interventions.

The ERF will also recruit a small number of administrative and finance staff to support operations. The maximum number of support staff for the ERF may not exceed three.

The core team can be expanded as per the needs of the situation. More experts can be recruited to the ERF to support early recovery projects. The ERF will thus derive its professional strength from its sector-based expertise and its flexibility in recruiting staff for new projects. However, the new recruitment will also be linked to the availability of budget for early recovery projects.

The ERF's budget is estimated on the basis of its salaries and its capacity-building activities. The ERF will recruit and international Project Manager and other national staff, and hence the salaries will be provided at the applicable pay scales. The ERF's activities include setting up surge mechanism and early recovery cluster / network, and pursuing knowledge management.

To ensure that DMRD is involved at the project operational levels, a focal point will be nominated. The focal point will be the main contact person between DMRD and ERF project.

4.2. Surge Capacity

A Surge capacity will be an essential feature of the ERF. It is a new concept, which is advocated to provide enhanced support to UNDP for coordinating and supporting early recovery interventions.

Surge can be initiated as an internal UNDP mechanism. It is activated in case of a crisis or disaster so that UNDP can effectively organize early recovery interventions. It supports early recovery, not emergency relief. It can be organized internally within the CO, but in extraordinary situations when the CO's capacity is overstretched, Surge could be deployed from the headquarters.

Surge mechanism would support a number of organizational responses, from assessment to procurement and recruitment. It is a standard response that can be tailored to specific situations. To begin with, UNDP, Bangladesh can arrange an in-country training programme for staff within the CO, who can support recovery in many ways. UNDP staff from various programmes and

operational units can be recommended for the in-house training programme. This training programme will focus on needs assessment, the procedures to be followed in crisis situations, and planning for early recovery interventions in different sectors. The training programmes will be followed by setting up an ERF Surge Team. The national surge capacity can be further developed through national-international exchange programmes.

The member of the ERF Surge Team can provide support to the ERF in their respective areas of specialization. For example, the UNDP staff from the poverty reduction sector could support livelihoods planning. The staff working in the procurement unit can help ERF with the immediate procurement functions.

In a situation of disaster, the initial assessment of the CO would determine the scale of the intervention. The assessment will guide the recommendation to the senior management to activate the Surge mechanism.[11] The Surge team will be assigned their pre-determined functions, which when brought together will form the core of early recovery interventions. The objective of activating the Surge team is to fully utilize the capacity of CO to support different types of early recovery interventions.

The Surge mechanism is more effective if it is supported by contingency planning. The ERF will take the initiative in developing contingency plans for different types of crises and preparing a Surge plan.

In those cases where the activation of internal Surge team is not adequate to support early recovery interventions, UNDP CO can request the Regional Centre, Bangkok to provide the required Surge support. The BCPR too manages a Surge roster, and the CO can request the BCPR to provide experts in different fields from its own roster. It is important for the CO to link its Surge arrangements with the global Surge supervised by the BCPR. The training in building Surge capacity can be organized in partnership with the BCPR.

During the disaster, CO will periodically assess the situation and decide whether it is time to de-activate SURGE mechanism. Upon de-activation, the ERF team will continue to implement the early recovery activities implementation in a normal way leading to longer-term recovery activities. In the first phase, the Surge mechanism could be set up and managed internally. In the second phase, the Surge mechanism can be organized for assisting external organizations. A number of people from the UN agencies, government, and NGOs can be trained in specific areas of recovery, and be included in the Surge roster. In case of a disaster, these trained experts could be assigned to the agencies which need their support.

The next steps for developing the Surge mechanism at the country level are as follows:

- Develop Contingency Plans for different types of disasters;
- Establish focal points for different specializations (programme and operations) within the CO;
- Establish roster of national experts in the identified areas such as livelihoods, shelter, governance, environment, logistics, etc.;
- Enhance coordination with other portfolios within the CO, i.e. CDMP-II;
- Enhance coordination with GoB's relevant bureau / directorate;
- Prepare an inventory of ready-to-deploy operational equipments and supplies; and
- Conduct a survey of data and information required for implementing ER activities.

Simplified Procurement and Recruitment Systems

Early recovery by definition requires rapid and flexible response. The current procedures being followed by the UNDP CO for funding, procurement, and recruitment are not conducive to organizing interventions at a short notice. UNDP CO should therefore consider adopting simplified procurement and recruitment processes, which could help the ERF implement its activities in the

[11] http://www.managing.peopleinaid.org/planning/surge-mechanism.aspx

field. The ERF should also have pre-arranged list of suppliers and vendors to ensure timely and rapid delivery.

The ERF should also consider instituting protocols and decision-making systems so that key decisions regarding early recovery could be taken without long lead times.

Supervisory Arrangements

The ERF will be supervised on a regular basis by the Assistant Country Director (ACD), Climate Change, Environment and Disaster Cluster. The supervision will involve a review of strategic directions, planned activities, resource availability, and overall implementation. However, it will not be an administrative supervision. The ERF will have the necessary independence in its day-to-day functioning. It is the Project Manager, who will be responsible for the management of ERF's technical and financial resources.

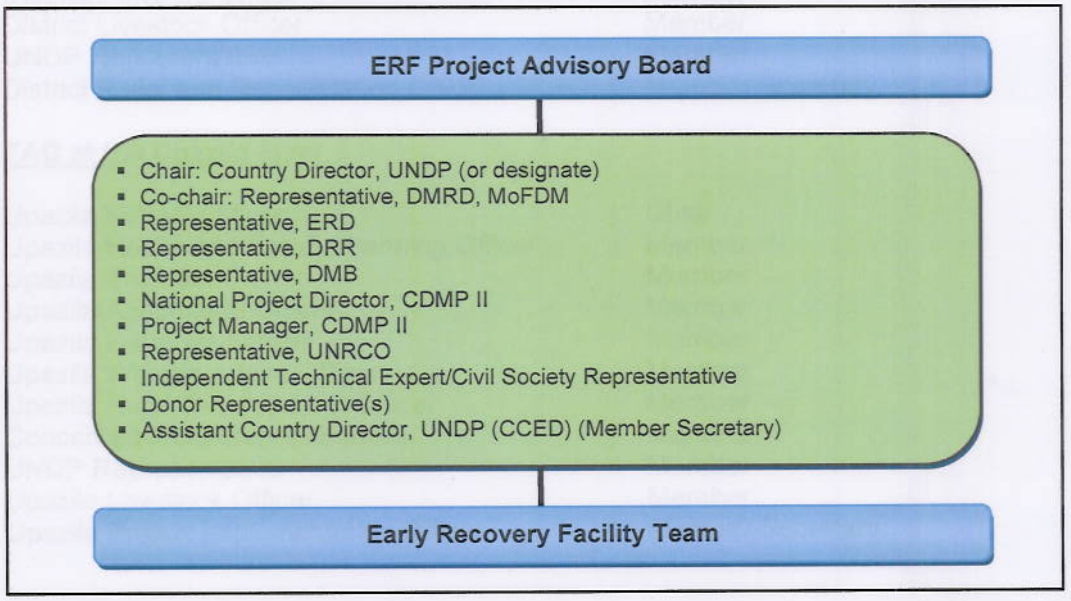


Figure 4: ERF Project Advisory Board

A Project Advisory Board will be constituted to review the priorities, resource mobilization, and functioning of the ERF. The board will include the following members:

- Chair: Country Director, UNDP (or designate)
- Co-chair: Representative, DMRD, MoFDM
- Representative, ERD
- Representative, DRR
- Representative, DMB
- National Project Director, CDMP II
- Project Manager, CDMP II
- Representative, UNRCO
- Independent Technical Expert/Civil Society Representative
- Donor Representative(s)
- Assistant Country Director, UNDP (CCED) (Member Secretary)

The board will meet quarterly to review the ERF's strategic direction and functioning. The board will provide executive direction to the ERF, and approve its budget, work plan, the creation of new positions, and partnerships. In disaster situations, the board can meet more frequently and appraise the situation.

At the district and upazila level, the following Technical Advisory Groups (TAGs) will be constituted headed by the Deputy Commissioner and the Upazila Nirbahi Officer respectively to provide technical advice and monitor the project activities as and when implemented:

TAG at the District level

Deputy Commissioner	Chair
Civil Surgeon	Member
Deputy Director (Agri-extension dept.)	Member
Deputy Director (LG)	Member
Executive Engineer (LGED)	Member
District Fisheries Officer	Member
District Livestock Officer	Member
UNDP Representative	Member
District Relief and Rehabilitation Officer (DRRO)	Member-Secretary

TAG at the Upazila level

Upazila Nirbahi Officer	Chair
Upazila Health and Family Planning Officer	Member
Upazila Engineer	Member
Upazila Agricultural Officer	Member
Upazila Fisheries Officer	Member
Upazila Women Affairs Officer	Member
Upazila Rural Development Officer	Member
Concerned NGO Representative	Member
UNDP Representative	Member
Upazila Livestock Officer	Member
Upazila Project Implementation Officer	Member-Secretary

The ERF should also be guided by the Early Recovery Cluster in its functioning. The Early Recovery Cluster should act as the Consultative Committee for the ERF and provide it the policy advice and direction on early recovery interventions in Bangladesh.

Supervisory arrangements should be placed on a formal basis through rules and guidelines. It is necessary for the ERF to abide by these rules and guidelines so that it can demonstrate its accountability. The ERF will also gain in terms of policy directions and implementation capacity through these structures.

V. Monitoring Framework and Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VI. Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and

b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

ANNEX I

An Indicative List of Early Recovery Activities

Area of Activity	Early Recovery Activities
Livelihoods and income recovery	• Undertake rapid impact, needs and capacity assessments focused on local economic resources and livelihood opportunities including labour market surveys and analysis • Design and implementation of emergency employment schemes (e.g. rubble clearance, rehabilitation of community infrastructure) • Promote micro and small enterprise recovery through short-cycle business-management training, cash grants, access to microfinance schemes and coaching • Provide and repair fishing boats and fishing equipment • Restore damaged crops and distribute seeds, seed vouchers, fertilizers, hand tools, provide credit to traders, and promote improved land management techniques, to prevent soil erosion and exhaustion as well as promote diversification of food crops to improve nutrition, and cash crops to increase bio diversity and incomes • Repair flood control and irrigation schemes • Protect and rehabilitate productive assets (fodder production, animal health, management of natural resources) • Provide support to horticulture, home or school gardens, or re-establishment of orchards
Social Services	• Assess availability and sustainability of access to services • Ensure basic rehabilitation of primary social services, such as health care facilities, schools, community centers, and water and sanitation facilities • Build the capacity of people and communities to access services such as health care and education, and to contribute to maintaining these services. • Introduce social and community-based safety nets for vulnerable people and those with special needs including psychosocial and post-trauma counseling • Conduct food and nutrition surveys, stabilize nutrition ensuring food security and promote food safety at household and community levels • Provide access to comprehensive, integrated reproductive health services, including contraceptives, for all persons of reproductive age • Raise awareness and build capacities of communities and authorities in the prevention of gender-based violence, particularly sexual violence, and the provision of appropriate support to victims

Governance	• Assess the capacity of national and local authorities to lead and coordinate early recovery efforts • Rehabilitate essential government facilities and provide material and equipment support • Strengthen local governance capacity to resume the delivery of basic public services • Strengthen natural disaster institutions • Support national/local authorities with policy formulation, planning, and coordination for early recovery • Support national/local authorities in transparency, accountability and good governance throughout the recovery process e.g. through training of civil servants on local governance responsibilities • Support national/local authorities in leading disaster risk assessments • Undertake feasibility planning for early economic recovery, and provide policy advice to national governments and local authorities on emergency employment plans and social finance • Support the development and delivery of a strategic communications and information campaign on early recovery • Support civil society to enable and facilitate their participation in decision-making processes • Train communities in preparedness and early warning • Support national information management systems, including geographic information systems • Provide geographic information management (exchange, storage, processing, hosting, back up) • Ensure data sharing among partners through secured web site, including web site and graphic user interface • Promote Internet access
Shelter	• Assess shelter damage, capacity and needs • Identify alternative and affordable building technologies for repair and reconstruction that will improve building and planning standards and provide access to affordable and environmentally sustainable building materials • Identify networks of implementing partners, and assess capacities of local building material producers and markets • Identify national building regulations in recovery shelter, and review building codes and enforcement • Support the development of housing policy that integrates risk reduction and takes into account gender, vulnerability and non discrimination issues • Undertake demonstrative projects that show risk resilient construction types • Train local artisans in earthquake, cyclone and flood resistant building techniques • Promote and build capacity of communities for building shelter and provide community-based shelter support to people with special needs.
Infrastructure	• Support environmental clean-up, debris removal and rehabilitation • Promote access to and rehabilitation of small infrastructure to enable a sustained circulation of people and goods, access to markets, and other social facilities, e.g. road repairs, repair of bridges, embankments, market places, etc. • Identify and develop necessary planning and technical skills for communities to fully contribute and participate in the rehabilitation and development of infrastructure • Restore critical minor infrastructure at the community level that is essential for initiating local recovery processes through labour intensive technologies and micro enterprises that generate employment • Rehabilitate water and sanitation infrastructure
Cross-cutting Issues	• Mainstream cross-cutting issues (e.g. gender, HIV/AIDS, environment, age, human rights, • disaster risk reduction, conflict prevention) in all aspects and stages of early recovery programming • Support active participation of women and women's organizations in all aspects of early recovery planning and implementation • Promote HIV prevention activities in the light of increased vulnerabilities and risk factors to HIV/AIDS transmission during reproductive age • Undertake environmental clean-up and rehabilitation, and build the capacity of communities, and environment agencies to undertake environmental recovery

Natural Disaster Response	• Conduct rapid mapping activities: hazard mapping, structural, environmental and agricultural damage assessment • Conduct community level risk assessment • Prepare and disseminate risk reduction guidelines for all reconstruction projects • Conduct multi-hazard risk assessments as an input to reconstruction planning • Strengthen local level emergency response mechanisms in the affected areas • Strengthen community-based early warning systems and increase community awareness of existing

ANNEX II

TERMS OF REFERENCE FOR KEY PROJECT PERSONNEL

1. International Project Manager

I. POSITION INFORMATION

Job Code Title:	**International Project Manager**
Duty station:	**Dhaka**
Supervisor:	**Country Director under direct supervision of ACD (CCED)**
Position status:	**12 month (renewable)**
Type of Contract:	**International FTA**
Grade:	**P3/P4**

II. ORGANIZATIONAL CONTEXT

UNDP Bangladesh's Early Recovery Facility (ERF) promotes national ownership of the post disaster early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions with UNDP assistance. It mobilizes resources to prepare, plan, and implement interventions to ensure that people affected by disasters recover and seek development gains. ERF supports national and local government in developing policies and plans for full recovery. Such support will is provided through systematic assessment of recovery needs, coordination amongst various agencies, preparation of an early recovery plan / framework, and human resource support wherever necessary. ERF promotes equity, social inclusion, and transparency in promoting recovery policies and plans. It advocates people's participation in recovery planning, and promote policies and programmes which do not discriminate on the basis of gender, ethnicity, religion, age, disability, etc. ERF supports and strengthens the Early Recovery Network and Early Recovery Cluster in Bangladesh, an overall recovery preparedness planning, and advocates for the allocation of resources in support of early recovery activities.

UNDP recognizes that there are several agencies, from both the UN system and NGO sector, which have extensive experience and operational capacity in the area of recovery. ERF does not seek to replace the existing capacity with its own. ERF builds on the national and local capacity for recovery, and highlights the need for recovery programmes through its advocacy and knowledge management. ERF strives to ensure that recovery assistance is available to those who need it most, that there are no significant gaps in the overall recovery programme, and various sectors are adequately represented and harmonized.

The Project Manager will work under the joint supervision of the UNDP Management. The Project Manager will be responsible for leading the project team through planning, implementing and managing the delivery of policies, reports, knowledge products and other results approved in the project document or annual work plans.

III. FUNCTIONS / KEY RESULTS EXPECTED

Management:

- Facilitate the day-to-day functioning of the Team. Manage the human and financial resources, in consultation with the Management, for achieving results in line with the outputs and activities outlined in the project document
- Lead the preparation and implementation of the annual results based work plans and result frameworks as endorsed by the management
- Lead in the coordination of project activities with related and parallel activities both within UNDP and with external agencies
- Organize and lead the early recovery cluster and early recovery network
- Prepare monthly and quarterly progress reports and organize, correspondingly, monthly and

quarterly progress reviews
- Organize meetings of the ERF supervisory board and ensure technical suggestions are incorporated in the management and implementation process
- Manage the human and financial resources of the regional project and coordinate with the work of all regional project and policy advisory services
- Coordinate the distribution of responsibilities amongst team members and organize monitoring and tracking system of all units services

Knowledge Services:

- Lead the process of knowledge captures of national, regional and global know-how in the subject area and production of knowledge-based products
- Lead the process of knowledge creation and dissemination related to national, regional and global know-how in the subject area. In this context, partner with practitioners and members of the UNDP global networks, leadership of the practice and sub-practice teams in RBAP, BDP and other related Bureau on knowledge management services
- Develop country based intelligence on country situation, opportunities, interests and prospects covering governments, UNDP and major development stakeholders

Policy and Programme Services:

- Provide intellectual or substantive leadership in the subject area through identification of key policy issues and formulation of best possible and alternative policy and programme options for UNDP country office
- Stimulate strategic thinking in the subject practice area, taking into account the needs of country offices as well as the opportunities to develop regional public goods
- Lead the analytical and policy development work of the team and ensure high quality policy or knowledge products. Promote the substantive quality of all knowledge products, reports and services, and ensures effective integration and compatibility with other practice areas
- Supervise the project's capacity building efforts aimed at government counterparts, civil society groups, and UNDP COs
- Contribute to the production reports and publications, and serve as peer reviewer.
- Coordinates with Country Offices regarding requests for advisory and support services and lead the support from the Regional Center as required by the Country Offices
- Ensure programme outputs are aligned procedurally with UNDP positions and practice area development

Partnerships and Resources:

- Prepare proposals for mobilization of human, technical or financial resources from international development organizations, non-government organizations and the private sector
- Maintain effective relationship with development partners to facilitate and support resource mobilization

IV. IMPACT OF RESULTS

The key results have an impact on the overall success of the project targets.

V. COMPETENCIES

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards (human rights, peace, understanding between peoples and nations, tolerance, integrity, respect, results orientation (UNDP core ethics) impartiality
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Management and Leadership

- Builds strong relationships with clients, focuses on impact and result for the client and

responds positively to feedback, timely responses queries
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates good oral and written communication skills
- Demonstrates openness to change and ability to manage complexities

Development and Operational Effectiveness

- Ability to engage with high ranking UNDP Managers, Government Officials and international donor community and provide policy advisory support services
- Ability to identify opportunities, conceptualize and develop project reports
- Capability to engage in team-based policy and programme dialogue, experience of leading workshops and being a resource person
- Ability to lead strategic planning, results-based management and reporting: full project cycle mastery, excellent work/project planning skills, mastery of UNDP's new programme modalities (PRINCE 2, RBM Guide, NEX/DEX execution etc.) and also use ATLAS
- Ability to oversee timely project implementation and to provide the necessary trouble shooting to keep project implementation on schedule
- Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis, reporting and cost-recovery: excellent project oversight functions, including audit, accurate and thorough risk assessment
- Ability to implement new systems and affect staff behavioural/ attitudinal change

Knowledge Management and Learning

- Promotes knowledge management and a learning environment in the office through leadership and personal example: Excellent knowledge of capacity building theory and the application of methodology: good understanding of capacity assessment methodologies; excellent ability to identify significant capacity building opportunities, ability to get capacity built, excellent ability to demonstrate national capacities built (mastery of the tools and their application)
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills
- Excellent communication skills (written and oral): Sensitivity to and responsiveness to all partners, Respectful and helpful relations with all UN/UNDP staff

VI. Recruitment Qualifications	
Education	Advanced degree in development, social science or other relevant discipline with specialization/linkages to Disaster Risk Reduction and Climate Change Adaptation
Experience	The candidate should possess the following qualifications to compete for the announced position: ▪ Minimum of 7 years working experience including several years, preferably in management position/s; ▪ Knowledge of Government of Bangladesh structures and protocols; ▪ Knowledge of disaster management processes and issues including knowledge of both international practices and the local context; ▪ Leadership experience in the implementation of large and complex projects in cooperation with multiple donor agencies and other stakeholders including NGOs and political organizations; ▪ Previous international/regional experience in Surge / Early Recovery Networks / IASC cluster approach highly desired; ▪ A sound understanding of personnel management, human rights and gender perspective.
Language Requirements	▪ Fluency in written and spoken English

2. Advisor – Disaster Management

I. Position Information

Job Code Title:	**Advisor – Disaster Management**
Duty station:	Dhaka
Supervisor:	Project Manager and ACD (CCED)
Position status:	12 month (renewable)
Type of Contract:	SSA

II. Organizational Context

UNDP Bangladesh's Early Recovery Facility (ERF) promotes national ownership of the post disaster early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions with UNDP assistance. It mobilizes resources to prepare, plan, and implement interventions to ensure that people affected by disasters recover and seek development gains. ERF supports national and local government in developing policies and plans for full recovery. Such support will is provided through systematic assessment of recovery needs, coordination amongst various agencies, preparation of an early recovery plan / framework, and human resource support wherever necessary. ERF promotes equity, social inclusion, and transparency in promoting recovery policies and plans. It advocates people's participation in recovery planning, and promote policies and programmes which do not discriminate on the basis of gender, ethnicity, religion, age, disability, etc. ERF supports and strengthens the Early Recovery Network and Early Recovery Cluster in Bangladesh, an overall recovery preparedness planning, and advocates for the allocation of resources in support of early recovery activities.

UNDP recognizes that there are several agencies, from both the UN system and NGO sector, which have extensive experience and operational capacity in the area of recovery. ERF does not seek to replace the existing capacity with its own. ERF builds on the national and local capacity for recovery, and highlights the need for recovery programmes through its advocacy and knowledge management. ERF strives to ensure that recovery assistance is available to those who need it most, that there are no significant gaps in the overall recovery programme, and various sectors are adequately represented and harmonized.

The Advisor will be guided by the ERF Project Manager, and UNDP Assistant Country Director (Climate Change, Environment & Disaster), and will work in close coordination with the UNDP Country Office (Climate Change, Environment & Disaster Cluster).

III. Functions / Key Results Expected

Specific Functions

- Act as the principal advisor to the ERF project on all emergency and early recovery policy and operational issues
- Assist ERF advocating emergency and early recovery issues with the government, donor community, and other relevant stakeholders
- Coordinate interagency entries into the emergency and early recovery portion of the disaster management policies of the government of Bangladesh
- Coordinate early recovery policies and activities of other clusters to ensure the consistency to early recovery commitments
- Promote national and local ownership of emergency and early recovery programmes through consultation and participation of key national and regional stakeholders under government's leadership
- Ensure that regional disparities and cross-cutting issues (Gender, HIV/AIDS, Environment) are taken into account in all early recovery policies, strategies and activities at the project level
- Help establish monitoring mechanisms and report progress of emergency and early recovery activities in a timely, transparent and consolidated manner; identify gaps and propose alternatives

- Undertake the partner NGOs competency through the evaluation of their performance and advise on how to minimize their incompetence and to enhance capacity for better response management in future

Policy and Programme Services

- Provide leadership and guidance to the UNDP Country Office and the Office of the Resident Coordinator on all disaster management related issues
- As required, represent the interests of UNDP at high-level engagement with Government officials and representatives
- Support the Climate Change, Environment & Disaster Cluster in the formulation of policy and programme options for UNDP's disaster management portfolio
- Contribute to the production reports and publications, and serve as peer reviewer
- Coordinates with Country Offices regarding requests for advisory and support services
- Provide advice and oversight on UNDP programme/project outputs to ensure conformity and procedural alignment with GoB regulations vis-à-vis UNDP

Partnerships and Resources

- Provide advisory service for the mobilization of human, technical or financial resources from national and international development organizations, government, non-government organizations and the private sector
- Programme advisory services
- Assist in the preparation and implementation of the annual results based work plans and result frameworks as endorsed by the management
- Provide advisory support in the coordination of project activities with related and parallel activities both within UNDP and with external agencies
- Provide guidance and editorial support in preparing monthly and quarterly progress reports and organize, correspondingly, monthly and quarterly progress reviews
- Support UNDP in terms of managing the relationship with government, but also to support in the creation of new projects/programmes, especially in the areas of recruitment, institutional set-up and alike

Knowledge Management Services

- Provide advisory and editorial support in the process of knowledge creation and dissemination related to national, regional and global know-how in the subject area. In this context, partner with practitioners and members of the UNDP global networks, leadership of the practice and sub-practice teams in RBAP, BDP and other related Bureau on knowledge management services
- Career develops and supports to ERF project staff to ensure high delivery

Shelter Working Group

- Coordinate and support government leadership of the joint GoB-UNDP Shelter Working Group
- Ensure that the interests of UNDP, and the humanitarian community, are represented
- Liaise between the NGO sector and Government to strengthen coordination and delivery of humanitarian assistance

IV. COMPETENCIES

Corporate Competencies

- ❑ Promotes UN's values and ethical standards (tolerance, integrity, respect, results orientation, impartiality)
- ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Management and Leadership

- ❑ Work with energy and a positive, constructive attitude
- ❑ Demonstrates good oral and written communication skills
- ❑ Demonstrates openness to change and ability to manage complexities
- ❑ Provides inspiration and leadership to project staff as well as all the partners

Development and Operational Effectiveness

- Capability to engage in team-based management, experience of leading workshops and being a resource person
- Ability to undertake results-based management and reporting
- Ability to oversee timely project implementation and to provide the necessary trouble shooting to keep project implementation on schedule
- Ability to implement new systems and affect staff behavioural/ attitudinal change

Knowledge Management and Learning

- Promotes knowledge management and a learning environment in the office through leadership and personal example
- Actively works towards continuing personal learning and development
- Excellent communication skills (written and oral)
- Sensitivity to and responsiveness to all partners
- Respectful and helpful relations with all UN/UNDP staff

V. REQUIRED QUALIFICATIONS	
Education and Eperience	▪ A minimum postgraduate degree in development administration, business administration or relevant discipline; ▪ Minimum of 15 years working experience, including several years in senior Government positions; ▪ Excellent knowledge of Government of Bangladesh structures and protocols; ▪ Knowledge of Disaster Management processes and issues including knowledge of both international practices and the local context; ▪ A strong commitment to gender sensitive, inclusive and pro-poor development works; ▪ Ability to work with multi-disciplinary team; ▪ Consultative and empowering working style and willingness to learn and support others; and ▪ Fluency in written and spoken English and Bangla.
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; ▪ Need creativity for graphics design and writing skills; and ▪ Willingness to travel as required.

3. Shelter Specialist

I. Position Information

Job Code Title:	**Shelter Specialist**
Duty station:	Dhaka
Supervisor:	Project Manager
Position status:	12 months (renewable)
Type of Contract:	Service Contract
Grade:	SB 4

II. Organizational Context

UNDP Bangladesh's Early Recovery Facility (ERF) promotes national ownership of the post disaster early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions with UNDP assistance. It mobilizes resources to prepare, plan, and implement interventions to ensure that people affected by disasters recover and seek development gains. ERF supports national and local government in developing policies and plans for full recovery. Such support will is provided through systematic assessment of recovery needs, coordination amongst various agencies, preparation of an early recovery plan / framework, and human resource support wherever necessary. ERF promotes equity, social inclusion, and transparency in promoting recovery policies and plans. It advocates people's participation in recovery planning, and promote policies and programmes which do not discriminate on the basis of gender, ethnicity, religion, age, disability, etc. ERF supports and strengthens the Early Recovery Network and Early Recovery Cluster in Bangladesh, an overall recovery preparedness planning, and advocates for the allocation of resources in support of early recovery activities.

UNDP recognizes that there are several agencies, from both the UN system and NGO sector, which have extensive experience and operational capacity in the area of recovery. ERF does not seek to replace the existing capacity with its own. ERF builds on the national and local capacity for recovery, and highlights the need for recovery programmes through its advocacy and knowledge management. ERF strives to ensure that recovery assistance is available to those who need it most, that there are no significant gaps in the overall recovery programme, and various sectors are adequately represented and harmonized.

The Shelter Specialist will work under the direct supervision on the Project Manager. The Shelter Specialist works in close collaboration with UNDP Country Office operational units, as well as a wide range of other disaster management related stakeholders.

III. Functions / Key Results Expected

- Conduct comprehensive need assessments involving local government authorities/ implementing partners, with special emphasis on the shelter needs from immediate to long term
- Ensure needs assessments are conducted in a truly participatory and consultative manner
- Involve the local government authorities/Implementing agencies develop targeting mechanisms and guidelines for beneficiary selection
- Assist ERF Project Supervisory Board in elaborating technical guidelines for disaster resistant technologies
- Develop plan of action to ensure timely and effective delivery of shelter support. Assign roles and responsibilities among partners and other stakeholders
- Organize and manage consultative meetings with relevant government agencies/departments, NGO's and other relevant stakeholders to finalize action plans to ensure effective delivery of shelter related supports
- Support the implementing agencies in designing of a housing concept with input from disposed communities on various sector activities/infrastructure works
- Set up mechanisms for participatory local development planning for sustainable shelter recovery and longer-term community-based development for housing reconstruction

- Attend coordination meetings with implementing agencies and ensure mainstreaming of UNDP funded shelter programme within the overall national response and recovery plan
- Assist the local government/implementing partners in the elaboration of project documentation to guarantee a timely acceptable and financially sound shelter assistance programme
- Assist the local administration and implementing partners to set priorities in the housing reconstruction, considering the available resources and the limited time for implementation
- Assist the local authorities on the technical project elaboration, the supervision of the ongoing construction works, and the technical acceptance/ handover of realized projects, in order to work with regular legal and professional standards
- Follow effective monitoring mechanism for shelter related support delivery and progress mapping
- Monitor the overall implementation of the shelter programme
- Assist the Project Manager and Monitoring Specialist to better supervise field monitoring personnel and team
- Coordinate shelter related activities of the UNDP monitoring teams deployed at the local level
- Collect and update project information at regular interval. Follow best practices in disseminating progress with colleagues and relevant stakeholders through Project Manager
- Support management to identify new projects, areas of intervention, innovative approaches as well as flag likely overlaps, duplications, gaps and risk factors. Suggest solutions, where appropriate
- Significantly support initiatives for resource mobilization
- Represent ERF Management at approved events as required. Participate and lead shelter/housing coordination meetings and consultations
- Supervise the implementation and ensure adherence to the common guidelines for the identification of beneficiaries, the standards for reconstruction, and new construction as well as for the implementation procedures
- Provide managerial oversight to smooth implementation of UNDP-assisted shelter recovery and reconstruction projects in disaster-affected areas
- Produce and regularly submit progress reports. Consolidate reports and provide feedback on the findings/ recommendations of reports provided by implementing partners and ERF colleagues
- Develop knowledge products and ensure effective dissemination
- Identify and support advocacy initiatives
- Other duties as required by the ERF Management or in changing circumstances

Summary of Key Functions:

- To address the immediate shelter needs of the disaster affected population and enable them to return to their homes
- To contribute to economic recovery and restoration of livelihoods by boosting construction activities and rebuilding work places destroyed by disaster
- To lay down the foundation for longer term rehabilitation and reconstruction of housing sector in Bangladesh
- To include structural mitigation measures to improve the resistance of structures to future disaster

IV. Impact of Results

The Shelter Specialist will ensure result based management so that the key results will contribute towards the project achieving its Outputs.

V. Competencies

Corporate Competencies:

- Promotes UN's values and ethical standards (tolerance, integrity, respect, results orientation, impartiality)
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Management and Leadership

- Work with energy and a positive, constructive attitude
- Demonstrates good oral and written communication skills
- Demonstrates openness to change and ability to manage complexities
- Provides inspiration and leadership to project staff as well as all the partners.

Development and Operational Effectiveness

- Capability to engage in team-based management, experience of leading workshops and being a resource person
- Ability to undertake results-based management and reporting
- Ability to oversee timely project implementation and to provide the necessary trouble shooting to keep project implementation on schedule
- Ability to implement new systems and affect staff behavioural/ attitudinal change

Knowledge Management and Learning

- Promotes knowledge management and a learning environment in the office through leadership and personal example
- Actively works towards continuing personal learning and development
- Excellent communication skills (written and oral)
- Sensitivity to and responsiveness to all partners,
- Respectful and helpful relations with all UN/UNDP staff

VI. REQUIRED QUALIFICATIONS	
Education	▪ Bachelors' Degree either in Architecture or relevant field
Experience	▪ 7-10 years of relevant experience at the national or international level in shelter or related fields ▪ Experience in the usage of computers and office software packages, with particular emphasis on handling Auto CAD
Knowledge and skills	▪ Ability to think clearly and analytically ▪ Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands ▪ A sound knowledge of design, drawing and estimating for settlement improvement for poor communities ▪ Excellent communication skills (verbal and written) in English and Bangla ▪ Ability to use Microsoft Office for reporting, and presentation
Personal qualities	▪ A strong commitment to gender sensitive, inclusive and pro-poor development works ▪ Ability to work with multi-disciplinary team ▪ Consultative and empowering working style and willingness to learn from others ▪ Willingness to travel as required
Language Requirements	▪ Fluency in written and spoken English and Bangla

4. Livelihood Specialist

I. Position Information

Job Code Title:	**Livelihood Specialist**
Duty station:	Dhaka
Supervisor:	Project Manager
Position status:	12 month (renewable)
Type of Contract:	Service Contract
Grade:	SB 4

II. Organizational Context

UNDP Bangladesh's Early Recovery Facility (ERF) promotes national ownership of the post disaster early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions with UNDP assistance. It mobilizes resources to prepare, plan, and implement interventions to ensure that people affected by disasters recover and seek development gains. ERF supports national and local government in developing policies and plans for full recovery. Such support will is provided through systematic assessment of recovery needs, coordination amongst various agencies, preparation of an early recovery plan / framework, and human resource support wherever necessary. ERF promotes equity, social inclusion, and transparency in promoting recovery policies and plans. It advocates people's participation in recovery planning, and promote policies and programmes which do not discriminate on the basis of gender, ethnicity, religion, age, disability, etc. ERF supports and strengthens the Early Recovery Network and Early Recovery Cluster in Bangladesh, an overall recovery preparedness planning, and advocates for the allocation of resources in support of early recovery activities.

UNDP recognizes that there are several agencies, from both the UN system and NGO sector, which have extensive experience and operational capacity in the area of recovery. ERF does not seek to replace the existing capacity with its own. ERF builds on the national and local capacity for recovery, and highlights the need for recovery programmes through its advocacy and knowledge management. ERF strives to ensure that recovery assistance is available to those who need it most, that there are no significant gaps in the overall recovery programme, and various sectors are adequately represented and harmonized.

The Livelihood Specialist will work under the direct supervision on the Project Manager. The Livelihood Specialist works in close collaboration with UNDP Country Office operational units, as well as a wide range of other disaster management related stakeholders.

III. Functions / Key Results Expected

- Involve and capacitate local government authorities/implementing partners to conduct comprehensive needs assessment/s for short and medium term, emphasize on the livelihood needs of communities affected
- Ensure needs assessment/s are conducted in a truly participatory and consultative manner
- Involve the local government authorities/implementing agencies in developing targeting mechanisms and guidelines for beneficiary selection
- Contribute and be responsible for elaborating technical guidelines and development of tools for rapid livelihood recovery following disaster emergency
- Develop plan of action to ensure timely and effective delivery of livelihood/economic recovery support. Assign roles and responsibilities among partners and other stakeholders
- Organize and manage consultative meetings with relevant government agencies/departments, NGO's and other relevant stakeholders to finalize action plans to ensure effective delivery of livelihood support
- Set up mechanisms for participatory planning for sustainable and community-based early recovery programme
- Ensure effective coordination with implementing agencies and make certain mainstreaming of UNDP funded livelihood recovery programme within the overall national response and

recovery plan
- Follow effective monitoring mechanism for livelihood related support delivery and progress mapping
- Monitor the overall implementation of the livelihood recovery programme
- Assist the Project Manager and Monitoring Specialist to better supervise field monitoring personnel and team
- Coordinate economic recovery activities of the UNDP monitoring teams deployed at the local level
- Collect and update project information at regular interval. Follow best practices in disseminating progress with colleagues and relevant stakeholders through Project Manager/management
- Significantly support initiatives for resource mobilization
- Represent ERF Management at approved events as required. Participate and lead recovery related coordination meetings, consultations, etc.
- Supervise the implementation and ensure adherence to the common and agreed guidelines for the identification of beneficiaries and rest of the implementation procedures
- Assist the local government/implementing partners in the elaboration of project documentation to guarantee a timely acceptable and financially sound livelihood assistance programme
- Support management to identify new projects, areas of intervention, innovative approaches as well as flag likely overlaps, duplications, gaps and risk factors. Suggest solutions, where appropriate
- Provide managerial oversight to smooth implementation of UNDP-assisted livelihood recovery interventions in disaster-affected areas
- Coordinate the tasks and achievements of the UNDP monitoring teams deployed in districts
- Produce and regularly submit progress reports. Consolidate reports and provide feedback on the findings/ recommendations of reports provided by implementing partners and ERF colleagues
- Develop knowledge products and ensure effective dissemination
- Identify and support advocacy initiatives
- Other duties as required by the ERF Management or in the changing circumstances

Summary of Key Functions:

- To address the immediate economic needs of the disaster affected population for their early recovery
- To contribute to economic recovery and restoration of livelihoods of people affected by disaster
- To lay down the foundation of longer term livelihood recovery activities in the disaster affected areas in Bangladesh
- To develop strategic plan livelihood recovery for the disaster affected people

IV. IMPACT OF RESULTS

The Livelihood Specialist will ensure result based management so that the key results will contribute towards the project achieving its Outputs.

V. COMPETENCIES

Corporate Competencies:

- Promotes UN's values and ethical standards (tolerance, integrity, respect, results orientation, impartiality)
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Management and Leadership

- Work with energy and a positive, constructive attitude
- Demonstrates good oral and written communication skills
- Demonstrates openness to change and ability to manage complexities
- Provides inspiration and leadership to project staff as well as all the partners

Development and Operational Effectiveness

- Capability to engage in team-based management, experience of leading workshops and being a resource person
- Ability to undertake results-based management and reporting
- Ability to oversee timely project implementation and to provide the necessary trouble shooting to keep project implementation on schedule
- Ability to implement new systems and affect staff behavioural/ attitudinal change

Knowledge Management and Learning

- Promotes knowledge management and a learning environment in the office through leadership and personal example
- Actively works towards continuing personal learning and development
- Excellent communication skills (written and oral)
- Sensitivity to and responsiveness to all partners
- Respectful and helpful relations with all UN/UNDP staff

VI. REQUIRED QUALIFICATIONS	
Education	▪ Master Degree in economics, social science, development studies or other relevant discipline/field
Experience	▪ 7-10 years of relevant experience at the national or international level in economic planning, recovery program or related development field ▪ Experience in the usage of computers and office software packages
Knowledge and skills	▪ Ability to think clearly and analytically ▪ Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands ▪ A sound knowledge of design, drawing and estimating for settlement improvement for poor communities ▪ Excellent communication skills (verbal and written) in English and Bangla ▪ Ability to use Microsoft Office for reporting, and presentation
Personal qualities	▪ A strong commitment to gender sensitive, inclusive and pro-poor development works ▪ Ability to work with multi-disciplinary team ▪ Consultative and empowering working style and willingness to learn from others ▪ Willingness to travel as required
Language Requirements	▪ Fluency in written and spoken English and Bangla

5. Monitoring and Evaluation Specialist

I. Position Information

Job Code Title:	**Monitoring and Evaluation Specialist**
Duty station:	Dhaka
Supervisor:	Project Manager
Position status:	12 month (renewable)
Type of Contract:	Service Contract
Grade:	SB 4

II. Organizational Context

UNDP Bangladesh's Early Recovery Facility (ERF) promotes national ownership of the post disaster early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions with UNDP assistance. It mobilizes resources to prepare, plan, and implement interventions to ensure that people affected by disasters recover and seek development gains. ERF supports national and local government in developing policies and plans for full recovery. Such support will is provided through systematic assessment of recovery needs, coordination amongst various agencies, preparation of an early recovery plan / framework, and human resource support wherever necessary. ERF promotes equity, social inclusion, and transparency in promoting recovery policies and plans. It advocates people's participation in recovery planning, and promote policies and programmes which do not discriminate on the basis of gender, ethnicity, religion, age, disability, etc. ERF supports and strengthens the Early Recovery Network and Early Recovery Cluster in Bangladesh, an overall recovery preparedness planning, and advocates for the allocation of resources in support of early recovery activities.

UNDP recognizes that there are several agencies, from both the UN system and NGO sector, which have extensive experience and operational capacity in the area of recovery. ERF does not seek to replace the existing capacity with its own. ERF builds on the national and local capacity for recovery, and highlights the need for recovery programmes through its advocacy and knowledge management. ERF strives to ensure that recovery assistance is available to those who need it most, that there are no significant gaps in the overall recovery programme, and various sectors are adequately represented and harmonized.

The Monitoring and Evaluation Specialist will work under the direct supervision on the Project Manager. The Monitoring and Evaluation Specialist works in close collaboration with UNDP Country Office operational units, as well as a wide range of other disaster management related stakeholders.

III. Functions / Key Results Expected

- Establish/manage a results based monitoring mechanism for the project
- Enhance capacity of all concerned project consultants/experts/staff/project partners in the use of Results Based Monitoring and other approved programme monitoring system
- Develop appropriate project monitoring indicators for the activities
- Establish routine project monitoring procedures and systems to enable all activities to be regularly and effectively monitored
- Prepare regular and timely project monitoring reports for GOB/UNDP/donors/other concerned agencies.
- Develop guidelines on the use of monitoring systems for disaster and early recovery emergency response activities as required
- Undertake regular and ongoing evaluation of ERF activities with a view to increasing the effectiveness of the activities and highlight areas of concern to the Project Manager and concerned specialist
- Facilitate the work of external evaluation monitoring, and audit teams as required
- Set up mechanisms for participatory monitoring for sustainable and community-based early recovery programme

- Support relevant programmatic ad technical missions. Facilitate mission/s on M&E
- Assist the Project Manager to better supervise field monitoring personnel/team
- Collect and update project information at regular interval. Follow best practices in disseminating progress with colleagues and relevant stakeholders through project manager/management
- Significantly support initiatives for resource mobilization
- Represent ERF Management at approved events as required. Participate and lead coordination meetings, consultations, etc.
- Supervise the implementation and ensure adherence to the common and agreed guidelines for the identification of beneficiaries and rest of the implementation procedures
- Assist the local government/implementing partners in the elaboration of project documentation to guarantee a timely acceptable and financially sound programme
- Support management to identify new projects, areas of intervention, innovative approaches as well as flag likely overlaps, duplications, gaps and risk factors. Suggest solutions, where appropriate
- Provide managerial oversight to smooth implementation of UNDP-assisted interventions in disaster-affected areas
- Coordinate the tasks and achievements of the UNDP monitoring teams deployed in districts
- Produce and regularly submit progress reports. Consolidate reports and provide feedback on the findings/recommendations of reports provided by implementing partners and ERF colleagues
- Develop/contribute for the development of knowledge products and ensure effective dissemination
- Identify and support advocacy initiatives
- Other duties as required by the ERF Management or in the changing circumstances

Summary of Key Functions:

- Establish generic monitoring mechanism for disaster emergency response and early recovery activities
- Ensure that program activities are done in a manner so that result based output is achieved
- Develop high quality monitoring and reports of UNDP's early recovery and emergency programme
- Successfully manage DRF's field-based monitoring team

IV. IMPACT OF RESULTS

The Monitoring and Evaluation Specialist will ensure a results-based system is in place to tap key results that contribute towards the project Outputs.

V. COMPETENCIES

Corporate Competencies

- Promotes UN's values and ethical standards (tolerance, integrity, respect, results orientation, impartiality)
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Management and Leadership

- Work with energy and a positive, constructive attitude
- Demonstrates good oral and written communication skills
- Demonstrates openness to change and ability to manage complexities
- Provides inspiration and leadership to project staff as well as all the partners

Development and Operational Effectiveness

- Capability to engage in team-based management, experience of leading workshops and being a resource person
- Ability to undertake results-based management and reporting
- Ability to oversee timely project implementation and to provide the necessary trouble shooting to keep project implementation on schedule

- Ability to implement new systems and affect staff behavioural/ attitudinal change

Knowledge Management and Learning

- Promotes knowledge management and a learning environment in the office through leadership and personal example
- Actively works towards continuing personal learning and development
- Excellent communication skills (written and oral)
- Sensitivity to and responsiveness to all partners
- Respectful and helpful relations with all UN/UNDP staff

VI. REQUIRED QUALIFICATIONS

Education:	▪ Degree in economics, statistics, social sciences, disaster management, engineering, preferably at Masters level
Experience:	▪ Minimum of 7 years experience in project monitoring related activities, preferable with international organizations ▪ Experience in the usage of computers and office software packages advantageous to monitoring
Knowledge and skills	▪ Ability to think clearly and analytically ▪ Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands ▪ A sound knowledge of design, drawing and estimating for settlement improvement for poor communities ▪ Excellent communication skills (verbal and written) in English and Bangla ▪ Ability to use Microsoft Office for reporting, and presentation
Personal qualities	▪ A strong commitment to gender sensitive, inclusive and pro-poor development works ▪ Ability to work with multi-disciplinary team ▪ Consultative and empowering working style and willingness to learn from others ▪ Willingness to travel as required
Language Requirements:	▪ Fluency in written and spoken English and Bangla

6. Capacity Building Specialist

I. Position Information

Job Code Title:	**Capacity Building Specialist**
Duty station:	Dhaka
Supervisor:	Project Manager
Position status:	12 month (renewable)
Type of Contract:	Service Contract
Grade:	SB 4

II. Organizational Context

UNDP Bangladesh's Early Recovery Facility (ERF) promotes national ownership of the post disaster early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions with UNDP assistance. It mobilizes resources to prepare, plan, and implement interventions to ensure that people affected by disasters recover and seek development gains. ERF supports national and local government in developing policies and plans for full recovery. Such support will is provided through systematic assessment of recovery needs, coordination amongst various agencies, preparation of an early recovery plan / framework, and human resource support wherever necessary. ERF promotes equity, social inclusion, and transparency in promoting recovery policies and plans. It advocates people's participation in recovery planning, and promote policies and programmes which do not discriminate on the basis of gender, ethnicity, religion, age, disability, etc. ERF supports and strengthens the Early Recovery Network and Early Recovery Cluster in Bangladesh, an overall recovery preparedness planning, and advocates for the allocation of resources in support of early recovery activities.

UNDP recognizes that there are several agencies, from both the UN system and NGO sector, which have extensive experience and operational capacity in the area of recovery. ERF does not seek to replace the existing capacity with its own. ERF builds on the national and local capacity for recovery, and highlights the need for recovery programmes through its advocacy and knowledge management. ERF strives to ensure that recovery assistance is available to those who need it most, that there are no significant gaps in the overall recovery programme, and various sectors are adequately represented and harmonized.

The Capacity Building Specialist will work under the direct supervision on the Project Manager. The Capacity Building Specialist works in close collaboration with UNDP Country Office operational units, as well as a wide range of other disaster management related stakeholders.

III. Functions / Key Results Expected

- Develop and build on best practices to capacity enhancement of key stakeholders
- Identify capacity gaps of key stakeholders/project participants and take appropriate measures to mitigate/minimize them
- Develop an overall technical capacity through on the job training/learning by doing for key stakeholders
- Develop training modules, guidelines/books, etc. for partnering/co-partnering ministry, agencies, NGO, CBO, CSO personnel
- Identify technical capacity gaps within the project team and develop mechanisms to address them
- Support relevant programmatic and technical missions. Facilitate the mission on training needs assessment
- Significantly support initiatives for resource mobilization
- Represent ERF Management at approved events as required. Participate in and lead coordination meetings, consultations, etc.
- Supervise the implementation and ensure adherence to the common and agreed guidelines for the identification of beneficiaries/target groups and rest of the implementation procedures

- Support management to identify new projects, areas of intervention, innovative approaches as well as flag likely overlaps, duplications, gaps and risk factors. Suggest solutions, where appropriate
- Provide managerial oversight to smooth implementation of UNDP-assisted interventions in disaster-affected areas
- Coordinate the tasks and achievements of the UNDP monitoring teams deployed in districts
- Produce and regularly submit progress reports. Consolidate reports and provide feedback on the findings/ recommendations of reports provided by implementing partners and ERF colleagues
- Develop/contribute for the development of knowledge products and ensure effective dissemination
- Identify and support advocacy initiatives
- Other duties as required by the ERF Management or in changing circumstances

Summary of Key Functions:

- Identify technical capacity gaps of key stakeholders
- Develop systematic response mechanism to fill the technical capacity gaps

IV. Impact of Results

The Capacity Building Specialist will ensure result based management so that the key results will contribute towards the project achieving its Outputs.

V. Competencies

Corporate Competencies:

- Promotes UN's values and ethical standards (tolerance, integrity, respect, results orientation, impartiality)
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Management and Leadership

- Work with energy and a positive, constructive attitude
- Demonstrates good oral and written communication skills
- Demonstrates openness to change and ability to manage complexities
- Provides inspiration and leadership to project staff as well as all the partners

Development and Operational Effectiveness

- Capability to engage in team-based management, experience of leading workshops and being a resource person
- Ability to undertake results-based management and reporting
- Ability to oversee timely project implementation and to provide the necessary trouble shooting to keep project implementation on schedule
- Ability to implement new systems and affect staff behavioural/ attitudinal change

Knowledge Management and Learning

- Promotes knowledge management and a learning environment in the office through leadership and personal example
- Actively works towards continuing personal learning and development
- Excellent communication skills (written and oral)
- Sensitivity to and responsiveness to all partners
- Respectful and helpful relations with all UN/UNDP staff

VI. REQUIRED QUALIFICATIONS	
Education	▪ Masters degree in a development relevant disciplines, social sciences with emphasis on disaster risk management/reduction or associated field
Experience	▪ Minimum of 7 years experience in capacity building or related activities, preferable with international organizations ▪ Experience in the usage of computers and relevant office software packages
Knowledge and skills	▪ Ability to think clearly and analytically ▪ Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands ▪ A sound knowledge of design, drawing and estimating for settlement improvement for poor communities ▪ Excellent communication skills (verbal and written) in English and Bangla ▪ Ability to use Microsoft Office for reporting, and presentation
Personal qualities	▪ A strong commitment to gender sensitive, inclusive and pro-poor development works ▪ Ability to work with multi-disciplinary team ▪ Consultative and empowering working style and willingness to learn from others ▪ Willingness to travel as required
Language Requirements	▪ Fluency in written and spoken English and Bangla

7. Project Officer

I. Position Information

Job Code Title:	**Project Officer**
Duty station:	Dhaka
Supervisor:	Project Manager
Position status:	12 month (renewable)
Type of Contract:	Service Contract
Grade:	SB 3

II. Organizational Context

UNDP Bangladesh's Early Recovery Facility (ERF) promotes national ownership of the post disaster early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions with UNDP assistance. It mobilizes resources to prepare, plan, and implement interventions to ensure that people affected by disasters recover and seek development gains. ERF supports national and local government in developing policies and plans for full recovery. Such support will is provided through systematic assessment of recovery needs, coordination amongst various agencies, preparation of an early recovery plan / framework, and human resource support wherever necessary. ERF promotes equity, social inclusion, and transparency in promoting recovery policies and plans. It advocates people's participation in recovery planning, and promote policies and programmes which do not discriminate on the basis of gender, ethnicity, religion, age, disability, etc. ERF supports and strengthens the Early Recovery Network and Early Recovery Cluster in Bangladesh, an overall recovery preparedness planning, and advocates for the allocation of resources in support of early recovery activities.

UNDP recognizes that there are several agencies, from both the UN system and NGO sector, which have extensive experience and operational capacity in the area of recovery. ERF does not seek to replace the existing capacity with its own. ERF builds on the national and local capacity for recovery, and highlights the need for recovery programmes through its advocacy and knowledge management. ERF strives to ensure that recovery assistance is available to those who need it most, that there are no significant gaps in the overall recovery programme, and various sectors are adequately represented and harmonized.

The Project Officer will work under the direct supervision on the Project Manager. The Project Officer works in close collaboration with UNDP Country Office operational units, as well as a wide range of other disaster management related stakeholders.

III. Functions / Key Results Expected

Project Cycle Management

- Provide support to Project Management in writing progress reports, annual completion report, donor report and communications materials for institutional donors (bilateral and UN), private donors and HQ, ensuring that content and presentation is to a high standard, fulfils required formats and submission deadlines are met
- Support the Project Management in proposal development ensuring content and presentation is of a high quality
- Ensure that Project Management is provided with relevant grant information on a timely basis and understands their commitments
- Support Project Management in the implementation and documentation of participatory needs / capacities & vulnerability assessments and baselines, situation analyses and regular monitoring
- Support the project in producing media focus on disaster & climate change and disaster situation analysis and monitoring
- Support ERF in facilitating team meeting, capacity building workshop, meeting with partners, lesson learn workshops and others and prepare documents

- Support ERF in facilitation of high-profile missions at different level

Good Practice, Quality Standards and Institutional Learning

- Facilitate, participate in and document project reviews and evaluations and ensure learning is understood and disseminated to Project Management.
- Assist Project Management in ensuring timely, efficient and effective delivery of activities of project
- Promote and encourage openness to learning from staff, and help identify case studies / issues from project experience for analysis, dialogue and possible incorporation into emerging best practice and policy formulation
- Ensure projects are implemented in accordance with UNDP quality standards. Reviewing and monitoring progress against the quality standards framework
- Ensure that UN standards are incorporated into design and implementation efforts

External Relationships / Representation

- Work, as delegated by Project Management, with other agencies to build greater local community acceptance of ERF and other humanitarian assistance agencies in the project area
- Support Project Management in representation of ERF at relevant inter-agency coordination, government and donor meetings as required ensuring positive working relationships for ERF

Human Resource Management

- As part of the programme management team, promote conditions for effective teamwork and commitment to UNDP's values and operating principles
- Ensure that, regular performance appraisals are conducted for the team members, including formal appraisals every six months and encouragement of development through the Personal Development Plan

Project Strategy and Planning

- Support ERF to ensure the project's mission, purpose, strategic goals and project objectives are communicated amongst project staff to create mutual understanding and ownership
- Assist in preparing project work plans, ensure day-to-day management of the project activities and participate in project budget review
- Collect and compile relevant background data and information about the project's subjects and compile training material
- Assist in preparing the periodic project activity, progress and status reports (incl. project performance and evaluation reports) as stipulated in the project document
- Assist in the preparation for and organization of seminars, workshops and training activities
- Arrange programmes for visiting experts, missions and donor representatives to the sites of project activities
- Promote and strengthen collaborative ties between UN agencies, NGOs and donors with regard to the project's activities
- Monitor the implementation of grants provided to implementing partners and provide guidance to the concerned parties
- Assist in creating new projects and identify new areas for cooperation with government partners and donors.

- Other activities and tasks as directed.

IV. IMPACT OF RESULTS

The Project Officer will assist the Project Manager in high quality project delivery, representation at relevant interagency and sectoral meetings and in the facilitation of effective grants management.

V. COMPETENCIES

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards (human rights, peace, understanding between peoples and nations, tolerance, integrity, respect, results orientation (UNDP core ethics) impartiality
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Management and Leadership

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback, timely responses queries
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates good oral and written communication skills
- Demonstrates openness to change and ability to manage complexities

Development and Operational Effectiveness

- Ability to engage with high ranking UNDP Managers, Government Officials and international donor community and provide policy advisory support services.
- Ability to identify opportunities, conceptualize and develop project reports
- Capability to engage in team-based policy and programme dialogue, experience of leading workshops and being a resource person.
- Ability to lead strategic planning, results-based management and reporting: full project cycle mastery, excellent work/project planning skills, mastery of UNDP's new programme modalities (PRINCE 2, RBM Guide, NEX/DEX execution etc.) and also use ATLAS.
- Ability to oversee timely project implementation and to provide the necessary trouble shooting to keep project implementation on schedule
- Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis, reporting and cost-recovery: excellent project oversight functions, including audit, accurate and thorough risk assessment
- Ability to implement new systems and affect staff behavioural/ attitudinal change

Knowledge Management and Learning

- Promotes knowledge management and a learning environment in the office through leadership and personal example: Excellent knowledge of capacity building theory and the application of methodology: good understanding of capacity assessment methodologies; excellent ability to identify significant capacity building opportunities, ability to get capacity built, excellent ability to demonstrate national capacities built (mastery of the tools and their application)
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Excellent communication skills (written and oral):

- Sensitivity to and responsiveness to all partners
- Respectful and helpful relations with all UN/UNDP staff.

VI. REQUIRED QUALIFICATIONS	
Education:	▪ Masters degree in social sciences, or other relevant degree
Experience:	▪ Minimum of 3 years experience in project support services, documentation and monitoring preferable with international organizations in the disaster management field
Knowledge and skills	▪ Ability to think clearly and analytically ▪ Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands ▪ A sound knowledge of design, drawing and estimating for settlement improvement for poor communities ▪ Excellent communication skills (verbal and written) in English and Bangla ▪ Ability to use Microsoft Office for reporting, and presentation
Personal qualities	▪ A strong commitment to gender sensitive, inclusive and pro-poor development works ▪ Ability to work with multi-disciplinary team ▪ Consultative and empowering working style and willingness to learn from others ▪ Willingness to travel as required
Language Requirements:	▪ Fluency in written and spoken English and Bangla

8. Administration and Finance Associate

I. Position Information

Job Code Title:	Administration and Finance Associate
Duty station:	Dhaka
Supervisor:	Project Manager
Position status:	12 month (renewable)
Type of Contract:	Service Contract
Grade:	SB 3

II. Organizational Context

UNDP Bangladesh's Early Recovery Facility (ERF) promotes national ownership of the post disaster early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions with UNDP assistance. It mobilizes resources to prepare, plan, and implement interventions to ensure that people affected by disasters recover and seek development gains. ERF supports national and local government in developing policies and plans for full recovery. Such support will is provided through systematic assessment of recovery needs, coordination amongst various agencies, preparation of an early recovery plan / framework, and human resource support wherever necessary. ERF promotes equity, social inclusion, and transparency in promoting recovery policies and plans. It advocates people's participation in recovery planning, and promote policies and programmes which do not discriminate on the basis of gender, ethnicity, religion, age, disability, etc. ERF supports and strengthens the Early Recovery Network and Early Recovery Cluster in Bangladesh, an overall recovery preparedness planning, and advocates for the allocation of resources in support of early recovery activities.

UNDP recognizes that there are several agencies, from both the UN system and NGO sector, which have extensive experience and operational capacity in the area of recovery. ERF does not seek to replace the existing capacity with its own. ERF builds on the national and local capacity for recovery, and highlights the need for recovery programmes through its advocacy and knowledge management. ERF strives to ensure that recovery assistance is available to those who need it most, that there are no significant gaps in the overall recovery programme, and various sectors are adequately represented and harmonized.

The Administration and Finance Associate will work under the direct supervision on the Project Manager. The Administration and Finance Associate works in close collaboration with UNDP Country Office operational units, as well as a wide range of other disaster management related stakeholders.

III. Functions / Key Results Expected

Summary of Key Functions:

The Administration and Finance Associate will be competent in the relevant area. The summary of key functions are:

- Financial including project budgetary and project management support
- Assist in preparing periodic financial records, maintain delivery records
- Review all payments/claims of staff and other service providers and ensure on time settlement of claims as per UNDP rules
- Maintain expenditure statement and support in budget processes
- Review and monitor partner organizations' financial statements
- Assist Project Management in contract management
- Assist in project audits (internal/external)
- Manage assets including project vehicle(s)
- Assist Project Management in quality and on time procurement of project goods/services
- Ensure all Atlas related transaction i.e. budget analysis, upload budget, monitor project budget, enter necessary GLJE in Atlas etc.

l. Carry out all day to day administrative, budgetary and financial management of the project;
l. Assist Project Management in settlements of DSA and other claims of staff and other service providers as per UNDP rules
l. Assist the Project Manager and Project Officer for all kinds of financial and project management related activities including liaison with different government agencies/UNDP CO/donor partners, NGOs and other key stakeholders, as directed
Y. Maintain inventory of program assets and provide logistic support to workshop/seminar and other program activities
Y. Provide assistance to prepare periodic accounting records, maintain delivery records, make program transactions in UNDP format, prepare draft budget revisions, shadow budgets, cost sharing and other financial and accounting reports
l. Review financial statements, expenditure as stated in the financial reports of partner organization
l. Monitor fund disbursement and adjustment of partner organization
l. Monitor project budget and ensure necessary GLJE through Atlas
C. Assist Project Management in day to day administrative support for smooth operation of project activity in the field
C. Manage assets including project vehicle(s)
l. Assist Project Management in quality and on time procurement of project goods/services
l. Any other activities/tasks as assigned by the supervisor

IV. IMPACT OF RESULTS

The key results have an impact on the overall success of the project targets.

V. COMPETENCIES

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards (human rights, peace, understanding between peoples and nations, tolerance, integrity, respect, results orientation (UNDP core ethics) impartiality
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Management and Leadership

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback, timely responses queries
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates good oral and written communication skills
- Demonstrates openness to change and ability to manage complexities

Development and Operational Effectiveness

- Ability to engage with high ranking UNDP Managers, Government Officials and international donor community and provide policy advisory support services.
- Ability to identify opportunities, conceptualize and develop project reports
- Capability to engage in team-based policy and programme dialogue, experience of leading workshops and being a resource person.
- Ability to lead strategic planning, results-based management and reporting: full project cycle mastery, excellent work/project planning skills, mastery of UNDP's new programme modalities (PRINCE 2, RBM Guide, NEX/DEX execution etc.) and also use ATLAS.
- Ability to oversee timely project implementation and to provide the necessary trouble shooting to keep project implementation on schedule
- Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis, reporting and cost-recovery: excellent project oversight functions, including audit, accurate and thorough risk assessment
- Ability to implement new systems and affect staff behavioural/ attitudinal change

Knowledge Management and Learning

- Promotes knowledge management and a learning environment in the office through leadership and personal example: Excellent knowledge of capacity building theory and the application of methodology: good understanding of capacity assessment methodologies; excellent ability to identify significant capacity building opportunities, ability to get capacity built, excellent ability to demonstrate national capacities built (mastery of the tools and their application)
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Excellent communication skills (written and oral):

Sensitivity to and responsiveness to all partners

- Respectful and helpful relations with all UN/UNDP staff.

VI. RECRUITMENT QUALIFICATIONS	
Education:	Minimum Bachelor degree in Business Administration, Economics, Management, or Finance. Masters degree holders will be given preference.
Experience:	5 years practical experience in administrative and financial management and procurement in development and/or emergency response projects, of which at least 2-3 years experience is in similar position with UN /donor agencies.
Language Requirements:	Fluency in written and spoken English and Bengali.

9. Driver

I. Position Information

Job Code Title:	**Driver**
Duty station:	Dhaka
Supervisor:	Project Manager
Position status:	12 month (renewable)
Type of Contract:	Service Contract

II. Organizational Context

Under the supervision of the UNDP ERF project manager and direct guidance of the UNDP protocol and logistics manager, the Driver provides reliable and safe driving services ensuring accuracy of work. The Driver demonstrates a client-oriented approach, courtesy, tact and the ability to work with people of different national and international backgrounds.

The Driver provides driving services to the ERF project and Disaster Management Cluster staff of UNDP.

III. Functions / Key Results Expected

- Drive office vehicles for the transport of authorized personnel, delivery and collection of mail, documents and other items;
- Collects and delivers mail, pouches and other communications from and to the post office. Government agencies and other institutions;
- Sorts, delivers and picks up mail from various offices on the premises at regular intervals, keeps records as required;
- Meets official personnel at the airport and facilitates immigration and customs formalities as required;
- Responsible for the day to day maintenance for the assigned vehicle, checks oil, water, battery, breaks, tires etc. performs minor repairs and ensures that the vehicle is kept clean;
- Logs official trips, daily mileage, gas consumption, oil changes, greasing etc.
- Ensures that the steps required by rules and regulations are taken in case of involvement in accident;
- Operates photocopying and duplicating machine;
- Assist senior staff in the Project in performing simple clerical duties such filing record keeping answering telephones etc.
- Performs other related duties as required

Summary of Key Functions:

- Provision of reliable and source driving services
- Proper use of vehicle
- Day-to-day maintenance of the assigned vehicle
- Availability of documents and supplies

IV. Impact of Results

Reliable and secure driving services ensured

V. COMPETENCIES

Corporate Competencies

- Demonstrates integrity by modelling the UN's values and ethical standards (human rights, peace, understanding between peoples and nations, tolerance, integrity, respect, results orientation (UNDP core ethics) impartiality
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback, timely responses queries
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates good oral and written communication skills
- Demonstrates openness to change and ability to manage complexities

Development and Operational Effectiveness

- Ability to engage with high ranking local Government Officials
- Ability to identify opportunities, conceptualize and develop project reports
- Ability to implement new systems and affect staff behavioural/ attitudinal change

Knowledge Management and Learning

- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills
- Excellent communication skills (written and oral): Sensitivity to and responsiveness to all partners, Respectful and helpful relations with all UN/UNDP staff

VI. RECRUITMENT QUALIFICATIONS

Education:	▪ SSC passed ▪ Valid driving license ▪ Abide traffic laws strictly and skills in minor vehicle repair
Experience:	▪ At least five years work experience as a driver ▪ Safe driving record ▪ Skills in minor vehicle repair ▪ Knowledge of driving rules and regulation
Language Requirements:	▪ Good knowledge of the local language and knowledge of simple communicating English is essential ▪ Ability in dedication to the United Nations' principles having demonstrated ability to work harmoniously with persons of different nationalities and cultural backgrounds